



**ADDIS ABABA UNIVERSITY COLLEGE OF DEVELOPMENT STUDIES  
CENTER FOR ENVIRONMENT AND DEVELOPMENTSTUDIES TOURISM  
DEVELOPMENT AND MANAGEMENT PROGRAM**

**PUBLIC-PRIVATE COLLABORATION FOR TOURISM DEVELOPMENT IN  
THE CASE OF ADDIS ABABA**

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**DECEMBER, 2021  
ADDIS ABABA, ETHIOPIA**

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OF ADDIS ABABA**

**BY: EYERUS HORDOFA**

**A THESIS SUBMITTED TO IN PARTIAL FULFILMENT OF THE REQUIREMENT FOR  
THE DEGREE OF MASTERS OF ART IN TOURISM DEVELOPMENT AND  
MANAGEMENT**

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**DECEMBER, 2021  
ADDIS ABABA, ETHIOPIA**

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This is to ensure that the studies are prepared by Eyerus Hordofa; entitled *Public Private Collaboration for Tourism Development in the Case of Addis Ababa*. This study is the result of my own work and to ensure that all the materials used for my study are properly recognized. It was submitted in the Centre for Environment and Development Studies of Addis Ababa University the Partial Fulfillment of the Requirement for the Degree of Maters of Art in Tourism Development and Management. The research is Compliance in accordance with the university regulations and meets the accepted standards concerning originality and quality.

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### **Statement of Declaration**

I, Eyerus Hordofa declare that this dissertation entitled: **Public Private Collaboration for Tourism Development in The Case of Addis Ababa**, I assure you that all the work presented is the result of my research. I confirm that: This work is carried out under the auspices of Centre for Environment and Management Collage of Development Studies Department tourism development and management Research studies part fulfillment of the requirements of the MA( Masters of Art in Tourism Development and Management. All relevant information about the study has been provided to the University's MA Department or other relevant body. When used different literature and other published research results in this study but I make sure to mention all the sources I have used. Exception the quotations, this dissertation is entirely my own work. I have notified all the sources used for this research purpose.

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## **DIDICATION**

**To**

**My Late Mother**

**TSIGE YOHANES GEBRE-MESIKEL**

The results of this study will be in memory of my late mother, TsigeYohannes Gebre-Meskel; Mom, I wish you lived and saw the results of your efforts; Because you always encouraged me and tried to get me to a better place, And the fruitage of your labour has paid off, May God place your soul in Paradise; You will always be in my heart, I love you with all my heart.

## **ABSTRACT**

*Tourism is now one of the largest earning industries in the world. Addis Ababa the capital city of Ethiopia and the home of the African Union with a wide variety of tourism resource including; historical, natural, and museums attractions. Empirical review revealed that researcher have made their effort in studying the problem of collaboration between public and private sectors for tourism development in Ethiopia. Even though, much of works has done by researchers in the study area because most scholars tried to precise the problems in some areas which are not similar with study area in many settings. As a result, these theses deal with public-private collaboration for tourism development in Addis Ababa. The researcher employed qualitative research approach, by using cross-sectional research design. The way it collects information is through primary and secondary sources. In-depth interview was guide to collect the qualitative data by using purposive sampling. As a result data were collected from five major public and private tourism organizations in Addis Ababa; a total of 12 person-to-person in-depth interviews conducted from participants. Which include; minister of culture and tourism office, Ethiopian tourism organization, hotel owner associations & tour and travel association. The thesis identified by assessing the role of public private sector, the current practice and challenges of public private collaboration in Addis Ababa. There are various areas of collaboration in which these institutions engaged in public and private tourism sectors work together. For instance in terms of creating a skilled work force in the sector, investment, subsidizing the existing tourism resources financially, in terms of marketing & promotion. However, the finding announces that in Addis Ababa collaboration between public-private tourism sectors have not been able to make the expected results and much done through collaboration. Due to lack of common vision between the public and private tourism sectors, lack of familiarity with Private to private sectors, lack of continuous follow-up evaluation and improving statistical data. The thesis results implicate that for strong & continuous collaboration between public and private tourism sectors; 1<sup>st</sup> government prepare common vision of tourism development, a common product development, common goal for marketing and promotion, capacity building, continuous follow evaluation & monitoring, improving statistical data among public private sectors. 2<sup>nd</sup> the private sector and stakeholders in the tourism industry must have a common vision and create a good reputation & lastly other studies have done as a starting point; they should study how the public and private sectors can work together more.*

**Key word: Collaboration, Development, Organization, Public-Private, Partnership, Tourism, Stakeholders**

## **ACKNOWLEDGEMENTS**

First and last, praise and thanks to the GOD the ALMIGHTY for His showers of blessings throughout my research work to complete the research successfully. I would like to express my deep and sincere gratitude my research advisor, Shiferaw Muleta (PhD) for giving me the opportunity to research and providing invaluable guidance throughout this research. His aspirations, vision, sincerely and motivation has deeply inspired me. He has thought me the method to carry out the research and to present the research work as clearly as possible. It was a great concession and honor to work and study under his guidance.

I would like to express my gratitude to Tesfaye Zeleke (PhD) he guided & providing professional advice through my research. I am extremely grateful for what he offered me.

I am extremely grateful to my father Hordofa Balcha for his love, prayer caring and sacrifices for educating and preparing me for my future.

In addition thanks to all my family.

I would like to express my sincere thanks to Sileshi Girma (PHD) General Director of Ethiopian Tourism Organization (Tourism Ethiopia) for his guidance and for providing necessary information about this research. I am extremely thankful to Dr. Tedros Atlabachew Chairman of the council of Ethiopian organization for providing necessary information. I am extremely thankful to Dr. FithWelde- Senbet President of the Ethiopian Hotel Owners and Employers Federation for giving required information about this research. Next I am extremely thankful to Amdemariam Mamo Director of Addis Ababa Cultural and Tourism Office for providing relevant information. I am extremely thankful to Yisifalign Habte Tourism Sector Advisor of Minister of Culture and Tourism Office and Henok Trgaye for giving necessary information. Finally, I am very much thankful to my friend Heran Endalkachew for her sharing knowledge and technical knowledge.

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## ACRONYMS

<b>AACTB</b>	Addis Ababa Culture and Tourism Bureau
<b>AAMS</b>	Addis Ababa Millennium Secretariat
<b>AU</b>	African Union
<b>COVID-19</b>	Corona Virus Disease 2019
<b>ETDP</b>	Ethiopian Tourism Development Policy
<b>ETO</b>	Ethiopian Tourism Organization
<b>ETOA</b>	Ethiopian Event Organization Association
<b>EEOA</b>	Ethiopian Event Organization Association
<b>ETTA</b>	Ethiopian Tour and Travel Association
<b>EHOA</b>	Ethiopian Hotel Operation Association
<b>LDE</b>	Local Development Economy
<b>MCT</b>	Minister of Culture and Tourism
<b>NGOs</b>	Non-Governmental Organizations
<b>OECD</b>	Organization for Economic Cooperation and Development
<b>PPC</b>	Public Private Collaboration
<b>PPP</b>	Public Private Partnership
<b>SPSS</b>	Statistical Package for The Social Sciences
<b>STOAA</b>	Society of Tour Operation of Addis Ababa
<b>TC</b>	Tourism Council
<b>UN</b>	United Nation
<b>UNCSD</b>	United Nations Commission on Sustainable Development
<b>UNDP</b>	United Nation Development Program
<b>UNECA</b>	United Nation Economic Commission for Africa
<b>UNESCO</b>	United Nation Educational, Scientific and Cultural Organization
<b>UNEP</b>	United Nation Environmental Program
<b>UNWTO</b>	United Nation World Tourism Organization
<b>US\$</b>	United State Dollar
<b>WTO</b>	World Tourism Organization
<b>WTTC</b>	World Travel and Tourism Council



# CHAPTER ONE

## INTRODUCTION

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

Tourism is now one of the engines of the economy and many people involved in this industry. According to Zeharatos (1999), tourism is a social and economic phenomenon characterized by short-term reciprocity of entertainment, recreation, exploration, knowledge, and emotional compensation in general. The number of people operating globally is to reach 1602 million, and tourism revenue is to reach \$ 200 billion (Lee et al., 2007). However, this information is not what the organization intended, as most tourist products, including tourist activity, are currently affected by the epidemic COVID 19. Tourism is a multi-sectoral industry in which various stakeholders or organizations, both public and private take part, and the nature of tourism is diverse by default (Schubert et al., 2011). In addition to the economy, tourism products are being distributed in a multidisciplinary way, with other social issues, social, institutional, political, technological and environmental-ecological (Lee et al., 2007). Tourism seeks a multi-stakeholder participation and different private and public tourism sectors need a well organize cooperation.

According to Wood and Gray (1991), "collaboration occurs when a group of problem-solving stakeholders enter into an agreement to take action or make decisions on issues related to the problem, using common rules, regulations, and structures". Worku and Tesema (2018) added that, cooperation is more than just interconnection of common goals in cooperatives shared commitment to do common goals by sharing knowledge, learning and creating consensus. In addition, Collaboration in business found both inter and intra organization and ranges from a simple partnership to a complex multinational corporation. Collaboration with selective few companies as opposed to collaboration with a large number of different companies have shown to positively impact company performance and innovation outcomes business (Wood and Gray, 1991). Like other sectors, tourism is one of the main sources of income for Ethiopia. That is since limiting of unemployment; plays an important role in boosting the country's economy. According to a World Bank data (2013) report, Ethiopia registered double-digit economic growth to tourism, up 10.6 percent per year in the period between from 2004/5 to 2011/12. These contributed to measure expansion of infrastructures: road, increasing tourism marketing and promotion budget, construction of dams to generate electricity, upgrading and building of transport networks to the main tourist destinations and neighboring countries that support tourism development and free and save movement of visitors (World Bank, 2013).

Tourism industry becomes a large global industry expanding rapidly not only in developed but also in developing countries. Like many other least developed countries, Ethiopia has also taken tourism as an effective instrument for poverty alleviation and to its integration into the world economy. Although Addis Ababa has a lot of tourism resources, it has not been able to earn the revenue it deserves from tourism due to the lack of collaboration and cooperation between the private and tourism sectors. As mentioned earlier, tourism is now one of the most important and leading industries in the world, including Ethiopia. However, one of the key factors in the proper use existing resources and the development of the tourism industry is the need for the private and public tourism sectors to work together for the development of tourism industry (World Bank, 2013).

Even though, for exploiting of the huge potential, a number of challenges facing the development of the tourism industry in Addis Ababa. But one of the biggest obstacles to the growth of tourism in the city is the poor coordination between the public and a private tourism sector has hampered the growth of the tourism industry. So this research is as much as possible to discuss, the benefits of collaboration between public and private sectors to make the best use of the city's tourism resources are as follows: It explores how the public and private sectors now work together in the area of collaboration and it seeks to study the problems that hinder public and private tourism sectors from working together.

### **1.2.Statement of the Problem**

Like many other least developed countries Ethiopia has also taken tourism as an effective instrument for poverty alleviation and to its integration into the world economy. According to Travel & Tourism Economic Impact (2015), the economic impact of tourism for Ethiopia sheds some light on the laggard nature of tourism in the country. The data refer to statistics gathered in 2014; travel and tourism directly contributed only 4.1% to the country's GDP, and 3.6% of total employment. The country's limited exports are consider in visitor's exports contributing 35.4% of total exports, suggesting that tourism can play a significant role in foreign exchange generation and investment in travel and tourism was 3.7% of total investment for the country. To meet all the above contributions public private collaboration were its own significance. A number of public private tourism organizations like local communities, tourism information center, tourist's board, visitor attraction, local transport organization, regulatory bodies, tour operator, travel agent, transport organization, visitor attraction, accommodation provider, NGOs were its own role for tourism development. The industry by its nature were integrated but the collaboration of public private tourism sectors become inadequate at the national and regional, local & cities that is one of the dominant problems for the development tourism industry (Travel

&Tourism Economic Impact 2015).

However, the tourism sector in Ethiopia has a policy document that recognizes the significance of public private partnership in developing infrastructure peculiar to tourism industry. ETDP stated that the policy level understanding among different stakeholders has recently evolved in to the stage where the Ethiopian government has shown strong political commitment in implementing the Ethiopian tourism policy. Currently the Ethiopian tourism was initiated by Ethiopian tourism organization (ETO) as responsible institution to strengthen the public and private collaborations and run by board to initiate, manage and for future product development and promotion. In addition to ETO, Ethiopian Tourism Transformation Council settled as an umbrella institution which intends to give general directions on how to alleviating major bottlenecks that is fulfilling the implementation of the policy framework sector (Worku & Tesema, 2018).

Many researches were conducting the public private partnership for tourism development but it has their own constraints. Menon & Edward (2014), assess Public private partnerships in tourism in India and analyzed the effectiveness of the public private participatory in nature and concluding that trade fair is good for the growth. Ethiopia with its abundant tourism resources did not able to use its tourism for development mainly due to lack of infrastructure, service quality and slow progress of public private collaboration and implementation in to tourism sector. Although when we look at the tourism industry in Ethiopia and Addis Ababa, we do not get as much as we should from the tourism industry; the biggest problem we did not find was that the stakeholders in the public and private tourism industry were not collaborating with the system and working together.

Because of the poor collaboration that should exist among the government & the private sector, it has not been possible for the country to derive full benefits from the sector, and development has remained uncoordinated and unsustainable collaboration among sectors ( Worku & Tesema, 2018).

Even though, much of works has done by researchers in the study area. According to Jamal and Getz (1995), collaboration is joint decision making among autonomous stakeholders to resolve planning problem of the domain and manage issues related to the planning and development of the domain. Scholars have made their attempt in studying the complication of absence of collaboration and participation among public and private sectors for tourism development which include the work of, Gray's (1989), Wood and Gray (1991), Jamal and Getz (1995), Mei, et al., (2013).

In the work of Getaneh Addis Tessema (2018) point out that, public private collaboration in the tourism industry in Northern Ethiopia (Bahir Dar, Gondar and Lalibela). A long with the study particularly

concentrated on three issues: exploring the priority areas of collaboration between the public and private sectors; examining how the collaboration of the public and private tourism sector is functioning. But the problem here is that the study area is different from the researcher selected area, i.e. Addis Ababa, because Addis Ababa has a lot of tourism resource & many public & private tourism sectors has a good awareness about the benefit of collaboration for tourism development. In addition, the researcher only focuses on government duties not include private sectors duties and responsibilities. However, in this study, the researcher analyzes that the development of tourism in a country should be done not only by the government but also by the private sector.

Gebre-Egziabiher Aregawi (2015) identify, public private partnership for sustainable tourism in Ethiopia; practice, constraints and prospect. The researcher revealed that public private partnership is not considered as development tool with practical collaborative arrangement whereby the government use the financial and technical resource of the private sector for sustainable tourism development. But the works lack the concepts of collaboration and focus only the concepts of partnership. In addition, the researcher believes that in addition to subsidizing the private sector, the government should have a common vision for the public and private tourism sectors.

Even if, this study cover up particular research areas with consider to public private collaboration for tourism development. There are gaps in some areas; the study was attempt to fill the study which aims at investigated the role of public private collaboration for tourism development in the case of Addis Ababa. Accordingly, there is a need to fill this gap by initiating enough research and potential which clearly identifies public private tourism sectors & focus on the area of current practice of public private collaboration and, by notice obstacle and the challenges of public private collaboration in the study area.

### **1.3. Research Questions**

This study answers the following research questions:

1. How do identify the area of collaboration between public & private sectors?
2. What looks like the role of public private collaboration in tourism development?
3. What are the major challenges of the public private collaboration affects the tourism development?

### **1.4. Objective of the Study**

#### **1.4.1. General Objective**

The general aim of this study was to investigate public private collaboration for tourism development in the case of Addis Ababa.

### **1.4.2. Specific Objectives**

- 1) To identify the area of collaboration for tourism development.
- 2) To assess the role of public private collaboration for tourism development.
- 3) To identify the challenges of public private collaboration for tourism development

### **1.5. Significances of the Study**

Number of studies related to this subject is still limited. Therefore the research is give significance source of information for future public and private collaboration for tourism development in Addis Ababa.

#### **I. Academic Significance**

These studies give the researcher to show the gap of the issue for research who want to conduct further research for the future related to public private tourism collaboration in the area. It gives them information about public private collaboration, particularly in the tourism sector. Although; this studies would serve as a valuable reference to the researchers conducting related issues or farther studies in the area as well as, they will develop the perceptions of collaboration for both public and private sectors for tourism development. After filling the gap the researcher had identified, the findings of the research to start other scholars to carry out further studies to fill the gap that this study failed to discuss.

#### **II. Government, private sectors & other stakeholder's significance**

The importance of this study is that it will motivate the public and private tourism sectors as well as all concerned stakeholders to fulfill their responsibilities better than the earlier one. This is because when we look at other developed tourism countries, the government pays close attention to the tourism sector and the private sector and other stakeholders are well involved in the tourism industry. But when we look at the tourism activity in our country, it is the government that plays the biggest role. As a result, the government and other relevant tourism entities have a lot of tourism resources, focusing on the tourism industry and attracting the private sector and other stakeholders to take part in the tourism industry. In addition, this study will show how tourism stakeholders and other investors should encourage to take part in the tourism sector and how they can work together to grow the tourism sector by fulfilling their responsibilities. Therefore, this study should be downloaded by the University and the Federal Ministry of Culture and Tourism office, as well as all stakeholders, and the public and private tourism sectors should work together.

### **1.6. Scope of the Study**

The study area is based on Addis Ababa. Because Addis Ababa is strategically positioned to leverage

tourism for Ethiopia: a busy airport hub; many cultural, archaeological, historical, and religious attractions; home of the African Union headquarters and the United Nations Economic Commission for Africa; burgeoning transport infrastructure; and rampant construction of new hotels lends the city to tourism growth.

The main theme of the study is collaboration of public private sector for tourism development and both the finding and analysis of the study emphasis public private collaboration in the study area. The study identifies the current status of public private collaboration, the role of public private collaboration and the challenges of public private collaboration in the study area. Beside the study focus on the collaboration and integration of public private tourism sector in the study area. In this regard, the researcher identifies public private tourism sectors and partners in the study area. So the target group for this study includes public tourism sector like; minister of culture and tourism office, Ethiopian tourism organizations, Ethiopian hotel associations, tour operation association, travel agencies etc.

### **1.7. Limitations of the Study**

Research work cannot be totally free from limitation. To this end limitations are also observed in this research.

#### **I. Shortage of Earlier Studies in the Research Area**

In the majority of cases, studies start when researchers identify gaps in the literature and try to address them. However, the identification or understanding that there is a gap depends on the researchers' level of access to the existing literature. What may seem as a research gap might be a huge misconception simply because the person did not have access to a larger range of scientific literature. In addition, referencing and criticizing previous research studies forms the basis of the literature review and helps to lay the groundwork for understanding the research problem being investigated. Thus, access to literature can also be a limitation. This is hardly impossible for getting enough supportable information for my study.

#### **II. Methodical limitation**

Sample size & lack of available and or reliable data it will be difficult to find meaningful relationships and generalizations from the data, since statistical tests usually require a larger sample size to ensure a representative distribution of the population and be considered representative of the studied groups of people, objects, processes, etc. The lack of reliable data or data is likely to be an aspect that may limit the scope of your analysis, the size of your sample, or may be a significant obstacle to finding a trend,

generalization, or significant relationship. This is difficult for analyzing & interpreting my research study.

### **1.8. Definition of Terms**

**Collaboration:** collaboration seen as a government strategy to solve every complex public problem (Ansell, 2016). In terms of tourism collaboration means the public and private tourism sectors are working together to facilitate the development of tourism resources by working together.

**Development:** is progress should entail an all-encompassing improvement, a process that builds on itself and involve both individuals and social change (Thomas, 2000). Development in terms of tourism means the joint use of public and private tourism sectors to develop the tourism industry through collaboration.

**Partnership:** describes a government service or private business venture which is funded and operated through a partnership of government and one or more private sector companies (Johnson, 2010). In terms of tourism partnership is a process by which the public and private tourism sectors work together to create an agreement.

**Public-sector:** the term 'public sector' covers the range of public organizations, from national government ministries and departments to government business enterprises and government tourism departments (Elliott, 1997). In terms of tourism, public institutions are the ones that lead the various institutions engaged in the tourism sector; that is responsible for the development and management of tourism organization.

**Private-sector:** the private sectors are offered the basic tourism products, facilities and essential services such as; accommodation, transport, restaurants, retail, various attractions and even experiences (Tonge & Myott, 1997). Private sectors are organizations that are self-employed in the tourism sector by providing various tourism resources contributing to sales and promotion.

**Sector:** sector is meant all those individuals and micro enterprises, which engage with tourists and the tourism industry (WTO, 2001). In terms of tourism, sectors are both the public and private institutions engaged in various tourism activities.

**Stakeholders:** stakeholders have activities that refer to the tourism industry, environmental support, and the local community (Heitmann, 2010). Stakeholders in the field of tourism are various institutions that play an important role in accelerating the growth of tourism by working together to accelerate the growth of tourism.

**Tourism:** tourism defined as a composite of activities, services and industries that delivers a travel

experience namely, transportation, accommodations, eating and drinking establishments, shops, entertainment, activity facilities, and other hospitality services available for individuals or groups that are traveling away from home(Mcintosh and Goelder, 1986).

## **CHAPTER TWO**

### **REVIEW LITRATURE**

#### **2.1. The Concepts of “Collaboration” in Tourism Development**

Conceptually, collaboration has been given different meanings by different researchers. In terms of tourism, collaboration involves a variety of tourism institutions, including public and private organizations, as well as other stakeholders participate in various tourism investments and activities on a voluntary basis for the development of the tourism industry. According to Emerson & Gerlak (2014), activities carried out on a continuum and in gradations starting from collaboration, coordination, and collaboration. Ansell (2016) states that, collaboration seen as a government strategy to solve every complex public problem. Fung et al., (2006) explain, in the context of the mechanism and achievement of the collaboration itself (Fung et al., 2006). Several experts refer to collaboration theory namely (Gray (1989), Mattessich et al. (2001), Bryson et al. (2006), Vange and Huxham (2010), Doherty (2015)). Based on this collaboration theory, investigator use relations between stakeholders to find stakeholders, power, legitimacy, urgency (Ondee and Pannarunothai, 2008). Thus, collaboration is a way to facilitate the tourism industry by participating in various tourism projects to work together to solve various problems in the public and private sectors.

When we talk about collaboration and the history of tourism development, we are all about stakeholders. Stakeholders are the ones who play a major role in the success of the tourism industry by collaborating and participating in various tourism projects and activities. Stakeholders in terms of tourism are different sector working with hotel, travel agency, tour operations, local community, car rental companies, and airlines to accelerate tourism development. Heitmann (2010) states that, Stakeholders have activities that refers to the tourism industry, environmental support, and the local community. Also Turker et al. (2016), show stakeholders consist of government, tourists, community, tourism business, media, and academics. Meanwhile, supporting factors and inhibitors of collaborative governance refer to the theory of linking organizational goals, comprehensive assessment, organizational value, administrative commitment, knowledge, and support trust, shared believe, commitment (Agranoff, 2006). Thus, the public and private sectors need to know the process on how to collaborate & work together for progress of tourism industries. Bradshaw, (1997) show three stages; is including problem setting, direction setting, and structuring. At the problem setting stage, the stakeholders realize that complex problems and interdependence of the organization must be overcome through joint efforts. At the direction setting stage, stakeholders work together to gather information

and develop strategic planning. The plan which has been prepared is then carried out the distribution of power to all stakeholders so that it will influence the collaborative decision. At the structure stage, the structure and process are determined to complement the shared goals within a framework that can guarantee the linkages of funding, communication, environmental mapping, and sustainable adaptation. The success of collaboration occurs incrementally, meaning that the success of the implementation of collaboration agreement is very dependent on the collective ability of the stakeholders to manage change continuously. As a dynamic concept, collaboration is an incremental process through several stages, namely the development of a collaborative vision that explains the common interests, the equalization, and understanding of collective experience, tools for achieving the best ways of working include the vision that must be produced the design of proposals that are feasible and can be applied (Bradshaw, 1997). Thus, as a whole, collaboration is a process in which all stakeholders are united in their vision and common interest in developing various tourism projects and projects, facilitating the tourism sector and growing the tourism industry.

### **2.1.1. Collaboration Theory**

Collaboration theory emphasizes that decisions have a high chance of implementation and success when key stakeholders take part genuinely and impressively in the problem identification, direction setting, structuring and enactment (Gray, 1989). Stakeholders need to agree on the relevance, urgency and complexity of the problem and show commitment towards collaborative efforts in addressing the identified problems (Trist, 1983). As a progressive dynamic process, collaboration is determined by the following factors: inter-dependence, accommodativeness, joint ownership of decisions, collective responsibility of future direction, trust, external supports of various kinds, power decentralization, perceived benefits, democracy and number of participants and diversities of issues (Gray, & Waddock, 1989). Collaboration theory use to understand the effectiveness of stakeholder collaborative frameworks. In addition, collaboration theory underscores that decisions have a high probability of implementation and success when key stakeholders participate in the problem identification, direction setting, structuring and enactment (Gray, 1989). Thus, a collaborative effort has considered to be effective; when a fair and lasting agreement is reached and whether the agreed up-on issues are implemented, & when collaboration entails a joint decision-making among participant stakeholders within the tourism domain to resolve the planning and development problems (Jamal & Getz, 1995). Thus the adoption of collaboration theory in this study that successful collaboration emphasizes the integration of various functions when key public & private tourism sectors & stakeholders collaborate

participate in the problem identification & direction setting for common vision & common goal for the development of tourism industry.

## **2.2. Collaboration and Partnership for the Development of the Tourism Industry**

In terms of tourism, a partnership is a process in which two or more tourism associations and stakeholders enter into agreements and participate in various tourism investments. Partnership in tourism is relevant “By encouraging regular, face-to-face meetings among various participants, partnerships have the potential to promote discussion, negotiation, and the building of mutually acceptable proposals about how tourism should develop” (Bramwell, 2002, pp. 1138 –9). A number of reasons are associated with partnerships in tourism development through an integrated approach to tourism planning. Partnerships are necessary for sustainable tourism development (Pyo, 2010). As indicated by Carbone (2005), a true partnership between the producer (the environment, the local culture and the people), the supplier (the tourism industry) and the consumer (the tourist) is critical for integrating community needs with the sustainable use of the environment while providing profit to the stakeholders involved. It is through partnerships that organizations, government and communities are able to collectively address concerns and determine mutually agreed upon objectives that will benefit all stakeholders involved, thus embarking on a more sustainable approach to tourism development. The purpose of a partnership is to eventually produce consensus and harmony that will lead to new opportunities and innovative solutions. Partnerships must include the views of all stakeholders within a destination and identify various roles and responsibilities for each stakeholder so that they can contribute to the overarching goal of moving the destination toward a more sustainable management of tourism.

Collaboration through partnerships is described as a loosely coupled system of organizations and individuals that belong to various public and private sectors, who come together in order to reach certain goals, unattainable by the partners individually (Fadeeva, 2005). Collaboration is defined by Gray (1989: 5) as ‘a process through which parties who see different aspects of a problem can constructively explore their differences and search for solutions that go beyond their own limited vision of what is possible.’ Therefore, a collaborative alliance is an inter-organizational effort to address problems too intricate to be effectively resolved by independent action. Collaboration is the evolving process of alliances working together in a problem domain (Jamal & Stronza, 2009). The process has the potential to allow organizations to pool their knowledge, share expertise, capital and other resources (Plummer et al., 2006). The groups working together may therefore gain a competitive

advantage. In addition, policies, implementation and enforcement of plans and regulations resulting from collaboration may be more accepted by individuals and organizations who were involved in creating them. It has also been argued that this practice of collaboration is part of a moral obligation to involve affected parties throughout any decision-making processes (Medeiros de Araujo & Bramwell, 2002). An inclusive collaborative approach has the ability to create social capital and thus contributes to the development of more sustainable forms of tourism (Kernel, 2005). Since tourism firms in a given destination share public infrastructures and attractions, there is need to cooperatively manage these resources and innovate while minimizing negative externalities. As a result, public and private tourism sectors as well as all stakeholders will play a key role in the development of the country's tourism industry by contributing to the growth of the tourism industry through collaboration & partnership.

### **2.3. Public and Private Tourism Organization**

#### **2.3.1. Public Tourism Organization**

Public tourism organization is an organization selling a tourism product or service to a consumer or tourists to gain benefit from the trade which includes different government bodies like minister of culture and tourism. to control tourism activities that oversees and directs tourism sectors at higher level. According to Elliott (1997), the term 'public sector' covers the range of public organizations, from national government ministries and departments to government business enterprises and government tourism departments. Just as tourism has been identifying as important to many governments economically and politically public sector (government) involvement is very important to the sustainable tourism growth and development of the tourism industry (Elliott, 1997). The public sectors make up a core component of tourism industry. Many tourism products are based on public assets such as the natural and cultural environments. A key role of a public sector is to provide policy, infrastructure, essential service, destination management and marketing, innovation, training and education (Elliot 1997). This is important for tourism development by improving public sectors for providing effective and efficient tourism activities for sustainable tourism development.

In addition Jenkins & Henry (1982) show that, government or public sector includes; national, regional and local governments as well as state agencies. Government plays a critical role in formulating environmental protection and resource management policies, integrating tourism into resource planning and decision-making, providing various supports, consultation and establishing partnerships with communities (Jenkins & Henry, 1982). Furthermore, government intervention in sustainable tourism development is fundamental due to legitimate mandates and executive power it has which facilitates

the operational of projects (Bramwell, 2011).

### **2.3.2. Private Sector in Tourism**

The private tourism sector are engage in private limited company to facilitates and accelerate growth of tourism industries which include, tour operation, travel agencies, tour operations, hotel association's car rental companies it involved in inbound and out bound tourism activities. Tonge & Myott (1997) discussed that, the private sectors that offer the basic tourism products, facilities and essential services such as; accommodation, transport, restaurants, retail, various attractions and even experiences. This sector ranges from vertically and horizontally integrated global corporations such as tour companies, airlines and hotel chains to remote local family businesses, such as craft shops and lodges. Therefore, the collaboration and cooperation of the private and public sectors is important for use the existing tourism resources & accelerate the growth of tourism sector is crucial for the development of the tourism industry. In addition to this, the private sector therefore, plays an essential role in the development of and management of tourism and has been equally involved with national, regional, and local government in the management and sustainable development of tourism.

In addition, a private sector consists of enterprises of all kind, from multinationals to small and medium-sized enterprises, involved in commercial activities. These groups of stakeholders are significant in supplying tourism products and services where the public sector does not involve (UNWTO, 2010).

## **2.4. The Current Status of Public Private Collaboration**

### **2.4.1. Public-Private Tourism Collaboration Globally**

Until know, the travel and tourism industry has been hesitant in establishing public-private collaboration because of the very competitive market within which it operates. The tourism industry has been reluctant to take part in public policy goals, if they are require to do anything that will increase their costs, or otherwise cut their competitiveness (Swarbrooke, 1999). In addition, public-private partnerships are collaborative arrangements that can involve all elements of a project, from solely funding, to design, construction, operation maintenance. Public-private tourism partnership however, can do the opposite. They represent a pooling of knowledge, ability, capital and other resources from various stakeholders (Worku & Tesema, 2018). There is gradually a growing awareness of the benefit of partnerships. They ensure consistency within a frame-work and act as an effective agent for planning, management, problem solving and change, and therefore, enhance and not cut the competitive advantage of tourism product (UNCSO, 1999). It is of great benefit that the public and

private sectors work together; this is a significant contribution to growth of tourism by utilizing the knowledge and resources of various associations and institutions engaged in the tourism sector. Mei et al., (2013) identified, four areas where collaboration have been integrate collaboration within the government offices, public–private, collaboration, collaboration among industry operators, and collaboration with other industries (Worku & Tesema, 2018). Public private collaboration in the tourism industry has many advantages for tourists, commercial enterprises and a tourist destination. People are increasingly aware of the importance of bringing together different stakeholders in tourism planning and management. Mei et al., (2013) states that; tourism more than other economic sectors, needs formal and informal collaboration; in addition, destinations are made up of assorted clusters of independent and fragmented suppliers who work together to offer the overall tourism product and experience for the tourists. Public private collaboration advocates tourism innovation (Mei et al., 2013), enhances competitiveness (Pansiri, 2013), and heightens positive tourism impacts, operational efficiency and equity (Worku & Tesema, 2018).

#### **2.4.2. An Over View of Public-Private Collaboration in Ethiopian**

Collaboration in tourism has been adopted as a useful component of the Ethiopian Tourism policy (MoCT, 2009). The Ethiopian tourism industry naturally stimulates complex relationships and cooperation with a wide range of actors, both public and private. In addition, the policy level understanding among different stakeholders has recently evolved in to the stage where the Ethiopian government has shown strong political commitment in implementing the Ethiopian Tourism Development Policy (Getachew & Miruts, 2015). Currently, one initiative is considered a potential institution by the Ethiopian Tourism Organization (ETO). It was managed by a board that brings the public and private sectors to manage future partnerships in product development and promotion. In addition Getachew & Miruts (2015) identified that, the Ethiopian tourism transformation council was established as an umbrella institution which intends to give general directions on how to overcome the main challenges and obstacle that is entangling the implementation of the collaboration of the public and private sectors and policy framework with the involvement of the private sector. According to Federal Democratic Republic of Ethiopia (2010), the intention for public private partnership has been well articulated in the national strategic document issued by the government of Ethiopia. The document states, the private sector is highly emphasized as an engine for national development with government promising to help consistent public-private dialogue. In addition, the intention officially appeared in the draft economic policy during the transition period in 1991 indicating the future

direction in the aftermath (Tamirat, 1991).

### **2.4.3 The Area of Public-Private Tourism Collaboration**

There are various areas of collaboration in which the public and private sectors work together; of these, through the government: by allowing various tourism investment sites, from licensing; by allowing various loans: by performing various controls. According to Mei, Arcodia and Ruhanen, (2013), four areas in which collaboration comes about have been identified: collaboration within the government offices, public–private collaboration, collaboration among industry operators, and collaboration with other industries. In Addition, public–private collaboration, and promoting collaboration among the private tourism industries have caught more government attention than the remaining two (Mei, Arcodia and Ruhanen, 2013). The private sector is also by involving in various tourism projects, by selling and promoting tourism products etc. The two sectors collaborate & work together.

There are a variety of techniques for collaboration between the private and public sectors to work together in order to achieve their common goals (Inter-American Development Bank, 2014). The IADB further stated that private and public sector collaboration for sustainable tourism development may occur in a wide range of activities. The major ones where there is significant experience in government and private participation include “marketing and promotion, product development, infrastructure development and renewal, attraction, enhanced productivity and service, community development cultural and heritage protection, and environmental protection enhancement” (Inter-American Development Bank, 2014). Though there are such common areas of collaboration for both sectors, it is apparent that some activities are inherently governmental in nature. These, according to the Inter-American Development Bank, include determining and approving tourism strategy; contracting for major infrastructure projects; granting project approvals, permits and licenses; evaluating and monitoring contracted services; approving payment for contracted services; and in certain occasions acting as a regulator. It should be noted, however, that the private sector can have valuable inputs for the success of these developments in a number of ways.

Worku & Tesema (2018) discussed that; public private collaboration in the tourism industry has many advantages for tourists, commercial enterprises and a tourist destination. And also, people are increasingly aware the benefit of bringing together different stakeholders in tourism planning and management. (Mei et al., 2013) discussed that; tourism more than most other economic sectors, needs formal and informal collaboration, as destinations are made up of assorted clusters of independent and fragmented suppliers who work together to offer the overall tourism product and experience for the

tourists. Public-private collaboration advocates tourism innovation.

In addition, enhances competitiveness and heightens positive tourism impacts, operational efficiency and equity (Worku & Tesema).

## **2.5. Role of Public-Private Collaboration for Tourism Development**

Collaboration between public and private tourism institutions has different roles; to make the best use available resources and the private sector has invested its knowledge and money; for improving national economy, for nation building; generally it is important for utilizing and exploited the tourism resource effectively and efficiently it is a big role for the development of the tourism industry. Gray (1989) states that, the resource dependency and stakeholder's interdependence means there are potential mutual or collective benefits from stakeholders collaborating with each other. These potential benefits include a collaborative process where the participants might learn from each other, learn from the process itself, develop innovative policies, and respond dynamically to a changing environment (Gray, 1989).

Interdependency is based on their distribution of resource between various actors, the goals they pursue and their perceptions of the resource dependencies. Because collaborative interactions are often repeated, then process of institutionalization occur perceptions, participation patterns and interaction rules develop are formulated. Normally collaborative interactions are considered to involve face-to-face dialogue, and this is an important feature distinguishing the process of collaboration from some other types of participation in policy making (Carr et al., 1998). This dialogue means there may also be potential for both mutual learning and shared decision making, although one or both of these may not occur in practice.

### **2.5.1. Public Sector Role**

The term 'public sector' covers the range of public organizations, from national government ministries and departments to government business enterprises and government tourism departments (Elliott, 1997). Just as tourism has been show as important to many governments economically and politically – public sector (government) involvement is very important to the sustainable tourism growth and development of the tourism industry. The public sectors make up a core component of tourism industry. Many tourism products are based on public assets such as the natural and cultural environments. A key role of a public sector is to provide infrastructure, essential service, destination management and marketing, innovation, training and education (Elliott, 1997). This is important component of providing sustainable and profitable travel and tourism industry. Government

provides a policy and planning framework for environmental protection and heritage management and set strategies to encourage the private sectors to take the issue of sustainable seriously (Swarbrooke, 1998).

In addition the public collaboration role identified by UNEP (2001) includes;

**National Government:** - (Regulation, Infrastructure and facilities, Marketing and promotion, Educating and training)

**Local Government:** - (this builds the capacity of destination to host tourism and ensures sound and effective management and product development of destinations)

**Non-Governmental Organization:-** (a key role representing and acting for the community, Bringing together key players and decision makers to discuss areas of common interest or concern, Promoting consensus on the need for action and influencing decision makers, Participating with industry in awareness raising campaigns and education activities to decrease the impacts of consumer behavior and consumption patterns).

**International Organization :-**( can enhance global sustainability by: Promoting global ethics and best practice and facilitating transfer of knowledge to industry sector).

### **2.5.2. Private Sector Role**

The private sector has a major role to play utilizing and exploited the tourism resource in the accelerating the tourism industry. In addition, in terms the sale and use of various tourism products and by creating good countries image. According to Tonge & Myott (1997), Private enterprises give the basic tourism products, facilities and essential services, such as: accommodation, transport, restaurants, retail, various attractions and even experiences. This sector ranges from large vertically and horizontally integrated global corporations such as tour companies, airlines and hotel chains, to tiny, remote local family businesses, such as craft shops and lodges. His sector ranges from large vertically and horizontally integrated global corporation such as tour companies, airlines, and hotel chains, to tiny, remote local family business, such as craft shops and lodges. The private sector therefore, plays an essential role in the growth and management of tourism industry and equally involved with national, regional, and local government in the management and sustainable development of tourism (Toung and Myoot, 1996).

### **2.5.3. Potential Benefit and Advantage of Public-Private Tourism Collaboration**

There are various benefits to working together in the public and private tourism sectors, including the proper use of tourism resources. It is of great benefit to the development of the country's vision and

image building to the development of the country's tourism industry. Pile (1999) show, many potential benefits when diverse stakeholders affected by tourism attempts to and to agree policies and plans about they should go ahead. For instance, it is often suggested that collaboration can help to avoid the long-term cost of adversarial conflicts between interest groups. Interest in collaboration between stakeholders affected by particular issues has also been encouraged by a reputedly poor record of traditional representative democratic arrangements as a means of insuring people are involve in debates and decisions that affect their lives (Pile, 1999).

In addition, the public and private sectors must work together to accelerate the growth of tourism and make the best use of the existing tourism resources. This means that we should always look at tourism as a sector that works with various organizations; one sector is the private sector. Some potential benefits of collaboration in tourism planning summarized in table. These benefit might result in fewer divers tourism impacts, increased operational efficiency and enhanced equity. In a broad sense, too both organizations and destinations may develop some form of collaborative advantage from benefits of excusing as useful partnership approach (Gray & Huxham, 1996). In addition, the potential benefits of collaboration and partnerships in tourism include: the involvement by arrange of stakeholders, decision-making power and control may diffuse to the multiple stakeholders that are affected by the issues. In addition the involvement several stakeholders may increase the social acceptance of policies, more constructive and less adversarial attitudes might result in result of working together, the parties who are directly affected by the issues may bring their knowledge, attitudes, and other capacities to the policy making processes, partnership can promote learning about the work, skills and potential of the two partners, and develop the group interaction and negotiation skills that help to make partnership successful etc. (Gray & Huxham, 1996).

It is important that the public and private tourism sectors collaborate and work together to accelerate a country's tourism development. This is because the government has tourism resources & the private sector has the knowledge and the money. In this reason, it is important that the public and private sectors must work together to grow and help the country's tourism industry. Richardson (2010) states that, collaboration of public and private sectors it is increasingly viewed as an important tool in promoting economic growth and alleviating poverty. In addition, collaboration of public and private sectors bring economic benefits of tourism include the expansion of business opportunities, ensuring local jobs and generate collective community income (Richardson, 2010). In addition Creaco & Querini (2003) discussed that; tourism sector is the main source of foreign exchange earnings and

definitely high contributor in export that help suitable balance of payment of a country. Vaugeois (2000) states that, the benefit of collaboration by providing; employment opportunity and huge revenues to state due to tax collection. Due to these reason many developing countries are choosing or encouraged to develop tourism over some of the more traditional industry (Vaugeois, 2000). In addition, natural tourism has increasingly been recognized as an economic development opportunity for rural areas (Hodur, Leistriz & Wolfe, 2005).

#### **2.5.4. Role of Public Private Collaboration in Ethiopia**

Like other sectors, public and private tourism institutions need to work together to grow the tourism sector. In this regard, their involvement in the areas of cooperation involving both sectors has greatly contributed to the development of tourism. Getachew & Miruts (2015) discussed that, the Ethiopia's tourism industry naturally stimulates complex relationships and collaborations involving a wide range of actors beyond public and private actors. For improving these sectors the Ethiopian tourism policy has a document that recognizes the importance of public private collaboration or partnership in developing infrastructure peculiar to tourism industry. In addition to this, the Ethiopian Tourism Organization (ETO) is a potential Institution and managed by a Board that brings Public and Private sectors to manage future partnership initiatives around product development and promotion. In addition, the Ethiopian Tourism Transformation Council was also established as an umbrella institution which intends to give general directions on how to alleviating major bottlenecks that is entangling the implementation of the policy framework with the participation the private sector (Getachew & Miruts, 2015).

#### **2.6. Challenges of Public-Private Collaboration for Tourism Development in Ethiopia**

It is important for the public and private tourism sectors to work together. But there are many problems that can prevent them from working together. One of the major obstacles to the growth of the tourism industry is the lack of collaboration & cooperation between the public and private tourism sectors. Thus, the problems that have hampered the public and private tourism a sector has been describe in different ways. Centralization of power, absence of interest and commitment from stakeholders, lack of financial resources, lack of skilled workers in tourism planning, short-term vision and difficulty of reaching agreement on specific issues as the most significant barriers of collaboration (Ladkin & Bertramini, 2002). In addition, Schwartz et al., (2008) although states that; Partnership may also have difficult as they challenge the vested interest and power of otherwise dominant organizations and businesses. Additionally, it remembered that central control in hierarchical system has the

advantage of being more predictable than is the case in more complex and fragmented system. Hence, the various stakeholders would automatically believe it is in their best interest to take part in partnership. It is suggest that we need to appreciate the extent to which barriers to participative system are embedded in social, economic, and political principles deeply valued in their own right. There are considerable pressures in society to maintain the status in organizational relations. Hence, the study of collaboration in tourism will benefit from close attention to how social, economic, and political structures constrain or facilitate such processes (Schwartz et al., 2008)

In addition, collaborative arrangements may also be critical because some social groups and people may find it difficult or impossible to gain access to these arrangements. Power relations are likely to influence which people joined these groups and who has most influence in decisions. For example, state license well-organized groups may play a prominent role in policy formation by groups or agencies that exist in some policy arenas. A network of collaborative arrangements is also more complex and dispersed, and hence tends to less clearly accountable than is the case with the more centralized, hierarchical systems of elected local governments (Schwartz, 2008). Gray & Huxham (1996) discussed that, the potential problems of collaboration and partnerships in tourism include; In some places and for some issues there are only a limited traction of stakeholders participating in policy making, a partnership set up simply as window dressing to avoid tackling real problems head on with all interests, healthy conflict may be stifled, collaborative effort may be under-resource to requirements for traditional staff time, leadership and administrative resource, actor may not be disposed to reduce their own power or to work together with unfamiliar partner or previous adversaries, those stakeholders with less power may be excluded from the process of collaborative working or may have less influence on the process, power within collaborative arrangements could pass to group s or individuals with more effective potential skills, Some key parties are uninterested or inactive in working with others, sometimes because they decided to rely on others to produce the benefits resulting from partnership etc. ( Gray & Huxham, 1996).

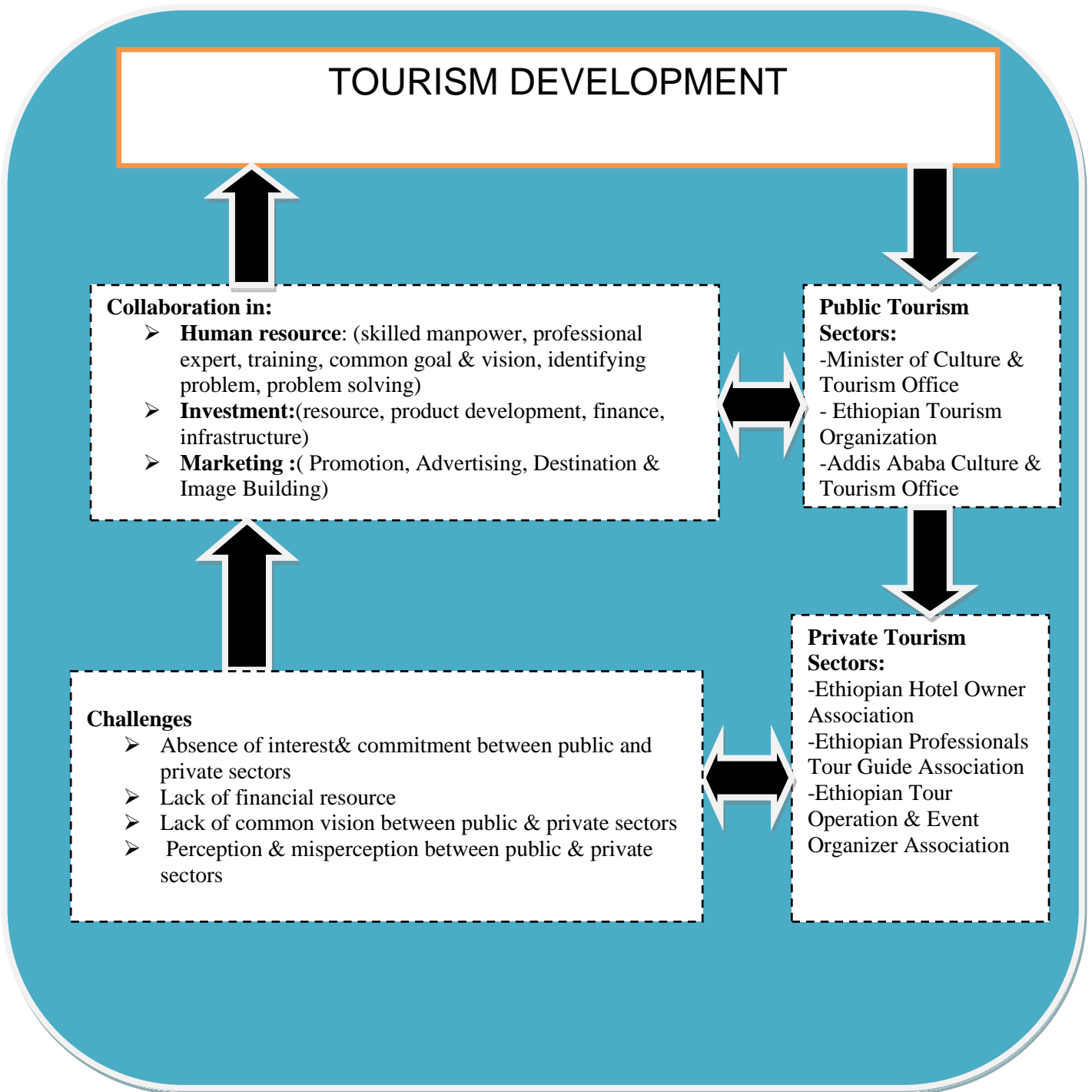
Several studies have identified several challenges that affect public private collaboration for tourism development in Addis Ababa Ethiopia. Worku & Tesema (2018) discussed that, one potential challenge is the perceptions and misperceptions that stakeholders hold about one another, which results in relation to environmental concerns, government and private sectors are different in many ways. In addition, the deficiency of common vision for the natural environment between the two sectors: the private always being damned as being focused on profit multiplication alone and more careless when it

comes to the environment. A collaboration that is too casually or lightly arranged to provoke the actors to try to make advance on the issue can lead to failure in execution. One of the most critical roadblocks to an advanced degree of collaboration between the public and private sectors, resulting in political and power disputes is the absence of long-run or strategic planning, misinterpretations; lack of sympathy towards other parties, stakeholders felt short-run targets mattered in collaboration efforts (Worku & Tesema, 2018). Therefore, there is a need to identify barriers to collaboration & cooperation between the private and public tourism sectors in the development of tourism by making the public and private tourism sectors use the common tourism resources.

### **2.7. Conceptual Framework for Public-Private Tourism Collaboration**

A conceptual framework is the total, logical orientation and associations of anything and everything that forms the underlying thinking, structures, plans and practices and implementation of your entire research project. Ravitch & Riggan (2017) discussed that, the conceptual framework comprises your thoughts on identification of the research topic, the problem to be investigated, the questions to be asked, the literature to be reviewed, the theories to be applied, the methodology you will use, the methods, rules and instruments, the data analysis and interpretation of findings, recommendations and conclusions you will make. In addition, the conceptual framework is the logical conceptualization of your entire research project. Saying that it is a logical conceptualization means that a conceptual framework is a meta cognitive, reflective and operational element of the entire research process (Ravitch & Riggan, 2017).

**Figure 1: Conceptual Frameworks for Public-Private Tourism Collaboration**



The conceptual frame-work in figure 1 indicates that, the public and private tourism sectors should work together to bring tourism development. This means that the institutions engaged in the public and private tourism sectors can work together to bring about the rapid development of the city and the country through good use of the tourism resources. Therefore, institutions in the public and private tourism sectors should work together to bring about sustainable tourism growth. In terms of investment; 1st by properly allocating the tourism resource together; 2nd to jointly increase tourism resources; third, jointly utilize the funds allocated to the tourism sector; Fourth: Strengthen the various tourism infrastructures by working hand in hand with the public and private tourism institutions. In terms of skilled manpower; Institutions engaged in both public and private tourism sectors will work together to create a strong workforce that can make a difference in the development of tourism. That is to say, by providing various trainings to increase the number of manpower in the sector and employ manpower in the tourism sector. By increasing the number of qualified tourism experts; by providing and encourage various trainings to tourism, In addition, when problems arise, both public and private sectors in the field of tourism, they can work together to solve the problem by agreement. In terms of marketing: Although there is a lot of tourism in a country, there is no point in doing good and convincing marketing. This means that the tourism institutions, both public and private sectors can work together to provide accurate information on the tourist destinations by faithfully promoting and selling the existing tourism resources, and by attracting different tourists & by building a good image of the country; it is possible to bring tourism development in the country.

## **CHAPTER THREE**

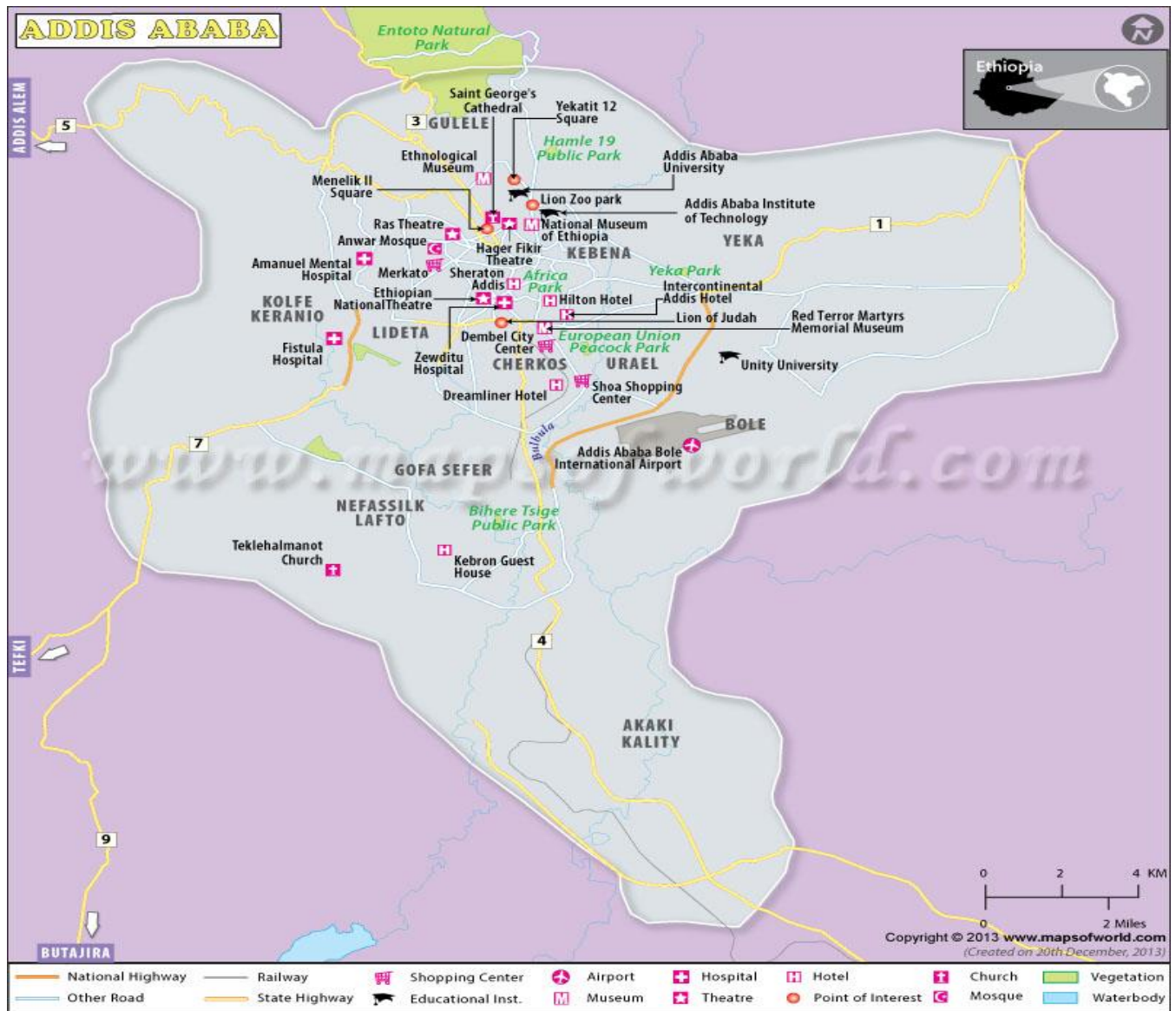
### **RESEARCH METHODOLOGY**

To make this research successful, a variety of data has been gathered, so this chapter covers the description of the study area, the research approach of the study, research design, method of data collection, sampling design, techniques and size, data analysis, ethical consideration and validity and reliability of data.

#### **3.1. Description of the Study Areas**

When we talk about Addis Ababa, Addis Ababa is the capital city of Ethiopia and the home of the African Union, with a wide variety of tourism resources, including historical, natural, and museum attractions. With an area of 540 square kilometers and a million people, the city is not only a political capital, but also a commercial and socio-cultural center of the country; it is a nerve center for the country's nations and nationalities. The absolute site of the city is 9° N latitude and 38° E longitude and the city lies between 2120 meters (Aqaqi sub-city) and 3200 meters (Entoto mountain- Gulele sub-city) above sea level, which makes it the third highest capital in the world next to La Paz and Quito of Latin America. Even though the city is found in a tropical region, due to its high altitude, the city has very convenient climatic conditions with an average temperature of 16°C and an average mean annual rainfall of 1,160 mm which falls between June and September (Addis Ababa Culture and Tourism Bureau, 2010). The city is populated by people from different regions of Ethiopia – the country has as many as 80 nationalities speaking eighty (80) languages, belonging to a lot of religious communities. All the artificial historical, cultural and traditional heritage of the city is one of the attractions of Addis Ababa that can offer to her tourists. The city presents an amazing journey through its nearly 130 years of abundant tourism resources (Addis Ababa Millennium, 2008).

Figure 2: Map of Addis Ababa



Source: *Minister of Culture and Tourism (2019)*

### 3.1.1. Major Attractions of Addis Ababa

Addis Ababa's geographical location is mostly in the highlands, which gives it a unique charm. According to, UNECA (2017) there are 150 cultural heritages in Addis Ababa. Of these 150 cultural heritages; 35 historical churches, two mosques, 26 former public buildings, 72 residences of former notables, 17 monuments, caves and bridges, and six historical sites. According to UNECA (2017), Addis Ababa is the capital of the African Union, with more than 100 embassies and consular representatives and the headquarters of the United Nations Economic Commissions for Africa

(UNECA, 2017). Addis Ababa has many cultural attractions which include; Menelik II Palace at Entoto, Grand Palace, Genete Leul Palace, National Palace, Washa-Mikale, Entoto St. Maryi's Church, St. Raguel Church, St. George Cathedral, Ba' eta St. Mary Church and Holy Trinity Cathedral. Besides, there are many historic houses, monuments and museums in Addis Ababa (Addis Ababa hosts many tourist attractions and it is a meaningful city for visitors. The city has plenty of both natural and manmade tourism resources (UNECA, 2017).

According to, AACTB (2016) the city is home to the Ethiopian National Library, the Ethiopian Ethnological Museum, the Addis Ababa Museum, the Ethiopian Natural History Museum, the Ethiopian Railway Museum and National Postal Museum. The Jubilee Palace was also modeled after Buckingham Palace in the United Kingdom. Africa Hall is located across Menelik II Avenue from this Palace and is where the United Nations Economic Commission for Africa is head quarter as well as most UN offices in Ethiopia. The Organization of African Unity (OAU), which eventually became the African Union (AU); fined a new headquarters built on the site of the demolished Akaki Prison. The Hager Fikir Theatre is the oldest theatre in Ethiopia at the Piazza district (AACTB, 2016).

Addis Ababa city is a lot of tourism resources and now many of private sectors engaged in the tourism activities. Therefore, this study contribute to how the public and private tourism sectors collaborate and work together for the development of tourism industry by making full use of its tourism resource. In this regard, in Addis Ababa city many public and private tourism organizations are available. Such as, public organization; Ministry of Culture and Tourism (MCT), Ethiopian Tourism Organization (ETO), Ethiopian Hotel professional Association, Ethiopian Tourism Professional Association, etc., private organization; Ethiopian Tourism Operator Association (ETOA), Society of Tour Operation of Addis Ababa (STOAA), Association of Addis Ababa Hotel (AAAH), Ethiopian Event Organization Association (EEOA) etc. Beside foreign and domestic tourists are alternative for recreation. The investigator will be select city, the reason that; major public and private tourism organization are existed. As a result, this study will be very important for improving public private tourism collaboration for tourism development.

## **3.2. Research Approach and Research Design**

### **3.2.1. Research Approach**

When doing a research project; the research approach is important; because the research method allows the reader to verify the reliability and accuracy of the information in the reader. In addition, the methods used to conduct the study help the researcher to understand the relationship between cause and

effect. The method used for this research results uses a qualitative research approach. According to Lincoln and Guba (1985), qualitative approach is call “the human as instrument” approach. The qualitative researcher relies on the participants to offer in-depth responses to questions about how they have constructed or understood their experience. Lincoln and Guba (1985) discussed that, by design the qualitative researcher will get much more information about a phenomenon, realizing that the major drawback will be that the results will not be generalized to a population because very few participants take part in studies offering so much depth of detail (Lincoln and Guba, 1985) .

Moreover, the researcher tends to be more recognize for personal than impersonal role in the research. Therefore, qualitative research method is it encompasses all forms of social inquiry that rely primarily on non-numeric data in the form of words, including all types of textual analyses such as content, conversation, discourse, and narrative analyses. In additions, (Denzin& Lincoln, 2000) discussed that, the aim and function of qualitative inquiry is to understand the meaning of human action by describing the inherent or essential characteristics of social objects or human experience. As discussed above in the research design part exploratory research design is suitable means of getting insight and deep understanding of phenomena. Therefore, in this area the researcher used qualitative research approach.

### **3.2.2. Research Design& Sampling Techniques**

As the main goals of the study is to get understanding about public private collaboration for tourism development in the case of Addis Ababa. A research design is the rules for collecting, analyzing, interpreting and reporting data in research studies (Creswell & Plano Clark, 2007). It is the overall plan for connecting the conceptual research problems with the pertinent (and achievable) empirical research. In addition, research design sets the procedure on the required data, the method to be applied to collect and analyze this data, and how all of this is going to answer the research question (Grey, 2014).This research employed purposive sampling design. Because purposive sampling permits the researcher to use own judgments to select respondents that provide data best enable to answer the research questions and to meet the goals. In purposive sampling; sample are selected deliberately by the researcher, choice of items remains supreme (Saunders, et.al, 2009). This sampling technique enables the researcher to choose purposive particular unit of the universe for constituting a sample on the bases of the small mass so that the sample selected out of huge one will be representative of the. Appropriately, the experts taken from the respondents of public private tourism institutions intended particularly engaged in public private tourism sectors were identify as source of primary data.

### **3.3. Qualitative Data Collection and Analysis**

The purpose of this study is to investigate how to create collaboration of public private sector for tourism development in Addis Ababa. This study will check the participants based on primary and secondary data collection.

#### **3.3.1. Primary Data**

Data that was collected from the first-hand experience is known as primary data; that has not been published yet and is more reliable, authentic and objective. In this study, primary data has been conducted from in-depth interview. All recorded in-depth interview were arranged in Amharic language and translated to English language. It is often necessary to interview for detailed information when working with qualitative method. In-depth interviews were conducted to understand the meaning, perception, feelings, and knowledge of people to get a holistic picture of change and development at the research site (Ghony and Almasshur, 2012). According to Adamchak, S., et al. (2000), in-depth interviewing is a qualitative research technique that involves conducting intensive each interview with a small number of respondents to explore their perspectives on a particular idea, program, or situation. In-depth interviews are useful when you want detailed information about a person's thoughts and behaviors or want to explore new issues. In depth interviews are often used to give context to other data (such as outcome data), offering a more complete picture of what happened in the program and why (AdamchakS., et. al. 2000).

During interviews, I took part in both public and private tourism, mainly for presidents and directors. I took them because I was primarily in charge of the tourism industry and I was getting accurate and sufficient information. In addition, it is up to the top presidents and directors to receive and implement any works and guidelines for other tourism experts. Therefore, the researcher interviewed various public and private tourism institutions and sought an in-depth analysis conducted through twelve key informants from public and private interest groups. The first group is: 2 from Ministry of Culture and Tourism (MCT), the second groups are: 2 from Ethiopia Tourism Organization (ETO), the third group are 2 from Addis Ababa culture and tourism office, the fourth groups are 2 from Ethiopian Tourism Operator Association (ETOA), the fifth groups are 2 from Ethiopian tour and travel association, & 2 from Ethiopian Hotel Owner Association (EHOA).

### **3.3.2. Secondary Data**

Secondary data sources that have already been published in any form are called secondary data. In this study, the researcher will use secondary data from; Books, Records, Biographies, Newspapers, Published censuses or other statistical data, Data archives, internet articles, Research articles by other researchers (journals), Databases, etc.

### **3.4. Data Analysis**

A study is said to be complete if the collected data is properly analyzed based on the information collected. Lincoln (1985) & Guba (1985) discussed that, qualitative research design tests trustworthiness via credibility, transferability, dependability, and conformability, respectively. Good qualitative research applies standards of trustworthiness such as; member-checking, stepwise replication, and audit trails. Specifically, in validating qualitative research findings and descriptions are taken back to participants to determine whether or not participants feel they are accurate (Lincoln & Guba, 1985). In addition, Ellis & Bochner (2000) discussed that, collectively, these facilitate objectivity, ethical diligence, and rigor. Obviously, when doing auto ethnography, these verification checks are very personal, yet phenomenology has outlined ways in which the researcher can parse out streams of consciousness that are intricately entangled in experiences related to the research study. Observations of interpretive data must be able to account for varying kinds of experiences in a way that is particularized or ideographic and not generalized and law-bound or homothetic. Perspectives on experience can change from person to person; this means; Perspective influences relationships and interaction patterns. Ellis & Bochner (2000) discussed that; qualitative researchers may also do something similar by showing interviewees an object, image, or some other stimulus in order to prompt further reflection. Therefore, in this study, the researcher analyzes information by orally interpreting and analyzing it based on the participant's interview.

### **3.5. Ethical Consideration**

Ethical consideration is important for selecting the proper research method and conducting data from the respondent. Fleming (2018), states ethical consideration is commonly encountered as an 'insider researcher', including the power differential and ongoing relationships with participants. However, it is important that approval has been gained before the commencement of data gathering from human participants because human research ethics committees cannot grant approval for research after the data collection has begun with three expectations; data was conducted for non-research purposes is now proposed to be used for research, data conducted through a 'chance encounter', and if the data was

already publically available, e.g., already published (Fleming, 2018). Haggerty (2004) states that, the level of attention on ethical conduct (the actions that are personal, professional, and during research activity) has both increased and broadened in response to society's expectation of greater accountability. Denzin & Lincoln (2011) discussed that, the cornerstone of ethical research is 'informed consent. The term consists of two important elements with each requiring careful consideration that is, 'informed' and 'consent'. Participants fully informed of what would be asked of them, how the data will be used, and what any consequences there could be. In addition, the participants must give explicit, active, signed consent to taking part with the research, including understanding their rights to reach to their information and the right to withdraw at any point (Denzin & Lincoln, 2011). Therefore, in this study the researcher studied the study by after the rules and regulations of research ethics.

## **CHAPTER FOUR**

### **RESULT AND DISCUSSION**

#### **4.1. Data Presentation, Analysis and Discussion**

This chapter provides answers to the information gathered and analyzes the questions raised during the study. Then describes the information of interview participants & information from the interviewees is then provided & participants who responded to the survey analyzed their responses and provided answers and analysis to the questions raised during the research. In advance, the purpose of the study is to select in-depth interviews about research questions to arrange in chapter one, the researcher considered participants who have experiences and related to tourism and hotel management through participant election. In this study, the researcher was gathered data from the participants by adjusting the various basic in-depth interview questions from the Minister of Culture and Tourism Office, Hotel Owner Associations, Tour and Travel Associations etc. Therefore, the results are presented under the following main headings: demographic profile of the respondent, the role of public-private collaboration for tourism development in Addis Ababa, the current practice of public-private tourism collaboration in Addis Ababa and the main challenges of public-private tourism collaboration in Addis Ababa.

#### **4.2. Demographic Profile of Respondent**

As identified in the research design and methodology of the study, 12 professional participants were approached for interview using the in-depth interview. The in-depth interview was distributed to 12 potential participants were selected, and in-depth interviews were held with 2 experts of Minister of Culture and Tourism Office, 2 experts of Addis Ababa Culture and Tourism Office, 2 experts of Ethiopia Tourism Organization, 2 experts of Ethiopian Hotel Owner Association, 2 experts of Ethiopian Professional Tour Guide Association, and 2 experts of Ethiopian Tour and Travel Association. Interviewees expressed their accord within 20 to 30 days for the interview. Among these, 9 of them conducted in the office of the interviews while some (2) were conducted in café, another (1) I did an email interview with someone because of COVID-19. So, the respondents affirm to respond based on the in-depth interview via email by raising clarification questions. In the face-to-face interview the interviewees were asked by the researcher based on the guideline and further raising questions were also put up during the interview.

**Table 1: Number of interview respondents and their institution**

Code	Institution	Number of respondents	Remark
001 to 002	Minister of Culture and Tourism	2	Public
003 to 004	Ethiopian Tour Organization	2	Public
005 to 006	Addis Ababa Culture and Tourism Office	2	Public
007 to 008	Ethiopian Hotel Owner Association	2	Private
009 to 0010	Ethiopian Tour and Travel Association	2	Private
0011 to 0012	Ethiopian Tour Guide Professional Association	2	Private
Total		12	

Source: (Own data, 2021)

#### 4.2.1. Age Range of Participants

I have included the age limits in this study; to find out how the public and private tourism sectors are working together to boost the tourism industry. It is important to include age limits when studying a research paper. Because it is important to know the age limits of the participants in order to know if the tourism industry is run by a young, adult or elderly employees. For instance; the views of young people and adults or older people are different. This means that, as many people say, young people often play an important role in facilitating an organization and increasing its productivity. The table below describes the age range of the participants in the study.

**Table 2: Age Range of Participants in Table**

Age	Frequency	Percentage
25-35	1	8.3
36-45	4	33.3
45-59	6	50
60 and above	1	8.3
Total	12	99.9

Source: (Own data, 2021).

In regard to their age class from (8.3) are 25-35, 4(33.3) are 36-45, 6(50) are 45-59, and 1(8.3) 60 and above. This show that the respondent Participants in the age group of 45-59 or 50% are mostly involved in the tourism industries are measured in terms of age to give their perception about

the subject.

#### 4.2.2. Educational Background and Work Experience

To increase the development of the tourism industry as well as to improve the cooperation and collaboration between public and private tourism sectors they need trained manpower, knowledge and experience are essential and basic. In addition, it is important to know how much manpower, knowledge and experience is needed to lead the tourism industry. This is because the public and private tourism sectors are working together to make the best use of the tourism resources and to develop the tourism industry man power and skilled human resource are necessary. So information and work experience of participants are included in this study. Therefore, the table below in this study describes the level of education and knowledge of the participants.

**Table 3: Educational Background and Work Experience of Respondent**

Work experience in year	Frequency	Educational level			Total
		BA	MA	PhD	
1-5	1	-	1	-	1
5-10	4	4	-	-	4
10-15	3	-	4	-	3
15 and above	4	-	-	3	4
Total	12	4	5	3	12

Source: (Own data, 2021)

The educational level and work experience of the respondent 5(41.6%) has BA/ BSc and 5-10 years' work experience, 4(33.3%) has MA/MSc and 10-15 year work experience and, 3(25%) PhD and 15 and above are work experience. The combination of educational level and work experience of the respondent appears the respondent's appropriate academic background and experience to give relevant result in the area of the study.

#### 4.3. Analysis and Discussion of In-depth Interview

The data collection process is carefully designed based on in-depth interviews. In-depth interviews were gathered from twelve participants. All the interviews were face to face and managed by the researcher. Individually interview was audio recorded with agreement from participants for following correspondence and analysis. Regarding the language of interview, the researcher used Amharic and English depending on interest of the interview participants (i.e. participants were free to choose the language they think enables them to explain their thought in-depth). The total length of the

interviews was between 30-55 minutes. In general, in-depth interviews are intentional to analyze the following main points and discussions; The current practice of public private collaboration for tourism development, Area of public private tourism collaboration in Addis Ababa, The role of public private collaboration for tourism development in Addis Ababa & The challenges of public private tourism collaboration in Addis Ababa.

#### **4.4. The Current Practice of Public-Private Tourism Collaboration in Addis Ababa**

Currently, the public and private partnership are collaborative arrangements that can involve all elements of a project that represent a pooling of knowledge, ability, capital and other resources from various stakeholders for utilizing funds, to design, construct & operation maintenance of tourism resources effectively & efficiently for the growing tourism industry. During the data collection, various participants said in Addis Ababa, the public and private tourism sectors are working together in the following ways.

The first participant was interviewed by the Ministry of Culture and Tourism on March 2021, according to the Director General of Culture and Tourism. According to Respondent 1 #

*In my opinion and view, in the past thirty years, various efforts were to discourage the growth of the tourism industry for improving public & private collaboration, so satisfactory results were not obtained. However, the current public and private tourism sectors are better than the earlier ones. We closely work with the minister organization, private tour operators, and hotel owners, professional associations of the sector and with other relevant institutions. Besides, we conduct studies and give advisory services for both the public and private tourism sectors and we assess the stumbling blocks that hinder the development of tourism, discuss with stakeholders, look for practical ways of doing things and give our professional recommendation to the relevant authorities.*

A lot of improvement that the public and private sectors have collaborate and work together before and now. The tourism sector in Ethiopia has a policy document that recognizes the benefit of public-private partnership in developing infrastructure peculiar to the tourism industry (Getachew & Miruts, 2015). Currently, an initiative was taken by the Ethiopian Tourism Organization (ETO) and it is managed by a Board that brings Public and Private sectors to manage future partnership initiatives around product development and promotion. In addition, Ethiopian Tourism Transformation Council was established as an umbrella institution that intends to give general directions on how to alleviate major bottlenecks that interference with the implementation of the policy framework with the involvement

of the private sector. Based on the collected data now, public-private collaboration in Addis Ababa has better progress in improving the tourism industry. So that, for creating better public-private collaboration in tourism activities the government gives more attention to the tourism sector.

In my second interview, in March 2021 I went to the Ministry of Culture and Tourism and, I interviewed the President of the Ministry of Culture and Tourism on how the public and private tourism sectors are currently operating in Addis Ababa. If such an explanation

In line with interviewee (2) states that:

*The Ethiopian Tourism Board creates a platform for public and private collaboration working together in promotion, marketing, and development to support the private sectors. This platform helps the capacity building of the private sector. This also indicates an opportunity for private and public sectors to work together in planning, reporting and doing our own work. In addition, further research is needed in this field of academic tourism institutions, make research available to the public then prepare Training on how it should go and apply for tourism collaboration.*

I conducted a third interview with the Ethiopian Tourism Organization in Bole in March 2021, where I interviewed the current President of the Ethiopian Tourism Organization and how the public and private tourism sectors are currently operating in Addis Ababa. According to the president explanation the current practice of public-private tourism collaboration in Addis Ababa;

As (Respondent # 3) :

*Currently, here in Addis Ababa the public and the private tourism sectors and different associations didn't collaborate by legal condition. If the two tourism sectors bind together with legalizing it may help to collaborate and co-operate with different planning, sharing resources, implementation, and monitoring activities. But this initiative was first taken by the government or public sectors. This legal arrangement also helps both sectors involve in promotion, marketing and training activities.*

The analysis revealed that there are currently many tourism resources in Addis Ababa, but there is nothing that the public and private tourism sectors can do together, which means that there is nothing that unites the two sectors under a legal framework. In particular the tourism associations, the Ethiopian travel association, Ethiopian hotel professionals association, Ethiopia tourism journalists, the association representing the private sector, hotel owner association, hotel owner federation, the tour operations association etc. But those sectors mean the government and the private sector have nothing to do with legalizing. In this regard, the governments do a lot of work with these, from retrieving resources to finding out. So the tourism industry in Addis Ababa in its essence requires coordination and collaboration for tourism development. In addition, for bringing the public and private tourism sectors together the government creates some policies for collaborating public and private sectors to make their common goals. Based on the respondent's overview collaboration of the private and public sector has a significant role in sustainable tourism development in a broad range of activities.

I interviewed the fourth participant In March 2021, and went to the Ethiopian Tourism Organization in Bole, where he became the General Director of the Ethiopian Tourism Organization. He described how the public and private tourism sectors are currently operating in Addis Ababa. Respondent #4 reflects

*Nowadays, public-private partnerships are open everywhere. But there is a big problem and gap in how the private sector is implementing its recommendations. As always, good efforts are being made to bring about a big change in the tourism industry with the people. In particular, the government should pay special attention to public-private collaboration and considering this, the government is still working on tourism by adding 7 Pillar of the other sectors.*

Based on the respondents stated above; public-private collaboration is already opening everywhere in Addis Ababa. But the problem is that the private sector is implementing the recommendations and there is a problem with doing that, as usual, we are now making good efforts to bring the tourism industry with the people, the government, in particular, should pay attention to co-operation between public and private tourism sectors because the government is still working by adding 7 pillars of the other sectors. He made one of them doing so is a great opportunity for a country because the tourist destinations in our country are the 1st of the other worlds. For instance, we see them if bringing a lot of markets because we have all kinds of tourism resources such as; we have all kinds of settlements if we

have natural if we have a history if we have religion if we have cultural attractions. In addition, there are many UNESCO-registered destinations. If we can use these things the government benefits the private sector. In addition, beyond the public sector, the private sector organization has fruitful contributions for facilitating collaboration.

In April 2021, I interviewed the 10th participants from President of the Ethiopian Tour and Travel Association, around 22 about how the public and private tourism sectors in Addis Ababa are working together. In line with the president opinion,

According to Respondent # 10

*Currently public and private collaboration and co-operation are better to progress in Addis Ababa. But, there is no way forward if the government and the private sector work together. Most of the time, the government invite the private sectors after creating different tourism policies and rules for giving feedback on the achievement of policies, rules, regulations and rules which affect their economic performance. But this is not enough, because the private sector has been involved in any tourism business from planning to implement tourism activities.*

The above participant stated that the current practice of public and private collaboration is a better improvement in Addis Ababa. But, there is no way forward if the government and the private sector do not work together. Now we can see Sheger and Entoto project, there was not much choice in Addis Ababa before, but now that different things have been done in the city. For instance, tourists do not depend on one tourist destination area now day tourists have many choices. This means that in the past, tourists only had one type of tourist destination and no other choice. For example, now a day tourists visit different types of tourist attractions in Addis Ababa, like natural, historical cultural and any other attraction in the city. This demonstrates that the collaboration of public and private sectors has better progress.

The argument that emerges from the analysis report is that most of the respondent's outlook; the public and private collaboration appears intended important for sustainable and exploitable tourism resources effectively and efficiently. For instance, the government invites the private sectors after creating different tourism policies and rules for giving feedback on the operation of policies, rules, regulations and rules which affect their economic performance. But the private sectors want to discuss and take

part during policy creation. Therefore, the government and the relevant tourism body should involve the private sector in all tourism activities and projects, so that the private and public tourism sectors can work together and feel the ownership of the private sector and take part in any tourism investment. This is a critical issue for the effectiveness of public and private sectors working together for better tourism development. Most of the participants (90%) agree that there is a better way for public and private tourism institutions to work together. However, given the wide range of tourism resources, there is still a long way to go and both public and private tourism institutions are working together.

#### **4.5. The Role of Public-Private Collaboration for Tourism Development in Addis Ababa**

The collaboration of public and private tourism sectors plays an important role in accelerating the growth of tourism in a country and utilizing the available tourism resources effectively & efficiently. There were different benefits to working together in the public and private sectors; this is a great benefit to use the existing resources properly and to grow the country's economy. In addition, for tourism to be a catalyst for positive development outcomes it becomes imperative for public and private sectors must be collaborating to share information and decisions related to tourism investment and activities.

The first participant was interviewed by the Ministry of Culture and Tourism on March 2021, according to the Director General of Culture and Tourism; the participant described the role of the public and private tourism sectors in boosting the tourism industry.

In line with interviewee (1) states that:

*The government alone cannot make sure meaningful and sustainable tourism development. When it comes to reality, the government has resources and finance but the private sector is the engine of tourism development. Most of the time, the role of the public sector is to focus on policy and regulatory issues but the role of the private sector is to develop tourism products and services.*

Based on the respondent's implication, the government and the private sectors should have collaborated and work together in any tourism activities. Because the government without the private sectors alone cannot make meaningful and sustainable tourism development. The government has resources, and the private sector has the know-how and finance. According to the respondent, experiences in the world show that strong public-private collaboration is essential to register meaningful results. Hence, public-private collaboration is essential particularly in developing countries

like Ethiopia. Most of the time, the role of the public sector is to focus on policy and regulatory issues and it should also take part in the improvement of infrastructure.

In addition to this, there are some exceptional cases; it should take part in tourism destination development activities pioneering to develop rural areas where the private sector doesn't show enough interest. As a result, the tourism investment that needs to be done will not work; this is a big obstacle to the growth of tourism. Therefore, a collaboration of the public and private sectors working together has a great contribution to the development of the tourism industry. In addition, the private sector is the engine of tourism development. This means, the role of the private sector is to develop tourism products and services; and also in this highly competitive tourism market, private sectors providing quality services with competitive prices are of paramount importance for tourism development. So, if we want to make a real difference in tourism from this point of view, the private sector has been made up of new technology, new ideas, new experience and the government should solve the problems and the problems that need to be solved unless it is impossible to go into business. This shows that in other developed countries, most of the things have worked by the private sector, not in the public sector. Therefore, since the government must be a large support for the private sectors, by participating tourism plan starting to leading the sector; from showing the direction to correcting negative things to imposing stereotypes etc. In this regard, the government can create a better environment for public and private sectors to collaborate and work together for the tourism industry in the city.

The second participant was interviewed by the Ministry of Culture and Tourism on March 2021, according to the Director General of Culture and Tourism; the participant described the role of the public and private tourism sectors in boosting the tourism industry.

In line with interviewee (2) states that:

*In my opinion, if the government and the private sector work together, they will play an important role in developing the tourism sector. This means that the government can play its role by engaging the private sector in various tourism projects and the private sector can take part in tourism projects with a sense of responsibility and ownership. This means that if both tourism sectors fulfill their responsibilities, they will play a major role in the growth of the tourism industry. But now, the role of public-private*

*collaboration for tourism development is now improving in Addis Ababa. For instance, there is a platform for marketing, promotion, and development for cooperation with the public and private sector together is called Ethiopian Tourism Board to do capacity building activities and provide training for different tourism partners and stakeholders.*

This implies that the role of public-private collaboration for tourism development is now good in Addis Ababa. For example, the Ethiopian Tourism Organization prepare a platform for marketing, promotion, and development for collaboration & cooperation the public sector and private sector to meet together is called Ethiopian Tourism Board, to conduct marketing, promotion activities to do capacity building activities and provide training for guides on the survival of tourism in the country.

According to Richardson (2010), a collaboration of public and private sectors is increasingly viewed as an important tool in promoting economic growth and alleviating poverty. Also, Richardson (2010) states that collaboration of public and private sectors bring economic benefits to tourism include the expansion of business opportunities, ensuring local jobs and generating collective community income (Richardson, 2010). As a result of creating better collaboration between the private and public sectors for encouraging computation has been worldwide, in international standard categorization or standardization services the government help a better environment for private sectors to take part in tourism business and investment in world wide. In this regard, the role of the private sector is not limited here the role of the private sector in the tourism value chain is very important and has a big role to play in everything. So in every service, in every promotion, in every development; in every management, the private sector must take part in any tourism business and investment for bringing better tourism development in the city.

I conducted a third interview with the Ethiopian Tourism Organization in Bole in March 2021, where I interviewed the current President of the Ethiopian Tourism Organization and the role of the public and private tourism sectors in boosting the tourism industry in Addis Ababa. According to the president explanation the role of public private collaboration for tourism development as (Respondent # 3) :

In the word of respondent #3

*The private sector is a major player when it comes to public sector participation. By designing, finances and constructing run and maintaining infrastructure for fixed-term, collects fees and charges to recover investments plus profit; at end of*

*the cooperation term, the infrastructure move to private sectors. But the public sector regulates activities of design and builds tourism facilities.*

This indicates that the participation of the private sector in various tourism projects has played an important role in the growth of the tourism industry. So this is very important for the progress of collaboration because the government led the private sector for driven tourism business and investment can bring effective collaboration between public and private sectors. After all, without the two sectors working together, the tourism industry would not be where it is today. In terms of economic contributes to non-economic, cash should be thoroughly mobilized, contribute to government tax collection. In addition, created jobs with the number of businesses the private sector is opening. So it is said that the private sector has actually created a direct job for the government. Therefore, when the government facilitates indirect investment the private sector is motivated to engage in business expansion, investment, and profit-making.

I conducted a fourth interview with the Ethiopian Tourism Organization in Bole in March 2021, where I interviewed the current President of the Ethiopian Tourism Organization and the role of the public and private tourism sectors in boosting the tourism industry in Addis Ababa. According to the president explanation the role of public private collaboration for tourism development as;

Respondent # 4states that

*In my experience so far, let's look at the most developed countries in tourism: Not only have the government but also the private sector been instrumental in the growth of the tourism industry. But when it comes to our country, the tourism industry is often run by the government and the church. They do not usually involve the private sector. This prevents the private sector from playing its role. However, the government should create conditions for the private sector to take part in all tourism activities.*

This shows that the government does not properly involve the private sector in various tourism sectors. Such an approach is a major obstacle for the private sector to use its full potential and to play its role properly. Therefore, the government and the relevant tourism body must create a conducive environment for the private sector to use its potential and fulfill its role, as well as to take part in various tourism investments In this regard, the role of the private sector in the leading improvement of tourism investment and activities based on responsibility.

In April 2021, I interviewed the seventh participant, the Ethiopian Hotel Owners Association in 22 Areas; He described how the public and private tourism sectors should play their role and what their role should be in Addis Ababa.

According to, Respondent #7

*In my opinion, compared to the past years, it is better for the public and private tourism sectors to work together. However, the private sector is now involved in tourism, but it is the government that plays most of the role in tourism. Public-private collaboration plays a big role in tourism development because it is a growing sector. According to the nature of the sector; the behavior is not consistent with the other sector. In fact most of the time, unlike the other sector, the public and private sectors must collaborate because the government produces the infrastructure and beyond that by setting up settlement freedom for the incoming tourist without fear; by visiting and for other tourists to come and visit, in terms of image building must be created.*

The respondent suggests that public and private collaboration plays a big role in tourism development because it is a growing sector. The nature of tourism is intertwined with all other sectors. Because everyone has a connection; the minister of transport; deals with transportation; the security issue concerns the security structure. In fact, unlike the other sector, the public and private sectors must collaborate because the government producing the infrastructure and beyond that by setting up settlement freedom for the incoming tourist without fear; by visiting and for other tourists to come and visit, intermesh of image building must be created. In addition, the participant states that the role of the private sector should be able to build facilities for tourism development because we have a lot of tourism resources and following these resources became the hotel; tour operator existing private network: if you can update this: if there are any hotels that are offered by destiny; at the moment, the fear is nothing but a person going to a restaurant and not building a hotel. To do that, add government incentives for instance; a hotel with no curtains would not be a hotel without a curtain. Therefore, at least, for this reason, tax-free services can also be provided by the public sector to provide hotel services.

In April 2021, I interviewed the ninth participant, the Ethiopian Tour and Travel Association in 22 Areas; He described how the public and private tourism sectors should play their role and what their role should be in Addis Ababa.

In line with interviewee (9) states that:

*When we look at our country's tourism, we have a lot of tourism resources compared to other developed tourist countries, even in Africa. But our income from tourism is very small. This is mainly due to the lack of cooperation between the public and private tourism sectors and the failure of both sectors to play their role properly. Therefore, in my opinion, all tourism stakeholders should play their due role. For example, the government will coordinate the capacity and efforts of key stakeholders in the progress of the tourism sector at all levels, give cooperation and leadership, as well as help the development and improvement of the infrastructure needed for the progress of the tourism industry. Therefore, the private sector is a major engine for the development of tourism in a country. With a sense of leadership and ownership, he can take part in various tourism projects and play a role in promoting and selling the country's tourism resources and building a good reputation of the country.*

This shows that it is important for the tourism industry to grow in both the public and private tourism sectors to work together to fulfill their responsibilities and roles. In addition to this to exploit the tourism resource effectively and efficiently; the government and the private sector must collaborate in tourism business and investment for improvement of the tourism industry in Addis Ababa. For example, if we look at the recently constructed Sheger and Entoto projects, the government has been giving better opportunities for the private sectors better than the earlier ones. Because of this, the project was able to offer services to tourists and users. For instance, there was not much choice in Addis Ababa before; But now that different things have been done like Unity Park, Sheger Project, Etoto Project; now day; because of those tourist destination areas the tourist spend more time in Addis Ababa. This is due to the fact that both the government and the private tourism sector have played their roll properly. Therefore, in the future, both the government and the private sector can grow their tourism industry by fulfilling their responsibilities and roles.

In April 2021, I interviewed the tenth participant, the Ethiopian Tour and Travel Association in 22 Areas; He described how the public and private tourism sectors should play their role and what their role should be in Addis Ababa.

Respondent (10) sates that:

*As many of us know, the Ministry of Culture and Tourism is in full control of tourism*

*and hotel activities. This has been a major obstacle for the private sector to take part in tourism development and play its role. However, in addition to licensing, the government should also create a conducive environment for the private sector to fully take part in the tourism industry, and the private sector can play its role by developing the skills, and ethics of professionals and other employees employed by the institution.*

This implies that the government's tourism body often focuses on licensing and monitoring. However, in addition to the government's approval, private investors in the tourism sector should play their role in developing the industry and formulate various tourism policies on how to collaborate with the government. Because we have so many tourism resources that we do not use. So the public and private tourism sectors must play their role of cooperation and responsibility to grow the tourism industry.

According to many participants, there are many types of tourism resources in Addis Ababa, but the government does not fully engage the private sector in tourism activities and will only invite them to meetings after formulating and developing various tourism policies. This shows that the private sector has not invested its knowledge and investment in the tourism sector and has not played its role. Therefore, in order for the overall tourism industry to progress the collaboration of the public and private tourism sectors have to play their role and roll together. Khalil, S. & Kakar (2007) states that, Tourism can play a dynamic role in the economic growth of developing as compared to developed nations. Tourism development is viewed as an instrument of employment generation and income. Tourism enhances foreign exchange earnings through commodities trade and importing of capital goods, required services, and manufacturing segments of an economy. The trends suggest three types of the economic impact of tourism development: direct, indirect, and induced. An example of the direct economic impact of tourism is the increased revenue of hotels, restaurants, and tourism organizations. The indirect impact occurs from flows such as hotel and restaurant purchases supplies by firms at the destination. Induced impact occurs when the beneficiaries of direct and indirect impacts (such as firm owners, employees) spend their income. Hence, tourism development influences various sectors of the economy through multiplier effects (Khalil S, & Kakar, 2007).

This shows that the growth of the tourism industry has many benefits and advantages for a country, not only because the government has played its role, but also because the private sector has played a role in various tourism projects. Therefore, the government should encourage the private sector to play their

role in the tourism sector and create a conducive environment for them to play its role. According to many participants (85%) mentioned that the lack of cooperation to public and private tourism, mainly due to the government's management and control of the tourism industry, as well as the lack of a common division of labor and a joint law.

#### **4.5.1. Area of Public Private Tourism Collaboration in Addis Ababa**

The analysis revealed that now in Addis Ababa there are areas where public and private tourism organizations can work together in the tourism sector. The first participant was interviewed by the Ministry of Culture and Tourism on March 2021, according to the Director General of Culture currently public and private tourism sectors working in the area of;

The first participant was interviewed by the Ministry of Culture and Tourism on March 2021, according to the Director General of Culture and Tourism; the participant described the area of public private tourism collaboration in Addis Ababa; In line with interviewee (1) states that:

*It is well known that our organization Ethiopian Culture and Tourism Bureau oversees and lead the tourism sector dominance. For example, we provide various supports to encourage the private sector to enter the tourism sector, by facilitating access to loans; it encourages them to invest in tourism investment.*

In my second interview, in March 2021 I went to the Ministry of Culture and Tourism and, I interviewed the President of the Ministry of Culture and Tourism on how the public and private tourism sectors are currently working together in the area of;

In line with interviewee (2) states that:

*In my view, our organization Ethiopian Tourism organization; are currently working in collaboration with various tourism institutions, because our institution is making a significant contribution to the growth of our country's tourism industry by collecting and promoting various tourism resources in terms of marketing & promotion. It is also playing an important role in providing training to various private sectors and encouraging them to enter the profession.*

I conducted a third interview with the Ethiopian Tourism Organization in Bole in March 2021, where I interviewed the current President of the Ethiopian Tourism Organization; the area of collaboration between public private tourism sectors in Addis Ababa. According to the president explanation the current practice of public-private tourism collaboration in Addis Ababa;

In line with interviewee (3) states that;

*In my opinion, better than ever; there are various areas of cooperation or areas in which we work collaboratively: For Instance, the Addis Ababa Culture and Tourism Bureau provides various pieces of training on tourism and hotel to different hotel staff every year or six months. It also facilitates employment for the trainees at various hotels. In addition, we will work together to license and control tourism institutions, even if it is not enough.*

This shows that both the public and private tourism sectors are working together but not enough. Therefore, it is necessary for all stakeholders in the tourism sector to work together to grow the city's tourism industry.

I conducted a fifth interview with Addis Ababa culture and tourism office in 4 kilo in March 2021, where I interviewed the current President of the Ethiopian Tourism Organization; the area of collaboration between public private tourism sectors in Addis Ababa. According to the president explanation the current practice of public-private tourism collaboration in Addis Ababa;

According to participant 5#

*Now let's look at the Ethiopian Hotel Ownership Association of our institution: we will work together with the various hotel companies, For instance, we support the hotels in our association to provide better and more efficient services by providing various support under our association. We also provide hotel accommodations for the audience during various conventions. But this is not enough & we are not satisfied. In addition, during the last of the North Mountains National Park fire, our association has done our part by raising various donations, including silver, and we went to the site to help as much as we could.*

I conducted a twelfth interview with Ethiopian Tour Guide Professional Association in piassa in March 2021, where I interviewed the current President of the Ethiopian Tour Guide Professional Association;

the area of collaboration between public private tourism sectors in Addis Ababa. According to the president explanation the current practice of public-private tourism collaboration in Addis Ababa; Respondent 12# states that;

*In particular, we are working with; the tourism associations, the Ethiopian travel association, the Ethiopian hotel professionals association, Ethiopia tourism journalists, the association representing the private sector, the hotel owner association, the hotel owner federation, the tour operations association in the area of promotion, marketing training etc. But those sectors mean, the government and the private sector have nothing to do with legalizing. So the tourism industry in Addis Ababa in its essence requires coordination and collaboration for tourism development. Therefore, the government has the power to take part in private sectors in different tourism businesses and investment starting to lead the sector by showing direction; from correcting negative things to imposing stereotypes, involved in tourism planning from the beginning to end in promotion, marketing training etc. So the government can create favorable conditions for the private sector to develop the tourism industry in the city.*

Therefore, participants generally state that; we are working with other tourism sectors by providing license, by regulatory activities, advisory service, rating or rank, by supporting letter for bank and custom authority, financial support, by supporting incentive or duty-free service, on the job training for their workers, protection especially tourism-related activities, problem-solving research etc. In this regard, the role of public and private collaboration has been significant for tourism growth and development. Therefore, any government facilitates tourism investment for supporting the private sector. In addition, from the regulation of the government, these things need to be done. But if the private sector is working on service facilities, I think the turmoil will bring the expected growth of tourism to the government and the private sector. Therefore, our association is working together with the Tour Operation Association. In addition, as a national government, we have arranged with the government to lend us interest-free loans, saying that this sector needs support.

In April 2021, I interviewed the ninth participant, the Ethiopian Tour and Travel Association in 22 Areas; He described the area of public private collaboration for tourism development in Addis Ababa. He explains that currently the area of public private tourism sectors collaborate in;

In participant 9# point of view;

*In my opinion, our association, the Ethiopian Tour Operators and Tour Guide Association is currently working with the Ministry of Culture and Tourism to grant licenses and we give different training for private tour guides sectors. In addition, as an association, we have created a good image by selling and promoting tourism products and providing good services to tourists when there are various events and cultural events. However, we need to support all stakeholders to work better in the tourism sector.*

In April 2021, I interviewed the eighth participant, the Ethiopian Hotel Owner Association around Gurd Shola; she described the area of public private collaboration for tourism development in Addis Ababa. He explains that currently the area of public private tourism sectors collaborate in; According to participant 8#

*Currently, in Addis Ababa public and private sectors are closely working with the ministry of culture and tourism office, private tour operators, and hotel owners, professional associations of the sector, CCTI tourism institution and other relevant institutions when deemed necessary. By conducting studies and providing advisory service, discuss with stakeholders look for practical ways of doing things, conducting marketing, promotion activities, capacity building activities.*

According to most of the participants, there are many types of tourism resources in Addis Ababa if the public and private tourism sectors work together; there are many working areas. Discuss with stakeholders, look for practical ways of doing things and offer their professional advice to the relevant authorities, product development, infrastructure development, conduct marketing, promotion activities, capacity building activities, planning, reporting, and doing our own work, training, granting project approvals, permits and licenses, evaluating and monitoring contracted services, proving payment for contracted services; and in certain occasions acting as a regulatory and monitoring service. In addition to this; there are many areas where the government and the private sector can work together. For example, the government has issued licenses for various tourism investments and provided financial support. All sectors can use their knowledge and skills to work together. (Mei et al., 2013) identified

four areas where collaboration has been explaining: collaboration within the government offices, public-private, collaboration, collaboration among industry operators, and collaboration with other industries (Worku & Tesema, 2018). The authors further stated that public-private collaboration, and promoting collaboration among the private tourism industries has caught more government attention than the remaining two. So the government can create favorable conditions for the private sector to develop public-private tourism collaboration for the improvement of the tourism industry. In this regard, Collaborative developments are most probably likely to succeed under different conditions. In general, most of the participants stated that; there are many types of tourism resources in Addis Ababa through public and private tourism sectors; so it is possible to increase the tourism industry of the country and the city by properly utilizing the tourism resources in the city and by studying and expanding additional areas of collaboration & cooperation.

Most participants (85%) mentioned that there are many areas where public and private tourism institutions can work together. For example, when licensing and renewal; by selling tourism products; Introducing: In marketing: He said they will work together in different pieces of training

#### **4.6. The Challenges of Public-Private Tourism Collaboration in Addis Ababa**

It is well-known that there are many types of tourism resources in Addis Ababa. A city is a rich cultural, historical and diverse museum, we have not used as much as we should from tourism; this is because stakeholders in the public and private tourism sectors are not cooperating. Therefore, it is possible to discuss the various problems and obstacles that prevent the public and private tourism sectors from working together. Various researchers have studied the problem of public and private sectors not working together. Worku & Tesema (2018) discussed that, potential problems of public-private tourism collaboration are: Perceptions and misperceptions that prospective partners hold about one another, with environmental issues, the prospective partners, non-profit sector, government and businesses are different in so many ways: they have different core mission, employee different types of people, use different languages, and run on different timetables, lack of coordination etc.

According to most of the participants in the study area, despite a large number of tourism resources in Addis Ababa, but one of the main obstacles to the growth of the tourism industry is the lack of

collaboration between public and private stakeholders in the tourism sector. As a result, there are many problems that have prevented the public and private tourism sectors from working together.

I conducted a fourth interview with the Ethiopian Tourism Organization in Bole in March 2021, where I interviewed the current President of the Ethiopian Tourism Organization and the challenges of public private tourism sectors in boosting the tourism industry in Addis Ababa. According to the president explanation the challenges of public private collaboration for tourism development as;

Participant 4# states that;

*From my point of view and from my experience in the tourism sector, I can cite a number of problems that have prevented the public and private tourism sectors from working together. The first is that the government does not hurt the private sector; That is to say, the government should not hand over the tourism industry to private tourism investors, thinking that the private sector is only focusing on profit. The second is that the private tourism sector is ignorant of government bodies. As a result, the government and the private sector are major obstacles to working together.*

As stated in the participant: Stakeholders in the public and private sectors of the tourism sector do not trust each other. The private sector, on the other hand, is a major obstacle to working together due to a lack of trust in the government. This is because the government and the private sector must collaborate to work together and use the existing tourism resources wisely and grow the tourism industry.

In April 2021, I interviewed the eighth participant, the Ethiopian Hotel Owner Association around Gurd Shola; she described the challenges of public private collaboration for tourism development in Addis Ababa. He explains that currently the challenges of public private tourism sectors in Addis Ababa are;

In agreement with participant 8#

*From what we have seen so far, both Addis Ababa and Ethiopian tourism activities and the collaboration & cooperation between the public and private tourism sectors have been better than in earlier years, but not satisfactory. In this regard, I can cite in my opinion the many problems that have prevented the public and private tourism sectors*

*from working together. For example, there is no joint legal framework in which the public and private tourism sectors work together or there is no law or regulation for the two sectors to work together.*

This shows that; the public and private tourism sectors in Addis Ababa are working together better than in earlier periods. To insure that the public and private tourism sectors work together properly and efficiently; That is, the lack of rules and regulations that dictate what they should do through dialogue and discussion is a major obstacle for them to work together. This is because, despite the abundance of tourism resources, tourism development cannot come without public and private tourism institutions working together.

In April 2021, I interviewed the tenth participant, the Ethiopian Tour and Travel Association in 22 Areas; He described the challenges of public and private tourism sectors in Addis Ababa. In line with interviewee (10) sates that:

*In my opinion, I can mention the problems that the public and private institutions in the tourism sector are not working together. For instance, the lack of familiarity with the public with the private tourism sector and the lack of familiarity with the private sector is a major obstacle to collaboration. This means that if all the institutions or stakeholders in the tourism sector do not know each other, they do not have a common vision or cannot share a common vision. In general, for the development of the tourism industry, mainly public and private tourism institutions should have a common vision and purpose.*

The participant's point of view shows that both public and private tourism institutions do not know each other well and do not have a common vision. Because, as we have said so far we have seen that the public and private tourism sectors must work together to use a country's tourism resources and grow the country's tourism industry. Therefore, in order to work in agreement and collaboration, all concerned tourism stakeholders must have a shared vision and purpose.

I conducted the eleventh interview with Ethiopian Tour Guide Professional Association in piassa in March 2021, where I interviewed the current President of the Ethiopian Tour Guide Professional Association; the challenges of collaboration between public private tourism sectors in Addis Ababa. According to the president explanation the currently the challenges of collaboration between public-

private tourism sectors in Addis Ababa;

Participant 11# states that;

*In my opinion, it is the church institutions that own and manage the tourist destinations of our country; this in itself is a major impediment to public and private tourism. This is because it is a religious place; the private sector does not dare to invest in knowledge; Religious institutions are not happy when other investors and stakeholders try to do different things. Religious institutions refuse to do so because they fear that they would be able to use their resources properly.*

This shows that both in Ethiopia and in Addis Ababa, there are many tourist destinations, mostly historical and cultural destinations; According to them, tourism stakeholders find it difficult to invest and collaborate with each other for the growth of tourism industries.

In April 2021, I interviewed the eighth participant, the Ethiopian Tour and Travel Association around 22; he described the challenges of public private collaboration for tourism development in Addis Ababa. He explains that currently challenges of public private tourism sectors in Addis Ababa are;

In line with interviewee (9) states that:

*The relationship between the public and the private sector in Ethiopia don't be as systematic as compared to other countries. For instance, Policy impediments, lack of interest and dedication of regulatory bodies to react timely on issues raised by stakeholders are the main challenges.*

The implication is that the tourism industry in Ethiopia is not working properly. This means that we have a lot of tourism resources but we are not able to use the existing tourism resources properly and the lack of collaboration between the public and private tourism sectors is a big obstacle. Therefore, it is possible to use the tourism resources of the system by taking various experiences from different tourism developed countries by discussing them with all the tourism stakeholders. We have a huge tourism resource but we can't exploit the resource effectively and efficiently because of, the problem of collaboration between public and private sectors. For instance, we can raise many problems like; financial & infrastructure problems, policy impediments, lack of interest and dedication of regulatory bodies to react timely on issues raised by stakeholders are the main challenges.

According to many participants during the study; in Addis Ababa, the public and private tourism sectors should not collaborate & cooperate effectively raised the following problems:

#### **4.6.1. Financial Problem**

Most participants from private sectors show that now, the growth of the tourism industry faces many challenges.

The first participant was interviewed by the Ministry of Culture and Tourism on March 2021, according to the Director General of Culture and Tourism; the participant described currently the challenges of collaboration between public private tourism sectors in Addis Ababa;

*Participant 1# states that:*

*One of the problems associated with tourism growth & development is the lack of investment and financing. When we compare and look at the tourism activities in our country, like other countries, the government often does not subsidize the tourism sector, especially for the private sector.*

#### **4.6.2. Infrastructure Problem**

The second participant was interviewed by the Ministry of Culture and Tourism on March 2021, according to the Director General of Culture and Tourism; the participant described currently the challenges of collaboration between public private tourism sectors in Addis Ababa;

In line with interviewee (2) states that:

*Often when we see tourists, they prefer to visit places that are convenient and full of different infrastructure. Tourism infrastructure involves transportation, poor road infrastructure, maintaining or preserving tourism resource, recreational facilities. Currently infrastructure is a big problem for public and private collaboration in Addis Ababa tourism activities. For instance; most of the time Electricity problem happen in tourist destination area, the road is always crowded; this is not good for image building.*

#### **4.6.3. The Government and the Private Sector do not know With Each Other**

I conducted a third interview with the Ethiopian Tourism Organization in Bole in March 2021, where I interviewed the current President of the Ethiopian Tourism Organization; the area of collaboration between public private tourism sectors in Addis Ababa. According to the president explanation the current practice of public-private tourism collaboration in Addis Ababa;

According to participant 3#

*In my experience so far, I do not believe that the government and the private tourism sector will work together to make a common goal. It needs a common vision of tourism development for public-private tourism sectors. Because one of the most critical part needs for an effective collaborative result between public-private sectors for tourism development is the need for a shared interest of tourism growth.*

Since public private tourism collaboration provide about improvised growth and development for tourism industry; by using exploited tourism resource effectively, by improving better economic value and benefit, by helping in build countries brand value, image & identity. But now, in Addis Ababa the private sector does not know how to run tourism activities; this means the private sector does not know how the government works.

#### **4.6.4. Private to Private Sector not Know with Each Other**

Private organizations tend to have more money and time to invest in tourism development. Because they are typically money oriented, they will spend time thinking about the best approaches to take public private collaboration for tourism development which yield the best economic outcome.

I conducted the fifth interview with Addis Ababa culture and tourism office in 4 kilo in March 2021, where I interviewed the current President of the Ethiopian Tourism Organization; challenges of collaboration between public private tourism sectors in Addis Ababa. According to the president explanation the challenges of public-private tourism collaboration in Addis Ababa;

In line with interviewee (5) states that:

*But in my opinion now, in Addis Ababa Private from the private sector do not known with each other. Such as tour operator from hotel; Hotel from Restaurant; Restaurant from Tourist Guide; Travel Agency from Hotels. If he could have networked them as a confederation, the power of argument with the government would have grown. Without him, it is a problem. And the private sector itself has to create a very old, strong, united, plat form, and then come up with proposals with the government sharing to change the law, to change the policy; to change strategy. In this Regard there is a chance to growth public private collaboration for the entire tourism development.*

#### **4.6.5. Problem of Government Institutions and Academy**

I conducted the sixth interview with Addis Ababa culture and tourism office in 4 kilo in March 2021,

where I interviewed the current President of the Ethiopian Tourism Organization; the area of collaboration between public private tourism sectors in Addis Ababa. According to the president explanation the current practice of public-private tourism collaboration in Addis Ababa;

Participant 6# states that:

*As we can see, there are many tourism stakeholders but they have not been able to work properly. For instance, currently there are a lot of hotel and tourism institutions in the country. But there is not data available on how much research has been produced from our universities, how many articles have been publish, how much pressure put on the government apply to the ground; how many universities working government tourism organizations if it seems it is either too small or limited or nonexistent.*

We have to work with many universities; but there is no strong integration and collaboration. Because when a university is set-up an educational institution must give aggressive training for community service, community-wide, they must give training for different private tourism institution, research and learning and teaching are the three main missions of educational institution. In this regard the government they do a good job of teaching and learning; since, research are limit there is no community service. That means directly to the private sector.

#### **4.6.6. Problem of Administration under Tourism Resources**

In April 2021, I interviewed the seventh participant, the Ethiopian Hotel Owner Association around Gurd Shola; he described the challenges of public private collaboration for tourism development in Addis Ababa. He explains that currently the challenges of public private tourism sectors in Addis Ababa are;

In line with interviewee (7) states that:

*As we all know, many of our country's tourism resources are managed by various church institutions. This is a major obstacle for the private sector to participate in various investment activities. For example, if we look at the Lalibela building, it is currently being demolished and cannot be renovated. The reason is that the institutions are administered by the church itself.*

#### **4.6.7. Lack of Confidence and Willingness between the Public and Private Tourism Sectors**

I conducted the tenth interview with Ethiopian Tour and Travel Association in 22, in March 2021, where I interviewed the current President of the Ethiopian Tour and Travel Association: the challenges of collaboration between public private tourism sectors in Addis Ababa. According to the president

explanation the currently the challenges of collaboration between public-private tourism sectors in Addis Ababa;

*Participant 10# states that:*

*Collaboration between public and private tourism sectors is a key factors when try to discuss efforts toward common goals, thus unifying tourism policies and strategies. In this regard public and tourism sector are a willing private and a willing public sectors or wings for the progress of collaboration for tourism development. But now in Addis Ababa there is limitation, there is limitation in terms of willingness; therefore, if the private sector wants to work closely with the public sector they can bring effective result for tourism industry.*

#### **4.6.8. Problem of Black Market**

I conducted the twelfth interview with Ethiopian Tour Guide Professional Association in piassa in March 2021, where I interviewed the current President of the Ethiopian Tour Guide Professional Association; the challenges of collaboration between public private tourism sectors in Addis Ababa. According to the president explanation the currently the challenges of collaboration between public-private tourism sectors in Addis Ababa;

In line with interviewee (12) states that:

*As many of us know, when we see foreigners, money private enterprise set double price for various tourism products and trade illegally on the black market. The problem with foreign exchange is that our country's financial system is a little rigid, so you can't use the foreign currency you brought in for any purpose at any time. This is a big obstacle for the government and the private tourism sector to work together. It also destroys the countries good reputation building.*

In general, 80% of the participants stated that the obstacles and problem that prevent public and private tourism institutions from working together are as follows: He said public and private tourism institutions do not work together adequately and satisfactorily due to the lack of common law and regulation or legal framework, as well as the lack of familiarity between public and private tourism institutions.

## **CHAPTER FIVE**

### **CONCLUSION AND RECOMMENDATION**

This chapter describes; the conclusion and recommendation of the study about the overall research problem and provide a conclusion to the final research result.

#### **5.1. Conclusion**

Based on the result and discussion on public private collaboration for tourism development in Addis Ababa; the past thirty years, various efforts were to discourage the growth of the tourism industry for improving public & private collaboration, so satisfactory results were not obtained. However, the current public and private tourism sectors are better than the earlier ones. Currently, an initiative was taken by the Ethiopian Tourism Organization (ETO) and it is managed by a Board that brings public and private sectors to manage future partnership initiatives around product development and promotion. The Ethiopian Tourism Board creates a platform for public and private collaboration working together in promotion, marketing, and development to support the private sectors.

The collaboration of public and private tourism sectors plays an important role in accelerating the growth of tourism in a country and utilizing the available tourism resources effectively & efficiently. The government will coordinate the capacity and efforts for key stakeholders in the progress of the tourism sector at all levels & give opportunity and leadership for private sectors by engaging in different tourism project & investment by creating a sense of responsibility and ownership. Now in Addis Ababa there are areas where public and private tourism organizations can work together in the tourism sector. By providing license, by regulatory activities, advisory service, rating or rank, by selling and promoting tourism products. In addition, by collecting and promoting various tourism resources in terms of marketing, promotion & training, & by creating image building. It is well-known that there are many types of tourism resources in Addis Ababa. However, there are many problems that have prevented the public and private tourism sectors from working together. In the government side; the government should not hand over the tourism industry to private tourism investors, this means the public and private sectors do not trust each other.

#### **5.2. Recommendation**

According to this study, as we have seen and known above, there are many types of historical, traditional, & it is a city with natural resources and the home of many museums. As a result, we do not have the income we need from tourism. Thus, the main problem and obstacle for us to benefit from the existing tourism resources is the lack of collaboration between the public and private tourism sectors.

Therefore, in order to solve this problem in the future, the researcher recommended the following ideas to the relevant tourism stakeholders. Accordingly the findings and conclusions the following implications were forwarded;

**i. It needs Common Vision of Tourism Development among Public-Private Sectors**

Collaboration is the pooling together of resources by public and private in solving a set of problems. The government and the private sector must work together to utilize the city's tourism resources and accelerate the growth of tourism. One of the most crucial elements needs for an effective collaboration effort among public private sectors for tourism development is the need for a shared vision of tourism development for utilizing tourism resource effectively and efficiently. The existence of a shared vision of for tourism development makes it easier for public private sectors in a collaborated manner because of a shared common problem there is a difference in emphasis between the public sector and the private sector in terms of how to collaborate and achieve the tourism development vision.

**ii. It needs a Common Product Development**

The collaboration of public private sector is relevant for utilizing tourism product development for bringing new and innovative product, experiences and service to the market for tourists to buy tourism product. Currently in when we see tourism product of Addis Ababa; it is a combination of tangible and intangible resource, natural, cultural, and manmade resource, attraction, facilities, services, and activities around the cities; however this is impossible for exploit and utilize tourism resource for public sectors. In this regard, government and respective stakeholders must be prepared a common platform for how to collaboration public and private sectors and always government or public sectors must be involving private sectors for any tourism project and investment.

**iii. It needs a Common Goal for Marketing and Promotion**

Marketing and promotion are critical things for the tourism industry. Because when we see marketing; marketing can distribute tourism product, information and promotional benefits to tourists through better interactive communication. Beside, most tourism resource and product are leading by government or public sector; then private sectors promote tourism product. In this regard the need of a common marketing strategy and structure must be relevant in the collaboration of public and private sectors for the effectiveness of and image building of the countries and cities.

**iv. It needs Collaboration within Private to Private Sectors**

The private sector must be known each other. This means for instance, tour operators need to know what hotels are doing. This means setting up a way for the private sector to get to know each other and

by organizing various forums.

**v. It needs Capacity Building**

Participate all public and private tourism sectors & stakeholders in capacity building by providing different training to help & improve their ability to participate in all decision making process. This is important for the improvement & progress of public & private tourism sectors working together collaboratively for the development of tourism industry.

**vi. It needs Continuous Follow-up Evaluation and Monitoring**

For utilizing tourism resource and maximizing the benefit of tourism it needs good monitoring and evaluation must be critical things for public private tourism sectors on investment, different licenses, different tourism policies and strategies. In addition, naturally investment and project must be good evaluation and monitoring because; in private sector side or public side may be carelessness or selfishness happen in different reason; so regulatory or respective bodies always monitor and evaluate public private sectors on how to collaborate and work with each other.

**vii. Improving Statistical Data**

It needs available and reliable tourism statistics data for the collaboration of public private sectors for help them design to design strategies to help the better market the their product to the interested bodies and the world as they gradually increase their share of market. In addition improving statistical data is important for both public and private tourism sectors; because of missing of enough data; most of the time government and private sectors not willing and trust for collaborate and trust with each other.

Generally the following recommendation was forwarded;

**For government or public sectors:** For strong & continuous collaboration between public and private tourism sectors; what the government really needs to do common vision of tourism development, a common product development, common goal for marketing and promotion, capacity building, continuous follow evaluation & monitoring, improving statistical data among public-private Sectors.

**For private sectors and stakeholders:** In order for the public and private tourism sectors to work together and for the tourism industry to grow, all private sectors and stakeholders need to have a common vision and get to know each other well and play their part in accelerating tourism development & and create a good image by selling tourism resources properly and honestly & by playing their part in responsibility and ownership.

**For other researchers:** If there is one thing I would recommend to future researchers on this subject:

Extensive research is needed on how the public and private tourism sectors can work better to make the best use of the existing tourism resources and generate the revenue we need from the tourism industry. Therefore, I suggest that future researchers on the basis of my research should solve the problems by focusing on the concepts that I have not mentioned.

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## Appendix I

### Respondent's profile

**Table 4: List of participant responding to the interview**

Category	Cod of respondent	Sector	Role
Minister of Culture and Tourism	001 R1	Public	Tourism Sector Advisor
	002 R2	Public	Communication expert
Ethiopian Tourism Organization	003 R3	Public	General Director
	004 R4	Public	Chairman of the council
Addis Ababa Culture and Tourism Office	005 R5	Public	Director
	006 R6	Public	Senior expert
Ethiopia Tour Operation Association	007 R7	Private	Members Affairs
	008 R8	Private	Marketing and promotion Expert
Ethiopia Hotel Owner Association	009 R9	Private	President
	0010 R10	Private	Manager
Ethiopia Professional Tour Guide Association	0011 R1	Private	Senior expert
	0012 R12	Private	Manager

## Appendix II: The Major Tourist Destination & Heritage area in Addis Ababa

**Table 5: Tourist Destination & Heritage area in Addis Ababa**

No	Name of the heritage	Address
1	National Museum of Ethiopia	Addis Ababa
2	Merkato Market	Addis Ababa
3	Entoto Hill	Addis Ababa
4	Ethnological Museum	Addis Ababa
5	The Mausoleum of Menelik II	Addis Ababa
6	Hot Air Balloons	Addis Ababa
7	Menelik II Square	Addis Ababa
8	City Walking Tour	Addis Ababa
9	St. George's Cathedral and Museum	Addis Ababa
10	Meskel Square and Museums	Addis Ababa
11	Holy Trinity Cathedral (Kidist Selassie) and Museum	Addis Ababa
12	Monuments, Lion of Judah, Derg Monument	Addis Ababa
13	Kidane Mihiret Church	Addis Ababa
14	Entotot Mariam Musium	Addis Ababa
15	Natural History Musium	Addis Ababa
16	Addis Ababa Musium	Addis Ababa
17	Yekatit 12 Monument	Addis Ababa
18	Africa Hall	Addis Ababa
19	Institiute of Ethiopian Studies	Addis Ababa
20	Afework Tekiles Home & Studios	Addis Ababa
21	Bete Mariam Mausoleum	Addis Ababa
22	Washa Michael Church	Addis Ababa

23	Yod Abyssinia Cultural Restaurant	Addis Ababa
24	Edna Mall and Bole Medhane Alem Cathedral	Addis Ababa
25	Ethiopian Food	Addis Ababa
26	Ethiopian Coffee	Addis Ababa

### Appendence III

#### Interview Guide



#### **ADDIS ABABA UNIVERCITY COLLAGE OF DEVELOPMENT STUDIES CENTER FOR ENVIROMENT AND DEVELOPMENT STUDIES TOURISM DEVELOPNT AND MANAGEMEN**

#### **Interview Guide**

Dear informant,

My name is Eyerus Hordofa and I am MA candidate at Addis Ababa University, College of Development Studies, Program of Tourism Development and Management and this work is part of my data collection process for my MA thesis. I would like to satisfy you that the data collected would only to be utilized for academic research. The interview question has been approved by my Advisor, Shiferaw Muleta (PhD). In this interview there are several questions that you are helpfully requested to contribute your knowledge, opinion, and attitude on the area of my work entitle “*PUBLIC-PRIVATE COLLABORATION FOR TOURISM DEVELOPMENT IN THE CASE OF ADDIS ABABA*”. Forwarding my heartfelt gratitude for your corporation in providing the necessary information which is of great importance for the research and in this reason, all your answer will be confidential. I will appreciate your priceless contribution.

There are four sections in this interview. This are; (1) Respondent profile, (2) The role of Public private collaboration for tourism development, (3) The practice of public private collaboration for tourism development, (4) The challenges of public private collaboration for tourism development. If you need any clarification or more information please do not hesitate to contact me through the following addresses:-

Researcher profile:

Full Name: Eyerus Hordofa Balcha

Mobile Number: +251 913770366

Email: [eyrushordofa8@gmail.com](mailto:eyrushordofa8@gmail.com)

## Appendix IV

### Demographic characteristic of the respondent

1. Name of the office: \_\_\_\_\_
2. Sex: \_\_\_\_\_
3. Educational status: \_\_\_\_\_
4. Professional background: \_\_\_\_\_
5. Position in the office: \_\_\_\_\_
6. Tourism related work experience: \_\_\_\_\_
7. Time the interview started: \_\_\_\_\_ Time the interview ended \_\_\_\_\_ total time \_\_\_\_\_

## Appendix V

### Interview for Government Organization

- ✚ From your experience, how do you describe the public private collaboration in tourism area?  
\_\_\_\_\_
- ✚ In your opinion, what is the significance of the collaboration of public private sectors for development of tourism industry?  
\_\_\_\_\_
- ✚ How does your office contribute to the development of collaboration for tourism sector? Particularly supporting private tourism organization?  
\_\_\_\_\_
- ✚ What are the areas of collaboration your office working with other tourism sectors?  
\_\_\_\_\_
- ✚ In your opinion, what should be the role of public sectors for tourism development?  
\_\_\_\_\_
- ✚ In your opinion, what should be the role of private sectors for tourism development?  
\_\_\_\_\_
- ✚ How do you observe the current practices of public private collaboration for tourism

development in Ethiopia?

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- ✚ In your opinion what are the main challenges in strengthening the public private collaboration in the tourism sectors for tourism development?
- 

- ✚ What do you suggest for strong public private collaboration for tourism development?
- 

- ✚ If you have additional points you may raise regarding the public private collaboration?
- 

## **Appendix VI**

### **Interview for Hotel Owner Association, Tour Operation and Tour Guide Association**

- ✚ From your experience, how do you describe the public private collaboration in tourism area?
- 

- ✚ In your opinion, what is the significance of the collaboration of public private sectors for development of tourism industry?
- 

- ✚ What are the areas of collaboration your office working with other tourism sectors?
- 

- ✚ In what way does your Hotel participate toward the development tourism industry with other tourism sectors?
- 

- ✚ In your opinion, what should be the role of public sectors for tourism development?
- 

- ✚ In your opinion, what should be the role of private sectors for tourism development?
- 

- ✚ How do you observe the current practices of public private collaboration for tourism development in Ethiopia?
- 

- ✚ In your opinion what are the main challenges in strengthening the public private collaboration in the tourism sectors for tourism development?

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✚ What do you suggest for strong public private collaboration for tourism development?

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✚ If you have additional points you may raise regarding the public private collaboration?

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**Appendix VII**

**Photo during the interview**



