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COLLABORATION OF STAKEHOLDERS' OPERATION FOR TOURISM
DEVELOPMENT: EVIDENCES FROM NEKEMTE TOWN AS A TOURIST DESTINATION
IN WESTERN OROMIA, ETHIOPIA

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COLLABORATION OF STAKEHOLDERS' OPERATION FOR TOURISM DEVELOPMENT: EVIDENCES FROM NEKEMTE TOWN AS A TOURIST DESTINATION IN WESTERN OROMIA, ETHIOPIA

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DECLARATION

I, Etefa Gudina, hereby declare that this thesis entitled “*Collaboration of Stakeholders’ Operation for Tourism Development: Evidences from Nekemte Town as a Tourist Destination in Western Oromia, Ethiopia*” is a product of my original research wok. I solemnly assert that this thesis is not submitted to any other institution anywhere for the award of any academic degree, diploma, or certificate. The views of the research participants have been duly acknowledged in this research. To the best of my knowledge, I have fully admitted the materials and pieces of information used in the study. All the research procedures do conform the expected standards and regulations of Addis Ababa University.

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Date of Submission: June, 2018

Program in Tourism Development and Management, Addis Ababa University

DEDICATION

To

My Late Mother

YADETU URGESSA GIRJA

Unlucky to see fruit of your son for whom you were a model. I became who I am because of you. Love you mom forever!

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ACRONYMS AND ABBREVIATIONS

AHOA	Addis Ababa Hotel Owners Association
BHOA	Bishoftu Hotel Owners Association
CSA	Central Statistics Agency
DMO	Destination Management Organization
EBC	Ethiopian Broadcasting Corporation
Edi	Edition
ETB	Ethiopian Birr
ETO	Ethiopian Tourism Organization
ETTA	Ethiopian Tourism Transformation Agency
ETTC	Ethiopian Tourism Transformation Council
FDRE	Federal Democratic Republic of Ethiopia
GDP	Gross Domestic Product
ILO	International Labor Organization
KG	Kindergarten
Km	Kilometers
MICE	Meeting, Incentive, Conference and Exhibition
MoCT	Ministry of Culture and Tourism
NGO	Non Governmental Organizations
OBN	Oromia Broadcasting Network
SMME	Small, Medium and Micro Enterprises
SPSS	Statistical Package for Social Science
TTC	Tourism Transformation Council
TVETC	Technical, Vocational and educational Training College
UNICEF	United Nations International Children's Emergency Fund
UNWTO	United Nations World Tourism Organization
Vol	Volume
WTO	World Tourism Organization
WTTC	World Travel and Tourism Council
WWF	World Wildlife Fund

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“...we went through fire and through water; but you brought us out into a wealthy place.”

Psalm 66:12

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ABSTRACT

Nekemte town in Western Oromia is endowed with abundant natural and manmade attractions which can draw attention of both domestic and international tourists. Empirical review reveals that scholars have made their effort in studying the problem of lack of collaboration among stakeholders for tourism development in Ethiopia. However, problem of lack of coordination remained in air and is impeding the tourism development in the study area because most scholars tried to pinpoint the problems at the national level and in some areas which are not similar with study area in many settings. As a result, the central theme of this thesis deals with collaboration of stakeholders' operation for tourism development in Nekemte town. The study followed the pragmatic approach. The research employed the mingle of quantitative and qualitative approach. Both primary and secondary sources of information were used. The analysis followed the descriptive techniques shored up with qualitative data. The research identified stakeholders for tourism development in the study area which include public offices, private organizations, local community and tourists. The findings of the research revealed that g collaboration of stakeholders is weak. The paper also identified benefits of collaboration in the study area which includes resource sharing, awareness creation, promotional works, exploration of tourist attractions, and infrastructural development at the tourist destinations. The other core point of the research findings was barriers of collaboration in the study area which comprise lack of adequate manpower, high turnover of office heads, absence of clear guidelines for collaboration, poor enforcement of rules and regulations, lack of budget, lack of awareness and political unrest in the area. The research results allude to on multitudes of issues. Above all, there is a need to know all the stakeholders with their respective roles. Secondly, the results emphasized the importance of formulation and enforcement of policies and guidelines to bring those stakeholders together. Thirdly, barriers of the collaboration should be tackled by integrating those stakeholders to be beneficiary of the collaboration. Lastly, the study results call for the all inclusive effort to undertake a thorough research in the study area. Attainment of these implications helps in harnessing stakeholders together and comprehends the potential of tourism for development.

Key words: Stakeholders, Collaboration, Benefits, Challenges, Nekemte Administrative Town, Western Oromia, and Tourism Development

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

As tourism has become one of the fastest growing sectors in the world, regions have realized the potential benefits of tourism, and hence competition among destinations has increased in recent years (Hagebro, 2015). It is a diversified industry which makes use of a wide range of products and services found in the destination, and as such there are great economic and employment benefits fetched from tourism and also in related sectors (UNWTO, 2015). In fact, according to the United Nations World Tourism Organization (2015), tourism makes up 10% of the world's GDP and one in eleven jobs through tourism industry. Tourism may be considered as a prominent sector to boost a country, region or city's economy (Hagebro, 2015).

The amalgamated nature of the industry and the engagement of multiple stakeholders, in producing satisfying tourist experiences and product complicate the situation for destinations in achieving and sustaining competitiveness (Fathimath, 2015) and hence, the success of destination competitiveness relies not on the mere effort of one party rather it depends on the efforts of all stakeholders that contribute to creating the total tourism experience.

Tourism is an industry which involves multiple stakeholders in which the tourism development of certain area is shared by the suppliers, government agencies, market intermediaries, NGOs, the general public and the tourists (Azoppari, 2011).

It is seen as increasingly important for tourism planning in destinations to involve the multiple stakeholders that affect or affected by tourism, including environmental groups, business interests, public authorities and community groups (Williams, 1998). A stakeholder is defined here as 'any person, group, or organization that is affected by the causes or consequences of an issue (Bryson and Crosby, 1992). For scholars like Freeman (1984), a stakeholder is "any group or individual who can affect or is affected by the achievement of the organizations objectives". Donaldson and Prestuon (1995) refined this definition, stating that to be identified as a stakeholder, the group or individual must have a legitimate interest in an organization.

According to Gray (1989), the process by which the main stakeholders of a problem field undertake joint decision making for the future of that sphere is called collaboration. Araujo and Sheffiel (2009) claims that even if it is often difficult and time-consuming to involve a range of stakeholders in the planning process, this involvement may have significant benefits for sustainability. In particular, participation by multiple stakeholders with differing interests and perspectives might encourage more consideration of the varied social, cultural, environmental, economic and political issues affecting sustainable development (Bramwell and Lane, 1993). Fathimath (2015) claimed that the fragmented nature of tourism industry which consists large number of organizations necessitates the need for collaboration and it is impossible to develop tourism without collaboration. Nabiha and Saad (2015) also stated that successful tourism developments are born from careful planning, and involving the government, industry, and community stakeholders.

Ethiopia as a tourist destination is rich with various tourism products like attractive cultural and historical heritages, favorable weather condition, hospitable people, unique landscape and geographical location in Horn of Africa. It is the cradle of mankind and human cultures, original place of coffee, home of many endemic species, and is home for a myriad of untapped cultural and natural attractions (Mulugeta, 2017).

The Ministry of Culture and Tourism is established under the proclamation 471/2005, responsible for developing and promoting the tourist products of Ethiopia both inside the country and internationally. In doing so, the ministry has been closely working with different national and international stakeholders. It promotes the country's tourist attractions and encourages the development of tourist facilities. It also licenses and supervises establishments of tourist facilities such as hotels and tour operators, and sets the standards for them (MoCT, 2009).

Even though it is endowed with diversity of potential tourism resources like natural, cultural and historical resources which can attract both domestic and international tourists, the western Ethiopia is among the country's least known and seldom visited regions (Lonely Planet, 2000). Chala(2017) also stated that even though Nekemte town has diversity of potential tourism resources, tourism is still not significant as its potential endowments due to different problems and the problem of partnership and collaboration is mentioned as a major bottleneck of tourism development in the area in his work.

Generally, among tourism regions of Ethiopia, the western region is least visited and has low tourism development. Nekemte town is found in this western region and it shares similar practices with other areas in regard to tourism development in the region. Even if there are different factors responsible for this low level of tourism development, lack of partnership and collaboration among stakeholders is regarded as one major factor by some scholars in the area. Consequently, here under the researcher tries to envisage on the collaboration of stakeholders operation to develop tourism in the study area, Nekemte Administrative Town.

1.2 Statement of the Problem

Tourism industry is a booming industry that enriches life, brings socio-cultural development and economic growth and is being considered as one of the major developmental sectors in developing countries of the world including Ethiopia. There are a number of stakeholders in tourism development which include governmental and private companies, local community, NGOs, and attraction places. Even if the industry is multi-sector by its nature, the stakeholders remained poorly integrated at the national, regional and local level which is one of the major impediments in developing tourism.

Ethiopian Ministry of Culture and Tourism Bureau has a vision of making Ethiopia one of the top five tourist destination in Africa by 2020 (MoCT,2015). However, disintegration of stakeholders is among the major obstacles revealed by many scholars in the field and it is still remained unsolved. Some efforts have been done both at the federal and regional levels to bring collaboration among stakeholders. Despite this fact, the problem of crumbling remained unsettled in Nekemte town also.

Even if lots of attempts have been made by researchers in the area of stakeholders' collaboration, much of the research investigated only the complex relationship between stakeholders and tourism on individual stakeholder groups; residents, visitors, business owners, or government officials; and their perceptions and attitudes (Kruja and Hasaj, 2010). Scholars have made their effort in studying the problem of poor collaboration among stakeholders for tourism development which include the work of Mulugeta (2017), Mulugeta (2012), Tesfaye and Taye (2017), Gebrekiros (2016), Sintayehu (2014).

In their work, Tesfaye and Taye (2017) identified some stakeholders for tourism development in Central Rift Valley along with their operation with some best practices from different areas and some bottlenecks of stakeholders operation. The work of Tesfaye and Taye (2017) identified the poor enforcement of existing regulations and rules as bottleneck of stakeholders' operation in Central Rift Valley areas of Ethiopia route as a tourist destination. But the problem here is that the nature of the study area is different from the researcher's selected area, i.e. Nekemte, because the Central Rift Valley of Ethiopia has a good awareness of tourism and stakeholders have some level of knowledge and consciousness in regard to their roles and responsibilities in tourism development. But this is hardly existed in Western Oromia including the study area, Nekemte. Hence, the aforementioned problem of lack of collaboration among tourism stakeholders remained in the air and is impeding the tourism development in the area of study. In addition the scholars tried to pinpoint the problems at the national level and the real fact is that the implementation of policies and research findings differ in the study area as it requires in-depth study at the ground level.

Sintayehu (2014) also tried to identify some stakeholders in tourism development with their respective roles and responsibilities in Bale Zone. But the work lacks the concept of collaboration and didn't propose techniques how the stakeholders can be networked and work together. In addition, the author also thoroughly used qualitative method only and this cannot solicit the required result as the mixed method can yield a better result. Geberekiros(2016) also tried to assess the involvement and coordination of stakeholders in the management of cultural heritage. His study mainly focuses on the management of cultural heritages and it hardly engaged the all aspects of tourism development rather it does give emphasis on cultural heritage. The identified stakeholders by him are also limited and hardly represent the required framework of stakeholders operation. In addition, the concept of collaboration lacks deeper concern in his work.

Consequently, there is a need to fill this gap by making ample research which clearly identifies stakeholders of tourism and focuses on the collaboration of those stakeholders by discovering the barriers of collaboration.

This paper is comprehensive in its approach and it seeks to identify the key stakeholders for tourism development and assess the major concerns among the stakeholders with regard to their collaboration in Nekemte Administrative Town. In this study, the researcher strives to focus on main themes like identifying key stakeholders of tourism development in the area with their respective roles, assess their area of collaboration like policy, implementation and resource sharing, communication and governance, which will serve as variables of collaboration in the work. It also assesses the major barriers of collaboration and the benefits of collaboration in tourism development of the study area.

1.3. Research Questions

The thesis aspires to answer the following research questions:

- Who are the stakeholders and what are their roles and responsibilities in developing tourism in Nekemte town?
- What are the areas of collaboration among the tourism stakeholders and what are the major barriers of collaboration of stakeholders in study area?
- What are the benefits of collaboration of stakeholders operation on tourism development in the study area?

1.4. Objective of the Study

This thesis does have general and specific objectives which are stated below as follows.

1.4.1. General Objective

The overall objective of this thesis was to assess the collaboration among stakeholders for tourism development in Nekemte town.

1.4.2. Specific Objectives

The specific objectives are to:

- Identify stakeholders and their respective roles for tourism stakeholders in Nekemte town.
- Identify sectoral collaboration among the tourism stakeholders in the study area
- Assess the policy implementation with regard to tourism stakeholders in the study area
- Assert the benefit of collaboration of stakeholders on tourism development
- Explore major barriers of collaboration of stakeholders in Nekemte town.

1.5. Significances of the Study

There are lots of efforts that have been made by the Ministry of Culture and Tourism at the federal level and by the respective regional bureaus at regional levels to solve the problem of lack of collaboration. But this problem continues to occur as it has not been focused at the zonal and woreda level yet. Therefore, the research is important to make awareness, guideline for stakeholders, and base for planners, policy makers, decision makers and also scholars.

i. Academic Significance

The findings of this thesis would help a lot in academic institutions in the area. As it is discussed in the limitation section below, there is limited empirical works on this topic and this thesis would have invaluable academic relevance. It gives an insight to the extent of the problem and serves as a spring board for other researchers. It also helps the higher institution like public and private universities to know their role and work more by contributing their expertise and knowledge for the sector.

ii. Policy Significance

The findings of the research serves for the zonal and city offices and the respective district Culture and Tourism Offices to enhance and find better pathways to integrate the stakeholders in the area of study and make it conducive environment for tourism development. In addition, it serves as a secondary source of information (reference material) for researchers, planners and policy makers inspired to engage in the sector. The research results initiate the relevant government organs and other institutions to introduce proactive measures.

iii. Developmental Significance

In regard to its developmental significance, the thesis creates awareness about tourism development for some passive stakeholders that are not actively participating in the tourism development. It also serves as a guideline and source of information for different stakeholders in order to know their roles and responsibilities and act accordingly. The thesis also advocates the level of apprehension and concern about the development of tourism in the area and has great significance in helping to recognize tourism as economic sector in the area. In addition, it helps private organizations like hotels to benefit from the impact of collaboration through working with different stakeholders in the sector.

1.6. Scope of the Study

The scope of the study was delimited depending on three parameters, i.e, the geographical area, the theme and the units of observation of the research.

1.6.1. Delimitation by Spatial Scope

Geographically the coverage of the study focuses on Nekemte Administrative Town which is found in Western Oromia, Ethiopia. Among the tourism regions of Ethiopia, the western part is the least visited and the level of tourism development is at its infant stage in this region. Western Oromia is part of this western tourism region of Ethiopia which also encompasses Nekemte town in its coverage. Locating at 330km away from the capital Addis Ababa, the town is endowed with abundant natural and manmade attractions that can be developed attract both domestic and international tourists. The town is also business and political center for many of the cities in the western Oromia. Hence, the selection of Nekemte Administrative Town among many other towns in western Oromia proves the accessibility of the area to the researcher as well as the touristic value of the area. Therefore, the research confined more to the selected tourism stakeholders delineated with geographical territories.

1.6.2. Delimitation by Theme

The main theme of the study is collaboration of stakeholders operation for tourism development and both the findings and analysis of the study emphasize the stakeholders' collaboration in the study area. The study identifies the main stakeholders of tourism development in the area, assesses their collaboration and spots the major barriers of collaboration of operation. Exploring tourism attractions of the area is not the concern of the study. Rather the study focuses on the collaboration of stakeholders operation for tourism development in the area.

1.6.3. Delimitation by Units of Observation

The third aspect of delimitation for the study is units of observation. In this thesis, units of observation are the participants of the research from which relevant data are collected. They serve as a primary source of data for the study. The target group for this study includes the local community, government offices, public and private higher institutions, hotels, local guides and local media.

1.7. Limitations of the Study

Although this study was carefully conducted, the researcher is still aware of its limitations and shortcomings. Despite the research has reached its aims, there were some unavoidable limitations which are discussed below.

i. Lack of Previous Studies in the Research Area

Literature review is an important part of any research as it helps to identify the scope of works that have been done so far in the research area. Findings of literature review use as the foundation for the researcher to built upon to achieve the research objectives. However, I found only little prior research on the title of my study. In addition, as tourism itself is at its infant stage in the study area, there are no pertinent sources of information regarding the subject matter in the study area. Government bureaus at different sectors do not have updated and reliable data which supports the work as a secondary source of information. Even though scholars have been engaging in research work in the field of tourism, it was hardly possible to find scholarly articles on the topic of stakeholders' collaboration for tourism development. Even if I tried to review some of the local articles done in the area of tourism stakeholders operation, I couldn't find enough empirical reviews which can help as a secondary source of data for the work.

ii. Lack of Measurement Strategies, Approaches and Standards

Regardless of the long tradition of tourism in Ethiopia, there was no such institutionalized mechanism to measure collaboration of stakeholders. In most areas, the stakeholders of tourism are even not clearly known. In addition, I couldn't find locally constructed framework for stakeholders' collaboration and model of collaboration is also missing and this has put difficulty on the researcher to compile the data in a required standard.

iii. Timing of the Study

The study was conducted on a period that was not exactly suitable for respondents as there was state of emergency declared in the area at the time. The area under study was not very safe and there was periodic political unrest and this challenged the field work in the area which further challenged the data collection for the study. The researcher endeavored to make a safe field work in the area by making prior preparation and travel to the area during the safe time to travel. This safe time travel was gained from different travel alerts and by following social media.

iv. **Financial Constraint**

The adequate financial resource is vital for the successfulness of this thesis as each stage of the work starting from proposal writing demands ample budget. In this study, limited availability of research grants and sources impeded the data collection and analysis processes. As the past years trend, the budget allotted for such study is so small and covers only some portions and activities of the field research which is among major limitations of the study.

1.8 Organization of the Thesis

The thesis is organized into five chapters. The first chapter deals with background of the study, statement of the problem, objectives of the study, significance of the study, scope and limitation of the study. The second chapter addresses review of related literature and conceptual framework. The third chapter addresses description of the study area and methodology of the study. The fourth chapter deals with analysis, interpretation and presentation of data. Finally, the fifth chapter presents the conclusion and recommendations of the study. References and Annexes are also attached at the end of this study.

CHAPTER TWO

REVIEW OF LITERATURE

2.1. Concept of “Stakeholder” in Tourism Development

Although the concept of stakeholders has been known before, the more systemized stakeholder approach was emerged in the mid 1980’s with the work of Freeman (1984) which entitles “Strategic Management- a Stakeholder Approach” (Peric, Durkin, and Lamot 2014). According to Tesfaye and Taye (2017), there is no single definition of stakeholder and it conceptually varies across disciplines. Freeman (1984) defines stakeholder as any group or individual who can affect or is affected by the achievement of the organization’s objectives. In his definitions, Freeman (1984) identified groups like employees, customers, suppliers, stockholders, banks, environmentalist, government and other as a stakeholder who can help or hurt the corporation as he focused on business.

Unlike other industries, tourism by its nature is multi-sector activity which involves a number of stakeholders participating directly or indirectly in its development (Tesfaye and Taye). In their work Waligo, Clarke, and Hawkins (2013) define tourism stakeholder as persons or some groups engaged in activities which are related to tourism development who can pressure or be influenced by decisions and actions related to those activities. Tourism stakeholders include any individuals or groups involved, interested in, or affected (positively or negatively) by tourism development (Dabphet, 2014).

Tourism stakeholders include many different types of groups depending on the geographic area having different interest and level of participation, i.e some are active while others are passive (Dabphet 2014). It is also claimed by the author that stakeholders also differ on degree of their importance that some stakeholders are more important than others in determining the success of activities. Hawkin et al. (2013) identified six groups of stakeholder in tourism development which include tourists, local community, industry, government, special interest group, and educational institutions with different roles and responsibilities. Accordingly these groups of stakeholders have various influences on tourism development activities in different ways which includes legislations, regulations, demand and supply, research, management of tourism impacts and human resources (Fathimah, 2015).

While dealing with the concept of sustainable tourism development, Swarbrooke(2001) divided stakeholders into five main categories which includes governments, tourists, host communities, tourism business and other sectors. Dabphet (2014) further classified the tourism stakeholders in to two groups which include experts and suppliers. The experts include Tourism-oriented non-governmental organizations, educational institutions, government bodies and industry bodies. The supplier groups include primary and secondary stakeholders in tourism organizations and local community itself. Depending on their level of importance and influence, Fathimath (2015) also classified tourism stakeholders in to two groups, i.e primary and secondary stakeholders which are summarized in the table below.

Table 2.1.Primary and Secondary Stakeholders in Tourism

Stakeholder type	Stakeholder
Primary	Local government organizations
	Destination marketing organizations
	Hotels
	Restaurants
	Residents
	Tourist attraction operators
	Convention centers
	Transportation companies
	Airports
	Tourists
Secondary	Chambers of commerce
	Community groups
	Gas stations
	Incentive planners
	Media
	Retail operators
	Universities

Source: Adopted from Saftic, Tezak, and Luk (2011)

Different scholars have also made distinction between primary and secondary stakeholders of tourism development (Orgaz 2013). Primary stakeholders imply those groups which have a formal, official or contractual relationship with an organization, and without which the company could not survive (Clarkson, 1995). Secondary stakeholders claimed by (Orgaz 2013), are those which are of particular importance although do not have a direct relationship with the organization, may influence it by expressing their opinion concerning specific actions, which may, in their view, be positive or negative for society as a whole.

Marko et al. (2014) also defines primary stakeholders as those persons and groups that have a legal contractual relationship to the project while secondary stakeholders are those who influence or affect, or are influenced or affected by the project but are not regularly engaged in transactions with the projects and may not be essential for projects survival which include media, special interest groups, private citizens and various institutions.

Fathimah (2015) further refined the concept and identified the following groups as primary stakeholders which include local government, national tourism agencies, destination management organizations (DMO), accommodation and attraction providers, transport companies, tour operators, community leaders, national tourism agency, airline operators and airport while the primary stakeholders include NGOs, community groups, university and research institutes, and cultural groups.

WWF (2000) also identified four groups of stakeholders which comprises primary, secondary, opposition and marginalized stakeholders. Accordingly, primary stakeholders are those outcome of any action will affect them directly and hence their participation is critical. These stakeholders can include local community-level groups, private sector interests, and local and national government agencies. Secondary stakeholders are those with an indirect interest in the outcome like consumers and tourism operator. Their role is peripheral to primary stakeholders. Opposition stakeholders adversely influence the outcome through the resource and demand they command while marginalized group can be either of the three which are abandoned like women and indigenous people.

2.2. Role and Responsibilities of Stakeholders for Tourism Development

According to Nazrin et al. (2012), a different approach is employed in determining the identity and roles of stakeholders in different types of tourism. For authors like Pavlovich (2003), stakeholders in tourism destination consists of three parts which include tourists (as the demand), industries (as the supplier) and hosts (the local community and environment). According to the World Tourism Organization (WTO), stakeholders in sustainable tourism development are divided into three categories: the tourism industry, environmental support and the local community/government (Timur, 2012).

WTO also outlines the tourism industry's role to create opportunities for business, employment, income and foreign currency exchange through the provision of tourism services including transportation, accommodation, food and beverages (Nazrin et al. 2012) and meanwhile, the environment's role is to attract tourists to participate in activities based on local culture, nature, architecture (man-made). Lastly, the local community/government (which includes residents and local businesses, organizations and associations) are mainly responsible to make decisions (Timur, 2012).

Sintayehu (2016) also identified the following tourism stakeholders with their respective roles and responsibilities in the study are, Bale zone which includes local communities, public authorities (i.e., culture and tourism, agriculture, rural development, administration, micro, small and medium enterprises development agency and etc), NGO's, private sectors (Hotel, travel trade, handicraft production, micro, small and medium tourism enterprises entrepreneurs, destination facilities and service providers and the likes), public and private schools, institution, colleges and universities.

Raffay (2007) also assessed the stakeholders for tourism development and listed the following groups as tourism stakeholders which include local authority, key local politicians, tourist information center, heritages wok groups, accommodation providers, bars and restaurants, cultural program organizers, travel agents, attraction areas, regional tourism organizations, university, hotel groups and media.

2.2.1. Government/Public Authorities

According to Nazrin et al. (2012), the public sector is more involved in activities like legislation, planning, enforcing laws related to tourism destinations and managing the construction of infrastructure as well as public tourism appeal. Inskeep (1991) explains that public sector is also responsible for the implementation of laws, legislations and policies and hence it is concerned with several functions such as arranging developments, carrying out rules and regulations on tourism, developing main infrastructure, advancing the appeal of public tourism and conducting marketing to promote tourism areas. The public sector is responsible for issues like determining on policies and plans as well as setting and enforcing standards relating to facilities, services and other areas (Nazrin et al., 2012).

Nazrin et al. (2016) also claimed that the public sector is also responsible to provide space (through infrastructural and super structural elements, safety, preserved values and costs, accessibility), activities (through elements related to culture and history, special events) and products (through physical traits, services, freedom of choice) which are designed for public use. Gunn (1994) further explained about the role of public authorities that is providing public sector-owned spaces, activities and products which includes national parks, state parks, wildlife, recreation areas, monuments, zoos and sports stadiums.

Barbados National Tourism Policy (2011) stated that government is a imperative stakeholder in tourism development which plays roles like establishing policies and plans within which tourism development can take place in a sustainable manner, providing a legislative regime that will in turn create a business-friendly environment in order to attract local and foreign investment, presenting a regulatory framework which outlines standards for all aspects of the tourism industry, encouraging the participation of all stakeholders in the formulation of policy and planning, marketing and promoting the tourism product both locally and overseas, facilitating product development to enhance product offering, conducting appropriate primary and secondary research into all areas of tourism, and monitoring all developments related to tourism to ensure the sustainability of the industry.

While conducting his research in Bale Zone, Sintayehu (2016) identified groups like the regional, zonal and woreda level culture and tourism offices, administration level at zonal, woreda and communities, city municipality, forest enterprises, wildlife conservation authorities, peace and security department, agricultural department and conservation departments as public authorities who have stake in tourism development in the area.

2.2.2. Educational Institutions

Educational institutions both private and governmental including academics and students play many imperative roles in tourism development (Dabphet 2014). According to Perman and Mikinac (2014), tourism-related training programs have major opportunity for achieving sustainability and hence, special attention should be given to education and professional development of personnel in the hospitality and tourism sector.

Dabphet (2014) also claimed that tourism related educational experiences are produced by the academicians in different training institutions that they are ultimately responsible for the planning, development and delivery of the tourism knowledge while the students are the direct consumers of tourism education as they are the primary recipients of tourism education.

Sintayehu (2016) identified the following roles of higher institutions, colleges and other local schools as follows which include, providing technical support and hosting training and development program, preparing tourism professionals for the industry, creating awareness about tourism and environment, participating in research activities, and arranging platforms for collaboration of tourism stakeholders on activities like seminars. University plays vital role as an academic base for the city, major conference organizer and host and in addition it serves as catalyst of tourism development (Rafay, 2007).

2.2.3. Local Community

Local communities are among key actors in tourism development and are regarded as important asset in tourism development as it is within their sites that these activities take place (Muganda, Sirima, and Marawa 2013). Dabphet (2014) also claimed that local community is considered important stakeholders for implementing sustainable tourism development based on the belief that tourism was held within the community, it had the opportunity to affect community member in a number of positive and negative ways.

Different scholars identified various roles of local community in tourism development. These include work by Muganda et al. (2013) who recognized the role of local communities as involvement in policy making, being part of decision making, exploiting the potential of resources, conservation, collaborating with government and the private sector, participating in training and awareness program, and monitoring all tourism policies and plans.

Sintayehu (2016) also revealed that local communities are very important stakeholders of tourism development as they have roles like participating in conservation practices, engaging in policy making and decision making, providing locally produced goods and services for tourists, boosting their culture and developing sense of ownership for tourism resources.

The work by Landkin and Fletcher (2005) also disclosed that local communities can participate in tourism development through renting land for development, working as occasional, part-time, or full-time staff for private tour operators, providing services to private operators such as food, guides, transportation, lodging, forming joint ventures with private tour operators, who usually provide marketing, logistics, and bilingual guides, while the community provides most services and operating independent community-based tourism programs.

2.2.4. Private Sectors

The private sector plays significant role in the preparation of space, activities and products though it is more focused on profit-oriented development (Nazrin et al. 2012) and in a capitalist economy, the private sector's main functions are geared towards accommodation (hotels, apartments), food and beverages (restaurants, cafes), shopping and entertainment (shopping centers, theme parks, cinemas, MICE) and others.

Private sectors mostly engage in provision of service (Barbados National Tourism Policy,2011) and they play critical roles like developing measures to ensure that the tourism plant and the accompanying services provided are of the highest quality and meet industry-wide standards, managing the tourism plant efficiently in order to ensure its profitability, marketing and promoting the tourism product both locally and overseas, teaming up with government in the formulation of policies and plans which affect the tourism industry, and monitoring all tourism policies and plans to ensure that the tourism industry remains both competitive and profitable.

Accommodation is among the sub-sectors of tourism industry and is a key stakeholder of tourism development because tourists make their journey for travelling purpose, in most cases, they need some form of accommodation facilities to rest and refresh along their travel (Poudel 2013).

Scholars define the word accommodation in different ways and among those definition, the one defined by cooper et al. (2008) describes accommodation as follow.

Accommodation or lodging is, by a long way, the largest and most ubiquitous sub-sector within the tourism economy. With few exceptions, tourists require a location where they can rest and revive during their travel through, or stay within, a tourism destination (Cooper et al. 2008: 344.).

Poudel (2013) claimed that comfortable hotels and other forms accommodation facilities play a vital role in attracting tourists to the destinations places. The role of the hotels is to act as a partner in providing nonfinancial or operational resources, such as discounted rooms to travel influencers, and information on supply and demand (Hagebro, 2015). In his work, Sintayehu (2016) revealed that private organizations like hotels, lodges, SMME and other tourism service provides are responsible to provide relevant information to their guests about the nearby tourism attractions, directly support initiatives and projects, adopt employment policies that empowers poor and work with others to alleviate poverty.

2.3. Collaboration of Stakeholders' Operation in Tourism Development

2.3.1. Potential Benefit of Stakeholders' Collaboration

Scholars have been using different terms in the literature to describe “working together” among stakeholders (Fathimath, 2015). According to Thomson, Perry, and Miller (2007) most of definitions for collaboration presented by scholars mostly related to involvement of independent and semi-independent stakeholders in joint decision making and planning. Collaboration is often used interchangeably with terms like coordination, cooperation and teamwork (Bellwell et al. 2012).

Tourism is a fragmented sector, requiring purposeful coordination so as to ensure coherency of perception and delivery (Wang and Fesenmaier, 2007). As tourists view tourism destination as one whole composed of different elements rather that considering its fragment nature, collaboration among stakeholders is inevitable (Saftic et al. 2011).

According to Peric, Durkin, and Lamot (2014), proper stakeholder involvement and active participation in tourism development has multiple outcomes depending on the process used and the stakeholders included. Byrd (2011) conceptualized the outcomes of stakeholder involvement and identified the following benefits of collaboration of stakeholders operation which include informed and educated stakeholders about the topics and issues, public values and opinions are incorporated in the decision-making process, improved quality and legitimacy of the decisions, generation of new ideas, trust increases between all stakeholder groups, conflict and lawsuits are reduced, more cost-effective process, and the promotion of shared resources and responsibility.

Bramwell and Sharman (2006) identified three potential benefits deriving from consensus-based collaboration among stakeholders in tourism policy planning: it may avoid the costs of solving conflicts among stakeholders, it may legitimate collective actions if stakeholders are involved in the decision making processes which affect their activities and the willingness to collaborate may enhance the coordination of policies and related activities.

2.3.2. Barriers of Collaboration

Tesfaye and Taye (2017) identified some blockage to the operation of tourism stakeholders which includes inadequate enforcement of the existing rules and regulations, scarcity of resources like material, technical and human, insufficient promotional strategies, lack of community awareness, and lack of skill in handling data and information. According to Siti and Hasliza (2015), the partnership among tourism stakeholders is impeded because of several factors like overlapping responsibilities for tourism matters that is happened when multiple organizations held the same responsibility for tourism planning and development, but their goals and responsibilities were unclear, leading to confusion for the local stakeholders and the absence of long term tourism strategy.

2.4. Review of Theories

The systematized approach and more concern to stakeholder issue is traced back to the work of Freeman (1984) and since 1984 academic interest in a stakeholder approach has both grown and broadened. In his first work, Freeman (1984) defined stakeholder as any individual or group who can affect or be affected by the firm's performance for the success of the organization.

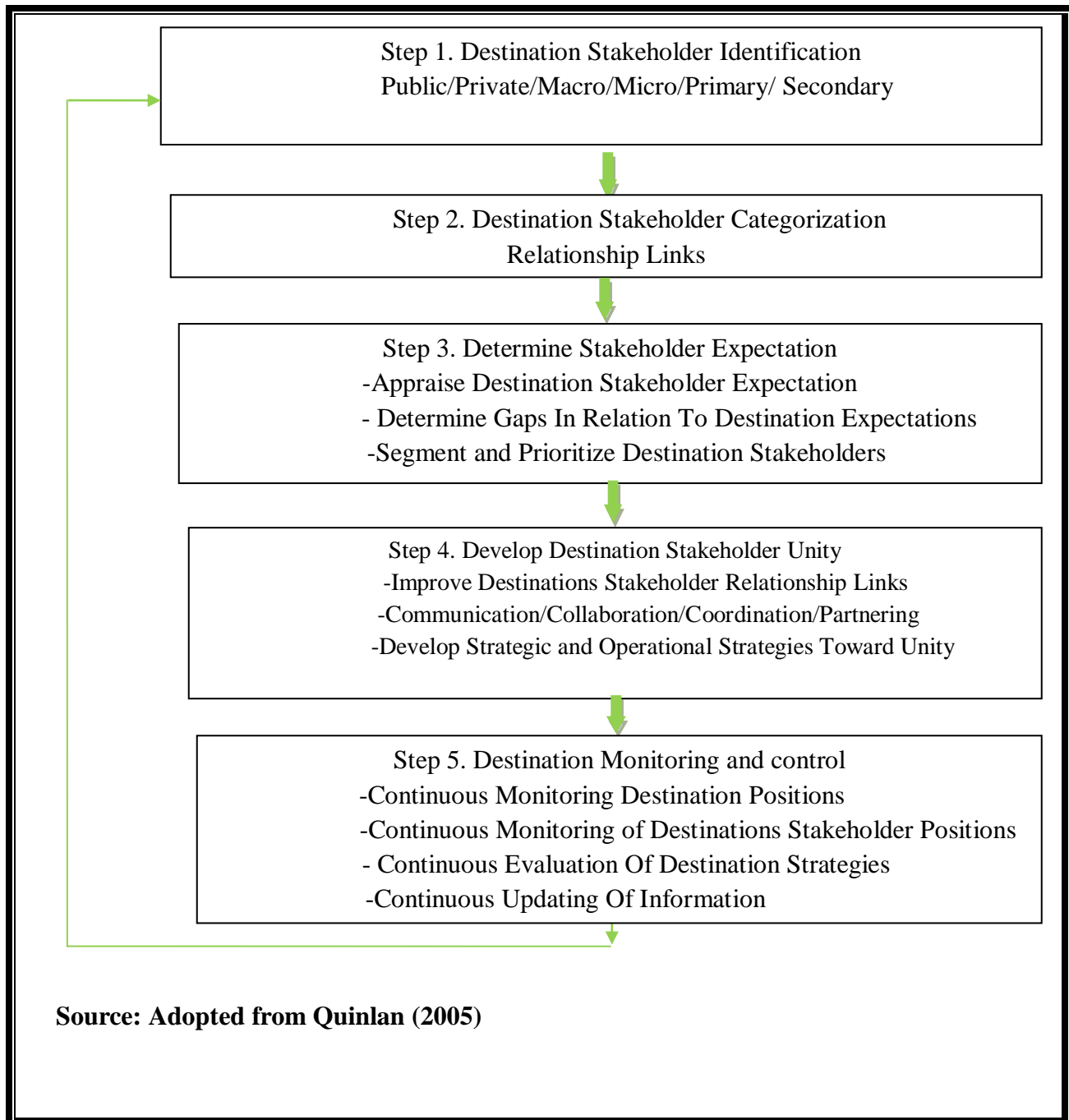
For authors like Aas, Ladkin and Fletcher (2005), tourism stakeholders include any individuals or groups involved, interested in, or affected positively or negatively by tourism and they included groups like tourism professionals, public authorities, tourism business enterprise, non-governmental organizations, voluntary actors, and as well as the press and other media. In all cases, the term stakeholder implies that a company is responsible in its management not only for shareholders but also for other individuals and/or groups which have stakes in the shares and decisions of the organization (Lozano, 1999).

Stakeholder theory then suggests that a company's obligations are not limited to its shareholders but that they extend to a wider group, namely the stakeholders or all those that benefit or are affected by the company on the basis of its operation (Orgaz, 2013). Tesfaye and Taye (2017) also claimed that the stakeholder theory focuses on the value of coordination among tourism organization and other stakeholders. Jamal and Getz (1995) stated that stakeholder theory has been used in tourism to realize the interdependency of stakeholders and their influence on developing a given destination.

Dynamic theory of collaboration states cross boundary collaboration unfolds as a dynamic process with interdependent factors that can change through time (Black, Cresswell and Launa, 2002). Russell (2002) explains that collaboration is based on shared goals, shared vision, a climate of trust, respect, comprehensive planning, and shared risks. Trust enables more open communication, information sharing and conflict management (Bidault and Jarillo, 1997). Trusts, knowledge sharing and collaboration are central elements of effective inter-organizational relationship (Lara et al. 2002).

Prebe (2005) noted that little attention has been made to build a thorough stakeholder management process model that enables the facilitation of actual stakeholder model with in modern organizations. Depending on the work of Prebe (2005), Quinlan (2005) identifies steps of dealing with stakeholders' involvement management as follows.

Figure 2.1 Destination Stakeholder Management Process



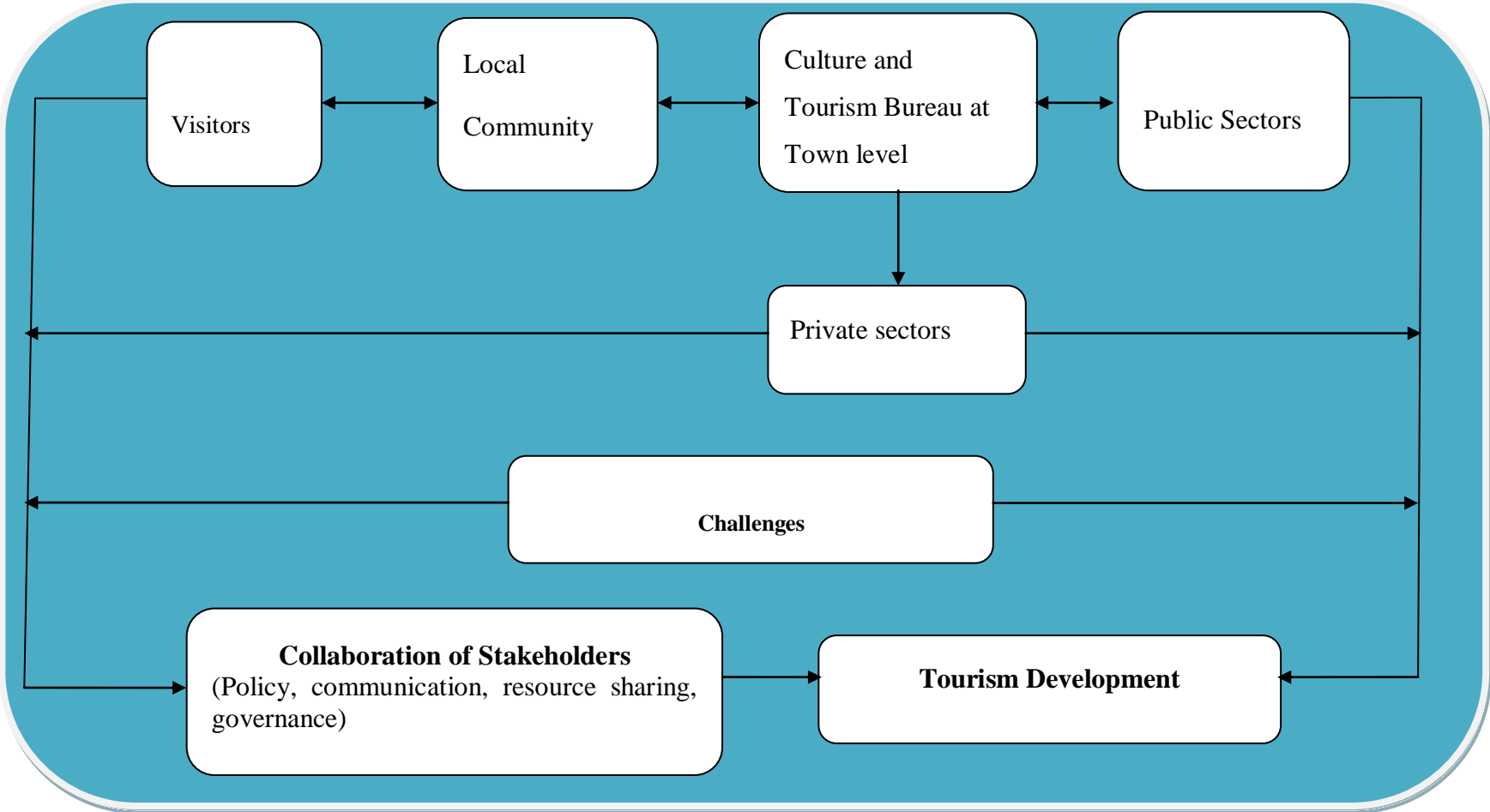
2.5. Conceptual Framework

The theory comprising stakeholder is called stakeholders' theory and was originally approached by Freeman (1984). To the author, a stakeholder is a part interested in a determined process, can be defined as any group or individual affected by, directly or indirectly, and also positively or negatively, the achieving of goals by an organization.

Cleland and Ireland (2006) discussed two generally accepted categories of stakeholders. Primary stakeholders are those persons and groups that have a legal contractual relationship to the project. Such stakeholders include the project owner, suppliers, functional groups, investors, and those from the public domain such as communities and institutions that provide infrastructures and markets, whose laws and regulations must be obeyed. Secondary stakeholders are those who influence or affect, or are influenced or affected by the project but are not regularly engaged in transactions with the projects and may not be essential for projects survival. Therefore Quinlan (2005) claimed that the initial work should be to identify and classify all tourism stakeholders in which the destination has an interest and can influence and contribute positively to the destination directly or indirectly.

In this study, the major responsible governmental organization for tourism development is culture and tourism bureau at the town level. The office is responsible to run the sector as a public organization in the town and there are different stakeholders with which it works. There are some private organizations like hotels and related establishments, local guides giving tourism service and some private training institutions in the town that have some roles in tourism industry. They have some level of nexus with the bureau. In addition there are some government bureaus, public training institutions and media that have horizontal relationship with the office. Beside this, there are host communities living around the attraction who have some responsibilities in tourism development. Visitors are also stakeholders with some specific roles and responsibilities in tourism development. Some bottlenecks impede the collaboration among the stakeholders. However, the stakeholders have some areas of collaboration like policy making, implementation, resource sharing, marketing and promotion and conservation. If managed well, this collaboration will bring tourism development and management at the town, regional and national level. The following figure summarizes the framework of the thesis in general.

Figure 2.2 Framework for Collaboration of Tourism Stakeholders' Operation



Source: Own Construction, 2018

2.6. Review of Ethiopian Policy on Tourism Stakeholders' Operation

2.6.1 Ethiopian Tourism Policy

There are three different ways in which governments position themselves in travel and tourism. These are countries with a dedicated tourism ministry or department, the majority of which are in emerging economies which includes countries like Argentina, Brazil, Bulgaria, Croatia, Egypt, India, Indonesia, Israel, the Maldives, Mexico, South Africa and the Philippines. In other countries, tourism is one of the specified competencies within a ministry with two or multiple portfolios. For instance, the new Ministry of Tourism and Education, reporting to the Ministry of Foreign Affairs and Trade in Australia; the Ministry of Trade, Tourism and Telecommunications in Serbia; the Department of Transport, Tourism and Sport in Ireland; the Ministry of Tourism and Sports in Thailand; and the Ministry of Land, Infrastructure, Transport and Tourism in Japan. Lastly there is another trend that seems to be growing in which tourism is to be located within a ministry or department which bears no mention of 'Tourism' in its title. Examples of this type of ministry are numerous, especially in developed economies, where there is an increasing trend to integrate tourism more into higher-profile, arguably more prestigious, ministries such as economic planning and policy-making (WTTC, 2015).

The Government of the Federal Democratic Republic of Ethiopia appreciating the problems of the sector and giving special attention to the matter, and recognizing the necessity of creating a strong government organ to lead the sector, has established the Ministry of Culture and Tourism under Proclamation Number 471/2005, enacted to redefine the powers and duties of the organs of the federal government. Currently there are eleven regional cultural and tourism bureaus in Ethiopia, which are accountable for the Ministry of Culture and Tourism (MoCT). Apart from the Ministry, these regional bureaus have also their own five year strategic plan. Efforts are being made by the ministry in order to mitigate the problem of lack of collaboration and consolidate the fragmented activities and ensure collaboration among stakeholders. Hard work is underway by many stakeholders and to create a conducive environment for these entities to be able to discharge their respective responsibilities appropriately. Therefore, it has been accepted that it is inevitable to issue such an enabling policy and strategy (MoCT, 2009).

Temesgen (2016) stated that considering tourism as one of the economic sectors came into being in Ethiopia very recently and it was around 1960 that the potential of tourism drew the attention of the imperial government authorities. The first tourism office was established in 1962. However, a delay in international tourism demand had been seen during the military regime. The first tourism development policy of the country was enacted in August, 2010 (Yimar, 2016). It reviews the current status quo of the tourism industry; details the need for such a policy; describes a strategy; allocates responsibilities; and specifies sources of finance to fund implementation of the policy (Robinson, 2016).

The work of Tesfaye and Taye (2017) also identified some tourism stakeholders under government structure which include Ministry of Culture and Tourism at the top, The regional Bureaus of Culture and Tourism which fall under MoCT, Zone Offices of Culture and Tourism, District or City Levels Offices of Culture and Tourism, Tourism Council, Heritage Clubs and Local Tour Guide Associations at lower grassroots levels under the patronage of district or respective city level administrations. The MoCT then has put the vision for the country's tourism as Ethiopia will become one of the top five tourist destinations in Africa by 2020.

And the Mission of the ministry is to:

Develop Ethiopia's tourism to maximize its contribution to the country's economic development, preserving her rich cultural and natural heritage, and providing the warmest of hospitality, excellent value for money and memorable, authentic experiences to every visitor. MoCT (2015)

Among the ten pillars of Ethiopian Tourism Policy, pillar one deal with Policy, Regulation and Institutional Framework. In regard to collaboration of stakeholders, this pillar has an objective of strengthening public-private collaboration. Hence, the policy recommends the establishment of destination management organizations (DMO) which is responsible in bringing together all public and private sector stakeholders and the community within destinations as a mechanism to create and implement local initiatives, manage the destination as an integrated entity and provide the destination with a strong voice at the regional and national level in major tourist areas.

For this matter, it has been agreed to establish and strengthen regional Tourism Transformation Councils (TTCs) which provide a high level forum for decision makers in the public and private sectors to consider and influence the development of the sector regionally in a collaborative environment with a progressive focus (MoCT, 2015).

In addition to this the policy discloses that there is a need to integrate tourism development into key development policies and strategies of the country like agricultural policy, foreign affairs and security policy, industrial development policy and others (MoCT, 2009).

2.6.2. Implementation of Tourism Policy in Ethiopia

Robinson (2016) claims that review of the tourism development policies and mechanisms currently in place in Ethiopia is imperative but failure to do so is severely restricting its ability to achieve success in the tourism sector. As stated in Yimer (2016), most of the stakeholders such as the federal government, regional government, private sectors and local communities are not fully playing their roles in implementing the policy. The work of Temesgen (2016) also disclosed that Ethiopian tourism policy is not even properly implemented yet because of reasons like lack of financial resources, poor implementation capacity, and less attention to the policy in general.

There are undone tasks by federal and regional governments which include expanding and improving the development of infrastructural facilities, coordinating and leading vigorous marketing and promotion activities, ensuring the psychological and physical well-being of visitors, and protecting heritages in collaboration with local communities (Yimer, 2016) while private sectors failed to play their roles like to participate in the provision of quality tourism services in types and capacities required, to involve in the expansion of infrastructure ,to participate in the protection of attractions., and to participate in associations for mutual support. Local community also failed to play roles like providing appropriate care to guests visiting the local attractions, protecting cultural and social values from negative influence of tourism, conserving cultural resources with a sense of ownership which all impeding the implementation of tourism policy of the country (Temesgen, 2016).

2.7. Empirical Review of Tourism Stakeholders' Operation

Taking the vision of being one of the top five tourist destinations in Africa, MoCT has made many efforts at the federal level. This work includes establishing different associations and organizations at the federal and regional levels. The following bodies have been formed in order to mitigate the problem of lack of collaboration among stakeholders which include The Ethiopian Tourism Transformational Council (ETTC), The Ethiopian Tourism Transformational Board (ETTB), and The Ethiopian Tourism Transformational Agency (ETTA) which is now called ETO (MoCT, 2015) which have various responsibilities.

Besides this remarkable effort, Temesgen (2016) claimed that there are many undone roles of stakeholders in implementation of the Ethiopian tourism policy. He argued that Federal and regional governments are weak in expanding and improving the development of infrastructural facilities. They have not also done the role of coordinating and leading sufficient marketing and promotion activities as well as ensure the psychological and physical well-being of visitors.

In his work he also argued that private sectors have not done their part in areas like participating in the provision of quality tourism services in types and capacities required engaging in the expansion of infrastructure needed in the localities of major destinations, contributing in the protection of attractions and partaking in associations for mutual support.

Oromia Culture and Tourism Bureau (2012) also tried to identify some roles of government, private sectors and local community. It pinpoints the role of government in tourism development is creating conducive environment for tourism and availing land for investment in tourism sector. It claims private sectors are the sole agent to run any profit making business activities. It adds the local communities are responsible in securing the safety and security of tourists, preserving the tourism attractions and participating in eco-tourism activities in different way.

However, different studies like Sintayehu (2016), Gebrekiros (2016) and Tefaye and Taye (2017) and others revealed that there is a problem of collaboration among stakeholders which is impeding the tourism development at the national, regional and local levels.

Sintayehu (2016) thoroughly identified key stakeholders for tourism development with their respective roles and he categorized the stakeholders as public authorities, associations, NGOs, training institutions, private organizations like hotels, lodges, tourism service providers and SMMEs and host community. The author discussed that while bringing strategy, plan, policy, legislation regarding to tourism development and developing and improving tourism infrastructures are all roles of public authorities, the private sectors, NGO's and other educational institution have the responsibilities of involving in tourism development by investing, developing tourism products, supporting in bringing tourism infrastructures, conservation activities, and provision of training, financial assistance. In addition, local communities have the roles of conservation, protection and developing potential tourism resources.

A poignant statement in Ethiopia's Tourism Development Policy (2009) highlights the problem of lack of collaboration of stakeholders which is prevailing because of the absence of a clear policy that would lay the direction for the cooperation and coordination that should exist among the government, the private sector, the community at tourist attraction sites, the general public and other stakeholders. Hence, it has not been possible for the country to derive full benefits from the sector, and development has remained uncoordinated and unsustainable. For this regard, Robinson and Jonker (2016) claimed that there is lack of participation from stakeholders on policy formulation and its implementations in Ethiopia.

Yimer (2016) discussed that MoCT has identified weak mutual support and coordination among tourism stakeholders which is hindering tourism development in the country. Selamawit (2013) also discussed the role of government and other stakeholders in destination branding. The author has identified the advantages of working together between different government sectors, destination marketing organization and stakeholder to develop the image of one country and stated that the establishment of successful destination brand requires collaboration between the stakeholders.

CHAPTER THREE

METHODOLOGY AND PROCESS

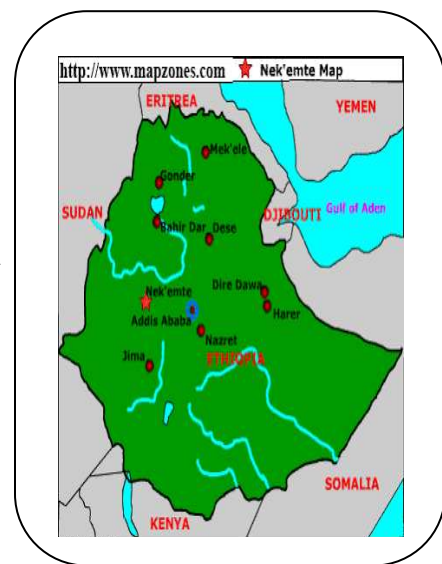
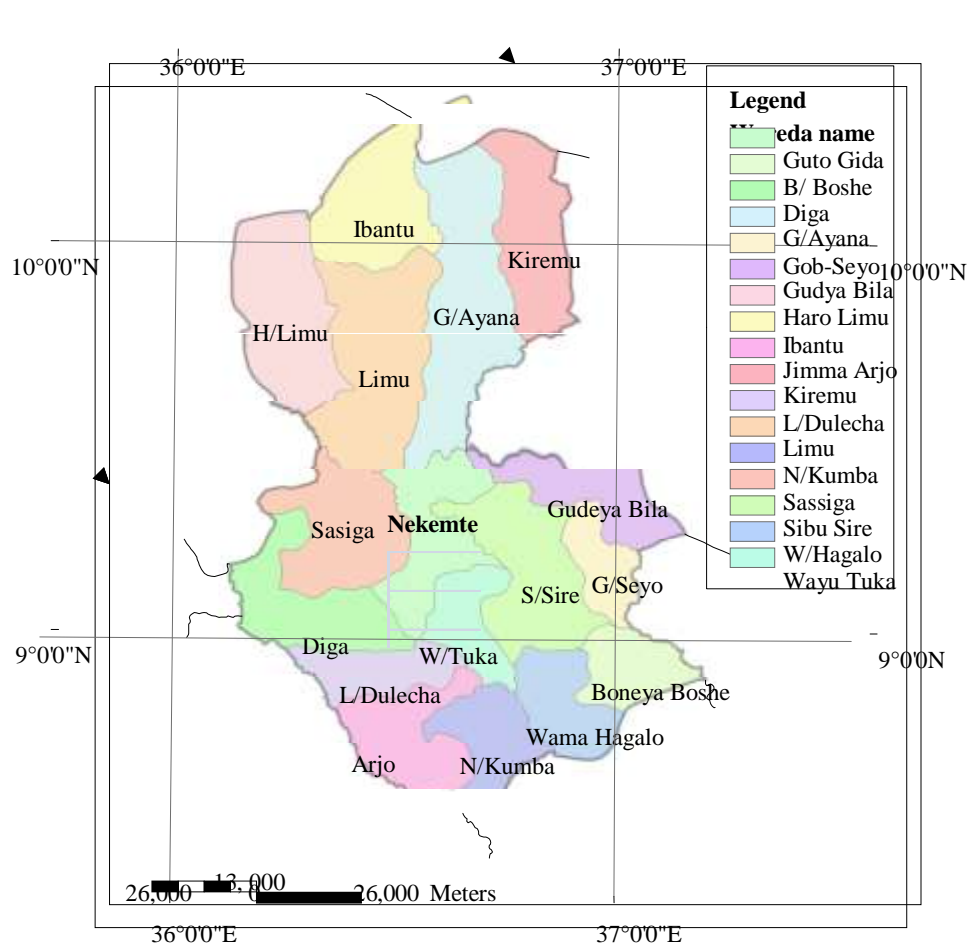
3.1. Research Site Description

Nekemte town is located in the Western sub region of Oromia. It is one of the old towns in the country, established in the mid 19th century which is situated on a flat, hilly landscape. Nekemte is located at a distance of 331 km West of Addis Ababa, 110km North East of Gimbi, the principal town of West Wollega Zone and 250 km North West of Jima Zone in Oromia Regional state. The astronomical location of Nekemte Town lies in between 9° 36' 0" North and 10° 37' 0" East, and its elevation is 2088 meters above sea level. The town linearly stretches cover 3192 hectares. Locally, the town is bounded by Guto Gida woreda (5km) in north side, Wayu Tuka woreda (10km) in the East side and Diga Woreda (12km) in West side(Nekemte Culture and Tourism, 2017).

The 2007 National Census also disclosed that the total population of this town was 75,212 of whom 38,385 are men and 36,834 were women. In regard to the religion background, the majority, i.e. 48.49% are Protestant Christians, while 39.33% are followers of Orthodox Christian and the rest 10.88% were Muslims.

Oromo and Amhara were the two dominant ethnic groups found in the town. Accordingly, Oromo and Amhara constituted about 79 and 15 percent of the total population of the town, respectively, while the other ethnic groups like Gurage, Tigre and others taken together accounted for 3.4 percent (Cherinet, 2017).

Figure 2.3 Map of Nekemte Administrative Town with Respective Woredas



Source: CSA (2007)

3.1.1. Topography and Climate

Data obtained from East Wollega Zone Office of Agricultural and Rural Development reveals that Nekemte lies on an elevated topography which forms the water shed boundary of Dedessa River. Thus, runoffs borne from Nekemte hills flow into Dedessa River basin through several streams and rivers, including Leku, Hole, Adiya, Wendo and Shora (Cherinet, 2009). The climate of the Nekemte town is semi-humid climate which is moderate and is comfortable for human habitation and economic activities (Chala,2017).

3.1.2. Infrastructural Development and Services

Nekemte is at the center of the road network for South-western Ethiopia. The first major road dates to the early 1930s, with a road that extended from the capital Addis Ababa. Later, the new road was constructed connecting Addis Ababa to Asossa via Nekemte. Postal service for this town has been present as early as 1923. A branch of the Ethiopian electric light and power began providing electricity to the town by 1960. By 1957, phone service extended to the city (Tiruneh, 2004). These facilities are currently serving both the public and tourists visiting the area.

In regard to health facilities, currently there are two health centers, one general hospital and one referral hospital serving the urban population of Nekemte and the surrounding areas in addition to some private clinics. The town also has one public university (Wollega University), private colleges and KG up to Preparatory schools owned by public and private schools.

3.1.3. Tourist Attractions

According to the work of Chala (2017), Nekemte town is endowed with abundant tourist attractions which are categorized under natural, cultural, historical and others. Tourist attractions in the town include Kumsa Moroda Palace, Wollega Museum, Nekemte City Administrative Hall, Lake Sorga, and others. Beside this the hospitable culture of the society and their cultural food and drinks draws the attention of tourists.

i. Wollega Museum

Wollega Museum is the first ethnographic museum established in East Wollega Zone, in the center of Nekemte town which was built in 1978 (Dagafu, 1994). The museum exhibits varieties of traditional household furniture that reflect the culture of the Oromo people and that of various ethnic groups in the area. It contains artifacts and antiquities, wood products, arm tools, basketry of different styles, barter exchanges like salts, ostrich egg, and ivory. In the historic section of the museum, there are several old ornaments of the local people and government heads which include spears, gold painted shields, swords, guns and machine guns (Oromia Culture and Tourism Bureau, 2015).

Because of its fascinating collections, Wollega Museum is regarded as the major tourist attractions in the area especially for those who want to know the culture of the society. The artifacts, handcrafts and other materials of the museum attract the sight and hence the museum is one of a must go place of the town (Nekemte Culture and Tourism Bureau, 2017). The figure below (Figure 3.2) depicts the picture of Wollega Museum.

Figure 3.2 Wollega Museum



Source: Own Photo Taken During Field Observation, 2018

ii. Kumsa Moroda Palace

This palace was built in 1889 and served as home of the Leqa Nekemte dynasty. This old palace has a historical and architectural importance with great historical tourism potential under given proper preservation (Mulugeta, 1991). The palace was made of large proportion of local material with local labor. The beauty of craftsmanship is seen on the building of the palace, and its long life shows the local knowledge and skill that the people had at that time (Oromia Culture and Tourism Bureau, 2015).

It was built on about 25,000m² area of land. It also has ten buildings and five gates in different directions, which shows 5 Gada system. Ingredient of the buildings include, wood, stone, iron, limestone, soil of the local materials by local architect & the Greece consultant (Nekmete Culture and Tourism Bureau, 2017).

Chala (2017) discussed that, Kumsa Moroda palace has different classes having various functions at the time. Now days, apart from its touristic value, it also provides some functions for the society. These include the historical and evidential value for research work, sense of pride for the local community and commemorative and political value attached to the King Kumsa Moroda and his successor. The figure below (Figure 3.3) depicts the picture of Kumsa Moroda Palace.

Figure 3.3 Kumsa Moroda Palace



Source: Nekemte Culture and Tourism Office, 2017

iii. Nekemte Adminstartive Hall

This old historical building is found in the center of Nekemte town, which was home of the first modern school in Nekemte town. This building is currently kwon as ‘Nekemte Municipal Office’ and currently used as a government office, with little emphasis to its historical importance (Chala, 2017). The hall currently hosts most of meetings and conferences held in the town.

iv. Sorga Lake

Lake Sorga is one of pleasant sites of Nekemte town, which was established by Lutherans missionaries. The lake is found on 3km south west of Nekemte city. It is landed on 62 hectare with 20m depth. And it is encircled by natural forest that makes the area attractive. This lake has a various importance for the community and for tourism. It serves the local people for enjoyment during their wedding ceremony. Additionally, it allows for fishing and irrigation activities. Generally, Sorga Lake is used for fishing, irrigation and for other agricultural activities (Nekemte Culture and Tourism, 2017). The figure below (Figure 3.4) depicts the picture of Sorga Lake.

Figure 3.4 Sorga Lake



Source: Own Photo Taken During Field Observation, 2018)

3.2. Research Philosophy

Research philosophy deals with the source, nature and development of knowledge and about reality (Bajpai, 2011). As a researcher had collected secondary and primary data and also engaged in data analysis to answer the research questions and this answer marks the creation of new knowledge, the researcher should clearly put the research philosophy he/she follows. Paradigm is a world view or a set of assumptions about how things work. For authors like Rossman and Rollis (2003), paradigm is a shared understanding of reality. Creswell (2009) claims that three elements of inquiry i.e., knowledge claims, strategies, and methods combine to form different approaches to research. According to the author, stating a knowledge claim means that researchers start a project with certain assumptions about how they will learn and what they will learn during their inquiry and this claims might be called paradigm. Another definition of research paradigm is the one given by Thomas (1962) who states a research paradigm is an underlying assumptions and intellectual structure upon which research and development in a field of inquiry is based.

There are four schools of thought about knowledge claims which include post-positivism, constructivism, advocacy/participatory, and pragmatism (Crawsel, 2009). Accordingly, the post-positivist assumptions have governed claims about what warrants knowledge. This position is sometimes called the scientific method or doing science research. It is also called quantitative research, positivist/post-positivist research, empirical science, and post-positivism.

Authors like Lincoln and Guba (2000), Schwandt (2000), Neuman (2000) made series arguments on constructivism and they argued individuals seek understanding of the world in which they live and work. They develop subjective meanings of their experiences-meanings directed toward certain objects or things. These meanings are varied and multiple, leading the researcher to look for the complexity of views rather than narrowing meanings into a few categories or ideas. The goal of research, then, is to rely as much as possible on the participants' views of the situation being studied (Creswell, 2009).

While dealing with advocacy approach, Kemrnis and Wilkinson (1998) argued that advocacy or participatory is recursive or dialectical and is focused on bringing about change in practices. Thus, at the end of advocacy/participatory studies, researchers advance an action agenda for change. It is focused on helping individuals free themselves from constraints found in the media, in language, in work procedures, and in the relationships of power in educational.

Creswell (2003) make extensive argument on pragmatism and he stated that pragmatism focuses on consequences of actions. It is also problem-centered, pluralistic and more oriented on real-world practice. The author argued that the pragmatism approach applies mixed methods, i.e. quantitative and qualitative methods for inquiry. In regard to the researcher, he/she does have freedom of choice to choose the methods. Accordingly, for the researcher who wants to use mixed method, pragmatism opens the door to multiple methods, different worldviews, and different assumptions, as well as to different forms of data collection and analysis in the mixed methods study. For a pragmatist, the starting point for his/he work is a problem, and aims to contribute practical solutions that inform future practice (Saunders 2009).

In his argument, Creswell (2003) argued about the pragmatism as follows:

Thus, for the mixed methods researcher, pragmatism opens the door to multiple methods, different worldviews, and different assumptions, as well as to different forms of data collection and analysis in the mixed methods study.

Therefore, it was found convincing that this study was designed to follow the pragmatic approach which is problem centered, and that applies to the real world practice oriented in studying collaboration of stakeholders operation in Nekemte town.

3.3. Research Design

Research design gives the overall outline of the research and it provides a framework for the collection and analysis of data and subsequently indicates which research methods are appropriate (William, 2006). It is important to choose a proper design in conducting a research to collect relevant data and consequently, the researcher will use the mix of quantitative and qualitative research designs.

Creswell (2003) claims that mixed design is less well known than either the quantitative or qualitative strategies or it involve collecting and analyzing both forms of data in a single study. He also argued that all methods have limitations and hence researchers felt that biases inherent in any single method could neutralize or cancel the biases of other methods. Therefore, mixed design triangulates data sources to get reliable result. Triangulating data sources is a means for seeking convergence across qualitative and quantitative methods.

3.4. Research Methods

According to Frascati Manual (2015), qualitative approach involves studies that do not attempt to quantify measurements and includes techniques like interviews and observations without formal measurement. It involves understanding human behavior by asking a broad question, collecting data in the form of words, images, videos, etc that is analyzed, and searching for themes. On the other hand, quantitative approach uses for quantitative results through statistical summary or analysis. It involves systematic empirical investigation of quantitative properties and phenomena and their relationships by asking a narrow questions and collecting numerical data to analyze it utilizing statistical methods.

Taking the advantages of qualitative and quantitative research approaches into account, the blend of the two was used for this study. The thesis followed the triangulation of theories, research philosophies and data collection methods in order to produce a more comprehensive work on the collaboration of stakeholders operation for tourism development in the study area.

i. Sample Survey

Collaboration by its nature encompasses the interaction between two or more different groups and soliciting benefit from the combination. Hence, with the postulation of getting opinion from those stakeholders, the researcher carried out survey with governmental offices, professionals, private organizations and media.

a. Survey Conducted with Governmental Offices

The governmental offices survey was the major tool used to collect facts and information in the study. This survey tool principally identifies the major stakeholders of tourism development in the area, assesses their respective role and their collaboration with the major tourism bureau and with one another. For this purpose, 58 respondents are purposively selected as explained in the later section.

b. Survey Conducted with Tourism Expertise

This survey is conducted on the experts from Nekemte Culture and Tourism Office, East Wollega culture and Tourism Office, Wollega University and New Generation University. This survey helps to get professional information from experts in the sector regarding the role of different stakeholders, the academic role in the field and assess the policy formulations and implementation in the study area in regard to collaboration of stakeholders operation. The researcher believed that these tourism experts have deep knowledge of tourism as they are professionals in the sector. For this purpose, 35 individuals are purposively selected after stratified as the professionals

c. Survey Conducted with Tourism Service Providers

Tourism by itself is service industry and there are lots of service provides in the sector. In this thesis some managers of standard hotels in the area and local guides are contacted in order to assess their opinion on the collaboration of stakeholders and assess their level of collaboration with culture and tourism office and other stakeholders. Consequently, 35 individuals are purposively selected, i.e, 30 from hotels and 5 from local guides.

d. Survey Conducted with Media Expertise

The last category of sample survey is the one administered with medias. Here two local FM radios will be contacted. These are Nekemte FM and Wollega University FM. The main purpose of this survey is to explore the expression of medias on tourism development and assess their collaboration with tourism offices and other stakeholders to develop tourism in the area. For this purpose 10 individuals are purposively selected as representatives of media experts.

i. In-depth Interview

According to Boyce (2006), in-depth interview is qualitative research technique by which small numbers of respondents are intensively interviewed with the assumption to explore their perspective on a particular idea, program or situation. The participants were asked about their experience and expectation related to the collaboration, the thought they have regarding the stakeholders' operation, and their role of involvement in tourism development.

Accordingly, 17 individuals are selected from different stakeholders of tourism which the researcher believed they can give the required information. In this case, the representatives were from government offices, local community and media experts assuming that they can provide information about their role in tourism development, benefits and barriers of collaboration and their level of involvement in tourism development endeavor.

ii. Key Informant Interview

According to the argument of UNICEF (2005), key informant interviews are a research method to gather specific qualitative information, from "informants" who are usually experts and decision-makers, about a topic or a community's views.

The researcher then communicated extensively over a length of time in order to solicit their expertise and knowledge on the topic of discussion. Analyzing a collection of key informant interviews will give insights on concerns and solutions relating to policy, advocacy, resources and implementation of a program. Accordingly, the selected key informants are officials from culture and tourism bureau, instructors of Wollega University and managers of three hotels. For this purpose 6 key informants are purposively selected to give extensive information on the collaboration of stakeholders operation for tourism development in the study area.

The researcher had an assumption of getting information from those key informants about issues pertaining to their role in tourism development, other stakeholders' role in tourism, policies on collaboration of stakeholders, current trend in stakeholders' operation in the study area and some efforts that have been done in the area.

iii. Field Observation

According to Linda (2006), field observations are a method where you observe people in a real life locations and situations such as workplace, home, and on different rituals and ceremonies. It helps you to understand people's behavior, habits, needs and social relations in their natural environment.

Field observation is used to crosscheck data gained through in-depth interview and other tools. In this method, the researcher took the observer role. Some activities include visiting tourism sites, entertaining in hotels and other events. During the field observation, Wollega University was undertaking training for individuals who wanted to engage in hotel industry. The researcher has observed the training. In addition, the researcher has observed the underway Komto development project and some situations around hotels in the area.

Generally, field research techniques such as in-depth interviews, key informant interviews and observations are used in this study in order to solicit primary information from some concerned bodies like local community, private and public organizations, higher institutions and media. These methods triangulate with the survey in generating first hand information and crosscheck the facts collected through the survey method.

iv. Document analysis

In scholarship, a secondary source is a document or recording that relates or discusses information originally presented elsewhere and it adds information about primary sources (Monaghan and Hortman, 2001).

In this regard, the researcher used some documents from different public bureaus and the documents were analyzed in triangulation with primary data. Annual reports of public bureaus are among the secondary sources used to support in-depth interview and key informant information.

3.5. Sampling Techniques

According to Palys (2008), there is no one best sampling strategy because which is best depends on the objectives of the research as well as the context in which the research is being undertaken. In social research two sampling designs are common. These designs are probability and non-probability sampling designs. The research at hand used the combination of the two. The non-probability sampling is used to take informants who have deep knowledge about the issues under consideration and provide thorough discussion on the issues of concern. In this regard, the researcher used a combination of stratified, purposive and convenience technique.

i. Stratified Sampling

In this research, since the population is heterogeneous, it is necessary to first target the population, which was then stratified into strata like tourism service providers, professionals, media, employees from government sectors, and local community representatives to have proper distribution. The strata themselves have different categories under each category and samples from each stratum were chosen using purposive and convenience sampling techniques. The two techniques are discussed below.

ii. Purposive Sampling Technique

Purposive sampling also known as judgment, selective or availability sampling is a non-probability sampling in which representatives of the population or samples are selected by the researcher based on his or her judgment that he or she believes that it is possible to obtain a representative sample by sound judgment (Black, 2010). Palys (2008) made extensive argument on purposive sampling and he stated that to say one engages in purposive sampling signifies that one sees sampling as a series of strategic choices about with whom, where and how one does his/her research.

The research at hand strives to assess the collaboration of stakeholders operation for tourism development in Nekemte administrative town. In doing so, it is vital to contact the key personnel who are experts in the area and can give concrete data on the area. Consequently, purposive sampling technique fits the requirement of this research. According to Alvi (2016), in purposive sampling the sample is approached having a prior purpose in mind and the researcher predefines criteria of the elements that are to include in the study.

In this research the criterion which has been used to select the experts from different public and private sectors is that, he/she should work in any public/private organizations which have direct or indirect relationship with tourism as permanent or temporary worker. Accordingly, 161 respondents are purposively selected from those sectors and the specific number of those respondents respective to their organization is discussed in the table below. These respondents were assumed to provide necessary information on stakeholders operation as they are representatives from stakeholder organizations and local community. In every stakeholder organization, someone who works on tourism related activity is purposively selected by dealing with heads of every organization.

iii. Convenience Sampling

According to Saunders, Lewis and Thornhill (2012), convenience sampling is a non-probability sampling method where the representatives of the total population are taken from the group of people easy to contact or to reach. Here samples are drawn from that part of the population that is close to hand. For this study, this sampling technique is used to deal with local community. First, those groups are selected by using the strata method and then the final selection from the strata was made through convenient sampling. Local communities were contacted based on their accessibility around tourist attractions like Kumsa Moroda Palace, Sorga Lake and Wollega Museum. The researcher believe that, rather than taking representatives from the whole community, it is better to contact the local community dwelling nearby the attractions as they are those who have contact with tourists. In addition, some local communities participate in tourism related businesses in attractions like Kumsa Moroda Palace and Sorga Lake. Hence, they are expected to give good information than others.

All of the sampling techniques are summarized in the table 3.1 below with the respective specific objectives and sample size needed.

Table 3.1 Sampling Techniques

No.	Specific Objectives	Target Group		Sampling technique	Sample selected		
					Quantitative	Qualitative	
1.	<ul style="list-style-type: none"> Stakeholders identification and their roles Identifying sectoral collaboration among tourism stakeholders Assessing policy implementation Identify blockage of collaboration among tourism stakeholders Assessing the effect of collaboration among stakeholders 	Service providers					
			Hotels	Purposive	30	6	
			Guides	Purposive	5	2	
2.	<ul style="list-style-type: none"> Stakeholders identification and their roles Identifying sectoral collaboration among tourism stakeholders Assessing policy implementation Identify blockage of collaboration among tourism stakeholders 	Professionals	Nekemte Administrative Town Culture And Tourism Office	Purposive	10	1	
			East Wollega Zone Culture And Tourism Office	Purposive	10	1	
			Hotel And Tourism Management Department Of Wollega University	Purposive	7	1	
			Department Of Hotel And Tourism At Nekemte TVETC	Purposive	5	1	
			Department Of Hotel And Tourism At New Generation University	Purposive	3	-	
3.	<ul style="list-style-type: none"> Stakeholders identification and their roles Identify blockage of collaboration among tourism stakeholders 	Local Comm	Around Kumsa Moroda Palace And Wollega Museum	Convenience	-	3	
4.	<ul style="list-style-type: none"> Stakeholders identification and their roles Identifying sectoral collaboration among tourism stakeholders Assessing policy implementation Identify blockage of collaboration among tourism stakeholders Assessing the effect of collaboration among stakeholders 	Government offices	Nekemte Administrative Office	Purposive	5	1	
			Forest Enterprise	Purposive	7	1	
			Wildlife Conservation	Purposive	7	1	
			Agriculture Bureau	Purposive	5	1	
			Peace And Security	Purposive	5	-	
			Land Management Bureau	Purposive	7		
			Ethio-Telecom	Purposive	4	-	
			Micro And Small Enterprises	Purposive	5	1	
			Health Bureau	Purposive	5	-	
			Trade Bureau	Purposive	4	-	
			Smme Bureau	Purposive	4	-	
5.	<ul style="list-style-type: none"> Stakeholders identification and their roles Identify blockage of collaboration Identifying sectoral collaboration among tourism stakeholders Assessing policy implementation 	Media	Nekemte FM Radio	Purposive	5	1	
			Wollega University FM	Purposive	5	2	
Total						138	23
Total sample= (Quantitative +Qualitative) =161							

Source: Own Construction, 2018

3.6. Research Instruments

To conduct this research and collect required data, both primary and secondary sources of data were used. Secondary data was collected from published books and articles as well as from different documents and manuals from government. The primary sources of data were collected through questionnaire and interview from those representatives of aforementioned stakeholders. These data collection techniques are discussed below.

i. Questionnaire

For Gault (1907), questionnaire is a research instrument consisting of a series of questions or other types of prompt which is used to gather the necessary information from respondents. In this work the structured questionnaire was used to draw information from the respondents. The structured questions are focused on assessing the collaboration of stakeholders operation in the study area. In this regard, the variables of collaboration like policy, implementation of policy, motivation, communication, resource sharing and governance were assessed. Accordingly, questionnaires were distributed to the respondents and were collected carefully. The questionnaire tools are annexed (see annex 1).

ii. Interview

Weiss (1994) make extensive argument on interview as a method of data gathering for qualitative research and he defines interview as a conversation where a series of questions are asked to elicit information. Oakley (1998) also claimed that interview is the most common format of data gathering in qualitative research and it is a technique in which the practices and standards are not only recorded, but also achieved, challenged and reinforced. The research at hand also used interview to some selected individuals like Mayor of Nekemte Municipality, Manager of Culture and Tourism offices of Both the City and Zonal Office, Representatives from different government sectors, Training institutions like Wollega University, New Generation University and Nekemte TVET College, Medias, Hotels and Local community in order to get some in depth information about the collaboration of stakeholders operation in the study area. In this regard, both structured and semi-structured interview type were used for the study. The interview guide is annexed (see annex 2).

iii. Observation Checklist

For authors like Gray (2009), observation is a type of qualitative research method which included both research work in the field and participant's observation. The observational data can be integrated as auxiliary or confirmatory research. In this study, some stakeholders like hotels, training institutions, and Komto forest development projects were observed to get extra information on the collaboration of stakeholders operation in the study area and the data drew were integrated to other data elicited via other means. The observation checklist is annexed (see annex 3).

3.7. Method of Data Analysis

To achieve the objectives of the study data was analyzed through both qualitative and quantitative approaches. Quantitative data was analyzed by using numbers, tabulation and percentage. The data gathered using questionnaires was first arranged and organized in tables and changed into frequency and percentage. Percentage is dominantly employed since it is used to assess and analyze the stakeholders, respondents' profile, opinions and assumptions. In addition the information gathered from different sources was compiled in the way that is easy to manage. Following the completion of the data collection, the survey information was coded and entered into Statistical Package for Social Science (SPSS) of 16.0 versions analysis. The result of analysis was interpreted and discussed using descriptive statistics (frequency, percentage and mean).

Qualitative data obtained using key informant interview and a field observation was analyzed in thematic way. Braun and Clarke (2006) discussed that thematic analysis is often the go-to method in most qualitative research and comprises six steps which include familiarizing oneself with the data, generating initial codes, searching for themes, reviewing themes, defining and naming themes and producing report. The researcher has followed these steps. The data collected through different instruments (non-quantifiable information from open ended questions, key informant interviews and observation) was analyzed and interpreted by qualitative descriptions. Figures and tables were used to present the results of the study. Data collected through field observation was analyzed in the form of text. This helped the researcher to draw some inference or to make some generalization from the collected data.

3.8. Validity and Reliability of the Instruments

Validity is an important term in research that refers to the conceptual and scientific soundness of a research study (Graziano and Raulin, 2004). The primary purpose of validity is therefore to increase the accuracy and usefulness of findings by eliminating or controlling other conditions, which allows for greater confidence in the findings of a given study. So we can say that in general validity is the indication of how sound your research is. As such it is a very important and useful concept in all forms of research methodology. Seliger and Shohamy (1989) identified two type of validity which is internal and external validity. Accordingly, internal validity is related with factors like research design and data collection methods. Therefore, the research at hand considers those factors and undertakes the work with great care. External validity refers that the results can be generalized beyond the immediate study. Hence the researcher strives to validate the work externally and apply the research result to the tourism development of the region and also to the national wide.

According to Phelan and Wren (2005), reliability is the degree to which an assessment tool produces stable and consistent results. It refers to the repeatability of findings. If the study were to be done a second time, would it yield the same results? If so, the data are reliable. Consequently, if more than one person is observing behavior or some event, all observers should agree on what is being recorded in order to claim that the data are reliable. The same to validity, reliability also has both internal and external aspects. Therefore, the researcher endeavor to assure the reliability of the work through cross- trial works like using different interviewers in the same field to crosscheck the similarity of data collected.

3.9. Ethical Considerations

Ethical considerations in research are critical. Ethics are the norms or standards for conduct that distinguish between right and wrong. They help to determine the difference between acceptable and unacceptable behaviors. Researchers are professionals hence, research ethics as a branch of applied ethics has well established rules and guidelines that defines their conduct (Ifedha and Bretta, 2016).

Research ethics is important in our daily life research endeavors and requires that researchers should protect the dignity of their subjects and publish well the information that is researched (Fouka and Mantzorou, 2011). Why are ethical considerations so important in research? First, ethical standards prevent against the fabrication or falsifying of data and therefore, promote the pursuit of knowledge and truth which is the primary goal of research .Ethical behavior is also critical for collaborative work because it encourages an environment of trust, accountability, and mutual respect among researchers. Researchers must also adhere to ethical standards in order for the public to support and believe in the research. The public wants to be assured that researchers followed the appropriate guidelines for issues such as human rights, animal welfare, compliance with the law, conflicts of interest, safety, health standards and so on (Frohna, 2007).

From my part I conveyed to all the beneficiaries of this proposed research that I have maintained utmost honesty and sincerity in expressing the truth as best I know it and not conveying it in a way likely to mislead or deceive anyone. I extended my due diligences to all my respondents and treated them with civility, courtesy, decency, tolerance and acceptance of their views to my questionnaires/ interviews without having any bias. I had full accountability, respect for the cause and self-restraint while presenting the survey results under the spell of fairness and equity.

It's immensely ethical to think good for the society, and I aimed to do that.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND DISCUSSION

This part of the study deals with the presentation, analysis and interpretation of data collected through questionnaires, interviews and field observation to address the basic research questions. The questionnaire, both open and close-ended types were designed and distributed for 138 respondents to capture the background of the respondents and assess the collaboration among stakeholders in Nekemte town. Out of 138 questionnaires, 130 were properly filled and collected, and the remaining 8 questionnaires were not analyzed and reported. In addition, 23 respondents are contacted through in-depth interview and key informant interview. Therefore, the subsequent section focuses on the analysis of the basic characteristics of the respondents including gender, age, marital status, level of education and occupational category collected from 153 (130 quantitative and 23 qualitative) respondents.

4.1 Demographic Characteristics of the Respondents

The demographic characteristics of respondents of the study area has been analyzed and reported as shown in the following section.

4.1.1 Gender of the Respondents

Gender is an essential variable in demographic analysis. Demographic analysis requires separate population data by sex category. The Table below (Table 4.1) presents the gender distribution of the respondents.

Table 4.1 Gender of the Respondents

Gender of Respondents		
	Frequency	Percentage
Male	102	78.5
Female	28	21.5
Total	130	100.0

Source: Sample Survey, May 2018

According to table 4.1 above, 102 (78.5%) of the respondents are male while 28 (21.5%) are female. The table reports majority of the respondents are male and this implies male involvement in tourism stakeholders appears larger in Nekemte town as compared to the activities of women. Beside this, Khun and Villeval (2013) discussed that women prefer to be in teams while men prefer to work alone because men are over confident in their own abilities and distrust their colleagues. Hence, this may affect the collaboration in the sector in a negative way as the number of men outnumbered the number of women. Efforts needed to empower women in the collaboration endeavor in the study area.

4.1.2 Age Category of the Respondents

Age is another demographic characteristic which is important in any research. Age distribution of the respondents is summarized in the table below (Table 4.2).

Table 4.2 Age Distribution of the Respondents

Age Distribution of the respondents			
	Frequency	Percent	Valid Percent
18-30	89	68.5	70.1
31-45	26	20.0	20.5
46-60	12	9.2	9.4
Total	127	97.7	100.0
Missing	3	2.3	
Total	130	100.0	

Source: Sample Survey, May 2018

Table 4.2 shows the age distribution of the respondents. Accordingly, 89(70.1%) of the respondents reported that their age category was between 18-30 years. Nearly 26(20.5%) of the respondents revealed that the age category was found between 31-45 years. 12(9.4%) of the respondents reported that the age group was found between 46-60 years. This table shows that the majority of the age categories of the respondents were between 18-30 years, which falls with on economically productive and active age group.

Hence, tourism development requires the mobilization of such working age category, who can transform the tourism developments playing active roles of their respective organization.

4.1.3 Marital Status of the Respondents

Marital status is another demographic characteristic which is important to be analyzed. The Table below (Table 4.3) indicates the marital status of the respondents.

Table 4.3 Marital Status of the Respondents

Marital Status of the Respondents			
	Frequency	Percent	Valid Percent
Married	59	45.4	45.7
Single	69	53.1	53.5
Divorced	1	.8	.8
Total	129	99.2	100.0
- Missing	1	.8	
Total	130	100.0	

Source: Sample Survey, May 2018

Table 4.3 indicates the marital status of the respondents. Accordingly, 59(45.7%) of the respondents revealed that they were married. Of the total respondents, 69(53.5%) reported that they were single. Only 1(0.8%) of the respondents revealed that he/she is divorced. As presented in the above table (Table 4.3) the researcher concludes that the majority of the respondents demonstrated they were single and not married which further indicates the possibility for the respondents to participate on various collaborative activities for tourism development as they can have possibility to freely move from their regular works.

4.1.4 Educational Background of the Respondents

The table below (Table 4.4) shows educational level of the respondents. Collaboration requires common understanding among the partners. Hence, education is a basic parameter for any collaborative activities in general and particularly for tourism industry development.

Jansen and Wubbels (2017) discussed that lack of collaborative skill is one challenge in collaboration and it can be solved with education, i.e. as we go higher in educational hierarchy, collaborative skill increases.

Table 1.4 Educational Background of the Respondents

Educational Level of the Respondents			
	Frequency	Percent	Valid Percent
High School	5	3.8	3.9
College Diploma	7	5.4	5.4
TVET	8	6.2	6.2
First Degree	102	78.5	79.1
Masters and above	7	5.4	5.4
Total	129	99.2	100.0
Missing	1	.8	
Total	130	100.0	

Source: Sample Survey, May 2018

As depicted in Table 4.4, the educational level of the respondents ranges from high school to masters holders and above. Accordingly, 5(3.9%) of the respondents reported that they were in high school level and 7(5.4%) of the respondents were diploma holders. Nearly, 8(6.2%) of the respondents revealed that they are in TVET level. 102(79.1%) of the respondent claimed that they have first degree and 7(5.4%) of the respondents revealed they have masters or above. This shows that, the greater proportion of the respondents were degree holders as pointed out by 102(79.1%). The finding indicates that, the gradual involvement of educated individuals in the stakeholder organizations will be able to understand and practically engage in the collaboration and can work with diverse groups from different organizational cultures.

4.1.5 Occupational Category of the Respondents

The role of government was identified as key to developing the tourism industry. To become an attractive destination for tourists, a location requires a wide range of services including infrastructure and effective destination marketing. Private sectors like hotels and restaurants also have a huge potential to reduce poverty in many parts of the world.

Partnership between private and public sectors should be enhanced to ensure more effective coordination and benefits for local community (ILO, 2010). The Table below (Table 4.5) presents the occupational category of the respondents from which the respondents largely derived their livelihoods.

Table4.5 Occupational Category of the Respondents

Occupation Category of the Respondents			
	Frequency	Percent	Valid Percent
Government office employee	87	66.9	67.4
Private sector	30	23.1	23.3
Self-employee	9	6.9	7.0
Other	3	2.3	2.3
Total	129	99.2	100.0
Missing	1	.8	
Total	130	100.0	

Source: Sample Survey, May 2018

Accordingly to the table 4.5 above, 87(67.4%) of the respondents revealed that they were government employees which is the majority percentage. The private sectors employees account 30(23.3%) of the total respondents. The remaining 9(7%) of the respondents revealed that they were self-employee like local tour guides and the rest 3 (2.3%) are other occupational category (enterprises). The table shows that the majority of the respondents were government employees. This is because as it will be explained in the next session, most of the stakeholder organizations are government driven offices and few of them are from private sectors.

Generally, the overall summary of the respondents' profile revealed that majority of them are male. In regard to age, the greater parts of the respondents are found between the age ranges of 18-30 years which is highly productive age group. The marital status profile shows that majority of the respondents are single and not married.

Regarding educational background information, it has been reported that majority of the respondents are degree holders. Finally, the majority of the respondent's occupational category is government employees

4.1.6. Demographic Characteristics of the Informants

As the researcher used the intermingle of quantitative and qualitative methods, it is necessary to put the demographic characteristics of qualitative respondents. For qualitative purpose, 23 individuals are purposively selected based on the assumption that they can provide the necessary information for the study. Their demographic characteristic is summarized in the table below.

Table 4.6. Demographic Characteristics of the Informants

Gender of Informants		
	Frequency	Percent
Male	22	95.7
Female	1	4.3
Total	23	100.0
Age of the Informants		
	Frequency	Percent
18-30	12	52.2
31-45	11	47.8
Total	23	100.0
Marital Status of the Informants		
	Frequency	Percent
Married	9	39.1
Single	14	60.9
Total	23	100.0
Educational Level of the Informants		
	Frequency	Percent
College Diploma	2	8.7
First Degree	21	91.3
Total	23	100.0
Occupation Category of the Informants		
	Frequency	Percent
Government office employee	12	52.2
Private sector	6	26.1
Self-employee	5	21.7
Total	23	100.0

Source: Sample Survey, May 2018

According to the table 4.6 above, the majority of the informants, i.e, 22(95.7%) are men while only 1 (4.3%) are women. In terms of their age, 12 respondents with 52.2% are found between 18-30 years while the rest 11 (47.8%) are found between 31-45 years age group. The table also reports that, majority of the respondents were single with 60.95 which are 14 in number. The rest 9 informants with 39.1% were married.

In regard to the educational level of the informants, the table discloses that, majority of the informants, i.e 21(91.3%) claimed they have first degree while 2 (8.7%) have college diploma. Lastly, the table reports that, 12 (52.2%) informants were government office employees which account the majority. Private and self-employees account 26.1% and 21.7% respectively.

4.2 Stakeholders for Tourism Development in Nekemte Town and their Respective Roles

4.2.1 Stakeholders for Tourism Development in Nekemte Town

UNWTO report of 2005 included the following stakeholders for tourism development at the global level which include: national governments, local governments with specific competence in tourism matters, tourism establishments and tourism enterprises, including their associations, institutions engaged in financing tourism projects, tourism employees, tourism professionals and tourism consultants, trade unions of tourism employees, tourism education and training centers, travelers, including business travelers, and visitors to tourism destinations, sites and attractions, local populations and host communities at tourism destinations through their representatives, other juridical and natural persons having stakes in tourism development including non-governmental organizations specializing in tourism and directly involved in tourism projects and the supply of tourism services.

Based on the collected data, local communities, public authorities (i.e., culture and tourism, agriculture, rural development, administration, micro, small and medium enterprises development agency and etc), private sectors (hotels and related establishments, micro, small and medium tourism enterprises entrepreneurs, destination facilities and service providers and the likes), public and private schools, institution, colleges and Universities and Communication medias like FM radios were identified as stakeholders for tourism development in Nekemte Administrative town.

Specifically, the following stakeholders are identified as the stakeholders of tourism development in the study area which are summarized in the table below.

Table 4.7 Stakeholders for Tourism Development in Nekemte Town

Government Driven Tourism Stakeholders	Oromia Regional State Tourism and Culture Bureau
	East Wollega Zone Culture and Tourism Office
	Nekemte Administrative Town Culture and Tourism Office
	Nekemte Administrative Town Municipality
	Western Region Forest Enterprises Wollega District
	Public Training institutions (Wollega University and Nekemte TVETC)
	Research Center
	Western Region Ethio-telecom Nekemte Branch
	Wildlife conservation authorities
	Agriculture office
	Medias like Nekemte FM radio and Wollega University Community Radio
	Nekemte Town Health office
	Nekemte Peace and Security Office
	Nekemte Town Communication Bureau
	Nekemte Land Development and Management Bureau
	Nekemte SMME Office
	Nekemte Trade Bureau
	Destination facilities and service providers like local Guides
	Finance Bureau
	Education Bureau
Construction Bureau	
Private Sector	Hotels and related establishments like restaurants, bars, cafeterias
	Private Training Institutions (New Generation University)
	Local guides
Others	Local Community
	Tourists

Source: Own Construction, 2018

4.2.2 Stakeholders' Roles in Tourism Development in Nekemte Town

As it is known tourism stakeholders can be categorized under government driven offices and organizations, privately owned organizations, NGOs and tourists and local communities. In the following session the role of some government driven and private owned organizations as well as local community and tourists will be discussed as these are the stakeholders' categories in the study area.

I. Government Driven Tourism Stakeholders

In general the government recognizes that the duties of the public sector must cover such matters as health, safety, fair trading and consumer interests and infrastructure in transport such as roads, railways and ports. The major area of government's role in tourism is related to the strategy. Whatever form of organization or office, it is essential that the public authority, of all levels, national, regional and/or local government should agree an overall strategy. This should be reinforced by an outline plan or guidelines. Some key government driven stakeholders are described below with their roles.

1. Oromia Culture and Tourism Bureau

At the federal level, Ministry of Culture and Tourism is the highest governmental body which governs the overall tourism development endeavor throughout the country. According to MoCT(2016), the Ethiopian Ministry of Culture and Tourism is responsible for researching, preserving, developing, and promoting the culture and tourist attractions of Ethiopia and its peoples, both inside the country and internationally, which is established by proclamation No.471/2005, article 30. The ministry is charged with establishing a platform for tourism activity throughout the country. Its role includes identifying and designating locations as official tourist sites and developing the infrastructure required to make them tourist-accessible, while preserving their authenticity. The Ministry publicizes the country's resources of tourist attractions and encourages the development of tourist facilities. It also licenses and supervises establishments of tourist facilities such as hotels and tour operators, and sets the standards for them. In doing so the Ministry closely works together with different national and international stakeholders.

Oromia Regional Culture and Tourism office is responsible for tourism activities in the region. It is the highest government structure for tourism sector in the region, Oromia which is also responsible to Ministry of Culture and Tourism at the federal level. Hence, it runs the overall tourism activities in the region on behalf of government. One of its main roles is related with legislation and regulation. It sets policies and guidelines in regard to tourism and then disseminates to the zonal and town level culture and tourism offices. The office also works the work of supervision. It supervises all tourism activities undertaken in the region being the highest governmental body and takes measurement when necessary.

Oromia culture and tourism bureau is also responsible for designing awareness creation. As tourism is not well known in most part of Oromia, especially the western areas like Nekemte Administrative Town; the office is expected to create awareness in the community for sustainable development. Beside this, the bureau has responsibility to release fund for developing facilities and services across the region, including the study area.

Key informant from Nekemte culture and tourism office discussed that, the office at the town level is directly responsible to the regional tourism office, which is Oromia Culture and Tourism Bureau. Hence, all legislation issues including rules and regulations come from the upper body. Therefore, works like supervision of the tourism activities, designing awareness creation and releasing fund for developing facilities and services go to the regional tourism bureau and the town level bureau falls under it structurally.

2. East Wollega Zone Culture and Tourism Office

East Wollega Zone Culture and Tourism Office is government driven office which is assigned at the zonal level for all tourism deeds. Its role includes marketing and promotion activities in the zone. Most of the area's tourist attractions are not know to the public and international communities. Therefore, aggressive promotional activities are expected from the bureau. This bureau is also responsible for protection and conservation of heritages in the zone. As one government body, the office is expected to protect and conserve the natural and cultural heritages in the area. In addition, this bureau plays a vital role in making a clear administration structure for tourism development in the zone.

One key informant from the office stated that, their office has two main wings, i.e culture and tourism. In regard to culture, the office engaged in researches related to Oromo culture, Afan Oromo language, history of Oromo, Arts like theatre, music, films and library collections.

Pertaining to tourism, the office explores, develops and promotes both natural and manmade attractions to attract domestic and foreign tourists. The office is also engaging in promotional activities using different media.

The key informant narrated that:

Currently we are working on marketing and promoting tourism attractions in the town as well as out in the woredas. We have started to promote some major tourism attractions in the town and others in the zone using public broadcasting media. We have got five minute advertisement time per week on Oromia Broadcasting Network (OBN). This is the first move and we planned to do more in the future.

The office is also currently engaging in one tourist area development called “Komto Forest Development as a Tourist Attraction” which is working with five organizations. These are Wollega University, Wildlife and Environmental Conservation Bureau, Agriculture Bureau, Mayor of Wayu Tuka woreda, and East Wollega Zone Administration Office.

3. Nekemte Culture and Tourism Office

Nekemte Culture and Tourism Office is one of government driven offices which is responsible for all tourism activities in the town. As its name indicates, the office has two big wings, i.e, culture and tourism. The cultural wing focuses on the study of culture, history and Afan Oromo language which was marginalized in the past times. They make different researches on the art, music, language, history and all aspects of culture. It also works on study and documentations of local community’s films, theatre, music and proverbs. It also works on dictionary collection and standardization of Afan Oromo language.

The interview with the manager of the office and experts revealed that, the office has the following areas of role and responsibility for tourism development in the town:

a) Cultural study

Studying culture and history of Oromo people and benefiting the community is one of the major work assigned to the office. The office studies, documents and publicizes the culture of the local people which include the history, art, Afan Oromo Language, music, folklore and other cultural aspects.

The written document from the office disclosed that, in collaboration with Wollega Univeristy and five Aba Gadas, the work of awareness creation on culture and art has been done for 500 youths (335 male and 165 female) in the town in 2010 E.C. In addition to this, the office has made 3 researches as of the third quarter of 2010 EC budget year. These researches include one history, one language and one art related.

b) Awareness creation

As there is lack of public awareness for tourism in the area, the office is also responsible for creating awareness for the public about tourism development. The third quarter report of 2010 E.C reveals that, the office has given awareness for 6249 people in 2010 EC.

c) Hotel and tourism sectors supervision:

The bureau supervises the overall activities of hospitality sectors which include hotels, restaurants, cafeterias, coffeehouses, and all service providers in the sector. In this regard, the third quarter report of the office disclosed that, 112 organizations (including hotels, restaurants, cafeteria and pensions) have got the competency license from the office.

d) Library works

The office also works on collecting books in a library and makes it available for the public to read. As of 20 May 2018 the office reported that it has bought different books with 4097.50 ETB (four thousand ninety seven birr and fifty cents) and 59927 people have been benefited from the service of library.

e) Licensing

Any individual who wants to work in the town in hotel and tourism sector needs professional license from the office before getting the business license from trade bureau. Therefore, the bureau is responsible to assess and evaluate all required criteria to give professional license in the sector.

f) Tourism activities

The office is responsible for exploring, recording and documenting tourism attractions in the area. More efforts have been done by the office to explore tourist areas in the town. The office reported that, one tourism area has been studied and explored by the office in this year.

g) Providing information for tourists

As there is no tourist information center in the town separately, the office also works the work of information provision for tourists. It gives information on where about of the attractions and give recommendations for where to stay, how to go, safety and precautions and other deeds.

h) Marketing and promotion activities

Selling tourism attractions of the area is another major activity of the office. The office promotes tourism products of the area using different tools. In regard to this the office has got airtime on broadcasting media like OBN, EBC, Walta TV and local FM radios. Some of the broadcasted events include Irrecha festival, Qile festival, billboard writing, office promotional works, film and cinema release and others. In addition 5400 brochures and 4700 newsletters have been printed and distributed on World Tourism Day. Beside this, 9 events have been hosted in the city which was used as a means of promoting tourism attractions of the town in 2010 EC. Beside this the office supervises billboard and other promotional materials format. It oversees the writing format of promotional materials according to the preset guidelines.

i) Protection and conservation of heritages

The office plays vital role in conservation of heritages and increases their touristic value. The written report of the office stated that two attraction areas have been conserved in this year. The sites are Bolo fountain and cave and also Hadiya Lake.

j) Providing capacity building training

In order to build capacity in the sector, efforts have been made by the office. Accordingly, in this 2010 EC the 24 youth have been granted 500ETB per month to learn hotel and tourism management in Addis Ababa. Beside this five people have got long term training at Adama town and three employees of the office have got short term training at Batu town in the year 2010 EC as of 20 May 2018.

k) Coordination among stakeholders

Integrating stakeholders for tourism development is another role of the office. As the office is the one who is responsible for all tourism activities in the town, it is also its responsibility to bring the efforts of all stakeholders and bring them under one umbrella. The office is needed to create awareness for stakeholders through different mechanisms.

The office is responsible to bring different stakeholders of tourism by arranging platforms like training session, seminars, workshops and meetings. The office reported in its third quarter report of 2010 EC that 12 collaboration meetings have been hosted by the office in this year.

l) Implementation, monitoring, and evaluation roles

Culture and Tourism Office also monitors the implementations of the roles of other stakeholders. The office prepares checklists for evaluating the implementation of plans and roles of stakeholders. It then uses the evaluation result and feedback to improve the implementation processes.

4. Nekemte Administrative Town Administration Bureau

The major role of any town administration is to oversee and deliver the town's performance. In doing so, the bureau is responsible for supervising the overall sectors in the town which encompasses tourism. Town administration bureau is multi-purpose body responsible for delivering a broad range of services in relation to roads; traffic; planning; housing; economic and community development; health, environment, recreation and amenity services. .Any legal matters go to this bureau which needs the decision of the mayor.

In his speech, the vice mayor of Nekemte town said that:

Our office is responsible for the overall works in the town. We are the top government body to govern this town and all sectors fall under our jurisdiction. Hence, Nekemte Adminstrative Town Culture and Tourism Bureau is not exceptional.

According to his speech, the office's responsibility includes: enforcing all laws of the town, managing the operations of the town, supervising the conduct of all officers and department supervisors in the town authorized by law, managing the day-to-day operations and long-term planning strategies of the town, recommending legislative actions when some problems arise in any sector.

Beside this general responsibility, the bureau also has some specific roles which have direct impact on tourism development of the area. These include:

i. Allocating resources

Only the mayor can perform the task of balancing resources - the two most important ones being capital and people. The mayor must manage the budget and allocate resources.

The report from the office disclosed that 62,000ETB has been allocated for Nekmete culture and tourism office for the year 2010 EC.

Putting the right people in the right positions with the right training is probably the single most important thing a mayor can do. There is a big complain in the culture and tourism which says people are brought here as a demotion. But the office requires professionals as tourism is one of the major revenue generating sectors.

Therefore, one main role of administration office is to allocate proper budget for infrastructural development around the attractions and other facilities which help to attract tourists to the town. In addition, the administration office is required to allocate professionals especially on the management levels for culture and tourism office.

ii. Supporting and fulfilling public facilities

Public facilities like tape water, electricity power, health care, school, and telecommunication: these facilities have big value in destination development as tourists need them for staying more time in the site.

These facilities are supported and fulfilled by administration office of the town. The vice mayor revealed that one infrastructure has been developed at a tourist attraction in our town.

iii. Serving as the top conservator of peace in the town

It maintains safe streets by appointing and supervising the peace and security personnel, who works closely with the Police and Fire chiefs to control crime and establish programs that preserve the health and welfare of the local community. When the peace and security is safeguarded in the town, tourist flow may increase as they prefer the safe place to stay.

5. Land Management Bureau

Land is a major resource in tourism development as most tourism attractions are found on a specified land area. The interview with Head of Nekemte Culture and Tourism Bureau and head of Land Bureau reveals that the major role of land bureau is the demarcation of areas for tourism development and other activities. E.g. agriculture. There are different sectors running for development in the town and nearby areas. For instance, agricultural sector wants land to develop certain types of developmental projects.

However, the area may be wanted by tourism sector for tourism development. In another way, local community also utilizes some areas for themselves which may be developed as tourism activity. The nearby Komto forest can be raised as an example. The local community uses the forest for firewood and sells trees for their livelihood. But the area can be used for tourism activity if developed. Hence, the office has been participating in raising awareness for the local community and protecting the forest. Therefore, the role of land management bureau is to demarcate lands for tourism development and other activities like agriculture, construction, Industry Park, and other functions.

The head of Nekemte Land Management Bureau states that, their office is also responsible for minimizing human intervention in demarcated land for tourism, transferring the ownership of land, providing green paper, demarcating immovable natural resources like forest and cave, protecting wild animals and controlling land use management. Hence, all these activities of the office help to conserve tourism attractions and making them actual tourism products.

6. Western Region Forest Enterprise Wollega District

This organization deals with the conservation, protection and management of governmental forests. It also demarcates new forest area to develop it for future use. In addition it works on proper utilization of forest by the local community and above all it has leading operation in management of forest by the local community. In doing so, the enterprise works with some governmental bureaus like Nekemte Town Administration Bureau, agricultural Bureau and Wildlife and Climate Change Bureau. While talking about tourism, the role of this organization is to conserve forest which can be further used for tourism purposes as natural tourism attraction. The enterprise explores potential areas for forest development and then conserves the forest. Culture and tourism bureau then registers, promotes and makes it tourist attraction based on the recommendation from the enterprise.

7. Trade Bureau

The major activity of this bureau is provision of business license for individuals who want to indulge themselves in business activities. They provide all types of business license according to the preset criteria for entrepreneurs and organized SMMEs in the town. Hence, currently hotel and tourism has got priority as the sector is one of the most profitable businesses.

This bureau closely works with culture and tourism office because for those who want to invest in hospitality sector, before getting business license, individuals are requested to get professional license from culture and tourism office. After that they can get business license from trade bureau. Therefore, as government has given priority for hotel and tourism investment s at the national level, trade bureau at the local level is expected to initiate investment on the sector at the local level and help individuals to invest in tourism related businesses. The written report of the office stated that 112 SMMEs have been organized and got license on hotel and tourism business in 2010 EC. These SMMEs are organized on businesses like cafeterias, film houses, and coffee houses.

8. Wildlife Conservation and Climate Change Bureau

Conservation of natural resources of the area is the major responsibility of this bureau. In addition it helps in the study, forecast and give recommendation on climatic change in the town. As it is very know, flora and fauna are natural tourism attraction and climate itself is tourist attraction for some types of tourists. Hence, conserving these wildlife means conserving tourism attractions.

9. Agriculture Bureau

There is close relationship between agriculture and tourism as they depend on one another for development. Agricultural areas are becoming increasingly popular destinations for travel, especially cultural landscapes. Tourism-agriculture relationship improves agriculture value chain linkages, smallholder access to export markets, product diversification, increased food security, and promotion for agricultural products within the tourism sector of a destination.

The tourism industry provides an important export market for a host of agricultural products where hotels and restaurants demand diverse agricultural inputs, and tourists demand agro tourism experiences. Agro-tourism is often a feasible strategy for local economic development and to promote traditional sustainable agriculture practices.

Agriculture bureau has one wing called natural resource management which dedicated for the conservation of natural resources in the area. Hence these natural resources can be regarded as tourist attractions if conserved wisely.

The interview with agriculture bureau discloses that, the agriculture bureau has wings like livestock, fishery, and forest which can be utilized for tourism purpose if carefully developed. Therefore the role of this bureau in tourism development may be summarized as the following: advocate the use of modern farming techniques to protect the environment, conservation of natural resources of the area, developing appropriate land use planning, helping the provision of adequate and quality locally produced agricultural raw materials for hotels and related establishments.

10. Nekemte Health Office

Health sector is one of the key stakeholders working with culture and tourism office for tourism development in the area. The major responsibility of health office is to oversee the health sector in the town and supervising health related businesses like pharmacies, clinics and drugstores. In addition, it also supervises the cleanliness and sanitation of hotels and related establishments in collaboration with other sectors. The followings are the summarized role of health office in tourism development in the study area: realizing the provision of health services for tourists, supervising the cleanliness of the town, supervising and legitimizing the sanitation and cleanliness of hotels, restaurants, cafeterias and related establishments, giving training for workers of hotel and related establishments on the sanitation, engaging in standardization of hotels and related establishments, taking action on some hotel and tourism business organization in the failure of fulfilling the required criteria.

The written report of the office revealed that the office works collaboratively with four offices under the name “*Sectaroota Qindoominaa*” translated as collaboration sectors which include culture and tourism office, wildlife conservation office, and Nekemte town administration office.

In this collaboration, the town’s administration office and health office work on the cleanliness of the town and make it a best place for tourists and the community. Environmental conservation bureau is responsible for the controlling environmental pollution by different factors and the office of culture and tourism takes the work of supervision on the hotel and tourism businesses. The third quarter report of culture and tourism office revealed that 88 organizations have got the professional counseling and support from this collaboration and accordingly, six restaurants have got the first warning while seven cafeterias have got serious warning because of their inappropriate sewage disposal.

11. Training Institutions

Training institutions are aimed at producing competent professionals in various disciplines and engage in that solves development challenge, research and consultancy service addressing development challenges. As the town is center for all Wollega zones, there are some public and private institutions giving hotel and tourism management courses.

Among these, the public university is called Wollega University which is offering BA Degree in Hotel and Tourism Management. There is also one public college called Nekemte TVET College which offers Level II in hotel and other tourism fields. New Generation University is the private university offering up to Level IV in hotel and tourism fields.

Universities have three main areas of concern, i.e., teaching-learning, and community service and research activities. In the first wing they produce competent professionals in different disciplines including tourism sector. One of the major problems in low level development of Ethiopian tourism industry has been lack of professionals in the field. But currently there are various universities offering tourism related fields to fill this gap. Therefore, assisting in the soft ware part of tourism development will be the first role of training institutions.

In regard to producing professionals, the key informant from hotel and tourism department at Wollega University stated that, the department has graduated 18 students (6 female and 12 male) since its establishment in 2014. Five of the graduated students are now working in the department itself as instructors while others are working in the industry in the town and out of the town. This effort has great impact in filling the manpower gap in the industry. Interviewee from New Generation University and Nekemte TVETC also stated that, their department is providing different programs in the hospitality sector form Level I to Level IV.

After graduating from the school, students are joining hotels in the town which is improving the hotel industry in the town as educated individuals are involving in the industry. On the other hand, training institutions can help us business incubators in the field of tourism industry. In doing so, they promote innovation and entrepreneurship. They help enterprises to innovate; they drive the creation of start-ups (support to innovation, incubation and internationalisation) and they promote economic development through job and enterprise creation and development.

Training institutions also participate in tourism development through providing technical support and hosting training and development programme. One of mission of Wollega University is to engage in community service and help to solve problems in the community.

So, it can host different training sessions, seminars, workshops, symposium and other conferences and meetings related to tourism. By doing this, they create platform for stakeholders to collaborate with each other.

In addition the institution themselves can give technical training for different organizations like hotels, restaurants, cafeterias and local tour guides. The other role of training institutions includes creation of awareness about tourism development in the area.

Training institutions can also participate in tourism development of the area by conducting research and developing projects in the area. Wollega University has also research wing in which it engages in different research activities in thematic areas of the area. As the study area, Nekemte, is one of least developed tourism region of the country, it needs more effort to explore its potential tourism attractions and promote it to the public. In addition to this, the university can publish different works of professionals in the field. One of tourism expert in his speech said that:

I have finalized more than 20 research works in the field of tourism which is undertaken in the Wollega area. But i couldn't find anybody who can assist me in publishing these works. Wollega University is expected to publish these works for me but no one gives ear for me. It is such discouraging thing to participate in research works in this area as no one helps you in publishing your works.

The other problem of low tourism development in the area is lack of awareness by local community and other stakeholders. Therefore, these training institutions can create awareness in the town through different ways. For instance, they can organize one week event as “Tourism Week” containing different programs to create awareness in the area.

One key informant from hotel and tourism management department stated that there was an effort to organize tourism week event by the department but as there was state of emergency at the time, they couldn't organize the event. Besides these roles, Wollega University can help in developing tourism destination through technical assistance from professional and funding the project.

The written report of hotel and tourism management department in Wollega University also stated that, one community service entitled with “customer handling techniques” has been delivered for 79 hotel workers in three different cities, i.e. Nekemte, Shambu and Gimbi in 2016. In addition, one seminar has been hosted by the university in 2017 on the role of stakeholders to develop tourism destination on which representatives of organizations participated.

Beside this hotel and tourism department in Wollega University was giving a ten days training for people who want to engage in hotel work. One key informant from the department narrated the objectives of the training as follow:

The objective of this training program is to train 30 individuals in each round as waiters and equip them with the necessary skills that qualify them as waiters and thereby create job opportunity for them by creating linkage with all hotels and restaurants in Nekemte town and increase hotel services in the town by 20%. Specifically, the training is expected to upgrade the skill of the trainees in customer care, communication skills, discharging their duties and responsibilities and standardizing their grooming.

The researcher has also observed the underway training at the time and 35 people were on the training. After training, the participants are expected to be assessed both written and practical exam to be certified. There is also an agreement with hotels like Ijo International Hotel, Shalom Hotel and Farmland Hotel to hire these individuals up on their accomplishment of the training. The hotels have also agreed to sponsor the training by providing halls and refreshments during the training as it is continuous project.

12. Research Center

The role of research centers is to conduct research on social, economic, political, human resource and social-environmental problems facing the community, state, nation and world. They also provide a support system for the university to plan, develop, secure funding for and conduct research on problems of interest to the scientific community and to consumers of research findings. Based on this fact, Wollega University Industry Park is established as a research center working under the structure of Wollega University. In this center, there are experts from various disciplines engaging in the research activities. Culture and tourism center is one wing for this center. The center has three main areas of activities. These are: culture, hotel and tourism areas.

In general, the main roles of this center in tourism development include: engaging in research activities which can solve the tourism related problems in the area (specially in exploring potential tourism attractions and promotional strategies), giving some technical training for hotels and related establishments as part of community service, helping researchers in publishing their works in the field of tourism, giving counseling service for Culture and Tourism office, hotels and other stakeholders, creating platforms of collaboration among stakeholders and working on awareness creation .

One interviewee from the center declared in his speech that:

Our office has finalized one research and one field observation work. The title of the research was 'Status and Challenges of Culture and Tourism Office at Woreda Level: the Case of Eastern Wollega Zone'. The field observation was entitled "Assessment of Tourism Potential: the Case of Eastern Wollega Zone". Still we are planning to undertake more research works by cooperating with hotel and tourism management department in Wollega University.

The interviewee also stated that their office is making good effort to explore tourism attractions in the area and instead of sending students for field trip to other areas; they are working on discovering new tourism attractions and make them available for tourism students for field trip.

13. Nekemte SMME Bureau

This bureau has a role of organizing professionals on different disciplines to start up new business by themselves. In tourism development, they play role of assisting individuals in funding and financial incentives through providing grants, interest-free loans and other fiscal incentives for the empowerment of entrepreneurs in the tourism industry. In doing so, they work closely with the financial organizations like Oromia Credit Association as they help in loan provision.

Data from the office revealed that 112 SMMEs have been organized and got license on hotel and tourism business in 2010 EC. These SMMEs are organized on businesses like cafeterias, film houses, and coffee houses.

14. Nekemte Communication Bureau

The main role of this organization in tourism development is implicit in promotional works. Culture and tourism office may need some Medias like Oromia Broadcasting Media (OBN) and FM radios. During this time they need letter from the communication bureau to invite the Medias. In addition if culture and tourism office wants to advertise any event, they need permission from the office of communication. Hence, the role of this office is to assist culture and tourism bureau in promotional activities.

In this regard, the office has been helping culture and tourism office in providing recommendation letter for broadcasting media like OBN, EBC, Walta TV and local FM radios like Nekemte FM radio.

15. Peace and Security Bureau

Tourists need safe place to travel and need security to elongate their stay in the destination. Therefore, the role of this bureau is to realize the safety and security of tourists while they are in the town. Specially, there should be tight security at places like tourist attraction sites, bus station, touristic hotels and some major roads on which tourist walk. Hence, keeping safety and security of tourists and making the town safe place for all is the responsibility of this bureau.

16. Western Region Ethio-Telecom Nekemte Branch

Mobile network and internet connections are among the major amenities required by tourists as tourism product while they are in a destination. Tourists need free Wi-Fi service in the hotels with good speed. Therefore, this organization is the one responsible to fulfill this need in the area. It should give priority for some areas like hotels, banks and other services where tourists use frequently.

17. Media

In our all aspects of life, the role that the media is playing is becoming increasingly greater each day, especially in spheres like social interaction, and cultural and educational aspects of our life. In tourism industry, the media contributes greatly in activating tourist attractions. The media plays a significant role in both shaping the tourist behavior and raising awareness of issues relating to tourism development.

There are two FM radio stations based in Nekemte town. These are Nekemte FM Radio (FM 96.1) and Wollega University Community Radio FM 89.3). In his speech, the manager of Nekemte FM radio states that most of their works related to tourism are event based. They appear on different holidays and tourism related events to air their programs.

He also added that, they mostly focus on developmental programs in the community by evaluating the progress of the projects. They hear complain from the community and reports it to the government through the media.

He also claimed that they have one program called “*Bareedduu Biyyakoo*” to mean “My Beautiful Country” once per a week on which they present some tourist attractions in the area. Wollega University Community Radio is also working mostly on the issues of the university, but sometimes goes beyond this. They have one program called “*Aadaafi Aartii*” which is translated as “Culture and Art” once per day which focuses on promoting the local culture of the community.

In general, these media have the following roles in developing tourism in the study area, Nekemte town: design educational and awareness programs which will sensitize people to the issues of tourism development, design programs which reflect and respect the character of a region, provide adequate information about the destination area, raise awareness of social problems and government policies in destination areas, serve as alternative guides such which covers most of the destinations, not just the established tourist spots, creating good image for the destination through different programs, airing different tourism related events like holidays, festivals, trainings by the university, seminars, workshops and others.

II. Private Organizations (Hotels, Restaurants, Cafeterias, Resorts Lodges, SMMEs, and other Tourism Service Providers)

When tourists arrive at their final destination their main interest is to check into their hotel room and unwind, especially after hours of travel. It is therefore crucial that guests are treated with utmost care, as they may be tired and possibly irritated after their trip. Clearly the provision of accommodation, food and drink for tourists is not just a key ingredient within the tourism industry, it is essential.

The hotel industry is the currently flourishing sector in the study area. There is rapid expansion of the industry in the few recent years. Data from Nekemte Culture and Tourism disclosed that there are 89 registered hotels, 20 groceries, 2 recreational parks, 1 resort, 58 pension and 386 cafeterias in Nekemte town as of 10 May 2018. The detail of this data can be found in annex 7 at the end of the paper.

These hospitality organizations have crucial roles in tourism development of the area. Manager of one hotel in the town claims that:

In many areas hotels are important attractions for visitors who bring with them spending power. As accommodation is one element of tourism product, tourists perceive hotels as part of their experience in the destination. So hotel is not just a place to provide bed and meal but also builds tourist's experience in destinations.

Through spending by visitors hotels thus often contribute significantly to local economies both directly and indirectly through the subsequent diffusion of the visitor expenditure to the government assets and to other recipients in the community.

These organizations can also engage in tourism information provision. They can provide relevant information to their guests about the tourism attractions of the town, where to go, where to stay and get accommodation, food and beverage and how to go. These can be done by giving oral information to the guests or can be undertaken through providing promotional materials like brochures, folders, leaflets and flyers for the guests.

Hotels also plays vital role in hosting different meetings and conferences to boom the MICE industry in the area. Most hotels have meeting halls to host different events. These halls may help to accommodate platforms of tourism stakeholders.

Manager of one hotel stated that, their hotel has good meeting hall and they are working more to host more meetings and seminars including those directly related to tourism development. Hospitality organizations also have role in assisting the expansion of infrastructure needed in the localities of major destinations. They can participate in funding some destination development projects and sponsoring different events related to tourism. One key informant in Nekemte culture and tourism office reported in his speech that, there is one project underway at this time which is focused on Komto forest Development as a tourist attraction. But he complained that stakeholders like hotels are not participating in funding and other ways. Hence, hotels and other related establishments can play their role in tourism development by funding some developmental projects like destination development.

III. Local Community

The host community involves all those people who live within a tourist destination. As they own the resources in the area, they play vital role in tourism development. As explained in chapter three, Nekemte Administrative Town is endowed with both natural and manmade attractions which can attract foreign and domestic tourists. Therefore, people living around these attractions are considered as local community. Mulugeta(2017) stated that involving local community is to offer and share their cultural values for tourism development, to be part of the tourism development process and to benefit from tourism.

The major role of host community in tourism development is realization and respect of the attraction itself. They need to realize and respect the value of the environment, the flora and fauna, the monuments and the cultural heritage.

In addition they also have responsibility of conserving nature and culture as a way of life. This can be done through establishing guidelines to protect valuable local resources and foster tourism management.

The other role of local community is seen in fostering and safeguarding local values. Sometimes, there are investors who see opportunities in development but lack sensitivity to local values. In such situations, host community should realize and react to the potential threat of investors. Beside this, they need to become effective nature guides and conservationists of natural areas by enhancing the practical and ancestral knowledge of the natural features of the area.

Host communities are those who make contact with tourists. Hence, they need to be friendly with visitors and help them to practice ecotourism codes. As tourists come to share experience from the destination, they should be treated as own guest with warm welcome at all stages of the tour. They have also role of providing locally produced products/services like handicrafts around the tourism attraction as these things are part of tourists' experience in a destination.

One local community's interviewee narrated that:

Our community used to sell some locally produced material around Kumsa Moroda Palace. They also sell it around bus station. There is a locally produced stool called 'barcuma' which is common in this Wollega area. In addition people also used to sell different jewelries that are locally produced. However, this time the palace is controlled by military force and no one is going there to visit. So this is a big challenge for tourism development in this area. Whenever there is a protest in the town, the military took the palace and now it is getting bad image rather than serving as a tourist attraction.

Local communities should also be part and parcel of all the decision making process with other stakeholders for any tourism development effort in the area. They should not be excluded from the decision making process. Above all, local community should develop sense of ownership of the tourism resources and be proud of their own culture.

IV. Tourists

Tourists are consumers of tourism product in the destination. While they are in a destination, they have some necessary roles for tourism development in the area. Tourists should choose operators which have the reputation of being ethical and environmentally responsible. They also need to learn about and respecting the human and natural heritage of the host communities, including the geography, history, and customs. The other role of tourists is traveling in a culturally and environmentally sensitive manner, refraining from inappropriate behavior, which negatively affects the host community or degrades the local natural environment.

In addition, tourists should care about the local environment which can be manifested through refraining from purchasing or using those products, services, and transportation which endanger the local ecology and culture. Tourists also have responsibility of practicing minimal-impact travel and following environmental regulations in natural and cultural heritage areas. Beside these, tourists are expected to support resource conservation activities in the area as most of the area's attractions, especially historical ones (including Kumsa Moroda Palace and Wollega Museum) need urgent conservation works.

Generally, the research has identified stakeholders for tourism development in the study area with their respective roles. Accordingly, the stakeholders fall under four categories which include government driven offices, private organizations, local community and tourists.

The government driven offices are some public bureaus having relation with tourism sector and institutions like university and media. Private organizations are hotels, restaurants, cafeterias, SMME organized on hotel and tourism and others. Local communities and tourists also play vital role in developing tourism in the area. Furthermore, the researcher has used stakeholder analysis model of Saftic, Tezak, and Luk (2011). The model categorizes stakeholders in to primary and secondary stakeholders based on the power and their influence in tourism endeavor. One key informant from Nekemte culture and tourism office also stated that these stakeholders can be categorized as primary and secondary stakeholders based on the importance and influence they have on tourism development of the area. The following table summarizes the category of those stakeholders based on their influence and power.

Table 4.8 Primary and Secondary Tourism Stakeholders in the Nekemte Town

Stakeholder Type	Stakeholders
Primary Stakeholders	Oromia Regional State Tourism and Culture Bureau
	East Wollega Zone Culture and Tourism Office
	Nekemte Administrative Town Culture and Tourism Office
	Nekemte Administrative Town Municipality
	Western Region Forest Enterprises Wollega District
	Western Region Ethio-telecom Nekemte Branch
	Wildlife conservation authorities
	Agriculture office
	Nekemte Town Health office
	Hotels and related establishments like restaurants, bars, cafeterias
	Nekemte Peace and Security Office
	Nekemte Town Communication Bureau
	Nekemte Land Development and Mngement Bureau
	Nekemte SMME Office
	Nekemte Trade Bureau
	Secondary stakeholders
Wollega University, Nekemte TVETC, New Generation University	
Research Center	

Source: Own Construction, 2018

4.2.3 Knowledge of Stakeholders with Regard to their Roles

All of the aforesaid stakeholders need to be cognizant of their respective roles as in collaboration everyone plays its own role. In the following section, quantitative data gained from 130 respondents are analyzed along with the qualitative data gained from 23 respondents through in-depth interview and key informant interview. The following table reports the knowledge of stakeholders in regard to their roles in tourism development.

Table 4.9. Knowledge of Stakeholders' Role in Regard to their Roles

How do you evaluate your knowledge in regard to your roles for tourism development in the area?						
	N	Minimum	Maximum	Sum	Mean	Std. Deviation
Your knowledge of your roles	130	1.00	5.00	350.00	2.6923	.90516

Source: Sample Survey, May 2018

Note: 1=Very High, 2= High, 3=Medium, 4=Low and 5= Very Low

According to table 4.8 above, the mean of knowledge of stakeholders' role in regard to their roles is 2.6 which is close to 3. This implies that knowledge of stakeholders' role in regard to their roles is average. This data is supported with some interview data gained during field work. One interviewee from communication bureau totally claimed that all activities related to tourism is a mere work of culture and tourism and their office doesn't have any concern with tourism endeavor. However as mentioned in the first session of this chapter, the communication bureau does have some roles in tourism development. But the experts are not cognizant of this.

The other interviewee from agricultural office narrated that:

We do not have any concern with culture and tourism office. All tourism related endeavor goes to culture and tourism. Our work is on agriculture and even there is no agricultural development related to tourism in our area.

This implies they are not cognizant of their roles and responsibilities in tourism development of the area. Most of their roles are existing as a principle in their office and the employees in the office are not aware of the office's role in regard to tourism development of the town. Hence, more efforts needed from the office leading tourism endeavor in the town, i.e. Nekemte Culture and Tourism Office to aware those stakeholders about their respective role in tourism industry through different techniques like training, meetings and other platforms.

4.3 Sectoral Collaboration among Tourism Stakeholders in Nekemte Administrative Town

According to LACOE (2013), collaboration involves the exchange of information, the sharing of resources and the enhancement of the capacity of an individual, team, or organization for mutual benefit. Hence, information, interest, resource sharing, common vision and governance structures can be elements of collaboration.

Collaborations vary enormously depending on their goals, settings, teams and resources. However, all collaborations are a human activity, and the following elements play an important role in all of them. Dynamic theory of collaboration pinpoints the following elements as the elements of collaboration which includes motivation, communication, diversity, support, sharing, problem solving, governance, and trust and project management as major ones (Black. L.Cresswell. and Launa, 2012). In the following sessions, data gained through questionnaires, interview and observation will be analyzed against the key elements of collaborations.

4.3.1 Motivation

The driving force for collaboration is motivation. In order for a collaboration to succeed, everyone involved as a stakeholder needs to feel that they gain something from the collaboration or feel that they are doing a meaningful thing and working towards a valuable end result. In the following session, belief on collaboration, self-interest, organizational interest and commitment of collaboration are analyzed as per the results gained from respondents.

Table 4.10 Belief on Collaboration

Do you think working with other tourism organizations benefits your organization in achieving your goal?			
	Frequency	Percent	Valid Percent
Yes	113	86.9	88.3
No	15	11.5	11.7
Total	128	98.5	100.0
Missing	2	1.5	
Total	130	100.0	

Source: Sample Survey, May 2018

Table 4.10 presents the belief of stakeholders for collaboration in achieving their goal. Accordingly, the major part, i.e, 88.3% reported that they believe that working with other stakeholders believe that working with other stakeholders benefit their organization in achieving their goal. Hence, there is opportunity to collaborate those stakeholders as they believe in collaboration activities. However, respondents with 11.7% responded working with other stakeholders doesn't help them in achieving their goal. Some interviewees stated that collaboration with other organization has same effect on their usual work like time consuming, share of resources from their organization.

In his speech one interviewee from forest enterprise said that:

People do not want to spend money and other resources for collaborative work which is out of their regular works. They do not believe in this collaboration and they think it as a hurting activity. Most people also do not know the significance of tourism in the area and they do not want to waste their time on tourism related endeavors.

Therefore, even if large group believes in collaboration with stakeholders, still there are some numbers, which is not insignificant, seeing collaboration as negative effort for their organization.

Motivation for collaboration also includes commitment of working together, self-interest of collaboration and organizational interest to allow its employees for collaborative activities. The following table 4.11 summarizes the report of respondents on the commitment, self-interest and organizational interest of collaboration.

Table4.11 Commitment, Self-interest and Organizational Interest of Collaboration.

		Commitment of working together	Self-interest of collaborating	Organizational interest for collaboration
N	Valid	130	129	130
	Missing	0	1	0
Mean		3.1000	3.3798	3.0615
Std. Deviation		.92216	.84958	1.01732
Minimum		1.00	1.00	1.00
Maximum		5.00	5.00	5.00

Source: Sample Survey, May 2018

Note: (AM=3.180) AM=Average Mean, Code of Mean Value (1=Not At All, 2=Very Small 3=Small 4=High, 5= Very High)

According to the above table, mean of the commitment of working together is 3.1 which is close to 3 and it shows that majority of the respondents responded that the commitment of working together across stakeholders in the community is minimum. In his speech, the expert at the Western Region forest Enterprise Wollega district said that:

Officials and employees in different government organizations mostly focus on the works inside their bureau rather than working with other stakeholders for collaborative activities. This is because; when they are hired they only come to the bureau with orientation about works inside the office. There is no commitment to work out of the office and especially in many governmental offices, people just want to fill the attendance and get their salary other than being visionary on such collaborative activities.

Therefore, more efforts needed to bring the culture of working together in order to develop tourism in the study area, Nekemte Administrative Town.

Table 4.11 also reported that the mean of self-interest of respondents for collaboration is 3.3 which is close to 3. This implies that the self-interest of people working in stakeholders of tourism on working together is also minimum.

This report is also similar with the data gained through in-depth interview with head of East Wollega Culture and Tourism Bureau. He stated that, they have currently started one project to develop Komto forest which is found at the entrance of the city on the eastern part. Mount Komto is home of varied local and migratory birds which can attract the interested visitors for bird viewing. It is the best sites to spot many bird species. But there are few organizations participating on the project as most of them do not have interest on such collaborative activities. Hence, more effort is needed to create awareness on such issue to motivate individuals working as stakeholder in the sector.

Figure 4.1 Mount Komto



Source: Eastern Wollega Culture and Tourism Bureau, 2017

Organizational interest of collaboration is another thing which adds motivation for collaboration. The collaboration exists if only the respective organizations working as stakeholder allows their employees for collaborative activities. Table 4.11 reported that the mean of Organizational interest for collaboration is 3.06 which is very close to 3 and this shows that the organizational interest for collaboration in stakeholders is small.

The cross tabulation of organizational interest of collaboration to the occupation category of the respondents in the following table shows that the average mean for government office is 2.97, while for private sector and self-employees 3.2 and 3.5 respectively. Other employees like enterprises mean are 2.6. This shows that self-employees are more interested as they don't need to get permission from other body to work with other stakeholders and they have more interest than the two. Organizational interest of collaboration is also more noticed in private sectors than government office as 3.2 is more close to four than 2.9 as 4 represents high in the scale

One local guide at Wollega museum narrated about his interest on collaboration as follow:

We as local guides really want to work with all organizations working for tourism. We need to connect ourselves with big hotels like Ijo, Shalom and Farmland as most of foreign tourists stay in these hotels. They can recommend tourist attractions in the area and even they can mention us for guiding purpose. We also want to work closely with culture and tourism office. But there is no good effort to bring stakeholders together. But we hope it will happen in the future.

Table 4.12 Organizational Interest of Collaboration versus Occupation Category

	Occupation Category	Mean
Organizational interest for Collaboration	Government office	2.9770
	Private sector	3.200
	Self-employees	3.5556
	Others	2.6667

Source: Sample Survey, May 2018

Table 4.12 reports that average mean of commitment, self-interest and organizational interest of collaboration is 3.18 which is close to 3. This shows the motivation for collaboration in stakeholders is small and more efforts are required to motivate institutions/sectors in this collaboration to bring tourism development in the area.

Generally, it is disclosed in the study that, belief in collaboration is maximum in stakeholders who can be seen as an opportunity to start any collaborative efforts in the area. However, the commitment for collaborative works, self-interest of collaboration and organizational interest for collaboration is identified as minimum.

Hence, it is concluded that the motivation of stakeholders for collaboration for tourism development is weak in the study area, Nekemte town. Hence, efforts needed to motivate institutions and individuals to participate in collaborative activities.

4.3.2 Communication

Collaboration succeeds when it is communicated clearly among those involved in the whole process (Black et al, 2012). Giving information about the collaboration and its goals helps people decide whether to participate or not. It is recommended to establish channels of open communication and trust. The communication among stakeholders takes place though formal and informal ways. The table below (Table 4.13) summarizes the communication among stakeholders for tourism development.

Table 4.13 Information from Culture and Tourism Office

Have you been informed your roles by Culture and Tourism Office Yet?				
		Frequency	Percent	Valid Percent
Valid	Yes	59	45.4	46.5
	No	68	52.3	53.5
	Total	127	97.7	100.0
	Missing	3	2.3	
	Total	130	100.0	

Source: Sample Survey, May, 2018

Table 4.13 a reported that the majority of the respondents with 53.5% responded that they haven't been informed of their role by culture and Tourism Office. While 46.5% reported that they have been informed their role by the bureau. Accordingly, nearly half of the respondents haven't been told their aforementioned role by the office of Culture and Tourism. Therefore, more efforts are needed from the office to reach all the stakeholders and inform their respective role as this is very vital to get them in collaborative activities.

The written quarterly report of culture and tourism office claimed that the office planned to host 32 collaborative platforms in 2010 EC and it has hosted 12 meetings as of 20May 2018. The key informant from the office narrated that collaborative platforms were hosted for awareness creation, promotional activities and to celebrate some big events.

On the platforms, stakeholders have been informed their respective roles in tourism development. In addition, Wollega University has also prepared one seminar on the role of stakeholders for destination development and on the event, some stakeholders have participated and they have been informed their respective roles.

Besides giving information, collaboration requires formal and informal communication among stakeholders. The following table reports the level of formal communication among stakeholders for the tourism development in the study area.

Table 4.14 Formal Communication among Stakeholders

Is there formal communication among the stakeholders?			
	Frequency	Percent	Valid Percent
Yes	63	48.5	49.6
No	64	49.2	50.4
Total	127	97.7	100.0
Missing	3	2.3	
Total	130	100.0	

Source: Sample Survey, May 2018

According to the table above (table 4.14), the majority (50.4%) of the respondents responded that there is no formal communication among the stakeholders while comparable percentage with 49.6% responded that there is formal communication among stakeholders. This requires effort from responsible body to create different platforms of communication with all stakeholders.

The key informant from Nekemte culture and tourism office stated that there is one formal structure that binds 12 sectors altogether which is called “*Mana Maree Tiraanisfoormeeshinii Turiizimii*” which can be translated as tourism transformation council. This council was established in 2016 and sectors include culture and tourism office, Nekemte town administration office, SMME bureau, land management bureau, female affairs bureau, youth affairs bureau, social affairs bureau, finance bureau, revenue bureau and education bureau. Mayor of Nekemte administration office is the chairperson of the council and culture and tourism office is member of the council.

They meet twice in a month and discuss on issues like development of the town, cleanliness of the town and how to increase revenue for the town through tourism. So this one is the major formal platform on which stakeholders communicate with each other. However, it is not all inclusive platforms as some of tourism stakeholders are not members of the council.

Communication also has informal way as most of the awareness works can be accomplished through informal ways. Though formal structures are needed to stabilize collaborations, informal relationships between the collaborating partners are equally important.

These include clarifying roles, developing trust, sharing anxieties, conflict resolution, and identifying resources and needs. In the following table, the level of informal way of communication among individuals in the collaboration is summarized.

Table 4.15 Informal Communication among Stakeholders

Personally, do you have informal conversations about tourism development?			
	Frequency	Percent	Valid Percent
Yes	83	63.8	64.8
No	45	34.6	35.2
Total	128	98.5	100.0
Missing	2	1.5	
Total	130	100.0	

Source: Sample Survey, May 2018

The table above (Table4.15) reports that, majority (64.8%) responded that they have informal conversation about tourism at their workplaces and other areas. 35.2% responded that they don't have informal conversation about tourism development. This is good move and efforts still needed to keep this going on and get the 35.2% involved in communication about tourism development. Hence, for the above tables about communication, one can understand that, there is low level of formal communication while informal level of communication is at its good level.

Generally, it is concluded that, besides some efforts from culture and tourism office to have some formal platforms to communicate with stakeholders, the formal communication among stakeholders remained weak. Two formal structures are reported in the area which include Nekemte Collaboration Sectors comprising 4 sectors and Nekemte Tourism Transformation Council comprising 12 sectors which meet regularly. However, because of some factors like political crisis in the area, the structure remains passive and communication among the stakeholders is weak. Hence, it is needed to activate those structures and enhance the communication among the sectors.

4.3.3 Resource and Vision Sharing

For a successful collaboration it is important to be flexible with the ownership of resources the resources could be fixed assets, capital, ideas or any other. In addition collaboration needs to establish a common vision and goals. The table below (Table 4.16) reports the resource sharing among stakeholders for tourism development.

Table 4.16 Resource Sharing among Stakeholders

Does your organization have resources like human, material and technological in common with other stakeholders for tourism development?			
	Frequency	Percent	Valid Percent
Yes	50	38.5	38.8
No	79	60.8	61.2
Total	129	99.2	100.0
Missing	1	.8	
Total	130	100.0	

Source: Sample Survey, May 2018

According to the table above, majority (61.2%) of the respondents replied that their organization doesn't have common resources with other stakeholders for tourism development while only 38.8% answered their organization does have resources like human and material in common with other stakeholders for tourism development common. Big endeavor needed to tie those stakeholders with common resources to feel sense of ownership about tourism development.

The other thing to be shared among stakeholders is vision. All participating organizations share equal responsibility to ensure that one organization does not dominate the partnership. Individuals should get opportunities for leading, teaching and mentoring others. The following table summarizes the vision sharing among stakeholders.

Selamawit (2013) stated that, the stakeholders should work together by creating common goals, values and standards in different tourism sectors which can give an identity to the destination over time when implemented properly to bring tourism development.

Table 4.17 Shared Vision among Stakeholders

Does your organization have a shared vision about tourism development with other stakeholders?			
	Frequency	Percent	Valid Percent
Yes	47	36.2	36.4
No	82	63.1	63.6
Total	129	99.2	100.0
Missing	1	.8	
Total	130	100.0	

Source: Sample Survey, May 2018

The table above discloses that, majority of respondents with 63.1% answered their organizations do not have a shared vision about tourism development with other stakeholders while only few of them with 36.4% reported their organizations have shared vision with other stakeholders for tourism development.

Interviewee from Nekemte health office narrated in her speech that:

We are working with three bureaus under the collaboration sectors which are Culture and Tourism Bureau, Nekemte Town Administration Bureau and Environmental Conservation Bureau. Our vision is to make Nekemte town beautiful and clean destination which can attract tourists. These all bureaus are working to achieve this goal. We meet twice a week on Tuesday and Thursday to achieve this shared vision with our partners.

Great attempt needed from culture and tourism office to clearly share its vision with other stakeholders to let them feel as owners of the collaboration activities.

In general, the level of resource and vision sharing among stakeholders is low in the study area. Even though there are some attempts to share human power with some stakeholders for tourism development, other resources like finance and material resources have not been shared among the stakeholders. Some stakeholder s also shared vision with culture and tourism to make Nekemte beautiful town and best destination for tourists. However, the vision lacks coordination and common understanding among the stakeholders. Hence, more efforts needed to bring those stakeholders and share their vision with one another and culture and tourism office is expected o make clear vision and goals in regard to tourism development.

4.3.4 Support and Problem Solving

The support of the other collaborators in the process is imperative, especially at times of crisis or unanticipated difficulties. Even when no hardships are expected, the collaborative group needs to work on the basis of the trust that if someone were to need the support of others in the group, that support would be available. Some projects need the support from all stakeholders to be succeeded.

For instance, Komto forest development project needs more support from stakeholders of tourism development as key informant from Eastern Wollega Zone Culture and Tourism Office stated. He said that, only 6 sectors are involving on the research of the project at this time. However, when they start actual process of the destination development, they need more support from other stakeholders.

Table 4.18 Collaborative Tourism Project by Stakeholders

Are there collaborative tourism projects (work/activities) underway at this time?			
	Frequency	Percent	Valid Percent
Yes	29	22.3	23.0
No	97	74.6	77.0
Total	126	96.9	100.0
Missing	4	3.1	
Total	130	100.0	

Source: Sample Survey, May 2018

According to the table above, majority number of respondents with 77% responded that there are no collaboration projects (work/activities) underway at this time while very few respondents with 23% responded “Yes” for the question. This data is supported with qualitative data gained from Eastern Wollega Culture and Tourism Office in which one key informant claimed there is one development project called Komto Mountain Development as a Tourist attraction”. There are some stakeholders participating on the project while most of the stakeholders are not participating on the project.

He said that even most of them do not know what is going on in the area. In addition other representatives from Eastern Wollega Culture and Tourism Bureau said that they do not know any collaborative projects underway at this time.

In his speech he narrated that:

Currently we are undertaking one big project called ‘Komto Mountain Development as Tourist Attraction Site’. The participating organizations are Forest Enterprise, Wollega University, Environmental Conservation and Climatic Change Bureau, Agriculture Bureau. Administration of Woredas and Eastern Wollega Culture and Tourism office. But we need more stakeholders to participate on the project. But we are on the research stage and we will engage more stakeholders after the research work is accomplished. The above mentioned stakeholders are even not effectively participating. We need to work more to get them engage in tourism development.

Therefore, efforts needed to engage all stakeholders on the project and projects needed to be attracted for tourism development in the area.

In addition to this, collaboration needs to participate on different collaborative activities which held periodically on regular basis like daily, weekly, monthly and annually. The following table reports how frequently stakeholders participated on collaborative activities in the past six months.

Table 4.19 Participation on Tourism Developments

How frequently did you participate in tourism collaborative activities in last six months?			
	Frequency	Percent	Valid Percent
Never	90	69.2	69.8
Daily	1	.8	.8
Weekly	7	5.4	5.4
Twice a month	15	11.5	11.6
Monthly	16	12.3	12.4
Total	129	99.2	100.0
Missing	1	.8	
Total	130	100.0	
What was the purpose of your collaborative efforts?			
	Frequency	Percent	
Marketing and promotion	11	26.8	
Solving problems	15	36.6	
Conservation	10	24.4	
Policy revision and implementation	2	4.9	
Resource sharing	3	7.3	
Total	41	100.0	

Source: Sample Survey, May 2018

According to table 4.19, preponderance number of 69.8% responded they never participated on such activities. 12.4% said they monthly participated on collaborative activities while 11.6% participated twice a month, 5.4% weekly and 0.8% participated daily on collaborative activities.

The greatest percentage which is almost 70% didn't participate on collaborative activities in the past six months. This implies that there is minimum participation on collaborative activities for tourism development in the study area. However, there are still some efforts to participate on such activities which is reported as monthly (12.4%) and twice a month (11.6%).

Table 4.19 also reports that, majority of the respondents with 36.6% responded that they participated for problem solving. As indicated in the third quarter report of culture and tourism, there was a problem on billboard writing which has not fulfilled the writing standard in the most businesses across the town. Hence, efforts have been done to solve the problem with all stakeholders. In addition, the overtaking of Kumsa Moroda Palace by the military force was a big problem that minimizes tourist flow to the town and efforts has been done to solve the problem on which different stakeholders participated. The second large part of respondents with 26.8% said they participated for marketing and purpose. While the rest responded they participated for conservation, resource sharing and policy formulation with 24.4%, 7.3% and 4.9 respectively.

This data is supported with the qualitative data gained from in-depth interview with some heads of stakeholder organizations. The key informant from culture and tourism stated that there are two collaborative efforts underway at the time. The first one is called collaboration sector containing of sectors like health office, town administration office, culture and tourism and environmental conservation bureau. This sectors work on the cleanliness and standardization of the town. They meet twice a week on Tuesday and Thursday. This collaboration is made of bureaus like Nekemte Culture and Tourism Office, Nekemte Town Administration Bureau, Nekemte Environmental Conservation and Climate Change Bureau, Nekemte SMME Bureau and Nekemte Health Bureau. They meet twice a week on Tuesday and Thursday. This collaboration is mostly focus on the town's cleanliness and standardization.

In this collaboration, health bureau and administration office are responsible for ensuring the cleanliness of the town and service providing organizations like hotels, restaurants, cafeterias and others. Environmental conservation bureau is responsible for avoiding the environmental contamination by wastes from organizations like hotels.

They ensure the waste disposal and clean environment of the town. This work creates good image for the town and elongates guests' length of stay in the town which in turn increases tourism development in the area.

Culture and tourism bureau is mostly responsible for the work of supervision as they are the one who gives professional licenses for those organizations. In her speech one expert from Nekemte health bureau claimed that her office has a lion share in this collaboration. She said the bureau is responsible for cleanliness of the town, hotel sanitation including room purity, supervision works, giving training for hotel workers and taking action in some areas of breach of guidelines.

However, she also disclosed that the collaboration is very weak and is not doing well as expected. In her speech she said that:

This work is not a simple work. It needs collaboration of all stakeholders. However, there are few stakeholders engaged in this work. For example educational institutions like Wollega University are expected to be included as they can give technical assistance. In addition, all organizations in this collaborative work have wrong understanding about it. They think it is a mere responsibility of health office and they even do nothing in the absence of our office.

The other one is tourism transformation council containing 12 sectors and they meet once in two weeks. They work on increasing the income generation for the town's development. They also work for the cleanliness of the own and overall development of the town.

As stated in table 4.19 above, 69.8% of the respondents did not participate on the collaborative activities in the past six months. So the research has tried to find reason of their nonparticipation. The following table reports the reason of nonparticipation on collaborative activities.

Table 4.20 Reason of Non-participation on Collaborative Activities

Why did you fail to participate on tourism collaborative activity?		
	Frequency	Percent
Didn't know collaboration exist	38	42.7
Lack of ability	5	5.6
My organization doesn't allow me	31	34.8
Lack of budget	12	13.5
Specify if any	3	3.4
Total	89	100.0

Source: Sample Survey, May 2018

The table above reports that majority of the respondents with 42.7% didn't participate on collaborative activity because they even do not know whether or not the collaboration exists. The other 34.8% complained their organization doesn't allow them for such works. The rest respondents with 13.5% and 5.6% answered they didn't participate because of lack of budget and lack of ability respectively. Only few of them with 3.4% reported they have other reasons like lack of time and personal problems.

Generally, besides some attempts from culture and tourism bureau to develop some collaborative projects, the participation from other stakeholders remained weak. It is reported that majority of the stakeholders are not participating in collaborative projects because they even do not know whether or not the collaboration exists. Hence, efforts needed to aware stakeholders there are some collaborative works and let them engage in the activities.

4.3.5 Governance

Collaboration requires governance structures that enable participants to work together most effectively. Some formal structure is required to negotiate and decide how to solve collective problems, and jointly set their own working rules and procedures for involvement, decision making and contributions. The following table summarizes the existence of governance in collaboration of stakeholders for tourism development in the study area.

Table 4.21 Formal Structure that Connects Stakeholders

Is there any formal structure that binds your organization with other organizations for tourism development?			
	Frequency	Percent	Valid Percent
Yes	47	36.2	37.3
No	79	60.8	62.7
Total	126	96.9	100.0
Missing	4	3.1	
Total	130	100.0	

Source: Sample Survey, May 2018

According to the above table, majority (62.7%) of respondents responded that there is no any formal structure that binds your organization with other organizations for tourism development. The minor part (37.3%) responded yes, which means there is formal structure that binds their organization with other organizations for tourism development. Hence, great efforts needed to create some formal kind of structure to bind stakeholders together. There was attempt from the federal and regional government to integrate stakeholders by formal structure which is responsible to integrate stakeholders for tourism development.

In general, besides some attempts at the federal to formally connect stakeholders in the town, it is reported that the structure remained weak and inactive due to some factors. Ethiopian Tourism Transformational Council (ETTC) composed of high-level government and industry representatives and as well as selected experts was established with the objectives of coordinating tourism activities at a federal and regional levels and transforming the tourism industry of Ethiopia into a viable economic sector. The idea is to expand the council to the zone, town and woreda levels in order to enhance the collaboration of stakeholders at all levels. The key informant from Nekemte culture and tourism office stated that, the council was established two years ago in the town.. However, because of some challenges, it is not working very well as expected and efforts are needed to activate the work of the council.

4.3.6 Trust

Trust has been described as a lubricant to collaborative action because it reduces complexity and the costs of exchanges between members of the collaboration. The following table summarizes the trust between stakeholders for tourism development in the study area.

Table 4.22 Trust among Stakeholders

Do people involved in the collaboration always trust one another?			
	Frequency	Percent	Valid Percent
Yes	81	62.3	63.8
No	46	35.4	36.2
Total	127	97.7	100.0
Missing	3	2.3	
Total	130	100.0	

Source: Sample Survey, May 2018

According to table 4.22 above, majority of respondents with 63.8% responded that there is trust and respect among stakeholders while only 36.2% responded No, claiming there is no trust and respect among stakeholders in the study area. The written response of the respondents explained that, there was a political crisis in the town at the time and the country as a whole was under state of emergency. Because of this, people fear to work with workers out of their own office. Most focus was given to the peace and security issues than other regular works also at the time.

Generally, report shows there is good opportunity to start any collaborative activity in the area as a higher level of trust leads to more information and resource sharing and a willingness to commit to joint and potentially risky efforts to achieve outcomes.

4.4. Policy and its Implementations

Collaboration also requires clear policies and procedures to accomplish the required goal. Once guiding principles are established, staff must know what is expected of them by their own agency and what they can expect of other agencies. The following table summarizes the existence of policies and guidelines in stakeholders.

Table 4.23 Policies and Guideline

Is there a clear guideline in your organization on how people can work collaboratively for tourism development?			
	Frequency	Percent	Valid Percent
Yes	40	30.8	31.0
No	89	68.5	69.0
Total	129	99.2	100.0
Missing	1	.8	
Total	130	100.0	

Source: Sample Survey, May 2018

Table 4.23 reports that, majority of the respondents (69%) answered that there is no clear guideline in your organization on how people can work collaboratively for tourism development. Small number of them (31%) there is a clear guideline in your organization on how people can work collaboratively for tourism development. The cross tabulation of occupation category and existence of clear guideline in stakeholder organizations is reported below.

Table 4.24 Occupation Category versus Existence of Clear Guideline

Occupation Category versus Clear Guideline				
		Clear guideline		Total
		Yes	No	
Occupation Category	Government office employee	29	57	86
	Private sector	5	25	30
	Self-employee	4	5	9
	specify if any other	1	2	3
Total		39	89	128

Source: Sample Survey, May 2018

The table 4.24 above discloses that out of 86 government office employee 29 responded ‘Yes’, out of 30 private sector only 5 of them responded “Yes”, out of 9 self-employees 4 of them responded ‘Yes’ and out 3 of other employees 1 responded “Yes”. When we compare the response between governmental and private sectors, there is a working procedures and guidelines in governmental offices than in private sectors. Therefore, all responsible bodies need to work on private sectors like hotels and related establishments to let them have clear guideline in their organization on how institutions can work collaboratively for tourism development.

Besides the existence of clear guidelines and policies, there should be implementation of the policies implementation of policies and guidelines to bring the expected collaboration among stakeholders to develop tourism in the area. The following table summarizes the implementation of the policies implementation of policies and guidelines in stakeholders.

Table 4.25 Enforcement of Rules and Regulations

Is there adequate enforcement of rules and regulations in regard collaboration in the area?			
	Frequency	Percent	Valid Percent
Yes	34	26.2	26.6
No	94	72.3	73.4
Total	128	98.5	100.0
Missing	2	1.5	
Total	130	100.0	

Source: Sample Survey, May 2018

Tesfaye and Taye (2017) discussed that, poor enforcement of the existing rules and regulations were one predicaments of stakeholders' operation in the central rift valley. According table 4.25, majority of the respondents, i.e 73.4% which is almost close to 75% responded that there is no enforcement of rules and regulations while very small percentage with 26.6 responded there is enforcement of rules and regulations. Many efforts needed from all responsible body to ensure the enforcement of rules and regulations in stakeholders for tourism development in the study area.

On the other hand, implementation of policy and guidelines need to be evaluated on different platforms. The below table summarizes the existence of platforms to evaluate the existence of policies and guidelines.

Table 4.26 Platform of Policy Implementation Evaluation

Is there a platform on which the implementation of the policy is evaluated in regard to tourism development?			
	Frequency	Percent	Valid Percent
Yes	33	25.4	25.8
No	95	73.1	74.2
Total	128	98.5	100.0
Missing	2	1.5	
Total	130	100.0	

Source: Sample Survey, May 2018

According to table 4.26, majority of the respondents responded that there is no a platform on which the implementation of the policy is evaluated in regard to tourism development while only 23.5% responded there is platform to evaluate the implementation of policy. Hence, Culture and tourism office is the one expected to create such platforms to evaluate the implementation of policies in different stakeholders working with the office.

Written document of the culture and tourism office revealed that, they evaluate the implementation of policies and regulations in three different ways. These are, through the checklist, regular management meetings and transformational team evaluation. The key informant from the office also stated that, both the collaboration sector and tourism transformational council have some irregular meetings on which they evaluate the implementation of the rules and regulations in their collaborative works.

Generally, the research identified that there is lack of clear rules and regulations in regard to collaboration of stakeholders for tourism development in the study area. Even if, there is a written document in some offices the workers are not cognizant of the document and it remains in drawer rather than orienting it to the employees.

4.5 Benefits of Collaboration

When it is seen from different perspectives, there are many benefits for tourism industry when diverse stakeholders come together for the same prevailing problem in the sector (Gazivoda, 2014). According to Ladkin and Betramini (2002), various research have been done by researchers on the potential benefit of collaboration in tourism development and most of them claimed that the main reason why stakeholders collaborate is that any individual (organization, institution, or private business) cannot be merely responsible for the whole tourism development by itself. Therefore, we need to bring those stakeholders to develop tourism in the study area.

In the next session, benefits of collaboration will be discussed based on the data collected through questionnaires and key informant interview.

1. Resource Sharing

Every development requires resources like capital, human, technological and material resources to take place and tourism development is not exceptional. According to Mizhari (1999) collaboration enables greater power and resources access to stakeholders.

Collaboration offers more resources by bringing it from different sectors. For instance, it helps in benefiting from one organization's specific skills or knowledge. Culture and Tourism bureau cannot provide all necessary resources to develop tourism in Nekemte town. But when stakeholders come together one can provide transportation facility, the others can provide hall for meetings and conferences, experts with different profession, funds for projects, and other facilities required for project development and other purposes.

As stated by one interviewee from health office, in the collaboration sector, there are different experts from offices like culture and tourism, health office, SMME bureau, town administration office and environmental conservation bureau. They work on different areas as per their profession. Health office mainly works on sanitation and hygiene issues while environmental conservation bureau works on the minimization of pollution. Culture and tourism bureau takes the responsibility of supervision and coordination. Hence, they share human power resource for one common goal. Those experts are the shared resources of the collaboration effort.

Collaboration also gives access to additional funds either because several local authorities are working together and bringing money, or because one specific institution can then access additional funds. For instance, institutions like Wollega University are endowed with experts on the field of tourism and they can provide professional assistance on tourism development. So the Culture and Tourism office should utilize the potential resources in different stakeholders and engage them in the development process.

2. Awareness Creation

Tourism needs to be recognized by all government, private sectors, NGOs and local community as one of economic sector in the area. This requires awareness creation among all bodies in order to engage them in the development process. Western Ethiopia, including Nekemte Administrative Town is the least visited area and has the lowest tourism development in the country. This is because of different factors which lack of awareness is raised as major factor in different research.

One interviewee from research center narrated that:

Tourism has not got attention from government and other bodies are also not cognizant of the importance of the sector in this town. When we compare the annual budget allocated for culture and tourism bureau with other sectors, it is minimum because the government itself is not aware of the economic benefit of tourism. Hence, it is inevitable to create awareness for governmental bodies as well as private and local community. This awareness creation ca not be achieved by mere work of one office, rather it necessitates the collaboration of all stakeholders in the sector.

Hence, collaboration helps to create awareness among all stakeholders through formal and informal communications about tourism. Representatives from those stakeholders can disseminate information about tourism development in their respective organization and this creates awareness for those stakeholders. Consequently, collaboration creates informed and educated stakeholders about the topics and issues pertaining to tourism development.

3. Promotional Works

Tourist attractions in the area need to be promoted to reach potential customers. Among the potential customers, employees in different stakeholder organizations can be mentioned as domestic tourists. Hence, collaboration helps to promote the attractions to those people. Instead of paying money for promotional tools, it is possible in helping promotional works with less cost.

For instance, those public and private sectors can post promotional materials in their office and help in promoting the attractions of the town. In addition, hotels can provide promotional materials like brochures, folders and flyers for their guests and encourage them to visit the attractions.

One interviewee from Nekemte FM radio stated their bureau has been participating in promotional works by their bureau but not collaboratively. He narrated that:

We do have one hour program entitled “Bareedduu Biyyakoo” which means my beautiful country per week on which we promote tourism attractions in the area. We are not doing this in collaboration with culture and tourism but we just search for tourism attractions in different area and undertake the work of promotion. This work can be enhanced if all stakeholders participate on it through collaboration.

The other interviewee from research center also stated that there is Geda celebration in some small villages of the Zone. However, they haven't got media coverage and haven't yet promoted to attract tourists. Such events need collaborative effort to promote them to the public.

4. Experience Sharing

Across organizations, you find different organizational culture and experiences. They may follow different leadership style, human resource management, financial management, and culture of work. When stakeholders come together by collaboration, they share good experiences from one another and there will be transfer of knowledge, skill and attitude from one another.

5. Exploration of Tourist Attractions

Even if the area has abundant tourist attractions, most of them are not well known and others are even not yet explored. However, some organizations like culture and tourism, Wollega University, Nekmete FM Radio and Wollega University Community radios are working on this exploration on their way. If they collaborate, they can effectively explore the potential tourism attractions in the area.

Annual plan of culture and tourism shows that the office has planned to explore 6 natural and manmade tourism attractions in 2010EC. As of 20 May 2018, the third quarter report of the office reported that the office has achieved only one. The key informant from the office stated that this work requires efforts from all stakeholders and we can't achieve merely by our office. Hence, collaboration of stakeholders is very important to explore new tourism sites in the area.

6. Infrastructural Development at the Tourist Destinations

When stakeholders come together, they assist each other to develop infrastructures like accommodation, accessibilities, and amenities around the tourism attractions. Fulfilling all these facilities at tourist attraction is difficult for culture and tourism office and it requires coordination of all stakeholders in the sector.

According to the 2010 EC annual plan of Nekemte culture and tourism reports that the office has planned to develop 4 tourist attractions in the area and as of 20 May 2018, the office report states the research is underway on three tourism attractions, i.e. Bolo cave, Bolo fountain and Hadiya fountain. The key informant from the office dictates such activity requires collaborative works. Especially we need support from big institutions like Wollega University. They can assist as technically and financially. Therefore, collaboration helps in developing tourist destinations with necessary infrastructures.

7. Conservation of heritages

Most of heritages are fragile and can be affected by human interferences if not conserved. This conservation requires a joint effort of all tourism stakeholders as one organization cannot work on conservation separately.

In his speech key informant from Eastern Wollega Culture and Tourism Bureau explained that:

Tourism by its nature is a multidisciplinary industry that means it needs involvement of many stakeholders. Especially when stakeholders work jointly, conservation of heritages enhanced. One major part in conservation is the local community as they are owners of the heritages. So when they become part of tourism development, they feel sense of ownership and conserve their heritage. In addition, all stakeholder organizations also feel sense of possession over the heritage and take priority for the conservation of heritages. So collaboration of stakeholders plays vital role in conservation of heritages.

In addition to this, when stakeholders collaborate, they release fund for the conservation of heritages which may be difficult for culture and tourism office alone. Some stakeholders also assist conservation through technical assistance as experts on the issue are also part of the collaboration.

8. Benefit for Local Community

Collaboration also benefits local community in different ways. First, when stakeholders collaborate for tourism development, in the long run it increases the tourist flow as the destination becomes attractive and best place for tourists. As a number of tourists increase the number of job created because of tourism also increase and local communities get opportunity of job employment in their area.

One key informant from Eastern Wollega Zone Culture and Tourism Office narrated that:

Collaboration of stakeholders increases the number of tourist flow and increases income generated from the sector. Meanwhile, local community benefits from selling souvenir product around the attraction areas and this can change livelihood of some households. In addition, while included in the collaboration, local communities get exposure to work with some private organizations like hotels and related establishments. Hence collaboration also benefits local community.

Another key informant from hotel and tourism management department told that most of the stakeholders do not know even whether or not Wollega University has opened the department. But he said through collaboration, our students will also get exposure to contact hotel and tourism organizations and this creates job opportunity for the students.

Generally, even if the sector is not benefiting from collaboration as expected, there are some efforts to benefit on the areas like resource sharing, awareness creation, promotional works, experience sharing, exploration of tourism sites, infrastructural developments and conservation.

4.6 Barriers of Collaboration in the Area

According to Gazivoda(2014), an area which covers the problem and barrier in collaboration process is unequal power between participants of the process. He claimed that it has been difficult to develop effective collaboration among stakeholders with different power. Tesfaye and Taye (2017) identified some blockage to the operation of tourism stakeholders which includes inadequate enforcement of the existing rules and regulations, scarcity of resources like material, technical and human, insufficient promotional strategies, lack of community awareness, and lack of skill in handling data and information.

For scholars like Siti and Hasliza (2015), the partnership among tourism stakeholders is impeded because of several factors like overlapping responsibilities for tourism matters that is happened when multiple organizations held the same responsibility for tourism planning and development, but their goals and responsibilities were unclear, leading to confusion for the local stakeholders and the absence of long term tourism strategy. The following points have been identified in the study area as the major barriers of collaboration.

1. Lack of Awareness

Any development needs to be known by all responsible bodies in order to get recognition in the area. Tourism should be recognized as economic sector by administrative, private sectors and local community. However, interview with head of culture and tourism bureau disclosed that, in the study area, tourism is not really recognized as one of income generating sectors. Some of the stakeholder organizations do not know the importance of tourism in developing the town. Because of this, most of individuals from those stakeholders organization do not want to participate in tourism collaborative activities.

Private sectors have also low level of awareness in regard to tourism development. They only run for their profit but not recognized the importance of tourism development in the area. Local communities also have not good level of awareness about tourism.

The interview with some representatives of local communities responded that, they are not participating in any kind of tourism development process and they do not recognize tourism as developmental sector.

On the other hand, as higher officials in administration in the study area have not good awareness about tourism, less attention has been given to the sector. Consequently, the sector loses many benefits from the government side.

2. Lack of Budget

Budget is needed to achieve some goals set for collaborative activities. The following table reports the response of the respondents on availability an adequate fund for collaborative activities for tourism development.

Table 4.27 Fund for Collaborative Activities

Does your organization have an adequate fund for collaborative activities for tourism development?			
	Frequency	Percent	Valid Percent
Yes	32	24.6	24.8
No	97	74.6	75.2
Total	129	99.2	100.0
Missing	1	.8	
Total	130	100.0	

Source: Sample Survey, May 2018

According to the table above (table 4.27), 2/3 of the respondents with 75.2% responded that their organizations do not have an adequate fund for collaborative activities for tourism development while only 24.8% reported their organizations have adequate fund for collaborative activities in regard to tourism development. Hence, lack of budget is identified as one of the major challenges of collaboration in the study area, Nekemte town.

3. Lack of Adequate Manpower

Collaboration requires human power working on collaborative activities other than the routine works of the organization. However, in most stakeholder organizations, there is scarcity of manpower for such activities as they give priority for the regular works of their own organization. The following table reports the respondents' response on the availability of adequate manpower for collaboration in the study area.

Table 4.28 Human Power Assessment for Collaboration

Is there adequate human power for stakeholders' collaboration to do what it wants to accomplish?				
		Frequency	Percent	Valid Percent
Valid	Yes	40	30.8	31.7
	No	86	66.2	68.3
	Total	126	96.9	100.0
Missing	Missing	4	3.1	
Total	Total	130	100.0	

Source: Sample Survey, May 2018

The above table reports that, majority of the respondents with 68.3% reported that there is no adequate human power for stakeholders' collaboration to do what it wants to accomplish while only 31.7% responded there is adequate manpower for tourism collaborative activities in their organizations. Hence, efforts needed to work on capacity building in stakeholder organizations and all responsible bodies needed to allocate adequate manpower for the collaboration.

One tourism expert at research center in the town also narrated that:

In our town, a big problem in tourism industry is emanated from lack of professional in the field. In culture and tourism offices across the zone and in this town, you rarely find professional in the field of tourism. So many people come to this office as a demotion from higher positions. If somebody failed in other sectors, the administration demotes the individual by sending him/her to culture and tourism office. Sometimes, people refer this office as office of demoted people. On the other hand, this office is also a place where very unprofessional cabinets are promoted. For instance, managers of certain villages are promoted to this office if they are outstanding in political works in the area regardless of their profession. This is what we have observed in our research on the topic “status and challenges of culture and tourism bureaus at woreda level”. Hence, more effort is needed to hire professional in the office and upgrade those in the office.

Therefore, efforts needed to fill out the human power gap in the sector through capacity building programs.

4. High Turnover of Office Heads

According to the interview with different heads of stakeholder organizations, it is identified that rotation of officials from one organization to another organization has been identified as another challenge of collaboration. As the collaborative activities started with one head of organization, it seems new and difficult to sustain the collaboration with the new head. In her speech, expert from Nekemte Health Bureau said that:

One big problem challenging us in collaboration for tourism development is the usual rotation of cabinets across different governmental organizations. Head of bureaus are changed from time to time. When you start one work with one cabinet, you will not get him after some time. So we need to stack our job for a while and we start the work of awareness creation for the new official. This is a big headache in most governmental bureaus.

This information is backed up with the observation data gained during the study. The researcher observed that, in most part of the government offices, heads of bureaus are new. They do not have deep knowledge of what is going on in regard to tourism. Some of them even do not know as there is relationship between their office and Culture and Tourism Bureau For instance, head of wildlife conservation and climate change claimed she is new to the office.

5. Absence of Clear Guidelines for Collaboration

Clear guideline is required in all stakeholder organizations to direct how to work with each other. Government organizations have some policies gained from the respective regional bureaus. However, the big problem is that, many workers in the organizations do not know about the policy. One expert from Eastern Wollega Culture and Tourism Bureau disclosed that, the guidelines are given to the head of the organizations.

But they do not disseminate the information to the low level employees. They just put the document in the drawer and there is no opportunity to read and get to know the policy. As it is reported in Table 4.23 majority of the respondents (69%) answered that there is no clear guideline in your organization on how people can work collaboratively for tourism development. Small number of them (31%) there is a clear guideline in your organization on how people can work collaboratively for tourism development.

So, it can be concluded that, there is lack of clear rules and regulations in regard to how to work in collaboration for tourism development across stakeholder organizations in the study area. In addition to this the absence of shared vision for tourism development is identified as one challenge of collaboration in the study area, Nekemte. Even if the necessary resources are in place, little will be achieved by a collaborative initiative without a clear direction and focus. Participants identified the lack of a shared vision as a major challenge to the forward progress of some efforts.

As it is stated in table 4.17 majority of respondents with 63.1% answered their organizations do not have a shared vision about tourism development with other stakeholders while only few of them with 36.4% reported their organizations have shared vision with other stakeholders for tourism development. Hence, one can conclude that, there is lack of shared vision among stakeholders for tourism development in the area which is hindering the collaboration as one factor.

6. Poor Enforcement of Rules and Regulations

Successful collaboration is characterized by the enforcement of the existing rule and regulations. According to the cross tabulation of occupation category and rule and regulations reported in Table 4.23 some of government organizations claimed that there is guideline in their organization in regard to collaboration for tourism development. However, the existing rules and regulations lack implementation. As it is reported in table 4.25, majority of the respondents, i.e. 73.4 which is almost close to 75% responded that there is no enforcement of rules and regulations while very small percentage with 26.6% responded there is enforcement of rules and regulations. Hence, it can be concluded that there is poor enforcement of rules and regulations of collaboration for tourism development in the study area.

7. Political Unrest in the Area

Tourism by its nature is political sensitive, when there is peace and security the tourist flow increase and vice versa. On the other hand, most of the respondents responded that there is no political climate which is favorable for collaboration. Collaboration also requires conducive political environment as different parts come together to work with each other.

However, as it is observed by the researcher, there is the so-called state of emergency at the time of study that the country is being ruled by command post. Most of the government work is focused to bring peace and security rather than the regular works let alone collaboration works. The following table summarizes the response from respondents in regard to the political and social climate in the study area,

Table 4.29 Suitable Political and Social Climate

Is there political and social climate which is suitable for starting collaborative activities?				
		Frequency	Percent	Valid Percent
Valid	Yes	60	46.2	46.9
	No	68	52.3	53.1
	Total	128	98.5	100.0
	Missing	2	1.5	
Total		130	100.0	

Source: Sample Survey, May 2018

Table 4.29 reports that 46.9% of the respondents responded that there is conducive political climate in the area which allows collaboration while 53.1% responded that there is no favorable political climate to start collaboration in the study area.

Beside this, the effect of political crisis in the area makes problem on some tourism attractions of the area. One of the stakeholder organization head reported with angry that the best tourism attraction of the town, Kumsa Moroda Palace, is handed over to military. No one wants to visit the area and hence everybody has anger on this action. He claimed that, this is the second time that the area is controlled by the military. The other similar speech is said by one representative of local community.

In his speech, he said that:

The big problem on tourism as general and for collaboration is political unrest in the area. Above all, we are all upset with the overtaking of our tourism site by the military. We need them, out because this creates bad image for the attraction and decrease tourist flow. No one wants to work for tourism development in such activities.

Key informant from Wollega University hotel and tourism department also stated that, their department wanted to organize one event in 2018. However, because of the political crisis in the area, they couldn't make it. Hence, political unrest in the study area is identified as one challenge of collaboration for tourism development in the study area at the time of study.

Generally, besides some efforts to collaborate stakeholders in the study area, there are lots of bottlenecks hindering the collaborative endeavor in the area. These bottlenecks include; lack of budget, lack of adequate manpower, turnover of head of organizations, absence of clear guidelines, poor enforcement of existing rules and regulations, and political unrest in the area at the time. Because of these bottlenecks, the collaboration is not functioning well and it reported as weak collaboration. These barriers can be mitigated through collaboration of all stakeholders involving in tourism development of the area. Binding efforts of all parties is a key solution to overcome the barriers of collaboration in the study area.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

This chapter begins by offering a sight on the core foundations of the analysis. It draws the conclusions based on the presentations, discussions and analysis made in the previous chapters. It then gives some recommendations and ways forward to bring tourism development in the study area.

5.1 Summary

Collaboration refers to bringing different stakeholders to achieve some common goals. As explained in chapter one of this study. In tourism context, research pertaining to collaboration of stakeholders has received little attention in Ethiopia as a whole and more empirically in the contexts of in Nekemte town in Western Oromia. Either no or few research undertakings deployed in the issue in the study area.

Consequently, the central theme of the study deals with the assessment of collaboration of stakeholders' operation for tourism development. It extends its work in identifying stakeholders with their respective roles. As a cumulative outcome, the study analysis the areas of collaboration among stakeholders, assess policy implementation, identifies benefits and barriers of collaboration.

Research methods and analysis in the study have been guided by philosophical foundation of pragmatism. As pragmatism allows the triangulation of methods, the intermingle of data was used throughout the study in order to contextualize the research themes.

The study ascertained that, the town has abundant natural and manmade tourist attractions which can draw both domestic and international tourists. Among these, Kumsa Moroda Palace, Wollega Ethnographic Museum and historical buildings, distinctive local cultures that are practiced by people living in the area which include traditional local handicrafts, traditional local foods and cultural events, diverse range of geographical features and natural environments which includes landform, water bodies, climatic pattern, landscape beauty with unusual character and unique features can be mentioned.

Despite this fact, tourism development of the area is still at its low level. This study discovered that lack of collaboration among stakeholders is one factor for this low level of tourism development in the area. Even though there are different stakeholders having various roles in tourism development, they are not playing this role effectively and their work is disintegrated which lacks collaboration.

5.2. Conclusions

Conclusion comprehends empirical knowledge generated on the four and inter-related key components of the study: i) identification of stakeholders with their respective roles ii) sectoral collaboration among tourism stakeholders iii) assessment of policy implementation iv) benefits of collaboration and v) barriers of collaboration

i. Identification of Stakeholders With their Respective Roles

The study disclosed that, stakeholders in the area are categorized under public, private sectors, local community and tourists. All of them have their own roles in tourism development in the area. The public offices identified as stakeholder include: Oromia Regional State Tourism and Culture Bureau, East Wollega Zone Culture and Tourism Office, Nekemte Administrative Town Culture and Tourism Office. Nekemte Administrative Town Municipality, Western Region Forest Enterprises Wollega District, Public Training institutions like Wollega University and Nekemte TVET College, Research Center, Western Region Ethio-telecom Nekemte Branch, Wildlife conservation authorities, Agriculture office, Medias like Nekemte FM radio and Wollega University Community Radio, Nekemte Town Health office, Peace and Security Office, Nekemte Town Communication Bureau. Rural Land Development Bureau, Nekemte SMME Office, Nekemte Trade Bureau. Private stakeholders include: Private Training institution like New Generation University, Hotels and Related Establishments in the Town, Destination facilities and service providers like local Guides. The other stakeholders are Local Community and Tourists.

Public sectors are mostly responsible for the legislation activities. They set rules and regulations in regard to tourism development in the area. Private sectors provide necessary information for their guests and participate on different issues in regard to tourism through different means.

Local communities are owners of the attraction and they have responsibility to conserve the environment and tourist attractions while tourists need to be responsible to the environment at all. However, most of the identified roles are existing as a principle and the stakeholders are not cognizant of their respective roles. Stakeholders' knowledge on their respective roles is minimum. Culture and tourism office is also not working effectively to inform stakeholders their respective roles.

ii. Sectoral Collaboration among Tourism Stakeholders

Collaboration entertains elements like motivation, communication, sharing of resources and vision, support on collaborative activities, problem solving and governance. According to the data gathered from the respondents, there is low level of motivation for collaboration which is described through low commitment of working together, low self interest and low organizational interest of collaboration for tourism development in the study area. Therefore, more efforts needed to motivate all stakeholders to participate in tourism development in the area.

The other area of collaboration is communication which happens both formally and informally. Formal communication takes place on the government created platforms like meetings, seminars, workshops, conferences, symposium and different training sessions. Informal communication can appear everywhere at a work place or out of it, but has great impact on awareness creation for the tourism development. This study disclosed that, there is relatively good informal communication among stakeholders for tourism development. However, the formal communication about tourism matters is relatively weak as more than half of the respondents claimed that there is no formal communication among stakeholders for tourism development. In the interview with some head organizations, they complained culture and tourism office for not creating platforms of discussion and even not telling their respective roles in tourism development in the study area.

Collaboration also requires sharing of vision and resources among the stakeholders. Clear and defined vision needs to be shared by all stakeholders to stick to the goal. This study claims that there is no clear vision for tourism development which is shared by all stakeholders as nearly 65% of the respondents claimed that they do not have shared vision with other stakeholders for tourism development.

In addition, collaboration needs sharing of resources like human power, capital, technology, and other materials among stakeholders. In regard to this, the study concluded that stakeholders are not sharing resources very well.

Stakeholders need to support each other for collaborative activities in order to develop tourism in specific area. This study discloses that, more than 77% respondents reported that there are no collaborative projects underway at the time of study. This implies there is weak support from stakeholders to collaborate on tourism development activities in the area. However, the stakeholders have made some efforts to collaborate for problem.

Governance is the binding force which ties stakeholders altogether. This includes formal structure that binds those stakeholders altogether for common goal. In this study, it is reported that, there is relatively weak formal structure that bind stakeholders together as 62.7% of the respondents reported that there is no formal structure binding them with other stakeholders for tourism development. So more efforts needed from government body to create structure of collaboration which fastens stakeholders together.

iii. Assessment of Policy Implementation

For any successful collaboration, clear policies and guidelines are required to show direction on how to work with each other. The research disclosed that, there is lack of clear guidelines on how stakeholders work altogether. In addition the implementation of the existing rules and regulations are also at low level which needs more effort to bring the required result.

iv. Benefits of Collaboration

The researcher identified benefits of collaboration for tourism development in the study area which includes: resource sharing, awareness creation, promotional works, experience sharing, exploration of tourist attractions, and infrastructural development at the tourist destinations

Beside this, collaboration also benefits local community to get job opportunity as they get exposure to hotel and tourism organizations in the collaboration. However, the town is not benefiting from the aforementioned benefits as expected. This is because the collaboration among stakeholders is relatively weak.

iv. Barriers of Collaboration

In addition, bottlenecks of collaboration are identified which comprises: lack of adequate manpower, high turnover of head officials , absence of clear guidelines for collaboration , poor enforcement of rules and regulations, lack of budget, lack of awareness and political unrest in the area.

5.2 Recommendations and Ways Forward

Beside the fact that Nekmete town in Western Oromia is endowed with natural and manmade attractions, the level of tourism development is still at its low level. As disclosed by the study, one factor for this low level of tourism development is lack of collaboration among stakeholders. Therefore, in this section, based on the findings of this study, the following general recommendations are forwarded to enhance collaboration of stakeholders in the area and for further research.

i. Establish a Common Vision and Goals

Any organization whether governmental or private has its own vision and goals. However, collaboration requires common vision and goals on which all stakeholders work jointly. It should be ensured that all members should talk about and carry out collaborative efforts in the spirit of all are leaders. They should feel the sense of ownership for tourism related vision and goals on which they act collaboratively. This can be realized through providing opportunities for individuals in the collaboration to lead, teach and mentor others. A flat infrastructure must be maintained, building on the strengths of all stakeholders in the collaboration.

ii. Awareness Creation

As explained in the former session, lack of awareness is one bottleneck of collaboration in the study area. Therefore, more efforts needed to create awareness for all responsible bodies. This awareness creation is required to be done for all stakeholder organizations, institutions, individuals and local community. Tourism should be perceived as one major income generating industry and one among transformational sectors in the area.

In addition, broader awareness of the wider communities towards tourism and existing resources in Nekemte town is required to build positive images in their mind so as to enhance their pride of culture and sense of ownership to conserve the resources in a desired level and engaging them in collaboration.

iii. Organizing Private Sectors Under Associations

Private organizations like hotels and related establishment as well as tour guides can make associations to foster their activities. The following practices can be applied to the study area as model.

a. Model Practice from Addis Ababa Hotels Owners Association (AHA)

Addis Ababa Hotels Owners Association (AHA) was established in 1997 as a non-profit employers association under the name Ethiopian Hotels and Restaurants Employers Association. Its founders' goals were to establish an association that would support the industry with the highest quality services and resources available. AHA is set to represent the hospitality industry collective interests of member hotels in Addis Ababa. The association is envisioned with being the voice of its member hotels.

As the voice of its member hotels, it advocates to build a favorable business climate and influence policies for their success. The association has a mission of being the indispensable resource for communicating and protecting the rights and interests of its members by inspiring excellence through programs and initiatives. Its newsletter disclosed that, AHA is going to launch a project to build the new African Hospitality Academy, in Addis Ababa in the year 2018. It is going to establish the Academy with the aim of solving the human resource problem in the hospitality industry. Manager of one hotel in Nekemte expressed his interest of having one strong hotel associations in the area which can create conducive climate for hotel business in the area.

He expressed his idea saying:

Having strong hotels association is really important. We can make association which speaks on behalf of us and in that we can share ideas with one another. For instance, local Ekub, Idir and others even can be organized under such association. When coming together, we can solve many problems in the hospitality industry.

The other model example can also be Bishoftu Hotel Owners Association (BHOA) which is working on to promoting Bishoftu as a hospitable tourist destination, mobilizing natural tourism resources to stimulate local economic developments, standardizing the service provided for local and international tourists. The Association has also engaged in constructing police office, donated patrol cars and sponsored forums related to tourism management and development in the city as stated in Tesfaye (2017). If there is association of hotels in the town, it becomes easy to integrate them with other stakeholders from government offices and local communities.

b. Creating Local Tour Guide Associations

Tour guides are said to be ambassadors of their own country as they represent their community while interpreting natural and manmade attractions for tourists. The association of local tour guides can promote the cultural, historical and natural tourism resources of the community. The association can play a vital role in increasing quality of service rendered for tourists; minimize the conflict of interest among local guides and above all helps to integrate their work with other stakeholders in the town to enhance collaboration among all stakeholders. Representatives of the association can participate on different meetings and platforms of tourism development.

iv. Creating Platforms for Discussion

Collaboration requires different stages of discussion on which all stakeholders meet and share ideas with one another. These platforms may include meetings, conferences, seminars, workshops, symposium and others. These stages can be prepared mostly by Culture and Tourism Bureau and in some cases training institutions like universities can organize it.

Lessons from “Tourism Week” in Gondar University

Gonder University is among the pioneer public universities in the country. Among its core activities, producing competent citizen, conducting research and community services are the major one. In fulfilling its objectives, it is delivering quality education both on regular and extension program for thousands of people in BA/ Degree, MA/MS and PhD modality. Department of Tourism Management is opened under Faculty of Business and Economics to enhance capacity building in the field of hospitality and tourism industry.

Among the courses offered in the department, Event organizing and management is being delivered to help students indulge themselves in MICE industry and further develop the level of the industry at the national level.

In doing so, the department organizes one event called “Tourism Week” in the university in order to help students get practical skill in the field and promote the program in and outside of the campus.

The general objective of the event is to help students get chance of practicing the real event organizing and management skill that they have been thought in a class and make the competent citizen in the field of hospitality and tourism industry. In fulfilling this, the event is envisaged with helping tourism students to create relationship with tourism industry and integrate them with professionals, companies, institutions, and all responsible stakeholders in tourism development, develop sense of entrepreneurship in graduate students to create their own job in MICE industry rather than waiting the government and companies for employment. It also helps in promoting the tourism development and management program for the university community and outsiders like companies, hotels, attraction sites, governmental offices, NGOs and any other external institutions and local community.

Beside this, the event plays vital role in promoting Gonder University itself to different embassies and consulates in the city and further creating good image for the city and country itself to outside world, creating awareness about tourism for the university community and external communities, creating awareness about environmental conservation and protection for university community and external bodies. The event is also significant in creating integration between the university and other tourism stakeholders and showing positive partnership to develop tourism in the city and at the national level.

The event is a big platform on which different stakeholders of tourism development show up and share their knowledge, ideas, and experiences in the industry and discusses ways forward for the development of the industry.

The event spans one week and it has great importance in creating awareness about tourism for the community, creating good image for the town, integrating different stakeholders by creating platform for discussion and generally plays vital role in collaboration of stakeholders. In the study area, there is also one big public university called Wollega University which offers Hotel and Tourism Management Department. However, there is no such big event held as one part of the course deliverance. Hence, this practice is highly recommended to create platform for stakeholders in tourism industry.

v. Define Clarity of Roles and Responsibilities

As explained in chapter four, majority of the stakeholders are not cognizant of their roles and responsibilities as they rarely informed by culture and tourism office. However, before collaborating with other stakeholders, it is required to clearly know one's own role. All participating organizations share equal responsibility to ensure that one organization does not dominate the partnership. An environment of collaborative wisdom comes from the sharing of different experiences, cultures, stories and approaches to problem-solving, understanding and concern. Therefore, clearly defining roles and responsibilities of stakeholders enhance collaboration as all come with common understanding of their own roles and responsibilities.

vi. Establish Channels of Open Communication

Communication is the means by which stakeholders keep each other informed and create a safe environment to discuss program implementation and evaluate challenges. Both formal and informal communication should be encouraged to augment collaboration among stakeholders. Though formal communications are needed to stabilize collaborations, informal relationships between the collaborating partners are equally important. These include clarifying roles, developing trust, sharing anxieties, conflict resolution, and identifying resources and needs. Formal communication can be achieved through some formal platforms like meetings and different training sessions.

Regular meetings like monthly, weekly are also important for decision making, planning, and problem solving around program implementation and evaluation. On the other hand, informal communication can take place everywhere using any media.

In addition, in order to foster communication among stakeholders, it is vastly recommended to use modern social media like facebook, twitter, viber, whatsapp, telegram and others by creating group in which those representatives of stakeholders can share ideas and keep updated.

vii. Capacity Building and Institutional Development

As explained in chapter four, many stakeholder organizations claimed that there is lack of skilled manpower in their respective organizations to work on collaboration for tourism development. In addition, culture and tourism bureau also lacks professional workers on the field of tourism. Therefore this gap needs to be filled through different skill gap training, short term trainings and workshops.

Human capital needs to be developed and then institutional development is required for the collaboration succeed. This gap can be filled by training institutions like Wollega University as the institution has professional in the field of tourism. Workers in culture and tourism office can also upgrade their educational status in the university as it is offering hotel and tourism management department as one discipline.

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ANNEXES

Annex 1 Questionnaire

I. Questionnaire for Selected Stakeholders

Dear respondents, this is a survey for a study by Etefa Gudina, a student at The College of Development Studies, Program of Tourism Development and Management of Addis Ababa University for partial fulfillment of the requirements for Degree of Master of Arts in Tourism Development and Management.

The information gathered will be used solely for academic purpose. The survey questionnaire has been approved by my advisor, Tesfaye Zeleke (PhD). In this survey, there are several questions that you are kindly requested to provide your knowledge, opinion and attitude on the area of my work entitle "*Collaboration of Stakeholders' Operation for Tourism Development: Evidences from Nekemte Town as a Tourist Destination in Western Oromia, Ethiopia*". In this regard, I assure you that your answers are utterly confidential and anonymous. I respectfully request your kind cooperation and patience to respond carefully to each question considering the importance of my study. Your cooperation would be greatly appreciated and is of great importance.

Instructions

You do not need to write your name.

Please put (✓) mark in response box/column for closed ended questions.

Please give only one answer to each item.

Please carefully understand and response for open ended questions.

Thank you for your cooperation!!!

There are four sections in this questionnaire.

These are: (1) Respondents profile, (2) Roles of Stakeholders (3) Collaboration of stakeholders' operation and (4) Policies, effects and challenges of collaboration.

Part 1. Respondent’s Profile

- 1. Gender : 1= Male 2=Female
- 2. Age : 1= 18-30 2= 31-45 3= 46-60 4 = >60
- 3. Marital Status: 1= Married 2= Single 3= Divorced 4= Widowed 5=Separated
- 4. Educational level:1=Lower school 2= High school 3= College Diploma 4=TVET
5= First Degree 6= Masters and above
- 5. Occupational category: 1= Government office employee 2= Private Sector
3= Self-employee 4= specify if any other
- 6. Indicate your tourism related work experience, if you have any, in years

Part 2. Questions on Roles of Stakeholders

- 1. Have you visited any of tourism attractions in Nekemte town?

1=Yes
2=No

- 2. If your answer for question #1 is “No” what is your reason?
 - a. I do not know the attractions found in the town
 - b. The attractions are not attractive
 - c. Lack of budget
 - d. Lack of time
 - e. Fear of Security
 - f. Lack of facility like transportation
 - g. Any more -----
- 3. Did your organization brief you on how it works with other sectors for tourism development in this year?

1 = Yes
2= No

- 4. Do you think working with other tourism organization has any benefit for your organization in achieving your goal?

1=Yes
2=No

5. How do you evaluate your knowledge in regard to your roles for tourism development in the area?

1=Very High
2=High
3=Medium
4=Low
5=Very Low

6. Have you been told your roles by Culture and Tourism office yet?

1=Yes
2=No

Part3. Questions Pertaining to Collaboration of Stakeholders' Operation

1. In your opinion, how would you rate commitment of working together across stakeholders in your community?

1= Not at all
2=Very small
3=Small
4=High
5=Extremely high

2. How would you rate yourself in regard to your interest to be collaborating with other stakeholders for tourism development?

1=Not at all
2=Very small
3=Small
4=High
5=Extremely high

3. In your view, how would you rate your ability to work with other stakeholders for tourism development?

1= Not at all
2=Very small
3=Small
4=High
5=Extremely high

4. How would you rate your organizational interest in regard to allowing its employees to collaborate with other stakeholders for tourism development in Nekemte?

1=Not at all
2=Very small
3=Small
4=High
5=Extremely high

5. How frequently did you participate in tourism collaborative activities in last six months?

1=Never
2= Daily
3=Weekly
4=Twice a month
5=Monthly

6. If your answer for question 5 is “Never”, what is the reason of nonparticipation?

1=I did not know the collaboration exist
2= I do not have enough ability to participate on such activities
3=My organization doesn't allow me to participate
4=Lack of budget
5=specify if any other

7. If your answer for question 5 is from 2-5 what is the purpose of your collaborative efforts?

1=For marketing and promotion work
2= Solving some problems
3=For conservation reason
4=For policy formulation and planning purpose
5=Resource sharing
6=specify if any other

Part 4. Questions pertaining to policies, effects and challenges of collaboration

Dear respondents, for the following statements you are going to answer YES/NO questions by choosing one. Please put “x” mark in the given box where in the statement express your feelings.

Factors	Statement	YES	NO
Policy/guidelines and its implementation	1. Is there a clear guideline in your organization on how people can work collaboratively for tourism development to some extent?		
	2. Does your organization have a shared vision about tourism development with other stakeholders?		
	3. Is there a platform on which the implementation of the policy is evaluated in regard to tourism development		
	4. Are there collaboration projects (work/activities) underway at this time		
	5. Do communication among the stakeholders happens both at formal meetings and in informal ways?		
	6. Personally, do you have informal conversations about tourism development?		
	7. Do the people who lead tourism sector communicate frequently with your organization?		
	8. Does your organization have resources like human, material and technological in common with other stakeholders for tourism development		
	9. Is there any formal structure that binds your organization with other organizations for tourism development?		
Challenges	10. Does your organization have an adequate fund for collaborative activities for tourism development?		
	11. Is there adequate human power for stakeholders' collaboration to do what it wants to accomplish?		
	12. Is there adequate enforcement of rules and regulations in regard collaboration in the area?		
	13. Do you have awareness about the importance of collaboration with other stakeholders?		
	14. Is your organization committed to achieve its role for tourism development?		
	15. Do people involved in the collaboration always trust and respect one another?		

16. Is there political and social climate which is suitable for starting collaborative activities to some extent?

1=Yes
2=No

17. If your answer is “NO” what do you think is the prevailing problems? _____

18. What are benefits of collaboration among tourism stakeholders in Nekemte Administrative town? _____

19. What do you think are some challenges of collaboration among stakeholders for tourism development in Nekemte town?

20. What are some advices you give for the office that lead tourism in the city?

21. What would you share to bring collaboration among stakeholders and develop tourism in Nekemte Administrative Town? _____

Thank you so much for your genuine contribution!

Annex 2 In-Depth Interview Guide

General Introduction

Dear informant,

My name is Etefa Gudina and I am a MA candidate at Addis Ababa University, College of Development Studies, Program of Tourism Development and Management and this work is part of my data collection process for my MA thesis. My research looks at collaboration of stakeholders' operation in Nekemte Administrative Town. I would like to assure you that the data collected would only to be utilized for academic research and all your responses will be confidential and your privacy will be protected to the maximum extent. I would appreciate your active participation and kindly request you to give me your genuine response for all questions.

I. Profile of the Informant

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

II. Questions on Role of Stakeholders in Tourism Development

1. How long have you been working in this organization?
2. What is your involvement during this duration?
3. How do you see tourism for economic development of Nekemte Town?
4. In your opinion, what is your organization's role in tourism development in Nekemte?
5. On which roles are you actively participating currently?

III. Questions About Collaboration of Stakeholders

1. Do you have interest to collaborate your organization with other stakeholders for tourism development?
2. What benefits do you expect from the collaboration?
3. Do you know bureau of culture and tourism office and some of their workers (especially those on managerial position) personally?
4. Is there any platform that integrates stakeholders for tourism development in the area?
5. What do you think about your actual level of participation for tourism development process?

- ✚ Probing questions
 - ✓ Are you satisfied with your level? If not, what is your ideal level of participation?
 - ✓ How about other stakeholders?
6. Would you like to participate more in the process? How much more, what is the ideal level? How would that benefit you?
- ✚ Back up questions
 - ✓ Have you ever attended in the tourism development process? Give me some example of your experience
 - ✓ What do you think is the best way to involve in tourism planning/development process
 - ✓ What is your organization's benefit to involve in tourism planning/development process?
7. Does your organization have guidelines/policy which is related with tourism development? If yes does it involve other stakeholders?
8. Is there any formal structure that brings you with other stakeholders for tourism development? If yes, what is the name of the structure? What are activities being undertaken by the structure?

IV. Questions Pertaining to Challenges/Bottlenecks of Collaboration

1. In your opinion do you think there is enough resources (human, capital, technology and capital) to collaborate stakeholders for tourism in the town?
2. In your view, do you think there is clear policy and regulations in regard to collaboration and its implementation in the area?
3. Do you think all stakeholders are aware of their respective roles in regard to tourism development in the area?
4. What are other challenges of collaboration that impede tourism development in Nekemte town?
5. Would you like to provide any other information?

Thank you for your priceless contribution!

Annex 3 Key Informant Interview Guide

Target group for this interview are experts and decision-makers about tourism development. In this regard the selected key informants are officials from Culture and tourism bureau, instructors of Wollega University and managers of hotels for their deep knowledge about tourism.

General Introduction

Dear informant,

My name is Etefa Gudina and I am a MA candidate at Addis Ababa University, College of Development Studies, Program of Tourism Development and Management and this work is part of my data collection process for my MA thesis. My research looks at collaboration of stakeholders' operation in Nekemte Administrative Town. I would like to assure you that the data collected would only to be utilized for academic research and all your responses will be confidential and your privacy will be protected to the maximum extent. I would appreciate your active participation and kindly request you to give me your genuine response for all questions.

II. Profile of the Informant

1. Name of the office: _____
8. Sex: _____
9. Educational status: _____
10. Professional background: _____
11. Position in the office : _____
12. Tourism related work experience : _____
13. Time the interview started : _____ Time the interview ended _____ total time _____

II. Questions on Role of Stakeholders in Tourism Development

1. How long have you been working in this organization?
2. What is your involvement currently?
3. What do you think are some advantages and disadvantages of collaboration of stakeholders in the area?
4. In your opinion, what is your organization's role in tourism development in Nekemte in regard to planning, infrastructural development, policy making and conservation practices?
5. In your view what are other stakeholders of tourism development in the area?
6. What is your opinion about other stakeholders' role in tourism development? How and Why?

7. How much of a role do you currently have in participating in the decision making process for tourism development? Do you think that is enough of a role?

III. Questions About Collaboration of Stakeholders

1. Do you have interest to collaborate your organization with other stakeholders for tourism development?
2. What benefits do you expect from the collaboration? What are some disadvantages?
3. Do you know bureau of culture and tourism office and some of their workers (especially those on managerial position) personally?
4. Is there any platform that integrates stakeholders for tourism development in the area?
5. What do you think about your actual level of participation for tourism development process?

✚ Probing questions

- ✓ Are you satisfied with your level? If not, what is your ideal level of participation?
 - ✓ How about other stakeholders?
6. Would you like to participate more in the process? How much more, what is the ideal level? How would that benefit you?

✚ Probing questions

- ✓ Have you ever attended in the tourism planning process? Give me some example of your experience
 - ✓ What do you think is the best way to involve in tourism planning/development process
 - ✓ What is your organization's benefit to involve in tourism planning/development process?
7. Is there any attempt/effort you made to bring stakeholders together in before? If so, what was the theme of that collaboration effort?
 8. Is there any formal structure that brings you with other stakeholders for tourism development? If yes, what is the name of the structure? What are activities being undertaken by the structure?

V. Questions Pertaining to Challenges/Bottlenecks of Collaboration

1. In your opinion, do you think all members of your organization have awareness about tourism development in the area?
2. Do you have enough tourism professionals in your organization?
3. Is there any bureaucracy to create platforms that bring all stakeholders for tourism development in the area?
4. In your opinion do you think there is enough resources (human, capital, technology and capital) to collaborate stakeholders for tourism in the town?
5. Does your organization have guidelines/policy which is related with tourism development? If yes does it involve other stakeholders?
6. In your view, do you think there is clear policy and regulations in regard to collaboration and its implementation in the area?
7. Do you think all stakeholders are aware of their respective roles in regard to tourism development in the area?

8. What are other challenges of collaboration that impede tourism development in Nekemte town?
9. What would you suggest to be done on stakeholders collaboration for tourism development?
10. Would you like to provide any other information?

Thank you for your priceless contribution!

Annex 4 Observation Guide

The observation checklists stated below will be employed for the attraction areas and offices of stakeholders to carry out observations during the entire fieldwork.

1. Tourism related meetings and seminars in the town.
2. Quality of product and services given in hotels and related establishments in the town and availability of some tourism promotional materials.
3. Conservation practices in some selected tourism attraction sites
4. The accomplished and underway collaborative tourism projects in the city if available
5. Transportation facilities and situation at bus station and bajaj fermatas in the town
6. Tourism delivering training institution in the town
7. Security issues in the town

Annex 5: Potential Tourism Resources in Nekemte Administrative Town

Potential Tourism	Types Tourism Resource	Kebele	Distance from the Town
Kumsa Moroda Palace	Historical	Bakanisa Qase	1.5km
Wollega Ethnographic Museum	Historical	Chalalaki	1km
Wollega Stadium	Manmade	Bakanisa Qasee	2km
Lake Sorga/Sorga Earthen Dam	Manmade	Bakkee Jamaa	4km
Dingato Forest	Natural	Bakkee jamaa	3.5km
Hotel and Tourism Services	Manmade	Nekemte	-
Aster Ganno Library	Historical	Burqa Jato	2km
Onesmos Nasib Hall	Historical	Jato	2km
Nekemte Administrative Hall	Historical	Center of Nekemte Town	-
Bollo Wacha Waterfall	Natural	Chalalaki	1.5k

Source: Nekemte Culture and Tourism Bureau, 2017

Annex 6 Tourist Flow and Revenue generated in Nekemte town (2000-2006)

Year	Foreign tourist		Domestic tourist	
	Number of tourist	Income earned	No. of tourist	Income earned
2000	4025	39,934	3480	12,490
2001	4382	52,700	3650	12,700
2002	5459	72,100	4065	17,514
2003	5633	114,282	4733	18,600
2004	5870	115,365	5250	19,400
2005	5936	244,791	5573	20,371
2006	7434	328,208	7353	21,806
Total	38,739	967,380	34,104	122,881

Source: Nekemte Administrative Town Tourism and Culture Office, 2014

Annex 7. Hotel and Related Establishments Found in Nekemte Town

Uunkaalee Ragaan dhaabbilee itti qindaa'uu.

Uunka 01 Hoteelota

La	Maqaa Hoteelaa	Godina		Bilbila	Sadarkaa			Baay'ina kutaalee	Baay'ina Siree			Hayyama	Baay'ina hojjetoota
		Aanaa	Magaalaa		Ujji	Bu'uura	Sadarkaa		Single	Double	Suit		
1	Hoteela Sindaay	Naq	Naq					8	8				3
2	Hoteela Ejjetaa	"	"										
3	Hoteela Melaal	"	"					11	11				5
4	Hoteela Naqamtee	"	"										
5	Hoteela Horoguduruu	"	"										
6	Hoteela Shawaa	"	"					17	17				2
7	Hoteela Shufeeroochi	"	"					12	13				4
8	Hoteela Neshii	"	"										
9	Hoteela Green	"	"										
10	Hoteela Mi'iraab	"	"					20	20				3
11	Hoteela Arjeentiinaa	"	"					9	10				4
12	Hoteela Shittaayee	"	"					23	23				2
13	Hoteela Muluu Tsagaayee	"	"					10	10				11
14	Hoteela Iteenash	"	"										
15	Hoteela Buuzunesh Abajje	"	"					20	20				5
16	Hoteela Biisraat	"	"										
17	Hoteela Inquxaaxaash	"	"					19	19				12

18	Hooteela Buree Barrii	”	”					21	21				2
19	Hooteela Hiyooot	”	”					7	7				2
20	Hooteela Mehaal gebiyaa	”	”										
21	Hooteela Sibuu	”	”					16	16				3
22	Hooteela Siif	”	”					8	11				5
23	Hooteela Selaam	”	”					6	6				5
24	Hooteela Buuziyyee	”	”										
25	Hooteela Oromiyaa 1	”	”					36	37				6
26	Hooteela Andineet	”	”					10	10				12
27	Hooteela Afriikaa	”	”					7	7				1
28	Hooteela Salaam	”	”					5	5				11
29	Hooteela Machaal	”	”					7	7				5
30	Hooteela Addunyaa Galataa	Naq	Naq					36	38			qabu	62
31	Hooteela Ayyalach	”	”					6	6			”	8
32	Hooteela Shufeerooch	”	”					12	13			”	4
33	Hooteela Seenteraalii	”	”					8	8			”	4
34	Hooteela Qanaa zagalila	”	”					14	14			”	3
35	Hooteela Faasikaa	”	”					14	14			”	3
36	Hooteela Oromiyaa 2	”	”					7	7			”	6
37	Hooteela madasachaa	”	”					7	8			”	5
38	Hooteela Faarm-land	”	”					30	33			”	31
39	Hooteela Ijoo	”	”					43	47			”	49
40	Hotela Wallaggaa Addis	”	”					32	55			”	36
41	Hooteela Bashannanaa	”	”					9	9			”	2

42	Hootela Wallaggaa	”	”									”	
43	Hootela Gimpii	”	”									”	
44	Hootela Waaliyaa	”	”									”	
45	Hootela Faantaayee	”	”				8	8				”	5
46	Hootela Tookkumaa	”	”									”	
47	Hootela Daani’eel	”	”									”	
48	Hootela Wugaagaan	”	”									”	
49	Hootela Dassaaleny	”	”				43	47				”	54
50	Hootela Nadhii	”	”									”	
51	Hootela Biheerawi	”	”									”	
52	Hootela Abaay	”	”									”	
53	Hootela Faantayee	”	”									”	
54	Hootela Abeenazar	”	”									”	
55	Hootela Miikii	”	”				8	8				”	7
56	Hootela Tasfaayee	”	”									”	
57	Hootela Beenoorii	Naq	Naq				24	30					11
58	Hootela Niyaalaa	”	”										
59	Hootela Angeer	”	”										

La kk	Maqaa Hoteelaa	Godina		Bilbila	Sadarkaa			Baay'ina kutaalee	Baay'ina Siree			Hayyama	Baay'ina hojjetoota
		Aanaa	Magaalaa		Urjii	Bu'uura	Sad/gadi		Single	Double	Suit		
60	Hooteela Afriikaa	”	”								”		
61	Hooteela Gizaawu	”	”								”		
62	Hooteela Dirribee	”	”								”		
63	Hooteela Hiddasee	”	”								”		
64	Hooteela Zippaanaa	”	”								”		
65	Hooteela Waaliyaa	”	”								”		
66	Hooteela Fireehiwoot	”	”								”		
67	Hooteela Walabummaa 1	”	”								”		
68	Hooteela Walabummaa 2	”	”								”		
69	Hooteela Meesalemiyaa	”	”								”		
70	Hooteela Waliinii	”	”								”		
71	Hooteela Sisaay Mammoo	”	”								”		
72	Hooteela Yaared	”	”								”		
73	Hooteela Soreessaa	”	”								”		
74	Hooteela Ajiippii	”	”								”		
75	Hooteela Feenet	”	”								”		
76	Hooteela Bisiraat	”	”				10				”	6	
77	Hooteela Shaloom	”	”				34				”	25	
78	Hooteela Faanaa	”	”				7				”	7	
79	Hooteela Isnoot	”	”				5	5			”	8	
80	Hooteela Sookam	”	”				5	5			”	5	
81	Hooteela Alaltuu	”	”									2	
82	Hooteela Feeneet	”	”									7	
83	Hooteela Bisraat	”	”									6	
84	Hooteela Shaloom	”	”									25	
85	Hooteela Faanaa	”	”									8	
86	Hooteela Agenyehushii	”	”									5	
87	Hooteela Sookam	”	”									5	
88	Hooteela Sinooz	”	”									8	
89	Hooteela Tarraqany	”	”									5	

Source: Nekemte Culture and Tourism Bureau

Annex 8 Community Service Report of Wollega University

1. Report of Community Service Delivered at Nekemte Town

Date of the training	Topic of the training	No. of participants/ trainees	Venue/hall	Name of trainers	Remark
18-19/06/2016	“Training on Customer Handling Techniques”	27	Nekemte Town Administration Hall	1. Etefa Gudina 2. Shewangizaw Getachew	Successfully completed

Overall Analysis of the training

When we see the total analysis of the training, there were some strengths and weaknesses.

The following can be mentioned as the strengths of the training:

- Well structured opening speech by Nekemte Town V/Mayor
- Good cooperation between trainers, facilitators and Culture and Tourism Office
- Cost effectiveness of the training on all phases.
- Time management and on time ending of the training
- Good participation of trainees and all staff members of Nekemte Town Culture and Tourism office
- Media coverage by Wollega University Community Radio
- Nice presentation of the content by trainers

Even if the training was accomplished successfully, there were still some weaknesses that we observed. These need improvement for the remaining trainings. These include:

- Lack of prearranging certificate for trainees
- Unpunctuality from some trainees
- Light problem which goes out frequently
- Absenteeism from the preplanned number of trainees

Therefore, as professionals we recommend to improve the above problems and work for the successful accomplishment of the project.

2. Report of Community Service Delivered at Shambu Town

Date of the training	Topic of the training	No. of participants/trainees	Venue/hall	Name of trainers	Remark
22-23/06/2016	“Training on Customer Handling Techniques”	28	Haro Int. hotel hall	1. Etefa Gudina 2. Shewangizaw Getachew 3. Fikadu Tamiru	Successfully completed

Overall Analysis of the training

When we see the total analysis of the training, there were some strengths and weaknesses.

The following can be mentioned as the strengths of the training:

- ✚ Well structured opening speech by Shambu Town Mayor
- ✚ Good cooperation between trainers, facilitators and Culture and Tourism Office
- ✚ Cost effectiveness of the training on all phases.
- ✚ Time management and on time ending of the training
- ✚ Good participation of trainees and all staff members of ShambuTown Culture and Tourism office
- ✚ Nice presentation of the content by trainers

Even if the training was accomplished successfully, there were still some weaknesses that we observed. These need improvement for the remaining trainings. These include:

- ✓ Lack of prearranging certificate for trainees
- ✓ Unpunctuality from some trainees
- ✓ Light problem which goes out frequently
- ✓ Lack of media coverage
- ✓ Transportation problem

Therefore, as professionals we recommend to improve the above problems and work for the successful accomplishment of the project.

3. Report of Community Service Delivered at Gimbi Town

Date of the training	Topic of the training	No. of participants/trainees	Venue/hall	Name of trainers	Remark
30/06/2016-01/07/2016	“Training on Customer Handling Techniques”	24	Pheniell hotel hall	1. Etefa Gudina 2. Shewangizaw Getachew	Successfully completed

Overall Analysis of the training

When we see the total analysis of the training, there were some strengths and weaknesses.

The following can be mentioned as the strengths of the training:

- ✚ Excellent hall which is sponsored by the owner of the hotel
- ✚ Good cooperation between trainers, facilitators and Culture and Tourism Office
- ✚ Cost effectiveness of the training on all phases.
- ✚ Time management and on time ending of the training
- ✚ Good participation of trainees and all staff members of Gimbi Town Culture and Tourism office
- ✚ Nice presentation of the content by trainers

Even if the training was accomplished successfully, there were still some weaknesses that we observed. These need improvement for the remaining trainings. These include:

- ✓ Lack of prearranging certificate for trainees
- ✓ Unpunctuality from some trainees
- ✓ Light problem which goes out frequently

Therefore, as professionals we recommend to improve the above problems and work for the successful accomplishment of the project.