



ADDIS ABABA UNIVERSITY

COLLEGE OF DEVELOPMENT STUDIES

CENTER FOR ENVIRONMENT AND DEVELOPMENT STUDIES

TOURISM DEVELOPMENT AND MANAGEMENT PROGRAM

VISITOR MANAGEMENT AS A TOOL FOR SUSTAINABLE TOURISM
DEVELOPMENT, CURRENT PRACTICE AND CHALLENGES: THE CASE
OF GORGORA, NORTH GONDAR, ETHIOPIA

A Thesis Submitted to Center for Environment and Development, Tourism
Development & Management Program for Partial Fulfillment of the
Requirements for the Degree of Master of Arts in Tourism Development and
Management

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June, 2020

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This is to certify that the thesis entitled “Visitor Management as a Tool for Sustainable Tourism Development, Current Practice and Challenges: The case of Gorgora, North Gondar, Ethiopia” submitted in partial fulfilment of the requirements for the degree of Master of Arts Degree in Tourism Development and Management, and has been carried out by Adugna Takele ID. No GSR/0775/11. Therefore, we recommend that the student has fulfilled the requirements and hence hereby can submit the research to Tourism Development and Management program.

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DECLARATION

I, Adugna Takele, hereby declared to Tourism Development and Management, college of Development Study, University of Addis Ababa that this thesis entitled “Visitor management as a tool for sustainable tourism development, current practice and challenges: the case of Gorgora, North Gondar, Ethiopia.” submitted by me for the award of degree of Master in Tourism Development and Management, is an original work carried out by me and all other sources are duly acknowledged and that it has not been submitted to any other university in part or full for any academic award or diploma or degree.

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ACKNOWLEDGMENTS

First and foremost, I thank the almighty God for giving strength in all my life and for the accomplishment of this thesis.

Next, I would like to give a great gratitude to my advisor Dr Tamirat Tefera, center head for Environment and Development studies, Addis Ababa University, who gave me his priceless comments and constructive critiques. I really appreciate his devotion and commitment that motivates me to do more throughout this research preparation.

My heartfelt appreciation goes to my instructor Dr Tesfaye Zeleke, at department of tourism development and management, Addis Ababa University. He has supported ideas sharing & guidance in all aspects of this thesis preparation.

Sincerely I would like to thank to all my respondents of this research work, who helped me to give their time and effort to fill my questionnaires and for all the interviewees of the Dembya woreda Culture Tourism and Sport Department staffs, and all key informants for providing all necessary information.

I thank my best friends Kidist, Demeke, Muluken, Sindu, Daniel and for all Tourism development and management post graduate school colleagues. Last but not least, I would like to thank my families Mom and Dad and all my brothers and sisters especially my sister Sisaynesh and her husband Semahgn for their continuous moral support. Really, they inspired me throughout this thesis work.

Table of Contents

Contents	Page no
ACKNOWLEDGMENTS	i
List of Figures	vi
List of Table	vii
List of Abbreviations & Acronyms	viii
ABSTRACT	ix
CHAPTER ONE	1
INTRODUCTION	1
1.1 Background of the Study	1
1.2 Statement of the Problem	3
1.3 Objective of the Study	4
1.3.1 General Objective	4
1.3.2 Specific Objectives	4
1.4 Research Question	5
1.5 Significance of the Study	5
1.6 Scope of the Study	5
1.7 Limitation of the Study	5
1.8 Definition of key Terms	6
REVIEW LITERATURE	7
2.1 Introduction	7
2.2 The Concepts of Visitor Management	7
2.3 Visitor Management Techniques	8
2.3.1 Hard Visitor Management Techniques	8
2.3.2 Soft visitor management Techniques	11
2.4 Stakeholders' Participation in Visitor Management	12
2.5 Challenges of Implementing Visitor Management	12
2.6 Sustainable Tourism Development	13
2.7 Dimensions of Sustainable Tourism	14
2.7.1 Environmental Dimension	14
2.7.2 Economic dimension	15

2.7.3 Socio-Cultural Dimension.....	15
2.8 Empirical Review.....	16
2.8.1 Visitor Management Practice Lesson from London.....	16
2.8.2 Visitor Management Practices Lesson from South Africa.....	17
2.8.3 Visitor Management Practices in Ethiopian Context.....	18
2.9 Conceptual Framework.....	19
CHAPTER THREE RESEARCH METHDOLOGY.....	20
3.1 Introduction.....	20
3.2 Description of the study area	20
3.2.1 Location and Site Description	20
3.2.2 Socio Economic Conditions	21
3.3 Research Approach	22
3.4 Research Design.....	22
3.5 Population, Sampling Techniques and Sample Size Determination	22
3.5.1 Target Population	22
3.5.2 Sampling Technique	22
3.5.3 Sampling Size.....	23
3.6 Data Source.....	23
3.7 Data Collection Instrument.....	23
3.7.1 Questionnaire.....	23
3.7.2 Interview	24
3.7.3 Observation	24
3.8 Data Analysis and Interpretation Technique.....	25
3.9 Ethical Consideration.....	25
CHAPTER FOUR.....	26
RESEARCH ANALYSIS AND FINDINGS.....	26
4.1. Introduction.....	26
4.2. Demographic Characteristics of Survey Respondents	26
4.3 Practices of Hard and Soft Visitor Management Tools	28
4.3.1 Practices of Hard Visitor Management Tools in Gorgora	29
4.3.2 Practices of Soft Visitor Management Tools in Gorgora.....	36
4.5 Roles and Participation of Stakeholders in Managing Visitors in Gorgora	44
4.6 Challenges of Visitor Management Practices in Gorgora.....	46

4.7 Visitor Management and its Roles in Sustainable Tourism Development.....	47
4.8 Discussion of Results	51
T	51
CHAPTER FIVE	53
CONCLUSION AND RECOMMENDATION	53
5.1 Introduction.....	53
5.2 Conclusion	53
5.3 Recommendations.....	54
5.4 Future Research Direction	55
Reference	56
APPENDICES	62
Appendix 1.Questionnaire	62
Appendix 3 Observation Checklists.....	68
Appendix 4 Interviewee code	70

List of Figures

Figure 2. 1 Conceptual framework	19
Figure 3. 1 Map of the study area	21
Figure 4. 1 Major Sources Information.....	43
Figure 4. 2 Compatibility of Visitor Management tool and Sustainable Tourism	47
Figure 4. 3 Visitor Management Tools as an Enhancement of Sustainable Tourism.....	49

List of Table

Table 4. 1 Demographic characteristics of survey respondent.....	26
Table 4. 2 Practices of carrying capacity in the study area	29
Table 4. 3 Practices of zoning in Gorgora.....	30
Table 4. 4 Practices of price differentiation in Gorgora.....	32
Table 4. 5 Practices of Site Hardening in Gorgora	33
Table 4. 6 Waste management practices in Gorgora	34
Table 4. 7 Access control practices in Gorgora.....	36
Table 4. 8 Availability of Information and Interpretation Tools in the study area.....	37

List of Abbreviations & Acronyms

ADB	Africa Development Bank
AER	Association of Ecotourism in Romania
ANRSCTB	Amhara National Regional State Culture and Tourism Bureau
KNP	Kruger National Park
MBRS	Mesoamerican Barrier Reef System
NGCTB	North Gondar Culture and Tourism Bureau
NGO	Non-Governmental Organization
SPSS	Statistical Package for Social Science
UNEP	United Nation Environmental Program
UNESCO	United Nation Education, Science and Culture Organization
UNWTO	United Nation World Tourism Organization
VM	Visitor Management
VMP	Visitor Management Plan
WTO	World Tourism Organization

ABSTRACT

Visitor management is an important tool in the achievement of sustainable tourism through minimizing the negative impacts and maximizing the positive impacts of visitors in a given destination. The objective of this study was to investigate visitor management as a tool to enhance sustainable tourism development, current practice and challenges in Gorgora. The study employed descriptive design in line with mixed research approach. Indeed, 95 international and domestic visitors were selected using convenience sampling and 5 key informants selected using purposive sampling. Questionnaire, interview and observation were instruments to collect data. In the methodology part, the collected quantitative data were analysed using descriptive statistical tools like frequency, percentage and mean also the collected data were processed via SPSS version 24 and qualitative data were collected key informant interview applied for narrative analysis. Based on the findings of the study the practices of both hard and soft visitor management tools in Gorgora were found poor which verified the challenges of implementing visitor management including low level of implementation, limited stakeholder participation, lack of budget, limited skilled human power, and lack of awareness and negligence of responsibility in the study area. Based on the result, visitor management tools and sustainable tourism have a relationship and visitor management tools contribute for enhancement of sustainable tourism development in the study area. Based on the findings of the study, the researcher forwarded some recommendations to visitor management practice in the area.

Key terms: Gorgora, Visitor management, Sustainable Tourism Development,

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

According to UNWTO (2020) report, International tourist arrivals (overnight visitors) worldwide grew 4% in 2019 to reach 1.5 billion, based on data reported by destinations around the world. Africa as a continent also received about 62 million tourists in 2016 and the international tourists were growing up about 8 % in 2017 (ADB, 2018). According to MoCT (2019) report, Ethiopia was visited by 811 604 foreign visitors. In so far, with the rapid increase of tourists all over the world and underdeveloped management, heritage site been serving beyond their capacity which violates the principle of sustainable development (Agnew & Demas, 2013).

Even though tourism industry attained rapid growth and recognized as one of the largest contributor for the global economy, its development created both positive and negative impacts. For example, historical sites of the world have been suffered by a number of problems widely pressures from tourist flows on the natural and historical structure of the sites (Barmelgy, 2013). Thus, it is important to plan and manage tourism destinations to minimize the negative impacts and enhance the positive impacts of tourism (Candrea & Ispas, 2009).

Consequently, the sustainability issue has received attention due to the negative impacts resulting from mass tourism on the heritages. The idea of sustainable tourism development emerged in the 1990s which comprises reasonable economic, social and cultural development without endangering the environment (Najdeska & Rakicevik, 2012). Thus, Sustainable tourism development can be achieved in different ways. For instance one way of achieving sustainability is implementing visitor management tool. According to Barmelgy (2013), the idea of visitor management plan (VMP) as an important tool in the achievement of sustainable tourism through minimizing the negative impacts and maximizing the positive impacts of visitors in a given destination. Visitor management techniques can vary in their approach, size, and application, but its ultimate goal is achieving to sustainable tourism development and education for a tourism destination through producing authentic visitor experience and quality service (Albrecht, 2016).

Ethiopia has a bright future to be benefited from tourism and has diverse tourist resources, which include both cultural and natural attractions (Kibru & Tesfaye, 2015). Particularly, Amhara National Regional State has also plenty of cultural and natural tourism resources and home of three world heritage sites namely Simian Mountains National Park (1978), Rock Hewn Churches of Lalibella (1978) and Fasil Ghebbi world heritage sites (1979) (ANRSCTB, 2014).

Moreover, Gorgora is a peninsula situated in north Gondar, Amhara regional state, is one of attraction site in the region which has great potential of cultural and natural tourism resources to attract large amount of domestic and international tourists. According to North Gondar Culture and Tourism Bureau, the major tourism attractions in Gorgora includes Lake Tana beaches, landscapes, bird watching, island church and monasteries, like Debressina Maryam, Angara Tekle Hayimanot, Birgida Kidane Mihret and Mandaba Medhanealem, the Portuguese Cathedral lies in ruins, but it is still stunning, with its beautiful architecture from the past and the Palace of the Emperor Susenyos are wonders which shows Gorgora has of great potential to attract large amount of tourists.

Gorgora is one of the three places where Prime Minister Abiy Ahmed (PhD) this week announced to transform into a tourist attraction. Addis Ababa August 16/2020(ENA) Prime Minister Abiy Ahmed has officially launched ‘Dine for the Nation’ program to mobilize funds for three projects in Amhara, Oromia and Southern Nations, Nationalities and Peoples’ Region (SNNPR) as prosperity initiatives go regional. Launching the Program, Abiy said “We officially launch ‘Dine for the Nation’ program to mobilize funds for three projects we will be starting in Gorgora in Amhara, Wonchi in Oromia and Koysha in SNNPR Regional States.” In this case this will be one of the main advantages to grow visitor number in the study area.

According to NGCTB (2019/2020) report, Gorgora Peninsula was visited by 13,560 domestic and 874 foreign totally 14434 visitors and Visitors are not properly register and manage by different problem. As a result, Gorgora tourist destination site encountered challenges due to lack of visitor management tools due to this reason the current study was initiate to investigate the role of visitor management tools in enhancing sustainable tourism development in the study area and this study has attempted to examine the practice of visitor management tools and their role in enhancing sustainable tourism development.

1.2 Statement of the Problem

There is no doubt tourism will bring negative effect unless it is managed very well (Agnew & Demas, 2013). Historic sites found around the world challenged from excess tourist fleet on the natural and historical structure of the sites (Shackley, 1998; Barmelgy, 2013). Therefore, tourism resources require careful planning and management in order to maintain the authentic feature of the sites since many of the resources are exceptional, hard to restore and highly sensitive (Geberekiros, 2016).

Visitor management deals with controlling visitor numbers, understanding visitor behaviour, improve visitors experience and create enjoyment at the destination but try to modify visitors on site behaviour to be more sustainable by using tools (Candrea & Ispas, 2009). Indeed, a successful visitor management requires knowledge of visitor numbers and activities undertaken in the destination as well as accurate information on visitors' needs and wants (Baltic Protected Area and Tourism [BPAT], 2007). Furthermore, tourist destination sites need basic facilities and visitor management tools to be fulfilled like litter bins, visitor centers, interpretative signage, guides, an associated exhibition or museum, perhaps listening posts, portable tape players, audio visual displays and ample written material to aid the visitor in discovering its history (Shackley, 1998).

Thus, researches' conducted to enhance sustainable tourism development revealed that visitor management is important at every destination. For example, Akama (1999) outlined that the concept of visitor management has to be recognized in each parts of Africa. Because the focus of tourist destination in the continent is just to maximize the revenue generated from tourism without taking care of the sustainability of the destinations. Hence, inappropriate visitor management destroyed the quality of cultural and natural tourism resources. Accordingly, the author suggested that both international and domestic visitors insist visitor management tools to experience authentic culture of the local community.

Some researchers studied the practices of visitor management in Ethiopia. However, the practices are filled with many pitfalls like limited visitor management tools, low level of stakeholder collaboration and participation, lack of control and lack of enough knowledge (Geberekiros, 2016; Yihalem & Amare, 2019).

For example, Geberekiros (2016) conducted research on visitor management and stakeholder involvement as tools of heritage management in Aksum. The finding pointed out that the sustainable management status of the cultural heritage of Aksum faced different problems

which have negative impact on visitor experiences. As a result, the introductions of common practices of visitor management were highly recommended by the researcher.

Another study conducted by Yihalem & Amare (2019) entitled visitor management and sustainable destination management nexus in Zegie Peninsula, Northern Ethiopia. The author addressed both hard and soft visitor management tools and identified that visitor management tools could substantiate sustainable tourism development in the study area. However, the researcher didn't show the contribution of visitor management tools to ensure sustainable tourism development statistically in the area.

So far, one research works have been conducted related to tourism in Gorgora; Getachew Molla (2013) conducted a research on challenges and prospects of sustainable tourism development in and around Gorgora, North Gondar.

However, the above study conducted in Gorgora not gives attention to the key hard and soft visitor management tools as a panacea for problems of sustainable tourism development in the area. Besides, studies to see the practical tasks undertaken to devise visitor management tools are remain untouched. Hence, the current study attempted to fill the gap by investigating the role of visitor management tools for sustainable tourism development in Gorgora peninsula. The researcher has also looked for key issues related to the applications of visitor management tools and sustainable tourism development in Gorgora Peninsula.

1.3 Objective of the Study

1.3.1 General Objective

The general objective of the study was to investigate the contribution of visitor management tools for sustainable tourism development, the practice and challenges: the case of Gorgora, North Gondar.

1.3.2 Specific Objectives

1. To describe the attitude of visitors towards existing practice of visitor management tools in the study area
2. To assess the challenges for implementing visitor management tools in the study area
3. To explore the extent of stakeholders participation for visitor management practice in the study area

4. To see the perceptions of visitor how visitor management tools would enhance sustainable tourism in the study area

1.4 Research Question

1. Are visitor management tools currently practiced in the study area?
2. What are the challenges associated with the implementation of visitor management practice in the study area?
3. To what extent stakeholders participation in the study area?
4. How could visitor management tools enhance sustainable tourism in the area?

1.5 Significance of the Study

This study is important for all stakeholders in tourism. Firstly, the research will provide insights for the local government bodies especially culture and tourism experts to develop visitor management plan and overall destination management. Secondly, it will also provide clear information for all stakeholders in the management of the area including local tour guides on how interpretation would be helpful to enhance visitor experience.

Finally, the study can be used as reference for further studies in related issues especially on the contribution of visitor management and sustainable tourism development.

1.6 Scope of the Study

Geographically, the study was mainly focused on Gorgora peninsula. Conceptually, it was delimited on the use of visitor management tools including the hard and soft visitor management tools to enhance sustainable tourism development.

This research has been conducted between February and May 2020. This study is a descriptive research design. It was intentionally followed to investigate the current status and applicability of visitor management tools, challenges that practice visitor management tools and their role of visitor management tools in enhancement of sustainable tourism development. Based on the nature of data, the current study followed both qualitative and quantitative analysis. Therefore, mixed research approach was applied in the study.

1.7 Limitation of the Study

The study focused on the use of visitor management tools to enhance sustainable tourism development in Gorgora. However, in this context there are limited studies in Ethiopia and

this study had constraints of adequate published journals in Ethiopian context. On one hand, the study was limited to the use of visitor management tools to enhance sustainable tourism development in Gorgora. Some respondents were not able to understand questionnaires format. Due to this limitation, some questionnaires were filled incorrectly. Methodologically, the study used non probability sampling due to the nature of the study and time frame of studying. Hence, the sample may or may not be real representatives of the whole population. In addition to another basic limitation of the study was corona virus (COVID 19), Dou to the pandemic disease the sample size of the study (visitors) become very low. Lastly, the study was conducted from February to June/2020 and this time was low season for Ethiopia tourism and the data was limited in line with low activities of visitors in the study area.

1.8 Definition of key Terms

Visitor management: Is an administrative action oriented towards maintaining the quality of tourism resources and visitor experiences through regulating the number and behaviour of visitors and so visitor management is a technique used to regulate the number, behaviour and experiences of visitors (Candrea & A. Ispas, 2009).

Visitor management tools: Managerial techniques used by protected areas and any other places for the sake of controlling and advocating visitors within a site which can be hard or soft visitor management (Kuo, 2003 & Mason, 2005).

Sustainable tourism: Tourism that takes full account of its current and future economic, social and environmental impacts, addressing the needs of visitors, the industry, the environment and host communities (UNEP & WTO, 2005).

Sustainable tourism Development: According to UNWTO (2005), Sustainable tourism development meets the needs of present tourists and host regions while protecting and enhancing opportunity for the future. It is envisaged as leading to management of all resources in such a way that economic, social, and aesthetic needs can be fulfilled while maintaining cultural integrity, essential ecological processes, biological diversity, and life support system.

CHAPTER TWO

REVIEW LITERATURE

2.1 Introduction

Under this chapter, literature with respect to visitor management tools and sustainable tourism development dimensions are critically reviewed. Conceptual framework is also formulated to indicate interrelations among visitor management tools and sustainable tourism development scenarios.

2.2 The Concepts of Visitor Management

Visitor management can be defined as an administrative action oriented towards maintaining the quality of tourism resources and visitor experiences (Candrea & Ispas, 2009). It is identified as strategies and measures to preserve the authentic nature of the heritages through modifying the visitor attitude and experiences as well as behaviour to enhance the positive impacts while minimize the negative impacts (Kuo, 2003 & Schandau, 2017).

There is direct relationship between tourism resources and visitors. Visitors travel to the site to get an experience from those tourism resources so that the visitors have direct impact on the resources that may arise from inappropriate behaviour (Kuo, 2003). Due to this reason, in the 1990s and late 2000s the idea of sustainable tourism development and visitor management emerged to minimize the negative effects of mass tourism on the tourism destination (Marion & Reid, 2009). Thus, the aim of visitor management in tourism destinations is to provide understanding and knowledge of concepts like visitor experience, service quality, providing interpretation and information of the site, management actions like implementation and monitoring the destructions on the resources (Albrecht, 2016).

Visitor management techniques can vary in their use, amount and application but their ultimate objective is achieving sustainable tourism development through minimizing negative impacts on the tourism resources and providing the best recreational opportunities for visitors (AER, 2009).

The concept of visitor management in protected area is associated to the managements of negative impacts of tourism development. Visitor management incorporates issues such as controlling visitor numbers and understanding visitor behaviour. In reality, visitor management intensifies visitor experiences and attitudes. It is also at the core of tourism

management and encompasses various activities on the part of destination management. However, attentions that visitor management receives in tourism planning and tourism research were not in a position to reflect its significance. Such lack of attention is problematic where inappropriate VM decreases the perceived quality of tourism products. Thus, most countries of the world ought to focus on visitor management while developing sustainable tourism policies (Garrod *et al.*, 2006).

2.3 Visitor Management Techniques

Strategies and techniques to minimize the negative impacts of visitors in the destination can be varied based on the type of attractions. According to Eagles, McCool & Haynes, (2002) and Candrea & Ispas (2009), there are four strategic approaches which can be used to reduce the negative impacts of visitors on protected areas; managing the supply of tourism, managing the demand for visitation, managing the resource capabilities to handle use and managing the impact of use.

According to, Kuo (2003), and Albrecht (2016) recognized hard and soft approaches of visitor management. As a result, using these approaches is quite important to minimize visitor impacts, improve service quality and maximize visitors experience as well as to educate them about the site and interpretation.

2.3.1 Hard Visitor Management Techniques

Hard visitor management encompasses regulatory and activity management. Applying hard visitor management tools in protected areas would be quite obtrusive to enhance sustainable tourism development. In this part main component of hard visitor management tools such as zoning, carrying capacity, site hardening, and waste management systems are elucidated. The following are basic hard visitor management techniques.

2.3.1.1 Carrying capacity

Carrying capacity in tourism means the maximum number of tourists who may visit the destination without causing serious destruction in the physical resources, economic and socio cultural erosion as well as without damaging the tourist experience (Weaver, 2006; AER, 2009 & Agnew & Demas, 2013).

The concept of carrying capacity is important in both natural and cultural heritages. Heritage sites are particularly vulnerable to unfavourable practices of high number of visitors,

constraints of the heritage site or broader community related social, economic and environmental concerns in destinations (Agnew & Demas, 2013 & Weaver, 2006). As a result, it is recognized the need to limit and control those inappropriate practices that may threaten the sustained use of limited resources.

The one goal of tourism carrying capacity is to ensure sustainable tourism development in the destination. Therefore, Pedersen (2002), Dumbraveanu (2007) and the AER (2009) stated Carrying Capacity in physical, environmental and socio-economic components. It is an important instrument by which sustainable development of tourist destination is steered.

According to Ferreira & Harnse (2015) investigated carrying capacity concepts applied in South Africa particularly at Kruger National Park. Accordingly, carrying capacity determinant factors were identified as economic carrying capacity, ecological carrying capacity and physical carrying capacity. Under economic carrying capacity tourist expectation and cost of living at a destination could be examined. Ecological carrying capacity comprises wild life, water and waste management elements of protected areas whereas physical carrying capacity encompasses accommodation, transportation and ancillary services.

2.3.1.2. Price Discrimination

Price discrimination involves establishing two or more prices for the same recreation opportunity (domestic and foreign visitors, peak holidays, according to location or some other methods). This can be one of the important visitor management tools to manage impacts on the site Candrea & Ispas, (2009). Protected areas often attract visitors to generate revenue by collecting entrance fees and the provision of various services (Donázar, Ceballos & Avizanda, 2018). If it is cunningly designed and implemented, price discrimination can also help to regulate and manage visitors' flow (Yihalem & Amare, 2018).

2.3.1.3. Site Hardening

Site hardening involves constructing facilities and locating trails and roads to reduce the impacts of visitors on sensitive soils and vegetation, fragile structure and help to meet the visitors' needs for usable access (AER, 2009).

Pedersen (2002) identified that hardening has both costs and benefits, because it changes the nature of the visitors' experience. For example, the Milford track in New Zealand and the

Overland track in Tasmania, both popular backpacking routes, saw an increase in use during the 1980s. Management responded to the resulting impacts by rationing use and hardening the tracks surfaces. Consequently, some visitors considered the tracks too easy and stopped using them.

2.3.1.4. Waste Management System

Poor waste management causes aesthetic pollutions which could negatively affect the tourist experience. Good waste management system has to be developed by the management bodies at tourist sites. Both visitors and local people must be aware of waste management strategies of the site (Nair *et al.*, 2008).

Visitors cause environmental pollution if destinations do not make them familiar about waste management system followed in an area. Information and interpretation tools at a destination enable visitors aware of issues concerning about how wastes are disposed at a site. Due to this reason, proper waste management system must be applied in areas where great deals of visitors are found. Practicing proper waste management system improves environmental qualities (Shamshiry *et al.*, 2011).

2.3.1.5. Zoning

According to (Candrea & Ispas, 2009) the main challenge for nature management is to preserve areas with minimal human impact, in particular by leisure activities, while at the same time, zones must be found to satisfy recreational and educational needs.

Zoning means dividing the area into clearly designated zones listing the types of tourism activities and infrastructure that would be acceptable and should be developed (UNEP, 2005). Similarly, zoning is the principal method used to arrange visitors, and important in achieving the appropriate combination of concentration and dispersal. It is designed to allocate geographical areas for specific levels and intensities of human activities and of conservation (Eagles *et al.*, 2002 & AER, 2009).

Furthermore, zoning is also a principal method used to deploy visitors. It is applied to limit the movement of visitors and ensure adequate balance between the concentration and dispersion of visitors within protected areas. Management zones will also differ from destination to destination depending on the size and nature of the protected areas (Obenaus, 2005).

2.3.2 Soft visitor management Techniques

Protected areas often need soft visitor management tools which promote sustainable tourism and discourage negative impacts. Soft visitor management tools have indispensable role in providing up-to-date information to the visitors. Information and interpretation are also soft visitor management tools aiming to explain visitors and tourists about the value of various natural and cultural elements of the destination (Robotic, 2010).

Visitors' behaviour can be changed through education programmes teaching low impact ways to visit a site, and interpretation programmes teaching respect for a site's resources and protection issues (Pedersen, 2002). Kuo (2003) also stressed that soft visitor management strategies are used to support hard management approaches and include educational forms that can improve visitor awareness about the sites. The same thing discussed by Mason (2005) as information and educational directions provided through interpretive facilities and help visitors to change their behaviour to support sustainable development programmes.

2.3.2.1 Information and Interpretation

According to the Mesoamerican Barrier Reef System (MBRS, 2005), environmental information and interpretation tools have the following significance for tourist destination: to enrich the experience of visitor, improves visitor awareness about an environment, it might reduce the unnecessary destruction or degradation of an area, it is a way of improving institutional image and establishing public support, it impresses visitors to have a sense of pride in the country, motivate the public to take actions to protect their environment in a logical way, it might generate funding for management activities in protected areas, it might create employment for local communities in the visitor centres', as interpretive, guides and promotes the production of handicrafts in an area.

According to the Baltic Sea region Parks (BSP, 2007), the availability of information tools are important to advice and inform visitors about what is happening in the protected area and which routes to take. It promotes visitors to adopt appropriate behaviours that will reduce impacts and provide the visitors with more satisfying visit. Hence, information tools like printed materials including map, guide books, brochures, information boards and signs are expected to deliver facts about an area. Verbal information given by guides or environmental educators, Radio and TV broad casting, Internet (website of protected area, social networks) have paramount significance in offering basic information about sites.

Interpretation is most commonly used to refer to things such as guided walks, signs and displays in museums, art galleries, zoos, historic buildings and national parks, and guidebooks or information sheets or leaflets, education and mobile learning (Sarm, 2013; Tan & Law, 2015).

2.4 Stakeholders' Participation in Visitor Management

Successful tourism developments are born from careful planning, and involving the government, industry, and community stakeholders (Kadi, Jaafar & Hassan, 2015). In order to achieve more sustainable development, many are advocating the crucial role of involving a comprehensive range of stakeholders in all stages of the development process, from policy making to project implementation (Maiden, 2008). However, the level of stakeholders' involvement may differ; some stakeholders are responsible for formulating policies, others for implementing policies, and some for both formulating and implementing tourism policies including visitor management at a destination (Nabiha & Saad, 2015).

According to Gutierrez, Lamoureux, Matus & Sebunya (2005), stakeholder engagement throughout the process of planning and destination management is important for sustainable tourism development since tourism is widely impacted by resident-tourist interactions, availability of public and private resources and infrastructure, resident ownership of the tourism plan and potential for the development of varied tourism products.

In terms of sustainable tourism development, Swarbrooke (1999) has also divided stakeholders into five main categories including governments, tourists, host communities, tourism business and other sectors. Furthermore, UNWTO (2005), the term stakeholders in visitor management and sustainable tourism development key players including national and local governments with specific competence in tourism matters, tourism establishments and tourism business operators, including their associations, tourism employees, professionals and consultants, tourism education and training centers, travellers and visitors to tourism destinations, sites and attractions and host communities at tourism destinations through their representatives.

2.5 Challenges of Implementing Visitor Management

Today, one of the greatest challenges for sustainable tourism development in accordance with practicing visitor management is to encourage tourists to act in ways that minimize

environmental and experiential impacts which might cause by internal and external factors (Buonincontri, Marasco & Ramkissoon, 2017).

Thus, a successful visitor management requires knowledge of visitor numbers and activities undertaken in the destination as well as accurate information on visitors' needs and wants. The challenges and problems of visitor management practices at tourist destination are varied due to the nature of the tourism resources and level of development (Masson, 2005).

The challenge in managing a tourist destination in a sustainable manner is absence and or lack of long term plan and involvement of stakeholder (Sheldon, 2005). Conventionally, stakeholders have several roles to play on the general ground of visitor management. On the contrary, ineffective stakeholder participation (collaboration) is a big challenge for sustainable tourism (Waligo, Clarke & Hawkins, 2012).

In Ethiopia, stakeholders' participation in the management of tourism destination and long term planning is very limited. For example, lack of effective long term planning, a limitation in the number and capacity of professionals, scant attention to community based heritage and tourism management, problems in variety and quality of visitor experiences, problems with stakeholder involvement and cooperation, and lack of organized interpretation and presentation were the major challenges in Aksum world heritage site (Gebrekiros, 2016).

2.6 Sustainable Tourism Development

Sustainability is important issues for the governments, international organizations, and corporations for different concerns (climate change, environment degradation, and economic instability) and other issues (Mohajan, 2017). Hence, the idea of sustainable development in the area of tourism appeared in the early 1990s, which generated sustainable tourism as an area that quickly gained importance both in academic circles and research, and in tourism practice or industry (Dumbraveanu, 2007). Now a day there is an increasing agreement on the need to promote sustainable tourism development to minimize its environmental impacts and to maximize socio economic benefits at tourists' destination (Neto, 2003).

Many organizations and practitioners define sustainable tourism in different ways. But one of the most known definitions was given by UNWTO (2005) and defines in the following way; "Sustainable tourism development meets the needs of present tourists and host regions while protecting and enhancing opportunities for the future. It is envisaged as leading to management of all resources in such a way that economic, social and aesthetic needs can be

fulfilled while maintaining cultural integrity, essential ecological processes, and biological diversity and life support systems”. Similarly, sustainable tourism development can be thought of as meeting the needs of present tourists and host regions while protecting and enhancing opportunity for the future, leading to management of all resources in such a way that we can fulfil economic, social and aesthetic needs while maintaining cultural integrity, essential ecological processes, biological diversity and life support systems (Maiden, 2008).

According to Maiden (2008), there are also four basic principles that are critical to the concept of sustainability including holistic planning and strategy formulation, preservation of essential ecological processes, protection of both human heritage and biodiversity and development in which productivity can be sustained over the long term for future generations.

2.7 Dimensions of Sustainable Tourism

Basically there are three dimensions of sustainable tourism namely environmental, economic and socio-cultural.

2.7.1 Environmental Dimension

According to Janusza & Bajdora (2013), environmental sustainability means conserving and managing resources which requires action to minimize land, air and water pollution, to conserve biological diversity and natural heritage. Conventionally, the aim of sustainable environmental tourism development at any tourist destination includes: physical integrity biological diversity, effective waste management and clean environment.

The motives for travel are many but the common reason is curiosity. Curiosity leads the traveller to search all kind of experiences in all parts of the world. Managing visitors foster the environmental sustainability of a given tourist area (Williams, 2004).

Hence, both cultural and natural tourist sites demand visitor management tools to strengthen environmental dimension of sustainable tourism. The presence of quality environment benefits both the local people and the visitor. Creating net environment also needs the participation of local people, tourism business operators and visitors. However, whenever tourism activities are not properly managed, the environment will be negatively affected (Hamzah, 1997). On the other hand, Hunter (1997) revealed that negative impacts of tourism development gradually destroy environmental resources. But, it raises awareness of environmental values and it can serve as a tool to finance for the protection of natural areas and increase their economic importance.

2.7.2 Economic dimension

Tourism plays significant role for both developed and developing nations. Meanwhile, tourism will also adversely affect economies in a region unless it is managed well. Because of this reason, prudent visitor management is required to reduce negative impacts and promote the positive one. Sustainable tourism needs to receive good attentions to enhance multiplier effects. Thus, destination management bodies aspire to apply visitor management tools to boost economic sustainability (Swarbrook, 1999).

Some countries seek to accelerate tourism growth by requiring visitors to bring in a certain amount of foreign currency for each day of their stay. Thus, money earned from tourism returned to the local economy and has a great multiplier effect as (Alubiel, 2011).

Likewise, according to Murzyn-Kupisz (2012), economic dimensions of sustainable tourism development would meet the following points. There are direct economic impacts of tourism resources related to income and employment generation resulting from activities linked to preservation, conservation and interpretation of the heritages, longer term impact of heritage resources linked to its potential to support knowledge economy, be used as an educational resource, stimulate creativity, develop cultural capital or inspire high quality original products and services in tourism, the issue of standard and quality of life may be a significant area of tourism impact as it often fulfils important recreational and cultural roles for the local community.

2.7.3 Socio-Cultural Dimension

The diversification of tourism products towards people, local cultures and urban settings are now more actively promoted and planned for across the region of Africa. Cultural differences in many African countries especially (Ethiopia, Tanzania, Botswana, South Africa and west African countries) have good opportunities to develop culture based tourism together with their natural environments (Rogerson & Saarinen, 2015).

Furthermore, a case study conducted in Ireland to access how the culture of Irish was used as a major attraction for tourists today. Nevertheless, the way in which the countries heritage was sold to the tourist raises questions as to how far this commoditization of heritage was going. Visitor management concept with respect to culture based tourism should be recognized like the economic and environmental dimensions of sustainable tourism. There is no doubt that, tourism promotes and conserves the unique culture of the people. Most

international and local visitors need to experience the original culture of the local community. Due to this reason, visitor management tools are designed to enhance the awareness of both the community and the visitor with regard to such unique culture. If visitors deny the good practices of the local people, cultural sustainability will be affected. Consequently, the cultural dimension of sustainable tourism will be diminished (Lane, 1990).

The current study is on the side of the above case study. If our country, Ethiopia, strives to promote its cultural heritage through developing and practicing visitor management tools, culturally sustainable tourism would be flourished.

2.8 Empirical Review

2.8.1 Visitor Management Practice Lesson from London

According to the United Kingdom visitor management plan (2013), Central London holds many aspects of literary exposures. The British Museum and the British Library in the Central London holds many aspects of literary exposures. These are the places that are most visited by the tourist to see and explore the original manuscripts of classics like the notebook of Jane Austen, Alice in Wonderland, Charlotte Bronte's manuscript of Jane Eyre added by the proof all those places that are being explored, dominated and eventually conquered by the British Empire.

Central London is very popular for other museums like Victoria and Albert Museum in the area of Kensington. Keeping the options free to tourists for these cultural and historical assets create very strong approach and as such can be declared as a strong strategic plan in attaining worldwide popularity. This area charges minimal prices to visitors coming to visit the site. In summer season, visitors could be allowed to see some rooms of this palace and that is a real treat to them. Most people prefer to visit Central London for its wonderful parks. The preferences are all about having grass for walk, ball games and picnicking.

Though some of the Royal parks are closed at nights and are very much guided by the police. The basic stakeholders who are very important in the process of visitor management and tourism in Central London are identified as National Governing Bodies, Coaching Development and New ham Water Sports Group. Hence, Central London identified its stakeholders in providing quality products and services to the visitors.

However, the weakness of Central London tourism lies in the massive expansion of all kinds of business in a small geographical area. Some of these weaknesses are stated as follows: lack of adequate manpower to serve bundles of visitors at a time, environmental pollution due to crowding, problems in arranging visitors based on their interests, visitors safety and security were not indicated, the area did not consider visitors as part of management strategies within the site, visitor management practices in the area did not consider sustainability issues and unable to show these practices to the developing world.

2.8.2 Visitor Management Practices Lesson from South Africa

The case study conducted by Hassan (2018) in South Africa at Kruger National Park outlined major issues in visitor management. As far as visitor management in South Africa is concerned, it is widely practiced at Kruger National Park. It is a renowned South African National Park. Visitor management techniques help tourists to get proper information within the park. Visitor monitoring is really practiced in places like parks, restaurants, gyms and churches in South Africa. In this national park safety and security of visitors got primary attention.

As a result, this protected area developed visitor management plan to provide better security for both the wild life and visitors in the park. On average, 1.7 million visitors are expected to come to the park per year. According to the park official, they receive feedback from tourists about rule breakers. During busy periods, the park is able to manage the large volume of visitors via satisfying their expectations. In Kruger National Park, visitors are kindly requested to visit the place according to the rules. The following rules and regulations are drafted by the park management bodies Hassan (2018).

Visitors must remain in their vehicles and the vehicle doors should be locked, poaching and killing any animal is strictly prohibited and punishable by law, feeding any animal will be considered as a serious offense, no pets are allowed into Kruger National Park, firearms/weapons are not allowed, overnight visitors should obey the recognized overnight facilities and noise pollution is prohibited, Hassan (2018).

Therefore, this park makes visitors as part of the visitor management bodies within the area. But, the case study simply states suitable conditions at the park and important rules and regulations followed within the park. Visitor management in the area faced certain limitations as stated; stakeholders were not clearly identified, park safety and security rules were not

adequately addressed to every visitor equally, information and interpretation tools to be used were not properly identified, activities associated to environmental conservation were not examined, the study did not consider local communities influence on the park and sustainability issues were not raised.

2.8.3 Visitor Management Practices in Ethiopian Context

A successful visitor management requires knowledge of visitor numbers and activities undertaken in the destination as well as accurate information on visitors' needs and wants (Baltic Protected Area and Tourism, 2007). The notion of visitor management in Ethiopia is a recent phenomenon. Ethiopia has tremendous tourism resources having a potential to attract visitors coming from different corners of the world. With respect to visitor management tools in the country, a study was conducted in the historic city of Axum (Gebrekiros, 2016). The major purpose of this study was to assess how visitors in Aksum should be managed for their future sustainability. This study also examined visitor management and stakeholder involvement as a tool for sustainable tourism development. However, basic tools and principles of visitor management were not raised and discussed. This study also purported that visitor management strategy is not well developed in Aksum and even there is no common practices of managing visitors. Problems related to visitor management are frequently observed during festivals. This is due to the absence of common rules and regulations to manage visitors in Axum. This circumstance also aggravates the degradation of social values and the environment in the area (Gebrekiros, 2016).

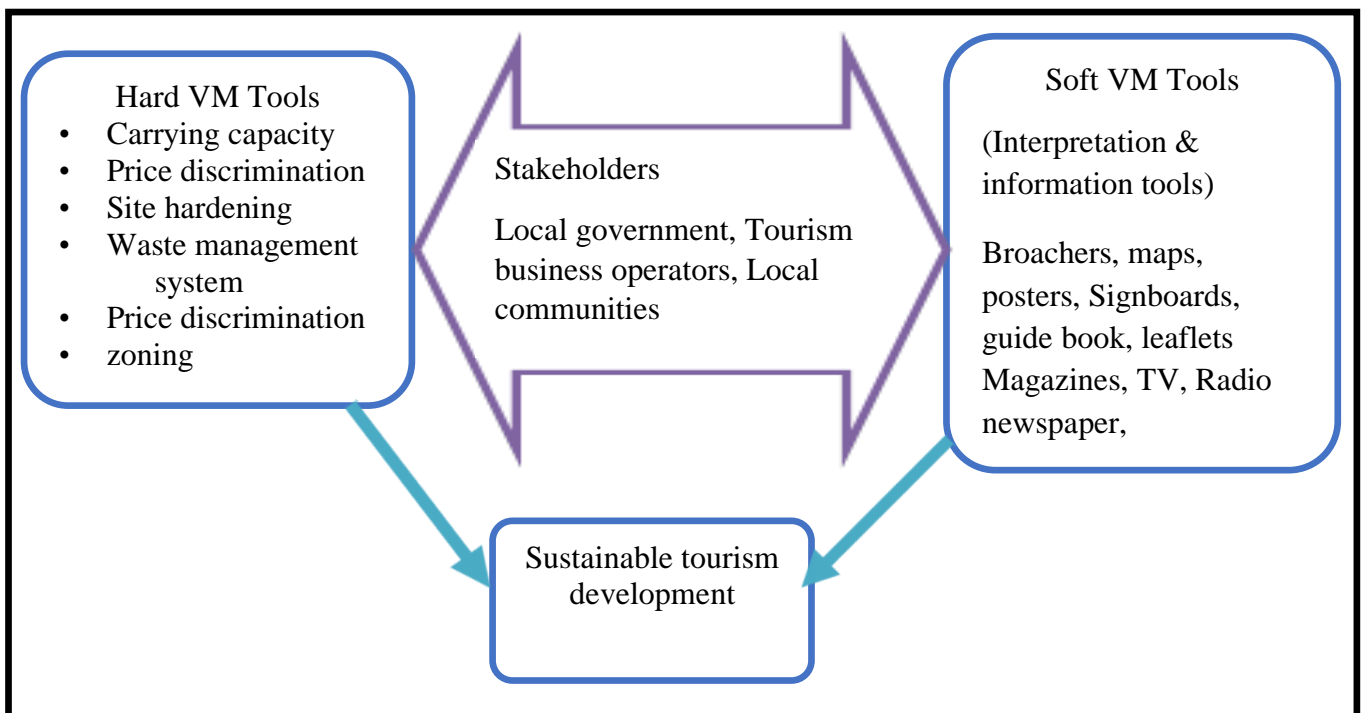
On the other hand, the studies showed that due to improper visitor management practices, the heritages suffered from unmanaged practices of visitors. According to World Bank (2006) report, much of the heritages of Ethiopia are being eroded by rapid development and urban growth apart from unmanaged visitor practices. Hence, there are many challenges for the improper practices of visitor management in Ethiopia.

2.9 Conceptual Framework

The conceptual framework of the study delineated that hard and soft visitor management tools devised and practiced in tourist destination to improve sustainable tourism development dimensions. Hard visitor management tools comprise zoning, carrying capacity, price discrimination, access control, site hardening and waste management system. On the other hand, soft visitor management tools encompass environmental information and interpretation tools having paramount significance in making visitors aware of the unique features of a destination. Information and interpretation tools often accompany with hard visitor management tools.

A conceptual framework is a system of illustrating the literatures in short and it shows the relationship factors among variables. Thus, the conceptual framework of this study shows the practice, challenges and contribution of hard and soft visitor management tools for sustainable tourism development. Hard visitor management tools would enhance sustainable tourism development through protection and conservation of the destination while soft visitor management tools would contribute through enhancing visitor experience and understanding.

Figure 2. 1 Conceptual framework



Source: Researcher own compilation, (2020)

CHAPTER THREE

RESEARCH METHDODOLOGY

3.1 Introduction

This chapter dealt with some description of the study area, the design, procedures and methods that were applied during the study and the overall construction of the thesis. It presents the research method used, instruments (questionnaire, interview and observation) used to gather data, the population, sample size determination and sampling procedures and what statistics was used to analysis the data, the ethics that was applied by the researcher in data gathering and interpretations of the data.

3.2 Description of the study area

3.2.1 Location and Site Description

According to NGCTB and Getachew (2013), Gorgora is a town and peninsula on the shore of Lake Tana with elevation of 1800 meters located in Dembya district in the North Gondar Zone of the Amhara Region. It has a latitude and longitude of 12°14'N 37°18'E with annual rain fall 1083 mm. It is situated 65km south of Gondar and about 95km from Babir Dar and covers about 4.89 km square area. According to Dembya Woreda City Administration Office 2018/19 report, Gorgora has an estimated total population of 7963, of whom 4127 are women and 3836 are men.

Moreover, Gorgora is a peninsula situated in north Gondar, Amhara regional state, is one of attraction site in the region which has great potential of cultural and natural tourism resources to attract large amount of domestic and international tourists. It is one of many medieval towns of Ethiopia that served as temporary capital and seat of emperor Susenyos, father of emperor Fasiledes in the early 17th century.

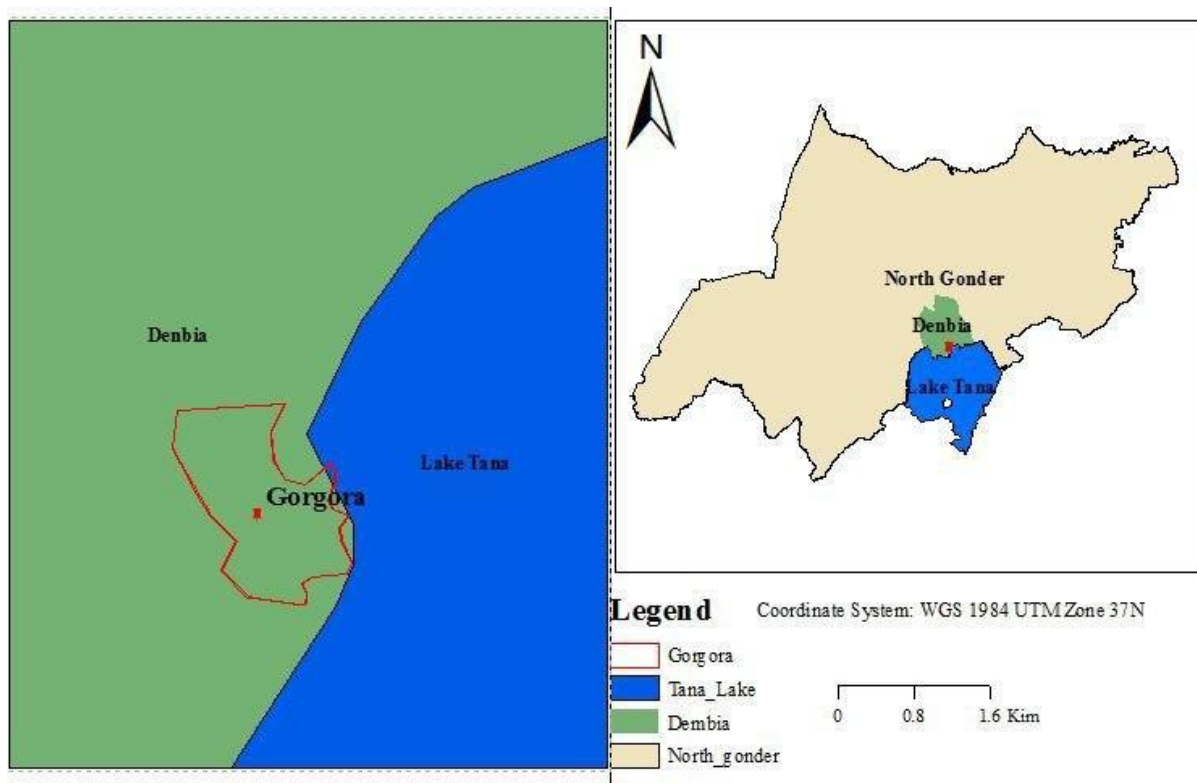
According to North Gondar Culture and Tourism Bureau, the major tourism attractions in Gorgora includes Lake Tana beaches, landscapes, bird watching, island church and monasteries, like Debressina Maryam, Angara Tekle Hayimanot, Birgida Kidane mihret and Mandaba Medhanealem, the Portuguese Cathedral lies in ruins, but it is still stunning, with its beautiful architecture from the past and the Palace of the Emperor Susenyos are wonders which shows Gorgora has of great potential to attract large amount of tourists.

Gorgora was important in the past as the site of important Jesuit residences (the site where Jesuit settled was called Gorgora Nova) and known for the churches, its many monasteries the palace of the emperor Susenyos located nearby and the Portuguese cathedral that was abandoned after emperor Fasiledes expelled the Jesuit. Standing on a commanding hill the monument of Mussolini offer an excellent look at Lake Tana and the fertile plains of Dembya. It is believed that it was built as a beacon for motor boats from the lake. In addition to its cultural richness Gorgora also allows a paradise birds view for bird watchers (NGCTB, 2018 brochures).

3.2.2 Socio Economic Conditions

According to Demdya Woreda Culture Tourism and Sport Department, Most people in Gorgora are engaging in agriculture and small trade. Handicraft, selling fire woods, charcoal, trading, fishery and animal rearing are also the major source of income for the local people in Gorgora.

Figure 3. 1 Map of the study area



Source: Prepared from Ethio GIS and Google data (2020)

3.3 Research Approach

This study adopts a mixed research approach with the aim of benefiting from the strengths of both qualitative and quantitative approaches. The mixed model research approach is very obtrusive to execute the analysis of data in a research sequentially (Cameron, 2009). The researcher analyzed quantitative data first followed by qualitative analysis to answer why questions and elaborate more.

3.4 Research Design

The study employed descriptive in design. The researcher has also described how visitor management tools play a role in sustainable tourism development and current practice and challenges in the study area. According to Kothari (2004), in descriptive design the researcher has no control over the variables he/she can only report what has happened or what is happening simply sets out to describe and to interpret what is. Therefore, descriptive research design was used to explore the issues, narrate and describe the existing practices and challenges of visitor management tools in qualitative and quantitative way in the study area.

3.5 Population, Sampling Techniques and Sample Size Determination

3.5.1 Target Population

The target populations of this study were local tour guides of Gorgora city, both international and domestic visitors of Gorgora, Dembya woreda culture, tourism and sport department, and travel agents found in Gondar city.

3.5.2 Sampling Technique

It is impossible and not feasible to study the whole population except census studies (Kothari, 2014). As a result, non-probability sampling, particularly convenience sampling technique was employed to take sample from domestic and international visitors in cross sectional survey. The data were collected based on the availability and willingness of the visitors who are found in the study area in the given time based on the fact that convenience involves using what is immediately available (Walliman, 2006). Moreover, the study also employed purposive sampling. Purposive sampling is where the researcher selects what he/she thinks is a typical sample based on specialist knowledge or selection criteria (Walliman, 2006). Thus, based on their expertise, concern, responsibility and participation in

implementing visitor management in Gorgora; Dembya woreda culture tourism and sport department expert, travel agents representative who are found in Gondar city, and Gorgora city local tour guide were interviewed.

3.5.3 Sampling Size

The researcher tried to address all the visitors that come while collected the data in the area. Based on this, total sample size was 95.

On the other hand, key informants having expertise, concern, responsibility and participation in implementing visitor management in Gorgora were selected purposefully. Overall, 5 key informants were interviewed in two groups.

- ✓ The first group was local government experts from Dembya woreda culture tourism and sport department (2) and the second group was tourism and related business operators including tour guide (2), travel agents found in Gondar city (1).

3.6 Data Source

To investigate visitor management tools for sustainable tourism development, current practice and challenges, the study used both primary and secondary data sources to effectively achieve the objectives of the study. The primary data are those which are collected a fresh and for the first time and thus happen to be original in character. On the other hand, the secondary data are those which have already been collected by someone else and which have already been passed through the statistical process (Kothari, 2004). As a result, the researcher employed primary data sources including questionnaire, interview and observation and secondary data from published (books, journal articles, newspaper, magazine, brochures) and unpublished materials (government office reports, thesis, websites).

3.7 Data Collection Instrument

Data quality is an important issue and it is depend on the type and appropriateness of data collection instruments (Deribsa, 2018). As a result, this study used survey questionnaire, interview and observation using checklists.

3.7.1 Questionnaire

Both open and closed ended questions were prepared in English and the translated to Amharic language. It was used to obtain information from visitors at Gorgora Peninsula. The visitor survey were undertaken to collect background information, the current

practices and status of hard visitor management tools in the area, status of information and interpretation tools, potential source of information before coming to Gorgora peninsula and the relationship between visitor management and sustainable tourism.

Survey questionnaires were divided into three major parts. The first part deals with the profile of respondents and the second part focuses on the status and applicability of hard visitor management tools and information and interpretation tools. The last part of the questionnaire contains questions about the relationship between visitor management and sustainable tourism development in the study area. Overall, 95 questionnaires were distributed.

3.7.2 Interview

Interview was another data collection instrument in the study. Consequently, semi structured interview questions were prepared and directed to key informants that were selected purposely. The interview questions were prepared to get clear information from the key informants that are related with the specific objectives specially the challenges for implementing visitor management tools in Gorgora. This was because of that visitors might not have understanding about the challenges that cause for poor implementation of visitor management tools in the study area. Therefore, questions which demands answer for this specific objective was not included in the survey questionnaire rather included in the interview part.

3.7.3 Observation

To gather basic information during field observation in the study with help of checklists which could support the availability of different information tools, the current practices of visitor management tools and the challenges. The researcher took pictures of different information tools and record activities of visitors, guides, and the security guards in the study area. Additional observations were done to access facilities, infrastructures, physical conditions and all services offered to the visitors. During observation informal discussion was conducted with the security guards on how visitors behave and the roles of the security guards, guides and the site management.

3.8 Data Analysis and Interpretation Technique

The quantitative data were coded, organized and then converted to frequency and percentage forms by using SPSS software version 24. They were arranged in the form of table, chart and graphs. The current study focuses on to investigating visitor management as a tool for sustainable tourism development, current practice and challenges. As a result, understanding the perception of visitors about the issue would be vital. Accordingly, percentage was entirely applied to describe results obtained from survey questionnaires. Data collected from interview were analyzed through listening, transcription and reduction to units of relevant meanings and summarization and data collected via field observation were also analyzed in the form of texts and supported by pictures. Hence, all qualitative data were narrated analysis and discussion part of this study.

3.9 Ethical Consideration

The researcher has a permission letter with the seal of university of Addis Ababa, tourism development and management program in order to make the data collection legalized. In the first day, the researcher asked permission from Dembya woreda tourism and sport department to collect data from visitors. Then visitors were kindly communicated their goodwill to fill the questionnaire after their visit the destination by informing that their personal information would be kept confidential. At the same time the research asked the respected key informants to undertake interview. After all, the researcher properly acknowledged all the materials taken throughout this research work.

CHAPTER FOUR

RESEARCH ANALYSIS AND FINDINGS

4.1. Introduction

Analysis and discussion of the collected data is the major task of any scientific research. As a result, in this chapter the data collected from survey questionnaire, key informants, and observation in the field are discussed. The first section in this chapter discussed about the demographic profiles of respondents which were important to understand the concept of visitor management and type in the study area. In the second section, the main questions of the research; the practices of visitor management, challenges in implementing visitor management, the relationship between visitor management tools and sustainable tourism development and the contribution of visitor management tools for sustainable tourism development in Gorgora are discussed.

4.2. Demographic Characteristics of Survey Respondents

This section mainly focuses on the analysis of basic characteristics of survey respondents. It involves demographic variables such as gender, occupation, purpose of visit and nationality. Overall, 95 questionnaires were distributed. But, six questionnaires were not properly filled out. Therefore, only 89 questionnaires were used for the analysis.

Table 4. 1 Demographic Characteristics of Survey Respondents

Items	Variables	Frequency	Percentage (%)
Sex	Male	61	68.5
	Female	28	31.5
	Total	89	100
Occupation	Government office	23	25.8
	NGO	16	18.0
	Private	31	34.8
	Tourism related Job	3	3.4
	Student	7	7.9
	Others	9	10.1
	Total	89	100

Nationality	Ethiopia	76	76.4
	China	7	7.9
	Germany	5	5.6
	French	5	5.6
	India	3	3.4
	Sudan	1	1.1
	Total	89	100
Purpose of visit	Religion	31	34.8
	VFR	8	9.0
	Business	4	4.5
	Leisure	42	47.2
	Education	2	2.2
	Others	2	2.2
	Total	89	100

Source: Survey result (2020)

As shown in the above table, the total numbers of survey respondents were 89. Both male (68.5%) and female (31.5 %) visitors participated in this study. Since the current study emphasized on visitor management, understanding the sex of visitors would be vital to recommend appropriate visitor management tools that suit both males and females. The result showed that churches in Gorgora were open for both males and females. In accordance with this result, Chen & Kerstetter (1999) mentioned that the gender of visitors' are associated to visitor management strategies implemented at tourist destinations. Accordingly, religious sites like monasteries often set apart places for both male and female travellers to satisfy their interests and keep the original culture of the communities.

From table 4.1 can understand that, 34.8%, 25.8% and 18.0% of respondents were engaging in private, government and NGO works respectively. The remaining respondents comprised of students (7.9%), tourism related job (3.4%) and other (10.1%). In line with this result, Baloglu & cleary (1999) recognized that the occupations of visitors are critical factors that influence the visitors' level of perception with respect to managerial practices of the area. Therefore, the occupation of visitors is directly related to their level of enjoyment in a

destination. Irrespective of the types of job that visitors have, tourist destinations should formulate management tools that meet the aim of all tourists while visitation.

Among total survey respondents (89), 76.4% and 23.6% were domestic and foreign visitors respectively. From total foreign respondents most of them were from China (7.9%), Germany (5.6%), French (5.6) and India (3.4%) visitors were part of the study in the area. An insignificant number of survey visitors were also from Sudan (1.1%). This result showed that Gorgora Peninsula have potentials to draw visitors from different corners of the world. Accordingly, visitor management tools practiced in the study area need to consider the culture of both domestic and foreign visitors. This result of the current study coincides with Perovic *et al.*, (2010) pointed out that visitors place of residence are associated to visitor management tools applicable within a given tourist site. Hence, protected areas entail visitor management tools which sound the interests of all visitors coming from different directions of the country and the world at large.

The main aim of understanding the respondents' purpose of visit was just to identify reasons for travel to Gorgora. It is purposely found in the current study to provide appropriate suggestions about visitor management tools.

The majority of respondents (47.2%) and (34.8%) travelled to Gorgora Peninsula for leisure and religious purpose respectively. As shown in table 4.1 the remaining respondents came to the area for business (4.5%), education (2.2%), VFR (9.0%) and others (2.2%). Therefore, visitor management strategies in Gorgora Peninsula need to reconcile both religious and leisure interests of travellers.

4.3 Practices of Hard and Soft Visitor Management Tools

The practice of visitor management tools for any destination follow two main objectives: minimizing negative effects on destination resources and offering the best recreational opportunities for different types of visitors (AER, 2009). Visitor management incorporates issues such as controlling visitor numbers and understanding visitor behaviour, intensifies visitor experiences and attitudes. It is also at the core of tourism management and encompasses various activities on the part of destination management (Yihalem and Amare 2019).

4.3.1 Practices of Hard Visitor Management Tools in Gorgora

Hard visitor management strategies aim to regulate visitor activity as well as to modify the resources so that they are more elastic to impacts resulting from human activities (Kuo, 2013). The current practices of hard visitor management tools in Gorgora are examined in the study. As a result, the practice of carrying capacity, zoning, site hardening, waste management system, access control, and price discrimination are discussed here under.

4.3.1.1 The Practice of Carrying Capacity in Gorgora

Carrying capacity in tourism means the maximum number of tourists who may visit the destination without causing serious destruction in the physical resources, economic and socio cultural erosion as well as without damaging the tourist experience (Kuo, 2003; Weaver, 2006; AER, 2009 & Agnew & Demas, 2013). The practice of carrying capacity in Gorgora was investigated from physical carrying capacity and group size limit point of view.

Table 4. 2 Practices of carrying capacity in the study area

Note: 5 - Excellent 4 - Very good 3 - Good 2 - Poor 1- Not applicable

Physical carrying capacity is practicing through limiting the group size in Gorgora	Degree of applicability	5	4	3	2	1	Total
	Frequency	1	3	9	28	48	89
	Percent (%)	1.1	3.4	10.1	31.5	53.9	100.0

Source: Survey result (2020)

Accordingly, 53.9% and 31.5% of respondents realized that the status of practicing carrying capacity in the area was not applicable and poor, respectively. Among the total no of survey respondents (89), 10.1% of them believed that the implementation of carrying capacity was quite good. However, insignificant number of respondents (3.4% and 1.1%) considered the practice of carrying capacity in the study area as having very good and excellent respectively. Based on the result about (85.4%) of the respondents indicated that carrying capacity is not applicable in the study area.

Data obtained from the (key informants 02 Dembya Woreda Culture Tourism and sport department office expert) also assured that carrying capacity of the area in general is not yet studied scientifically. However, some tasks are applied which helps to prohibit the entrance

of large groups with the suggestion of conservation experts to some specific areas as they believed visiting in such particular site structure might bring danger without genuine scientific studies. Consequently, the tourist guides may limit the group size in such occasion. But, still it is heavy to regulate the visitors' number during special occasions like wedding ceremony, annual religious ceremonies and educational trip by university students as well as know your country clubs.

Moreover, the researcher observation also substantiated that the principle of carrying capacity was not well practiced and the group was not dispersed during visitation. Different groups of visitors followed the same route. This practice creates two side negative effects; one is the destination structure face destruction with the fleet of many groups at the same time and the other challenge was inappropriate visitor experience due to overcrowding.

4.3.1.2 Practices of Zoning in Gorgora

Zoning means dividing the area into clearly designated zones listing the types of tourism activities and infrastructure that would be acceptable and should be developed (UNEP, 2005). Similarly, zoning is the principal method used to arrange visitors, and important in achieving the appropriate combination of concentration and dispersal. It is designed to allocate geographical areas for specific levels and intensities of human activities and of conservation (Eagles *et al.*, 2002 & AER, 2009).

Zoning in the area was evaluated from the perspectives of visitors and field observation was also conducted to inspect the applicability of zoning in the study area.

Table 4. 3 Practices of zoning in Gorgora

Note: 5 - Excellent 4 - Very good 3 - Good 2 - Poor 1- Not applicable

Zoning is practicing by separating the area in to visitor service zone, recreation use zone, conservation zone in Gorgora	Degree of applicability	5	4	3	2	1	Total
	Frequency	2	7	60	14	6	89
	Percent (%)	2.2	7.9	67.4	15.7	6.7	100.0

Source: Survey result (2020)

As shown in the table 4.3, 2.2% believed that zoning in the study area was practiced in an excellent status and 7.9% of survey visitors also conceived that the applicability of zoning in the area was in very good position. From the total respondents (89), 67.4% of them also pointed out that the applicability of zoning activity in the study area was in good condition. In contrast to this, 6.7% visitors did not observe places which are separated for different purposes like conservation areas, service areas and recreation areas. On the other hand, 15.7% of respondents noted that the status of zoning in the area was poor and entails further tasks to improve its performance.

Based on observation, natural resources like indigenous trees and lake area for fishing were considered as ecological sites which are kept well due to the implementation of zoning. Besides, visitor service areas were identified to provide required products and services like transport, local food and drinks. Hence, zoning was able to encourage visitors to have an enjoyable stay in the area. Furthermore, the study area has conservation zone and intensive use zone. Conservation zone is delimited for conservation of habitants within the indigenous trees. However, an intensive use zone was able to encourage visitors to have an enjoyable stay in the area.

Picture 4.1 Recreation and visitor service zone



Conservation use zone



Source: The researcher's own observation (2020)

4.3.1.3 Practices of Price Discrimination in Gorgora

Economic management strategies as a visitor management techniques attempt to use prices as an incentive or disincentive to modify visitors' inappropriate activities at the same time as increasing financial gains. It is used widely in tourism destinations, and usually involves discriminating pricing systems to maximize economic gain. For instance, charging higher entrance fees during peak months but lowering the fees during low season (Kuo, 2013).

Table 4. 4 Practices of price discrimination in Gorgora

Note: 5 - Excellent 4 - Very good 3 - Good 2 - Poor 1- Not applicable

Practice of price differentiation (prices of services in the study area)	Degree of applicability	5	4	3	2	1	Total
	Frequency	6	20	58	5	0	89
	Percent (%)	6.7	22.5	65.2	5.6	0	100.0

Source: Survey result (2020)

With respect to price, 65.2% of respondents perceived that the price of available goods and services was good. Nonetheless, 5.6% survey respondents felt that price categories in the study area were poorly designed. The remaining 6.7% and 22.5% of respondents acknowledged that prices set by the area possessed excellent and very good status respectively. Variation in perception of tourists in terms of price occurred due to the presence of different tastes among visitors in the study area.

However, data from (key informant 01 Dembya woreda Culture Tourism and Sport Department Head) articulated issues that related to prices of products and services in the area were also discussed. The price of public transportation, entrance fee and guide fees were determined by the local government in the area. Public boats arranged by Lake Tana Transport Enterprise provided reasonable prices for both domestic and foreign travellers. By considering the purchasing power of both domestic and foreign visitors, different categories of prices are available. For instance, for one trip it was 50 birr for domestic visitors and 120 birr for overseas. Since Gorgora Peninsula has churches and monasteries, domestic visitors were travelling to the area frequently. Due to this reason, domestic visitors were charged lower transport fee than foreign visitors. However, the study area proposed reasonable admission fees. As a result, the practice of price discrimination in the study area was good position.

4.3.1.4 Practices of Site Hardening in Gorgora

Site hardening involves constructing facilities and locating trails and roads to reduce the impacts of visitors on fragile environment and helps to meet the visitors’ need for usable access.

Table 4. 5 Practices of Site Hardening in Gorgora

Note: 5 - Excellent 4 - Very good 3 - Good 2 - Poor 1- Not applicable

Walkways and visitor facilities like toilet and seats are constructed	Degree of Applicability	5	4	3	2	1	Total
	Frequency	3	60	10	11	5	89
	Percent (%)	3.4	67.4	11.2	12.4	5.6	100.0

Source: Survey result (2020)

As a result, table 4.5 shown above indicated that 67.4% and 3.4% of the respondents very good and excellent that site hardening is practicing through constructing walkways and fulfilling visitor facilities like toilet and seats made from stone and metal in the area. The other respondents (11.2%) were good practice of site hardening is applicable in Gorgora. Nonetheless, 12.4% survey respondents felt that site hardening practice in the study area was poorly designed and small portion of the respondents (5.6%) not applicable with this idea which means site hardening is not practiced at all in the study area. Generally as indicated from the respondent there is a good practice of site hardening including constructed

walkways and visitor facilities. But more walkways and visitor facilities should be constructed including more seats in the study area as well as full purpose toilets.

Picture 4.2 Site hardening practice in the study area



Source: The researcher's own observation (2020)

4.3.1.5 Practice of Waste Management System in Gorgora

Practicing proper waste management system improves environmental qualities and on the contrary poor waste management causes aesthetic pollutions which could negatively affect the tourist experience (Shamshiry et al., 2011). Thus, the practice of waste management in Gorgora was examined from the availability of garbage bins and proper use of the garbage bins by the visitors as well as service providers'. The study also included the overall waste management system in the area.

Table 4. 6 Waste management practices in Gorgora

Note: 5 - Excellent 4 - Very good 3 - Good 2 - Poor 1- Not applicable

There are adequate garbage bins and good practices of waste management in Gorgora	Degree of Applicability	5	4	3	2	1	Total
	Frequency	8	7	23	40	11	89
	Percent (%)	9.0	7.9	25.8	44.9	12.4	100.0

Source: Survey result (2020)

Table 4.6 above illustrated that 9.0% and 7.9% survey respondents perceived that the performance of waste management system in the study area was viewed as excellent and very

good status respectively. But, 25.8% of survey respondents declared that there was a good waste management practice. 44.9% survey respondents announced that accomplishment of waste management system in Gorgora Peninsula was poor and (12.4%) survey respondents announced have not observed waste management practices in the study area.

According to (key informant 02 Dembya woreda Culture Tourism and Sport Department Expert), it was outlined that gaps were observed in providing quality toilets (rest rooms). The system exercised by the study area to reduce both solid and liquid wastes was weak. The study area encountered problems in managing wastes during festivals. Because, when monasteries received great deal of visitors, little monitoring system was followed in minimizing environmental pollutions. Currently, Gorgora have planned to practice waste management system together with local communities, tour guides, and tourism business.

Picture 4.3 Practice of waste management system in the area



Source: The researcher's own observation (2020)

In general, based on observation, the solid waste management system which implied good availability of garbage bins and good practices of removing wastes from both visitors and the staff and contrary liquid waste management system which implied poor. However, both waste management systems need further improvements to make the site more litter free and attractive for visitors.

4.3.1.6 Practice of Access Control in the Study Area

One of the most important visitor management tools in the study area is access control which could be vital to protect the fragile structures from destruction.

Table 4. 7 Access control practices in Gorgora

Note: 5 - Excellent 4 - Very good 3 - Good 2 - Poor 1- Not applicable

There are restrictions hindering to enter in the fragile sites in the area, there are fences to protect the fragile structure in Gorgora	Degree of applicability	5	4	3	2	1	Total
	Frequency	12	9	34	24	10	89
	Percent (%)	13.5	10.1	38.2	27.0	11.2	100.0

Source: Survey result (2020)

As shown in table 4.7 above, 13.5% and 10.1% survey respondents perceived that the practice of access control system in the study area was viewed as excellent and very good status respectively. But, 38.2% of survey respondents declared that there was a good access control practice in Gorgora. Of the total of survey respondent 27.0% respondents announced that accomplishment of access control in Gorgora Peninsula was poor and 12.4% survey respondents announced have not observed access control practices in the study area. To sum up, majority of the survey respondents (61.8%) perceived access control was practiced in a good position to which there are fences and written restrictions to prohibit the entry of visitors in some fragile sites.

4.3.2 Practices of Soft Visitor Management Tools in Gorgora

Soft visitor management tools have indispensable role in providing up-to-date information to the visitors. Information and interpretation are also soft visitor management tools aiming to explain visitors and tourists about the value of various natural and cultural elements of the destination (Robotic, 2010).

In the current study, the practices and degree of applicability of information and interpretation tools were examined as mentioned in table 4.9.

Table 4. 8 Availability of Information and Interpretation Tools in the study area

Degree of availability of info tools	Not available		Poor		Good		Very good		Excellent		Mean value
	Freq.	%	Freq.	%	Freq.	%	%	%	Freq.	%	
Magazines	49	55.1	15	16.9	13	14.6	9	10.1	3	3.4	1.89
Newspaper	43	48.3	24	27.0	12	13.5	6	6.7	4	4.5	1.92
Guidebooks	46	51.7	22	25.7	14	15.7	3	3.4	4	4.5	1.84
Leaflets	3	3.4	4	4.5	61	68.5	18	20.2	3	3.4	3.15
Broachers	5	5.6	7	7.9	56	62.9	17	16.1	4	4.5	3.08
Maps	71	79.8	12	13.5	6	6.7	-	-	-	-	1.26
Posters	10	11.2	14	15.7	49	55.1	11	12.4	5	5.6	2.85
Signboard	9	10.1	26	29.2	51	57.3	3	3.4	-	-	2.53
Signage	10	11.2	15	16.9	50	56.2	11	12.4	3	3.4	2.79
Internet	47	52.8	22	24.7	9	10.1	7	7.9	4	4.5	1.86
Group mean											2.31

Source: Survey result (2020)

According to the table 4.9, 55.1% of survey respondents did not observe magazines delivering information in the area. 16.9% of respondents indicated that the performance of magazines in providing information was poor. Based on their view, magazines were not abundantly presented in the study area. However, 14.6% of survey respondents recognized that the status of magazines in presenting pertinent information was good. The remaining 10.1% and 3.4% of respondents acknowledged the applicability of magazines in Gorgora was viewed as having very good and excellent performances respectively. The extent of applicability of magazine as an information and interpretation tool had mean value 1.89. This circumstance alludes the use of magazines to forward basic information about in the study area was limited.

Gorgora Peninsula did not struggle to make magazines available as an information and interpretation tools. Therefore, it was common that visitors in Gorgora raised complaints

because of the reason that they could not get information apart from tour guides. When visitors need to purchase and experience local products, they were not able to get written information which convince them to have a given product in the area (key informant 04).

This result corresponds with Mitchell (2010) outlined that printed materials initiate visitors to purchase tourism products available within the tourist site. They support communications within the tourist area. Printed materials are mainly used by tourism service suppliers and intermediaries. They should also possess qualities like having attractive design and elaborated with international languages which include useful pieces of information. But, if printed materials lack qualities, true information could not be generated.

This study also examined the availability and degree of applicability of newspaper as an information and interpretation tool. Basically, 48.3% of respondents have not got information from newspaper. They conceived that Gorgora were not able to provide information on newspaper. On the other hand, 27% of respondents understood that newspapers as an information and interpretation tool in the study area was poor. On contrary, 13.5% of respondents acknowledged that the availability and uses of newspaper to forward basic information about the area was viewed as good. An insignificant number of respondents agreed that the presence and extent of practices of newspaper in the area was perceived as having very good (6.7%) and excellent (4.5%) status. However, the mean value (1.92) purported that the presence of newspaper as a soft visitor management tool was not enough to deliver information to visitors in the area.

In line with this, Worboys (2015) added more that providing basic information for visitors prior to arrival, during their visit and after their visit needs collaboration and commitment among tourism service providers. But, whenever, tourist destinations lack attention to convey information via written sources the status of visitor flow will be reduced. Thus, it is an important issue which must be practiced by tourist destinations to foster steady visitors flow.

Foreign visitors demand information on printed material, especially from newspapers. Most of them believed that information from written sources are more credible than oral information from tour guides and church staffs within the site. To have enough understanding about what could / could not be practiced, using newspaper would be vital (Personal communication).

Besides, the current study examined the presence and extent of applicability of guide books in the study area. According to the view point of 51.7% of respondents guide books in the area were not available as an information and interpretation tool. Among all respondents, 25.7% of them recognized that guide books in the study area were rarely available and its status was viewed as poor. However, 15.7% of survey respondents realized that the activities of Gorgora in delivering information through guide book was quite good and 3.4% and 4.5% of them the respondent perceived that very good and excellent. But, the mean value (1.84) showed that guide books as a source of information in the study area were not properly utilized.

Guide books that contain facts and theories about Gorgora were not available. Therefore, a gap was observed in conveying information to the tourist in detail. For visitors who need further knowledge regarding to Gorgora, it could be difficult to obtain facts in organized way in written books (key informant 01 Dembya woreda Culture Tourism and Sport Department Head).

Information and interpretation tools also involve leaflets. It is easy to deliver pertinent data to visitors. Like that of other information and interpretation tools leaflets can play a considerable role in giving information to the travellers. The presence and degree of applicability of leaflets in the study area was also assessed from the point of view of survey respondents. Accordingly, 4.5% and 3.4% of respondents portrayed that leaflets in the area were poor and not provided as an information tool. In addition, from the total respondents (89), 68.5% of them viewed leaflet in the study area as good. Some respondents viewed leaflet in the study area as very good (20.2%) and (3.4%) excellent source of information within the study area. This showed that even if they obtained information from leaflets, they were satisfied with its status. The mean value (3.15) is above the group mean value (2.31). This implied that leaflets in the study area were good practiced based on other information tools.

In addition, this study also examined the availability and degree of applicability of brochures in the study area. As depicted in table 4.9, from the total survey few respondents 5.6% did not realize the existence of brochures as an information tool. On the other hand, 7.9% of respondents understood that the status of brochures in providing current information could be viewed as poor. But, from the total survey respondents 62.9% and 16.1% of respondents observed brochures got it good and very good to obtain further

information. A few number of respondents 4.5% indicated that brochures were displayed in Gorgora in excellent status. Obviously, the mean value (3.08) was greater than group mean (2.31). This illustrated that brochures was in good position to deliver facts in the area.

In line with this, Hiippalla (2013) added more that tourist brochures are a form of print media advertising. They are part of the pre travel materials intended to inform, convince, and eventually provided as tourist packages.

Map as an information and interpretation tool was also examined in the study. As depicted in table 4.9, 79.8% respondents mentioned that maps as an information and interpretation tool were not seen in the study area. They believed that information, signs and directions were not found on maps in the area. Besides, 13.5% of respondents understood that the applicability of maps was poor. However, only 6.7% of respondents perceived that maps in the study area were in good position. Meanwhile, mean value (1.26) ascertained that map in Gorgora was not clearly displayed to show locations. Due to this reason, visitors were not able to see Gorgora and its environs on maps while visitation.

Besides to map, the status of posters as information tool was investigated under this study. As shown in table 4.9, from the total respondents (89), 11.2% of them declared that posters were not used as an information and interpretation tool in the study area. Besides, 15.7% of respondents found that the use of posters in the study area was poor. Nevertheless, 55.1% of respondents proved that posters were in good position to deliver knowledge about the study area. 12.4% very good and 5.6% excellent respondents outlined that posters in the study area were displayed in a position that everyone was able to observe within the study area. They mentioned that Gorgora Peninsula Monasteries properly designed posters and displayed within churches. The mean value (2.85) was above the group mean (2.31). This implied that posters were well presented as compared to other information and interpretation tools in the area. During observation it was understood that posters were found inside church areas. However, they were designed to display religious items.

Besides, visitors were asked to indicate the status of signboards in the study area. As per survey results manifested in table 4.9, 10.1% of respondents did not realize the presence of signboards in the study area. Among survey respondents (89), 57.3 % and 3.4 of them conceived that signboards in the study area were in good and very good position to deliver

required data. Nonetheless, 29.2% of survey respondents understood that signboard in the study area was poor. The mean value (2.53) was above the group mean value (2.31). This implied that signboard was well presented as compared to other information and interpretation tools in the area. During field observation, the researcher understood that signboards were seen in the area. But it's not enough sign board in the area it needs more implementation.

The other information and interpretation tool used to make visitors aware of attraction found in the site is signage. It is a tool that shows the location of things found in the destination. It could also show the direction to which visitors can get services in tourist areas.

As revealed in table 4.9, 11.2% of respondents mentioned that signage was not easily seen and written only in Amharic language. 16.9% of respondents mentioned that signage in the study area was poor. Nevertheless, 56.2% of respondents recognized that signage in the area was in good position to show the location of required things. The remaining 12.4% and 3.4% of survey respondents acknowledged that signage in the study area was found in very good and excellent status. The mean value (2.79) was beyond the group mean (2.31). This purported that visitors were able to see signage in the area and get interpretation. Based on observation, signage is found in certain sites but it's not enough.

The result of this study pertaining to the availability of signage in the study area correlates with the findings of Mitchell (2010) declared that signage in protected areas and around main roads act as an instrument in providing directional guidance and indicate site of local services. They need to be placed in a place that visitors can read and comprehend them within a site.

The status of internet service was inspected from the view point of survey respondents in the study area. As depicted in table 4.9, from the total survey respondents (89), 53.8% of them conceived that internet service in the study area was not available. 24.7% of survey respondents mentioned that internet service in the study area was poor. In Gorgora Peninsula, it was not common to see visitors using internet services. However, the remaining survey respondents 10.1% (good), 7.9% (very good) and 4.5% (excellent) acknowledged internet services of the study area. Meanwhile, the mean value (1.86) showed that internet service in the study area was poor.

According to (key informant 02 Dembya woreda Culture Tourism and Sport Department Expert), the status of Gorgora in providing information to visitors before, during and after their visit was considered as weak. They were not able to deliver current information via internet. This condition created an information barrier in the area. Even if most visitors need to obtain recent information about the site, the study area was not in a good position to develop its own website and release relevant information. Currently, due to the presence of strong demand with respect to internet service, the Zone and Regional tourism bureau in collaboration with Gondar University is striving to develop websites that encourage information flows in the study area and its surroundings. On the face of internet services, this research finding supports the findings of Yoo & Kim (2013) described that in order to improve information provision, governmental organization websites should provide information generated from different sources. These sources include newsletters, brochures, photographs and video clips containing information about numerous tourist sites. If information related to tourist site is not frequently provided through websites, people having an interest to visit the area will not be well informed and make trips to the area

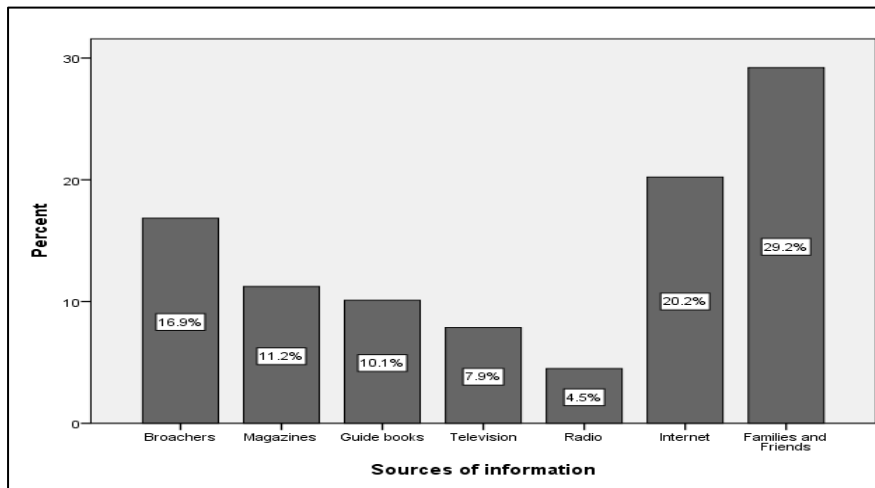
Picture 4.3 Information tool in Gorgora



4.4 Major Source of Information for Visitors before Visiting Gorgora

As it is articulated above, the status of information and interpretation tools were evaluated within the study area. Thus, their availability and degree of applicability inside the area were described. To understand more about the presence of information and interpretation tools outside the study area, the researcher raised questions related to the sources of information that enabled visitors to make a trip to the area. Hence, this scenario is added to know how information and interpretation tools play a role to make visitors aware of tourism products and services found in the area before arrival.

Figure 4. 1 Major sources information



Source: Survey result (2020)

Most respondents got information from families/ friends (29.2%). They believed that word of mouth from families and friends were credible sources of information to travel to Gorgora Peninsula. On the other hand, (20.2%) of survey respondents obtained information from internet and information generated from broacher also motivated survey respondents (16.9%) to travel to Gorgora. A few number of respondents obtained facts about the area from Radio (4.5%), TV (7.9%), magazine (11.2%) and guide book (10.1%).

With reference to the current studies result obtained from information sources, Capella (2007) added more that main information sources such as brochures, magazines, friends and relatives, websites, local and international media are good sources of information for visitors to be aware of the various features of a site. Therefore, tourist sites have to deliver up to date information about its products and services.

According to some key informants (Key informant 01&02 Dembya woreda Culture Tourism and Sport Department Head and Dembya woreda Culture Tourism and Sport Department Expert), there were limitations to make information and interpretation tools accessible in each service areas. Besides, the study area did not emphasis on different sources of information such as internet, newspapers, magazines, guide book and local and international media. These are substantial information tools which render basic information to the visitors before and during visitation. Since these information containing materials were not abundantly available, most visitors received information from families and friends.

4.5 Roles and Participation of Stakeholders in Managing Visitors in Gorgora

In the management of tourism destination, the participation and cooperation of stakeholders are very important point in order to protect the heritages. Cooperated management has several advantages including proper use of resources, preventing of delays in providing service, helping people to understand cultural differences, identifying problem areas that could have been overlooked by experts and provide useful input regarding desired conditions at a site (Pederson, 2002). Similarly, Robinson & Jonker (2016) articulated that stakeholder participation and sustainable tourism development are important constructs for tourism policy, and the existing tourism development policy of Ethiopia is commendable in this regard, the review should ensure this prioritization in maintained.

Even though, stakeholder's involvement is a crucial point to enhance sustainable tourism development, the current participation of relevant stakeholders in the management of visitors in Gorgora was very limited. Thus, according to woreda tourism expert; the local government culture tourism and sport department, local tour guides, travel agencies, visitors and sometimes the city administration police force were the direct stakes participated in visitor management in the area.

Dembya woreda culture tourism and sport department involved in the overall management of the site and providing direction for the site management on the way how visitors would be administered and improvement of visitor facilities in the site. The office is responsible in formulating plan, organize, and provide training, providing assistance for the conservation professionals, facilitating discussion with the local people and awareness creation, discussing with the city police officers and locating in the site to regulate the number of visitors in special occasions though the real practice was very limited yet.

According to the data obtained from Dembya woreda culture tourism and sport department head, there is a sub department which is responsible for the day to day operation and management of Gorgora, including administering and monitoring the staffs (conservation professionals, security guards, cleaners, daily labourers), local guides as well as visitors.

The other more responsible stake in the management of visitors is local tour guides representative. Guides are responsible to welcome visitors and provide awareness on what to do and not to do in the area as well as how to launch visitation from the beginning to its end. Consequently, providing all necessary information, providing quality service empathetically, leading the group in the appropriate walkway, informing and directing visitor facilities and managing the overall activities of the group are the responsibilities and duties of the tour guides. Tour guides representative described the role of tour guides in the following way.

“We are unofficial ambassadors of Ethiopia. Many things are expected from guides in managing visitors so as to create good visitor experience and to ensure the sustainable development of the site. For instance, having a professional and ethical approach for visitors, knowing the history and culture of the destination, knowledge and skill of foreign language and leading the group with appropriate manner are among others.” This idea was in line with the study revealed by Sandaruwani & Gnanapala (2016) that among stakeholders, the tourist guides play a major role in the tourism industry since tourists need to have a clear picture of the country and its offerings, laws, rules and regulations and other expected behavioural patterns.

Moreover, tour operations and travel agents are the other stakeholder in the practices of visitor management in Gorgora. In this regard, one of the representatives from travel agents in Gondar said that their guests are eco tourists and are performed low impact tourism. The agent provides orientation on how to launch the overall tour program, how to react and care to minimize the negative impacts, on waste management practices and group size limit to attract more responsible tourists. Furthermore, the company organizes annual training for all stakeholders on how to conduct responsible tourism business to ensure sustainable tourism development.

In addition to the above listed stakeholders who participated in visitor management, the one stakeholder who would not overlook simply was visitors themselves. Fortunately, most of foreign visitors came to Ethiopia are educated and they play a great role for the sustainability of the site through respecting the rules and regulation of the site. However, domestic visitors

lack awareness how to take their visit in low negative impacts as well as the tour guides provide less attention for domestic visitors and in fact the practices to ensure sustainable tourism development is low in this regard (key informant 05 Simein eco tour representative).

To sum up, the actual involvement of the key stakeholders and their cooperation is poor that can undermine the said awareness creation by the local government and annual training given by the travel agent on how to run responsible business practices. Most of the local stakeholders' practical involvement was very limited compared to the expected participation and cooperation to manage and administer the heritage site.

4.6 Challenges of Visitor Management Practices in Gorgora

As the poor practices of visitor management tools in Gorgora confirmed, there are many challenges which causes for the poor practices and low implementation of the tools. Thus, according to the key informants the following challenges were identified in Gorgora.

Lack of application/implementation: The great challenge for the Ethiopian tourism development was unclear tourism policies and strategies (Robinson & Jonker, 2016) and still it is a problem for most destinations. However, today's big challenge in implementing visitor management in Gorgora is lack of implementation or application (key informant 05 Simien eco tour representative).

Shortage of budget: On the other hand, from (key informant 01 Dembya woreda Culture Tourism and Sport Department Head) outlined that budget and finance was a challenge to implement visitor management. So the scant attention of the management and officials was another challenge which might be responsible for budget cut.

Lack of skilled human power: It is obvious that lack of professionals is the bottleneck for tourism industry in Ethiopia at all and the same is true for Gorgora. Lack of skilled security guards having grace and knowledge about tourism; lack of qualified and responsible tour guides who provide qualified service, information and interpretation; absence of well-educated and skilled management staff who provides direction on the application of visitor management tools and fulfilment of the techniques, cleaning staff who have knowledge of proper waste management and proper use of garbage bins and able to educate visitors, ticketing officer, information desk and lack of skilled administration are among the challenges in implementing visitor management in the study area (key informant 02 Dembya woreda Culture Tourism and Sport Department Expert).

Lack of responsible person: This was another big challenge in practicing visitor management in Gorgora. The challenge was observed from two sides. The first one is negligence from service providers on how to regulate visitors' behaviour. For example, based on the informal discussion, one of the security guard verified the following idea.

“We don't care about the number and sizes of visitors come to the site. We didn't get special benefit from it and we don't want to struggle with the people we know before and the one we meet outside. Therefore, we would permit to enter everybody to the site.”

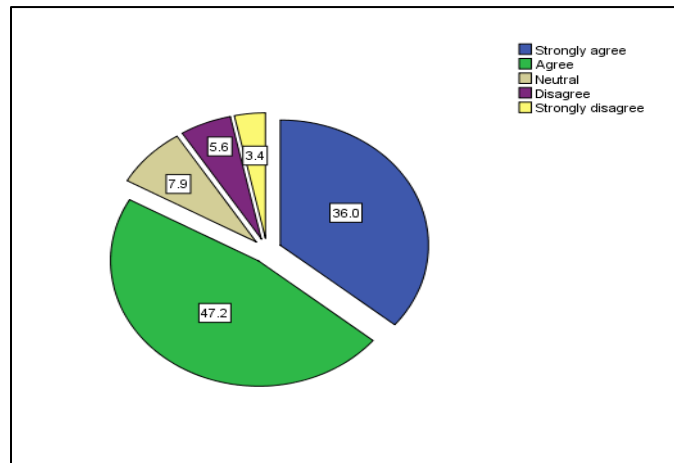
Moreover, most business related stakeholders are not focusing on the sustainability of the heritage and they simply think about the daily benefits that can be exploited for personal use from tourism. On the other hand, from the visitors perspective ease of responsibility during visitation like ease understanding of restrictions and climbing on the fragile sites was observed on domestic visitors.

Lack of knowledge and awareness: The other problem which would not overlook easily is lack of knowledge/awareness in Ethiopian tourism. As a result, the fate of Gorgora was not different. Lack of awareness from both service providers and visitors specifically domestic visitors were predominantly the big challenge in practicing visitor management.

4.7 Visitor Management and its Roles in Sustainable Tourism Development

Visitors were also asked questions pertaining to compatibility of visitor management tools and sustainable tourism development. Accordingly, the results concerning about compatibility of visitor management and sustainable tourism development is articulated in figure 4.2.

Figure 4. 2 Compatibility of Visitor Management tool and Sustainable Tourism



Source: Survey result (2020)

As shown the above figure, 7.9% of visitors noted that they did not have any know how about the compatibility between visitor management and sustainable tourism development. On the other hand, 3.4% of visitors asserted that they strongly disagreed about the concept that visitor management tools go with sustainable tourism. Besides, 5.6% of survey respondents did not agree about the issue that visitor management tools are in harmony with sustainable tourism development. However, 47.2% of survey respondents understood that visitor management tools are compatible to sustainable tourism. This issue was further intensified by 36.0% of survey visitors as they confirmed that there was strong compatibility between visitor management tools and sustainable tourism in the area. They believed that visitor management tools and sustainable tourism development were highly compatible in the study area.

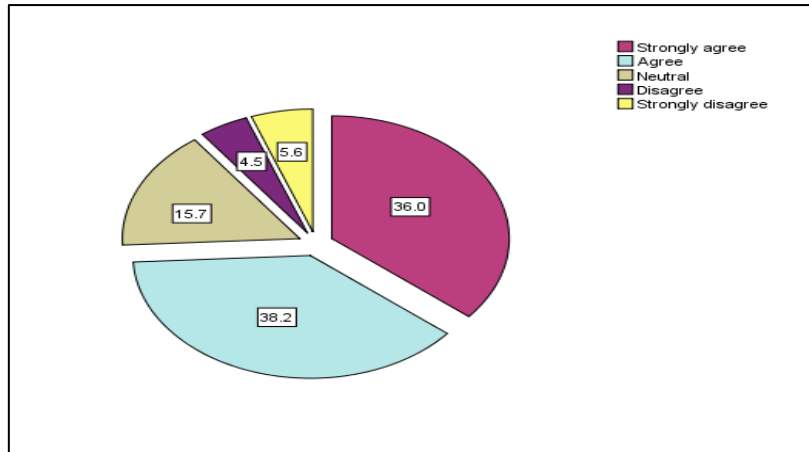
In connection with the compatibility of visitor management tools and sustainable tourism development in the study area, professionals in tourism forwarded different important issues. For instance: Visitor management tools are often developed and implemented to monitor visitors at a site. There is no doubt that the presences of visitor management strategies inspire visitors to make trips to the area. Especially, information and interpretation tools facilitate visitation. Introducing rules and regulation as hard visitor management tool is eminent to conserve cultural and natural sites well. Visitor management tools are compatible to sustainable tourism development. To deduce, visitor management tools often go with sustainable tourism. Well practiced visitor management tools in the study area were in a position to enhance sustainable tourism development (Key informant 02 Dembya woreda Culture Tourism and Sport Department Expert).

Similarly, the presence of both hard and soft visitor management tools allowed the area to prove sustainable tourism from environmental, economic and socio cultural aspects. Therefore, the applicability of zoning, carrying capacity, waste management and treating sensitive areas facilitated environmental conservation. In addition, price discrimination for services capacitated economic benefits of tourist potential areas in the surrounding of Gorgora. The announcement of prohibited activities enabled the area to protect its original culture from acculturation. Thus, visitor management tools coincide with sustainable tourism development in the study area.

They have also strong relationship and their degree of compatibility was viewed as effective (key informant 02 Dembya woreda Culture Tourism and Sport Department Expert). In accordance with this result Leask (2010) under his study concluded that visitor management is regarded as an effective tool in encouraging sustainable nature and culture based tourism of tourist destinations. They need to be practiced in light of the cultural values and the natural elements of tourist sites.

Besides, visitor management tools played a decisive role in enhancing sustainable tourism development. Therefore, Visitors were also asked to forward their level of agreement about the issue that visitor management tools enhance sustainable tourism development. The role of properly implementing visitor management tools in facilitating environmental, economic, and socio-cultural dimensions of sustainable tourism is pointed out. Retaining authenticity and keeping originality appeared as one of the central themes in exercising visitor management tools. Collaboration among various relevant tourism stakeholders is suggested to ensure effective implementation of visitor management plans.

Figure 4. 3 Visitor Management Tools as an Enhancement of Sustainable Tourism



Source: Survey result (2020)

According to figure 4.3, 15.7 % of visitors mentioned that they did not have an idea about the concept that visitor management tools enhance sustainable tourism development. 5.6 % respondents strongly disagreed about the issue. Besides, 4.5 % of survey respondents also disagreed about the statement that visitor management tools enhance sustainable tourism development. This reflects that there was lack of awareness creation activities about visitor management and sustainable tourism development for the visitors in the study area. Considerable number of visitors (36%) agreed that visitor management tools allowed sustainable tourism development. Overall, 38.2% of respondents strongly agreed that visitor management capacitated sustainable tourism development. This result indicated that environmental, economic and socio- cultural aspects of sustainable tourism development entail the application of visitor management tools.

4.8 Discussion of Results

Gorgora is one of the three places where Prime Minister Abiy Ahmed (PhD) recently announced to transform into a tourist attraction. This chance will give good opportunity for Gorgora expedition cruise industry affords a remarkable tourism opportunity of world class standing and truly Ethiopian character, making it even more imperative that it operates on a sustainable basis. Good visitor management practices are fundamental to its quality, competitiveness and ultimately sustainability.

The development of visitor management plans as part of the management of recreational areas is widely accepted by destination managers and international organizations as a way of reducing conflicts. Establishing such visitor flow concepts requires accurate knowledge of visitor numbers and activities along with information on their needs and motivations. Managing tourism in a sustainable way however requires both a long term perspective and careful consideration of the many ways in which tourism activities and environment interrelate (Yihalem & Amare, 2019).

The current study explores the roles that visitor management can play in driving sustainable tourism destination development. Findings unfold that the practice of hard and soft visitor management tools such as zoning, carrying capacity, site hardening and information and interpretation contribute to environmental conservation and thereby sustainable tourism development through regulating visitor flow and providing information.

This section presents the findings of the study in line with the objectives of the study, with respect to the main objective, it examine to describe the attitude of visitors towards existing practice of visitor management tools and on the study it is found that both some hard and soft visitor management tools are not well practiced in the study area. That means from hard visitor management tools carrying capacity, waste management system and price discrimination and from soft visitor management information and interpretation tools now welled practice. From this, practice of hard and soft visitor management dimension was consistent with the findings of Yihalem and Amare (2019) they conducted a study on visitor management and sustainable tourism management nexus in Zege peninsula the practice of both some hard and soft visitor management tools (carrying capacity, zoning, waste management system, information and interpretation tool in the area were not implemented. In addition to this the practice of access control and price discrimination was consistent with the findings of Gebrekiros Welegebriel (2016) they conducted a study on Visitor management

and stakeholder involvement as tools of heritage management in Aksum. On the other hand, soft visitor management tools are not available in the area. This answered the main objectives of the study.

The purpose of this study was to investigate visitor management as a tool for sustainable tourism development, current practice and challenges. The first specific objectives of the study was to describe the attitude of visitors towards existing practice of visitor management tools in the study area, it is found that two types of visitor management techniques namely hard and soft visitor management techniques. The investigation in current practices of visitor management tools in Gorgora showed that only some of the visitor management tools were practiced in a good position while the practices of most of the tools were in infant stage. From this question number one of the research question is answered.

The second specific objective of this study was to assess the challenges for implementing visitor management tools in the study area. Generally, the finding of the study showed that shortage of budget, lack of skilled human power, lack of stakeholder collaborations, absence and or limited visitor management tools and visitor facilities, negligence of responsibilities and lack of knowledge and awareness were the challenges and are responsible for the low practices of visitor management tools in in the study area. From this question number two of the research question is answered.

The third specific objective of the study was to explore the extent of stakeholders' participation for visitor management practice in the study area. Lack of stakeholder collaboration and participation was one challenge for the low performance of visitor management, there were some stakeholders involved in the practices of visitor management tools in the area. Dembya woreda culture tourism and sport department, local tour guides representative, travel agents, visitors themselves and the city police were the direct participants in managing visitors in the area. From this question number three of the research question is answered.

Finally, the forth specific objective of the study was to see the perceptions of visitor how visitor management tools would enhance sustainable tourism in the study area. Based on the result, most visitors confirmed that there was strong relationship between visitor management tools and sustainable tourism in the area. This implied that hard and soft visitor management tools contributed to enhance sustainable tourism development at the site. From this question number three of the research question is answered.

CHAPTER FIVE

CONCLUSION AND RECOMMENDATION

5.1 Introduction

In this chapter, an attempt has been made to present the conclusions and recommendations. At the end of the chapter, limitations of the current study and suggestions for future research are discussed. Hence, based on the major findings the following conclusion and recommendations are drawn.

5.2 Conclusion

The results of the findings show that practices of visitor management tools to enhance sustainable tourism development in Gorgora were not adequate. The investigation in current practices of visitor management tools in Gorgora showed that only some of the visitor management tools were practiced in a good position while the practices of most of the tools were in infant stage. Thus, site hardening, price discrimination and access control was the only visitor management tool which was practiced good manner. On the other hand, carrying capacity is not yet studied scientifically and waste management system is not practiced. Therefore, it can be conclude in this study that the study area is vulnerable to threat due to the poor practices of visitor management tools.

Based on survey respondents' view interpretation and information tools, like broacher, leaflet, signage, signboard and poster were well presented in the study area. However, with respect to information and interpretation tools indicated that they were in low status to deliver basic information to visitors. The study area did not give focuses in utilizing, magazines, newspaper, internet, maps, and guide book. Thus, these tools were not in a position to make visitors to be aware of the natural and cultural aspects of the area.

The poor practices of the visitor management tools and the result from key informants verified that there were many challenges hindering the implementation of these tools in the study area. Consequently, poor application or implementation of visitor management tools, shortage of budget and, lack of skilled human power due to overlooked activities of the destination management to hire skilled human power, lack of stakeholder collaborations, absence and or limited visitor management tools and visitor facilities,

negligence of responsibilities and lack of knowledge and awareness were the challenges and are responsible for the low practices of visitor management tools in in the study area.

Even though lack of stakeholder collaboration and participation was one challenge for the low performance of visitor management, there were some stakeholders involved in the practices of visitor management tools in the area. Dembya woreda culture tourism and sport department, local tour guides representative, travel agents, visitors themselves and the city police were the direct participants in managing visitors in the area. Based on the result, most visitors understood that there was strong relationship between visitor management tools and sustainable tourism in the area. In conclusion hard and soft visitor management tools contributed to enhance sustainable tourism development at the site.

5.3 Recommendations

It is apparent that the researcher should put suggestion and recommendation that can be possible remedy for the challenges based on the findings. Therefore, the following recommendations were forwarded by the researcher.

- ◆ Dembya woreda culture tourism and sport department are responsible to raise awareness for the public (local community) on the significance of heritage (natural, cultural, manmade), visitor management tools and sustainable tourism development through providing public lecture, discussion and training for all service providers and stakeholders in the tourism industry.
- ◆ Local government tourism office is highly responsible to provide adequate budget for the conservation and management of the tourist destination site. As a result, they shall be responsible to provide adequate budget for the conservation, fulfilment of visitor facilities (visitor management tools) and management of the site in collaborating with the regional culture and tourism bureau.
- ◆ Dembiya woreda culture tourism and sport department and shall create favourable conditions to collaborate with all stakeholders in the management of the destination particularly in managing visitors and ensuring sustainability.
- ◆ Local Tourism Government and North Gondar zone culture and tourism bureau should pay due attention in fulfilling different visitor facilities and visitor management tools expected from a tourist destination site. Well functioned toilets with appropriate number; many seats, museum, interpretation tools including guide books, map, more signage in Amharic and English language, newspaper, more signboards and appropriate zoning and limiting the activities to be conducted in buffer

zones, more walkways, fences, adequate dust bins etc. should be fulfilled along with the conservation of fragile sites.

- ◆ Tour operators and travel agents should give great emphasis in organizing tours for domestic visitors. Tour companies working in the area often plan tours for overseas. It would be better to include the demand of domestic visitors and arrange their tours accordingly.
- ◆ The tourist guides should provide orientation prior to visitation about the codes of conduct, what to do and not to do and how to behave in a sustainable manner. It is also better to have independent interpretation professionals apart from guides and written documents.

5.4 Future Research Direction

The study was focused on the use of visitor management as a tool to enhance sustainable tourism development, current practice and challenges in Gorgora. Therefore, future studies in the same or similar title shall be studied in the three dimensions of sustainable tourism including other heritage sites which are vulnerable to threat in and around that area. Methodologically, the study used non probability sampling due to the nature of the study and time frame of studying.

In addition to this, in the current study the limited stakeholders were taken those which are directly involved in visitor management in the area. Thus, the future studies shall include all stakeholders as a population of the study and investigate the reason for their low involvement.

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APPENDICES

Appendix 1. Questionnaire

UNIVERSITY OF ADDIS ABABA

COLLEGE OF DEVELOPMENT STUDY

DEPARTMENT OF TOURISM DEVELOPMENT AND MANAGEMENT

Questionnaire for visitors

Dear visitors (Survey respondents)

I want to provide my heartfelt appreciation in advance for giving your time, kindness and fruitful response. The purpose of this survey is to investigate “*visitor management as a tool for sustainable tourism development in Gorgora, North Gondar*” for the partial fulfillment of Master of Arts in Tourism Development and Management from university of Addis Ababa. I would like to inform you that all the information you will provide today will be used solely for academic purpose and your information will be kept confidential. And finally the quality of this study is highly depending on your responses so please provide your response carefully.

Contact person: Adugna Takele; email adutake2018@gmail.com;

Cell phone: +251955189901

Part I: Demographic profiles of respondents

Instruction:

Dear respondents, you do not need to write your name. Please put (√) mark in response box/column for closed ended questions. Please carefully understand and response for open and close ended questions.

1. Gender: Male Female
2. Occupation: Government office NGO Private
 Tourism related jobs Student
 Please specify if others.....
3. Nationality:
4. Purpose of visit (you can mark more than one if you have) : Religion
 Visiting families and friends Business Leisure
 Education

If for any other purposes, please mention

Part II: Practices of Hard Visitor Management Tools in Gorgora

Instruction:

Visitor management tools: Is managerial techniques used by protected areas and any other places for the sake of controlling and advocating visitors within a site which can be hard or soft visitor management.

Based on facts and your observation please put your agreement and disagreement level for the following points which are related with the practice of hard visitor management tools in Gorgora. Question 1-6 incorporates concepts associated to the applicability of visitor management tools in Gorgora. Please rate each questions based on the following information:

5 - Excellent 4 - Very good 3 - Good 2 - Poor 1 – Not applicable

No	2.1. Hard Visitor Management Tools	5	4	3	2	1
1	Zoning (like visitor service zone, recreation zone....)					
2	Carrying capacity (Physical carrying capacity like group size limit... is practicing in Gorgora)					
3	Site hardening (There are walkways, paths and visitor facilities in the visiting area)					
4	Price discrimination of the area (prices of services in the study area)					
5	Waste management system (there is a proper practice of waste management like proper use of garbage bins...) in the site					
6	Access control (there are restrictions not to enter in the					

fragile sites, there are fences to protect the fragile structure...)					
--	--	--	--	--	--

Part III: Practices of Soft Visitor Management Tools in Gorgora

Instruction:

Question 1-10 encompasses information and interpretation tools. Please rate the degree of implementation of each information and interpretation tools at Gorgora based on the information provided below:

5 - Excellent 4 - Very good 3 - Good 2 - Poor 1 - Not available

No	Type	5	4	3	2	1
1	Magazines					
2	News paper					
3	Guide books					
4	Leaflets					
5	Broachers					
6	Map					
7	Posters					
8	Signboards					
9	Signage					
10	Internet					

1. Before visiting Gorgora, which major information sources have you used? Please put tick mark (√) multiple response is possible.

- | | | | |
|-------------|--------------------------|---------------------|--------------------------|
| Broachers | <input type="checkbox"/> | TV | <input type="checkbox"/> |
| Magazine | <input type="checkbox"/> | Radio | <input type="checkbox"/> |
| Newspaper | <input type="checkbox"/> | Websites | <input type="checkbox"/> |
| Guide books | <input type="checkbox"/> | Families or friends | <input type="checkbox"/> |

Part VI: Relationship between Visitor Management Tools and Sustainable Tourism Development

Based on facts please put your agreement and disagreement level for the following points which are related with the relationship between sustainable tourism development and visitor management tools. Please rate each questions based on the following information:

5 - Strongly agree 4- Agree 3- Don't know 2- Disagree 1- Strongly disagree

No	Questions	5	4	3	2	1
1	Visitor management tools and sustainable tourism are compatible?					
2	Do you believe that visitor management tools in Gorgora enhance sustainable tourism development?					

1. What is your view about the relationship between visitor management tools and sustainable tourism development in the study area?

2. What is your opinion towards sustainable tourism development in Gorgora?

APPENDIX 2 INTERVIEW QUESTIONS

Interview Questions

Interview questions for Dembya Woreda culture, tourism and sport department

Good morning/afternoon Sir/Madam, my name is _____. The purpose of this interview is to investigate visitor management as a tool for sustainable tourism development in Gorgora for the partial fulfilment of Master of Arts degree in Tourism Development and Management from university of Addis Ababa.

Section 1: Demographic Characteristics of Interviewees

Interviewee name: _____ Date and time: _____

Name of the organization: _____ Position/title: _____

Section 2: Questions

1. Do you have knowledge about visitor management?
2. What do you think about the current practices of visitor management tools in Gorgora?
3. What are the challenges of implementing visitor management tools in the area?
4. Is there any relationship between visitor management and sustainable tourism development?
5. Do you provide education and training to improve the interpretation skill of tourism expert and local guides?
6. What is the contribution of visitor management for sustainable tourism development?
7. What are the stakeholders who are participating in visitor management activities?

Interview Questions for Travel Agents Representative

Good morning/afternoon Sir/Madam, my name is _____. The purpose of this interview is to investigate visitor management as a tool for sustainable tourism development in Gorgora for the partial fulfilment of Master of Arts degree in Tourism Development and Management from university of Addis Ababa.

Section 1: Demographic Characteristics of Interviewees

Interviewee name: _____ Sex: _____

Name of the organization: _____ Age: _____

Educational background: _____ Date and time: _____

Position/title: _____

Section 2: Questions

1. What is your opinion towards hard and soft visitor management practice in Gorgora?
2. What are the roles of travel agents in managing visitors?
3. Do you provide training to your staff regarding visitor management tools?
4. How could visitor management tools improve sustainable tourism in the study area?
5. What is your opinion about sustainable tourism development in the study area?

Interview Questions for Local Tour Guide

Good morning/afternoon Sir/Madam, my name is _____. The purpose of this interview is to investigate visitor management as a tool for sustainable tourism development in Gorgora peninsula for the partial fulfilment of Master of Arts degree in Tourism Development and Management from university of Addis Ababa.

Section 1: Demographic Characteristics of Interviewees

Interviewee name: _____ Position/title: _____

Name of the organization: _____ Date and time: _____

Section 2: Questions

1. Do you think that visitor management tools are currently practiced by tour guides in Gorgora?
2. Do you think that Gorgora face sustainable tourism development problems? If so what are the challenges?
3. Do you think visitor management has relation with sustainable tourism development in the study area? How visitor management play role for sustainability?
4. Did tour guides take training with regard to visitor management? Who provides the training?
5. What is the role of tour guides to enhance the experience of tourists?

Appendix 3 Observation Checklists

Observation Checklist about the applicability of hard visitor management tools in Gorgora

No	Description	Applicability		Remarks
		Applicable(√)	Not applicable (×)	
1	Carrying capacity			
	Physical carrying capacity			
2	Zoning			
	Buffer zone			
	Conservation zone			
	Tourist Service zone			
3	Proper waste management practices			
4	Access control			
5	Site hardening			
6	Price discrimination for visitor service			

**Observation checklist regarding the availability of information and interpretation tools
in Gorgora**

No	Information tools	Availability		Remarks
		Available (√)	Not available (×)	
1	Magazine			
2	News paper			
3	Broachers			
4	Leaflets			
5	Signage			
6	Signboards			
7	Internet			
8	Guide books			
9	Maps			
10	Posters			

Observation checklist about the current challenges of implementing visitor management tools in the study area

No	Challenge	Present	Not present	Remark
1	Lack of visitor management tools			
2	Absence of accurate registration mechanism			
3	Lack of enough knowledge			
4	Lack of controlling mechanism			
5	Easy understanding of restrictions			
6	Lack of responsibility			

Appendix 4 Interviewee code

Interview code	Occupation	Position	Location
01	Dembya Woreda culture tourism & sport department Office	Head	Gorgora
02	Dembya Woreda culture tourism & sport department Office	Tourism expert	Gorgora
03	Tour guide representative	Representative	Gorgora
04	Senior tour guide	Guide	Gorgora
05	Semien eco tour	Representative	Gondar