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**Challenges and Opportunities of Tourism
Development in Gondar City, North Gondar,
Ethiopia**

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Abstract

Challenges and Opportunities of Tourism Development in Gondar city

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Now days, tourism development is becoming a priority area of the general development endeavors in Gondar city. This study aimed at looking into the challenges and opportunities of tourism development in Gondar city and pointing out its future perspectives. Primary and secondary qualitative and quantitative data sourced from purposively, conveniently, and through snowball selected different concerned individuals and agencies through semi-structured interviews, focus group discussions, survey, observation, and document analysis were gathered to achieve the stated objectives. Frequency and percentage presented by using tables and charts were used to analysis quantitative data whereas qualitative data were narrated to triangulate and substantiate the findings. The study revealed that tourism development has been practiced in the areas of tourism product development; micro-and small scale tourism business enterprises; human resources development; conservation and protection of heritages; and marketing and promotional activities. Tourism development was also being challenged by the limited participation of residents; the destructions of both tangible and intangible heritages; concentration of benefits to few individuals; high leakages of tourism revenue; absence and misplacements of human power in both the private and public sectors; absence of quality and standardized tourism products and services; conflicts of interests and ownerships and absence of cooperation and partnerships among stakeholders; negative attitude of residents towards carnival festival; consumerism behaviors of visitors; and absence of legal and institutional frameworks. However, the diverse plenty of attractions in and around the city; strategic location of the city; hospitality and positive attitudes of residents towards visitors; prevailing peace and security; and high attention by the government and development agencies for tourism development were the opportunities identified for the successful and sustainable tourism development in Gondar city. Hence, possible ways and strategies to mitigate the challenges and maximize and utilize the opportunities to enhance the contribution of tourism development are explored and recommended in this study.

Key words: Gondar city, Ethiopia, Tourism development, Challenges and opportunities, Sustainability

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Oh, the depth of the riches of the wisdom and knowledge of God! How unreachable his judgments, and his path beyond tracing out!

"Who has known the mind of the Lord? Or who has been his counselor?"

"Who has ever given to God, that God should repay them?"

For from him and through him and to him are all things.

To him be the glory forever! Amen.

Romans 11:33 – 36

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List of Acronyms

ARCCH	Authority for Research and Conservation of Cultural Heritage
ARSCTB	Amhara Region State Culture and Tourism Bureau
CSA	Central Statistical Agency
DMO	Destination Marketing Organization
HDI	United Nations Human Development Index
FGD	Focus Group Discussions
GCCTO	Gondar City Culture and Tourism Office
GDP	Gross Domestic Products
GNP	Gross National Product
HDI	Human Development Index
LDC	Least Developed Countries
MoCT	Ministry of Culture and Tourism
NNP	Net National Product
NTO	National Tourism Organization
RTO	Regional Tourism Organization
STO	State Tourism Organization
TOI	Tour Operators Initiative
UNESCO	United Nations Education, Science, and Culture Organization
UNWTO	United Nation World Tourism Organization
UOG	University of Gondar
WTTC	World Travel and Tourism Counsel

Chapter-One

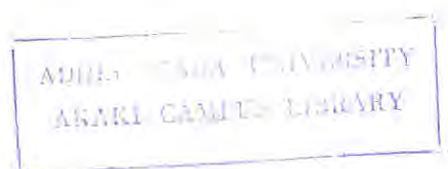
Introduction

1.1 Background of the Study

Tourism is often quoted as being one of the world's largest and rapidly growing industries. According to the World Travel & Tourism Council (WTTC) (2003), travel and tourism is the biggest industry in the world on virtually any economic measure, including gross output, value added, capital investment, employment, and tax contributions (Theobald, 2005). Projections concerning the levels of arrivals, receipts, and growth in employment for most destinations have all painted a fairly rosy picture (Goeldner and Ritchie, 2009).

According to World Tourism Organization, tourism growth has remained resilient in the face of adverse conditions, and it is now one of the leading sectors in international export trade. As indicated in the statistical publication of April 2011, Tourism Barometer, of UNWTO, the growth of international tourism were 882 million visitors and 851 billion U.S dollars in the year 2009 in terms of international arrivals and receipts respectively, and had reached 940 million visitors and 919 billion dollars receipts by the year 2010. According to the same source, the picture in year 2009 compared to year 2010 showed an annual growth of 6.6 % in arrivals and 4.7 % in receipts. From this increasing trend, Africa received 46 and 49.2 million arrivals and 28.8 and 31.4 billion dollars during 2009 and 2010 respectively. As a result of this, Africa has a growth rate of 3.41% and 6.9% in terms of receipts and arrivals respectively during 2010.

Tourism has become one of the top five exports for 83% of countries and the main source of foreign income for more than 38% of countries. This promise of economic wealth is the predominant reason for tourism cited by affluent and less-prosperous countries alike (UNWTO, 2008). For many developing countries, tourism is one of the main sources for foreign exchange income and the number one export category, creating much needed employment and opportunities for development. Globally, tourism, in terms of export, ranks fourth after fuels, chemicals and automotive products. As indicated from UNWTO



tourism highlights of 2010 report, the overall export income generated by inbound tourism including passengers transport exceeded US\$ 1 trillion in 2009, or close to US\$ 3 billion a day. Tourism exports account for as much as 30% of the world's exports of commercial services and 6% of the overall exports of goods and services (UNWTO, 2010). Consequently, tourism has an estimated amount of 5% economic contribution worldwide. Its employment contribution is estimated to be 6-7% of the overall number of jobs worldwide which tends to be slightly higher than its economic contribution (UNWTO, 2010).

Since relatively little investment is required to generate financial wealth (Robinson, 1999), tourism is seen as an agent of economic development, particularly where there are few economic alternatives to fighting poverty and unemployment (Ashley, 2006). Many least developed countries (LDCs) have natural and historical attractions, which can be utilized for developing tourism. As a result, tourism has become a prime hope for many nations to accomplish social rehabilitation and development (Mann, 2006). World Bank in its report also indicated the potential of tourism as one mechanisms of tackling poverty in Sub-Saharan Africa countries including Ethiopia. Tourism is one of the major economic sectors of Ethiopia and government has labeled tourism as a priority sector, in part as a tool for poverty alleviation (Mann, 2006).

Tourism, for Ethiopia, is a half century phenomenon that is said to have been started in early 1960's, with the establishment of organization of African Union (OAU) in Addis Ababa and in preparation to host the founding submit of the leaders of the newly independent nations of the continent of Africa (Fleming, 1985). Ethiopia's tourism sector was a pioneer on the continent and a strong competitor to its neighbor like Kenya and continent at large. But today, Kenya's tourism industry attracts many more times the tourist arrivals as Ethiopia does. What was true in 1960's is still true today. Despite the fact that Ethiopia has many attractions and a greater variety than its southern neighbor to share with tourists, it just has not been able to capitalize on its resources like Kenya has (Melaku, 2010) and attract the appropriate numbers of visitors. Consequently, Ethiopia, according to UNWTO's regional distribution of tourism arrivals and receipts statistical report of 2008, share only the tourist flow of 330,000 and receipts of 377 million and has

a market share of 0.7% in Africa and ranking 21st in terms of arrivals. The official statistics of Ministry of Culture and Tourism of the Federal Democratic Republic of Ethiopia in 2006-08, also show almost a similar number of tourists, which are 383,399 visiting Ethiopia during the year 2008 approximately. Compared to 2005, 2006, and 2007, it has increased by 68.6%, 16.2% and 7.1% respectively. As part of the international economy, tourism is a major force as it generates 13.98% of Ethiopia's total export earnings in 2008. For the year as whole, in spite of the economic crises in the world, Ethiopia has achieved growth in the sector (MoCT, 2009). Despite the level of growth is relatively low, Ethiopia's tourism industry is a fast growing sector and a third foreign exchange earner, following coffee and oilseeds (Mann, 2006).

Due to these facts, enhancing the benefits of tourism through proper development and utilization of the tourism potential with which the country is endowed is an issue which has to be given much emphasis. Tourism, like any other industry, needs to be strategically and sustainably developed in order to unleash its potential positive impacts. Understanding of the need to lead the development of tourism sector within appropriate policy and strategic framework, to realize the development of tourism and to enable the sector to effectively contribute to the country's current effort to eliminate poverty, the Government of Federal Democratic Republic of Ethiopian has formulated Tourism Development Policy as of August 2009.

However, tourism developments particularly in developing countries like Ethiopia are facing complex and numerous challenges. Unlike many business sectors, tourism is an amalgamation of various industries offering products and services ranging from airline and cruise ship travel and accommodation to restaurant meals, entertainment, souvenirs and gifts, park services, recreational vehicles, resort development, safaris, leisure and recreational opportunities (Presbury and Edwards, 2010). These amalgamations mostly bring its own problem for the proper functioning of tourism development in a particular destination. Recognizing the industry's enormity and its structural complexity, one of the essential conditions for the successful development and promotion of tourism in any country or destination is the active involvement of all players of the industry at all levels (Jeffries, 2001). Successful tourism development is therefore highly depending on all

tourism and tourism related stakeholders' effort in a destination. This active involvement of the stakeholders should be towards providing a quality visitors experiences while assuring the sustainability of the existing attractions and developing the new ones.

Consequently, the challenge is thus to formulate tourism development strategies which specifically passes these challenges and enable to utilize the prevailing opportunities and to attach the benefits into the local economy while assuring the sustainability of the existing tourism resources. The effectiveness of tourism development in the future will ultimately, therefore, depends on what form of tourism has to be developed; who should be involved in the development of tourism and benefit from it; where and when the tourism development should be taken place; how the challenges can be tackled and the opportunities utilized; and what types of strategies can be appropriately implemented.

1.2 Statement of the Problem

Located on the Historic Routes of Ethiopia, Gondar city is well placed to integrate with wider tourism development trends nationally, regionally and globally. The destination appeals to visitors because of its long history, its unique castles registered as a world cultural heritage sites, its ancient Orthodox churches with marvelous icons, its colorful Timket festival, its unique culture, customs and habits. The history and development of Gondar city has produced a legacy of grand culture, history and artistic heritage yielding strong tourism attractions. Tourism in Gondar city, though still a relatively recent phenomenon, has had an overall positive effect on those working and employed within that sector.

However, tourism development in the city is not to the appropriate and desired level despite its enormous potential attractions. The tourist flow to the city is less and increases at low rate from year to year than what it should deserve. Visitors also complain about the tourist services and products. The stakeholders involved in the tourism development are not inclusive and are involved in and doing the tourism activities haphazardly. The attractions are being depleted.

Recognizing these, the extent and types of challenges and opportunities faced tourism development of the city and the approaches to be followed to develop successful tourism development needs an in depth study. Some researchers and development organizations such as, ARCCH, World Bank, and UNESCO have done studies and projects on both the conservation aspects of cultural and historical attractions and on a poverty alleviation role of tourism in different cities mainly the historic cities of Ethiopia including Gondar city. However, studies to see the challenges and prevailing opportunities for the overall tourism development activities are not much touched yet. In an attempt to fill this gap, this study tried to assess the challenges and opportunities for tourism development in Gondar city.

1.3 Objectives of the Study

1.3.1 General objective

The overall aim of this study is to investigate the challenges and opportunities for tourism development in Gondar city and point out on how best can it be tackled and enhanced.

1.3.2 Specific Objectives

The specific objectives of this study include;

1. To assess the existing tourism development activities in Gondar city
2. To examine and indicate the challenges of tourism development in Gondar City.
3. To explore the opportunities for tourism development in Gondar city.
4. To point out the future perspectives, derived from the challenges and opportunities for tourism development in Gondar city.

1.4 Research Questions

The research questions that this study tried to answer in order to address the stated objectives are:

1. What are the activities being carried out related to tourism development in Gondar city?

2. What are the challenges to develop tourism in the study area?
3. What are the prevailing opportunities to develop tourism in the study area?
4. What future perspectives can be derived from the challenges and opportunities for tourism development in Gondar city?
5. How best the challenges are tackled and opportunities enhanced and made the most of?

1.5 Significance of the Study

The study may make pertinent governmental and nongovernmental bodies' conscious of the problem facing and opportunities existing in Gondar city. It may also provide clue to tackle the problem and utilize the opportunities in order to flourish a successful and sustainable tourism development in the city. Thus, it may provide an insinuation that will help them in their efforts to attain a healthy tourism development of the city. Particularly, the output of this research is expected to be used as an input for Gondar City Tourism and Culture Office, heritage conservation authorities, micro, small and medium size tourism related enterprises, site management personnel, and NGOs while developing strategies to improve the overall performance of tourism development activities; to produce and deliver tourism products and services; and to maintain the sustainability of tourism resources and its related development activities in Gondar city. Besides, the conceptual framework that illustrates the overall tourism development derived from the findings of this research and the way forward indicated may initiate interested researchers to undertake a more comprehensive investigation to a greater understanding of the issues related to successful tourism development.

1.6 Limitations of the Study

Data gathering instruments were mainly qualitative which might have a limitation of bias and subjectivity. Since the study is a case study and was employed more qualitative research methods and the data to be gathered using this method will have the personal and contextual dimensions, conclusions drawn from such research methods may not have a possibility to be generalized and used for other areas. Considering this limitations,

however, the study used survey questionnaires to minimize the possible bias and subjectivity.

1.7 Scope of the Study

This study was limited to the challenges and opportunities for tourism development in Gondar city. It assessed all the tourism activities being practiced and its challenges and opportunities within Gondar city. Challenges and opportunities related to tourism product development, the quality and standard of tourism products and services, conservation and protection of heritages, marketing and promotion, human resources development and placement, legal and institutional framework, local communities participation, micro- and small-scale tourism business enterprises development, consumerism behavior of visitors, hospitality of host communities, peace and securities, conflicts of interest among different stakeholders, cooperation and partnership of stakeholders were delimited to this study.

1.8 Organization of the Study

This thesis is structured into five chapters. Introduction of the study is presented in the first chapter. It includes the background of the study, the statement of problem, objectives of the study, the significance, scope and limitation of the study, organization of the study and conceptual framework. The second chapter is about the review of related literature to the issue of this study including the nature of tourism development, theories of tourism development, tourism development functioning system, challenges for tourism development, and integrated tourism development management. In the third chapter, the description of the study area and methodology of the study are presented. The study area is described and the research design, instruments used to gather and analysis data are presented. Chapter four presents the analysis, interpretation and discussion of the findings of the study. The demographic and socioeconomic characteristics of the respondents, the tourism development's role, practices of tourism development, the challenges and opportunities for tourism development are presented in this chapter. Finally, conclusion and recommendations are presented in the fifth chapter.

Chapter –Two

Literature Review

2.1 The Nature of Tourism Development

The tourism industry is often cited as an attractive agent of development or redevelopment, generating employment and foreign exchange in a destination. However, tourism's potential contribution to the broader socio-economic development of a destination is highly depending on the nature of the environment that exists in the destination and the management decisions taken by the industry and local government (Telfer, 2005). According to this author, if tourism is to contribute to optimal development in a destination, it is necessary to understand the nature of development and what role, if any, tourism can play in promoting development.

Development is a highly contested notion which has changed in scope over time (Telfer, 2002). Initial definitions of development focused only on economic growth, a concept which can easily be attached to tourism development. Tourism as an agent of development often expressed in terms of increasing employment or foreign exchange in a destination. The much more difficulty, however, is to link tourism to the expanded notions of development as the term has come to include human betterment and the expansion of choice, incorporating social, moral, ethical and environmental considerations (Ingham, 1993). A further indication of the increasing complexity surrounding the concept of tourism development is the expanding understanding of the concepts of development as freedoms in terms of economic opportunities, political freedoms, social facilities, transparency guarantees and protective security (Sen, 1999). Importantly, not only has the definition of development changed, but how it is measured has also changed (Hashimoto, 2002). For example, the widely-cited United Nations Human Development Index (HDI) understood development as it calculates longevity (life expectancy at birth), knowledge (adult literacy and mean years of schooling) and income (real income per capita). Consequently, Telfer (2005) stated that developing nations must not focus their energies on the growth rates of their GDP, NNP or GNP, but should instead focus on achieving 'human development' or 'comprehensive development'. Though these concepts is attractive and receive wide support, few know what it means

and brings full of debate to reach to consensus about the concept of development in general and tourism development in particular.

One perspective attempting to incorporate many of the broader notions of development is 'sustainable development' (Telfer, 2005), which have, according to Sharpley (2002), a number of fundamental principles; including a holistic approach, integrating development and environmental issues within a global social, economic and ecological context; equity; and a focus on the long term capacity for continuance of the global ecosystem. Development objects of sustainable development include the improvement of the quality of life for all; education, life expectancy, opportunities to fulfill potential; satisfaction of basic needs; self-reliance; political freedoms and local decision-making; and endogenous development (Telfer, 2005). This broad concepts of sustainable development have been incorporated into sustainable tourism (Telfer, 2005), though it is acknowledged that there are uncertainties and complexities associated with the concept of sustainable tourism and its indicators, many of them being difficult to understand and measure.

However, the focus on the extent to which these development theories are put into practice needs to be explored. As Hettne (1995) suggests, development theory can be divided into development ideology (the ends) and development strategy (the means). Telfer further clarified this as what the overall objective of development is and how that will be achieved is important to consider. Issues such as the type and scale of tourism to be introduced into a specific destination and who controls it will, to a great extent, determine how much the destination will actually benefit. Is a government trying to promote national-level development or is it targeting local or region development in an attempt to counter regional imbalances within a country? (Telfer, 2005).

When planning tourism development in a destination the "Tourism First" and "Development First" perspectives were being used. According to Telfer (2005), the "Tourism First" perspective is a supply-led approach to tourism development and a dominant model for aid-assisted tourism planning which is mostly epitomized by World Bank and its consultant planners. Conversely, the 'Development First' perspective focuses on national developmental needs; it is concerned with using tourism as a tool for

national development. This perspective takes a multidisciplinary approach, emphasizing a symbiotic relationship between tourism and its environment, and focuses on the net benefits of tourism versus a range of costs such as social, cultural and environmental (Burns, 1999). The 'Development First' approach is closely linked to the question on how management decisions can be made to increase the possibility that the tourism industry will contribute positively to the overall development of the destination (Telfer, 2005). Given the difficulties present in measuring sustainability, many of the management recommendations link to the broad concepts of sustainable tourism development. Therefore, it may be more prudent to assess if a destination appears to be sustainable or unsustainable (Weaver and Opperman, 2000). Thus, according to Telfer (2005), if there is an attempt to identify measurements and monitoring indicators and to take remedial action if necessary, then there will be an increased likelihood that a destination will be more sustainable. Therefore, tourism developed under the guidelines of sustainability may be able to meet some of the new broader notions of development so that the destination will also benefit.

2.2 Alternative Theories of Tourism Development

Despite the attention paid to tourism as a vehicle of development, relatively few attempts have been made in the tourism literature to draw on development theory. Development is an ambiguous term that is used to describe both a process through which a society moves from one condition to another, and also the goal of that process (Sharpley, 2000). He tried to get answer for the question of how is development achieved, in particular through the medium of tourism? According to him, the basis of the answer lies in a brief review of development theory. Traditionally, it has been defined in terms of Western-style modernization achieved through economic growth (Rostow, 1960; Redclift, 1987). Indeed, development and economic growth have been widely considered synonymous. However, recognition of the frequent failure of economic growth policies to solve social and political problems resulted in the aims of development becoming more broadly redefined (Seers, 1969). Initially, it came to be seen as a process of modernization with the emphasis on 'how to inculcate wealth-oriented behavior and values in individuals'

(Mabogunje, 1980), but this was superseded by the broader concept of development as the reduction of widespread poverty, unemployment and inequality.

Representing, both chronologically and logically, the current end-point of the development paradigm continuum, alternative development advocates a break from the preceding linear, economic growth-based policies (Redclift, 1987). In contrast, it proposes a broader resource-based, 'bottom-up' approach embracing human and environmental concerns (Sharpley, 2000). The fundamental principle of alternative development is, therefore, that it should be endogenous, satisfying basic needs – the fulfillment of people's potential to contribute to and benefit from their own community (Streeter, 1977) – and encouraging self-reliance. Thus, it is based upon a grassroots, community focus to development, building on the argument that 'development does not start with goods; it starts with people and their education, organization and discipline' (Schumacher, 1974). However, the importance of recognizing the environmental constraints to development or the need for 'eco-development' (Redclift, 1987) are also central to the alternative development thesis. Different scholars tried to show the links between alternative development and tourism. For example, Emery (1981), as cited in Sharpley (2000), raised the issue of 'alternative futures' in tourism. Recently, the environmental harmony concepts and self-reliance as fundamental requirements of alternative development also became the focus of research into alternative tourism (Sharpley, 2000). Alternative tourism also manifested in the emerging literature on local community involvement in tourism development (Murphy, 1988; Haywood, 1988). In short, alternative development also provides the foundation for sustainable development in general (Sharpley, 2000) and sustainable tourism development in particular which may be conceptualized as the blend of development theory and environmental sustainability.

The concept of sustainable tourism is relatively new and it was very recently that it has integrated itself to alternative tourism development program. It was over the last decade years that a set of principles for sustainable tourism have been developed to try to make the idea operational. According to UNESCO and UNEP (2002), these principles are described as follows:

Economic Sustainability - is about the development guidance, operation and governance that ensure tourism to be profitable for the community in both the immediate and long term programs.

Ecological Sustainability - is about development that is compatible with the maintenance of essential ecological processes, and conservation of the biophysical resources.

Cultural Sustainability - is about process ownership and control over the resources to ensure the respect to cultural identity of the community and keep on the integrity.

Local Sustainability - is about the benefit to the local community and generating incomes in those communities with reasonable flow of revenue for reinvestment in the local area.

These principles some times are also explained in terms of code of conducts and behavioral practices as described below:

Protect the Environment – its flora, fauna and landscapes.

Respect local cultures – traditions, beliefs and built heritage resources.

Benefit local communities – both economically and socially

Conserve natural resources – promote conservation liked community enterprise developments (Megan, 2002).

2.3 Tourism Development Functioning System

Sustainable tourism development in the long and short term should: meet the needs and wants of the local host community in terms of improved living standards and quality of life; satisfy the demands of tourists and the tourism industry, and continue to attract them in order to meet the first aim; and, safeguard the environmental resources base for tourism, encompassing natural, built and cultural components, in order to achieve both of the preceding aims (Hunter, 1995). Muller (1994) suggests balanced development using the tourism development magic pentagon. The five points of the pentagon are: economic health, optimum satisfaction of guest requirements, healthy culture, unpolluted

nature/protection of resources and subjective well-being. The objective is to develop tourism in a way in which no one point in the pentagon predominates.

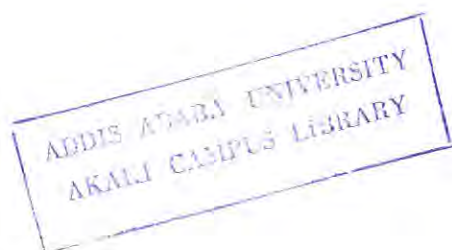
Basically, tourism development to be sustainable in a destination is a functional system of community involvement, socio-cultural and environmental conservation and protection, healthy economic and satisfied visitors. Conceptualizing tourism as a system in itself and part of a larger system rather than as an independent entity accepts the premise that the whole is greater than the sum of its parts, and that the relationship between the parts has an equal importance to the parts themselves in the eventual success of the tourism project (Reid, 2003). All facilities, operations and attractions must be integrated on the one site (Inskeep, 1991) to deliver a satisfactory and sustainable tourism operation. According to Mill and Morrison (1992), tourism development as a system can be illustrated by using the analogy of a spider's web to show the relatedness of different parts of the tourism system, in which touching one part of it induces a ripple effect throughout the web.

It is also acknowledged that tourism development is a complex system which often functions in a chaotic, nonlinear and non-deterministic way (McKercher, 1999) and, as such, many tourism problems and issues can only be explained in a much broader industry-wide context which includes all stakeholders and key players. Considering tourism as a complex industry and a function of interrelated stakeholders, the following issues, are reviewed in this study.

2.3.1 Hospitality of Host Community

Tourism industry is dependent on the host community's hospitality and this itself sometimes was being considered as an attraction by themselves for a destination (Richards and Hall, 2000), and therefore it should be developed according to the host community's needs and desires. Host communities attitude is essential for visitor satisfaction and repeat visitation (Swarbrooke, 1999).

Due to the fact that tourism involves an interaction with people at the destination and being practiced in the area of local peoples, local approval is essential and it is one of the elements for the foundation of tourism. However, given the demand centered model of



tourism development in most of the countries, the profiling of the host is consistently ignored. This ignorance may not bear immediate impact but over a period of time has a lasting impact on the destination. The tourist encounter is simply a series of transactions between hosts and guests, which is the essence of the tourism system (Smith, 1989). For tourism to thrive in an area, it also needs the support of the area's residents.

Consequently, the destination must encourage its permanent residents to behave as friendly hosts to visitors who are in unfamiliar surroundings. They should convey a friendly attitude and, when required, offer basic information and a helpful hand. These small, but important gestures will do much to foster a destination spirit of hospitality that will, in turn, greatly enhance the perceived value of all the other aspects of the visitation experience (Goeldner and Ritchie, 2009).

2.3.2 Government's Role

Government has significant functions for tourism development in a destination. Government helps shape the economic framework for the tourism industry by influencing exchange rates, interest rates and investor confidence (Hall, 2005). According to him, it also helps provide the infrastructure and educational requirements for tourism, establishes the regulatory environment in which business operates, and takes an active role in promotion and marketing. According to Hall (2000), the following are the functions of government:

Co-ordination - the successful implementation of all the other roles will, to a large extent, be dependent on the ability of government to co-ordinate and balance its various roles in the tourism development process. The need for a coordinated tourism strategy has become one of the great truisms of tourism marketing, policy and planning.

Planning - occurs in a number of forms (e.g., development, infrastructure, land and resource use, promotion and marketing), institutions (e.g., different government organizations) and scales (e.g., national, regional, local and sectoral) (Hall, 1994).

Legislative and regulative powers - The level and area of government regulation of tourism tends to be a major issue for the various components of the tourism industry,

particularly as regulation may impose costs on industry or on visitors which industry perceive as threatening their profitability or viability.

Entrepreneur - Governments not only provide basic infrastructure, such as roads and sewage, but may also own and operate tourist ventures, including hotels and travel companies, and transport networks such as national airline and rail systems. Similar to the entrepreneurial role is the action that government can take to stimulate tourism development.

Stimulation - According to Mill and Morrison (1985), governments can stimulate tourism through financial incentives such as low-interest loans or a depreciation allowance on tourism infrastructure, such as accommodation, attractions or tourism transport; through sponsoring public research on tourism.

Promotion - through tourism marketing and promotion campaigns which may be geared to stimulate either international or domestic tourism demand and, in some cases, may also be used to attract investment.

2.3.3 Safety, Security and Crime in the Destination

According to Holloway and Taylor (2006), tourists have been found to be susceptible to and easy targets of crime for various reasons, sometimes by chance (being in the wrong place at the wrong time), or being purposely targeted by local criminals and are clearly identifiable by appearance, language, dress codes and mannerisms. In many cases, the obvious differences in income between tourists and locals and the assumptions that tourists carry significant sum of money and portable wealth like cameras, and jewellery spur criminals on (Holloway & Taylor, 2006).

However, it has been suggested that the safety and security are vital to providing quality services in tourism, and should be an overriding objective of tourism destinations (UNWTO, 1997). Holloway & Taylor (2006) also argue that the issue of safety and security is important to the image of a tourist destination and for visitor satisfaction. A tourist's decision-making and behavior is influenced by perceptions of safety, security

and crime risk (Pearce, 1988). For a tourist destination to remain successful, addressing these issues is vital.

2.3.4 The Role of Art and Architecture in Tourism

Design represents a crucial element in tourism planning, whether we are designing a tourist attraction or enhancing the landscape to make it more attractive or suitable for tourist use, such as a major approach road by which tourists enter a town; or even arranging for a few cosmetic changes to the housing stock of the town, by encouraging residents to do a spot of painting (Paris underwent a frenzy of fascia-cleaning of buildings in the 1960s with the encouragement of President de Gaulle. As a result the city became vastly more attractive for tourism, and Parisiens took a new pride in their city) (Holloway and Taylor, 2006).

According to Holloway and Taylor (2000), design has two roles. One is functional, in the sense that if something is well designed, it should do its job better; the other is aesthetic, meaning that it should look right, in itself and in its setting, and that it should have visual appeal. Other notable new buildings which are setting standards for good design include visitor centers and reception areas of tourist attractions, which are designed not only to inform (and often to sell commercial products), but also to impress the visitor and reinforce the experience of the visit .

2.3.5 The Role of Tour Guide

In a destination where a large proportion of both domestic and international visitors use the services of tour guides, guides play a pivotal role in delivering a satisfying experience while meeting the demands of tourism destinations and operators as well as protecting the natural and cultural resources upon which the experience depends (Yu & Weiler, 2006). Cohen and several other authors argue that the communicative component is of crucial importance for the guide's role, either from the perspective of destinations or visitors.

The tourist experience offered by a guided tour includes a guide, participants (tourists) and environment (setting) and it may occur when all three actions interact in the same point of time and space. It is an occasion to establish various relationships between

audience and setting, the guide and audience, the guide and setting and all three parties, respectively. "Guides should manage these relationships with the aim of ensuring a positive experience for the visitor, a sustainable experience for the environment and a rewarding experience for themselves" (Pastorelli, 2003).

If satisfied with the guide, tourists usually say: "he or she is knowledgeable... told us everything... is extremely fluent... kind, humorous, charming..." They primarily pay attention to the manner of the guide's commentaries, his or her appearance and behavior, i.e. to the guide as a personality (Rabotić, 2010). Rabotić (2010) also states that two aspects of guiding are particularly influential on the tour experience: presentation (commentary) and managing group dynamics. Generally, a guide has a mediator's role for the destination stakeholders and visitors namely: mediating access to attractions; mediating information; and mediating social interactions (Yu et al., 2001).

2.3.6 The Role of Interpretation Services

Interpretation is an essential component of visitor experiences at visitor attractions. Many of the activities and services provided at visitor attractions, such as guided tours, information signs, self-guided walks and guide books, are forms of interpretation (Moscardo and Ballantyne, 2008).

Interpretation can play an important role in experience-building by providing a range of activities for visitors to participate in, offering visitors mental and physical access to a site or topic of importance, and by providing visitors with a story about the significance of the place they are visiting.

Visitors need to be able to find their way around easily, understand how to plan and organize their visit and be comfortable so that they can focus on the interpretive experience. Visitor attractions need to have good way-finding systems and information at the entrance or foyer about the facilities available, the schedules for the day and advice on how to plan a visit (Moscardo and Ballantyne, 2008). This argument implies the importance of having a well designed signposting and visitor information centers in a destination.

2.3.7 Community Involvement

The rationale of sustainable tourism development usually rests on the assurance of renewable economic, social and cultural benefits to the community and its environment (Richards and Hall, 2000). Taylor (1995) also argues that the concept of community involvement in tourism development has moved nearer to the centre of the sustainability debate. Community can be participated in two major areas of tourism development activities namely: political participation (decision making in tourism development) (Hoof, 2006) and economic participation (getting the appropriate benefits by providing products and services) (Sharpley, 2009).

2.3.8 The Role of Tour Operators

It is in the tour operators' interest to preserve the environment in destinations and to establish good relations with local communities. . . . Tour operators have a central role in the tourism industry, acting as intermediaries between tourists and tourism service suppliers. They influence consumer demand, destination development patterns, and their suppliers' performance, as well as tourists' behavior (TOI, 2007) "Tour Operators are important for the destinations" economy and destinations are important for tour operators - without them, there would not be the tourism product" (TOI, 2008). According to the Tour Operators Initiative for Sustainable Tourism Development (TOI), the role of tour operators at their destinations can be summarized as follows (TOI 2003): influence customers' choices and behaviors; direct the flow of tourists; influence the supply chain; influence the development and wellbeing of destinations; influence the well-being of local communities; influence the quality of tourist experiences; and influence the image of the destination.

2.3.9 Hotels and Their Services

Hospitality (lodging) and tourism industries are support and depend on each other. While hospitality supports travel and tourism in maintain tourists' comfort during travel, it receives benefits from its commercial approach to this relationship (Wadawi, 2008). The hotel and its services component have always formed a large portion of the inclusive tour

product and this aspect of a tour is arguably a key consideration in the customers' quality perception of the whole travel experience (Wadawi, 2008). Similarly, hospitality viewed as part of the attractions for tourism. Bennet and strydom (2005) also argued that tourist facilities like hotel are those factors that in themselves do not generate tourism flow but the absence of which discourage people from visiting a destination. From this argument, the nature of the product/service offer by hotels at a destination is a possible determinant of attractiveness and tourists decision.

Accommodation, food and beverage facilities, friendliness, helpfulness and responsiveness of the host are major factors of hotel services have also been highlighted as major potential contributions to destination attractiveness (Kozak and Rimmington, 1998). According to Akan (1995), there are three elements of the hotel product/services offering of which the first is a tangible component whereas the last two elements intangible:

1. The hotel – the exterior appearance, interior appearance, furniture, ease of access, name/image, room offerings such as soap, shampoo and sheets, food/beverage.
2. The personnel – skills, knowledge and training, experience, physical appearance, understanding, friendliness, respect, communication, responsibility, motivation, and attitude.
3. The process – accurate reservation, check in and billing, prompt service, fast and accurate food service, speed of transactions, recognition and personalizing customer service, listening and understanding customers, solving problems, general information on services and pricing.

The stages that guests go through in the process of consuming the hotel services to satisfy their needs is vital to a better understanding of the hotel product or service and their significance to the guest (Wadawi, 2008). A typical hotel stay for a guest can be divided into four distinct phases (guest cycle) namely pre-arrival, arrival, occupancy, and departure (Baker et al., 2000). The cycle gives the real picture of what the hotel product/service should be, starting from the pre-arrival stage (where the most important service activity that prevails is the sales and reservation process) to the departure.

2.3.10 Micro and Small Scale Tourism Enterprises Development

Different scholars and development theorists argue that if development is to be sustainable socio-culturally, economically and environmentally, the development and use of small-scale, locally –owned tourism business has to be highly promoted. According to Cater (1996), as cited in Smith (1998), the use of this type of business results in a much higher degree of local participation than traditional mass tourism. Usually, small-scale enterprises are considered more inoffensive than large-scale developments because they place less stress on cultural and natural environments (Long & Wall, 1995, as cited in Smith, 1998) and have more direct economic benefits for local communities. Similarly, small-scale establishments are more likely to keep control of decision-making in local hands and reduce alienation of indigenous peoples from their land, which has happened in many locations with the development of exogenously controlled mass tourism. Smith (1998) describes these and several additional benefits of allowing local residents to participate in business ownership as follows:

- Ownership confers personal community status and promotes expanded networking through memberships in organizations with a louder voice in the wider community.
- It better enables residents to take control and manage local tourism through existing social networks or to establish *ad hoc* associations to help empower them as decision-makers.
- Privatization can build equity in business terms, to become a family legacy or sellable retirement asset.
- The psychological satisfaction of owning one's own business can generate personal opportunities to increase earning power through responsible management and hard work.
- Family proprietorships can hire disabled, elderly, juvenile and, in some cases female, family members and friends who might not otherwise be employable.

Thus, tourism development projects that focus on this genre of tourism enterprise can help decrease economic leakage to the outside and minimize dependency on metropolitan countries and foreign tour operators (Telfer, in press; Timothy & Ioannides, 2002).

2.3.11 Skilled Human Resources

Tourism development must include a skillful manpower and sustainable practices in human resource management. This is because: “Tourism is about people’s experience as guests, and the delivery of the tourism product and service is evaluated by people’s demands and expectations. The delivery of the product and service is also by people, and tourism and hospitality employees are part of the product which visitors pay for. Therefore investment in people should be a long-term commitment by which all actions are guided” (Presbury, 2010).

The planning, development and management of an attractions and tourism operation demands a highly qualified manpower. Service quality is also dependent on employee–customer interaction at the point of service delivery. However, this interaction is potentially problematic and difficult to control, with responsibility for high-quality service provision falling on front-line staff. Therefore, employees must understand and be committed to service quality goals, as well as being in possession of the skills, knowledge, attitude, authority and access to information necessary to be able to provide a high-quality service tailored to specific customer needs (Presbury, 2010).

2.3.12 Marketing and Promotion

The adoption of a market orientation and the implementation of affective marketing strategies are now almost universally considered to be prerequisites for success in the tourism industry (Fyall and Garrod, 2006). Marketing is concerned with determining consumer needs and preferences, creating appropriate products, communicating information about products to consumers and advertising their benefits, in a sustainable manner (Firth, 2010).

According to Firth (2010), the overriding goal of tourism marketing within the context of sustainable tourism development is to achieve an appropriate balance between demand

(the type and number of tourists targeted and their associated activities and timing of visits, duration of stay); and supply (the provision of quality tourism products, services, experiences and infrastructure within the resource capacity of the tourist destination).

Marketing a destination is the responsibility of organizations at two levels (Firth, 2010). The first level is concerned with the destination as a whole and is largely the responsibility of destination marketing organizations. The second level concerns the marketing activity of private sector operators promoting individual tourism products at the destination, the obvious tourism firms being the accommodation providers, transport carriers, tour operators and attractions. However, in view of the highly complex and interrelated nature of the tourism product, tourism marketing conducted at the organizational level without explicit relevance to the organization's relationship with other key stakeholders is unlikely to meet its objectives fully (Fyall and Garrod, 2006).

2.3.13 The Role of Transportation and Related Infrastructure

Transportation and travel can be discussed without taking tourism into consideration, but tourism cannot thrive without travel. Tourism is all about travel; and the role of transportation in its operation is vital. Transportation is an integral part of the tourism industry. It is largely due to the improvement of transportation that tourism has expanded (Sorupia, 2005). According to Sorupia (2005), transportation links the various destinations and ferries people, goods, and services. Page and Lumsdon (2004) assert that the transportation system of a tourist destination has an impact on the tourism experience which explains how people travel and why they choose different forms of holiday, destination, and transport. International tourism is dependent on efficient, reliable and cost-effective transport infrastructure and services to support continued growth and development. Transport infrastructure provides the backbone of transport systems, both within and between countries and destinations through networks of airports, highways, railways and ports.

2.4 Challenges for Tourism Development

2.4.1 Host Community¹ as a Challenge

In routine tourism, a master-servant relationship tends to develop between the relatively rich tourists and the relatively poor locals (Pizam and Milman, 1986; Husbands, 1989). Most of the time, locals impression of tourists as they are from rich countries and always have plenty of time for leisure and plenty of money to spend. This creates feelings of inferiority among local people and the wish to be like 'them', rich tourists (Pizam and Pokela, 1985). As a result, they may have an offensive attitude towards tourists. According to Goeldner and Ritchie (2009), resentment by local people towards the tourist can be generated by the apparent gap in economic circumstances, behavioral patterns, appearance, and economic effects. Resentment of visitors is not uncommon in areas where there is conflict of interests because of tourists. This could be one reason for the growing social disadvantages or ills characteristics of so many Third World destinations, viz. crowding, congestion, and pollution, the degradation of traditional value structure, begging, prostitution, gambling, crime, and alcohol and substance abuse (Pizam and Pokela, 1985). Tourism can be a cause for, such as, an increase in the price of goods and services, and inflation in poverty values (Ap, 1992). These disadvantages of economy because of tourists may cause bad feelings of local people towards tourists. Tourism can cause a financial dislocation in the local communities. In the local communities, different groups or individuals may benefit or suffer disproportionately from tourism development and this leads to tensions within the community and sometimes open conflict (Richards and Hall, 2000). These all negative effects from tourists' activities can result in inhospitable host community which mostly reduces the quality of tourists' experience and discourages tourists to come again to a destination.

¹ Host community includes people living and working within the visitors destination

2.4.2 Challenges Related to Visitors Attractions

A) Carrying Capacity Related Problems

Tourist sites have limited capacity to accommodate activities which may be due to tourism or other activities on or nearby it. This calls the concepts of carrying capacity. Carrying capacity is a central principle in environmental protection and sustainable tourism development (Wahab and J.Pigram, 1997) and is 'the maximum use of any site without causing negative effects on the resources, reducing visitor satisfaction, or exerting adverse impact upon the society, economy or culture of the area' (McIntyre, 1993). Carrying capacity, therefore, represents the point beyond which the tourism industry in any destination becomes unsustainable (Wahab and Pigram, 1997).

The carrying capacity of a site, built heritage in the case of this study, are a result of many variables and a destination will not just affected by the amount of use related to tourism activities but the activities for other purpose like the passing of general public's vehicles close to the built attractions. So that the unregulated tourist flow and visitation, and the vibrations and loads due to vehicle both for tourism and other purpose will have a threatening impact on the physical and ecological carrying capacity of the built attractions.

B) Pollution Related Problems

The analysis of tourism's physical impacts is frequently structured around particular impacts, such as pollution or erosion, or around the constituent elements of the natural or built environment, often in isolation from the wider political or socio-economic contexts of the destination (Telfer and Sharpley, 2008). Tourism is often blamed as a significant generator of waste materials, manifested primarily in the pollution of land, air and water resources. However, the pollution because of tourism activities can be understood using two major groups namely: air and sight pollutions.

Air pollution particularly in urban destination is not only caused by tourism tailored transport, it is also because of public transport nearby the site. This pollution will have a



great impact to the built sites through changing the color and degrading the structure of buildings. The built environments can also adversely be affected by sight pollution caused by the presence of tourists, with the pollution, erosion or destruction of fragile areas through walking or other activities like littering; development of infrastructure for tourism and other purpose causes 'architectural pollution'(Telfer and Sharpley, 2008); and development of telecommunication and electricity lines which are not attractive for eyes thereby reducing the quality of tourist experiences in a destination. This is especially true in developing countries', like Ethiopia's, urban areas.

2.4.3 Marketing Related Challenges

The nature of tourism product is unique from other industry products which cannot be taken to the areas of tourists rather than bringing tourists to the area where tourism products are produced. This undoubtedly needs a great deal of marketing activities. In spite of this, destinations particularly developing countries' destination like Ethiopia faces difficulty of marketing their tourism products. The major challenges related to marketing of a destination can be grouped into two. The first is lack of financial resources. Both the destination marketing organization (DMO) and private sectors have insufficient financial resources to use mega promotional media and well designed and attractive websites (it is incredibly important, mission critical, and cost effective marketing tools for businesses (Law et al., 2009).

The second challenge is related to traditional marketing approaches followed by business firm which have been concentrated around the narrow ideas of profit maximization and treating the customer as 'king' (Firth, 2010). This commercial orientation of tourism organizations focuses on giving customers what they are prepared to pay for today and taking a short term actions on the products, prices, promotions and distributions of the tourism products, without concern for the long-term impacts of such consumption practices, in order to maximize short-term profits.

Therefore, these are the major constraints for developing countries including Ethiopia to make aware of visitors about the type and varieties of the tourism products do they have

and persuading them to visit and use their products thereby become competitor in the dynamic marketing environment.

2.4.4 Absence of Collaboration in Visitors Destination

The tourism industry is notoriously interdependent and dynamic, and tourism products are widely acknowledged to be inherently complex to coordinate and difficult to manage. It is argued that this nature of the industry calls the dynamics, relationships and outcomes of collaborative strategies within the tourism industry (Fyall and Garrod, 2006). This is because tourism experiences are evaluated holistically rather than piecewise. In the minds of the tourists, a destination is evaluated as a single product rather than a combination of numerous organizations (Agarwal, 1997). Thus, the success of a destination depends on the seamless coordination or collaboration of the stakeholders comprising the tourism value chain to provide wholesome and memorable experiences to tourists (Fyall and Garrod, 2005). A key reason for the growing interest in collaboration in tourism is the belief that organizations and destinations areas may be able to gain competitive advantage by bringing together and sharing their combined knowledge, expertise, capital and other resources (Kotler et al., 1999b). However, tourism organizations find themselves in competition rather than collaborating each other particularly in developing countries like Ethiopia. They are running for making profit and giving less attention for the long – term tourism development in a destination. This can have its own impacts for the quality of products/services and the satisfaction of visitors.

2.5 Integrated Tourism Development Management

Tourism industry incorporates not only tour businesses and tourists but also societies and environments. These different components of tourism as being interlinked, thereby forming a ‘tourism system’ (Novelli and Hellwig, 2011). The degree to which tourism has the potential to contribute to the broader socio-economic development of a destination is, to a large extent, conditional on the nature of the environment that exists in the destination and the management decisions taken by the industry and local government (Telfer, 2005). Gunn (1994) also advocates that tourism should be interpreted as a system, adding that every part of tourism is related to every other part, and that no

manager or owner involved in the tourism system has complete control over his or her own destiny.

Consequently, tourism comprises a complex amalgam of different services/products, each of which must be brought together and presented to customers by the various sectors of the industry. These services/products are crucial to the generation and satisfaction of tourists' needs resulting in the successful tourism development in a destination is highly depending on the functions of highly interdependent stakeholders of the tourism industry. External linkages beyond the destination, such as globalization, also affect potential development. At the same time, tourism development itself can bring change, complexity, uncertainty and conflict, creating opportunities and problems for analysts, planners, managers, decision-makers and members of the public (Mitchell, 1997, as cited in Telfer, 2005). As Mitchell (1997) suggests, the challenge is to recognize the importance of these forces and to function in their presence, as well as knowing how to manage them so that they become agents for positive change. This implies that as the success of tourism development depends on the integrated function of all the stakeholders involved in tourism activities, the challenges or problems can also be from all those stakeholders and therefore there should be a need to see the challenges for tourism development from the perspectives of the activities of all stakeholders of tourism and other external factors.

The fact that tourism industry is a complex sector, integration among the different tourism sector is a prerequisite for the successful development of tourism in a destination. This signifies the essence of integrated management of tourism development activities of those complex sectors in tourism industry of a destination, therefore, it can be used as a tool to tackle the challenges a destination faces and to utilize the opportunities prevailing in a destination. Butler stress the importance of management in tourism industry as follow: If development is to attain certain goals without having certain undesired impacts, then management in some manner and at some level is inevitable. Unless under the control of a despot or an all-powerful state, humankind have rarely proved capable of self control and giving great consideration to the future. Even then, emphasis is often on short-term gain. To achieve sustainability, therefore, development has to be managed and

controlled in order to ensure that it does not become incompatible with current and future needs (Butler, 1997). While exploring the contribution of tourism to the broader socio-economic and environment development, considering the three end points, namely destination environment, government regulatory framework, and tourism industry management decisions, has paramount importance. Therefore, planning and management is vital in order to strike a balance between developing a profitable tourism industry yet protecting the local environment and community (Telfer, 2005). Having established the tourism policy (in one form or other, e.g. as a set of basic tourism laws), various tourism strategies and programmes are needed to achieve the policy's goals and objectives.

2.6 Conceptual Framework

In this study, after reviewing several literatures, conceptual framework was adopted as illustrated in figure 1 below. This framework shows that tourism development (possible outcomes) in a destination has several challenges and opportunities. These has caused by the interlinked factors which have both direct and indirect influence on the success of tourism development. These factors can be challenges and opportunities depend on how they are managed and deployed while undertaking different tourism and related development activities.

The policy and strategy factors can affect the development of tourism in a destination through facilitating any regulatory activities in relation to tourism development. Successful tourism development is highly depend on how any tourism activities governed and managed to make sure the development is operating appropriately. the smooth and sustainable functioning of tourism development is also an integral part of local communities' involvement and participation in any tourism development endeavor. The attitudes and perceptions of host communities towards visitors have its own impact on the general development of tourism in a destination. Tourism services and product providers or tourism enterprises in general, have a big impact for the successful tourism development which depends on the quality and standards of their services and products as well as their support and cooperation each other while serving visitors. Mostly, due to the consumerism behaviors of visitors, tourism is also become a challenge for its own

development indirectly through its negative residual impacts on the socio-cultural, environmental and economic conditions of a destination on one hand and tourism development can be affected by the economic, environmental and socio-cultural conditions of a destination on the other hand. Therefore, the concept and principles of integration among different tourism stakeholders in relation to those factors is vital for the successful and sustainable tourism development in a destination.

Figure 1: Conceptual Framework of the Study



Source: Own Construction

Chapter -Three

Description of the Study Area and Methodology of the Study

3.1 Description of the Study Area

Located in the North Gondar Zone of the Amhara Region, Gondar city is north of Lake Tana and southwest of the Simien Mountains. Lying at latitude and longitude of 12°36'N 37°28'E /12.6°N 37.467°E , and an altitude of 2300 meters, Gondar is the splendid, historical and graceful city, which has been called the “African Camelot”; known for its astonishing castles of the medieval emperors; the center of Ethiopian art and culture; and most amazing ancient churches in its design and decoration. It is about 748 kilo meters far from the capital city of Ethiopia, Addis Ababa and 180 kilo meters from Bahir Dar and 132 kilo meters from Semien Mountains National Park. This land of castles and churches was founded by emperor Fasiladas in 1630s and served as the Royals capital of Ethiopian Emperors for about 250 years. The renowned castles of Gondar have been registered by UNESCO as a world heritage sites since 1979. This Royal medieval capital has valuable heritages to offer for visitors. The construction of the castles, bathes and churches that remain to this day is its emblem.

3.1.1 Attractions

A) Castles and Buildings

I) Fasil Gibbi (Royal Enclosure/Compound)

The Fasil Gibbi (Fasil compound) lies at the heart of Gondar and gives the city much of its character. The enclosure covers 70000M² and surrounded by high stone wall fortification with twelve gates. This royal enclosure encompasses six lofty castles, and many different purposes buildings like the royal archive, house of the musicians, the lion cage, the horse zoo, the sauna bath, house of spinners, etc. The most impressive castle within the enclosure is the original castle-palace built by emperor Fasilades. Fasilades castle is made of stone and shows a unique combination of architectural influence. This two-story castle of Fasilades, with rectangular corner tower, three smaller domed towers and two meter thick stone walls is so impressive and most marvelous building. The other major relic of Fasilade's reign found in the royal enclosure is the royal archive building.

There are also several crumbling buildings behind the castle, and a bathing pool. In the north Fasiladas's castle, the chancery of emperor Yohannes IV and the splendid palace of Iyasu I are found there. The palace of Iyasu was astonishingly embellished with ivory, gold, precious stones etc. To the northwest, Dawit III music hall, emperor Bakafa's banquet house and empress Mintwab's palace lies.

II) Qesquam Complex and Ruined Palace of Empress Mintwab

Perched on the hills, northwest of the town about 3 Kilometers, there is a royal compound known as Qesquam. It was built in the second half of the 18th century by Empress Mintwab.

Perched on the hills, located about 3km northwest of the city and overlooks the city of Gondar, Qesquam complex and the ruined palace was built during the second half of the 18th century by empress Mintwab who served for many years as regent for her young son Iyasu II. The enclosure though not well preserved has a series of buildings including a three-storey castle and ruined palaces. Although in state of partial ruin, Qesquam provides for a fascinating excursion from central Gondar city. At the royal compound, visitors can visit the old buildings and ruined palace of the empress, fine old manuscripts and skeleton remains of the empress, her son, Iyasu II and grandson Iyoas.

III) Emperor Fasilades's Bath

The amiable blemish of the bath of emperor Fasilades is where the art of Gondar flows like the water of the pool surrounding the artistic central gazebo. Enclosed by tall stone wall with six turrets, the pool is overlooked by a two-story building widely said to have been Fasilades's second residence. The pool is the central stage on which the Timiket or epiphany festival is celebrated in Gondar city in January 19 every year. The ceremony is led by colorfully attired priests carrying the Tabots (the replica of the Ark of the Covenant) and crosses and attended and celebrated by thousands of white-dressed worshippers' coverage around the pool in the afternoon during the eve and morning during the 19th of January, where they are blessed and sprinkled with its holy water. During afternoon of 19th January, the replicas of the Ark of the Covenant or Tabots return

back to their respective host churches with the same type of celebration conducted during January 18.

IV) Ras Gimb Palace and Museum

Situated outside the Royal Enclosure, the palace has remarkable history. It was used as residences for the local governor of Michael Schul during the reign of Emperor Iyoas (1755-1770); provincial palace for Emperor Haile Sillasie (1930-1974); and a house for Italian generals during WWII. The castle houses many historical items and under it Gondar museum is being constructed, which will be opened by the near future for visitors.

B) Churches

I) Churches Within and Outside the Compound of Fasil Gibbi

Within the imperial compound there are three churches two of which namely Elfigne Giyorgis and Gimja Bet Mariam were built by Fasilades whereas the third Atatami Michael was built by Dawit III. Both Elfigne Giyorgis and Gimja Bet Mariam are circular stone churches while Atatami Michael is rectangular of the churches like the churches of Debre Birhan Sillasie and Tsadiqu Yohannes, which are found outside the Royal Enclosure. Lideta Lemariam and Bahita Lemariam are also the most interesting, fascinating and ancient churches found outside of the royal enclosure. Now days churches are interested in and building museums to display their respective paintings, parchments, and other treasures.

II) Debre Birhan Sillasie Church ('Trinity at The Mount of Light')

Lies about 1 km out of the city, Debre Birhan Sillasie church was founded by Iyasu I in the 1690s and the only Gondarine church that escaped entirely untouched from the Mahadist war when the Dervish of Sudan attacked Gondar city in the end of the 19th century. The sides of the walls of this church completely covered with paintings showing various scenes. The southern wall concentrates on the life of Jesus Christ, whereas the northern wall depicts various saints. The much-photographed ceiling, decorated with painting of 80 angelic faces, is probably the most famous single example of ecclesiastical art in Ethiopia. Drawn by the same artist, Haile Meskel, the walls are also decked out

with frescoes that manifest briefly the Ethiopian Saints, martyrs and biblical lore. In the east of this church, there is a traditional church school with magnificent collection of small Gojjos/huts. It deserves a visit too. This all makes the church one of the most beautiful and colorful churches in Gondar as well as in Ethiopia.

C) The Falasha/Woleqa Village

Situated three kilometers to the north from the city center, the small village of Woleqa was once inhabited by the Bethe Israel community (Ethiopian Jews). Woleqa village is one of the attractions frequently visited by tourists especially for its history and handcrafts like earthen pots. Women's in the village called plough-share produce jars, various pots and handcrafts needed in the market (souvenir markets) of Gondar.

D) Festivals

I) Timiket

Staged at the bath of Fasilades starting from the eve of January 19 till the noon of January 19, Timiket festival is the most colorful and unique in the Gondar city and Ethiopia at large. The white-dressed priests hold the Tabots (the replica of the Ark of the Covenant) and take it to the bath of emperor Fasilades; the whit-winged dressed worshipers surround the Tabots and the priests and deacons; singing the religious song on the way to the bath and back to their respective churches. Epiphany ceremony at this bath, which great many tourists used to attend enthusiastically, is the most colorful celebration.

II) Carnival

With the purpose of diversifying tourism products and business opportunities for local communities, "Meet Ethiopia in Gondar Carnival" was being celebrated during the onset of Timiket festival celebration since January 2011. The newly emerged and developed tourism products in Gondar city is conducted mainly by traditional and local products like foods, drinks, clothes, pottery, and exhibition. If done appropriately, this types of tourism product is key to create business opportunities for poor local communities, brings motivation for local communities to be proud of their culture and develop sense of ownership of their cultural activities and values, creating intercultural linkages and

understanding thereby creates mutual understanding of the peoples living in and around Gondar city. The carnival is good to create urban and rural economy linkage and intersectoral linkage through the supply of raw materials like vegetables, drinking supplies, etc, and micro-and small-scale enterprise with culture and tourism sectors respectively.

E) Rivers and Bridges

Rivers in Ethiopia historically served as natural boundaries for administrative regions and rush floods were always a terror. Thus during gondarian era about five bridges were built. The two bridges near Gondar city are over Megach River namely Bambulo and Fanter Bridge. The other two bridges namely Gobatit (curved) and Defecha Bridges are located over Angereb River. Gobatit Bridge located to the south of Gondar city and measures 46 meter long whereas Defecha Bridge is found at the foot hill of Debre Birhan Sillasie Church stands. The other bridge, found in the south west of Gondar city over Qaha River, is known as Qorata Bridge. It is the smallest of all. These all bridges were built during the 17th century which are still exists and are an impressive relic of the period. Hence the bridges has their own contribution for the diversification of tourism products, satisfaction of visitors, increasing the length of visitors stay thereby contribute for the more benefits to be generated from tourism development.

F) Cityscape and Landscape

Gondar city was selected by Emperor Fasiladas as a capital city because of its strategic location for military and trade and its beauty cityscape. Situated at beautiful scenery, Gondar city, therefore, has a great potential of trekking excursion walking and horse or mule riding. Open Air Markets

In Ethiopian cities, Saturday is often a market day. Tourists find the Saturday open-air market of Gondar city very impressive and strange because of the different supply collection like handcrafts, social interaction, and dressing. Women are even observed in the market while they are making intricately the different baskets and adorning them with red colored animal skins.

G) Traditional Night Clubs

Gondar city is mostly considered as the center of Ethiopia's arts and culture. Traditional night clubs being operated in the city is the reflection of this. Different cultural festivity like the singing, folklore, the dancing, etc are highly and colorfully performing at night which is creditable for visitors to attend and experience it. This is a big potential for the tourism development of Gondar city.

H) Traditional and Modern Educational Institutions

Gondar city often said the center of Ethiopia's arts, cultures and education. This is because of nothing but because of its traditional Ethiopian orthodox religion educational institutions. These institutions with huts were giving different types of religious education with seven departments which has key contributions for the present religious activities and any cultural and religious related activities being conducted in Gondar city.

Tourism industry operation is all about the interaction of human beings and due to this it is often said to be human intensive industry. It is also highly depend on both the manmade and natural attractions. This implies the needs of educational institutes (both traditional and modern) for the successful operation of tourism industry, tourism product development, and sustainable tourism development in a destination. In Gondar city, University of Gondar was giving training in tourism management department at degree and post graduate level. Due to this, peoples living in the city and neighbors city/town got the chances to learn in tourism management. Gondar city also often said it is a center of art and traditional (orthodox religious education) education. This will have its own contribution for the sustainable tourism development activities run by professionals and the conservation and protection of heritages, especially performing arts/heritages. Therefore, it can be an opportunity for the development of tourism in Gondar city.

3.1.2 Infrastructure and Facilities

A) Transportation

Ethiopian airlines fly between Gondar and Addis Ababa, Bahir Dar, Aksum, and Lalibela. The airport is about 25km out of the town, just west turn of the main Bahir Dar road. By road, direct public tourist buses, standard public and tourist buses (Selam and Sky bus), minibuses and 4-wheel drives between Addis Ababa and Gondar leave early and arrived at the end of the day time.

B) Accommodation

In Gondar city, as a tourist destination site, there are tourist standard hotels offering service for tourists. Some of the lists of tourist class hotels are:

- | | |
|--|-----------------------|
| 1. Taye Belay hotel | 7. Hotel Lamergayer |
| 2. Goha hotel | 8. Embassy hotel |
| 3. Quara hotel | 9. Capra Walial Inn |
| 4. Land mark international hotel | 10. Central hotel |
| 5. Florida hotel | 11. Red Fox hotel |
| 6. Tana hotel | 12. Atse Bakafa hotel |
| 13. Lodges like Mintiwab lodge, Du chatu lodge, etc | |
| 14. Various restaurants like Golden guest restaurant, Habesha restaurant, etc. | |

C) Water and Electric Power Supply

There is a 24 hours regular supply of electricity which is used for both residential and common use like street lights, home and industry consumption. The water supplies of the city are sourced from both surface and underground potable water. Angereb Dam, which is also an attraction with beautiful scenic view, is the main sources of water for Gondar city.

D) Telecommunication

Regarding to telecommunication services, the city of Gondar has got landline telephone services to individual homes and government offices; public telephone booths; wireless telephones; and mobile phones. The city also has dial up broad band internet subscribers, and wireless internet services.

3.2 Research Design

The descriptive research design was used in this study. The study employed both qualitative and quantitative research approaches in order to answer the research questions and achieve the stated objectives. The qualitative methods were key informant interview, focus group discussion, observation, and content document analysis. The quantitative method included visitor and residents questionnaire. This study used both probability and non-probability sampling techniques. More of non-probability sampling was used because it is the most appropriate route to follow if the study is not so much interested in working out what proportion of population gives a particular response but rather in exploring the idea of the range of responses on ideas that people have (Altinay and Paraskevas, 2008). However, probability sampling techniques were used to collect the quantitative data by using both residents and visitors questionnaires.

3.3 Target Population

Since the purpose of this study was to explore the challenges and opportunities of tourism development in Gondar city, the subjects or participants were stakeholders of tourism including: residents, tour guides, tour operators, officials in Gondar city tourism and culture office, sites manager, visitors information center, visitors, University of Gondar staff, hoteliers, handicraft makers and sellers, nongovernmental organizations, and heritage conservation agents.

3.4 Instruments, Samples, and Sampling Techniques

This study were employed questionnaires, interviews, focus group discussions, observation, and document analysis as the key data collecting tools to gather an in depth

small numbers of respondents (6%) are stayed more than ten days in the city. The big portion of visitors stay short period of time in the city of Gondar despite its plenty and diversified attractions. The length of stay might become an indicator for the types of services, itineraries, and the qualities of services and products to be offered, developed and maintained in Gondar city tourism establishments/institutions. 44 (55%) and 36 (45 %) of the respondents are female and male respectively. There is an almost proportional balance of gender variation in visitors. This can also be indicators for the services providers about what should be provided, how should it be served and by whom should it be delivered. This is because gender variation can plays a major role for the variation of services and products and its quality and satisfaction of visitors resulting from the variation of behaviors of visitors with different services and products.

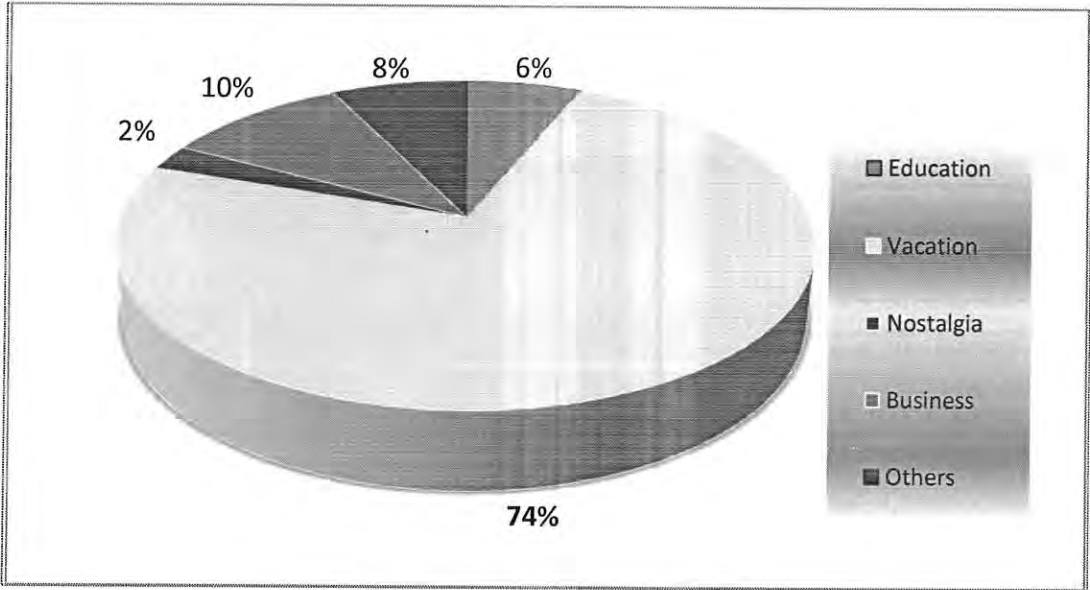


Figure 2: Visitors’ purpose of visiting Gondar city

As it might be depicted from figure 2 above, vacation (74%) is the major purpose of visitors while visiting Gondar city. Business (10%) is the second motivational factors from the side of visitors. Nostalgia (VFR) (2%), education (6), and others (8%) are other purposes of visitors in an ascending order. These purposes might point out the types of services and products, the human power skills and any other establishments of

infrastructures and facilities expected to be fulfilled and ready from the side of private service providers and concerned government bodies.

4.1.2 Characteristics of Interviewed Individuals

Table 3: Characteristics of interviewed individuals

Interviewed individuals	Numbers (No.=33)
Official in GCCTO	1
Official in ARSCTB	1
Site manager	1
Religious leader	1
Carnival celebration coordinator	1
University staffs	1
Local tour guides	2
Local communities/residents	5
Visitor information center	1
Tour and travel operators	4
Visitors (5 domestic and 5 foreign)	10
Souvenir producers and retailers	3
Traditional music and dance (night)club	2

In this study, as shown from the above table, interviews with the governmental and nongovernmental bodies, visitors and local populations are the main sources of data. In this regard, official in GCCTO, tour operators, site manager, communities living in the city, souvenir producers and shop owners, tour guides, religious leader, visitor information center, carnival celebration coordinator, UOG staff, traditional night clubs, and visitors are the individuals who were interviewed for this study.

4.2 Tourism as a Vehicle for Development

Tourism industry is often viewed as a key agent for development or redevelopment of countries through income generation, employment opportunity creation, and resources conservation on which it is depend on. Arguably, tourism is becoming an alternative means of development in a country or destination. While developing tourism in a given destination, the alternative tourism development theory, which focuses on the sustainability principles of tourism development i.e. the environmental, economic, and socio-cultural welfare, should be considered and practiced. Hence, considering it as a vehicle for development, tourism should be a progressive process of change to a better future thereby producing a system that aims to create a steady and balanced rate of change to the life of the participants. Such change has to be consistent with the prevailing socio-cultural, economic, environmental, and visitors conditions in the destination. However, its overall role as an alternative agent for such development is highly depend on the nature of environment exists in a destination and how it is managed by the stakeholders both private and public involved in the development activities. Therefore, understanding, and giving much emphasis on the nature of tourism development and its role in promoting over all development together with the contribution of stakeholders so as to realize such aims should be a vital issue to be raised while developing tourism in a destination for its overall development.

In an attempt to understand the role of tourism for development in Gondar city, interviews with concerned bodies and observation were conducted. According to the interviewed individuals in GCCTO, tourism is now playing a significant role in terms of creating employment opportunities, income generation and tourism resources conservation and protection.

As it is shown from the 2011 annual report of Gondar City Culture and Tourism Office below, tourism are the sources of income for the government, the service providers, local communities and churches, which has an increasing trend from time to time. The tourism service providers including hotels and lodges, the travel agents and tour operators, the guiding services, handcraft production and selling, and micro and small-scale enterprises

takes the lion share of the revenue. These service providers are also creating an employment opportunities for the local peoples and business opportunities for the local raw materials suppliers. Hence, the multiplier effects of tourism is high than other sectors. As a result, tourism becomes an increasing interest of development for the governments of Gondar City to change the residents' life.

Table 4: Visitors flow and income generation

Year	Types of visitors			Revenue for government			Revenue for churches	Revenue for service providers and communities	Total
	Domestic	Foreign	Total	From Domestic Visitors	From Foreign Visitors	Total			
1995	20,595	8,647	29,242	106,005	447,300	457305	-	-	-
1996	27,784	10,443	38,227	118,670	549,025	667,695	-	-	-
1997	37495	13546	51,041	149,980	677,300	827,280	-	21,415,170	22,242,450
1998	28,732	12,696	41,701	114,928	648,450	763,378	-	18,740,172	19,503,550
1999	39,724	19,929	59,653	158,898	996,450	1,155,346	-	27,708,204	28,863,550
2000	50,273	18,152	68,425	201,092	907,600	1,108, 692	100,085	31,426,758	32,635,450
2001	60,491	21,324	81,915	241,964	1,066,200	1,308, 164	180,444	36,490,542	37,979,150
2002	64,078	21,292	85,370	298,760	1,170,200	1,468,960	542,410	42,752,330	44,763,700
2003	74,899	25,596	100,495	501,641	1,985,650	2,487,2911	689,393	57,504,287	60,680,971

Source: Gondar City Culture and Tourism Department Annual Report (2011).

Another role of tourism for development is the conservation and protection of environment including both the built and natural environment. Since tourism development is highly depending on those environments, otherwise it mostly would have no any value, its existence sustainably depends on the availability, maintenance, and quality of those resources. This implied that the maintenance of these tourism resources through conservation and protections should be priority areas in any tourism development endeavors. Due to this fact, the built heritages and natural environment have to be conserved and protected so as to ensure the sustainable existence as well as the quality of the surrounding and natural environments thereby increasing the quality of visitors

experiences and satisfactions levels. According to the key informants, now days in the study area, the natural and built heritages or resources were being understood as resources for tourism development. This implied that the belief and hope that they will be visited and from which tourism will be developed and appropriate benefits can be generated was becoming the main aim of undertaking conservation and protection of the environment (both natural and built) in Gondar city.

Tourism can be a vehicle for intangible cultural heritages development. This is because the heritages can be conserved and protected as well as developed so as to attract visitors to develop tourism. In the study area, according to the interviewed informants and officials, the conservation and protection of the intangible cultural heritages was increasingly being understood as a potential assets of tourism development in the study area.

However, here, it has to be understood that, if done inappropriately, tourism will have the inverse impact than becoming a vehicle for development. Therefore, it can be argued that, if appropriately developed, tourism can be used as a tool for the development of the city economically, environmentally, and socio-culturally.

4.3 Tourism Development Activities

Tourism development activities involves diverse activities namely from tourism products and services development to the actual sells of products and services to visitors by undertaking different activities in between like human resources development, conservation and protection of heritages, micro and small scale tourism enterprises establishment/development, and marketing and promotion of a destination. To date, tourism development activities in Gondar city were being practiced in different areas of activities, which are discussed in detail as follows:

4.3.1 Tourism Product Development

A) Attractions Site Development

In a certain destination, attractions are, by any means, the core and forefront reason for visitors to make decision to travel. Developing attractions in a destination is, therefore, calls prime attention in any tourism development endeavors. Attraction site development in a destination should include both discovering and developing a new one and developing and maintaining the existing one. The former can be done through discovering new types of attractions and developing related infrastructures and facilities nearby it where as the later is about increasing and modifying the services and infrastructures establishments and conserving and protecting it. In short, attractions development is about diversifying, increasing and maintaining its availability, attractiveness and sustainability so as to meet the needs of visitors and maintaining sustainable tourism business in a destination.

In Gondar city, the legend of ancient civilization and history, the topography (cityscape and landscape) with beautiful scenery and different cultural and religious institutions have huge potential attractions to be developed and visited by visitors. Currently, though the city's tourism development activities are only depending and focusing on the Castles, Churches, and Timket; and the tourism businesses runners or enterprises are also doing tourism activities and promotion only on those famous and already established heritages by neglecting the non-material cultures; the legend of history; and the cityscape scenery, to some extent an efforts were made in different visitors' attractions establishment and development in the study area. These are discussed as follow:

Carnival, an exemplary tourism product development activity in Gondar city and elsewhere in Ethiopia, has been promoted and developed as a major tourism products since two years ago though there is an opposition from the side of local communities, which is discussed latter. *Local governments have been actively participated in developing the carnivals together with Timiket Festivals celebration in order to diversify the city's attractions and increasing the length of stay thereby creating a business opportunities for the local communities and micro- and small-scale tourism enterprises*



(Interview with carnival coordinator, 2012). The local communities owned micro- and small-scale enterprises were actively participating in providing different services for both domestic and foreign visitors including local beer, traditional cuisines, teji (prepared from honey and other alcoholic ingredient), fish products, cop corn, burned barely, bread (ambasha), ceramic products, weaving products, soft drinks, etc. For example, the legalized and recognized street vendors in three streets namely Meskel Square, Enquaye Mesik, and Adebabay village during the carnival in Gondar city are testimony of the efforts which were being made to provide business opportunities for residents.

Another attractions development activity, according to the officials in GCCTO, in the city is museum development namely Ras Gimbi museum and different museums in different churches in the city. Ras Gimbi museum was being established in King Lieul's Palaces by Gondar City Tourism and Culture Office in collaboration with Venice city, Italy by investing the capital of Birr 6 million. The museum is planned to display the rich cultural, ethnographical, artistic, and material heritages of the city. Ethiopia's orthodox churches in general and Gondar city in particular are home of the country's ancient rich tangible and intangible heritages which are worth visiting. However, the antiquities/treasures were not open for visitors yet, rather they are kept in unsafe and unsuitable storage houses of the churches. The constructions of museum by the three churches (Debre Birhan Sillasie, Bata, and Michael churches) in Gondar city manifests the good beginnings of the conservation and protection of hidden treasures of churches from destructions and damages and changing those treasures from its state of idleness to the state of valuable than before. This can also play its own role to increase the length of visitors' stay, satisfaction of visitors, job opportunities for locals, and the conservations of the treasures found within the churches. In spite of being a home of more than 44 churches, though it is a good beginning, it is unfair to have only three churches' museums in Gondar city. This, therefore, calls much effort from the concerned bodies to establish museums, ensure the conservation of treasures and increase the value of the hidden treasures of the churches in the city.

Attractions site development activities should also go beyond these. This is because, luckily, Gondar city is surrounded by different both natural and historical as well as

cultural attractions from which different tourism activities such as trekking, climbing, beautiful scenery view (safari) and short excursion from Gondar city can be developed.

All in all, innovating and developing alternative visitor attractions in the city is vital to diversify the city's tourism products thereby satisfying tourists and contributing a lot for the economy transactions and diffusions of tourism through increasing the length of tourists stay and expenditure. This will also create sustainable tourism business environments.

B) Hotels and Their Facilities Establishment and Development

Hotels, including its physical establishments, the personnel working within it and the process of service delivering, is an important element of tourism products for visitors and any tourism product development activities in the destination. Hotels and its related services are also a major determinant factor and have big potential contribution for destination attractiveness. Visitors are highly influenced by the availability, types and quality of hotels and its facilities and services in a destination to make decision to visit or not. After arriving at a destination, visitors' satisfactions are also highly be influenced by the physical establishment of accommodations/hotels, the professionalisms of persons serving them (personalized services and problem solving skills), and the processes of providing services (check in and checkout procedures, speed, etc.). Hence, the availability, establishment, and development of hotel and related services and products should be given much attention in developing tourism in a certain destination.

In this regard, an attempt has been made to interview experts in GCCTO about any accommodation development activities done, being done and is going to be done in Gondar city. To date, according to official in GCCTO, 22 budget and medium class hotels (up to 3 stars) and lodges were built and now serving visitors in the city. By the time of conducting this study, 22 both hotels and lodges will be finished after a year and ready to give services for visitors whereas 15 will be finalized after two years. He added that the investors are highly interested to invest in hotel and lodge industry because of two main reasons: the incentives including loan and importing duty free materials are being provided by government for hotels and lodges establishment; and the increasing

trends of visitors flow in the city. The personal observation of the researcher himself supported the interviewee's response. Newly emerged accommodation from year to year is highly increasing at a higher rate which is a promising development to accommodate the increasing numbers of incoming visitors in the city. Lodges, high class hotels and recreational centers were being built and established. This is vital to increase the satisfactory experiences of visitors in the city and create job opportunities for the local communities. However, less attention has been paid for the proportional development of hotels and lodges with the number of visitors who will visit Gondar city; therefore, there is a need to project or forecast the accommodations needed in the city in relation to the forecasted trends of visitors flow in order to avoid the likelihood low occupational rates of accommodation or to decrease its possible idleness. Little attention has been paid and done so far regarding to the quality of services and products of hotels and related problems (which is discussed in detail in products and services qualities and standards section of this chapter).

4.3.2 Human Resources Development

Due to the fact that tourism industry is often considered as labor intensive industry, giving high attention for human resources development is one of the most important areas of tourism development activities. Tourism industry often focuses on services not mainly goods. This tourism services are produced while delivered to visitors i.e. tourism service production/delivery process involves visitors and visitors contact employees at a time. This human intervention leads visitors to have different level of satisfaction. This implies that customer contact employees have vital roles for the breaking and making of satisfactory visitors experiences in a destination. In this regard, the issues of how customer contact employees execute such roles should be raised and given much emphasis and, arguably, the successful and sustainable tourism development operations in a destination are highly depends on the appropriate human resources development activities.

Being a service industry, different researchers argued that it is worthy applying the principles of aesthetic labor in human resources development activities of tourism.

Looking good or sounding right is described as the obvious manifestations of aesthetic labor, which can be a major variable in ensuring service quality in the tourism industry. The concerned bodies, therefore, have to develop the skills and attributes of aesthetic through the processes of recruitment, selection and training, transforming them into competencies and skills which are aesthetically geared to producing a higher-quality service encounter in which style is a major component. This implies that the recruited employees have to have good personality and appearance and the desired person should be trained in the appropriate technical skills once they have entered employment.

An interview was undertaken with the official in GCCTO in an attempt to know what were being done in the city in relation to human resources development. According to him, human development activities were being practiced in two ways, namely through consultation and training. Though not continuous and regular, training was given for 425 persons to enable them to work in hotels. Consultation services was being given for individuals and groups who are working in his/her/their own tourism business enterprise, mainly the micro- and small-scale enterprises on how to conduct his/her/their tourism businesses and code of conducts to be followed and abided by while doing tourism business activities.

Adding to the above, Gondar city hosts University of Gondar which has been giving training in Tourism Management programs since 2004, from which most of the city's residences and neighbor cities' people were benefiting, and which has its direct and indirect benefit for, and support, Gondar city's tourism development activities. If the government is committed, short term training and awareness creation programs can also be arranged in cooperation with University of Gondar (UOG).

4.3.3 Conservation and Protection of Heritages

As frequently said in different literature, tourism is, to a large extent, a resource-based activity, interacting with natural and cultural heritage and with a capacity to initiate far reaching changes on those heritages. Therefore, management of heritages conservation and maintenance has become central to tourism planning and development in all destinations, both already developed and developing; and basic premise for sustainability

of tourism development. This is due to the fact that there is a long catalogue of heritage damage caused by various inappropriate tourism development activities, though it is not the only delinquent factors.

In this regard, an investigation and assessment of conservation and maintenance activities on the heritages such as the Fasilades Castles and other Palaces and Castles within and outside the royal enclosure, churches, and performing arts of Gondar city was carried out by using interview data gathering techniques. According to the site manager of the Royal Enclosure of Fasilades, in Gondar city, conservation activities on material heritage were mainly undertaken by the, ARCCH, World Bank, UNESCO and other NGOs and Development Agents. Quasquam complex, Fasilades Bath and Castles in the Royal Enclosure were areas where conservation activities were being undertaken by the World Bank, Norwegian Government, ARCCH, and the Zonal and Regional Government of Ethiopia. The maintenance of the heritages in the Royal Enclosure was carried out by World Bank project. However, the project was not successful i.e. not achieved its objectives and corrupted due to absence of well organized implementation strategies and unclear responsibilities. The Fasilades Bath was also being conserved and maintained by using the fund Norwegian Government in collaboration with World Bank. The federal government of Ethiopia has also given funds twice for its conservation and maintenance. Conservation and maintenance activities on Quasquam Complex were being carried out by using the World Monument Fund and Doctor Fasil Georgies's project.

However, proclamation is being formulated and waiting for approval regarding to the conservation and maintenance and the heritages are to be owned, conserved and maintained by ARCCH. This will simplify the ownerships of the heritages and responsibilities of concerned bodies involved in conservation and maintenance activities of heritages. This will also make easy and used as a parameter or framework to develop site management plan. This, therefore, will solve the existing problems in relation to conservations and maintenance activities of heritages in Gondar city.

4.3.4 Micro- and Small-Scale Tourism Enterprises Development

Different scholars and development theorists argue that if development is to be sustainable socio-culturally, economically and environmentally, the development should be small scale and based on micro- and small-scale and locally-owned tourism business enterprises; and should highly be promoted. Unlike large-scale tourism development agents, micro- and small-scale tourism business enterprises gives opportunities for much higher degree of local participation and are not considered more offensive because they place less stress on cultural and natural environments and have more direct economic benefits for local communities. Similarly, micro- and small-scale enterprises establishments can empower locals and are more likely to keep control of decision-making in local hands and reduce alienation of local peoples from their resources. Micro- and small-scale tourism enterprise development can build equity in business terms, become a family legacy or sellable retirement asset, and can hire disabled, elderly, juvenile and, in some cases female, family members and friends who might not otherwise be employable (Smith, 1998). If communities are allowed, supported and empowered to begin their own businesses in the formal and informal sectors, benefits of this nature can be spread more broadly through society. Thus, tourism development projects run by such tourism enterprises can help decrease economic leakage to the outside and negative impacts on socio culture, economy, and environment of the destinations.

Taking this into account, the government of Ethiopia gives much emphasis on, and formulates policy for, the roles of micro- and small-scale enterprises by considering it as a vehicle/strategy for tourism development in order to alleviate poverty. This can be realized by using appropriate mechanisms like building their capacity through creating awareness, giving training, and facilitating or subsidizing startup capital.

In this regard, in Gondar city, according to official in GCCTO, after creating awareness and giving training, 36 micro- and small-scale tourism business enterprises were established. The enterprises have been permitted and advised to form cooperatives and loan has been facilitated and any other supports from financial and other government and non-government development agencies. According to the interviewee and the GCCTO

document review, these enterprises are established to do different tourism business activities such as:

- souvenir production and shopping,
- traditional food and drink production and selling,
- visitors guiding services,
- traditional and cultural clothes design and production,
- photographing services,
- bird conservation and protection services,
- car rental services,
- heritage conservation and sanitation services,
- tourism professionals providing consultation services, and
- traditional music and dance services.

4.3.5 Marketing and Promotion

Marketing is probably the key activities which have to be given much emphasis by any tourism development agents starting from tourism product development to the point of selling of it to the visitors. Especially in this modern and competitive world, marketing is the tool to develop and sell the products to the responsible and high spending visitors and this is the area where much costs are often incurred. More often than not, visitors are very insightful to hear information about a destination when they want to plan a trip for their vacation. In this regard, they are looking for different sources of information about different attractions/destinations all over the world. This, therefore, calls an action from the destination side in order to be in front of visitors in need of information about a destination at any time via different means of promotional and marketing tools. Now days, destinations are commonly being marketed and promoted by both government bodies and private tourism sectors by using both printed and audio-video media like television, radio, magazine, brochures, folders and fliers, etc; social media like Face book, Twitter, YouTube, etc; websites; attending and displaying products at exhibitions, trade fares, workshops; etc.

Interview was conducted with officials in GCCTO in an attempt to find out the marketing and promotional activities were being done and planned to be done. According to the interviewed officials, brochures, fliers, and folders are the main tools which were used for promoting the city's tourism resources. The office doesn't have websites to inform and promote the attractions found within the city yet. Adding to this, even the folders and brochures were only distributing to the limited local areas and visitors visiting the city, which cannot reach to large and international potential visitors. The city's tourism and culture office was not attended international trade fares except 2011 Berlin International Tourism and Culture Expo. Interview was also undertaken with tour operators based both in Gondar and Addis Ababa about their marketing activities. According to them, websites, folders, brochures, fliers, and attending international trade fares are the main tools which were being used to promote the city's attractions.

The researcher also conducted an interview with the public relation experts of the Amhara Regional State Culture and Tourism Bureau (ARSCTB). According to him, the regional bureau are now promoting the city with the rest of the region's destination by using websites, guide books, brochures and folders as well as fliers in addition to attending national and sometimes but rarely international trade fares and exhibitions. However, the two levels of governments (regional and local) stress lack of money and dedications from the side of government offices and private sectors as major challenges to promote the city's attractions to different audiences both domestic and international.

4.4 Challenges for Tourism Development

Since tourism is a multifaceted industry and its development is the functions of multiple tourism and tourism related stakeholders and factors, the challenges for the development of tourism in Gondar city are sourced from those different stakeholders and factors, which are discussed as follows:

4.4.1 Limited Participation of Local Communities: Awareness and Perception, Economic, and Power Related Challenges

Different scholars and the recent development theorists argued that the central point in tourism development should be community involvement. More often than not, development activities particularly tourism developments are taking place in the areas where communities are living. This implies the need to make communities part of tourism development activities of a destination. It is mostly argued that they should be a subject, not an object, for any development activities of their own areas. In different tourism literature, it is also believed that community should be empowered to enable them to mobilize their own capacities and be social actors, rather than passive subjects, to manage resources in their areas and to make the decisions about, and control, the tourism development activities that affect their lives.

Resident involvements in the benefits of tourism best look a lot like concepts of economic, social and psychological empowerment, which assumes that residents will gain personally from tourism. Opportunities for community members to own businesses; to work in various tourism industry-related jobs; to receive appropriate training; and to be educated about the role and effects of tourism in their community are characteristic of the form of participation (Timothy, 1999). Increased levels of income, employment and education, as well as decreased dependence on external agents and suppliers will be the result of community participation and involvement in tourism development activities. In this regard, much emphasis is given in the Tourism Development Policy formulated as of August 2009 by FDRE Ministry of Culture and Tourism about the community participation in any tourism development activities. The government of Ethiopia is giving high attention for communities' involvement and benefits sharing in the tourism development activities. Maximizing of revenues for the communities at visitors destinations through enabling and encouraging them to offer handcrafts, art works, traditional food and beverage, transport services and other cultural and creative products based on demand is another priority areas in the FDRE Tourism Development Policy. The policy also give much emphasis for local communities residing at tourist destinations, groups, in particular women, youth, and the physically handicapped, to

make them beneficiaries of tourism development by letting them to organize in micro- and small-scale handicrafts and art fields, and produce a variety quality goods and services for visitors.

The other issue of local communities’ participation is about an involvement in decision making process in any tourism development activities in the area where they live in. Each community has to be represented to participate in making decisions about tourism development in their resident area.

To get information on those issues of community participation and involvement, an attempt was made to conduct interview and survey with the concerned government officials and local communities in the study area respectively. As shown from table 5 below, 88.89 % of the respondents replied that they are not benefiting from tourism development activities because of different reasons discussed below.

Table 5: Local communities’ participation

Are you participating in:	decision making for tourism development?	Variables	Frequency	Percentage
		Yes	9	90
		No	81	10
		Total	90	100
	benefit sharing from tourism development?	Yes	10	11.11
		No	80	88.89
		Total	90	100

Similarly, 90 % of communities respond that they are not invited and given the opportunities to participate in the decision making in tourism development activities in their areas of living by the local and any concerned government bodies. To the contrary, 10 % of the respondents replied that they are participating in decision making in tourism development activities in the city, and 11.11 % of participants in the survey replied that they are participating in the different areas of tourism business development activities such as producing or selling handicrafts, traditional foods and beverages preparation and

provision, guiding, being an employee in the tourism industry, traditional night club, cooking for visitors, etc. According to the results of the interview with local communities, the tourism development activities were mostly being controlled and dominated by few individuals in Gondar city.

In general, the responses from both the interview and survey (as indicated above) show that there is very low local communities' participation in both benefit sharing and decision making in the tourism development activities in Gondar city. According to the results from focus group discussion, interviews, surveys and observation, in Gondar city, local communities' participations are often highly limited by three main detrimental factors, which are discussed as follows:

A) Lack of Awareness and Wrong Perception

The relative newness of the industry itself in most places has led to inadequate local expertise in the area of community-based tourism. One manifestation of this is a lack of proper training among tourism officials, which is becoming barrier in allowing community input into the process of tourism development. In the developing world, there appears to be a general dearth of understanding about implementing local involvement in tourism development (Jenkins, 1980) and a general unawareness of the need for, and benefits of, community tourism development. Likewise, there is a lack of understanding by residents about tourism. Now days, this problem, to a large extent, is prevalent in most developing countries. This prevents many people from becoming involved in decision-making and in the benefits of tourism. Such a feeling is justified, however, for a true lack of knowledge can prevent effective dialogue at the community level (Tosun, 2000).

Local communities', local tourism experts' and officials' awareness and perceptions about what and how to do tourism business is, therefore, vital for the participation of local communities in the overall tourism development activities in a destination. In an attempt to know the awareness and perception of local communities, interview was conducted with key informants. According to key informants, because of lack of clear understanding about the overall tourism development activities and their roles and wrong perception they have, most of the local residents do not know what and how to do in



tourism business activities. The interview, conducted with University of Gondar staff, results also show that because of lack of awareness and wrong perception, almost all communities, except those few local communities participating and working in guiding services, producing and selling handcrafts and weaving materials, and in hotel and lodging industries, are not participating in tourism development activities. Though there is a good beginnings of enabling local communities to participate through micro- and small-scale tourism business enterprises, as it is discussed in the tourism development activities section in this chapter, most of the local communities are not clear about the tourism development activities and perceiving that tourism business is only limited to guiding services, tour operation and building hotels and lodges by those who are literate in language and rich in capital. The focus group discussants conducted with the local communities also argue that:

Since governments are not giving regular training and awareness services for the local communities about what and how to participate in tourism development activities in their areas and surroundings, local communities wrongly perceive that tourism development activities is only for the those who can speak foreign language, who have much capital to establish hotel, lodge, tour operation, travel agency, and who able to supply souvenir products (FGD with local communities, 2012).

This is becoming a barrier for the communities to take initiatives to participate and involved in any tourism development endeavor both in the areas of tourism business running and decision-making in any tourism development undertakings in their area. This is, therefore, calls immediate efforts to develop platform which enables local communities to participate in decision making and benefit sharing in any tourism development endeavor of their areas of living thereby developing sustainable community based tourism.

B) Economic Issues: Residents Economic Status and Access to Micro-Finance and Credit Facilities

Certainly, local communities are challenging by different economic related factors in owning tourism business. This is highly worsening more when significant amounts of startup capital are indispensable to start tourism business. Residents' low economic statuses mostly keep them from becoming involved in tourism development decision-making and benefit sharing. Due to this, they are trying to lead their life through the routine and commonly adopted development activities than tourism. This is particularly a big problem in developing countries including Ethiopia in general and Gondar city in particular. The interview results, conducted with key informants and government officials show that local communities are not participating in the tourism business development activities due to the short supply of startup capital from their sides. Short supply of public funding is another limitation to community tourism business enterprise development. This is highly intensifying at the lower levels of administration (local governments) where there is lack of access to micro-finance and credit facilities. In an attempting to know whether or not residents are getting easy access for such services in their city, residents were asked while surveying. As a result, as shown from table 6 below, 94.4% of the respondents replied that they could not easily get loan from the micro-finance or any credit provider/bank because of the difficulty to fulfill the requirements by those institutions like being asked to provide collateral. Another problem regarding to economic issues for local communities' participation is high renting prices for the show and display outdoor space during trade fares, exhibitions, and carnival. According to the interviewed street vendors during Timiket and Carnival celebration, the rental price for outdoor space asked by the government is too high to afford and resulting in street vendors are being discouraged and hindering them to participate.

On the other hand, limited money supply both from the side of local governments and stakeholders has its own detrimental factors to undertake meetings and give training for stake holders including local communities in relation to tourism development. This is due to the fact that the involvement of stakeholders in decision-making is sometimes viewed as a luxury by budget controllers that can hardly be afforded in both money and time

(Tosun, 2000). According to the results of the interview conducted with the officials in GCCTO, local governments of Gondar city is highly constrained by limited supply of money to give regular awareness creation and capacity building trainings for local communities thereby motivating and enabling them to participate in tourism development activities.

Table 6: Access to loan and consultation services given for residents

Do you have an easy access to get loan from Micro finance institutions and banks?	Variables	Frequency	Percentage (%)
	Yes	5	5.6
	No	85	94.4
	Total	90	100
Did you get consulting services about tourism development affaires to be carried out in your city by government?	Yes	20	22.22
	No	70	77.78
	Total	90	100

C) Political Traditions

Perhaps, the biggest barrier to community-based tourism is the strong traditional views of power concentration that are still strong in many developing countries. In some developing nations although there is a formal structure for the participation of majority communities, these structural institutions and regulations are not shared appropriately. This customary view of power nearly always precludes grassroots participation in tourism, and it concentrates decision-making authority only in the hands of the few privileged class. In this regard, an assessment was carried out about the power traditions of tourism stakeholders in tourism development activities in Gondar city. The result shows that, this problem was being experienced in Gondar city tourism development endeavor. According to the key informants, the officials working in GCCTO is taking all

of the responsibility of the overall tourism development activities by themselves and resulting in the absence of forum for the participation of local communities in tourism development. The key informants argue that officials do not believe that the locals have knowhow and can have more inputs for the development of tourism in the city which resulting in the absences of local community participation in decision makings about tourism development undertakings. This can also be verified by the results of the survey conducted with the residents. As shown from the table 6 above, 77.78% of the respondents replied that, except the business elites (to some extent), the office is not consulting the local communities while planning and doing any tourism development activities.

4.4.2. Micro- and Small-Scale Tourism Enterprises

It has been discussed in detail about micro- and small-scale tourism business and their vital role in the development of tourism in a given country. In Gondar city tourism development endeavor, according to GCCTO, this type tourism business has been given much attention. However, the researcher tried to cross check the functionality and the attentions and supports given for such enterprises, an interview was conducted with individuals who are members of those enterprises. According to them, to date, they are not fully functional and playing their roles for the development of tourism in the city due to different factors.

Firstly, training and awareness programs are not continuous and not outreaching to all equally. Secondly, in addition to the limited outreaching of the trainings programs to the wider communities, the amounts of supports such as loan are very limited resulting in difficulty to be functional and run their business easily as they want. The high renting charges for the space rented along the street to sell and promote their products during Timket and Carnival festival celebrations is becoming the third difficulty for the micro- and small-scale tourism business enterprises. This charge has its own role for the emergency of large scale tourism enterprises who can afford the rental fees thereby domination of tourism business operation in the city. However, if tourism development is to be sustainable and aimed to reduce leakage, such problems have to be tackled soon and

the right and appropriate strategies has to be devised so as to provide appropriate support for the micro- and small-scale tourism enterprises by the concerned bodies.

4.4.3 Benefits Concentration and Revenue Leakages

Sustainable tourism development is highly depending on the faire distributions of tourism benefits to all stakeholders involved in tourism development activities in a destination. However, it is becoming difficult to realize the faire distribution of benefits in the absence of participation and involvements of local communities and clear cut established platform for tourism development. The increasing trends of visitors flow and revenue generated from is almost controlled by and directed to only few individuals namely the hoteliers, tour operators, souvenirs shoppers, and local tour guides. As it might be seen from table 7 below, 72.22 % of the survey respondents replied that there is no fair distribution of revenue, which was being controlled only by few individuals. This can also be evidenced from the survey result conducted with the local communities (shown in table 1 of this chapter), which is about 60.1 % of respondents means of livelihood is depending on other sectors rather tourism. Focus group discussion with local communities was conducted and shows that the benefit is unfairly distributed to stakeholders because of the fact that few are participating in the tourism development activities and related business. The interview, conducted with local communities, local guides and site manager, result also assured this problem. This unfair distribution of tourism revenue will have its own long term consequences for sustainable tourism development in the city. This can be reflected through resentments and absence of sense of ownerships of resources. This therefore, needs to be given high attention so as to avoid the likelihood consequences and ensure the sustainable tourism development in Gondar city.

The other problem regarding to revenue distribution in Gondar city is money leakage. Principally, entrance fee of attraction sites should be used for the conservation, protection, maintenance, and development of the attraction sites.

Table 7: Tourism benefits distribution to residents

Do you think that tourism benefits the city residents equitably and fairly?	Variables	Frequency	Percentage
	Yes	25	27.78
	No	65	72.22
	Total	90	100

However, *the entrance fee was being collected by the government and used for other purpose rather than for conservation, protection, maintenance, and development of attractions. In addition to the entrance fee, the project fund for conservation and protection is not also fully used for the conservation and maintenance of heritages (Interview with site manager, 2012).* The interviewed local guides also argue that the revenue generated from entrance fee was not being used for the conservation activities of the heritages. According to the interviewees of the above groups, the money generated from the tourism activities are also leak out from the city to the country's capital city, Addis Ababa due to the fact that almost all tour operators in Ethiopia are based in Addis Ababa.

4.4.4 Conflicts of Interest Among Stakeholders: Resources ownership and Revenue Sharing Related Issues

As it is discussed in different literatures, successful tourism development is highly depend on a balanced and fair benefits and participations of all stakeholders. However, since tourism industry and its development in a destination involve different stakeholders, conflict of interest among those stakeholders is inevitable. This conflict of interests will result in poor management and conservation of resources and poor quality services provision which result in destruction of resources and dissatisfaction of visitors.

A clear ownership of tourism resources is significant for its conservation and development. However, if it is to the contrary, it is becoming difficult to ensure the sustainability of tourism resources which will support the continued visitation and result in continued business activities. This will also result in unclear understanding and competition about the responsibilities in any tourism development activities. This

confusion and competition will bring its own problems regarding to the conservation of heritages. In Gondar city, according to the key informants, there is conflict of ownership resulting from conflicting interest in two main areas. These are conflicts between local government and Orthodox Church of the city about the ownership of Fasiladas Bath; and between Debre Birhan church and Gondar city's churches administration. According to the site manager, the Orthodox Church claims Fasiladas Bath and related revenues to be owned and managed by her. The church argue that since the bath is where Timiket celebration is carried out, it has to be owned and managed by, and related revenues has to be given for, the church. On the other side, local government owned and doing any management activities and claiming that the bath ownership is the government. This will decrease the sense of ownership of the orthodox religion leaders and followers and will have its own detrimental impacts for the conservation and protection of the Bath.

The other conflict regarding to ownership is between church of Debre Birhan Sillasie and the churches of the city administrator. According to the key informant serving Debre Birhan Sillasie church, the church administrator is claiming that the revenue from the entrance fee should not be leak out rather it should be used for activities related to protection and conservation of the churches and its antiquity. However, we couldn't use the revenue and are discouraged to protect and conserve the heritages because it was being collected and given for Gondar City Orthodox Churches. Due to this, the building, fences, antiquity, and gates of the church are highly destructed and *unless the churches' antiquities are conserved and protected soon, we will lose it by the near future (Key informants, 2012)*. As it might be understood from this, the conflicting interest on ownership of resources and controlling of revenue is bringing its own problems for the wellbeing and sustainability of the heritages is under question.

Now days, conflict of revenue related interest is also increasingly and frequently being seen and raised between/among visitors' police, local guides, and tour operators. By the help and under the control of GCCTO, an association named as Visitors' Police was established with the aim of preventing any hassling on visitors while visiting the city's attractions. However, the local guides association and tour operators are raising complains about the activities of the visitors' police. They argue that visitors' police are

hassling visitors by organizing illegal packages and guiding services. He added that in spite of their illegal activities on visitors, the government is deceptively doing different supports for the visitors' police.

The researcher tried to crosscheck this complain by asking official in GCCTO. According to the official:

before the establishment of visitors' police, there was high hassling and illegal activities. Due to this, the office devices a solution for those activities by establishing visitors' police association. Though the members had been illegal guides who did hassling and other illegal activities before, the office was done purposely to control those illegal guides. Discussions and training was given for the members about the dos and do nots so as to discharge their responsibility. As a result of this, now days, hassling and other illegal activities are decreasing in Gondar city (Interview with official in GCCTO, 2012).

Here, it can be understood that there is a gap of understanding about the activities of the visitors' police between the government official and local guides and tour operators. This needs discussions to be undertaken among the officials from GCCTO, visitors' polices, local guides associations and the tour operators and agents in the city in order to frame out the code of conducts and any legislations and regulations about the functions of all those stakeholders thereby tackling the conflicts and ensuring the quality of services to create satisfactory visitors' experience and develop and maintain successful and sustainable tourism in Gondar city.

4.4.5 Lack of Cooperation/Partnership among Stakeholders

Any tourism development activities are a result of different stakeholders' involvements. Being a diverse and multifaceted industry, tourism industry involves diverse and complementary components or sub-industry with different activities. These components like hotel, transportation, destinations/attractions, ancillary services and sectors are the key players in tourism development activities. This calls each stakeholder to run their

tourism development activities in coordination with each other. Cooperation and partnership among the stakeholders in tourism development activities can increase the capacity of each stakeholder. Unfortunately, as shown from the survey and interview result, these sorts of cooperation, or partnership, are rarely achieved in Gondar city practically.

Table 8: Cooperation of stakeholders to develop tourism

Do you think that there is cooperation among the stakeholders in Gondar city tourism development?	Variables	Frequency	Percentage
	Yes	26	28.89
	No	64	71.11
	Total	90	100

As shown from table 8 above, 72.22 % of the respondents replied that there is no cooperation and partnership among the stakeholders in Gondar city in the tourism development activities. The interviewed key informants also support this argument. The factors for the absence of cooperation or partnership mentioned by the respondents of the interview and survey can be grouped into three perspectives namely sectoral planning, economic, and administrative issues. From an administrative perspective, in Gondar city, there has traditionally been a lack of coordinated efforts among producers and regulators in relation to tourism development activities and standards. The poor administration system and resulting absence of coordination is becoming the big detrimental factors for the development and maintenances of the qualities and standards of tourism products and services. This is being highly reflected in the case of the services being offered by hotels, tour operators, tour guides, transportation and its facilities and infrastructure, interpretation services, souvenirs, etc in relation to its appropriateness and quality standards (which is discussed in detail in standards and qualities of tourism products and services sections of this chapter). In this case, good administration system should, therefore, be established and practiced so as to solve this problem.

In sectoral planning traditions, service providers or development agents are mostly just interested in achieving their own goals without discussing actions to be taken with other agencies and stakeholders who may have related or common interests. For example,

mostly there is no discussion and consultation between the tour operators and attractions protections and conservation agents; hoteliers and tour operators; etc. Most often than not, tour operators are doing their business with short term profit objectives. On the contrary, site management bodies have an objective of sustaining the existence of the attractions on which sustainable tourism development can be run through attracting and increasing the flow of visitors. Adding to this, there is no cooperation between tourism offices and other concerned offices including micro-and small-scale enterprises offices of Gondar city. The cooperation between these two sectors is vital to create a smooth environment for the micro-and small-scale tourism enterprises.

Economic issue is also a barrier for cooperation and partnership of stakeholders. A series discussions, meetings, and training need to be undertaken to create a common understanding about the value of partnership and cooperation and to formulate frameworks or rules and regulations to be abided by while doing tourism development activities. These procedures demand high supply of money and time. However, according to the official in GCCTO, this is becoming a challenge for the tourism office of the city to develop cooperation and partnership strategies or platforms so as to enable those different stakeholders to work and operate any tourism development activities together or in coordination in the city of Gondar.

From the above information, it can, therefore, be understood that much needs to be done to develop and maintain cooperation and partnership for the successful development of tourism in Gondar city. The local government, therefore, should play the key role in terms of facilitating the cooperation and partnership of all stakeholders for the successful and sustainable tourism development in Gondar City.

4.4.6 Marketing and Promotion Related Challenges

As it is discussed in the tourism development activities section of this chapter, marketing and promotion is an essential tool to reach the potential visitors, sell the tourism products and services available in the destination and develop sustainable tourism by attracting the responsible and high spending visitors.

In an attempt to know the challenges related to the marketing and promotional activities being carried out to develop tourism in the study area, an interview was undertaken with the official in GCCTO and visitors. Except an efforts were being made by the private sectors mainly the tour operators, based in Gondar city and Addis Ababa, in promoting the city as a visitors destination, the local government did not do an adequate and appropriate marketing and promotional activities yet. According to him, beside to public relation, brochures and fliers and advertising activities via local, regional and national media, there are no mega marketing and promotional activities which have been carried out through international media. GCCTO did not have internet connection and website used to communicate and reach to different markets (visitors generating countries) and even to know happenings and trends of tourism industry internationally which is used to evaluate the future of tourism development in Gondar city. The challenges for the absence of such activities, according to the interviewed official, are lack of finance and commitment from the side of the government and responsible bodies. Limited finance is the big problem to undertake mega marketing activities in the international market.

Survey and interview about the sources of information about Gondar city's attractions were also carried out with visitors while visiting the city. As shown from the figure 3 below, of respondents, 43% and 31% of visitors get information about Gondar city from the international publicized guide books like Bradit and Lonely Planet and positive words of mouth respectively whereas 20 %, 4 %, and 2 % of visitors were get information about Gondar city from websites/internets, brochures and folders, and trade fares and exhibitions respectively. According to an interview conducted with visitors, in order to get and attract the desired numbers of visitors to Gondar city and make it competent enough with the growing destination worldwide, more promotion has to be undertaken by using diverse means of promotions and marketing activities like guide books, websites, brochures, television, journals and articles, attending trade fares, international travel agents and business partners, etc. However, GCCTO does not have any guide books except the one developed and published by the Amhara Regional State Tourism and Culture Bureau. Here, it might be understood that the promotional tools being used by GCCTO and the so far sources of information for visitors are not matched. This will have its own detrimental impacts towards attracting the desired numbers and types of visitors

(this is discussed in detail later). This can, therefore, be an indicator to device marketing strategies and tools to be used by GCCTO and private sectors so as to reach the potential visitors of Gondar city.

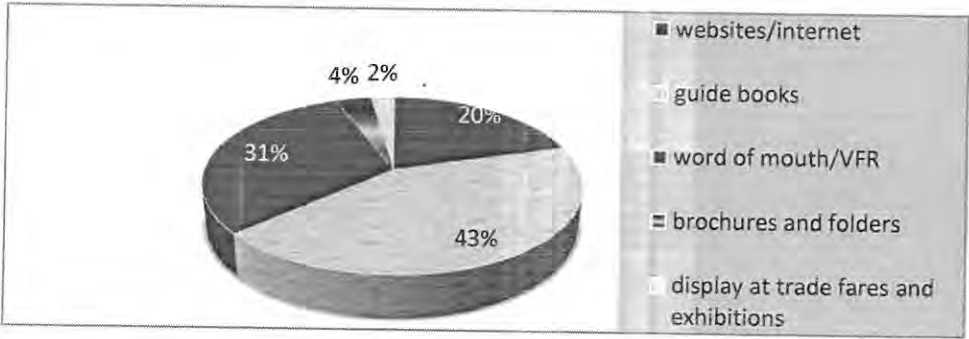


Figure 3: Sources of information for visitors about Gondar city

The other problem related to marketing and promotion, according to the interviewed official, is that GCCTO did not have marketing strategies and segmentations are not done, which would be easy to reach to the potential visitors from the four corners of the globe. According to the official in GCCTO, the large numbers of visitors are coming from Europe and North America as well as Canada and few are from Middle East and Asian countries. This, therefore, calls much effort to be done regarding to promotional strategies like diversification of market towards tiger economy countries including Asian countries especially to China and Japan and Latin American countries in addition to the existing marketing areas. This is due to the fact that the UNWTO tourist flow projection indicates that more than 100 million visitors are expected from the single country - china by 2020.

Moreover, the overriding emphasis of international markets over domestic markets is another problem in the marketing and promotional activities of GCCTO and tour and travel operators. According to the interview results conducted with official in GCCTO, almost all visitors were foreigners. The negligence of domestic tourism markets (domestic visitors) and its developments by the concerned bodies both government and private sectors like tour operators are the challenging issues for the sustainable tourism development in Gondar city.

All in all, lack of finance, commitment, marketing strategies and segmentation and the mere emphasis of the international markets are among the major problems in marketing and promotional activities which is challenging the tourism development endeavor in Gondar city.

4.4.7 Misplacement and Absence of Professionals

Human resources are the basic for every activities of tourism development. It is argued that the principle of 'the right person in the right place at the right time' is the basic issue which has to be given much emphasis to develop sustainable tourism in a certain destination. Professional and qualified manpower with envisioning quality is an essential priority area in any sustainable tourism development endeavors. The planning for product development, the coordination among different stakeholders, the conservation and protection of heritages, the formulation and implementation of tourism policy and legislation, the community centered tourism development, the promotion of the city's attraction and tourism development activities, the human resources development, the developments and maintenances of standards for services and products of different tourism and related sectors and the sustainable tourism development at large are all depending on the professional, qualified and ethical human power. Though there is no adequate professionals supply, in the developing countries professionals were not employed and given the right positions and responsibilities. Those who are loyal for the political ideology of the leading government are often elected and given position.. This brings its own challenges for the development of successful tourism in a destination. This problem is highly seen in Gondar city. According to interview conducted with the official in GCCTO:

despite the fact that University of Gondar has been training tourism managers since 2004, there is misplacement and absence of professionals at the right place/position which is creating its own problems for the development of tourism in the city. In the office, the right tourism professionals are not putting at the right place/position. Unless this problem is solved, it will be

difficult to bring change and sustainable tourism development in the city by the near future (Interview with Official in GCCTO, 20012).

The interview conducted with tour operators also supports the ideas of the interviewed GCCTO official. He stressed that *in this modern and dynamic world where competing destinations are highly being developed, competent professionals are mandatory to cope up with these competing environments and maintain the sustainable and successful tourism development in the city.* This is also vital to solve and tackle any challenges prevailing in the city for the development of tourism. The interview conducted with key informants, guides, and site manager also ensured the misplacement and absence of professional in Gondar city. The misplacement and absence of professionals are also being observed in the hotel industries in the city (discussed in detail in section 4.4.8 (A) below).

Hence, based on this is information, it might be suggested that the principle of placing the right person in the right place should be implemented so as to solve any related challenges facing tourism development activities in Gondar city and develop the successful and sustainable tourism operations and activities.

4.4.8 Tourism Services and Products Qualities and Standards Related Challenges

Tourism products or services are supplies of different sectors of tourism industry like transportation, hotels and its establishments, attractions, tour operators, tour guides, interpretation services, souvenir shops and its collections, etc. The quality of the services and products of these sectors is the prime issues which should be given more attention while developing tourism in a destination in a sustainable manner. This is due to the fact that now day's visitors are quality sensitive and maintaining repeated visitors' flows and sustainable tourism businesses are highly depending on the quality of those services and products. However, complains by visitors are frequently raised with regard to the quality of services and products being offered in a destination especially in developing countries. The problems related to those different services and products of different sectors are highly sensing in Gondar city tourism operations. These are discussed as follows:

A) Hotels' Services

Hotels or accommodations are where visitors recovering from tiredness after a long tour both en route and in attraction sites/ destinations and different services and products are provided. Hotel services basically include from reservation and check in until the check out procedure; therefore, service quality development and maintenance can be looked in line with these aspects. The services delivery systems; the quality and variety of services and products provided; the sanitation; the pricing systems; the customers contact employees skill and ability; etc play a crucial role in satisfying visitors' needs thereby building a sustainable and loyal customer. Hence, in any tourism development activities, it is often argued that accommodation and its services are the key priority area which has to be considered next to attractions of a destination.

However, different problems are challenging the overall services and products quality of hotels so as to satisfy visitors during their stay in a destination. In this regard, attempts were made to interview GCCTO official, tour operators and visitors, and to conduct survey on visitors about the qualities of hotels/accommodations services and products.

The most frequently raised problem/complaints in relation to hotels is its sanitation problems. As shown from table 9 below, 93.75% of visitors replied that sanitation problem is the disappointed problem in hotels. The toilet flashes are not working, the bath and rooms are not too clean, which can intensify the other sanitation problems in the hotel. Similarly, the interview results stress problems related to hotels' sanitations.

Box 1: Visitors' Complain at One of the Hotels in Gondar City

By the time of data collection, the researcher himself observed while visitors raise complain due to the sanitation problem of the reserved hotel for them. The toilet flashes water pipes were not working. The cleanliness of the room was not kept. They were unwilling to accommodate there. At the end their tour leader searched out another hotel and took them to the hotel which is better than the previous one.

In Gondar city, there is shortage of high class hotels and lodges in relation to accommodation establishments. To date, there are only three hotels under the category of

three stars in Gondar city, which is not proportional with the increasing number of visitors flow yearly. This problem is heap on during the peak season.

Table 9: Problems related to hotels' services and facilities

How do you rate the sanitation in the hotel?	Variables	Frequency	Percentage
	Good	2	2.5
	Undecided	3	3.75
	Poor	75	93.75
	Total	80	100
How do you rate the variety of food and beverage provision?	Good	15	18.75
	Undecided	8	10
	Poor	57	71.25
	Total	80	100
How do you rate the employees' ability and skill in handling you and in communication?	Good	30	37.5
	Undecided	5	6.25
	Poor	45	56.25
	Total	80	100
How do you rate the speeds of check in and checkout services?	High	44	55
	Undecided	10	12.5
	Low	26	32.5
	Total	80	100
How do you rate the prices of the accommodation services and products?	Expensive	46	57.5
	Undecided	6	7.5
	Cheap	28	35
	Total	80	100

The shortage of standard hotels and accommodation was manifested boldly during January 20, 2012 of Timket (epiphany) celebration in Gondar city when many visitors were taken to Bahir Dar to stay overnight.

The other problem with regard to hotel is about the variety of both foreign and domestic foods and drinks provision. Mostly, visitors are different in terms of their demand to drink and food: one might likes to experience the local dishes and drinks; the other might likes to experience the environmental bubble (their own country's dishes and drinks); and the third group might like to experience both types of dishes and drinks at a destination. Consequently, hotels are expected to deliver all this types of services while asked. However, most of the hotels in Gondar city do not have a variety dishes and drinks especially the foreign dishes. As it is indicated from the above table 9, 71 % of the respondents replied that there are no variety dishes and drinks in most hotels in Gondar city. The interview conducted with the tour operators, guides, and GCCTO's official shows the absence of dish and drink variety. This might have consequential impacts for the satisfactions of visitors and shadowed the future visitors' flow and tourism development of the city. However, since most tourists are traveling for vacation and want to experience and test everything they encountered with within the destination. There are also visitors travelling to a destination for the purpose of testing different traditions of the countries' cuisines and drinks which is named as cuisine or food tourism. The hotel or accommodation establishments, therefore, should give much attention for its cuisine and drink variety as there are different visitors with variety interests.

The prices expensiveness, fluctuations and discriminations is another problems related to hotels. 57.5% of the respondents, as it is shown from table 9 above, replied that the prices charged for accommodation in Gondar city is too high to pay for whereas 35 % replied that the prices are not too high to afford. The remaining (7%) of the respondents are not decided about the levels of prices of the products and services of hotels. Majority of the respondents argue that the expensiveness of accommodation prices discourages visitors to stay long in the city. Despite the plenty tourism resources availability in Gondar city, the price expensiveness becomes detrimental impacts for visitors' duration of stay (more than two nights). This can be verified by the information found in table 2

about length of stay, which is 72.5 % of sampled visitors' length of stay is between 2(1) and 4(3) days/night(s). Visitors are also unhappy with the price discrimination between the city's residents and visitors for the hotel services. While interviewed, visitors said that it is unfair to charge different prices without providing different value added services and products. They strongly argue that

the pricing strategies of hotels, restaurants, and lodges as well as guest houses has to be equal with the city's resident unless any additional or different value added services or products are served or provided. If discrimination is avoided we will be satisfied, at list not dissatisfied, repeat visiting the city and disseminate positive word of mouth about the destination to our relatives and friends and advice them to visit the city thereby tourism development in the city will be sustainable (Interview with visitors, 2012).

Pricing is a very sensitive issue. Hence, service providers should charge the faire price for their services and products in order to maintain sustainable customers and sustainable tourism development. The price and value of services has to be balanced. The concerned bodies in Gondar city should, therefore, develop standards and controlling mechanisms, if necessary, for its implementation and maintenance.

Furthermore, hotels in Gondar city, in relation to its human resources including the management and customer contact employees, have their own limitations. As a service industry, quality in hotel depends upon a range of human skills during the service encounter, recognition of which has resulted in the adoption of concepts such as managing 'moments of truth' (Carlzon, 1987) and developing a 'spirit of service' (Albrecht, 1992). Human resource management obviously plays a crucial role in developing and delivering quality service by using different criteria such as professionalism and skill; attitudes and behavior; access and flexibility; reliability and trustworthiness; recovery; and reputation and credibility. However, in Gondar city majority of the employees working in hotels are not mostly fulfilling such criteria. They handle visitors poorly which result in dissatisfaction while using the hotels services.

Though an attempt was made to train the customer contact employees by the culture and tourism office of Gondar city (interview with official in GCCTO, 2012), most visitors (61.25 %), as shown from table 9 above, are not happy with customer contact employees' skill in language and handling any complains. According to the local guide:

Most of the customer contact as well as administration employees in hotels are not professional. The hoteliers also have wrong perceptions about the hotel industry and do not believe that hotel industry does need profession rather it can be done by anyone else. Due to this, mostly they are hiring unprofessional in their hotels. Most of them are not hotel or tourism graduated. This is bringing its own consequential impacts towards the quality of services provision and satisfactions of visitors. As a result, visitors are complaining about the services and treatments of customer contact employees (Interview with Local Guide, 2012).

In this regard, the concerned bodies should give awareness for the hoteliers to hire professionals and skillful and periodic training has to be given for the administrative and customer contact employees by the hoteliers in coordination with GCCTO and higher educational institutions.

B) Guiding Services

Tourism industry is an industry which is all about human interactions from the point of departure to the point of arrival at the departure point. Tour guiding service is the crucial among the different types of human interactions. It is mainly the one who represents his/her country or acts on behalf of his/her own country or destination. The commentaries provided, the code of conduct told and shown, the ethical behavior shown and promoted, the leading of the group skillfully, the conducive and smooth environment and interaction created between visitors and other stakeholders, etc are among the responsibilities of professional guides. In general, tour guide has the key role in promoting socio culturally, economically and environmentally responsible, and customer oriented tourism development.

The challenge, however, is when a guide is not doing, or lacking to do, such activities. It is obvious that when the opposite happen, the tourists will be dissatisfied; the destination will not be told as it should be interpreted and promoted; the communities will react against visitors and vice versa; the culture and traditions of the host communities will be eroded; the environment being visited will be destructed; fair distribution of benefits system will not be created; and, all in all, tourism activities which are against the principles of sustainable tourism development will be established and conducted.

Luckily, in Gondar city, almost all of the tour guides have BA degree in Tourism Management because of the department has been given by University of Gondar since 2004, which is the first in the country, Ethiopia and this is manifested by the results shown in the table 10 below (77.5 %), they are good in language. However, according to the results of the interview conducted with the site managers and key informants and the survey results (52.5 %), the tourist guides are lacking professional ethics and are not doing what is expected from them as a professional guide. Most of the time, they are giving more attention for their personal interests like getting more money from tourists in different forms like tipping and hassling and any other sources. One key informant strongly criticizes the local tourist guides' services in the city of Gondar as follow:

tour guiding is not just about speaking good visitors' language but is about more of ethics and sciences or techniques on how to interpret and provide commentary services and create satisfactory experiences for visitors; and how to build good relation between visitors and the host communities, service providers and environments of the destinations. However, our tourist guides are doing only for the matter of getting money from the visitors and the fee paid for them, not worrying about how to make the visitors satisfied and promote the destination or attractions (Interview with Key Informant, 2012).

Tour guides in Gondar city are also doing hassling activities on visitors. According to respondents from tourist information center of Gondar city, *hassling is the big problems being practiced by both legal and illegal tour guides because of the*

greedy nature of tourist guides. More complaints are always coming to us regarding to hassling activities of tour guides. This is frequently and highly upsets visitors and is not good for the image of and the sustainable tourism development in the city. The survey result of visitors indicate (75 % of the sampled visitors as shown from table 10 below) that guides are often doing hassling and related offensive activities.

Table 10: Problems related to guiding services

How do you rate the language knowledge and skill of tour guides?	Variable	Frequency	Percentage
	Good	62	77.5
	Undecided	18	22.5
	Poor	-	-
	Total	80	100
How do you rate the professional ethics of tour guides?	Good	27	33.75
	Undecided	11	13.75
	Poor	42	52.5
	Total	80	100
Hassling by tour guides is high in Gondar city?	Yes	60	75
	Undecided	8	10
	No	12	15
	Total		100

The absence of standard manuals designed tailored to interpret the history and culture of the city for visitors has detrimental impacts towards the quality of guiding services because there will be breakdown of information about history and culture. This will bring difficulty for visitors to have common understanding about Gondar city. Since there are different guides with different knowledge about the attractions and skills and abilities to present it to the visitors, different information, which is sometimes contradicting to each

other, will be provided to visitors. The provision of different information about the attractions will lead to the distortion of culture and history of the city. This is because, mostly, researchers and travel writers use the information given by guides as an input and sources to write articles and visitors guide books. It is easy to predict what will happen on the image of the city as a visitor's destination if inappropriate and, to the extreme, false information told for such visitors. Hence, it will have its long run consequences for the image of, and sustainable tourism development in, Gondar city. This is, therefore, an implication of the need to prepare and provide manuals about all attractions of Gondar city for the tour guides.

Moreover, guides in the city are not getting periodic training on how to conduct their commentaries, codes of conduct to be followed as well as how to create conducive relations among visitors, host/local communities, other visitors services providers, and environments/attractions. According to the chairperson of local tourist guide association, periodic trainings were not giving about these issues by concerned bodies like GCCTO. The absence of such training is now causing different problems to be faced and complains to be raised. This has been creating problems for the satisfactions of visitors, host/local communities, environments and tourism development activities of the city at large.

Furthermore, the interview results show that though they are not supposed to do so, the guides in Gondar city are making an illegal agreement with the souvenir shops owners to take visitors to their shops and advice to buy souvenirs and in return gets commission. This illegal activity has been creating two major problems. The first is price inflations on souvenir products due to commissions.

The guides order us to increase the prices of souvenirs from its normal prices in order to get more commissions. This is because the added price from the normal price is purposely to be given for guides in the form of commission. These have been making tourists to rise complains and discouraged to buy more souvenirs, which reduces the income of the

souvenir shops owner and producers (Interview with souvenir shop owner, 2012).

On the top of the above, according to the interviewed souvenir shop owner, there are inequity distributions of the wealth in the city. For the commissions and others reasons like friendships and relatives, tour guides have been directing visitors to only limited souvenir shop owners. The other illegal activities which had being done by local tourist guides is that they go alone to the souvenir shops and bought souvenirs by normal prices and then tell the prices of souvenirs after increasing the amount he/she want to get as a profit. Here, the local tour guides are making money from two sources: the fee paid for leading the visitors and the profits they get from the souvenirs sales. These mal-activities bringing problems for the satisfactions of visitors and creates conflicts between tour guides and souvenir shops owners and even visitors with tour guides and souvenir shops owners.

C) Interpretation Services

Tilden (1957) put across his ideas and well-known philosophy of interpretation: through interpretation comes understanding; through understanding comes appreciation; and through appreciation comes protection. According to this philosophy, providing interpretation services in a destination will then have the following objectives: to make visitors better informed, educated, stimulated, and inspired; to appreciate the uniqueness of the site and its environments; to help visitors prevent undesired behavior which may cause impact upon attractions of a destination; and to be used as an effective communication and public relations tool between attraction site management and visitors. Generally, promotional functions, optimizing the quality of attractions and services, regulating the appropriate behavior of visitors, enhancing the conservational motivation of visitors, optimizing the satisfaction of visitors, etc are some of the objectives of interpretation. In this regard, efforts were made to investigate and assess the interpretation services in Gondar city. Interpretation services in a destination can be offered to visitors through various mechanisms including guide books, maps, and information pool (signage, billboard, posters and fliers). This is particularly an essential

component in a destination where there are high numbers of visitors who are not accompanied by guide. *In Gondar city, there is no signage which indicates the where or directions of major attractions and services providers like hotels, restaurants, bars, lodges, entertainments centers and any other concerned institutions in tourism operations (Interviewee in tourist information centers; and site manager, 2012).* As shown from table 11 below, of sampled visitors, 95% replied that signage is not established, as a result, it is becoming difficult for visitors to know all the available tourism related resources easily in the city. The researcher's personal observation also proved the absence of signage in the city. The availability of signage will decrease the hassling and any illegal activities because visitors can be informed about where to go and what to see without confusion.

Table 11: Problems related to interpretation services

How do you rate the availability and quality of signage directing to and interpreting the attractions in the city?	Variables	Frequency	Percentage
	Good	2	2.5
	Undecided	2	2.5
	Poor	76	95
	Total	80	100

The other problem in relation to interpretation service is the absences of signage and billboard within the attraction sites of the city. In the absence of tour guide and even when visitors accompanied by guide, each buildings of the Royal Enclosure, Bath, Complexes, Churches, etc needs to be explained by using billboard and signage. Codes of conducts to be followed in the sites can be delivered to visitors through billboards and signage. In addition to guide's commentary, this signage and billboard can increase the interpretation services quality in the attractions sites. However, according to the sites manager, there are no billboards and signage within those attraction sites. This has its own detrimental impacts towards creating satisfactory visitations for visitors and conducting responsible type of tourism through making visitors to be responsible for the

attractions wellbeing while visiting. Taking the challenges in relation to interpretation services and its values into account, the responsible bodies, therefore, need to give prior attention for the establishment and the compatibility of the signage and billboards with the cityscape in general and the site or attractions in particular.

D) Transportation and Related Infrastructure

Tourism is all about the movement of visitors from places to places. This is highly depending on the availability and qualities of transportation and its infrastructure from the point of departure to the point of arrivals in the destinations. To travel to, within, and from Gondar city, both surface and flight transportation modes can be used. However, as shown from table 12 below, 57.5 % of respondents are not happy with the qualities of the vehicles and its related services. *Vehicles are not comfortable; they are not latest in technology; they have not air conditioning; and difficult to view the en route sites* (Interview conducted with visitors, 2012).

Though the airport, named as Atse Tewodros² Airport, gives a daily flight services from Addis Ababa, Axum, and Lalibela to Gondar city and vice versa, according to 45 % of the respondents, as shown from the table 12 below, the airport is not comfortable with its services and facilities quality. Another problems related to the 25 kilo meters distance airport from Gondar city is that its infrastructure is not standard, which is difficult and uncomfortable while landing and taking off. According to the interviewed key informant and traditional night club owners, *the schedule or departure time are not comfortable which is also too early to wake up and get ready. This causes them to lose their belongingness which result in negative attitude about Gondar city*. Regarding to the check in and checkout procedures at airport in Gondar city, question was asked and some of the respondents (31.25 %) replied that it is somewhat slow. Here, however, 41.25 % of respondents replied that the procedure is not slow. The remaining 27.5 % of visitors were not decided because they did use vehicle to Gondar city. This implies that the check in and checkout procedures along with others infrastructures at airport needs to be improved.

² Atse (Emperor) Tewodros was the king of Ethiopia between 1855 and 1868.

Table 12: Problems related to transportation and related services

Do you think that the vehicles are latest and advanced in technology?	Variables	Frequency	Percentage
	Yes	23	28.75
	Undecided	11	13.75
	No	46	57.5
	Total	80	100
How do you rate the speed of check in and out procedures and services at airport?	High	33	41.25
	Undecided	22	27.5
	Low	25	31.25
	Total	80	100
How do you rate the quality of infrastructure at the airport?	High	22	27.5
	Undecided	22	27.5
	Low	36	45
	Total	80	100

E) Tour Operators' Services

Tour operators play central roles in tourism development by acting as an intermediary between the suppliers and visitors. They influence consumer demand, destination development patterns, and their suppliers' performance, as well as tourists' behavior (TOI, 2007). Therefore, as it is stated in many literatures, tour operators can ensure sustainable tourism development in a destination through directing the flow of tourists and influencing visitors' choices and behaviors, the supply chain, the development and wellbeing of destinations and local communities, the quality of tourist experiences, and the image of the destination.

In this regard, attempts were made to know the activities and roles of tour operators in Gondar city through conducting survey and interview. As it is indicated in table 13 below, 47.75 % of respondents replied that tour operators were not creating awareness for

visitors on how to deal with the local communities and respect the environments whereas 32.5 % respond that tour operators created awareness and tell them the code of conduct to be followed and abided by. 20 % of the respondents are not deciding to give answer about the orientation and awareness given by tour operators. This is because they did not use tour operators' services in the city. The absences of awareness creation will have its own detrimental impacts towards the cultures of local communities and the environments where tourism development activities were being practiced.

Tour operators are not also selecting and booking the appropriate hotels and its related services in line with the promises they made. Of the sampled visitors, 48.75% agree with this issue whereas 32.5% disagree with it. The remaining 18.75% are undecided because they did not use the tour operators' services. The promised qualities of hotels and related services and facilities while selecting and booking and the actual experiences visitors get are often not matched. As it is seen from section 4.4.8 (A) above, the researcher observed complains by visitors in related to the promised and the actual services. This was very upsetting for visitors and can decrease the satisfaction of visitors and be a reason for the promotion of negative words of mouth about the images of the city, which is ultimately bad for sustainable tourism development.

Moreover, the tour operators can play great roles through creating the new circuits and products in local communities' area. Tour operators can develop itineraries in local communities' areas thereby recommending and encouraging local communities to participate in tourism activities starting from the selection and development of new circuits and products up to the selling of those services and products during visitation. In relation to this, tour operators can also encourage visitors to appreciate and use the local products and services so as to enable them beneficiaries from their visitation activities. However, as it might be seen from the table 13 below, 60 % of the respondents replied that the itineraries developed by the tour operators were include only the prominent attractions namely Fasil Castle, Fasil Bath, Qesquam Complex and Debre Birhan Sillasia Church. 11.25 % of respondents replied that the tour operators are developing itineraries including both the prominent and off the beaten track attractions whereas 28.75 % of the respondents undecided regarding to the itineraries and its component in

Gondar city. This is mainly because visitors were not using tour operators' services rather they come to the city by themselves. The researcher tried to review the tour operators' websites in order to assess the circuits or itineraries developed and are being promoted. Tour operators are not developing and promoting new circuits and facilitating communities to be beneficiaries from it. The interview carried out with key informants also indicated that tour operators are not worrying about developing the new circuits and products rather they are exploiting the existing and relatively well established sites in the city. This will become one of the reasons why visitors stay too short in Gondar city.

Table 13: Problems related to tour operators services

Have you given orientation and code of conduct on how to deal with the locals and environment while visiting?	Variables	Frequency	Percentage
	Yes	26	32.5
	Undecided	16	20
	No	38	47.5
	Total	80	100
Reserve for you a quality hotel as per your interest?	Yes	26	32.5
	Undecided	15	18.75
	No	39	48.75
	Total	80	100
The itinerary developed for you includes only the prominent attractions in the city?	Yes	48	60
	Undecided	23	28.75
	No	9	11.25
	Total	80	100

Furthermore, the marketing and promotional activities being carried out by the tour operators were assessed. They used websites, attending trade fares, brochures and folders to promote the city as visitors' destination. If done appropriately, these marketing and promotional tools will regulate visitor's flow and responsible behaviors for the

environment and local communities as well as create realistic expectations in a destination. However, the way the tour operators promote the city like the attractions displayed and described, and the promises given are not tailored to attract responsible visitors with responsible behavior. They only focus to attract high numbers of visitors without making segmentation and knowing of their needs and wants. It is more of what they believe or think of and understood, not what visitors really sought and how they perceive the overall services in the city of Gondar.

F) Souvenirs Shops

Souvenirs shops are mostly considered as secondary attractions of a destination. Visitors want to visit the souvenirs shops and buy different souvenirs after they visit specific sites. The availability and variety of authentic collections in souvenir shops are, therefore, plays a significant role for the satisfactory experiences of visitors in destinations. It is sometimes used as a promotional tool to promote the country as a destination and culture of the local communities. This is also a key tool to make local communities proud of by their cultures and create sense of ownership thereby conserving and protecting their values and traditions. This in turn plays its own role for the sustainable tourism development in destinations. However, the authenticity and quality of souvenirs should be developed and maintained and this is, now days, becoming a challenge in a destination. In this regard, an attempt was made to find out the challenges through interviewing and conducting survey. According to the interviewed key informants, most of the souvenirs are not produced in the city rather most of them are imported from the capital city of the country, Addis Ababa. This has its own detrimental impacts in maximizing the benefits of the local communities from tourism development activities. This causes high leakages of money and low multipliers impacts. The other challenge related to souvenirs is commercialization and commoditization. Souvenirs are being customized to the interests of visitors. Profit oriented motives regarding to souvenirs overwhelming the motives for showing cultural values of the city. This is becoming a challenge to maintain the uniqueness and preservation of cultures, values and customs.

Table 14: Problems related to souvenir shops

Is the price charged for the souvenirs too expensive?	Variables	Frequency	Percentage
	Yes	56	70
	Undecided	5	6.25
	No	19	23.75
	Total	80	100
Are the collections adequate and variety?	Yes	18	22.5
	Undecided	8	10
	No	54	67.5
	Total	80	100

Quality is another problem raised together with souvenirs. According to the interviewed souvenir shops owners, this is particularly true for the domestic visitors. Most of the domestic visitors are highly interested to buy their own cultural products but the less quality of the souvenirs discourages them from buying it.

The other problem related to souvenir shop is its availability. As shown from table 14 above, 67.5 % of the respondents replied that in Gondar city, there is a limited supply and availability of the souvenirs and shops. The other 22.5 % of the respondents replied that souvenirs collections are variety. The remaining 10 % of respondents were not respond the questions asked because they did not buy souvenirs. Price expensiveness with the souvenirs is another problems raised in relation to souvenirs and shops. Because of the trends of commission being charged by the local guides, unknowingly, according to the results shown from the table 14 above, 70 % of the sampled visitors respond that the price is too high to buy more souvenirs whereas 23.75 % are not agree about the expensiveness of souvenir prices. 6.25 % of sampled visitors did not give answer about the prices expensiveness.

G) Visitors Information Center

Just like other services providers, visitors information center is where visitors can be aware and informed about any tourism related activities in a destination prior to



visitation. It is where different information materials like brochures, folders, visitors maps, and guide books can be found and given for visitors when demanded. In this regard, the employee in the center was interviewed. According to him, the visitors information centers of Gondar city have not adequate supply of information materials. This brings its own problems for the center to provide the information materials when asked by the visitors. This is especially difficult for the visitors who are not accompanied by guides. As shown from table 15 below, 67.5 % of the sampled visitors replied that there is no information materials in Gondar city visitor information center whereas 18.75 % respond that there is adequate supply of information materials. The remaining 13.75 % undecided to give answer for the question because they did not use the services offered in visitors' information center of Gondar city.

Table 15: Problems related to visitors information center

Are there adequate supply of information materials like folder, brochures, map, guide books about the city's attractions and services in visitor information center?	Variables	Frequency	Percentage
	Yes	15	18.75
	Undecided	11	13.75
	No	54	67.5
	Total	80	100

According to his personal observation, the researcher also argues in favor of these limitations. This is because during conducting interview with employee in the center, one visitor asked them to give him Gondar city's visitors map. However, the response from the employee in the center was we do not have city map. By the time, visitor was very upset. To date, the city does not have a well designed and updated visitors' map. Since the numbers of visitors are increasing from time to time and so as to increase the satisfactory experiences of visitors during their stay and visitation in Gondar city, it is an implication for the concerned bodies pay a due attention to solve such limitations.

has to be given much and immediate emphasis and, therefore, a great deal of efforts and an in depth study has to be conducted so as to maintain the authenticity and aesthetics of the city at large and the buildings, castles and palaces in particular (Sheger FM Radio, 2012).

Another problem in relation to conservation and preservation activities of the heritage is unclear ownership and responsibility on one hand and lack of effective project management and implementation strategies and skills on the other hand. According to the site manager of royal enclosure, for a certain period of time the heritages were owned by the regional government; during another period of time, it was owned by the government of North Gondar Zone. This creates unclear ownership and responsibility, and unorganized conservation and maintenance activities which in turn has its detrimental impacts for the effectiveness of the different conservation and maintenance projects. Since the heritage was listed under world heritage list, different conservation projects were being undertaken continuously. However, according to site manager, *almost none of them did effective works because of different problems. The fund allocated for the conservation was not being fully utilized for the purpose of conservation and protection. The absence of sense of responsibility, effective project implementations strategies, and skills are intensified the ineffectiveness of conservation and protection of heritages. As a result, at the end, the projects were phasing out without achieving its goals or objectives (Interview with Site Manager, 2012).* Therefore, the concerned bodies should give due emphasis for these problems in order to increase the effectiveness and efficiency of the conservation and protection project.

The other problem in relation to material heritages of the city is carrying capacity determination. An attractions site has its own limit to accommodate a certain tourism activities at a time. If the activities are beyond the limits of the acceptable change, the site will be overloaded which in turn causes destructions. In Gondar city, carrying capacity of the attractions is not determined and regulated yet. This is especially true in the case of the Royal Enclosures and Fasiladas Bath. According to the site manager, congestion during peak season, wedding ceremonies and graduation day are too high. There are no restrictions about how many individuals should enter inside the royal enclosure per hours

or days. A lot of people get inside the royal enclosure at a time to visit and take photographs, which is difficult to manage and control so as to make the individuals to act responsibly while visiting. Problems related to the road proximity and transportation flows nearby the Royal Enclosure and Fasiladas Bath are the reflection of absence of carrying capacity determination. During the celebration of yearly Timiket festivals of January 19, there is high number of celebration attendants including both visitors and local residents at Fasiladas Bath. In this regard, in addition to the researcher's personal observation, an interview was conducted with official in GCCTO. According to the official,

though the office did different activities to enhance the capacity of the Fasiladas Bath like constructing tentative new gates, the numbers of attendants are too large to be accommodated from year to year. A space for peoples to seat and even to stand to attend and participate in the ceremony is not enough. The queue is too long and highly congested. As a result of this, each individual try to get free space by climbing on the fences and trees (Interview with Official in GCCTO).

This is, therefore, the series problems in Gondar city and if this is to continue as such, the Fasilades Bath and its compound will be destructed by the near future.

The interview conducted with the site manager shows that destruction of heritages in Gondar city including Palaces, Fasilades Bath, and Castles are highly and increasingly intensified by the growth of weeds and macro and micro flora and their debris on it. This is also polluting the architectural view of the buildings.

The environmental consumerism behaviors of visitors, as it is discussed in section 4.4.15 (C) of this chapter, are other challenges for the materials heritages of Gondar city. According to the interview results conducted with site manager of the Royal Enclosure, the increasing number of backpacker visitors, who are exploring the site without being accompanied by guide(s) acting in an irresponsible ways by violating the codes of conducts such as visiting restricted sites and sections and digging out the buildings to

know from what it was made and to take samples for their own purpose like research is another challenge for the destructions of the buildings in Gondar city.

The commercialization and commoditization of souvenirs is another challenges for the artifact in Gondar city. Souvenirs producers are trying to produce souvenirs tailored to visitors demand. They are giving less attention for the authenticity of the artifacts. In the long run this will bring its own challenges.

Looting and destructions of churches heritages is becoming the challenges in Gondar city. According to key informants of churches, most of the heritages are stolen and stored in unsafe way which causes damage of ancient antiquities like manuscripts, paintings, parchments, etc. Adding to this, they argue that most of the time, the churches of Ethiopia's Orthodox Christian are not voluntary to display its heritages or antiquities for visitors and in visible storages like museum because of the fear of thefts. Due to this, almost all of antiquates of the churches are not yet open and ready for visitation. The other challenge related to churches antiquities is that churches antiquities are highly being stolen because of the absences of appropriate registration and proper storage. Unless attention paid for to create awareness and developing common understanding about the benefits of tourism for the antiquities conservation and protections and source of revenue for the churches and creating employment opportunities for those working in the museums, these problems will remains unsolved and challenges.

B) Loss of Intangible (Performing Arts) Heritages

Tourism activities in Gondar city are not only depending on materials heritages; it is also depending on the performing or intangible cultures/heritages of the local communities like the way they eat, dress, speak, sing and dance, traditional music and night club, religious performing arts, etc. However, this type of heritages is facing different challenges. Visitors from the developed nations tend to inflict their cultural values in the destination. Because of the economy power imbalance and interest to accommodate the lucrative tourism business, the host communities are often placed in a subjugating position and often accept the visitors' culture and commercialize their cultures and traditions. The invisibility natures of tourism impacts on the intangible heritages of local

communities are also highly intensify its loss. It is recognized after long periods of times, which is difficult, once lost, to return, conserve, and protect. Undoubtedly, this is true in Gondar city where the residents especially the young generations are imitating the culture of visitors. Firmly stated by the interviewed key informants, the local communities especially the young generations are losing their cultures and values. According to the focus group discussion undertaken during the panel discussions conducted on Thursday, January 18, 2012 with the theme of "Gondar city and tourism development", the performing arts, values and traditions of local communities were being destructed. Usually, local communities and tourism business runners only look the castles, the churches, and popular festivals as visitors' attractions in the city and neglecting the values of the performing arts. Protections and conservations of the rich intangible heritages in Gondar city is neglected yet.

4.4.10 Institutional and Legal Frameworks Related Problems

Legal and regulatory frameworks are the main guiding tools for tourism operation of a destination. It facilitates the participation of different tourism and related stakeholders in tourism development activities and regulate those stakeholders to do the appropriate tourism development and operation activities in a destination. Legal frameworks can be used to regulate the quality and standards of tourism services and products, mechanisms for mitigation in the event of disagreement, protect visitors, ensure health and safety, facilitate revenue collection, and facilitating smooth environment for the operation of tourism development in general. In this regard, an attempt was made to gather information about the legal frameworks established and being used whiling engaging in tourism development activities in Gondar city. According to the official in GCCTO, there are no clear legal frameworks for tourism development and this is becoming the key challenge in any tourism development endeavor in Gondar city. He strongly argued that

if tourism should be developed in an appropriate and sustainable fashion, an appropriate legal or regulatory frameworks have to be formulated and implemented. Unless this is formulated and maintained, the presence of satisfactory services and products for satisfactory visitors' experiences and

sustainable tourism development at large will be under question. Tourism development activities will be run haphazardly resulting in unable to control the stakeholders such as the hotels and its establishment, the guiding services, tour operators' services, souvenirs shops, human resources development, interpretation services and establishments, conservation and protection, etc (Interview with GCCTO, 2012)

In general, legal frameworks has to be formulated for each services providers or any stakeholders involving in the tourism development activities regarding to its appropriateness in terms of type and quality in Gondar city so as to ensure successful tourism development and satisfactory visitors experiences.

On the other hand, being relatively a new industry, tourism development activities is lacking well established and organized institutional frameworks and respective platforms for the development of tourism. When developing tourism, it is vital to form different departments with different responsibilities like marketing and promotion, product development, conservation and protection of heritages, quality control, education and research, and investment departments for the tourism development activities. This implies the need to have strong umbrella management systems to enable each sub departments to work effectively in the tourism development activities. The establishment of such frameworks and respective platforms will be crucial for the smooth and sustainable operation of tourism development. Effective institutional framework in tourism office is also a tool to develop and maintain an efficient platform for creating and keeping linkages with other sectors, which are directly and indirectly related with tourism sectors, like micro and small scale enterprise, investment sectors, environmental conservation and protection sectors, technology sectors, etc.

In an effort to know about the institutional frameworks for tourism development in Gondar city, an interview was conducted with different service providers and Gondar City Tourism and Culture Office. According to the official in GCCTO,

there is no clear institutional structures formulated and framed out in the city tourism development endeavor. Due to this, there is no clear

understanding of who is responsible for specific issues and resulting in difficulty to get quick and appropriate services when needed. The absence of this framework also creating its own problem to create and maintain linkages with other tourism related sectors (Interview with GCCTO, 2012).

An interview conducted with site manager of the Royal Enclosure also indicates the same problems mentioned by the official of GCCTO. This is now becoming an impediment for sustainable tourism development in the study area. It causes inappropriate development of tourism establishments, limited marketing and promotion activities, unfair distribution of tourism benefits, limited involvement of local communities, limited investment establishment, limited proportion of service providers and visitors, etc. These all implied the need of an appropriate tourism development platform which enables to establish strong tourism system bond for the sustainable tourism development in the city. Developing sustainable tourism will be challenging unless there are cooperation and integration between/among different stakeholders resulting from the well established development institutional framework platform for tourism development in Gondar city.

4.4.11 Negative Attitudes of Local Communities towards Carnivals

As it is discussed before, one of the tourism product development activities in Gondar city is Carnival festivals. This undertaking can be an exemplary for other sister cities and towns in Ethiopia because of its value: economically, socio-culturally, and politically. The job and business opportunities are created for hoteliers, souvenir shops and different drinking, cuisine and handcraft and weaving products suppliers at the commencement of the carnival are the economic contributions of the carnival. Socio-culturally, the provision of different traditional products and shows will create an interest for local communities to preserve and conserve, and even proud by, their culture resulting in from the understanding created about the values of their culture, traditions and values. The political contribution is that during the celebration of the carnival, the invited different ethnic groups with different cultures to be part of it and giving them chance to show their own culture will create and increase the intercultural linkage and respect of each other

which is good for building communities who have common values and standing together for development endeavor.

However, the carnival celebration and its sustainability are being challenged by the unwillingness or negative attitudes of local communities due to different reasons. The local communities are not interested about the meanings and values of carnival. According to the key informant:

the carnival is not our culture rather it is others and contradicting with ours religious Timiket festivals and highly condemned by the Ethiopia's Orthodox Church values and principles. We do have a unique and colorful Timiket festival which has an outstanding and universal values and worth visiting. Having such festivals, what is the need to have another carnival festival which is contradicting with the values of ours culture? Hadn't promoting and developing our unique and outstanding festival, what is the reason behind to search out other odd and strange carnival festivals? It is just like the saying as "on hand gold is considered as silver" ("Beji Yeyazut Worq Endebirr Yiqoteral") (Key informant, 2012).

According to Carnival Celebration Coordinator, the local peoples especially the Orthodox Christian leaders and worshipers are not happy and rising complains about the carnival because of their belief that the carnival has contradicting values with Timiket and fear of losing the Timiket festival in the long run.

The focus group discussion conducted with the local communities show that local communities are not interested about the carnivals because of the reason mentioned above. They strongly argue that if carnival should be conducted, it shouldn't be celebrated or conducted with Timiket at the same time. This is because in addition to the different and contradict values carnival and Timiket have, they also fear that, despite its outstanding values and a big potential to be a world heritage, Timiket will be replaced by carnival and then we will lost our authentic values in the long run. They also argued that if it should be developed, it has to be celebrated and conducted during off seasons, be it before or after Timiket celebration.

However, according to different development theories, communities' willingness and consent for any development activities in their area is a central issue which needs to be given much more emphasis. As a result, much has remained to be done regarding to getting the consent of local communities, creating common understanding between the local communities and government bodies about the carnival in relation to when it should be conducted and how should it be conducted. Before developing any tourism activities in the city, the consent of local communities, therefore, has to be given priority for any tourism product development endeavor.

4.4.12 The Consumerism Behaviors of Visitors: The Three Dimensional Perspectives

Visitors' consumer behavior is a complex process; it is 'discretionary, episodic, future oriented, dynamic, socially influenced and evolving' (Pearce, 1992). Implicitly, therefore, the manner in which visitors consume tourism experiences is as influential as the activities of the tourism industry in determining the character of tourism development. This, in turn, has a consequential impact on the extent and nature of tourism's contribution to wider socio cultural, economic and environmental development in destination areas. For tourism to be an effective means of achieving development in destination areas then, according to current thinking, the manner in which tourism is consumed should, ideally, reflect the characteristics of the destination and the desired nature and rate of development (Inskeep, 1991). Whatever the scale of tourism development, it is often suggested that visitors' consumer behavior should be appropriate to the setting.

In other words, a balanced symbiotic relationship should exist between visitors and the satisfaction of their needs on the one side and the developmental needs and objectives of the destination on the other side. Such a relationship shows the interaction among visitors, the tourism industry, the local community and the destination environment. It is argued that the interactions and optimum satisfaction of visitors' needs should be balanced with the health of local culture, the local economy, the local environment and, finally, the well-being of local communities. This implied that visitors, in addition to

benefiting from the tourism experience, should make a positive contribution to the developmental process of tourism in destinations.

With regard to these issues, an attempt was made to see the consumption nature of visitors in tourism development in Gondar city and its related consequential impacts through conducting interview, survey and observation in the three dimensional perspectives of tourism development: economic, socio-cultural and environmental. The results are shown and discussed in detail as follows:

A) Socio-cultural Dimension

As it is discussed in section 4.4.9(B) of this chapter, visitors are often brings bad and strange behaviors with its negative consequential impacts like dressing style, sexual related activities, language pollutions, etc. More often than not, the fantasy nature of visitors' motives makes them to experience and practices what is prohibited in their own country. This brings its own problem for the communities' culture and values in Gondar city.

Table 17: Visitors impact on the three dimension of tourism development

Do you think that visitors bring negative impacts on the social life and culture of your community in the city?	Variables	Frequency	Percentage (%)
	Yes	80	88.89
	No	10	11.11
	Total	90	100
Do you think that visitors brings economic problem for you and the city?	Yes	50	55.56
	No	40	44.44
	Total	90	100
Have you observed the environmental impacts resulting from visitors' activities in your area of living?	Yes	55	61.1
	No	35	38.9
	Total	90	100

Most of the respondents (88.89%), as shown from table 17 below, argued that because of the availability and exposures of visitors and their bad behaviors, the culture and values of the communities are being disrupted and lost. According to the results of interview, conducted with the site manager of the Royal Enclosure, the now days increasing numbers of young and individual visitors are highly intensifying the negative socio cultural impacts on the local communities. This is because mostly such types of visitors want to participate in activities which are against and violating the norms and cultures of the local communities like drug abusing and sex activities.

B) Economic dimension

Most of the time visitors are spending more as compared to the local communities while travelling to and visiting a destination. This high spending power motivates the service providers to increase their prices which results in inflations for the services and products. According to the survey result, this is somewhat true in Gondar city. As it might be shown from table 17 above, 55.56 % of the respondents replied that in addition to other factors price inflation on services in the city is increasing especially during the peak seasons of the city due to visitors whereas the remaining 44.44 % argued that the inflation is not created because of visitors. *Though other factors play a key role for the price inflation in the Gondar city, the high spending behavior of visitors has its own role for almost the double price increasing especially in tourism service sectors like accommodation, lodges, guest houses, etc (Interview with Local Guide, 2012).* Due to this local communities will hate and resent to visitors and will have potential consequential impacts towards sustainable tourism developments.

C) Environmental Dimension

Visitors' activities in a destination can have its own detrimental impacts on the environments, be it built or natural, where visitation takes place. The impacts will be high and exacerbated when the visitors have consumerism behaviors. In an attempt to investigate the impacts of visitors on the environments, survey, interview and observation were conducted. As shown from table 17 above, 61.1 % of the residents replied that visitors are bringing environmental pollution and disruptions like drop off wastages in

and around the attraction sites. According to the interviewee of local communities, visitors' waste materials in the attractions sites are bringing site pollution which can decrease the aestheticism of the heritages. An interview conducted with site manager of the Royal Enclosure also show that visitors are destructing the heritages through digging of the buildings to take samples materials, walking through the prohibited areas and taking excessive photos especially in churches (which are dangerous for its antiquities).

All these negative impacts due to consumerism behaviors of visitors on socio-cultural, economy and environment have to be considered while attempting to develop sustainable tourism in Gondar city. Appropriate code of conduct should be developed so as to reduce the negative consequences of visitors' consumerism behavior. Unless this is done, all those associated problems will continuously challenges the sustainability of socio-culture, economy and environment in a destination and its tourism development ultimately.

4.5 Opportunities of Tourism Development

4.5.1 Rich and Diversified Visitor Attractions

As it is described in detail in chapter three section 3.1, Gondar city is endowed with rich and diversified attractions and World Heritages Site registered by UNESCO. It is a home of 17th and 18th century Ethiopian's emperor palaces and castles; ancient Ethiopian Orthodox Churches; the most colorful Timiket festival, ancient bath, indigenous and unique traditional music and dance, folklore; the center of Ethiopian arts, cultures and traditional educational institutions; ancient bridge; beautiful cityscape; conducive climate; etc. All these, makes Gondar city wealthy in tourism resources and are big potential for tourism development.

4.5.2 Positive Attitudes and Hospitality of the Local Communities

Local communities in destinations are mostly considered as the key and forefront for tourism development activities, therefore, their willingness towards tourism development activities and positive attitudes towards visitors are the key determinant factors for the successful and sustainable tourism development. The hospitability of local communities

is often also considered as an attraction by itself and high attention is often given for it by visitors.

An effort has been exerted to investigate the local communities' hospitability and attitude towards visitors in Gondar city through interviews and surveys. As it might be seen from table 18 below, the survey results shows that 97.5%, 83.75%, 97.5% of sampled visitors respond that the local communities offer basic answer when asked; offer helpful hand when asked; and have friendly attitude towards visitors respectively. Here, it might be understood that host/local communities in Gondar city are hospitable towards visitors, which is a key input for the sustainable tourism development in the city. Interview was also conducted with visitors and their response supports the survey results. Almost all interviewees argued that *local communities are positive, welcoming, friendly, respectful and cooperative*. Therefore, this can be a big opportunity for the development of successful and sustainable tourism in the study area.

Table 18: Local Communities' attitudes and hospitality

	Variables	Frequency	Percentage
Do local communities offer basic answers when asked?	Yes	78	97.5
	No	2	2.5
	Total	80	100
Do they offer helpful hand when asked?	Yes	67	83.75
	Undecided	4	5
	No	9	11.25
	Total	80	100
Do they have friendly attitude towards you?	Yes	78	97.5
	Undecided	1	1.25
	No	1	1.25
	Total	80	100

4.5.3 Peace and Security

Peace and security are vital in tourism industry to provide quality services for visitors, and should be an overriding objective of visitors' destinations (UNWTO, 1997). This is also because visitors can easily be targeted for violence or crime. Due to the fact that visitors are highly sensitive for their security, they always give much emphasis and prime attention for safety and security issues while making decision to select and visit the destination. If a destination is unsecured, they will have bad image and totally decide to stop visiting it. Therefore, the stability and security of the destination are key factors in tourism development endeavor of a destination. In searching of about the security and safety issues in Gondar city, this study employed survey and interview of both the visitors and concerned bodies who are working in visitors' information center and local government tourism and culture office. As indicated from the table 19 below, almost all visitors (90% of the sampled visitors) replied that there are no serious safety and security problems. They respond that Gondar city is a safe and secured destination. There are no susceptibility of terrorism, bombing attack and any other criminal activities. The results from the interview also shows that the city is the safe and secured destination to visit and easy and safe to move freely in the city. However, some visitors respond that during the high crowded time and at high crowded site, there is pick pocketing problems. *They said there is pocket picking problem during the onset of Timiket celebration at Fasiladas Bath. However, they argued that such delinquency is common whenever and wherever such a big festival is celebrated, which is not considered as a bad delinquencies. Tourists can take care of this. Except this, Gondar city is the safest place to enjoy walking and visitation.*

Table 19: Peace and security issues

Did you face any safety and security problem while visiting Gondar city?	Variables	Frequency	Percentage
	Yes	72	90
	No	8	10
	Total	80	100

The response of interviewees including official in GCCTO and Visitors Information Center, Local Tour Guide, and Site Manager of the Royal Enclosure indicated that due to the good hospitability of people, there are no safety and security problems for visitors while visiting Gondar city though there is sometimes pick pocketing problem at crowded places and time and at the onset of Timiket Celebration. As a result of these, it might, therefore, be squabbled here is that the prevailing peace and security in Gondar city can be a good opportunity for its sustainable tourism development.

4.5.4 Communities' Sense of Ownership for the Heritages

Sustainable tourism development in a destination is highly depending on the wellbeing of the attractions and its attractiveness to attract and satisfy visitors' needs. Conservation and protection of resources carried out by any concerned bodies including local communities in a day-to-day basis can have a significant role for the sustainable tourism development. More often than not, it is argued that the local communities should take the lion share of the roles in conservation and protection of visitor attractions since the attractions are found in and around their living areas, and sometimes hold and being practiced by themselves especially the intangible/performing heritages. This can be effective if and only if the local communities have feelings of, and developed, sense of ownership of both the tangible and intangible heritages.

In an attempt to search out the local communities' sense of ownership for visitors attractions, survey and focus group discussion were conducted with the population living in the study area. Participants in the survey were asked a question about their interest to participate in any conservation, protection, and management activities of the heritages in their city, 85 (of 90) (94.44%) respondents replied that they are highly interested to participate and proud of their heritages. The focus group discussants including key informants from local communities support the results of survey. Issues were raised for them about "who are the owners of the heritages and are you interested to participate in conservation and protection of heritages?" They firmly replied that *we are the owners of the heritages and if we get enabling environment we are highly interested to participate in the conservation and protection activities. Our ancestor built and practiced these and*

inherits to us. Today, it is our responsibility to conserve and protect and pass it for the coming generations (FGD with key informants, 2012). This implied that the local communities have high sense of ownership and highly interested to participate in any conservation and protection of heritages and tourism development activities if an enabling environment created by any concerned bodies like government bodies and development agents. Unless this is done, having the sense of ownership by itself is not enough. It has to be, therefore, facilitated by participatory platform for the conservation and protection of both materials and performing heritages. If this motivation and ownership sense are appreciated and developed well and utilized wisely, it is a big opportunity for the sustainable tourism development in Gondar city.

4.5.5 Strategic Location

In literature, it is argued that the basic components of tourism development in destinations are attractions, amenities, accessibilities as well as support or ancillary services. The accessibilities including where attractions/destination are found and how to get there can play a significant role in, and bringing a big opportunity for, tourism development. The daily domestic flight to Gondar and a good all weathered road from Addis Ababa makes Gondar city relatively accessible and easy to arrive at. Gondar city is also located within the historic routes of Ethiopia and nearby the most famous UNESCO registered world heritage: Simien Mountains National Park, Lalibela Rock Hewn Churches, and Axum Obelisks. It is also found near Bahir Dar city and Lake Tana Monasteries. Gondar city also surrounded by both off and on the beaten track diversified natural and cultural and historical attractions which will make it a gateway to the different surrounding off the beaten track attractions. Therefore, in addition to a possibility of being visited by visitors who will come purposely to visit Gondar city, it has also the opportunities to be visited by visitors who come to visit the neighboring attractions. Hence, its strategic location can be a great opportunities for the increasing numbers of visitors flow to and development of tourism in Gondar city.

4.5.6 Government and Development Agencies' Attention

Now days, tourism development is given much emphasis and being considered as an alternative means for the overall development, poverty alleviation, and wealth distribution by different both developed and developing countries of the world and development agents. As a result, different policies were being formulated about how to develop tourism in order to alleviate poverty and prosper the life of the peoples of the countries in all over the world. Much emphasis was also being given to initiate investors to invest in tourism development activities and enabling local communities to participate both in decision making and benefits sharing. This emphasis include creating conducive environment like low interest rate loan for long period of time, taxes holiday, training and consultation services, etc. In Ethiopia, though platforms which clearly states how the stakeholders can be participated and participation enabling mechanisms were not established yet, tourism development policy was formulated as of July 2009 with the aim of promoting the conducive and helpful environment for tourism investors and local community participation through different mechanisms like the micro-and small-scale tourism enterprise business development so as to alleviate poverty. Due to this, the governments at different levels were giving high emphasis and supporting the stakeholders to participate in tourism development by different means. Awareness activities were being carried out by the government of Ethiopia like airing program entitled "tourism for development" through Ethiopian Television. Incentives like duty free for importing vehicles and contraction materials and facilities for investors interested in tour operating and hotel business in the different destinations of the countries including Gondar city respectively were being given to promote the development of tourism. According to the official in GCCTO, though it is not enough and much is remains yet, different activities were being done in Gondar city like creating awareness and giving training to develop human resources, facilitating conducive investment environment, tourism product development, marketing and promotional activities, etc. According to him, now days the investors both the domestic and foreigner are becoming interested to invest in tourism business. Therefore, this due emphasis and efforts given and exerted by both the government and private sectors and development agencies can be considered as an opportunity for the flourishing of, and sustaining, tourism development in Gondar city.

Chapter- Five

Conclusion and Recommendations

5.1 Conclusion

In this study, investigation was carried out about the practices, challenges and opportunities of tourism development in Gondar city. Tourism development in Gondar city is relatively a long lasting activity in Ethiopia. Due to the increasing understanding of tourism, both from the side of government and development agencies, as a vehicle for the general development, it is becoming a major areas of development endeavor in order to alleviate poverty through economic contribution (business development and employment opportunities); and maintenance of healthy environment (both natural and built) through conservation and protection. The government of Gondar city was firmly doing different tourism development activities including development of the existing and new tourism products such as carnival, museums including Ras Gimbbi museum and church museums at different orthodox churches in the city; and hotels, lodges and guest houses and its related establishments including 22 existing hotels and lodges, an additional 22 accommodation establishments will be finished and ready for service by the next year and others 15 will be finished after two years are being built at an increasing and steady rate. Though all of them are not functional, to date, 36 micro- and small-scale tourism enterprises to operate in different tourism business areas were established. Conservation and protection of heritages, in coordination with different development agencies and Ethiopian government at different levels were undertaking on different heritages of the city including the Fasilades Castles, Fasilades Bath, Ras Gimbi museum, and Qesquam Complex in the city. The tourism resources of the city were being promoted by GCCTO, tour operators and ARSTCB by using folders, brochures, guidebooks, web sites, and trade fare (very limited). Currently, GCCTO make sister city partnership agreement with Venice city to promoting the city of Gondar. Though it is not inclusive and continuous, training was given to residents in an effort to develop human resources so as to enable them to work in hotel and tourism related establishments by GCCTO.

In Gondar city, although different efforts, commitments and devotions were exerted in the tourism development activities, the general tourism development endeavor is being challenged by different detrimental factors. The participation of local communities is limited because of lack of startup capital, public fund and bank and micro finance and credit services; power concentration in the hands of officials, wrong perception about the ability of residents to participate in decision making in tourism development, and lack of awareness and wrong perception of residents about tourism's role for their livelihood and their ability to participate in tourism business. Lack of adequate supply of budget and the absence of marketing strategies and segmentations are challenging the marketing and promotion of Gondar city's tourist attractions because of this GCCTO was unable to establish and develop websites; publicize standard promotional materials; promote Gondar city's attractions and tourism development activities in mega international markets; and to search out, reach, and attract the responsible and high spending visitors.

The absence misplacement of tourism and related field professionals in different tourism related government offices and visitors services providers is bringing a problem for the smooth, quality, successful and sustainable tourism development activities in Gondar city. Though tourism development is a functioning system of different tourism and related stakeholders who have complementary services, in Gondar city they are not working in cooperation and partnership resulting in conflict of each other and ultimately becoming detrimental factors for the successful and sustainable tourism development endeavor in Gondar city. Revenue concentration which is highly controlled by few individuals like tour guides, tour operators and travel agents, souvenirs producers and sellers and night clubs; and leakage which means that the revenue generated from tourism is leaking out to Addis Ababa because of most of the tour operators are based in Addis Ababa and the money generated from visitors through entrance fee for each attractions flow to the government not for the conservation and other related development activities. Conflicts of interests between/among local guides, tour operators, and tourist police and ownerships between the city government and Ethiopia Orthodox Churches at Fasilades Bath and between the city of Debre Birhan Sillasie Church and Gondar city Orthodox Churches Administrator are also challenging the services and product qualities and the

conservation and protection as well as management activities of the attractions sites and tourism development of the city at large.

Qualities and standards of tourism products and services being delivered in Gondar city are becoming another challenge in tourism development endeavor of the city. In hotels, there are sanitation problems; food and drink quality are poor and varieties are limited; employees including department leaders and customer contact employees are not professional in hospitality i.e. did not have knowledge and skills; and the hotels pricing strategy is unfair and too high to afford during peak season. Though most of local guides in Gondar city are degree holders in Tourism Management, they are lacking professional ethics and technical skills to provide the commentaries; create environmentally responsible tours; create and maintain smooth relationships between visitors on one side and visitors' service providers and the general public on the other side; not facilitating fair distribution of revenue to the tourism business runner in tourism industry because they influence and direct visitors to use and buy the services/products of friends and relatives of them and those who give them illegal commissions (causes the price to be increased). Tour operators' activities were bringing problems for visitors and the overall tourism development activities in different areas including high expectation creation which couldn't be matched during reservation; not facilitating responsible behavior of visitors towards the local communities and environments while visiting through orientation; not hiring professional tour leader; not providing quality and latest vehicles; irresponsible and inappropriate promotional and marketing activities; developing unsustainable itineraries (including only the prominent attractions). There are no signage indicating visitors' attractions, entertainment services and facilities, and related establishments in the city and within each attractions site. The attractions are not interpreted by using different signage instruments like billboards and information panel and the responsible code of conducts inside the attractions site are not adequately and appropriately established. The vehicles transporting visitors to and from Gondar city are not latest and air conditioned; infrastructures at airport are not standard which is not comfortable when landing and taking off. In visitors' information center of Gondar city, there are no adequate, variety, and updated information, marketing and promotional materials like folders, brochures, guidebooks, and visitors map. The souvenirs shops do

not have diversified souvenirs collections; its authenticities are being challenged by the commercialization and commoditization motives of the souvenirs producers and sellers; and the price expensiveness because of illegal commissions demanded by local guides are the major challenges raised related to souvenirs shops in Gondar city.

The heritages sustainability in Gondar city are facing different challenges which are emerged from both tourism and non tourism activities. The daily passing of vehicles in the surrounding of the royal enclosure and Fasilades Bath is bringing pollution (by emissions and architectural), vibration and crashing problems (passing vehicle with high speed); destruction and theft/looting of the antiquity of the orthodox churches of Gondar city due to the absence of safe and modern storage and museum; and the alteration of the intangible heritages (cultures and values) of residents are the challenges facing the well-being of the heritages of the city and its overall sustainable tourism development.

The local communities especially the Ethiopia's Orthodox Christian followers are raising complains about the carnivals because they believe that its meaning and value is contradicting with the religious and cultural festivals of Timiket on one hand and Timiket festival will be replace by the carnival though it is more than enough to attract visitors and create job and business opportunities for the local communities and tourism business enterprises on the other hand. The consumerism behaviors of visitors' bringing challenges on the three dimensional aspects of tourism development: socio-cultural - the strange behavior of visitors is bringing negative consequences for the loss of the host/local communities' culture and values; economic – together with the poor legal frameworks, visitors' high spending power leads the services providers increase the prices of the service especially during the peak seasons which directly and indirectly affects the economic conditions of the city and the local communities; and environmental - visitors are also destructing the built environments like by digging of the buildings to take sample to know where it was made and leaving of their wastes materials and their crowdedness.

The above challenges are intensified due to the absence of legal and institutional frameworks and development platforms which enable to control the prevailing

challenges. There are no appropriate and regular regulatory activities regarding to the standards and qualities of tourism services and products; the roles, responsibilities, and duties of each stakeholders are not clearly framed out and stated; activities and issues regarding to the conservation and protection of heritages are not clearly regulated; the benefit sharing schemes are not formulated and promoted; industry code of conducts are not established and promoted, etc.

In spite of all the prevailing challenges, Gondar city tourism development is fortunate by different opportunities. The city is endowed with rich and diversified attraction including both tangible and intangible cultural, historical and natural heritages including the ancient castles, palaces, antiquities of churches; the legend of history and cultures; the beautiful cityscape and surrounding landscape; its accessibility and location nearby and surrounded by Ethiopia's prominent and world heritages sites; and the availability of rich and diversified off the beaten track attraction with great potential for excursion tour in the near distance from the city. The host communities are hospitable and have positive attitudes towards visitors and are helpful to offer their hands in needs of help and share information when asked. The host communities also have high sense of ownerships for the heritages and willing to participate in any conservation and protection of heritages in Gondar city is another opportunity for tourism development endeavor. The high attentions being given by the government of the country and the city in particular as well as the development agents are becoming another big opportunity for the tourism development in Gondar city. This will result in formulation of policy, institutional and legal framework as well as tourism development platform which will regulate the tourism development activities.

5.2 Recommendations /The Way Forward

It is widely recognized that tourism development is an alternative and a vehicle for the overall development of Gondar city. The future perspectives of tourism development in Gondar city is therefore highly depending on the solution to be given for the challenges facing and utilizations of the prevailing opportunities. Based on the findings of this study, several recommendations are forwarded as follow:



Carnival - developing and conducting an innovative carnival tourism product during off seasons of the city as well as separately from Timiket festival and getting the willingness of local community would be successful and sustainable if it is undertaken during off seasons of the city or separately from Timiket festivals and get local communities' support because of the following reasons:

- ❖ Since the carnival is a festival performed mainly by the residents, their support and willingness should necessarily be ensured.
- ❖ Its economic contribution will be high when it is conducted before or after Timiket celebration or during off season because additional jobs and businesses opportunities will be created for the local communities and tourism and related business runners.
- ❖ The fear of local communities about the replacement of Timiket by the carnival will be resolved which will result in the local communities to have positive attitudes towards the carnival.
- ❖ The chance will be created to participation for all local communities/residents during the onset of carnival. Because of almost all participants were Orthodox Christian followers, celebrating the carnival separately from Timiket will allow all local communities to participate and become beneficiaries without religion affiliation
- ❖ Tourism products can be diversified if Timiket and carnival are conducted separately for different customers at different time or seasons. They should not come together and present them together at a time for the same customers.
- ❖ On the other hand, different activities need to be carried out during carnival celebration so as to make it attractive and sustainable. It is advisable to include: beauty contest; culture show contest; traditional food and drink shows contest; traditional sing and dance contest; cultural fashion show contest; walking, jogging and jumping contest; folklore contest; etc.



Tangible and Intangible Heritage Conservation and Protection

- ❖ The way the local communities are dressing, speaking, eating and behaving is increasingly being challenged by different factors including both tourism and

non tourism factors. Its invisibility nature causes less attention to be given for its conservation and protections and since it is difficult to restore once it is lost, the concerned bodies should give due emphasis for the conservation and protection of such intangible heritages.

- ❖ Vibration, pollution, crashing, and carrying capacity problem should be reduced and avoided, if possible, by limiting the narrow two-sided road only for small loaded vehicles; the speed should be regulated and reduced; and buffer and core zone has to be established.
- ❖ The government with concerned bodies should create awareness for churches administrators and worshipers about the importance of building museums and appropriate storages in terms of protecting the antiquities from damage and theft and revenue generation through entrance fee of visitation.
- ❖ The local government, in coordination with the urban planning and development and the investment department, has to give more attention for the old and new architectural design compatibility and authenticity so as to avoid sight pollution and increasing the aestheticism of the city. Therefore, a deep investigation and study should be undertaken in this area.



Signage – to increase the attractiveness and satisfactions of visitors and avoid any confusion, appropriate and compatible signage and billboards describing about the where to go, what to see, when to go and see, how to visit, and in general the dos and don'ts while visiting of attractions has to be established nearby the attractions in the city of Gondar and inside each attractions site.



Visitors Consumerism Behavior - In order to regulate the consumerism behaviors of visitors and minimize its consequential impacts, appropriate code of conduct for visitors' should be established, shown and told for visitors before, during, and after tour and visitation in relation to the culture, traditions and values of the local communities, the environments (built and natural environment), and the economic based activities in the city.



Human resources related issues

- ❖ The appropriate professionals should be employed and placed at the right place in government tourism and culture office and visitors services providers and the aestheticism of the customer contact employees should be given more attention, applied, and maintained in hotels, lodges, restaurants, and guiding services.
- ❖ Continuous training has to be given for the tour guides, tour operators, local communities, hoteliers.
 - ✓ Manuals about the heritages in Gondar city has to be developed and delivered for the visitors' guide.
 - ✓ In addition to on how to develop the packages to the off the beaten track including new attractions, tour operators have to be given awareness and training on how to create supply chain between the hotels and local communities, create conducive environment between the visitors and local community, facilitate the standards and qualities of products and services, all in all on how to make satisfactory visitors' experiences.
 - ✓ The hoteliers has to be trained in relation to their services and products type and qualities, their roles in the faire distribution of tourism benefits to the local communities through local raw materials supplies, the skills and knowledge of the employees working in their industry and how to give training for them, and run the environmental friendly operation of their activities.
 - ✓ Local communities should also be given training on how to participate in tourism business activities, make contact with visitors, respect and protect their cultures, values and traditions, and participate in the conservation and protection of the heritages in their city.



Quality and standards of Tourism Products and Services

- ❖ **Visitor Information Center** - appropriate and necessary promotional materials like folders, brochures, visitors' maps, guide books, etc should be

kept and supplied whenever visitors want. Both the types and adequacy of promotional materials supplies should be given due emphasis.

- ❖ **Illegal commissions** – GCCTO and any other concerned bodies should regulate the illegal activities of tour guides regarding to collecting of commissions from the souvenir shoppers and concentration of benefits to only those shoppers who give commission and friend and relatives of them.
- ❖ **Hotel services and products** - The availability of quality and diversified services and products and sanitations matter in the hotels need to be closely regulated and maintained.
- ❖ **Infrastructure and its infrastructure** – establishment, development and maintenance of the transportation services, facilities and its infrastructure needs to be given due and immediate attention and response.



Legal and Institutional Frameworks

- ❖ Legal frameworks need to be formulated and maintained so as to tackle the conflicting interests and ownership among the stakeholder, monitor and evaluate the overall operational activities of tourism and the linkages of different sectors and services providers continuously.
- ❖ The overall operation of tourism in general and the services and products and related pricing strategies of hotels, the tour operators, the souvenir shops and any other related services providers in particular need to be regulated, controlled/monitored and evaluated by using the legal frameworks.
- ❖ Strong institutional frameworks need also be formulated in order to establish and maintain linkages between/among tourism services providers like hotels, tour operators, souvenir shops, etc and between/among supportive sectors like micro- and small scale enterprise, urban planning and development, transportation and communication, investment agency, etc.



Tourism Product and Package Development - GCCTO in coordination with other concerned bodies like tour operators and investment agency have to do more regarding to the development of products/packages. In addition to packages for those popular heritages in Gondar city, different excursion package has to be developed on different attractions including trekking on the cityscape and landscape, ancient

bridges, agro tourism, community tourism, artistic tourism (traditional dances and music), bird watching, traditional educational institutions, etc so as to increase the length of stay and expenditures of visitors thereby economic contribution of tourism.



Partnership and Cooperation - GCCTO should work together with the micro- and small-scale enterprise offices, investment offices, technology office, culture office, environment office, urban planning and development office, transportation and communication office, etc in order to promote the integrated tourism development particularly the establishment and development of micro- and small-scale tourism business enterprise, the development of infrastructure, facilities and services establishments compatible to the old aesthetical view of the city and the sustainability of the heritages, in general, to increase the satisfactions of visitors and maintain repeated tourism business in Gondar city. A system/platform to enable all those stakeholders to work in partnership and cooperation, therefore, has to be devised and developed.



Local communities' participation – residents in the city should be fairly participating and getting benefits from tourism undertakings by using different enabling means:

- ❖ through the establishments of clearly stated and applicable community based tourism development platform which have both community based policies and strategies for community based tourism development and facilitates and enables the communities to participate in decision making and benefits sharing and
- ❖ empowering communities through awareness creation, training, and funding so that local people can be placed in a better position to determine their own needs and direct tourism development in line with their own interests and be able to establish their own micro- and small-scale and family-run tourism enterprises.



Tourism Development Dimension - the overall tourism development functioning system is depending on the integrated function of different stakeholders from both the supply and demand perspectives. Especially, while discussing the role of tourism

as a vehicle for development in a destination mainly in terms of economic significances for both the local communities and involved stakeholders in tourism industry, and the environmental wellness (natural, socio-cultural resources, built heritage, etc) where tourism development activities operating, it has to be seen from both the supply and demand side perspectives. The commonly said and argued three dimensional perspectives of sustainable tourism development mainly focus on the supply side of tourism industry, incorporating the socio-culture, economy and environment of the destination. However, these dimensions especially in service industry including tourism industry should also focus on the needs of the demand side perspectives, which is about the needs and wants of visitors. Though the needs and interests of visitors and about their treatment have been tried see under economic dimension, the researcher think that it is much better to see it as a single dimension separately from the economic dimension. This is because the value of visitors' needs and wants and their consumer behaviors are usually underweighted resulting in less interest and commitment exerted to identify and understand those needs and wants and consumer behaviors by the service providers including hotels, tour operators, tour guides, etc. This is due to the fact that if a tourism industry remains to be successful and sustainably running and contribute for the general development in this competitive marketing environment, satisfied customers/visitors are vital. Therefore, arguably, considering customers/visitors as the key player for the tourism development, the successful and sustainable tourism development endeavor has to be looked at and developed in the four dimensional perspectives. Therefore, visitors needs and wants and consumer behaviors needs to be understood and consequently, the services and products quality and standards of different stakeholders both governments and privates need to be developed and maintained so as to satisfy the visitors and maintain successful and sustainable tourism development in the Gondar city.

Figure 4: Researcher's Recommendation on the Dimensions of Sustainable Tourism Development



Source: Own Construction (Adopted and Modified from John Swarbrooke, 1999)



Comprehensive Tourism Development Strategies - all in all, the fact that tourism industry is a complex sector, integration among the different tourism sector is a prerequisite for the successful development of tourism in a destination. This is because each stakeholder have rarely proved capable of self control and giving great consideration to the future. Sustainability can also be achieved if the development and the activities of each stakeholder managed and controlled in a manner in which it is compatible with current and future needs. This implies the essence of comprehensive integrated management strategies to manage the activities of those complex sectors including both the private and government in a destination. Therefore, comprehensive tourism development management strategies are vital in order to strike a balance between developing a profitable tourism industry yet protecting the local environment and community. However, integrated development management policies and strategies can only be formulated and framed out and be effective if and only if each stakeholder get together and discuss about what is expected of them and state appropriate policies and strategies for implementation of their duties and roles. This can be ensured by establishing responsible body or board or council composed of members from both the government and private sectors in tourism and related sectors. GCCTO should take the initiatives to establish such responsible body or board.

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Appendices

Appendix 1

Addis Ababa
University
(Since 1950)



College of Development Studies

Tourism and Development Program

Dear respondents,

The purpose of this questionnaire is to collect relevant information for the study on Challenges and Opportunities of Tourism Development in Gondar City as part of master thesis being conducted by Biruk Zerihun and supervised by Dr. J. Tribhuvan, College of Development Studies, Addis Ababa University. The confidentiality of the information is assured and will only be used for academic purpose. Hence, the researcher would like to thank you in advance for your cooperation for providing accurate information.

Respondents: Visitors

- You do not have to write your name
- Please put the check (✓) mark for your response

1. Sex: Male ☐ Female ☐

2. Age -----

3. Country-----

4. Educational status

- ☐ College graduate
- ☐ University graduate
- ☐ Post graduate
- ☐ Others

5. Marital status

- ☐ Married ☐ Divorced
☐ Single ☐ Widowed

6. Sources of information about Gondar city's visitor attraction

- ☐ Brochures and folders
☐ Friends and families/words of mouth
☐ Guide books
☐ Websites/Internet
☐ Display at trade fares and exhibitions

7. Length of stay

- ☐ For a day
☐ 2-4
☐ 5-10
☐ Above 10

8. Purpose of visiting

- ☐ Education
☐ Nostalgia
☐ Vacation
☐ Business
☐ Others

9. Hotel services and facilities

9.1 How do you rate the sanitation in the hotels

Good ☐ Undecided ☐ Poor ☐

9.2 How do you rate the variety of food and beverage provision?

Good ☐ Undecided ☐ Poor ☐

9.3 How do you rate the employees' ability and skill in handling you and in communication?

Good ☐ Undecided ☐ Poor ☐

9.4 How do you rate the speed of check in and checkout services?

High ☐ Undecided ☐ Low ☐

9.5 How do you rate the prices of the accommodation services and products? ☐ ☐ ☐
Expensive Undecided Cheap

10. Tour guiding services

10.1 How do you rate the language knowledge and skill of tour guides?
Good ☐ Undecided ☐ Poor ☐

10.2 How do you rate the professional ethics of tour guides?
Good ☐ Undecided ☐ Bad ☐

10.3 Hassling by tour guides is high in Gondar city?
Yes ☐ Undecided ☐ No ☐

11. How do you rate the availability and quality of signage directing to and interpreting the attractions in the city?

Good ☐ Undecided ☐ Poor ☐

12. Transportation and infrastructure

12.1 How do you rate the quality and technology of the vehicles?
High ☐ Undecided ☐ Low ☐

12.2 How do rate the speed of check in and out procedures and services at airp ☐ ☐
High Undecided Low ☐

12.3 How do you rate the quality of infrastructure at the airport?
Good ☐ Undecided ☐ Poor ☐

13. Tour operators services

13.1 Have you given orientation and code of conduct on how to deal with the locals and environment while visiting?
Yes ☐ Undecided ☐ No ☐

13.2 Reserve for you a quality hotel as per your interest?
Yes ☐ Undecided ☐ No ☐

13.3 The itinerary developed for you includes only the prominent attractions in the city?
Yes ☐ Undecided ☐ No ☐

14. Souvenirs, and shops

14.1 Does the price charged for the souvenirs too expensive?

Yes ☐ Undecided ☐ No ☐

14.2 Do the collections in souvenir shops adequate and variety?

Yes ☐ Undecided ☐ No ☐

15. Are there adequate information materials like folder, brochures, map, guide books about the city's attractions and services in visitor information center?

Yes ☐ Undecided ☐ No ☐

16. Local communities hospitality and attitude

16.1 Do local communities offer basic answers when asked?

Yes ☐ Undecided ☐ No ☐

16.2 Do they offer helpful hand when asked?

Yes ☐ Undecided ☐ No ☐

16.3 Do they have friendly attitude towards you?

Yes ☐ Undecided ☐ No ☐

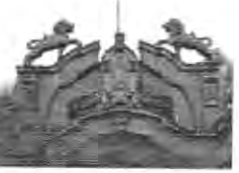
17. Did you face any safety and security problem while visiting Gondar city?

Yes ☐ No ☐

11. Any other comment you have about the tourism development in the town?

Appendix 2

Addis Ababa
University
(Since 1950)



የሃገር ልማት ጥናት ኮሌጅ

የቱሪዝም እና ልማት ትምህርት ክፍል

ዉድ የጥናቱ ተሳታፊዎች

የዚህ መጠይቅ አላማ በጎንደር ከተማ ለቱሪዝም ልማት ችግሮችን እና ጥሩ አጋጣሚዎችን ለማጥናት ነዉ። ስለዚህ እርስዎ የሚሰጡት መርጃ በአዲስ አበባ ዩኒቨርሲቲ የሃገር ልማት ጥናት ኮሌጅ ስር የሁለተኛ ዲግሪ ማሟያቸዉን ለሚሰሩት ጥናት ለአቶ ብሩክ ዘሪሁን እንደ ዋና ግብአት ያገለግላል። መረጃዉም ለትምህርት አገልግሎት ብቻ የሚዉል ሲሆን ለጥናቱ መሳካት ለሚያደርጉት ትብብር ከልብ አመሰግናለሁ።

የጥናቱ ተሳታፊዎች በጎንደር ከተማ ለሚኖሩ ማህበረሰቦች

ማስታዎሻ

- ስም መጻፍ አያስፈልግም
- ለሚሰጡት ምላሽ በካሬ ዉስጥ የቲክ (✓) ምልክት ያድርጉ

መጠይቆች

1. ጾታ ወንድ ☐ ሴት ☐

2. Age -----

3. የትምህርት ደረጃ

መጻፍ እና ማንበብ የማችል ☐

መጻፍ እና ማንበብ ሚችል ☐

የኮሌጅ ምሩቅ ☐

የዩኒቨርሲቲ ምሩቅ ☐

ሌላ _____

4. በከተማይቱ ውስጥ በምን ስራ ራስዎን ያስተዳድራሉ?

በቀን ስራ

በንግድ ስራ

በመንግስት ስራ

ሌላ _____

5. መንግስት ስለ ቱሪዝም ልማት ጉዳዮች አማካርዎት ያዉቃል?

አማካርኝ ያዉቃል

አማካርኝ አያዉቅም

6. ስለ ቱሪዝም ልማት እንቅስቃሴዎች (ሥራዎች) ሰርተዉና ዉሳኔ ለመስጠት ተሳትፈዉ ያዉቃሉ?

ተሳትፌ አዉቃለሁ

ተሳትፌ አላዉቅም

7. ለጥያቄ ተራ ቁጥር 6 መልስዎ ተሳትፌ አዉቃለሁ ከሆነ የተሳተፉበት የስራ መስክ የትኛዉ ነዉ?

የአደግ ጥበብ እና የስጦታ ዕቃዎችን ማምረት

የአደግ ጥበብ እና የስጦታ ዕቃዎችን መሸጥ (ተረክቦ)

ቱሪስቶችን ማስጎብኘት

በሆቴል ወይም በአስጎብኝ ድርጅቶች ተቀጥሮ መስራት

ለሆቴሎች የተለያዩ ግብአቶችን ማቅረብ (መሸጥ)

ሌላ _____

8. ከመንግስት ወይም መንግስታዊ ካልሆኑ ድርጅቶች በቱሪዝም ልማት እንዲሳተፉ ድጋፍ አግኝተዉ ያዉቃሉ?

አግኝቶ አዉቃለሁ

አግኝቶ አላዉቅም

9. ለጥያቄ ተራ ቁጥር 8 መልስዎ አግኝቶ አዉቃለሁ ከሆነ ያገኙት የድጋፍ አይነት የትኛዉ ነዉ? ሥልጠና

ብድር ለረዥም ጊዜ እና በትንሽ ወለድ

ከግብር ነጻ ወይም ትንሽ ግብር

ሌላ ካለዎት እባክዎን ይዘርዝሩ?

አሁንና ከአሁን በፊት በማንኛውም የቱሪዝም ልማት ጉዳይ ላይ ተሳታፊ እንዳይሆኑ ያደረግዎት ምክንያት ካለ የትኛው ነው?

10. ቱሪዝም የገቢ (የመተዳደሪያ) አማራጭ አምጥቶልኛል ብለው ያምናሉ?

☐ አምናለሁ ☐ አላምንም

11. ቱሪዝም ሁሉንም የከተማይቱን ነዋሪ በእኩልነት ተጠቃሚ እያደረገ ነው ብለው ያምናሉ?

☐ አምናለሁ ☐ አላምንም

12. ለጥያቄ ተራ ቁጥር 12 መልስዎ አላምንም ከሆነ ምክንያትዎ ምን ነው?

አሁንና ከአሁን በፊት በቱሪስቶች ላይ ያዩት የደህንነት ችግር አለ?

አለ ☐ የለም ☐

መልስዎ አለ ከሆነ እባክዎን ይዘርዝሩ

13. በቱሪስቶች ምክንያት ለባህልዎ፣ ለአኗኗርዎ እና ለኢኮኖሚዎ የተጋረጠብዎ አደጋ አለ ብለው ያምናሉ?

☐ አምናለሁ ☐ አላምንም

መልስዎ አምናለሁ ከሆነ ምክንያትዎ ምን ነው?

ለታሪካዊ እና ለሃይማኖታዊ ቅርሶች ዘለቄታነት እንደ ችግር ያዩት አለ?

አለ ☐ የለም ☐

መልስዎ አለ ከሆነ እባክዎን ይግለጹ?

በከተማይቱ ወሰን ላሉ ቅርሶች እንከብካቤ እና ጥበቃ ተሳትፈው ይወቃሉ?

ተሳትፎ አወቃለሁ

ተሳትፎ አላወቅም

መልስዎ አላወቅም ከሆነ ምክንያትዎ ምን ነው?

ሌላ ካለዎት እባክዎን ይግለጹ?

14. በጎንደር ከተማ በቱሪዝም ልማት ላይ የተጋረጡ ግሮችን በተመለከተ ጠቅላላ ያለ አስተያየትዎን ይግለጹ?

በጎንደር ከተማ ስኬታማ እና ዘላቂ የቱሪዝም ልማት ማስፈንን በተመለከተ ጠቅላላ ያለ አስተያየትዎን ይግለጹ?

ለዚህ ጥናት መሳካት ላደረጉት ትብብር ከልብ አመሰግናለሁ!!!!

Appendix 3

INTERVIEW GUIDE

INTERVIEW GUIDE FOR TOURISM AND CULTURE OFFICE OF GONDAR CITY (GCCTO)

1. What are the roles of tourism in development in Gondar city?
2. What are the major tourism product development activities have you carried out in your city: in the areas of attractions development, hotels and lodge development?
3. What have been done on human resources development?
4. What have been done regarding to conservation and protection of heritages?
5. What have been done in relation to micro- and small-scale tourism business enterprises development?
6. What have been done to marketing and promotion Gondar city as a visitor destination?
7. Did you consult locals about any tourism development activities in the city?
8. Do you have a training program for the local community on how they act towards visitors?
9. Are they participating in tourism development activities? If no, what are the barriers for communities' participation in benefit sharing and decision making of tourism development?
10. How do you evaluate the tourism income distribution?
11. How do you see the carnival? The challenges you face and opportunities prevailing?
12. How do you see the cooperation/partnership of stakeholders in tourism development endeavor?
13. Do you have frameworks which will enable you to work in cooperation and partnership with directly and indirectly concerned private and other public sectors?

14. What are the challenges facing in promoting and marketing Gondar city visitors attractions?
15. Do you have target markets and marketing strategy and segmentation?
16. How do you see the professional placement and utilization in the tourism development activities?
17. How do you evaluate the qualities and standards of tourism products and services in relation to:
 - A. Hotel and its facilities?
 - B. Tour operators and their services?
 - C. Tour guiding services?
 - D. Interpretation services?
 - E. Transportation and infrastructure?
 - F. Souvenirs shops and its collection?
 - G. Visitor information center?
18. Do you have any mechanisms to control the standards of services being offered by different services providers?
19. Do you provide training services for the residents and service providers on how to provide their services and products, make contacts with visitors, and standardized their products and services?
20. What are the causes for the destructions of heritages (both material and performing)?
21. How do you see the institutional and legal frameworks for the development of tourism?
22. How do you see the attitude of local communities towards the carnival festival?
23. How do you evaluate the impacts of visitors on the socio-culture, economic, and environment of the city?
24. How do you evaluate the hospitality of the residents of Gondar city?
25. How do you evaluate the security issues for visitors during their visitation and stay in Gondar city?

26. In general, what are the problems prevailing in the development of tourism in Gondar city?
27. What do you suggest for the successful and sustainable tourism development in Gondar city?

INTERVIEW GUIDE FOR THE TOUR AND TRAVEL COMPANIES

1. What are the frequently raised complain of visitors about Gondar city tourism activity operation?
2. How do you make visitors to have smooth interaction with local community?
About giving orientation for visitors on how to interact with locals.
3. How do you see the professionalism ethics of the visitor guides in the city?
4. How do you see the tourist police working in the city?
5. How do you evaluate the conservation activities being done on the heritage of the city?
6. Did you participate in conservation activities of the heritage in the city?
7. If yes how? Explain it in detail?
8. Have you observed any conflicts of interests and resources ownership?
9. How do you evaluate the services and products of hotels, visitor information center, souvenirs shops, interpretation services, transportation, etc?
10. Do you have sustainable tourism operation principles as your company's value? if yes, describe it?

INTERVIEW GUIDES FOR THE LOCAL COMMUNITIES

1. What do you think the role of tourism in development endeavor of your city?
2. Do you have awareness about the tourism development activities in your area? How do you perceive the tourism development?
3. How do you evaluate the residents' attitude towards the carnival festival?
4. What are the impacts of visitors' on your city economic system, the socio cultural values, and the environmental values and integration?
5. Are you willing and interested to participate in the conservation, protection and maintenance of the heritages?
6. Have you sense of ownership for the heritages found in your area?

7. Are there any security problems for the visitors during visitation and their stay in the city?
8. How do you evaluate the hospitality and attitude of residents in the city of Gondar?
9. Have you been participated in the decision making and benefit sharing in the development of tourism in your city?
10. Have you been consulted by government regarding to how to participate and involve in the business of tourism development?
11. How do you see the cooperation and partnerships of stakeholders in tourism development endeavor?
12. How do you evaluate the access to financial institutions and startup capital for the local residents to start tourism business?
13. In general, what are the challenges facing the tourism development activities in Gondar city have you observed?

INTERVIEW GUIDE FOR THE VISITORS

1. How do you evaluate the quality and standards of the products and services of tourism in Gondar city in relations to:
 - A. Hotel and its facilities?
 - B. Tour operators and their services?
 - C. Tour guiding services?
 - D. Interpretation services?
 - E. Transportation and infrastructure?
 - F. Souvenirs shops and its collection?
 - G. Visitor information center?
2. How do you evaluate the marketing and promotional efforts were made?
3. How do you evaluate the hospitality and attitude of local communities towards visitors?
4. How do you see the safety and security issues while visiting, and staying in, Gondar city?

INTERVIEW GUIDE FOR SITE MANAGER

1. What are the overall conservations and protections as well as maintenance activities have been carried out on Gondar city's heritage?
2. How do you see the services being provided for visitors by different services providers including tour guides, tour operators, souvenirs shops, visitors' information centers, hotels and lodging industry, and any stakeholders in tourism development endeavor?
3. What are the over challenges facing the conservation and maintenance of heritages in Gondar city in relation to vibration, pollution, carrying capacity determination, etc?
4. What are the detrimental impacts of visitors of the heritages while they are visiting?
5. How do you see the interpretation services available in each heritages/visitors site?
6. How do you see the attitudes and hospitality of the residents towards visitors?

INTERVIEW QUESTIONS FOR THE LOCAL GUIDES

1. What is your level of education?
 - 10th completed
 - 12 completed
 - College graduated
 - University graduated
 - Others
2. Have you taken any short or long term training related to your job? If yes, by whom?
3. Had you given a standard manual which helps you provide accurate and appropriate information?

4. What are the most common complains frequently raised from visitors while they are visiting Gondar city?
5. Is/are there any conflict(s) of interest between/among the tour guide in the destination area?
6. What should be done to better enhance the performance of tour guide in particular and tour operation in general?
7. What are the problems/challenges with visitors for the socio-cultural, economical and environmental aspects of the city and its residents?
8. How do you see the attitude of the local communities towards tourists?
9. How do you evaluate the current local communities' involvement and participation in tourism development activities?
10. How do you see the cooperation and partnership between/among the stakeholders in tourism development in Gondar city?
11. How do you evaluate the quality of the services and products of services providers in Gondar city?
12. Did you observe any conservation related problems for the heritage in the city?
13. What is/are the challenges in general, have you observed, facing the development of successful tourism activities in Gondar city?

INTERVIEW GUIDE FOR THE SOUVENIR SHOP PRODUCERS AND SELLERS

1. Did you get trainings and any other support services from government and Non governmental agencies? If yes, mention?
2. How do you see the activities of tour guides in relation to bringing visitors to your shops?
3. Do you think that they are doing appropriately in directing or allowing visitors to visit the souvenir shops as per visitors' interest?
4. How do you evaluate the local communities' attitude towards visitors and tourism development in the city?
5. Did you participate in the conservation and maintenances as well as the protections of heritages in your city?

6. How do you evaluate the cooperation and partnership of the stakeholders both private and government in the tourism development endeavor?
7. What are the impacts on the socio-cultural, economic, and environmental being observed in Gondar city because of visitors' behavior and activities?
8. What, in your opinion, the general problems facing the tourism development in Gondar city?

INTERVIEW GUIDE FOR THE STAFF OF UNIVERSITY OF GONDAR

1. How do you see the overall tourism development activities in Gondar city?
2. What are the problems have you observed in relation to the products and services being delivered to visitors by different both government and private stakeholders? (in relation to quality and standard)
3. How do you evaluate the government's effort in the development of tourism and creating conducive climate for its operation?
4. How do you evaluate the conservation and maintenance activities carried out on the heritages of Gondar city? (its regularity, appropriateness, efficiency, effectiveness, etc)
5. How do you evaluate the participation of local residents in the tourism development activities in terms of benefit sharing and decision making?
6. Are there any problems happening in the areas of socio-culture, economy and environment of the city due to visitors' behavior and activities?
7. How do you see the tourism professionals' placement and availability in GCCTO? Do you think that the right person is working the right job at the right time?
8. How do you see the cooperation and partnership of both the private and government stakeholders in the development of tourism?
9. Generally, in your opinion, what are the challenges facing the development of tourism in Gondar city?

INTERVIEW GUIDE FOR CHURCHES LEADER