

ADDIS ABABA UNIVERSITY

COLLEGE OF DEVELOPMENT STUDIES

CENTER FOR ENVIRONMENT AND DEVELOPMENT

TOURISM DEVELOPMENT AND MANAGEMENT PROGRAM

Tourism Institutions and their Dynamics: the Case of Tourism Transformation Council in Addis Ababa, Gullele Sub-City

By:

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October, 2020

Addis Ababa, Ethiopia

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October, 2020

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DECLARATATION

I do here by declare that this thesis which is entitled “Tourism Institutions and their Dynamics:- The Case of Tourism Transformation Councils in Addis Ababa, at Gullele Sub-City” is my own work and submitted to the College of Development Studies, Department of Tourism and Development in Partial Fulfillment of the Requirements for the Master of Arts Degree in Tourism and Development. I sincerely assure that it has not been submitted partially or full by any other person for an award of a degree in other university. All sources of materials used as references for the purpose of this thesis have fully been acknowledged.

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APPROVAL

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Abbreviations And Acronyms`

AACTB	Addis Ababa Culture, Art and Tourism Bureau
Art.	Article
CST	Council of Sustainable Tourism
CATO	Culture, Art and Tourism Office
DOT	Department of Tourism
DAT	Department of Tourism Authority
ETO	Ethiopia Tourism Organization
ETA	Egypt Tourism Authority
ETF	Egypt Tourism Federation
EPRDF	Ethiopian People's Revolutionary Democratic Front
FDRE	Federal Democratic Republic of Ethiopia
GSCATO	Gullele Sub-City Culture Art Tourism Office
MoCT	Ministry of Culture and Tourism
NTDP	National Tourism Development Policy
NTTC	National Tourism Transformation Council
No.	Number
Proc.	Proclamation
STMP	Sustainable Tourism Master Plan
SCATO	Sub-City Culture and Tourism Office
TDA	Tourism Development Authority
TTC	Tourism Transformation Council
TB	Tourism Board
UNWTO	United Nation World Tourism Organization
WTTC	World Tourism And Travel Council
WCATO	Woreda Culture Art Tourism Office
UNECA	United Nation Economic Commission of Africa

Abstract

Institutions are critical to ensure the development of tourism industry. In this regard, the government of Ethiopia has been exercising different institutional reforms. TTC institution is one of intuitional reform which has been in placed to reinforce the development of tourism sector. However, the actual implementation of this reform did not bring improvements with tourism industry at different levels. This study is therefor, intended to assess the establishment, structure, function, and challenges of Tourism Transformation Council (TTC) in Gullele sub-city in Addis Ababa. It has mainly focused on revealing gaps in the practice of implementation of the mandates of TTC under the study. To conduct this research, mixed research method, which involved both qualitative and quantitative approaches, was employed. To collect the primary data, interviews were undertaken with nine (9) experts of Woreda, Sub-city and Bureau level Culture Art and Tourism Office and Ministry of Culture and Tourism and 198 questionnaires were filled out and collected from the members of TTC institution. Reviews of legal instruments, studies as well as documentation of realities about the TTC institution were used for secondary data. The result of this study showed that basically TTC institution was established to enhance institutional coordination and collaboration for tourism development. The other finding is poor institutional resource with inactive members (actors) of TTC functions. The study also showed as there is poor implementation of TTC functions with no significant improvement in tourism development in the area. Moreover, the study found out that there is absence of clear operational guideline, poor working linkage with destination, poor enforcement and accountability framework, budget constraints, lack of harmonious functions within the actors, frequent change of leaders and members, low involvement of professional were major challenges of TTC institutions. Finally, it is recommended that TTC as institution need to have sufficient resources and proper representation of private sectors and professionals with clear operational procedures of the actors. And should be also enhanced the capacity of members of TTC institution with continuous training on integrated plan, proper implementation, accountability backed by strong monitoring and follow up mechanisms.

Key Words: ***TTC institution, Establishment, Structure, Function, Challenges and Tourism Development***

CHAPTER ONE

Introduction

This Chapter of the study deals with the background of the study, the statement of the problem, the objectives of the study, significance of the study, delimitation (scope) of the study, limitation of the study, and structure of the study.

1.1 Background of the study

Tourism as a product and service oriented industry can generate widespread benefits and impacts to the economy and society especially in developing countries like Ethiopia. It is also the fourth largest economic sectors after fuels, chemicals and food. Tourism contributes an estimated 10.4% of global Gross Domestic Product (GDP), and 319 million jobs (10%) of employment (direct and indirect). International tourism's export value, including international passenger transport, was US$ 1.7 trillion, accounting for 27% of the world's commercial service exports or 6.5% of total exports (UNWTO, 2019). This clearly shows how the travel and tourism sector has continued to be a critical sector for economic development across the world. Besides, the multiplier effect of the sector can provide opportunities for local economic development. Even the direct, upstream, and downstream industries involved in tourism activities have the potential for creating sectorial linkages and economic opportunities in the local area. This huge and multifaceted industry need to be managed properly to assure sustainable tourism development in the country (Fathimath, 2015).

One of the factors that determine the development of the tourism sector is an institutional framework that includes policy and institutions. These are the base of tourism development and management. Tourism policy is a key instrument for the government that fulfills many functions, includes setting a framework for the role of tourism sector and its contributions to the economy, and allowing for a better interface between other sectors (Ibrahim, 2013). The implementation of tourism policy instrument requires institution that manages the actual operation of policy framework using both human and material resources since institutions are the main executant of the policy (Dods, 2007).

Different nations have different styles of tourism administration which is depending on the political economy of the country (Nyaruwata, 2017). As the sector is multi-sectors, its management demands large and collective efforts of different actors. And it also needs systemic and holistic management approach. Otherwise, unless it is managed properly, it will have a devastating impact at the national, regional and local levels. Hence, countries should understand the nature of the sector to use and develop the tourism sectors since tourism has not only a positive effect but also has other negative impact as well (Tesfaye, 2015)

For this reason, actors of tourism sector from the demand and supply side can play their role to ensure sustainable tourism development. Mainly government is the main responsible organ in making and enforcing tourism policy and strategies together with other public, private and local communities in the destination Sintayehu (2016). Bramwell and Lane (2000) stated in their study as the characteristics of fragmentation, diffusion and high interdependencies in the tourism sector intensify the need for inter-organizational relationships. This leads to the need for legal institutional mechanisms and approaches for fragmented individual tourism institutions to come up into one category to implement the common objective of the institution. According to WTTC (2015) report, most of the developed and developing countries practiced the tourism council as institution to reinforce tourism development, mostly for the engagement of tourism actors in tourism industry.

In Ethiopia since 1960's institutional change was started in the tourism sector by the government. The change has passed through three rulers of the country, the Imperial Regime, the Derg and the Ethiopian Revolutionary Democratic Federal government (EPRDF) with different styles and approaches. Of all the institutional reform of the tourism sector, the establishment of the Ethiopia Tourist Organization(1962) and the formulation of tourism policy (2009) are the turning point of tourism development in this country because these were determinant factors for raise of the tourism sector in the country (Yimer, 2016). According to Birhanu and Negussie (2015) the policy and other institutional change of the tourism sectors have helped the country to improve its competitiveness in the Global Market as a tourist destination even if the result of the benefit was not as to the expectation. Beside it was also created an opportunity for private sectors to play significant role in the tourism development particularly investing their money on tourist service industry (MoCT, 2015).

The promulgation of different institutional framework of tourism sector at federal level by the government paved the way for the formation of different tourism institutions with the objective of developing tourism at the national, regional level and local levels (Tesfaye, 2015). As one of tourism institution, Tourism Transformation Council was established at national level with the necessary administrative powers and mandates of tourism development and management (Federal Negarit Ggazeta, No.294/2013). In spite of this effort, Ethiopia has poor institutional strength to transform the sector and least ranked based on Travel and Tourism Competitive Index (WEF report, 2015 cited Wassie and Dhaliwa, 2017). This institutional weakness is prevailed in Addis Ababa at different level including the study area (AACATB, 2016).Thus; this research strived to assess the establishment, structure, function and challenges of TTC institution by considering evidences from Gullele Sub- City, Addis Ababa.

1.2 Statement of the Problem

The untapped tourism resources of the Country as well as the City did not bring expected economic and social benefits to the local community. This can be evidenced by the fact that Ethiopia's tourism sector generated not more than over $3.32billion in revenue from less than 1million tourists (UNWTO, 2018). This means comparing with neighboring countries, Ethiopia has poor performance.

To enhance the tourism industry, government has tried to implement a number of institutional changes in the tourism sectors. One of these changes is the establishment of TTC institution at different level of the Country including the study area (AACATB, 2016). Even though TTC formation was a breakthrough for tourism sectors, its actual practices and engagement towards tourism development was not visible at different levels. For example according to the report of AACATB (2019) though Addis Ababa is one of the biggest tourist destination areas in the country with diverse actors of tourism, their interaction and integration towards the common objectives of the tourism sector is very poor. These problems have been affecting the development of tourism sector at City level in general, Gullele sub-city in particular. In addition, concerned bodies of tourism sectors did not have well-organized evidence on the implementation and challenges of TTC institution at different level. Therefore the researcher empirical

experience also as this reform implemented in one of sub-city of Addis Ababa provide this evidence which initiated to conduct this research.

Unlike other regions of the country, Addis Ababa is the first state of administration next to federal, in implementing TTC as a tourism institution at City, sub-city and woreda level (AACTBT, 2016). However, the performance of this institution for tourism sector development has not investigated at the City level in general and Sub-City level in particular.

However, in a few studies, the issue of TTC institution was slightly touched with in other areas. For example, A recent study by Robinson and Jonker (2016) and Etefa (2018); explained that the launching and the implementation of TTC institution in the country is a good opportunity for the tourism industry in the country and suggested the need to implement it in to the ground at the local level. But they did not show the practice of TTC institution.

Similarly Tesfaye (2015) is one of the researches which explain at one point about the benefit of TTC practice for community development of Bishoftu's and the results of these researches was an input for this study but can't replace the present study as it has a different dimension which demands a different area of study.

Many studies that were carried out in Addis Ababa were focusing on attraction site (Zelalem, 2015), Park (Mesay, 2017), museum (Haileeyesus, 2016), urban tourism resource (Tolera, 2016); tourism club (Meron, 2018), Cultural heritage conservation (Dereja, 2018) and tour operator social responsibility practices (Tarekegn, 2019) did not take the role of TTC as part of their study even though it has the highest power over the tourism development and management in the city given under City Procl. No 62/2014.

On the other hand, several studies were conducted focusing on tourism stakeholder's collaboration and coordination. Such studies like (Gebrekiros, 2016), (Sintayehu, 2014) and (Dress, 2018), (Etefa, 2018) in Ethiopia are the best example. Most of these studies finally have set a strong recommendation for the necessity of institutional policy enforcement for the engagement of tourism stakeholders for tourism development. However, As far as the researcher knowledge, no one has done deep investigation on the implementation of TTC institution.

Inscrutably some of these studies overlooked the establishment and the function of TTC institution as policy enforcement in the country.

Therefore, it can be said that there is a research gap that needs to be filled with empirical evidence. So this study assess the establishment , structure, function, and the challenge of TTC institution in Addis Ababa based on the given responsibility, particularly at Gullele Sub-City.

1.3. Objectives of the study

1.3.1. General objective of the study

The general objective of the study was to assess the establishment, structure, function, and challenges of the Tourism Transformation Council in Addis Ababa, particularly in Gullele sub-city.

1.3.2. Specific Objectives of the Study

Based on the above general objective of the study, the specific objectives of the study were the followings:

1. To describe the bases for the establishment of Tourism Transformation Council.
2. To analyze the structural arrangement of Tourism Transformation Councils.
3. To examine the function of Tourism Transformation Council and its improvement for tourism development in the Gullele sub–city.
4. To identify the challenges of Tourism Transformation Council in attaining its objectives

1.4. Significance of the Study

This study can contribute in the provision of valuable information:

I. **For Policy Makers**: The finding of this study can assist policymakers to be informed about the level of operation and function and challenges of TTC in the tourism development to take relevant measures and use the result as input for next strategy implementation.

II. **For Tourism program implementers**: This study can give clear and valuable information about TTC establishment factors, structural arrangement, function, improvement and its challenges in the study area and to use the recommendation to fill the gap and to improve the efficiency of TTC institution.

III. **For Tourism Development**: The findings of this study help to resolve the gap in managing tourism stakeholder (institutions) at institutional level through giving information for all concerned bodies that are working on the tourism development so as to assure sustainable tourism development by taking a lesson from the weakness of implemented TTC institutions that this research examined.

IV. **For Academicians**: This study can be served as a point of reference to stimulate further research about the topic of the study in a different level.

1.5. Delimitation (Scope) of the Study

The spatial scopes of the study are limited to Gullele Sub-city including 10 woredas where eleven Councils are found within Addis Ababa. It was mainly focused on establishment factors, structural arrangement, function and challenges of the Tourism Transformation council since its establishment in the area. The target groups of the study were members from Sub-City Council, 10 woreda Councils of Gullele Sub-City, and tourism managers (directors) of Addis Ababa Culture Art Tourism Bureau and Ministry of Culture and Tourism.

1.6. Limitations of the Study

In the process of conducting this study, the researcher faced the following limitations: lack of literatures focusing on TTC. Unavailability of organized data in the study area as well as concerned tourism institutions was a challenging, particularly in regard to the improvement of TTC institution. There was a bureaucratic hassle in some institution to get accurate and reliable data. The outbreak of Covid-19 was also a challenge to use FGD to collect data from the group discussion. Moreover, getting key government officials with knowledge about the issue studied was challenging. However, the diverse methods and tools used and by looking convenient timing, reliable data was collected.

1.7. The Structure of the Thesis

This thesis has chapters that have been organized with five Chapters. Chapter one outlines the introductory which includes background, statement of the problems, objectives, significance, scope and limitations and the structure of the thesis itself. The second chapter addresses the theoretical and empirical literature. Chapter three is about the description and methodology of the study area. The fourth chapter deals with data presentation, results and discussions. Finally, the fifth chapter deals with conclusions and recommendations of the study. References and Annexes are also attached at the end.

CHAPTER TWO

2 Literature Review

The objectives of the chapter are to review the conceptual as well as empirical literatures that are pertinent to the objectives of the study. To achieve these objectives, the chapter would primarily define institution and tourism institution. Then it will have a thorough discussion on the tourism policy and institution, policy implementation, institutional role, institutional linkage and stakeholder involvement in the tourism structure, challenges of Tourism Institution and World experience of Tourism Council. Finally, the chapter would depict the Ethiopian institutional framework of tourism institution and its dynamics in which it lays down a benchmark for discussion and analysis on the establishment, structure, function, and challenges of TTC institution.

2.1 Concepts of Institution and Tourism Institution in the Tourism Development

2.1.1 Concept of Institution

Institutions have a key role in tourism development. Notwithstanding this, it seems that there has been no agreement on the way institution is defined and conceptualized among different disciplines and even within a discipline. Institutions can be understood differently implying different aspects. The first way of conceptualizing the term institutions may be looking at it from two perspectives: a behavioral and the rule side. As to the former, institutions are “complexes of norms and behavior that persist over time by serving socially valued purposes” (Uphoff and Buck, 2006). In the other way, North (1995) considered institutions from both norms of behavior and rules of institutions. As to him, institutions are “rules, enforcement characteristics of rules, and norms of behavior that structure repeated human interaction” .His term of definition is too broad than the former one.

Another concept that has to be clearly defined is the term “organization” and “institution”. In most of the studies, the term institution and organizations used interchangeably (Uphoffand and Buck, 2006), for example, they define the term institutions as “complexes of norms and

behaviors...” meant that such a kind of institutions can serve as organizations that can be defined as “ structure of recognized and accepted roles that serve particular purposes”. On the other side, North tried to clearly define the two terms between institutions and organizations as institutions are the “rules of the game and organization and their entrepreneurs are the players”. According to this definition the term, organizations are established based on groups of individuals bound by some common purpose to achieve objectives. He also includes regulatory agency, Council, Unions, Churches, clubs, associations, universities and others as the organization (North, 1995).

Therefore, for this paper, the definition given by North, with little modification is adopted. In this study, Institutions are ruled based establishments or organizations meant to achieve a defined goal. It is convenient to use this definition for TTC institution within the broader institutional framework set by the rules of the game.

2.1.2 Concept of Tourism Institution

As Tesfaye (2015) tourism institutions are defined as entities and firms or sub firms delivering services and products to tourists, directly or indirectly. Again he defined and categorized TTC institution as one of the independent tourism institutions or establishments. Again at the institutional level, MoCT (2015) defined tourism institutions as they are referring to all public and civil society organizations contributing to the implementation of the tourism policy objectives. Beside TTC institution also considered as one of the public institutions established for implementing the tourism policy.

Therefore although the tourism institutions are varies depending on their categories and prime goals, the important thing for this study is TTC is a tourism institution that was established to accomplish the designed objectives.

2.2 Tourism Policy and Institution

Tourism policy and intuition are fundamental tools for tourism development. Nowadays it becomes vital for many developing countries to benefit from tourism sectors. Both instruments are key factors that necessitate facilitating tourism development. Tourism policy is a set of discourses, decisions, and practices driven by governments, sometimes in collaboration with

private and social actors, with the intention to achieve diverse objects related to tourism (Velasco, 2016). Besides, tourism policy fulfills many functions, including setting a framework for the role of the tourism sector and its contributions to the economy and allowing for a better interface between other sectors including the private and social actors with the intention to achieve a common objective related to tourism (Hall, 2008). Tourism policy can also assist local governments as a tool in supervising other relevant sectors in support of tourism development working to ensure its implementation (Churungsa et al., 2007). These indicate that tourism policy is a source of mandate for tourism institutions.

Institutional policy by itself is meaningless unless it is implemented. Implementation in general can be simply defined as putting policies and strategies in to practice or a series of governmental decisions and actions directed toward putting already decided mandate in to effect (Lester and Stewart, 2000). According to Matland (1995) the successful implementation represents agencies compliance with the principal's requests; agencies are held accountable for reaching specific indicators of success, goals of the policy are acquired , local goals are achieved. Hence, successful implementation should ally with policy's goals or formal standards.

In another way, for the development and implementation of any policy, program, or action it is always necessary to have some institution that manages programs and actions using both human and material resources (1995). Beside the five main activities or functions typically occur in the process of state implementation are summarized as state enabling laws, administrative rule making, resources, monitoring and enforcement and, finally, redesign of policies and strategies (Dieke, 2003). Again according to Hjern and Porter (1980), implementation requires an implementation structure, appropriate mechanisms, a delivery system, institutional capabilities and sufficient resource. The implementation process is therefore inevitably associated with the complex process of planning organization, inter-organizations, coordination, communication and promotion which are necessary in order to achieve policy goals and objectives (Lewis and (Dodds, 2007). Additionally this, Lewis and Wallace (1984), in their books of policies into action, explicitly state that institutions such as local authorities, public corporations, private firms, or other agencies are the main executants of the policy.

Therefore, institutional framework, tourism policy and institution have interdependent relations in which the institutions are actors or implementers of the tourism policy through policy enforcement and resources. So these relation had used in the establishment of TTC institution.

2.3 Theoretical Reviews on Stakeholder Approach

Conceptually, definitions given to stakeholders vary across disciplines. Freeman (1984) was the one who introduced the concept of stakeholders in management and organizational context as any individual or group who can affect the firm's performance or who is affected by the achievement of the organization's objectives. Moreover, Clarkson (1995) marked stakeholders as entities which become either enthusiastically or reluctantly bare to any doings of the organization which poses a risk to them in some of other way.

Authors such as Macbeth *et.al* (2002) forwarded their apprehensions of tourism stakeholders basing their explanations on the categories identified by United Nations World Tourism Organization (UNWTO) as tourism stakeholders' engagement, therefore, reduces potential conflicts and unwise exploitation of tourism resources as well. Moreover specifically, Swarbrooke (2001) categorized stakeholders in tourism in to five main categories: governments, tourists, host communities, tourism business and other sectors. All of them are entitled with different responsibilities and functions.

Stakeholder theory has been widely used in tourism as stakeholders' interdependency and their ability affect the development of the tourism destination (Jamal and Getz, 1995). Robson and Robson (1996) further stated that one of the key principles of stakeholder theory is that an organization is granted license to operate by virtue of its social contract with other stakeholders. Freeman (1984) also viewed stakeholder theory as any given organization seeks to have a full appreciation of all the persons or groups who have interests in planning, processing, delivery and/ or outcomes of the tourism product or service.

The tourism organizations are not able to operate in isolation from one another and the theory emphasized over the values of coordination among actors. Collaboration of stakeholders in tourism industry appears indispensable for ensuring the sustainable development of Tourism. The tourism stakeholders in the study as the government institutions (culture, Art Tourism office

and other public sectors, Private sectors and local level community institution of members of TTC institution need to work together per the claims of stakeholders approach.

2.4 Actors of Tourism Development

There are many actors or institutions that have an interest in tourism development in the given destination. Among these actors, the most important ones are identified by different studies. For examples, Sintayehu (2016), Tesfaye and Taye (2017) Eteffa (2019) and Fathimah (2015) identified institutions such as public sectors (i.e., National, regional and local culture and tourism office, other government offices, Tourism Council, Heritage Clubs and, local authority, key local politicians, tourist information center, and etc.), private sectors (Hotel, travel trade, handicraft production, destination facilities and service providers, Hotel and Tour Guide Associations, heritages workgroups, accommodation providers, bars and restaurants, event organizers, and the likes) local communities, NGO's, and quasi-government (schools colleges and universities, Media and likes). However all these actors have their own organizational nature and contribution at a different level for tourism development, the role of the most important institutional categories are the following:

2.4.1 Public Institutions

The role of the government can be manifested in a different way with different institutions. National Tourism Policy (2011) explains that public sector is also responsible for the enforcement of laws, legislation and policies, and hence it is concerned with several functions such as arranging developments, carrying out rules and regulations on tourism, developing the main infrastructure, advancing the appeal of public tourism and conducting marketing to promote tourism areas. Government agencies are also a responsible in planning, marketing and promoting the tourism product both locally and overseas, and conducting appropriate primary and secondary research into all areas of tourism, and monitoring all developments related to tourism to ensure the sustainability of the industry.

Gunn (2002) further explained the role of public authorities that are providing public-sector-owned spaces, activities and products which include national parks, state parks, wildlife, recreation areas, monuments, zoos and sports stadiums. And also serve as intermediaries in channeling the framework of government into each individual community in order to create a

beneficial outcome. Hence government institutions have a major role in enforcing policies and legal enforcement and facilitate a working environment for tourism development

2.4.2 Private Institutions

Private institutions have an important role in profit-oriented tourism particularly in preparing and engaging activities like tourism products, entertainment and destination (Nazrin et al. 2012). Particularly in the area of free economy policy, the private sector's main functions are geared towards accommodation, food and beverages, shopping and entertainment (shopping centers, theme parks, cinemas, Meeting, Incentives Conference Exhibition (MICE) and others. Sintayehu (2016) explained that private organizations have provided more tourist touch service than other public sectors such as like hotels, lodges, and other tourism services provides are the important ones that have responded to provide relevant information to their guests about the nearby tourist attractions. Even they have the ones which support common initiatives and projects and creating job opportunities for unemployed. Thus private institutions have a key role in tourism development and practical engagement on tourist business activities.

2.4.3 Local Community Institutions

Institutions that represent the local communities are also undeniable role in tourism development. According to Sintayehu (2016) institutions from local communities have engaged in activities like involving heritage preservation and conservation, being part of policy and decision making. Additionally, he also revealed that they supply local products for tourists and keeping their culture and values. Besides local community institutions have critical roles in participating in the process of tourism policy implementation particularly in training and awareness programs, plan and monitoring and follow up activities in collaboration with private and government institutions (Muganda et al, 2013).

Therefore tourism development does not have one actors; it is run and controlled by a multitude owners which is basically from the public, private and non-profit sectors (community) that shape the reality of a tourism industry(Gunn, 2002). This implies that this concept had been used to see the involvement of the private, public and communities institutions in the structure of TTC institution.

2.5 Institutional Links and Actors Involvement in the Tourism Structure for Tourism Development

The development and management of tourism is a highly complex and multi-sector issue that affects the different levels of administration and institutions (Tesfaye and Taye, 2017). Again according to Andereck (2005) the implementation of sustainable development in tourism depends on involvement and interest of all actors within a tourism system or a destination. This implies that the development of tourism cannot happen in isolation, it needs a strong linkage to other sectors. In the same way Inskeep (1991) stated that effective tourism organization requires the ongoing consideration of other related policy arenas, not just tourism as well as links with the authorities that are responsible for them. So the organization of tourism enquired that the co-operation between institutions and agencies at the same institutional level, as well as co-operation between different institutional levels, between the federal or central government and the regional, provincial, or local governments. It also requires co-operation between the government and many private organizations, businesses, or other non-governmental organizations (Hall, 2011). The report of OECD (2002) explains that of the coordination and cooperation among the actors should start first at the local level since the local national authorities, communities and other local organizations are key actors for sustainable tourism development in the tourism sector. Moreover Yuksel, F and Yuksel, explained that the empowerment of local tourism administration is a winning strategy in achieving successful tourism development because:

> *Local communities and administrations are more knowledgeable about their environment, and they may organize best around the problems. Second, local administrations may make rational economic decisions in the context of their own environment and circumstances. Last but not least, they may make decisions appropriate to the risks associated with local change and that local administrative participation may ensure a voluntary commitment of resources and local control over the quality and distribution of benefits (Yuksel, F and Yuksel ,A, 2014:800-801)*

Studies like Hall (2008), Adu-Ampong (2017) (Healey, 2006) suggested that certain conditions should be considered to attain the success of the collaborated stakeholders (institutions) for tourism development at institutional level. During the collaboration process and integration, the

type of stakeholders (the institutions) and the platform should be given prior attention. For the success of advancing collaborative, key stakeholders should be identified based on a number of factors. Healey (2006) stated mutually benefited sectors which have common objectives should be given priority to select and involve in the collaborative institutions. Additionally, Hall (2008) also expressed that in the process of structure of collaborated institutions, not all stakeholders can necessarily should be equally involved, rather should be based on their contribution. Beside he explained in the other way inadequate involvement of key actors or stakeholders will impended the efficiency of the collaborated institutions.

The other factors that determine the success of the institution and involvement of stakeholders that are stated by OECD (2002) are the ability to ensure the participation of key actors; the availability of rules of procedures and financial provisions for the network itself; appropriate allocation of responsibilities; sufficient authority of the organization in charge of coordinating actions and the stability of the institutional arrangements that have been set up. Moreover, institutional integration requires the ability to manage issues "horizontally" across institutions and "vertically" within institutions so as to meet the set objectives of the tourism institution in particular and sustainable tourism development in general. So this concept had been used in analyzing the structure of TTC institution.

2.6 Challenges of the Operation of Tourism Institution

Though tourism has a trans-sectorial issue, the responsible bodies of tourism development are exposed to multifaceted challenges particularly those countries which have weak institutions and poor culture of institutional integration (Adu-Ampong ,2017).Most of problems of the structure of the institutions are stated by Wang and Ap (2013) as the ambiguity of tourism administration in the public sectors; inappropriate inter-organizational relations and interest of different groups in the tourism sectors are the core problems of the inter organization. The other challenges that are indicated by Lamont and Ferreira (2015) are the over dominance of the government in many developing countries since political institutions determine the style of the government intervention in formal relationship between actors of the tourism development. Beside the shift of country's government ideology highly influenced the tourism industry. This fact is supported by the Nyaruwata's (2017) article as changes in political ideology and economic development

model often result in reengineering of the institutions that are tasked to drive tourism development in a country.

Another challenge that has mostly observed in the tourism sectors is overlapping responsibilities of institutions in the tourism sectors. Since tourism sectors by itself a multi-sectorial issue, usually different organizations executed the same responsibility in one destination. Besides, uneven powers and responsibility of tourism actors imped the implementation process of tourism institutions (Yuksel,F and Yuksel, A, 2014). Lewis and Wallace (1984), in their books of policies into action, explicitly state that the Central Government is frequently not the executants of its policies. Rather they are mainly carried out by local authorities, public corporations, firms, or other agencies. The divisions and distances between such organizations render implementation complicated and uncertain. In addition, Yuksel,F and Yuksel, A (2014) disclosed a top-down management and implementation problems as:

> *Tourism programmes developed by a monoactor form of centralized administration, generally overlook the knowledge, skills and goals of local tourism organizations, both public and private, in their design phase, and subsequently there may be resistance from the implementing bodies at different level (Yuksel, F and Yuksel ,A, 2014:800-801)*

Tosun (2000), and Hall and Jenkins (1995) claim that some determinant factors challenge during the implementation of the functions of tourism institution in developing countries such as a lack of financial resources, poorly qualified and weak institutions. Moreover particularly during the implementation phase, ambiguity of goals of tourism institution, lack of adequate information on the goals to be met, as well as, the means of achieving institutional goals and lack of commitment from relevant stakeholders are main challenges. The other challenges that often affect the policy and plan implementation are misappropriation of resources, and lack of transparency in decision-making of the institutions.

In general, tourism institutions have exposed to different challenges to achieve set objectives. As stated above, most of these challenges have come from the institutional foundation framework, the structure, institutional capacity and operation of the institutions. So these barriers can be challenges for the operation and function of TTC institutions.

2.7 Review of Ethiopian Tourism Policy and Institutional Dynamics

In the process of tourism development, there have been several legal and institutional changes by different governor since 1960's. This section deals with the major milestone of tourism development that has been taken place in the country that can help the researcher to see the background and motivation of tourism development and institutional changes in the Country, City and local level.

2.7.1 The Current Tourism Policy and Strategies (1991-Now)

Decades have elapsed since tourism received an ideological, political and policy concerns due to its socio-cultural, economic and environmental impacts at various scales throughout countries in the globe (Hall, 2008). In a nutshell, it was noted that government ideologies shape the values and principles endorsed in development policies, which in turn influences the circumstances pertaining to tourism activities and tourism institution in the ground.

After the fall of the Derg regime, the existing government, EPRDF has come up with a more or less mixed economy with a developmental concept. The existing government developed its policy mainly on the principle of sustainable development to ensure that tourism growth delivers broad and equitable social, economic and environmental benefits. The existing government adopted the National Tourism Development Policy (NTDP) in 2009 with a vision to develop tourism responsibly and sustainably, enabling it to play a leading role in the economic development process of the country by executing its activities on a community based principle. This indicates that how the formulation of the current policy was considered the issue of sustainable tourism development guide of UNWTO.

The focus areas of the current policy of the government are six strategies which include; guiding the country's tourism industry in a broad-based direction, developing the existing and new tourist attractions in variety, scale and quality, expansion of infrastructure and tourist facilities that are essential for Tourism Development, undertaking Promotional work through the creation of strong market ties to become competitive on the international market, strengthening the collaborative relationship among actors participating in tourism development, overcoming the serious capacity limitations observed in the industry (MoCT,2009). This implies the realization

of Ethiopia's tourism development is depended on the creation of conditions enabling inter-linkages between and coordination among the evidently fragmented activities of many entities participating in the development of the industry at all levels.

The government of the country has also shown the commitment towards tourism sector by preparing compressive and detail tourism strategic plan for 10 years with 10 strategic pillars through the technical assistance of UNECA Sub Regional Of Eastern Africa called Sustainable Tourism Master Plan (STMP) of 2015-2025 in line with Second Federal Growth and Transformation Plan (GTP-II) (2015-2020) with the objectives of addressing the countries tourism development goals. The master Plan sets out a vision for sustainable tourism development in the country and includes strategic programmes, priority projects, and activities in a 10 years implementation framework. In this sense, it marks an important milestone for the systematic development of Ethiopia. In this document the Country also aim to be "One of the five top destinations in Africa" by 2025(CBI, 2018).

Again in pursuit of Tourism vision, the following marketing objectives are set for the period (2016- 2025) by the ruling government as a strategy to: increase tourism arrivals by an average annual rate of 13% per annum to 3 million, increase receipts per visitor by an average annual rate of 1.6% per annum to US$1,100 (at current prices) and increase total tourism receipts by an average annual rate of 15% per annum to US$3.4 Billion (ETO, 2015). however, the industry is underdeveloped and the market share is insignificant, Ethiopia continues to demonstrate a steady rise in the number of visitors in the years under review, from 81,581 in 1991 to 918,010 in 2017(UNWTO, 2018).

Moreover in the new ten year perspective plan (2020-2030) and the three-year Homegrown Economic reform (HGER),tourism sector is also set out as one of the nine (9) national policy priorities next to Agriculture and Manufacture. It is identified as a key sector in the government's long term vision for development as Ethiopia moves towards middle income status. In this plan the issue of Sustainability, institutional strength and private sector development and engagement has given great concern.

In general, although the tourism industry is in progress in the country, it has its own limitation to make the sector value for the economy of the country and its community at least to the approach

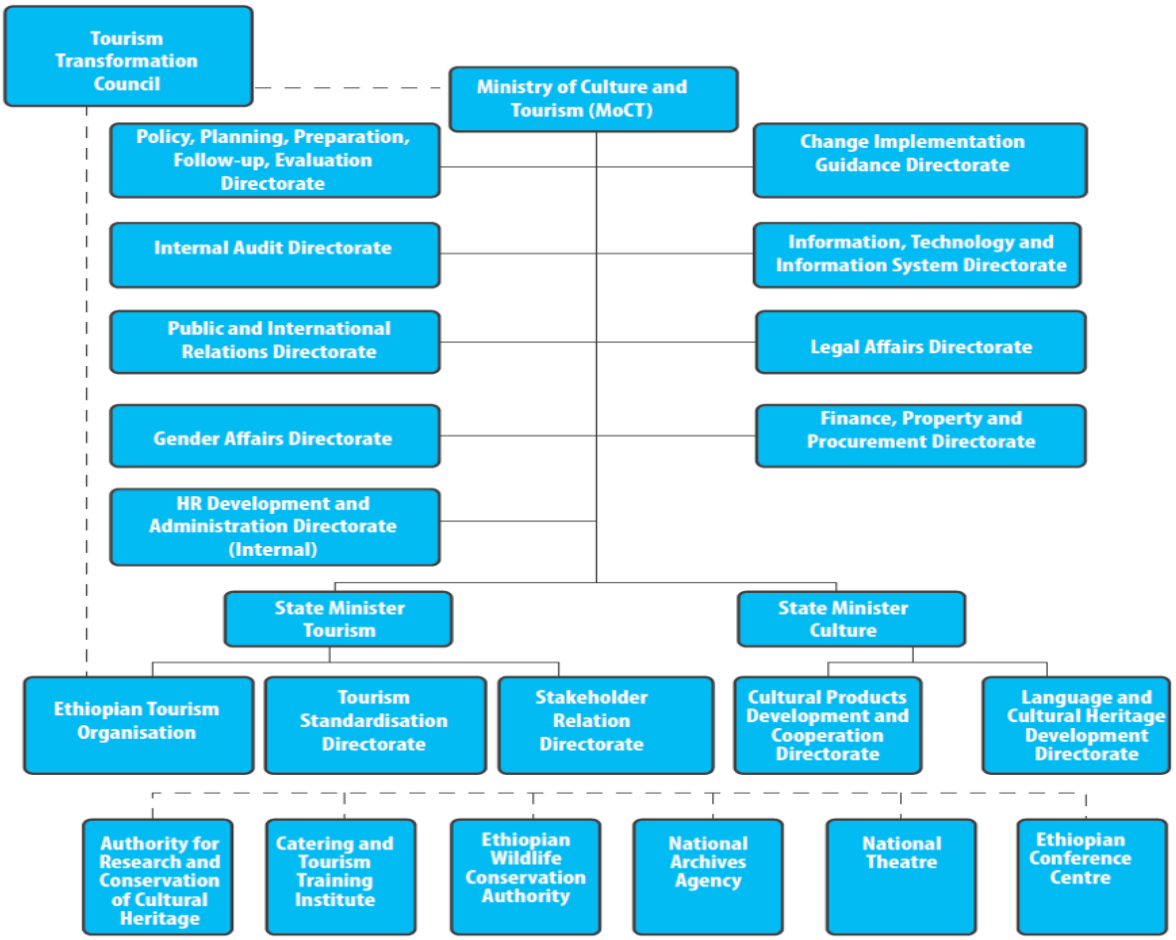
of the potential resource it has. For example, tourism in Ethiopia with regard to the two fundamental marketing metrics, international tourist arrivals and international tourism receipts, the share of Ethiopia remains very weak in the region of East Africa. Beside the performance of tourism industry in Ethiopia is characterized by low market competitiveness, insufficient tourist arrival and recipients but with high market growth rates (Wassie and Dhaliwa, 2017). This show that though there is a change in institutional framework, its benefit is not as expected.

2.7.2 Tourism Institutional Arrangement in the Country

At different times the existing government of Ethiopia changed the structural arrangement of public Sectors in which tourism was led. Particularly during the time of the EPRDF government, frequent change was taken place at the federal and regional levels. In the beginning, Tourism was under the Ministry of Culture and youth, but latter the sectors have got high attention and upgrade its status to the ministerial level with the collaboration of the culture sector (Ayalew, 2009). The government has recognized the problems of the tourism sector and the need to create strong government institution to lead the sector. So the responsible organ was established and has been given a name the Ministry of Culture and Tourism under federal Proclamation Number 471/2005, enacted to redefine the powers and duties of the organs of the federal government. Particularly Article 30 provided the legal ground for the establishment of the Ministry of Culture and Tourism with the powers and duties to promote, create and monitor tourism institution. After this, now in the country, many institutions are involved in tourism planning and development both at the national and regional levels. These institutions range from public, private to civil. At the national level, the Tourism Transformation Council (TTC), the Ethiopia Tourism Organization (ETO) and the Ministry of Culture and Tourism are the key institutions. The main role of MoCT is policy formulation, planning, regulation and controlling the overall destination development (Tesfaye, 2015).

Several organizations are also under the Ministry including, Ethiopia Authority for Research and Conservation of Cultural Heritage, National Archives, and the Catering and Tourism Training Institute as depicted in the figure below(Figure-1).

Figure-1 Organizational chart of MoCT



Source: STMP, MoCT (2015)

At the regional, provincial and Woreda levels, tourism planning and development are coordinated and managed by Culture and Tourism Bureaus. All eleven regional and two City administration cultural and tourism bureaus are accountable for the Ministry of Culture and Tourism (MoCT) in implementing the National Tourism Development Plan. Allied with Federal government Addis Ababa Culture, Art and tourism bureau is one the institutions who has overall responsibility for tourism development in the City after Bureau was established under the re-establishment proclamation number 64/2019 (previously 15/2009) of Ababa city government executive & municipal service organs (AACTB,2010).

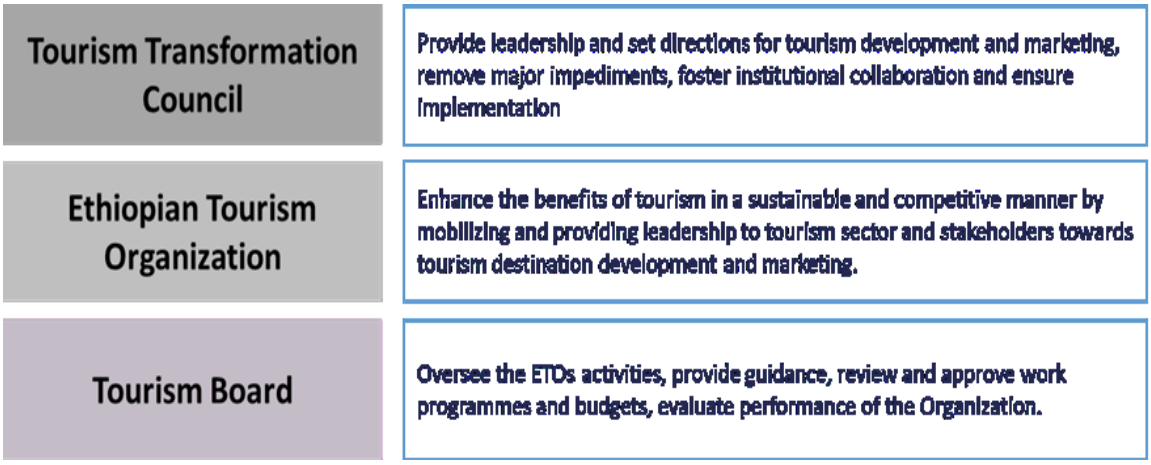
In the other way institutions like the Ethiopian Tourism Professional Association, Hotel Professionals Association, Ecotourism Association, Ethiopia Tour Operators Association,

Ethiopian Hotel Owners Association and the Ethiopian Wildlife Association have a place in the structure of MoCT and regional tourism Offices (MoCT, 2015).

2.7.3 Institutional Framework of TTC institution

Tourism Transformation Council is a recent dynamics of tourism institutions, developed by MoCT in 2013. It was established at the national level with General Assembly, Board and Executive Body with defined responsibility of tourism administration. The prime minister of the country was also the head of the council (Federal Negarit Gazeta .No.294/2013). Its mandates are listed in the figure below as:

Figure-2: The Mandates of NTTC, ETO and TB in in Ethiopia



Source: CBI-Final report (2018)

As indicated in the above figure each of the three organizations has independent structure and responsibility with interrelated action. The Tourism Board has chaired by the CEO of Ethiopian Airlines and its members are twelve in total, were high-level officers of relevant federal organizations (such as the Airport Authority and the Ethiopian Investment Commission) as well as two representatives from the private sector associations (hotels and tour operators). In 2018, Tourism Board was dissolved and reinstated recently with fewer members (only eight), with a majority (five) from the private sector, and is now chaired by the prime minister's Chief of Staff (CBI-Final report, 2018).

Later next to federal, Addis Ababa City of the Government has promulgated the proclamation for the establishment and determining procedures of work of the of TTC in the City with autonomous power and function as public institution with two working structural body of General Council and Executive committee (Addis Negari Gazeta,2014). According to the establishment proclamation, Addis Ababa Government of City bestowed the TTC institution with wide range of powers over the tourism development in all level. As indicated in City, TTC establishment Procl. No.62/2014,Art.9 &11, the powers and functions of TTC institutions are:

1. Superiorly direct the tourist destination development endeavors undertaken in the city
2. Work in Cooperation and collaborate with tourism stakeholders (institutions) to the success of tourism development.
3. Promote and market the City attraction site in the city to be popular and visited by tourists.
4. Solve or resolve major setbacks and trouble that hinder tourism development in the area
5. Work unison with appropriate bodies striving to make popular the City tourism wealth both domestically and abroad.
6. Monitor and follow up the development of the tourism sectors.
7. Select institution and individuals contributing to the tourism sector and gives award
8. Support institutions working in tourism sector to follow legal path and make its own contribution
9. Examine and approve plan proposed by executive committee, follow the implementation of tourism plan, hear performance report and pass decision thereon
10. Undertake other activities to achieve its objectives

In this establishment documents the Members and the executive committee of the TTC at City level listed under article 8 and 10. The Executive committee of the TTC is being accountable to the General Assembly, and shall implement the activities provided above proclamation under Article 9.As institution, Tourism Transformation Council was established as tourism institutions

in Addis Ababa at City, Sub-city (10) and woredas (117) level since 2015 (AACTBT, 2017).This institution is the one that this research was intended to study at Gulele sub-city level.

2.8 Literature Review on the Practice and Experience of Tourism Council in the Tourism Development

Under this section, the experience of different countries in the different regions having relation with Tourism Council formation, structural arrangement and operation have been reviewed. Looking at these countries can provide lessons to potential destinations like Ethiopia to see how they develop and manage the tourism sector through the Tourism council in an effective way. The countries discussed here include Britain, Philippine, South Africa, Bulgaria, Egypt and Ethiopia (Bishoftu City). Most of these countries take the full advantage of tourism Council for tourism development. The countries selection is purposely based on its organized system of implementation strategies in tourism institution for tourism development.

2.8.1 Experience of Tourism Council

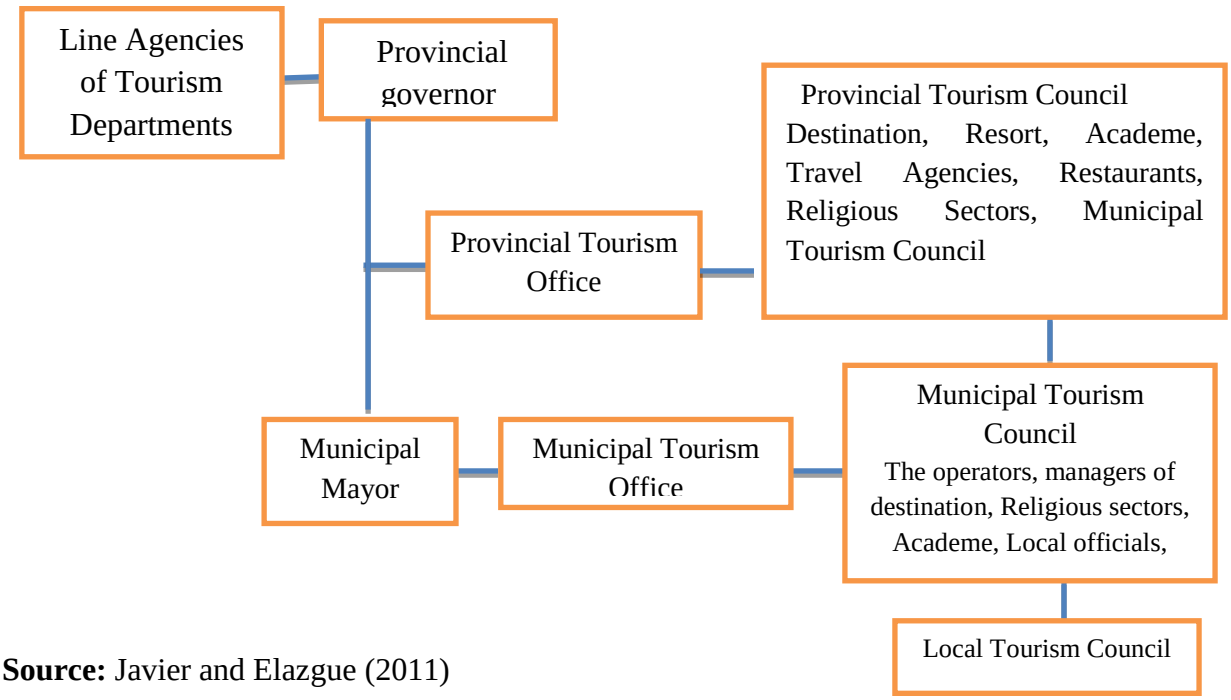
Currently, because of the advantage of the Tourism Council for tourism development, different country practiced with different motives and structure and operation. But there is one common factor for the formation of the Tourism Council in the tourism administration. According to WTTC report (2015) explained that in the process of tourism development, the tourism council as an institution formed mainly to solve frequently suffers from a lack of coordination between different sectors in the country. Therefore the major motive for the foundation of the Tourism Council is to coordinate the individual efforts of tourism-related sectors to meet common objectives strategically. In these countries, the structure of the Tourism council has not limited at the ministerial level but it goes down to the region or devolved region and local level. Local government and tourism sectors and the local community have direct involvement in it.

a) Philippines

Particularly in the Philippines besides the tourism office, a well-founded tourism council structure is established under provincial, the municipal mayor and local governments. As indicated in the picture below figure-3 tourism council in Philippines has vertical and horizontal

alignment and institutional networks with each government administration level and to the tourism sector (Javier and Elazigue, 2011).

Figure 3: Local Government Structural Arrangements for Tourism Sectors in Central Philippines



Source: Javier and Elazgue (2011)

The above figure shows the structural relation of local, municipal and provincial tourism Council with relevant member institutions.

In the operation of Tourism Council in Philippines, Private sector participation is dominant in the Provincial, Municipal and Local Tourism Councils. Provincial or municipal/city tourism councils are private entities, the memberships of which usually comprise 60% private entities and 40% government representatives. These councils help to organize the local tourism industry into a cohesive organization that promotes the growth of the sector and the area. Barangay Tourism Councils, with the same set-up as provincial or municipal tourism councils, focus on the tourism affairs and concerns of the barangay or village. Tourism councils are composed of influential people in the locality such as local politicians, relatives of politicians, civic organizations, and businessmen. Besides these, there are also significant representation in the council such as homogenous organization or varied representations organized in the different areas of Central

Philippines like the Association of Museum, heritage, destination, entertainment, event and the like who has an important place in the tourism sector .This has created conducive environment for tourism expertise as unions to give statements and make evaluations of tourism related activities and also help the local community and local government to have strong sense of ownership of tourism resources in the area(Javier and Elazigue, 2011).

b) Britain

The tourism industry council in Britain is an industry-led board, composed of employers, small businesses and representative organizations from the tourism industry. The council acts as a sounding board and point of dialogue between ministers and the industry at different levels. Most of the members are the private sectors (Business sectors) which are represented by the tourism industry which led by the parliamentary member undersecretary of state for heritage, sport and tourism. The council which is found at national and developed administration has significant power in managing tourism development in Britain. Council members are leading figureheads drawn from across the tourism industry including attractions, hospitality, accommodation, aviation, transport and businesses both large and small business whose services are actively marketed to inbound, outbound and domestic travelers. The same institutional framework is implemented in the devolved administration center of the region and districts of the country for effective tourism management and development (BTA, 2017).

c) Bulgaria

Bulgaria established the National Tourist Council (NTC) in 1997 as a consultative body to assist the government to implements its national policy for tourism sector. It is chaired by the Ministry of Economy, the NTC representatives are from central administration, state commissions, and agencies dealing with tourism, tourism associations, and chambers of commerce.

The Tourism council in this country considered as an independent institution with multi-function. In Bulgaria, the Tourism council is an excellent example of a functioning public-private partnership, representing both the public and private interests of Bulgaria's tourism industry. For the Council to pass a decision there must be a majority of more than half of its members. The Chairman of the Council may form working groups when an issue or problem connected with the development of tourism. Working groups are made up of experts, specialists

from administration and representatives of tourism associations and unions to give statements and make evaluations of tourism-related activities. The administrative activities, organization and financing are fully supported by the Ministry of Economy. The Council has also a role in coordinating and assisting in the implementation of national, regional and local tourism projects. Delivering its opinion on draft normative acts and making proposals for their amendment, supplementation, or repeal; overseeing the implementation of the national tourism advertising program and also have a responsibility to submit an annual report to the Executive Director of executive agency for National Tourist Advertising and Information for approval (William, 2014).

d) South Africa

In South Africa, institutional format like tourism council is formed at different level to strengthen the Public-private partnership in the tourism sector. Tourism Business Council of South Africa (TBCSA) is one of them established in 1996 and is a member-based organization, made up of Tourism Associations as well as leading businesses operating in the Travel and Tourism sector. The Council seeks to ensure that the industry is unified and speaks with one voice when engaging relevant stakeholders on macro-economic issues affecting the tourism sector. This institution has the highest power in the Country in regard to tourism industry (NDT, 2010).

e) Egypt

In Egypt, regarding to tourism development, there are more than one Tourism Council with a different format and function. In different administrational level Tourism Council is formed so as to manage tourism activities. Basically, the structure of the National Tourism Authority is comprised of the MOT which is divided into three branches: the Egypt Tourism Authority (ETA), Tourism Development Authority (TDA) and Egypt Tourism Federation (ETF). These branches have clear and specific functions and the main issue behind this division is that the ETA is responsible for demand-side functions, while the TDA is responsible for the supply-side (Ibrahim, 2013).The ETA has a responsibility to conduct market research which it provides to the TDA and the ETF is responsible for coordinating between different groups both from within, as well as outside of the Minister of Tourism (MOT) (Ibrahim, 2013).

After 2010 Egypt prepared a new strategic plan called National Sustainable Tourism Strategic Plan (NSTSP) in which a new and additional institution has been implemented which is called the supreme council of Tourism at the ministerial and regional level. These are Council for Sustainable Tourism (CST) and Regional tourism Organization (RTO) at regional and local level. They are structurally allied with the National Council and Ministry of Tourism Department. Particularly Council for Sustainable Tourism is formed as a small multidisciplinary team of professionals who are called upon when needed. Additionally, the plan of this organization is congruent and bound up with the National Tourism goal. The structure of RTOs is contingent upon with CST with higher priority. This structural arrangement minimized the overlapping of the organizations and pushing of the responsibility from one organization to the next. Therefore the establishment of these institutions brought significant improvement to tourism development of the country (2013).

f) Tourism Council: Experiences from Ethiopia, Bishoftu

Tourism Council in Bishoftu spearheads tourism marketing, tourism product development and tourism resource conservation in Oromia National Regional State. The Council came into existence as part of the five-year growth and transformation plan of the region. According to it operational manual, it has the following function: (a) give advisory and technical support to practitioners; (b) make Bishoftu amongst the top tourist destinations in East Africa; and (c) stimulate genuine participation of the community and stakeholders in the practice of tourism. To (d) promote tourism resource at local levels; (e) ensure the fair distribution of benefits to local communities; and, (e) capitalize on the economic role of tourism in the growth and transformation period were the goals the Council aims to attain (Tesfaye, 2015).

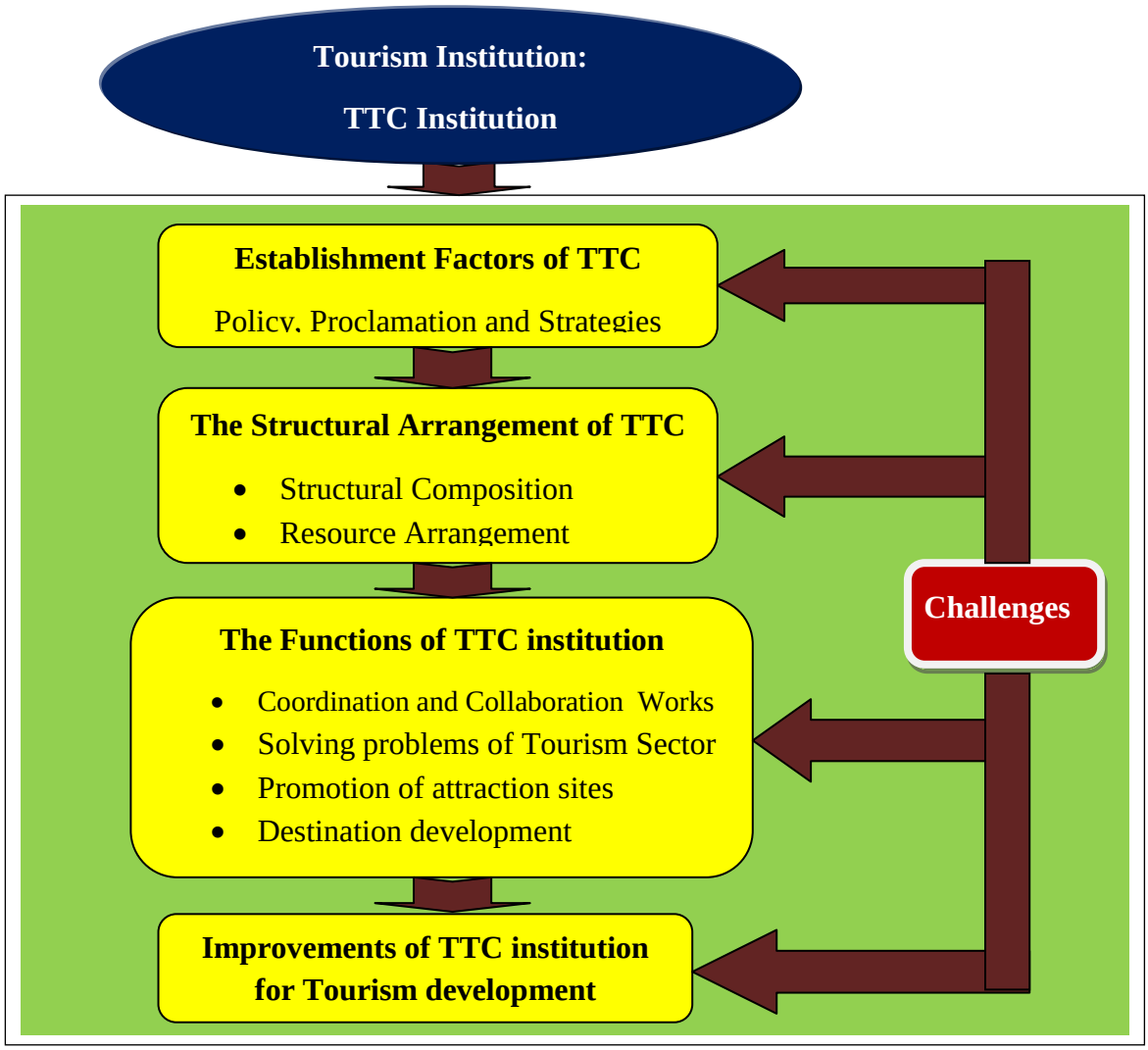
Structurally, the general Assembly of the Council is the highest authoritative and decision-making organ. The members are individuals drawn from private investors, heads of government offices, locals, NGOs, and religious institutions. Membership in the Council demands relevant experiences in tourism related matters or demonstrable interest in tourism. The Council had 150 members who are representatives of the above segments of community. The Council operates through three sub-committees: (i) tourism promotion and marketing committee; (ii) heritage preservation and security promotion committee; and, (iii) tourism infrastructure development committee. Since its inception, the Council helped strengthen the activities of other less

functional structures like hotel associations, associations of local tour guides and services provided by micro-enterprises in the lake areas (2015)

2.9 Conceptual Framework of the Study

The framework presented here shows the relationship between dependent and independent variables of the study. In this study, the dependent variables is TTC institution while polices and strategies, structural arrangement of TTC and actual operation of TTC functions are independent variables. Therefore, to conduct a more systematic analysis and to arrive at a deeper understanding, this thesis was analyzed according to the following conceptual frame work.

Figure-4: Conceptual Framework of the Study



Source: Own Construction (2020)

CHAPTER THREE

3 Research Methodology and Methods

In Chapter two, in literature part, Concepts, theories and other related facts used for this study had been explained based on evidence. In this part, study area description, research design and methods will have been presented.

3.1. Description of the Study Area

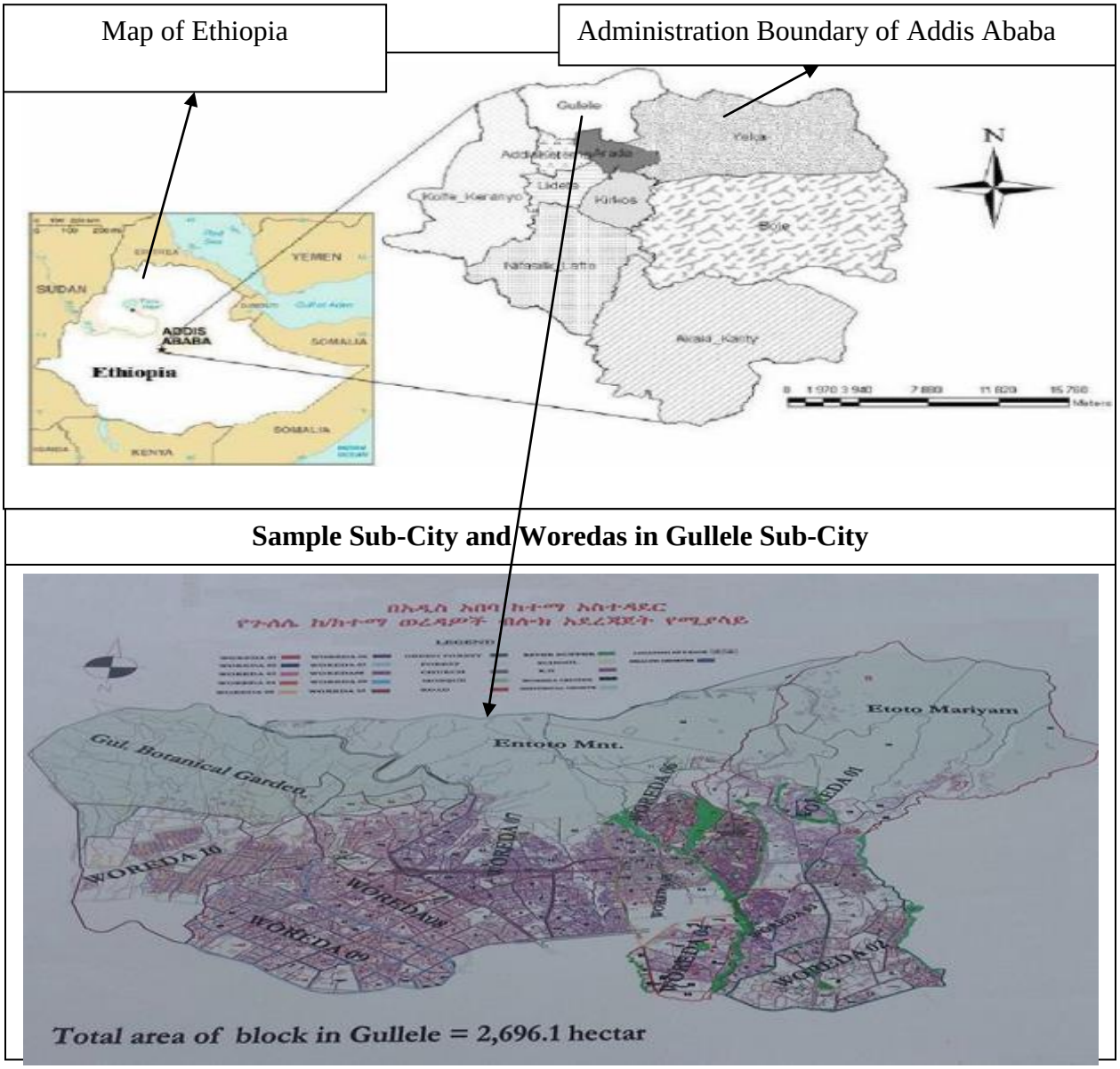
The study area of this research is Addis Ababa city where it is the seat of many international and domestic tourism institutions and also many tourists come for different purposes. However, it is too difficult to include all sub-cities' council members as a target population for the study; it needs to select a particular sub-city for the study in the city. So, the focus area of study for this research is Gulele sub-city with ten (10) woredas with 267,642 people (1991Census) and covers an area of 2,696.1 hectares. This Sub-city is a place where several tourists are coming to visit. As compared with another sub-city, it is rich in natural, historical and cultural resources (see Annex-VII). The major ones are historical churches (like St. Raguel, St. Mariam), Gulele Botanic Garden, Meles Foundation park, Ethiopian Space Science Society, Entoto Museum and Minilk Palace. Geographically, it is bounded with Oromia region in the North, Yeka sub-city in the North-East, and Arada sub-city in the South and Kolfe Keranio in the West. In the road of Entoto, there is a place called Shiromeda where most tourists come to buy traditional clothes (GSCAO, 2018).

3.2. Selection of the Study Area

As mentioned above in Addis Abeba as compared with other sub-City, Gullele Sub-City is a place where different levels of tourism development actors including the new developed attraction sites of Entoto Park are found. These actors or institutions are found in a place where TTC institutions are implemented in 10 woreda administrations. It is the right place and convincing to the researcher to conduct and investigate the actual operation, contribution and the challenges of TTC institution. Moreover, the researcher is familiar with the area, which makes data collection processes much easier. Hence, the study area (Gullele sub-city) is selected

purposively to assess the establishment, structure, function and challenges of TTC institutions in the tourism development.

Figure-5 Location of study Area (Gullele Sub city)



Source: Gullele Sub-City (2017)

3.3. Research Design

According to William (2007), research design is the plan or overall outline of the research which gives a framework for the collection and analysis of data, and also indicates which research methods are appropriate. Based on this assumption the researcher used descriptive type of survey research to study the opinion or attitude of actors (members) in regard to the establishment factors, structure, function and challenges of TTC institution in the study area. According to Kothari (2004), a descriptive study design, which is concerned with narration of facts and characteristics concerning individuals, groups or situation, is most often employed in social science research. To increase the quality of the research, both qualitative and quantitative research approaches used to collect data from Council members and experts of the concerned bodies since either a qualitative or a quantitative method alone may not address all the specific aims mentioned in Chapter 1 of this study.

Johnson and Onwuegbuzie (2004) indicate that mixed methods research helped the researcher to validate quantitative results by linking the information extracted from the qualitative phase of the study. In this study, qualitative data gathered from interviews of tourism experts (managers) and document review used to support information and conclusions drawn from quantitative questionnaires. The qualitative method used to make the analysis of data that cannot be counted in the form of numbers, where its sources were documents in text form and expressed with the mouth of words. Particularly key informants discussions were designed and used to make the study about the contribution of TTC institution that cannot be obtained through survey questions and secondary data. A quantitative method was also applied to analyze data that can be counted, or expressed numerically (Walliman, 2006).

3.4. Population, Sampling Procedure and Sample Size

3.4.1. Population

The population of this study was members of TTC institution found in Gullele sub-city and woredas administration; and experts (tourism managers) of MoCT and AACTB. The latter two experts of the target group from the concerned bodies are not member in the TTC institution in the study area.

The TTC establishment Procl. No.62/2014: Art.8 is the base for representation of TTC member's institution in the study area. But its number and type of institution was determined by Gullele Sub-city Culture Art and Tourism Office as depicted in Annex-V. According to the establishment document of sub-city and woredas, each TTC has 37 members of institutions represented from Culture and tourism public sectors, other public sectors, community institutions (like religious leaders, eddir and others related groups and individuals), tourist service institutions. The representative of the councils' members of sub-city and woredas administrations has the same type of institutions and format. To get proportional data the researcher categorized each TTC (37) into 5 strata (group) based on their working relationship. Therefore the represented population was 21 from other public sectors, 5 from Culture and Tourism Public Sectors, 3 from Tourist service institutions and 8 from community Institutions.

In Sub-city, there is one (1) TTC institution having 37members and ten (10) TTC institutions in ten woredas (totally having 370 members). Thus the total numbers of the council's members in Gullele Sub City are 407. The other target of the population was 2 experts (managers) from MoCT (1) and AACATB (1). Therefore the total populations of this study were 409.

3.4.2. Sampling Procedure and Sample Size

To gather data, respondents were selected from strata of Council members (other public sectors, culture and tourism public sectors, tourism service institutions and local community institutions) and 2 were selected from Bureau of Culture, Art and Tourism and Ministry of Culture and Tourism. Both probability and non-probability sampling techniques were employed in this study. From probability sampling technique, stratified random sampling was employed and from non-probability, purposive sampling technique was used.

I. Judgmental or Purposive Sampling

Purposive sampling is selecting a sample based on your knowledge of the population, its elements, and the nature of your research aims and based on the judgment of the researcher as to who will provide the best information to succeed for the objectives of the study (Bobbie, 2007).

In this study purposive sampling was used to select the key informants with special knowledge from Minister of culture and tourism at federal level and culture Art and tourism bureau at City

level. For qualitative data, experts and Directors from each bureau of WCATO, SCATO, AACTB and MoCT were selected. The sampled key informants of WCATO and SCATO were selected from the strata of culture and tourism public sector which was not part of the sample of survey data. Again purposive sampling finally was also applied after sample size of strata or each group of council member was determined to collect the response from sampled council member.

II. Stratified Random Sampling

This technique usually used when there are different strata, cluster or groups by some characteristics which is known from previous research or theories. Based on this list, sampling frame was prepared and the sampled size was determined by sample size calculation formula developed by Yemane (1967). The formula is:

$n = N/[(1+N(e)2] \rightarrow 407/[1+407(0.05)2] = 201.22$

Where:

- n = represents sample size required;
- *N =represents total population; and*
- *e = margin of error (e=0.05)*
- *n /N = 201/407=0.49(common multiplier)*

Table 1: Distribution of Sample sizes of TTC institution for survey data per respective group of the members

Institutional Category of TTC's members	Represented members of each TTC institution	Represented members of all TTC institutions(11 Council) in the study area	Sample size
Other public sectors (Trade, Education, Health, Finance, and other sectors of woreda & sub-city administration)	21	231	110
Culture and Tourism public sectors	5	55	22
Tourist service institutions(Private sectors)	3	33	22
Local community institutions	8	88	44
Total	**37**	**407**	**198**

Source: Own Construction (2020)

Therefore using the above sampled techniques (purposive & stratified) 207 respondents was identified by using purposive technic that 9 respondents, from WCATO five(5), SCATO two(2), AACTB one(1) and MoCT one(1) was selected to gather qualitative data using interview data tools. About 198 sampled respondents was selected using stratified sample technique for survey questioner. This sample size help to attain the requirement of efficiency, representativeness, reliability and flexibility (Kothari, 2004) and sample size determination which is "sample sizes larger than 30 and less than 500 are appropriate for most researches" (Roscoe, 1975 and Sekaran, 2000). Based on this assumption, the sample size of this study was determined as it has shown in table-2.

Table-2: Institutional Category, Area of Representative population and Sample Size

Institutional Category	Representatives population	Sample Respondents	
		Interview	Questionnaire
Ministry of Culture and Tourism	Director of Culture and Tourism public and International relation	1	-
Addis Ababa Culture Art and Tourism Bureau	Director of tourism service and development	1	-
Gullele Sub-City Tourism Transformation Council	Team leaders from Tourism department of Sub-City Culture Art and tourism Office	2	-
	Members of TTC institution in Sub-city	-	18
Gullele woreda Tourism Transformation Council	Team leaders of Worda-1,2,4,7 and 8 Culture Art and Tourism Office	5	-
	Members of TTC institution in Woredas	-	180
Total Number of Respondents		9	198
		207	

Source: Own Construction (2020)

3.5. Data Gathering Tools and Methods

I. Sources of Data

To collect the required data for this research both primary and secondary sources of data was employed. The primary sources of data were collected through questionnaire, semi structured interview for those sampled council members and tourism directors from AACTB and MoCT. Secondary data was collected from both published and unpublished sources such as books, legal policy, proclamations, and journals, working plan and reports and internet sources. In subsequent paragraphs, each of data gathering tools is described.

II. Research Tools

a) Questionnaire

Questionnaires were prepared in the form of open ended and close-ended questions. But before dispatched the questionnaires the researcher had conducted a pilot test with 10 individuals to identify any vagueness or unclear questions. Based on the feedback of preliminary test, questions were modified. The questionnaire, both open and close-ended types was finalized and distributed for sampled members of the council to know the establishment, structure, the function and the challenges of TTC institutions in Gullele sub-city. For open-ended questions, the respondents were asked to support their judgment; while for close-ended questions respondents would have given options to select their response from provided questions. The questionnaire was designed based on framed themes to get data of respondent's towards the establishment factors, structure, function and challenges of TTC institutions in the study area. All the selected sample respondents (n=198) participated in the administered survey questionnaires.

b) Interview

Nine (9) Key informants were selected from woredas (5), Sub-city (2), AACATB (1) and MoCT (1) from tourism public sector with whom the researcher talked and communicated extensively over a length of duration about the topic in detail. Particularly the managers from AACATB and MoCT who have first-hand information about the establishment of TTC and its implementation at the national and regional level, had given detailed information about TTC institution. The other key informant from woreda and Sub-city was experts (Team leaders) of CATO whom they

have long working experience in the office and members not included in the survey data; and who they have been practical involvement in TTC formation, function or operation in the study area that they had aware of the TTC challenges and improvement than any other.

c) Document Analysis

A secondary source is a document or recording that relates or discuses information originally presented elsewhere and it adds information about primary sources (Golafshani, 2003).Legal instruments (Tourism policy & proclamations), Journal, thesis, working manuals and Plans and reports dealing with the subject matter were reviewed to extract reliable information and also analyzed in triangulation with primary data of questioner and key informant. The collected data that the researcher extracted from these documents was used for qualitative data analysis.

3.6. Data Analysis Method

To achieve the objective of the study, data was analyzed through both qualitative and quantitative approaches. During data analysis, first, data was collected through interviews and questionnaires using Amharic language. After data collection, those data were transcribed and categorized into themes and then were translated from Amharic language to English language and then have been analyzed based on the nature of the data. On the other hand, secondary data was presented with narration, and primary data were analyzed based on respondents' responses to questions related to personal details, and the main themes of the research. The qualitative data which was collected through instruments like document analysis and interview was analyzed in narrative form, whereas the quantitative data which is collected by questioner were analyzed statistically using Statistical Package for Social Science version 21, supporting with tables and text.

3.7. Validity and Reliability

Validity and Reliability of the Research were the criteria for good measurement of the research (Golafshani, 2003). Reliability is referred to as when a researcher's approach is consistent across different researchers and different projects and validity are when a researcher uses certain procedures to check for the accuracy of the research findings (Creswell, 2014). In order to make the collected data reliable and valid, the respondents were representative of the sampled

population of TTC institutions and relevant government institutions of AACATB and MoCT. Besides, to enhance the reliability of the primary data the researcher was used legal and working secondary sources as verification. More importantly to check the validity and reliability of questionnaire, a pilot test using 10 respondents was conducted and the result of Cronbach Alpha coefficient 0.806 higher than 0.7, which showed that research tool, was reliable.

3.8. Ethical Consideration

In this study, one of the points that got emphasis was ethical issues. Creswell (2014) explained that the research code of ethics is the ethical rules and regulations developed by professional associations to guide scholarly research in the disciplines. According to Creswell, researchers should consider research ethics before the beginning of the study, during data collection, data analysis, data interpretations, and study finding reports. Before starting the data collection, the researcher received a letter of support from the College of Developmental Studies, Addis Ababa University. The letter was written for research participants and contains a statement of the request for cooperation as well as it shows the researcher is legally permitted to research as a graduate student (see Annex- VIII, IX). In addition to that the questionnaire and interview guide have a cover letter which shows the intent of the research; confidentiality of their participation; guide how answer the questions, and contact address of the researcher. This cover letter briefly explained as the research participation is a voluntary basis. So, that the participants received this research participation invitation, they already aware of all the information and the purpose of the research.

During the data collection, the researcher approached, personally contacted the participants and distributed the required questionnaire and other required documents as per their participants' request. A necessary follow up was conducted until a satisfactory response was collected. During all processes, the researcher had respected the norms of the site, morale of participants and refrain from collecting unnecessary information. Data analysis was done based on balanced facts and in respecting the privacy of participants. Finally, during data interpretations and reporting the researcher did every decision based on only the collected facts. The data were stored and accessed only by researcher, advisor and another authorized personnel.

CHAPTER FOUR

4 Data Presentation, Analysis and Discussion

This chapter of the research deals with the presentation, analysis and interpretation of data collected through questionnaires, interviews, document analysis.

In this section basic information of the respondents, the establishment factors, structural arrangement, function and challenges of Tourism Transformation Council will have been presented, analyzed and discussed.

4.1 Respondents' Basic Information

4.1.1 Gender of Rrespondents

Table-3: Gender of Respondents

Gender of Respondents		
Gender	**Frequency**	**Percent**
Male	154	74.4
Female	53	25.6
Total	**207**	**100**

Source: Own Survey (2020)

Based on the above table-3 the sample size has been determined to be 207.One hundred fifty four (74.4 %) male and 53(25.6 %) female. The table reports majority of the respondents are male and this implies male involvement as members of TTC institution appears larger in the study area as compared to women representation. Beside this, Khun and Villeval (2013) discussed that women prefer to be in teams while men prefer to work alone because men are over confident in their own abilities and distrust their colleagues. Hence, this may affect the collaboration and the integration of the TTC's members in a negative way as the number of men outnumbered the number of women representation. So efforts needed to empower women representation in the TTC institution in the study area.

4.1.2 Age- Distribution of Respondents

Table-4: Age distribution of Respondents

Age Distribution of Respondents		
Age	**Frequency**	**Percent**
18-30	60	29.0
31-45	101	48.8
46-60	45	24.7
> 60	1	5
Total	**207**	**100**

Source: Own Survey (2020)

According to table-3, 60(29.0%) of the respondents reported that their age category was between 18-30 years. The dominant age category of 101(48.8%) of the respondents were found between 31-45 years. About 45(24.7%) of the respondents reported that the age group was found between 46-60 years and lastly 1(5%) was found more than 60. This table shows that the majority of the age categories of the respondents were between 18-30 years; this implies the majority of the age categorized of the members of TTC institutions was from working age group of 18-30years which falls with economically productive and active age group.

4.1.3 Educational Status of the Respondents

Table-5: Educational Level of Respondents

Educational Level of Respondents		
Level of Education	**Frequency**	**Percent**
Lower School	10	4.8
High School	13	6.3
College diploma	17	8.2
TVET	9	4.3
First Degree	147	71.0
Master and above	11	5.3
Total	**207**	**100**

Source: Own Survey (2020)

Concerning the educational level of the respondents, table-5 indicates that out of the total respondents, 11(5.3%) of them were Master and above, 147(71.0%) of them were first Degree, 17(8.2%) of them were College diploma, 13(6.3%) of them were High School complete, 9(4.3%) of them were TVET, and 10(4.8%) of them were Lower School. Hence about 184(84.5%) of respondents were Diploma and above which means greater portion of the respondents or members of TTC institutions were degree holders and above. Hence from the findings of educational status of respondents, it can be concluded that they can easily read, write, understand and implement the common objective of members of TTC institution for tourism development.

4.1.4 Represented Institutional Category of Respondents

Table-6: Represented Institutional Category of Respondents

Represented Institutional Category of Respondents		
Institutional Category of TTC's members)	**Frequency**	**Percent**
Other public institutions (Trade, Education, Health, Finance, and other sectors of woreda & sub-city administration)	111	53.6
Culture and Tourism Public institutions	41	19.8
Local Community Institutions	33	15.9
Private Tourism Service institutions	22	10.6
Total	**207**	**100**

Source: Own Survey (2020)

According to table-6, 111(53.6%) of the respondents represented that they were from Other public sectors of sub-city and woreda administration (See-Annex-V) which is the majority percentage. About 41(19.8%) of the respondents represented that they were from culture and tourism public institutions. The private tourism service intuitions represent 22(10.6%) of the total respondents. The remaining 33(15.9%) of the respondents represented that they were from local community institutions like religion, eddir, resident associations and etc. This shows that the

majority of the respondents were from public sectors of woredas and Sub-city administration. This is will have been explained in the next session under the structure analysis.

In general, the respondent's basic information shows that their combination of sex, age, educational status, and institutional category of TTC institution was sufficient to give reliable information to be needed for the study.

Previously, the basic information of the respondents has been described. Next, based on the data from the document review and the respondents' interview and questionnaire, the base factors of the TTC establishment will have been presented.

4.2 Establishment of TTC institution

According to WTTC (2015) Tourism Council in different countries of the world established with the purpose of solving frequent suffer of lack of coordination between different sectors in the tourism industry through coordinating and integrating the individual institutional efforts of tourism related sectors at different level. Beside it is also formed to meet common objectives of tourism stakeholders in strategic way.

In the tourism development of Ethiopia, TTC as institutions came to existence after the establishment of National Tourism Transformation Council (NTTC) at federal level then has continued to the regional and local level. So the establishments of TTC institutions at National level have bases the following essential legal documents. These are: the National Tourism policy (NTP), Federal Proc.294/2013, Growth Transformational Plan (GTP-II) and Sustainable Tourism Master Plan (STMP) of the country.

According to federal regulation act of No.294/2013, Art 5 National Tourism Transformation Council (NTTC) has the mandate to give direction and leadership for the Country's tourist destination development and marketing activities; strengthening the collaboration of tourism stakeholders; resolving and intervening in the major challenges of the tourism sector. This implies that as institution, NTTC has vested high power at the national level in coordinating and collaborating tourism stakeholders.

At the policy level, the national tourism policy laid a foundational principle for collaboration institutions like TTC institutions before its implementation, in one of strategies as "the need for strengthening the collaborative relationship among actors of tourism development at all levels"(MoCT,2009:19). In addition the Ethiopian tourism development policy (MoCT, 2009:60-61) extensively underscores the imperativeness of coordination among tourism stakeholders as follows:

> *As it is known, the main actors in tourism development are government bodies at different levels, the private sectors, civil societies directly related to the tourism sector, local communities and the general public as well as visitors, it is essential to coordinate the development activities of these entities, eliminate redundant costs and unnecessary use of resources in order that their efforts can bring enhanced results.*

In the 10 years of Sustainable Tourism Master Plan (STMP), TTC institution has given critical power and responsibility. Basically, the establishment objective of TTC institution has already stated under pillar-1: policy, regulation and Institutional framework, as follow:

> *"The presence of numerous institutions calls for a mechanism to better coordinate and manage the diverse goals which may in some cases be in conflict…as a result of lack of coordination and consultations, certain actions may have negative impacts on other stakeholders. Further, as noted in the National Tourism Policy, the institutional capacity, particularly of both national and private sectors is somewhat weak. It is, therefore, hoped the proposed establishment of the Tourism Transformation Council will address these challenges" (MoCT, 2015:91).*

The above coted paragraph indicates that TTC is an institution to enhance the institutional strength of tourism sectors through coordinating the diverse goal of the stakeholders.

As the data from the document (CBI, 2018) and key informant of MoCT showed that, TTC as an institution was established mainly because to put the Second National Growth and Transformation plan (GTP-2) into effect with the intention of transforming the tourism sector through widen involvement of tourism stakeholders and government officials in the tourism sectors by considering tourism as a key economic sector of the National economic agenda. These data also indicate the term "Transformation" for the Tourism Transformation Council, therefore, it has also connected with this plan so as to magnify the role of the council.

Regard to TTC institution establishment at Addis Ababa in general and in Gullele sub-city in particular, City establishment proc.No.62/2014:Art 6 stated its objectives as:

> *TTC as institutions established because to increase the number of tourists in the City through enhancing the development, awareness and the efficiency of tourism service and destination in collaboration with tourism partners and stakeholders; and creating favorable condition for ease implementation of the tourism policy through reliable public participation (Addis Negarit Gazeta, 2014:5).*

The above line shows TTC has been established basically for institutional collaboration for tourism development and policy implementation in the city as well as study area of Gulele Sub-city. Additionally most of the key informants assured that a policy direction given under City Procl. No. 62/2014 (Annex-VI) is the basic cause for the establishment of TTC institutions in the study area.

Table-7: Respondents' Response to the Ssignificance of the Establishment of TTC for Tourism development

Question	Respondents (198)			
	Yes		No	
	Frequency	**Percent**	**Frequent**	Percent
Would you think that the establishment of TTC is significant for tourism development in the area?	177	89.4	21	10.6

Source: Own Survey, 2020

The above findings also backed by the survey data of table-7 as; majority 177 (89.4%) of the respondents responded that the establishment of TTC institutions are necessary for local tourism development. Only 21(10.6%) of the respondents from other public sector, however, objected to its importance. This implies that most of the respondents assured the necessity of TTC institution for tourism development. In the open ended questions, respondents also explained its significance as follows: the formal platform of TTC institution helps the tourism sectors to bring the different stakeholders in one framework to discuss and talk to find a common solution for the

problems. The rest, in general, responded in saying that it is an opportunity for Culture and tourism sector to influence and create awareness among the stakeholders. Hence this implies that the establishments of TTC institutions are important for tourism development in the local area.

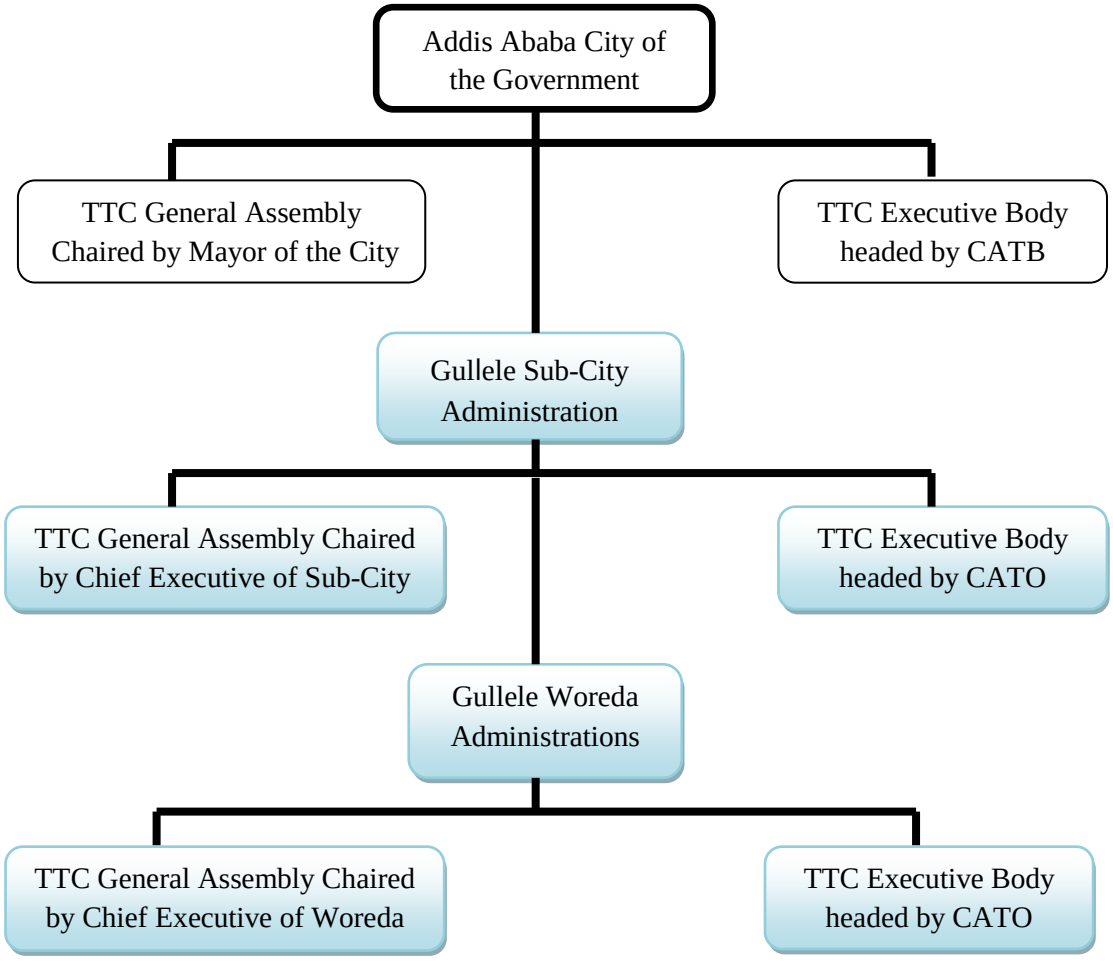
To conclude the findings, Tourism Transformation Council as institution with widens mandates or functions, established basically to bring coordination and collaboration among tourism stakeholders (institutions) at different levels for the functions of tourism development. Its objectives are also allied with principles of Country's policies, strategies and world experience. Beside, most of the respondents of the survey data assured its establishment is significance for development of tourism sectors in the study area.

4.3 Structural Arrangement of TTC institution

As indicated in the review literature part, tourism industry is a multi-sectorial sector which requires the interrelation of different institutions.

Regarding to the structure of TTC institution at Country level, Council of Ministers Regulation Procl.No.294/2013:Art 4 &10 stated that the Ethiopian Tourism Transformation Council (ETTC) (NTTC) founded as institutions in the tourism industry at the national level with Council (General assembly), Board and Executive Body (ETO) with defined responsibility. The prime minister of the country was the head of the General Assembly with 89 members including leader of The region, Tourism related Ministers, Hotel association, Tour Operators and the CEO of the Ethiopian Tourism Organization acts as Secretary. The board is high level structure of public-private partnership which comprised key tourism actors of the countries such as head of Tour operators and Hotel Association and Ethiopian Airline, Investment Commission and ETO. Similarly, the organizational structure of the TTC institutions are arranged in Addis Ababa levels as depicted in the figure below.

Figure-6: Structural Arrangement of the TTC in Addis Ababa and Gullele Sub-City



Source: adopted from Addis Ababa City Administration Negarit Gazzeta (2014)

According to TTC establishment Procl. No.62/2014, the structure of TTC institution is organized in Addis Ababa, at City, sub-city and woreda administration level with two functional body named as the council (General Assembly) and Executive body as depicted in the above sketch (figure-5). The council in each administration level was run by the Mayor of the City and Chief Executive of Sub-city and Woreda respectively. Head of Culture, Art and Tourism office are arranged as Secretary of the Council and head of the executive committee. Most of the members are government officials with having one vote in the General Assembly during the annual meeting for decisions over the issue of the tourism sectors. The structural cascading of TTC institution at local level as local tourism administrations shows the attention of the government to the sectors. However the data from the key informants assured that the structural

organization of TTC institution and its workflow is not clear to operate the function. In support of the above data, one key informant from sub-city explained about the structure of TTC institution as:

> *Even though TTC as institution has two working departments with broad mandate, its structural workflow and resource arrangement is not clear to operate. There is also role confusion between the General council and the Executive committee; and the CATO and other members of the Executive committee during work communication. It seems a superficial structure without power and real actors (female, 32 years old, degree, Tourism Team leader, 2020.)*

Hence from the above qualitative data, one can conclude that, though TTC structural formation at different level up to local level show the commitment and attention of government to transform the tourism sector, the structure of working departments and its actors' role and power delegation are not well adjusted and organized to the existing context of the study area.

In the review literature, the experience of England, Philippines, South Africa and Bulgaria showed that most members and decision makers of Tourism Council are Private tourism (business) sectors. In addition one of the known researchers in this regard supported the above ideas as:

> *Tourism policy does not necessarily have to be promoted and implemented exclusively by public actors. Precisely the opposite, it is essential to involve private and social actors in the process of tourism development. This is an issue connected with the rich and interesting raise of the studies focused on governance, which rightly question the role of the government now a day (Hall, 2011).*

Table-8: Respondents' Response to the Involvement of Private Actors of Tourism in the TTC Structure

Question	Respondents (198)			
	Yes		No	
	Frequency	**Percent**	**Frequent**	Percent
Do you think that the private actors of tourism have active involvement in the TTC structure?	19	9.6	179	90.4

Source: Own Survey, 2020

According to survey respondents of table-8 of the survey data, 179 (90.4%), majority of the respondents responded that Private institutions did not have active involvement in the TTC structure. Few 19(9.6%) of the respondents from private institution responded private institutions had active involvement. This shows as poor involvement of the private institutions. The above data was supported by the data from the document (see Annex-V) as though the structural arrangement of TTC institution is made from different institutions, the government sectors are the dominant in the General Assembly.

Similarly, regarding to the executive body of TTC institution, according to the establishment Proclamation, it is expected to be selected from the key actors of private and public institution of tourism development but the data from the document and key informants' interview of Woreda and sub-city assured that practically most of activities of TTC institution were undertaken by Culture Art and Tourism Office (CATO). This shows as other members of the Executive Unit of TTC institution including the represented private sector are inactive. In addition, one of the key informants from WCATO4 has explained that:

> *Even though the tourism private sectors has diverse category, its representation in the TTC structure at sub-city and woreda level is small in number. It is only from small and medium tourist service institution. Its nomination was also depends on the willingness of the institution and approach to the government. Moreover the structure of TTC institution at woreda level is not convenient for those who always busy and give attention to benefit (male, 34 years old, degree, Tourism Team leader, 2020.)*

Hence the above quantitative and the qualitative findings are against the empirical experiences of other countries such as England, Philippines South Africa and Bulgaria.

Table-9: Respondents' Response of the Inclusion of Relevant Tourism Actors in the Structure of TTC institution

Question	Respondents (198)			
	Yes		No	
	Frequency	Percent	Frequency	Percent
Do you think that a TTC's structure included all relevant actors of tourism development in the area?	142	71.7	56	28.3

Source: Own Survey (2020)

As explained in the review literature part, the formation of collaborative institutions depends on the type of institutions involved and their interdependence for the development of the sector. In this regard, Majority of 142(71.7%) the respondents replied that all relevant actors of tourism development are included in the TTC structure. Few 56(28.3%) respondents from other public sectors responded that relevant institutions are not included. In the open ended question, the respondents mentioned the missed institutions as Gullele Botanic Garden, Entoto destination, Meles foundation parks, Addis Ababa University Museum, Star hotels and Tour Operator. The data from the document of TTC establishment at different level assured that almost the government offices of Sub-city and Woreda administrations listed under the re-establishment proclamation number 64/2019 (previously 15/2009) of Addis Ababa City of the government executive and municipal service organs are represented in TTC institution. Beside most of the key actors of tourism development in the study area, particularly attraction sites listed in annex-VII have indirect representation to the sub-city and woreda level TTC institution.

In principle, all members of the TTC institution are responsible to transform the development of the sector. However, most of the key informants explained that majority of TTC members are lack technical capacity on the tourism development. The key informants have also explained that the represented government officials are higher officials who are facing high turnover within a

short period of time. In addition, the key informants have stated that TTC institution established at different levels have poor linkage and exchange of ideas and practices.

Moreover, in regard to the involvement of stakeholders (institution) in the tourism development, Hall (2008) stated that not all stakeholders can necessarily equally involved in the tourism structure of the development of one destination; rather it should be based on their contribution, power and capacity since they have different roles. He also indicated the involvement of the stakeholder in the tourism structure as: some needs to be expected to inform; consult, partner in accordance to objectives of the project. In this concern, even though most of the stakeholders are represented in the TTC structure, the power delegation and distribution of the actors were not strategically fit to the purpose of TTC institution.

According to (Hjern and Porter, 1980), appropriate resource allocation is critical for the proper functions of one institution. In this regard, 148(74.7%), majority of the respondents responded that institutional resources are not properly allocated for TTC function whereas about 50 (25.25%) of the respondents responded that the resource are properly allocated for the implementation of TTC institution.

Table-10: Respondents' Response to Allocation of resource to TTC institution

Question	Respondents (198)			
	Yes		No	
	Frequency	Percent	Frequent	Percent
As institution, would you think that the structure of TTC has allocated enough resources (human, finance, office facility and other) to operate its function?	50	25.25	148	74.7

Source: Own Survey (2020)

Survey respondents, who responded that institutional resources are not properly allocated for TTC function, were also asked to elaborate their response. Accordingly, all 148 (74.7%), explained that lack of permanent financial resource allocation and independent structure with staff members and equipped facility weaken the operation of TTC institutions. Even though TTC

as institutions have structurally arranged from different institution with broad mandate, practically TTC has not independent and regular institutional resource including human resource rather mostly CATO was a source for budget, human resource and other material resources. Sometimes, the cabinets of woreda and sub-city allocate resource to facilitate some tourism related events. In this connection, one of the key informants from sub-city interviewee explained

> *The Cabinet of few woredas and Sub City has been allocated to little budget for the functions of TTC institution during annual meeting of General Assembly under the financial code of CATO. But these budget were not permanent rather it depended on the commitment of head of CATO and willingness of the cabinet members of Sub-City and Woreda administration (female, 32 years old, degree, Tourism Team leader, 2020.)*

Another key informant from WCATO7 gives his opinion on the resource of tourism sector in general and TTC in particular as:

> *Practically the government does not give due attention to culture and tourism sector as in general TTC in particular when we compare with Education, Health, Land Management, Trade and other Sectors in allocating the budget, correcting the operational structure of the tourism sectors from federal to woreda level and in assigning trained man power to develop the sector (male, 36 years old, degree, Tourism Team leader, 2020.)*

As one can see from the responses of the survey and interview, the institutional resource allocation (arrangement) of TTC institution was very poor which has been affecting its proper operation.

4.4 The Function of TTC institution

As indicated under the review literature part, TTC establishment proclamation of 62/2014 clearly set the power and functions of TTC institution at City level under Art.9 and 11. In this section, the implementation and actual operation of TTC institution are discussed.

According to the report of GSCATO (2018) and AACATB (2018), the implementation of TTC institutions was get in to practice in Gullele at Sub-City level in 2015 next to formation of TTC at City level on October 2015 under the leader of the Mayor of City, Diriba Kuma. But except Sub-city level TTC, most of woredas started their actual operation between the times of 2016-2017(See Annex-IV). This implies the time of TTC implementation was not uniform and timely within the sub-city.

Table-11: Summary of Respondents' Response on the Operation of TTC Functions

Functions of TTC institution	Respondents(198)			
	Yes		No	
	Frequency	Percent	Frequency	Percent
Has there been coordinating and collaborating works within the members of TTC institution?	45	22.7	153	77.3
Has there been role in tourism destination and attraction development?	62	31.3	136	68.7
Has there been deciding and solving some problems related to tourism development	44	22.2	154	77.8
Has there been Promoting local tourism destination and heritage?	94	47.5	104	52.5
Has TTC role in managing tourist information in the local destination?	20	10.1	178	89.9
Gives incentive or award for institutions or individual contributing for tourism sectors.	25	12.6	173	87.4
Has there been role in having work linkage with other TTC at different level?	36	18.2	162	81.8
General Assembly follow up over the executives body	55	27.8	143	72.2
Held annual General Assembly meeting regularly	109	55.1	89	44.9
Did TTC held the annual meeting General Assembly in the last six (6) month?	27	13.6	171	86.4
Mean	**52**	**26.26**	**146**	**73.74**

Source: Own Survey, 2020

a) Coordination and Collaboration

The operation of tourism development function requires the efforts of collaboration and inter-organizational relation of different actors at different level (Lewis and Wallace, 1984). This is a

basic function of TTC institution in Ethiopia. Regarding the coordination and collaboration of tourism stakeholders, table-11, 153 (77.3) of the survey data of the respondents, which are major in number, explained that TTC didn't perform its function of coordination and collaboration of stakeholders for tourism development. Almost 45 (22.7%) of the respondents answered saying efforts have been done by TTC institution to collaborate stakeholders of tourism development.

Survey respondents, who responded that TTC has done its function of coordination and collaboration among tourism stakeholders, were also asked their areas coordination and collaboration. Accordingly, more than half 23(51.1%) said that members of TTC have been collaborating in the areas of mobilization event and awareness program. Some 13(28.9%) of the respondents also said that members of TTC have been organizing joint monitoring and evaluation tasks of tourism sector. Moreover, 9(20%) of them reported that members of TTC have been organizing joint planning. As the aforementioned findings revealed members of TTC have been collaborating in awareness raising programmes, facilitating joint monitoring and evaluation tasks of tourism sector, and organizing joint planning.

In spite of the findings of on the areas of coordination and collaboration, the findings from the key informant interview and document reviews, the actual coordination and collaboration of the council was not strong.

Moreover, in regard to planning, Wahab & Pigram (1998:283) stated that the plan of tourism institution should be cross-sectional and integrated with different actors of governmental departments, public and private sector companies, community groups and experts. But contrary to the above argument, the data from the key informants assured that the plans that govern TTC didn't have full engagement of the members (actors) during the preparation and implementation. It was only the reflections of CATO, not the other members. Even in some TTC institutions, the plan was poor and with lack of integration and standard. One key informant from sub-city disclosed in her speech that:

> *However the mandate of TTC institutions is broad and needs active collaboration of the members of public and the private sectors, only few members from the public sectors engaged in the function of TTC regularly. Even most of the members thought that it is a mere responsibility of Culture, Art and Tourism Office, not other members. So the collaboration was very weak and is not doing*

well as well as expected (female, 32 years old, degree, Tourism Team leader, 2020.)

The quantitative and qualitative data shows as weak coordination and collaboration works of TTC institution.

b) Development of Destination

Based on the establishment proclamation, TTC has given a superior role to direct the tourist destination development in the area. According to the survey data of table-11, majority 136 (68.7%) of the respondents responded that TTC was not engaged in local tourism destination and attraction site development. About 62(31.3%) of the respondents were answered TTC has a role in the destination and attraction site development. This survey data was backed by the qualitative data of the key informants even though there are ongoing destinations and attraction development in the study area after the establishment of TTC institutions like Gullele botanic garden, Meles Foundation Park, Entoto Park, their developments activities weren't supported and guided by the plan of TTC institution of the study area rather it is the effort of the federal and City level institution. In addition, the key informants have disclosed that instead of cooperation towards the destination development of the area, there was competition over the power of destination development activities among some of members of TTC institution, particularly office of Environment Protection and Development, Office of Watershed and Green Area Development (formerly Beatification and park Administration Office) and Culture, Art and Tourism Office (CATO).In this regard, the data from the document and interview also assured that no further action has been done except registering the new and the old Heritages by the executive body of TTC institution. This implies that the role of TTC in the development of destination and attraction sites was limited.

c) Solving problems of Tourism Sectors

This is one of the key functions of TTC at different levels. However, reviews of reports in the study areas revealed as TTC institution was not active and solving the problems of the sector. Besides, majority 154 (77.8%) of the respondents explained that the TTC institution didn't solve the problems related to tourism development of the area. Only 44 (22.2%) of the respondents

recognized the efforts of TTC in resolving some challenges related with tourism sector in the study area.

The above data backed by the data from key informants of sub-city as there were a number of inquiries which are coming from local people, church, Heritage House and other concerned body about Entoto heritage, Shaik Hojela and Heritage churches to get support and solution for maintenance of the heritage but The executive bodies as well as General Assembly of TTC could not do anything. In addition, the key informants have stated that the unresolved problems regarding permitting license of tourism service institutions within key members of TTC institution, particularly the office of Trade and industry, Food and Medicine office, Environmental protection and Culture, Art and Tourism Office always had taken as source of dissatisfaction for customers of tourism sectors in the study area. This shows that TTC had poorly performed its function in resolving the visible challenges of tourism development in the study area.

d) Promotion

Regarding the function of promoting the tourism destination, table-10, majority of the respondent 104 (52.5%) of the respondents confirmed as the TTC institution had not done its promotional activities properly. Only some of the respondents, 94 (47.5%) of the survey respondents explained that TTC has done its efforts in promoting the local attractions and heritages in the study areas. Data from the document reviews and key informant interviews show that TTC institution has been slightly exerting its efforts in promoting tourism attraction sites and heritages using printing materials and campaign during the celebration of Tourism Day, Cultural Festival and annual meeting of General Assembly in the study area.

In addition, in regard to promotion, the key informants from the sub-city (female, 32 years old, degree, Tourism Team leader, 2020) and woreda explained that organized visiting programs under TTC institution are practiced in a few woredas and sub-city but not at full scale and permanently. However, the key informant interviewees explained that the campaign events lack quality and standard. In addition, key informants explained that the promotions lacked integration with destination at different level. This implies that the efforts of TTC institution on

the promotion of tourism institutions had limitations in quality, integration and accessibility to a real tourist attraction sites and local community.

e) Tourist Information Management

According to TTC establishment proclamation, TTC institution is expected to strengthen tourist information center in the study areas. In this regard, the document review found out that there is no clear system of tourist information management system in the study area. Even there is no well-organized daily standard statistical data which is collected from the destination and attraction site in Gullele sub-city done by functional bodies of TTC institution. The data from the key informants assured that the absence of systemic ways of recording, compiling and reporting tourism related data and statistics was another predicament that deterred the operation of TTC institution. This finding was supported by the survey data. Among the total respondents, table-11, 178 (89.9%) assured that TTC didn't play its role the information exchange and database practices. Only, very few 20 (10.1%) of them said that TTC did play its role in the information exchange and database practices. Hence the performance of TTC institution was very poor in managing tourist information activities. This implies that actors of TTC institution were not in a position to understand the implications of data for planning, and future development of the sector.

f) Recognition for Actors of Tourism

According TTC establishment proclamation, TTC institution is expected to select institutions and individuals contributing to the tourism sector and gives award. However, majority of the respondents in table-11, 173 (87.4%) responded that limited efforts have been exerting by the TTC institution in preparing and giving incentive or award for actors of tourism development in the study area. Only 25 (12.6) of the respondents explained that awarding activities have done by TTC. The data from key informants' interview indicated that there was a tray in giving award of certificate and other rewards like cultural pictures by TTC during annual meeting of the General Council Meeting, but such recognition was not permanent. This implies that TTC institution didn't play properly its role in providing incentive and award activities for tourism actors.

g) Work Linkage with Different Level of TTC institution

According to OECD (2002) success of one institution can be determined by institutional integration which requires the ability to manage issues "horizontally" across institutions, and "vertically" within institutions. Legally TTC as institution has given power to create work relation with TTC institution at different level. In this regard, based on the above table-10, majority 162(81.8%) of respondents of the survey data responded that there was no work linkage with other TTC institution .Only 36(18.2%) of the respondents answered positive on the work relation. Key informant from CATO of sub city stated that the relation and the communication between TTC of City level and sub-city relatively strong than woreda and sub-city since sufficient budget is allocated to this activities at higher level. In addition the Key informant of AACATB explained about issue as:

> *Until recent time, AACATB as head of executive body of TTC institution at City level had strong work attachment with TTC of Sub-City by preparing visiting and workshop program for TTC leaders even out of the City regularly. Then after a time, it has not that much focused by the head of AACAB and MoCT. Moreover, even if the function has still practiced as one the major activities of tourism department of the City and as well as sub-city and woreda level, the lack of attention by the current leaders widen the gap of work linkage of TTC institution at different level(male,35years old, degree, Director of Tourism service and development, 2020.)*

The data from survey respondents and key informants shows that formally institutionalized working frameworks were non-existent or scantily functioning in the study area. Pender and Sharpley (2005:9) equated with integration; and, for them, the notion of integration "refers to formal linking arrangements between organizations … both across the chain of distribution (horizontal integration) and down the chain of distribution (vertical integration)." When such formal elements of integration do not provide effective arrangements, disintegration and poor linkages emerge as a dominant marker of the operation of tourism institutions in the respective settings.

h) TTC Leaders' Commitment and the Role of General Assembly

According to TTC establishment proclamation, executive body of TTC is accountable to the General Assembly. However, most of the survey respondents 143 (72.2%) responded that the General Assembly did not follow up and provide strategic direction to the executive body. Only

few 55(27.8%) of the respondents responded that the General Assembly is following up and providing strategic direction to the executive body. This implies that the General Assembly has not been properly following up and providing strategic direction to the executive body.

Even though the establishment proclamation and plan of AABCATB have set an obligation to hold the meeting of General assembly twice a year for the plan and report evaluation, most of the TTC even at sub-city level held it one in a year to listen to only the report from the executive's body. This is also supported by the survey data of table-10 as 109(55.1%) of the respondents responded that regular meetings of TTC were taken place, however, about 89 (44.9%) of the respondents saying the General Assembly held meeting not properly. The data from the key informants and the document assured that even though the General Assembly and Executive committee should be expected to call a meeting twice a year and once in a month respectively, most of TTC institutions found in the study area were not done this properly.

Regarding the current function of TTC General Assembly, table-11 of survey data, 171 (86.4%) majority of respondents confirmed that the General Assembly of TTC didn't held its annual meeting in the last six month of 2012E.C. Only very few respondents 27(13.6%) explained that the General Assembly held its annual meetings. The key informants have also explained that the sub-city level TTC is more active in conducting its annual meeting. In addition, the survey respondents have explained that budget constraints, the outbreak of Covid-19 and small attention of the current reforms of government towards this institution were critical factors which are hindering the proper functions of TTC institution.

Table-12: Respondents' Response to leaders' Commitment in presenting and leading the General Annual Meeting

Question	Respondents(198)					
	Always		Sometimes		Never	
How often the leaders of TTC have been led and attended the regular meeting?	62	31.3	102	51.5	34	17.2

Source: Own construction (2020)

Regarding TTC leaders' commitment, Table-12, majority 102(51.5%) of the respondents responded that the chairperson of TTC attended and led the General Assembly sometimes. About 34 (17.2) responds never attend and 62(31.3%) of the respondents responded the leaders always attended and lead the Council. The respondents of the survey data explained the reasons as they were busy and exhaustively engaged in political and other activities. Hence the leaders of the TTC did not attending and leading the regular meeting of the council because of the burden of the responsibility. The qualitative data assured that in most case the meeting of General Assembly was the only stage that the head of General Assembly and its executive secretary were presented faces to face to led and give direction to the TTC members.

Overall, the mean of the respondents' response to the operation of TTC functions, in the table-11, majority of the respondents 146 (73.74%) responded that TTC institutions did not operate its function properly. About 52 (26.26%) of the respondents responded that the TTC did its function properly. This implies that the majority of the respondents assured that the function of TTC institution was not implemented properly.

TTC Improvements for Tourism Sector Development in the Area

According to Matland (1995), the successful implementation policies and strategies require institution which is accountable and responsible to the broad and specific missions of the institution. But based on table-13, majority the survey respondents 181 (91.4%) explained that TTC institution did not bring its anticipated mission. Only 17 (8.6%) of the respondents stated that TTC institution has been registering improvement for the tourism sector.

Table-13 Respondents' Response of TTC improvements for Tourism Development

Question	Respondents(198)			
	Yes		*No*	
	Frequency	**Percent**	**Frequency**	**Percent**
Do you think that the implementation of TTC has brought improvement for tourism development since it has established?	*17*	*8.6*	181	91.4

Source: Own Survey, 2020

Survey respondents, who responded that TTC had brought improvement, were also asked areas of improvements for tourism sector. Accordingly, 8 (47.1%) said that increased awareness level of tourism sector among stakeholders is one of the areas in which the TTC institution has been registering below average performance. Some 5(29.4%) of the respondents also said improvement on increased the number of attraction site is the other areas improvement. About, 3(17.6%) of them reported that increased tourist flow in local attraction sites of the area is the third improvement areas of TTC institution. Moreover, 1(5.9%) stated that TTC has been increasing the licensed tourist service institutions in the study area. The data from the document (working plans and reports) also assured that; still now in Gullele Sub-city only 280 tourist service institutions has got license even though its five Year Strategic plan (2008-2012) has set 882 licenses to give.

The aforementioned findings revealed TTC institution has not brought significant improvement in the tourism development. The key informants have also confirmed the above findings.

4.5 Challenges of TTC institution

Like of other institutions, tourism sector development institution has been facing different challenges. In this regard, Wang and AP (2012) stated that poor understanding of tourism and tourism administration in the public sector, inappropriate inter-organizational relations and conflict of interest among responsible institutions are major challenges. Beside, lack of the availability of clear procedures and financial resource provisions for tourism institution and other favorable conditions for tourism stakeholders are challenges for the operation of tourism institution (OECD, 2002). Additionally unclear and overlapping of responsibility and absence of key actors involvement in the formulation of legal frameworks are challenges for tourism institution (Yuksel, F and Yuksel, A, 2014).

Similarly, TTC institution in the study areas has been facing many challenges which have summarized in the table below.

Table-14: Respondents' Responses on the Challenges of TTC institution

Challenges	Respondents(198)			
	Yes		No	
	Frequency	Percent	Frequency	Percent
Lack of clear and localized operational guide line	194	98	4	2
Poor work linkage of TTC with destination and attractions	179	90.4	19	9.6
Poor enforcement and accountability framework	189	95.5	9	4.5
Frequent change of leaders and members of TTC institution	170	85.9	28	14.1
Budget constraint	185	93.4	13	6.6
Other Challenges	186	93.9	12	6.1

Source: Own Survey, 2020

In principle, policy framework requires specific operational guideline to translate the provisions of policies at local level. However, manuals and guidelines that help to facilitate the operation of TTC institution were not in placed and customized to the local contexts and attraction sites. Proclamation 62/2014 is the only framework which helps to guide the actual operation of TTC at all levels including the study area. The proclamation showed the general power and functions of TTC institution but it doesn't show the way how to operate the shared responsibility TTC member institutions for common objectives of tourism development. Similarly one key informant from WCATO2 stated that:

> *Members of TTC institution have no clear common and shared responsibilities towards the role of the TTC function. Even most of TTC members' may not know their duties and responsibilities. So the role of actors needs to be clearly predefined and shared to each of participating actors. So absence of clear guide line affected the operation of TTC institution (female, 34 years old, degree, Tourism Team leader, 2020.)*

Similarly data of the survey respondents, table-14, majority 194 (98%) of the respondents showed that absence of an operational manual was a challenge for TTC operation. Only 4(2%) of

the respondents responded that the operational manual was not a challenge. This indicates that the absence of clear operational guideline could be challenge for the proper operation of TTC function.

According to the TTC establishment proclamation of the City, destination development is one of the functions for TTC institution. The data from the document indicated that most of the destinations and attraction site in the study area are actually managed by different institutions of sub-city and woreda administration including the City Administration, federal or other independent organizations. According to the survey data, table-14, majority, 179 (90.4%) of the respondents explained that poor linkage of TTC structure with tourist sites is a critical challenge for the proper operation and function of TTC institution. Few 19 (9.6%) of respondents responded the structural linkage to the destination have not a challenge for TTC institution.

The key informant from sub-city administration and Bureau strongly explained that the fragmented structural framework of the destination and attraction sites with poor linkage with the structure of TTC institution was a critical challenge for the proper functions of TTC as well as tourism development. In addition, most of the key informants assured that the poor work relation of TTC institution with attraction sites of the Sub-City listed in Annex-II become an obstacle for the implementation of TTC functions in the study area. The data from the document showed that at federal level and some regional state including Amhara regional state and Southern Nations, Nationality Peoples(SNNP), the administration of destinations and attraction sites including the parks are accountable to Culture and Tourism Bureau; but differently in Addis Ababa the tourism destinations or attraction sites like parks, Gullela botanic gardens, Entoto destinations are accountable to Watershed and Grean Area development office (previously Beatification and park office). Even the former project of Entoto destination under the administration of AACATB is now dissolved and the administration has given to the newly organized Bureau Watershed and Green Area Development Office. Hence, poor work linkages of TTC institution with tourism attractions and destinations of the local areas have been impeding the function of TTC institution for tourism development.

Successful implementations of institutions require strong enforcement and accountability framework. As indicated in the analysis part, the commitment of the leaders of TTC institutions was poor. The data from key informant of AACATB and MoCT indicated that since recent time

enforcement and follow up of the TTC functions was not as strong as before two years. This was mainly because the structure of TTC institutions was highly depended on the political leaders. No one asked the leaders and members of TTC whether they succeeded or not in discharging their roles. This has been negatively affecting the mutual operation of TTC institution. The above findings also backed by survey data in the above table-14, almost all 179 (95.5%) respondents confirmed the poor enforcement and accountability in the operation of TTC function is a big challenging. Very few (4.5%) were said the enforcement and the accountability was not a challenge. Hence, weak enforcement mechanism and lack of accountability undermine the contribution of TTC institutions for tourism development.

Structural stability of the organization is one of the determinant factors for the successful operation of institution. However, majority of the survey respondents 170 (85.9%) stated that frequent change of the leaders is an obstacle for operation of TTC function. The other few 28 (14.1%) respondents responded that the turnover of the leaders and the members was not the challenge. Similarly according to the interview with key informants, it was identified that the rotation of officials from one office to another has been critical challenges of TTC function since most of the leaders as well as the members are political appointees. Similarly one key informant from WCATO3 narrated the gap as:

> *Main actors of the TTC institution (Head of bureaus and Chair) are changed from time to time. When you start one work with one cabinet, you will not get him after some time. So we need to stack our job for a while and we start the work of awareness creation for the new official. This is a big headache and challenge for the operation of TTC institution as well as tourism sector in general (female, 43 years old, degree, Tourism Team leader, 2020.)*

The researcher has also understand the data from the document different person was attended each annual council meeting every year. This condition was not only observed on public representatives but also had seen on the other members of TTC institution. This condition affected the stability of the structure of TTC institution. Hence, it can be concluded that frequent change of the leaders as well as members impacted the operation of TTC function negatively.

Budget is needed to achieve the goals of one institution .According to the survey data from the table-14, 185(93.4%) majority of the respondents identified that shortage of financial resource was challenge. Only 13(6.6%) of the respondents responded financial resource was not the

challenges of TTC implementation. The data from the interview indicated that even though there are improvements in allocation budget from time to time for the function of TTC institution under CATO, it is very small. This shows that the inadequate allocation of budget was a challenge for the implementation of TTC institutions.

Majority 186(93.9) of the survey respondents explained that lack of harmonious functions among the members of TTC institution was a challenge for the operation of TTC institution. In this regard, most of the key informants assured that the existence of conflict of interest and mandate among some of the members particularly with regard to managing the destinations and attraction sites and regulating tourist service intuitions were a challenge for the operation of TTC function in the area.

According to Yuksel, F and Yuksel ,A, (2014:15),Tourism programmes developed by a mono-actor form of centralized administration, generally overlook the knowledge, skills and goals of local tourism organizations, both public and private, and other stakeholders in their design phase, and subsequently there may be resistance from the implementing bodies at different level (Yuksel, F and Yuksel ,A, 2014) Similarly, one key informant from sub-city explained about the gap to the formation of TTC institution as:

> *The function of TTC was a top down program and activities that AACATB developed from federal government, implemented without consideration of local context and institutional capacity of Sub-city and woreda. In addition she also mentioned that even during the establishment time (pre-phase of implementation), no enough stage was created for discussion and consensus at all level with concerned bodies (female, 32 years old, degree, Tourism Team leader, 2020.)*

The above qualitative data shows that the poor involvement of local actors in the design (formation) phase of TTC implementation framework.

The data form the document showed that some public sectors of the members are merged, dissolved and re-organized but the establishment framework of TTC institution of City and local level was not revised and updated this condition create overlapping of functions and activities. Similarly one of the key informants from WCATO2 narrated the problem as:

> *For the last five years no modification or adjustment was made in regard to TTC structural formation and operation. But changes have been taking place in the*

public sectors in connection with the current reforms since two year later. Even some of the reforms affect the operation of TTC institutions through creating conflict of interest within the members (male, 34 years old, degree, Tourism Team leader, 2020.)

Some key informants assured that critical challenges of TTC institution are comes out from the poor understanding of tourism sector in the public sector. They explained that the practical engagement of TTC institution has focused on around the office of woredas and sub-city administration; not destination (attraction site), accommodation and other tourist centers where tourists are actually found.

Apart from the aforementioned major challenges of TTC institution, the other challenges which were identified by the respondents of survey data and key informants are lack of commitment or common vision among key actors of TTC institution and low involvement of expert and professional in TTC structure.

4.6. The Overall Discussion of the Result of the Study

The implication of this study focused on the principle of collaboration and coordination of Stakeholders of tourism development. Stakeholder theory usually has been used in tourism sectors to realize the interdependency of stakeholders' operation and their influence on developing a given destination (Jamal and Getz, 1995). In the principle of collaboration Bramwell and Lane (2002) and Hall (2008) indicated the significance of integration and collaboration of the tourism stakeholders (institutions) as; unlike other sectors, tourism is a sector with the characteristics of high fragmentation, diffusion and interdependencies. Beside, Collaboration in the tourism sector is not only about public-private-civil sectors coordination but more often involves coordination between various public agencies which have jurisdictions that may affect the tourism sector (Gray, 1985). Jamal and Getz (1995:188) on their part explain about a problem domain of the sector as "a situation where the problems are complex and require an inter-or-multi-organizational response, since they are beyond the capability of any single individual or group to solve single-handedly". Moreover Collaboration of stakeholders in tourism industry appears indispensable for ensuring the sustainable development of Tourism (Tesfaye and Taye, 2017).This all fact implies that tourism organizations are not able to operate

in isolation from one another and the theory's emphasized over the values of coordination and collaboration among actors.

According Bramwell & Lane, (2002) a key requirement of successful collaboration is the identification and legitimization of potential stakeholders during formation of collaborated institution. Hall (2008) also explicitly elaborated the above issue as, to assure the success of advancing collaborative efforts of stakeholders in the tourism organization, two questions should be raised during institutional collaboration process is; 1) who should be considered a stakeholder in collaborative tourism development function; 2) how should the state involve the identified stakeholders in the process? .The stakeholder concept provides a useful framework for answering these questions. Freeman (1984) was the one who introduced the concept of stakeholders in management and organizational context as any individual or group who can affect the firm's performance or who is affected by the achievement of the organization's objectives. A stakeholder must also have the right capacity and skill set to effectively participate in the collaborative process institutional formation (Healey, 2006). The other factors that determine the success of the institution and involvement of stakeholders that are stated by OECD (2002) are the ability to ensure the participation of key actors; the availability of rules of procedures and financial provisions for the network itself; appropriate allocation of responsibilities; sufficient authority of the organization in charge of coordinating actions and the stability of the institutional arrangements that have been set up. This indicates that the capacity of collaborative structure and the type of stakeholders are the two major factors that determine the success of collaboration.

A significant challenge to successful collaboration of tourism stakeholder's operation is an unclear lines of authority/structure, confused implementation responsibilities, overlapping responsibility and lack of communication amongst stakeholders which fuels mistrust and misperceptions, inadequate involvement of key stakeholders, low levels of awareness, feelings of disempowerment, issues associated with coordination and bureaucracy, fragility of common interests, inability to clarify goals (Ladkin & Bertramini, 2002, Yuksel,f & Yuksel.A,2014; Wang and Ap,2013; Tosun, 2000).In addition, Tesfaye and Taye (2017) identified some barriers to the operation of tourism stakeholders collaboration which includes inadequate enforcement of the existing rules and regulations, insufficient financial resources at the local level, limited expertise, experience, and competence of tourism planning authorities, and limited commitment

by some stakeholders were identified as the challenges which set barriers to stakeholders' participation.

In the case of this study, Tourism Transformation Council is a tourism institution with broad mandates of tourism sector, established basically to enhance coordination and collaboration among tourism stakeholders (institutions) at different levels for the functions of tourism development. However, majorly the represented government officials are higher officials who are facing high turnover within a short period of time, they are inactive, and lacked technical capacity. Even the power delegation and the working structure of TTC institution is not clear and well fit to its objectives. Beside it did not have proper resource arrangement rather they are highly depended on Culture, Art and Tourism Office of each administration of the study area.

As a tourism institution, TTC has not brought significant improvement in transforming the tourism sectors especially in developing attraction sites, promoting local destinations, solving the challenges of the sector, improving tourist information management, improving horizontal and vertical linkage, and giving recognition for tourism actors except some level of awareness.

As indicated in the study the responsible factors that hinders the operation of TTC functions are frequent change of TTC leaders and members, absences of clear and localized operational guideline and poor linkage to the destination and attraction sites. The other challenges are poor enforcement and accountability framework, lack of proper budget allocation, absence of harmonious functions (overlapping), lack of commitment and common vision among key actors of TTC institution, low involvement of expert and professional in TTC structure and lack of understanding of tourism in the public sector.

So this leads to conclude that, even if the establishment of TTC institution as a stakeholder collaborator at City level in general and Gullele sub-City in particular is significant and appropriate for the function of tourism development, the practical implementation of this institution has been challenged by several factors of operation and structure. This condition will affect the success of tourism sector at different level including the study area. Unless attention has given to strengthen such institutional modality of tourism sector, the Mid and Long Term National Tourism Development and Sustainability Plan will not achieve. Moreover, even, the new ten year perspective plan (2020-2030), the three-year Homegrown Economic Reform

(HGER) and Ten Year National Tourism plan (2020-2030) will not succeed without collaborative efforts of government, private, non-government and community institution. Therefore partnership structural modality like TTC institution should be strengthening at different level to enhance the coordination and collaboration of actors or tourism stakeholders for tourism development.

CHAPTER FIVE

5. Conclusion and Recommendation

As per the findings of the study, conclusions and recommendations are consolidated in this chapter. The conclusion focuses on major findings of the research, and recommendation intends to forward suggestions on what the concerned bodies have to do to improve the proper functions of TTC institutions for tourism development.

5.1. Conclusion

The study has concluded in a way that indicates the factors of TTC establishment and structural arrangement and level of TTC function and its challenges that faced TTC institutions during the implementation in Gullele Sub-City.

The study revealed that Tourism Transformation Council as institutions with widen mandates of tourism sector, established basically to enhance coordination and collaboration among tourism stakeholders (institutions) at different levels for the functions of tourism development. Its objectives are also allied with principles of country's policies, strategies and world experience. Most of the respondents of the survey data also assured the relevance of TTC establishment for the development of tourism sectors in the study area.

Though the structural formation of TTC institution at federal, City, Sub-City and Woreda level with wide mandate and two functional bodies of General Assembly and Executive Committee headed by higher government officials indicated that the attention of the government to transform the tourism sector, its working structure is not well organized and contextualized to the local area. Besides, the study also revealed that, even though the empirical experience of tourism council requires the active involvement of the private sectors, practically the structure of TTC institution in the study area is dominated by public sectors. The active engagement of private tourism sectors in the operation of TTC institution is insignificant in the study area. In general structurally the study showed that TTC institution did not have proper institutional resource arrangement rather it is highly depending on Culture, Art and Tourism Office of each administration of the study area.

Regarding the time of TTC formation, the study revealed that TTC institutions in most woredas were not implemented uniformly and timely. Operationally, TTC did not perform its function of coordination and collaboration of stakeholders for tourism development. However, the finding of the study revealed as there is few improvement in coordinating and collaborating TTC member institutions especially in the areas of organizing joint awareness raising programmes, facilitating joint monitoring and evaluation over the tourism sector, and organizing joint planning.

On the other hand, the findings of the study revealed that the plan that governs the function of TTC did not prepare with the full engagement of tourism actors (members). It was only the reflections of CATO, not the others. Even in some TTC institutions, the plan of TTC was poor which is prepared without the active engagement of TTC member institutions.

According to TTC establishment proclamation, executive body of TTC is accountable to the General Assembly of the Council. However, the General Assembly did not follow up and provide strategic direction to the executive body. Most of the TTC institutions in the study area is not conducting their meeting to follow-up their actual operation regularly.

Overall, TTC has not brought significant improvement in transforming the tourism sectors especially in developing attraction sites, promoting local destinations, solving the challenges of the sector, improving tourist information management, improving horizontal and vertical linkage, and giving recognition for tourism actors.

As indicated above the TTC institution didn't bring significant change for tourism development. In this regard, the study found out critical challenges including frequent change of TTC leaders and members, absences of clear and localized operational guideline and poor linkage to the destination and attraction sites. The other challenges include poor enforcement and accountability framework, lack of proper budget allocation, absence of harmonious functions (overlapping), poor understanding of tourism in the public sectors, lack of commitment and common vision among key actors of TTC institution, and low involvement of expert and professional in TTC structure.

Therefore, even if the establishment and implementation of TTC institution at city level in general and Gullele sub-City in particular is significant and appropriate for tourism development, but the practical implementation of this institution has been challenged by several factors which

require interventions form different stakeholders to improve the contribution of TTC institution for tourism development.

5.2. Recommendation

Based on the findings and conclusion, the study suggests the following recommendation to enhance/Improve Tourism Transformation Council for tourism development in the study area:.

- TTC as broad mandated institution needs to have separate working structure with budget code and other facilities instead of depending on the budget and relevant facilities of CATO.

- TTC as multi-sectorial institution should to have strong accountability frameworks to ensure accountability among stakeholders regarding the implementation of their function for sustainable tourism sector development.

- To create harmonious operation and avoid conflict of interest over destination and attraction sites among TTC members' institutions, TTC as responsible institution should investigate this problem of the sector and propose recommendations which will be adhered by all stakeholders. In addition, proper directive, guidelines and implementation standards need to be in placed to avoid roles confusion among stakeholders.

- To translate the vision and missions of TTC establishment proclamation into actions, TTC need have contextual operational guideline.

- Poor performance of TTC functions needs improvement of institutional capacity of TTC member stakeholders. The capacity of TTC member institutions should be of a great concern. This concern can be addressed through the introduction and continuous training of TTC member institution on integrated planning, accountability, proper plan implementation, and active community and stakeholder's participation.

- For poor capacity and inactive actors of TTC member's institutions, there should be effective enforcement capacity which require strengthening human, technical capacity as well as increased financial resource to realize the objective of TTC institutions in particular and tourism development in general. Particularly relevant private actors of the

tourism industry also need to be properly engaged and represented in the governance of TTC institution since they are engine of the economic growth of the country as it is depicted in the ten-year perspective plan(July 2020-june 2030) and Home grown Economic Reform(HGER) .

- Since higher political leaders are the leaders and members of TTC institution, there should be space for technical expertise or multi -disciplinary professionals from key actors as a member or an advisor staff to check whether the plan or the report meet the national tourism goals or standards.

- There should be continuous follow up, monitor and evaluation of the achievement or improvement of TTC institutions for tourism development at different level so as to check the progresses of TTC institution and take appropriate measure.

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Annexes

Annex I- Key informant interview Guide

General Introduction

Dear informant,

My name is Behailu Kassa and I am a MA candidate at Addis Ababa University, College of Development Studies, program of Tourism Development and Management and this work is part of my data Collection process for my MA thesis. My research looks at Tourism Institutions and their dynamics in the case of Tourism Transformation Council (TTC) in Addis Ababa at Gullele Sub City. Hence, the purpose of the interview is to gather data from you-informants as key actors and decision maker of tourism government sector. I would appreciate your active participation and kindly request you to give me genuine response for all questions. The researcher would like to assure you that the data collected would only to be utilized for the purpose of research.

Part 1. Respondent's profile

1. Name of the Office:_____
2. Sex:_____
3. Educational background:_____
4. Position in the office:_____
5. Time the interview started:_____ Time the interview ended____ total Time_____

Part 2.Questions on TTC Establishment, Structure, Function and Challenges

1. What were the base factors for TTC establishment?
2. How do you describe the organizational structure of TTC institution and its resource arrangement?
3. What are the roles that TTC focus in the implementation process?
4. How do you describe the implementation of TTC functions?
5. What are the improvements of TTC for tourism development since its establishment?
6. What are the challenges that hinder the implementation of TTC institution for tourism development?
7. What mechanisms could be applied to improve TTC institution for tourism development?
8. If would you like to provide any other information about TTC, please, mention?

Annex-II

Survey Questionnaires for Members of TTC institution

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

This questionnaire is prepared to collect information for conducting Master's Thesis on the title that Tourism institutions and their dynamics in the case of Tourism Transformation Council in Addis Ababa, at Gullele Sub City. The result of this questionnaire will be utilized for this research purpose only and will kept confidentiality. It is hoped that the outcome of this research will contribute to the development and management of tourism sector. Therefore, you are kindly requested to provide your genuine response to the questions that follow.

Phone number:0912079371/09431825,E-mail:behailutourism@gmail.com

Instructions

You do not need to write your name.

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

Please give only one answer to each item

Please carefully understand and response for open ended questions.

TTC implies that Tourism Transformation Council

Thank you for your cooperation!!!

There are four sections in this survey questionnaire for TTC's members. These are (1) Respondents profile, (2) TTC establishment , (3) TTC structural arrangement (4) TTC function and Challenges.

Part 1. Respondent's profile

1. Gender: A=Male B= Female
2. Age: A=18-30 B=31-45 C=46-60 D= > 60
3. Educational level: A= Lower School B= High School C= College Diploma

   D= TVET E= First Degree F= Master and above

4. Select your Institutional Category that you represent:

   A= Tourism and Culture Public Sector B= Other (out of CATO) of public Sector

   C=Tourism Private Sectors (business service) D =Local Community Institutions

Part 2. Question on TTC Establishment Factors.

1. Would you think that TTC establishment was significant for tourism development in the area?

   A/Yes B/No

2. If your response for question no.1 is "Yes", what was the base for TTC establishment? Please specify

   _____

   _____

   _____

Part 3. Question on TTC's Structural Arrangement of TTC institution

1. Do you think that a TTC's structure included all relevant actors of tourism development in the area?

   A/ Yes B/No

2. If your response for question no.1 is "No", please specify the missed one_____

   _____

3. Would you think that the private tourism actors have active involvement in the TTC structure?

   A/ Yes B/No

4. As institution, would you think that the structure of TTC has allocated enough resource? (Finance, facility and human)?

   A/ Yes B/No

5. If your answer for question no.4 is "No", would you elaborate the condition?

   _____

   _____

Part 4. Question on Function and Challenges of TTC institution of Tourism Development.

1. Did TTC held the annual General Assembly meeting in the last 6 month?

   A/Yes B/No

2. If your response for question no.1 is "No", what is/are the reason/s?

   _____

   _____

3. As a member, since TTC has established in your administration area, on which type of the following functions, TTC has a role? Please put mark (✔) in the table by saying Yes/ No.

No.	Functions of TTC institution	Yes	No
A	Coordinating and collaborating the tourism stakeholders(institutions)		
B	Solving some problems related to tourism development of the area		
C	Promoting tourism destination(attraction site)		
D	Engaging in local tourism destination and attraction development		
E	Gives award for institutions or individual who has contributing to the tourism sectors.		

F. If there is any other please specify it……..

4. If your answer for question no.3 under "A" row" is "Yes", please specify the areas of coordination and collaboration that TTC members institutions engaged?

   A. Organizing joint event & awareness rising programmes B/ Joint monitoring and evaluation of the tourism sectors C/ Organizing joint planning. D/if any other please specify…….

5. Do you think that TTC institution has a role in managing tourist information Centers?

   A. Yes B. No

6. If your answer for question no.5 is "Yes", please specify how?

   _____

   _____

7. Would you mention the operational mechanisms that TTC institution has regularly used to operate its functions?

   _____

   _____

8. Would you think that the TTC that you involve has work linkage with other TTC intuitions?

   A. Yes B. No

9. If you response for question no.8 is "Yes" would you elaborate it more?

   _____

   _____

10. Do you think that the functional bodies of TTC institution have held regular meetings?

    A. Yes B. No

11. As member, do you think that the General Assembly of TTC institution regulates the activities of executives committee properly?

    A. Yes B. No

12. If your answer for question no.11 is "Yes", please specify how?

    _____

    _____

13. How often the leaders of TTC institution have been led and attended the regular meeting?

    A. Always B. Sometimes C. Never

14. If you response for question no.13 is "sometimes" or "Never", what is the reason behind?

    _____

    _____

15. Do you think that the implementation of TTC has brought improvement for tourism development since it has established?

    A. Yes B. No

16. If your response for question no.15 is "Yes", in which type of the following functions TTC has brought improvement?

    A/ the awareness level of the stakeholders

    B/ increased licensed tourist service institution in the study area.

    C/ increased the number of tourist flow in the destination or attractions

    D/ increased the development of tourism attraction site in the area.

    E/ if there is any other, please specify it …….

17. If your response for question no.16 is "No", what are the challenges of TTC institution that hinder to the implementation of its function?

No.	Challenges	Yes	No
A	Has there been lack of operational guide line?		
B	Have there been Poor enforcement and accountability framework?		
C	Has there been frequent change of leaders and members?		
D	Has there been poor work linkage with the destination & attraction site?		
E	Have there been budget constraints?		

F. If any other please specify ……

18. What do you suggest to improve TTC institution for tourism development?

    _____

    _____

    _____

Thank you for your time cooperation!

Annex III Document Analyses Guide

The document analysis checklists stated below was employed for the entry points to assess the policy, strategic plan and related works to study the establishment factors, structure, function and challenges of TTC institution in the tourism development and management.

1. What were the factors for TTC establishment in the tourism development?

2. What look likes the structural /institutional/ arrangement of TTC institutions?

5. What are the roles that TTC focus in the implementation process?

6. How does TTC institution operate its functions?

6. What are the improvements of TTC institution for tourism development in the study area?

7. What are the challenges of TTC institution in the tourism development?

Annex-IV

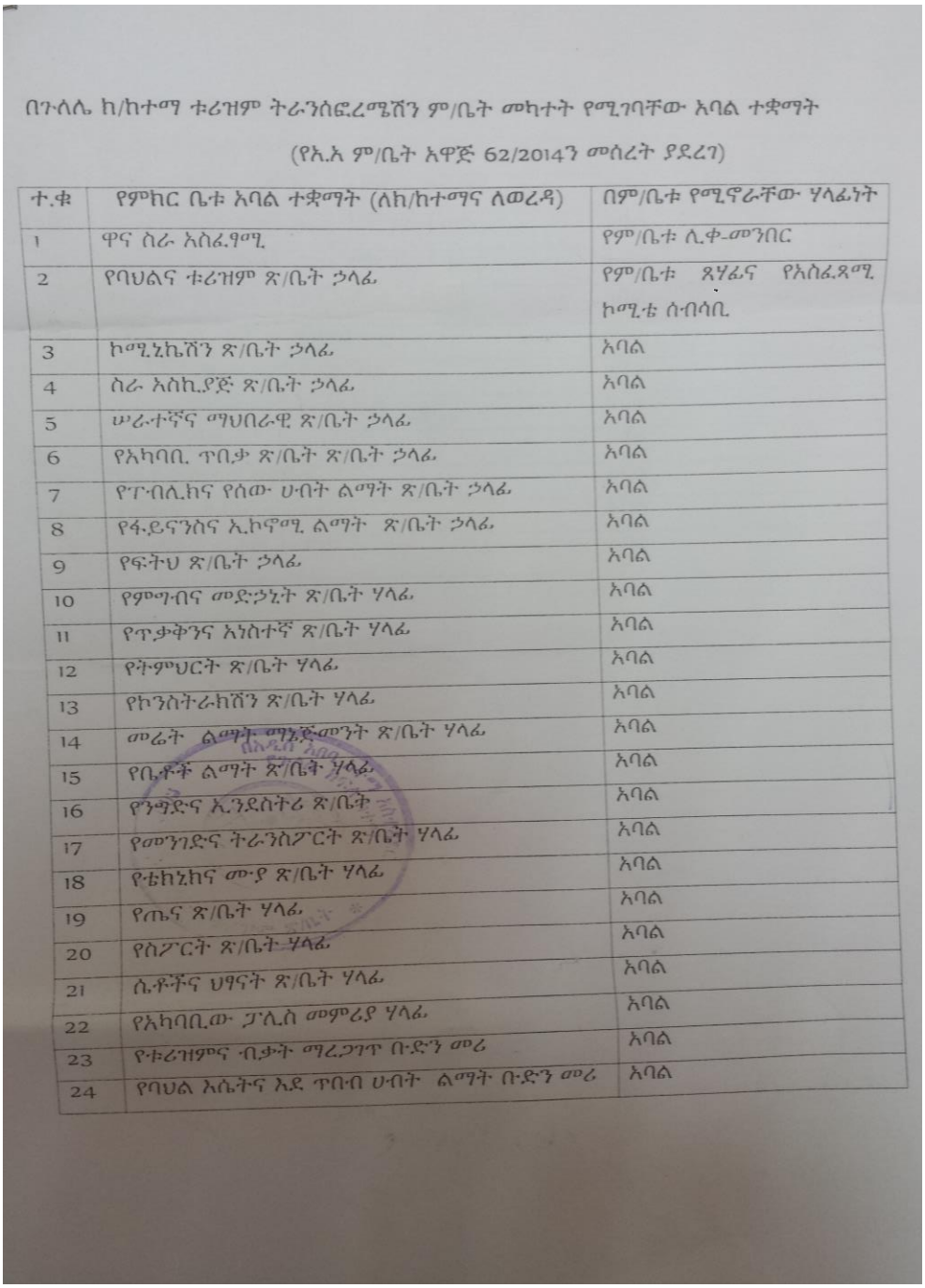
The Establishment and Implementation of Time of TTC institution in the Study Area

Establishment Area	Year of establishment & implementation
Sub-City TTC institution	2007E.C
Worda-1 TTC institution	2010 E.C
Worda-2 TTC institution	2008 E.C
Worda-3 TTC institution	2009 E.C
Worda-4 TTC institution	2009 E.C
Worda-5 TTC institution	2009 E.C
Worda-6 TTC institution	2009 E.C
Worda-7 TTC institution	2010 E.C
Worda-8 TTC institution	2010 E.C
Worda-9 TTC institution	2011 E.C
Worda-10 TTC institution	2010 E.C

Source: Gullele Sub-City Culture, Art and Tourism Office (2018)

Annex-V

Members of TTC institutions in the study Area (Woreda and Sub-City level)



በጉለሌ ክ/ከተማ ቱሪዝም ትራንሰፎረሜሽን ም/ቤት መካተት የሚገባቸው አባል ተቋማት

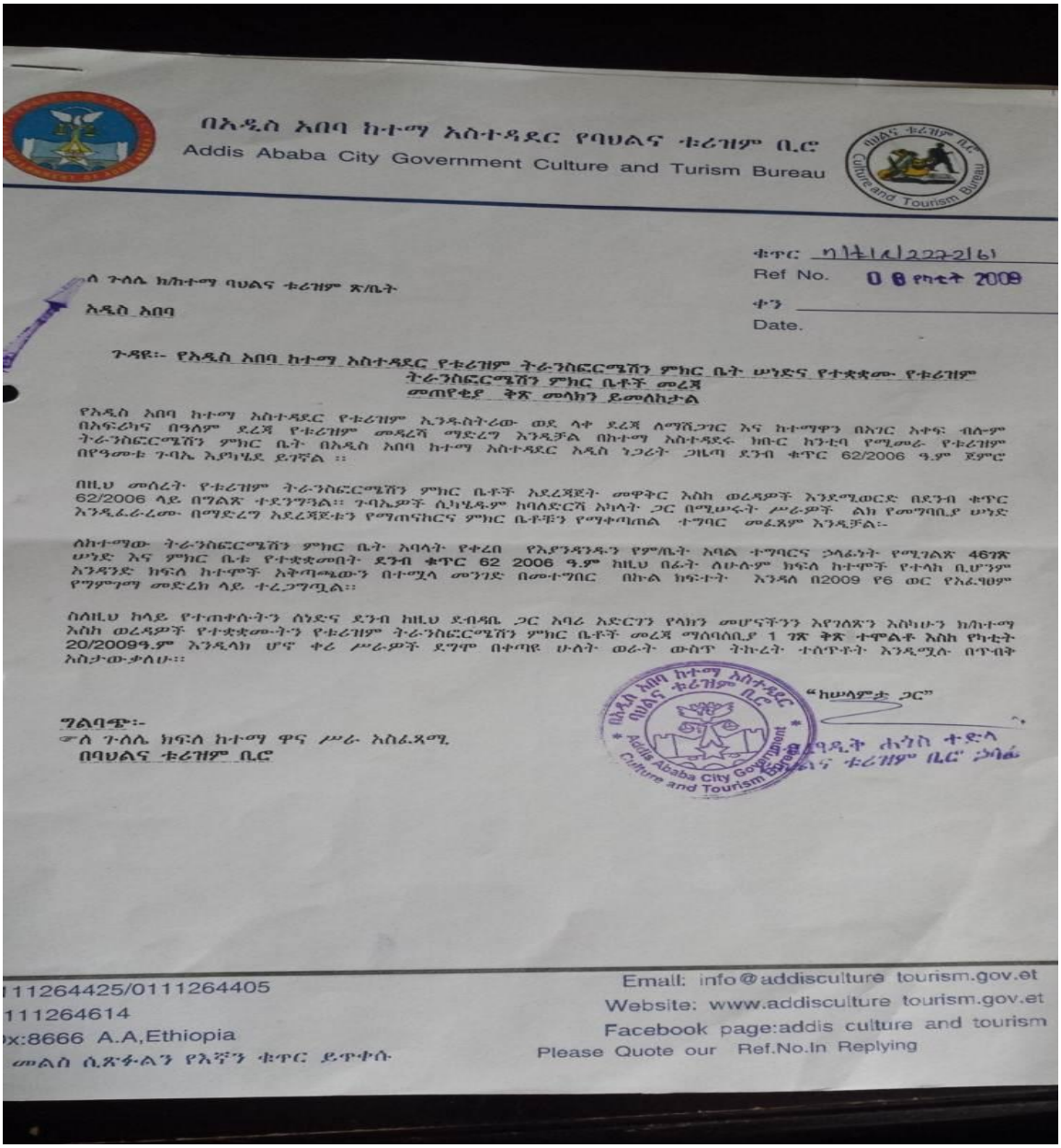
(የአ.አ ም/ቤት አዋጅ 62/2014ን መሰረት ያደረገ)

ተ.ቁ	የምክር ቤቱ አባል ተቋማት (ለክ/ከተማና ለወረዳ)	በም/ቤቱ የሚኖራቸው ሃላፊነት
1	ዋና ስራ አስፈፃሚ	የም/ቤቱ ሊቀ-መንበር
2	የባህልና ቱሪዝም ጽ/ቤት ኃላፊ	የም/ቤቱ ጸሃፊና የአስፈጻሚ ኮሚቴ ሰብሳቢ
3	ኮሚኒኬሽን ጽ/ቤት ኃላፊ	አባል
4	ስራ አስኪያጅ ጽ/ቤት ኃላፊ	አባል
5	ሠራተኛና ማህበራዊ ጽ/ቤት ኃላፊ	አባል
6	የአካባቢ ጥበቃ ጽ/ቤት ጽ/ቤት ኃላፊ	አባል
7	የፐብሊክና የሰው ሀብት ልማት ጽ/ቤት ኃላፊ	አባል
8	የፋይናንስና ኢኮኖሚ ልማት ጽ/ቤት ኃላፊ	አባል
9	የፍትህ ጽ/ቤት ኃላፊ	አባል
10	የምግብና መድኃኒት ጽ/ቤት ሃላፊ	አባል
11	የጥቃቅንና አነስተኛ ጽ/ቤት ሃላፊ	አባል
12	የትምህርት ጽ/ቤት ሃላፊ	አባል
13	የኮንስትራክሽን ጽ/ቤት ሃላፊ	አባል
14	መሬት ልማት ማኔጅመንት ጽ/ቤት ሃላፊ	አባል
15	የቤቶች ልማት ጽ/ቤት ሃላፊ	አባል
16	የንግድና ኢንደስትሪ ጽ/ቤት	አባል
17	የመንገድና ትራንስፖርት ጽ/ቤት ሃላፊ	አባል
18	የቴክኒክና ሙያ ጽ/ቤት ሃላፊ	አባል
19	የጤና ጽ/ቤት ሃላፊ	አባል
20	የስፖርት ጽ/ቤት ሃላፊ	አባል
21	ሴቶችና ህፃናት ጽ/ቤት ሃላፊ	አባል
22	የአካባቢው ፓሊስ መምሪያ ሃላፊ	አባል
23	የቱሪዝምና ብቃት ማረጋገጥ ቡድን መሪ	አባል
24	የባህል እሴትና እደ ጥበብ ሀብት ልማት ቡድን መሪ	አባል

የባህል ኢንዱስትሪ ልማት ቡድን መሪ	አባል
የጽ/ቤቱ የቅርስ ተወካይ	አባል
የቱሪስት አገልግሎት ሰጪ ተቋማት ተወካይ	አባል
የቱሪስት አገልግሎት ሰጪ ተቋማት ተወካይ	አባል
የቱሪስት አገልግሎት ሰጪ ተቋማት ተወካይ	አባል
የኢ/አ/ተ/ቤተ-ክርስቲያን እምነት ተወካይ	አባል
የመ·ስ·ል·ም እምነት ተወካይ	አባል
የመካነ ኢየሱስ እምነት ተወካይ	አባል
የፕሮቴስታንት እምነት ተወካይ	አባል
የእድር ተወካይ	አባል
የሴቶች ፎረም ተወካይ	አባል
የሴቶች ማህበር ተወካይ	አባል
የወጣቶች ፎረም ተወካይ	አባል

Annex-VI

Document of TTC establishment



በአዲስ አበባ ከተማ አስተዳደር የባህልና ቱሪዝም ቢሮ
Addis Ababa City Government Culture and Tourism Bureau

ቁጥር ባ/ት/ል/222-2/61
Ref No. 08 የካቲት 2009
ቀን
Date.

ሰ ጉሰሌ ክ/ከተማ ባህልና ቱሪዝም ጽ/ቤት
አዲስ አበባ

ጉዳዩ፡- የአዲስ አበባ ከተማ አስተዳደር የቱሪዝም ትራንስፎርሜሽን ምክር ቤት ሠነድና የተቋቋሙ የቱሪዝም ትራንስፎርሜሽን ምክር ቤቶች መረጃ መጠየቂያ ቅጽ መላክን ይመለከታል

የአዲስ አበባ ከተማ አስተዳደር የቱሪዝም ኢንዱስትሪው ወደ ላቀ ደረጃ ለማሸጋገር እና ከተማዋን በአገር አቀፍ ብሎም በአፍሪካና በዓለም ደረጃ የቱሪዝም መዳረሻ ማድረግ እንዲቻል በከተማ አስተዳደሩ ክቡር ከንቲባ የሚመራ የቱሪዝም ትራንስፎርሜሽን ምክር ቤት በአዲስ አበባ ከተማ አስተዳደር አዲስ ነጋሪት ጋዜጣ ደንብ ቁጥር 62/2006 ዓ.ም ጀምሮ በየዓመቱ ጉባኤ እያካሄደ ይገኛል ::

በዚህ መሰረት የቱሪዝም ትራንስፎርሜሽን ምክር ቤቶች አደረጃጀት መዋቅር እስከ ወረዳዎች እንደሚወርድ በደንብ ቁጥር 62/2006 ላይ በግልጽ ተደንግጓል። ጉባኤዎች ሲካሄዱም ከባለድርሻ አካላት ጋር በሚሠሩት ሥራዎች ልክ የመግባቢያ ሠነድ እንዲፈራረሙ በማድረግ አደረጃጀቱን የማጠናከርና ምክር ቤቶቹን የማቀጣጠል ተግባር መፈጸም እንዲቻል፡-

ለከተማው ትራንስፎርሜሽን ምክር ቤት አባላት የቀረበ የአደንዳንዱን የም/ቤት አባል ተግባርና ኃላፊነት የሚገልጽ 46ገጽ ሠነድ እና ምክር ቤቱ የተቋቋመበት ደንብ ቁጥር 62 2006 ዓ.ም ከዚህ በፊት ለሁሉም ክፍለ ከተሞች የተላከ ቢሆንም አንዳንድ ክፍለ ከተሞች አቅጣጫውን በተሟላ መንገድ በመተግበር በኩል ክፍተት እንዳለ በ2009 የ6 ወር የአፈፃፀም የግምገማ መድረክ ላይ ተረጋግጧል።

ስለዚህ ከላይ የተጠቀሱትን ሰነድና ደንብ ከዚህ ደብዳቤ ጋር አባሪ አድርገን የላክን መሆናችንን እየገለጽን እስካሁን ክ/ከተማ እስከ ወረዳዎች የተቋቋሙትን የቱሪዝም ትራንስፎርሜሽን ምክር ቤቶች መረጃ ማሰባሰቢያ 1 ገጽ ቅጽ ተሞልቶ እስከ የካቲት 20/2009ዓ.ም እንዲላክ ሆኖ ቀሪ ሥራዎች ደግሞ በቀጣዩ ሁለት ወራት ውስጥ ትኩረት ተሰጥቶት እንዲሚሰ በጥብቅ አስታውቃለሁ።

"ከሠላምታ ጋር"
ወ/ሮ ሐጎስ ተድላ
የአ/አ/ከ/አ/ባህልና ቱሪዝም ቢሮ ኃላፊ

ግልባጭ፡-
ሮ ጉሰሌ ክፍለ ከተማ ዋና ሥራ አስፈጻሚ
በባህልና ቱሪዝም ቢሮ

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x:8666 A.A,Ethiopia
መልስ ሲጽፉልን የእኛን ቁጥር ይጥቀሱ

Email: info@addisculture tourism.gov.et
Website: www.addisculture tourism.gov.et
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Annex-VII:

Attraction sites of Gullele Sub-City

የጉለሌ ክ/ከተማ የቱሪዝም መስህብ ሀብቶች

ጉለሌ የበርካታ ተፈጥሮአዊ፣ ታሪካዊና ባህላዊ ቅርሶችና መስህብ ሀብቶች ባለቤት ናት፡፡ ከእነዚህም ዉስጥ በርካታ ታሪካዊ ቤቶች፣ ጥንታዊ አብያተ ክርስትያናት፣ ዋሻዎች፣ ሐዉልቶች እና ሙዝየሞች ይገኙባታል፡፡

- 28 ታሪካዊ ቤቶች
- 8 አብያተ ክርስትያናት
- 5. መናፈሻ ፓርኮች
- 5 ዋሻዎች
- 5 ሐዉልቶች
- 3 ሙዝየሞች /የደብር ሙዚየሞችን ጨምሮ/ እና
- 2 ጥንታዊ ድልድይ ናቸዉ፡፡

ተ.ቁ	የቱሪስት መስቦች ስም ዝርዝር	የሚገኙበት ወረዳ	የሚገኝ ልዩ ቦት
		ታሪካዊ ቤቶች	
1	የእቴጌ መነን የጸሎት ቤት እና የምግብ አዳራሽ	ወረዳ 2	ታሪካዊ ቤቱ በሐምሌ 19 መናፈሻ ግቢ ዉስጥ ይገኛል፡፡
2	ተፈሪ መኮንን ት/ቤት	ወረዳ 2	በአሁኑ ግዜ የእንጠጦ ቴክኒክና ሙያ ኮሌጅ እየተባለ በኢትዮጵያ ስብሰባ ማእከል መሄጃ መንገድ ምስካየ ህዙናን መድሃኒአለም ገዳም ጎን ይገኛል፡፡
3	የቢተወደድ ወልደፃድቅ ጎሹ መኖርያ ቤት	ወረዳ 1	ሸሮሜዳ አከባቢ ወረዳ 01 ቅጥር ግቢ ውስጥ ይገኛል፡፡
4	የቀኝ አዝማች በየነ ይመር መኖርያ ቤት	ወረዳ 2	ሸሮ ሜዳ ከስፔን ኢንባሲ አጠገብ፡፡
5	ብላታ ሀሩይ ወ/ስላሴ ቤት	ወረዳ 9	ሸንሌ ቅዱስ ሩፋኤል ቤተክርስቲያን አካባቢ ይገኛል፡፡
6	የእቴጌ መነን የህጻናት ማዋያማያ /ቀጨኔ ህጻናት ማሳደማያ	ወረዳ 4	ቀጨኔ መድሐኔ ዓለም ቤተ ክርስትያን ጀርባ የቀጨኔ ህጻናት ማሳደማያ እና ማቋቋሚያ እየተባለ ይጠራል፡፡
7	ጸሐፊ ትእዛዝ ሀይሌ ወ/ሩፋኤል መኖርያ ቤት	ወረዳ4	ቀጨኔ መድሐኔ አለም ቤተ ክርስትያን ጀርባ አጼ ልብነ ድንግል ት/ቤት ጊቢ ዉስጥ ይገኛል፡፡
8	የራስ አበበ አረጋይ መኖርያ ቤት	ወረዳ1	በአሁኑ የቲቢ ስፔሻላይዝድ ሆስፒታል በመሆን አገልግሎት እየሰጠ ይገኛል፡፡
9	የሙሴ ያዕቆብ መኖርያ ቤት	ወረዳ8	ሰሜን ማዘጋጃ ከፍብሎ አዲሱ ገበያ አከባቢ ሸገር መናፈሻ ግቢ ዉስጥ ይገኛል፡፡
10	የደጃዝማች ገ/ማርያም ነሪ ቤት	ወረዳ3	ከመነን ኮንደሚንየም ቤቶች ፊት ለፊት ይገኛል፡፡
11	የጸሐፊ ትእዛዝ ጉበረስላሴ ወ/አረጋይ መኖርያ ቤት	ወረዳ3	መነን አካባቢ ፣ እየርሳሌም የመጀመርያ ደረጃ ት/ቤት አጠገብ ይገኛል፡፡
12	የሐዲስ አለማየሁ መኖርያ ቤት	ወረዳ4	ናይጀርያ ኤምባሲ ጀርባ ወይም ቀጨኔ ህጻናት ማሳደማያ ጎን ይገኛል፡፡
13	የልዑል መኮንን ኃ/ስላሴ መኖርያ ቤት	ወረዳ2	ከአሜሪካ ኤምባሲ አጠገብ ፣ከኢትዮጵያ ስብሰባ ማእከል ከፍ ብሎ ይገኛል፡፡
14	የደጃዝማች አስፋው ከበደ ቤት	ወረዳ2	መነን ት/ቤት ፊት ለፊት ይገኛል፡፡
15	የአጼ ሚኒሊክ ቤተመንግስት	ወረዳ 1	እንጦጦ ማሪያም ይገኛል ፡፡

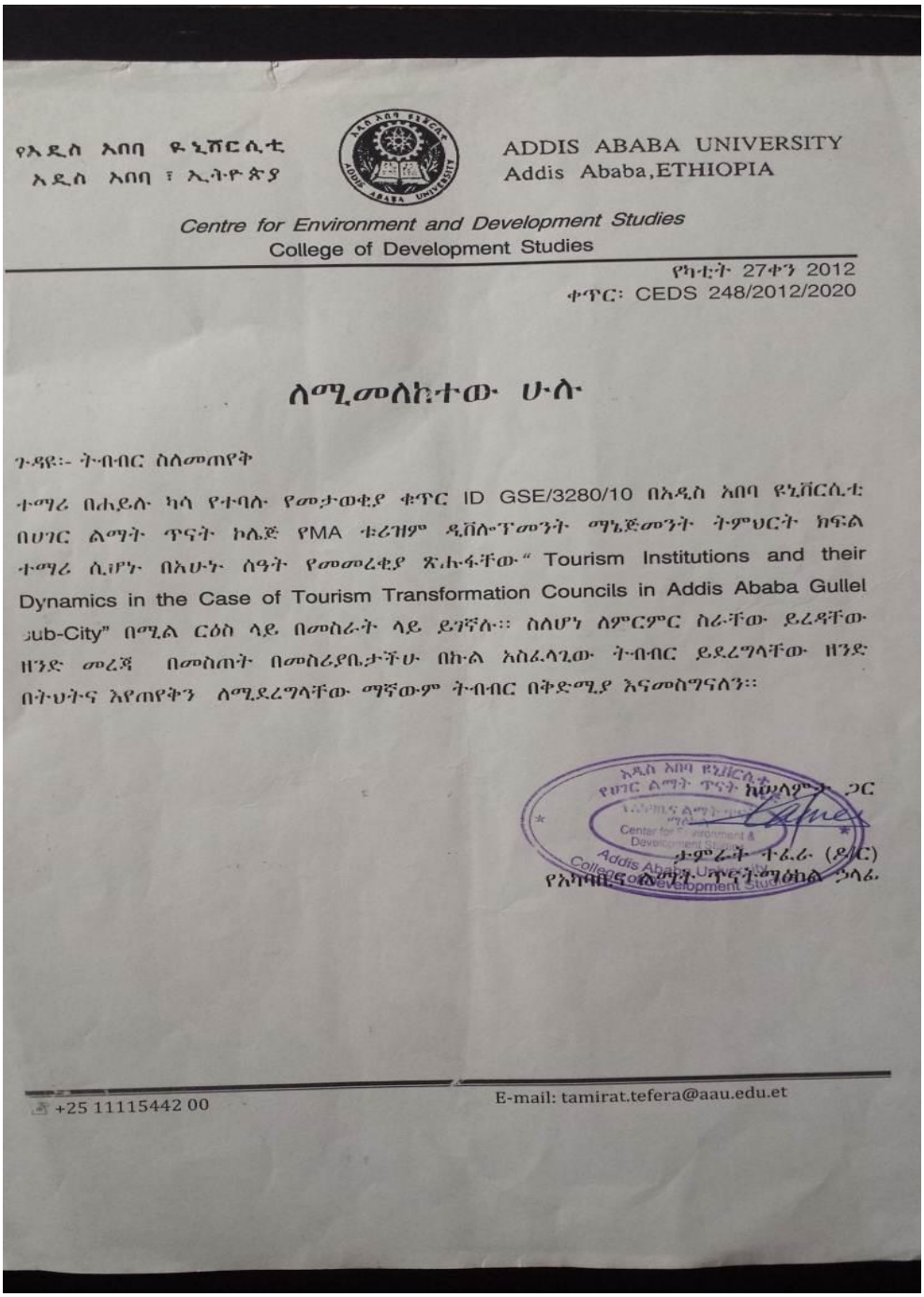
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16	ብላቴን ጌታ ሳህሌ ጸዳሉ ቤት	ወረዳ 1	ቤቱ እንጦጦ ቁስቐም ማሪያም አከባቢ ይገኛል፡፡
17	የሊውስ ፓስተር መታሰቢያ ተቋም /ቶማስ ዳምቤ ሆስፒታል/	ወረዳ 8	ጳውሎስ ሆስፒታል አጠገብ ይገኛል፡፡
18	የሙሴ ፋሲካ ወ/ሚካኤል ቤት	ወረዳ 9	ሸንሌ ሩፋኤል አከባቢ ይገኛል፡፡
19	የአልጋወራሽ አስፋው ወሰን ቤት	ወረዳ2	6-ኪሎ ዩኒቨርሲቲ የቢዝነስና ኢኮኖሚክ ካምፓስ (FBE)ውስጥ ይገኛል፡፡
20	ገነተ ልዑል ቤተ- መንግስት	ወረዳ 2	የ6 ኪሎ ዩኒቨርሲቲ የጥናትና ምርምር ኢንስቲቱት ሆኖ እያገለገለ ይገኛል፡፡
21	መድሀኔዓለም የድሀ ልጆች ት/ቤት	ወረዳ 9	አሁን መድሀንየለም መሰናዶ ት/ቤት ሆኖ ያገለግላል፡፡
22	የሼህ ሆጀሌ ቤተ-መንግስት	ወረዳ 9	ሸንሌ ሩፋኤል አካባቢ ይገኛል፡፡
23	የአፈ ንጉስ አጥናፍ ሰገድ ወልደ ጻዲቅ ቤት	ወረዳ 3	መነን አካባቢ ይገኛል፡፡
24	የእቴጌ መነን ት/ቤት	ወረዳ 3	ቀድሞ የልጃገረዶች ት/ቤት አሁን የካቲት 12 የመሰናዶ ት/ቤት ሆኖ ያገለግላል፡፡
25	የእቴጌ ጣይቱ ቤተ መንግስት	ወረዳ 1	እንጦጦ ቅዱስ ራጉኤል ቤተ ክርስትያን አከባቢ ይገኛል፡፡
			ሐውልቶች
26	የካርል ማርክስ ሐውልት	ወረዳ2	6-ኪሎ ዩኒቨርስቲ ዋናው በር ፊት ለፊት ድባብ መናፈሻ ዉስጥ ይገኛል፡፡
27	የኢትዮጵያን የኮርያ ዘማቾች መታሰቢያ ሐውልት	ወረዳ 4	ሐውልቱ አፍንጮ በር ፓርክ ዉስጥ ይገኛሉ፡፡
28	የቀዳማዊ ኃ/ስላሴ የመታሰቢያ ሐውልት	ወረዳ 1	እንጦጦ ቴክኒክ እና ሙያ ማሰልጠኛ ኮሌጅ ዉስጥ ይገኛል፡፡
29	የዶ/ር እንግዳ ዮሃንስ መታሰቢያ ሐውልት	ወረዳ 1	በእንጦጦ ቴክኒክና ሙያ ግቢ ዉስጥ ይገኛል፡፡
30	የራስ መኮንን መታሰቢያ ሐውልት	ወረዳ2	6 ኪሎ ዩኒቨርሲቲ በኢትዮጲያ ጥናት እና ምርምር ተቋም ውስጥ ይገኛል፡፡
			ዋሻዎች
31	የአጼ ዳዊት ዋሻ	ወረዳ 1	በእንጦጦ ቅዱስ ራጉኤል ቤተ ክርስትያን ቅጥር ግቢ ውስጥ ይገኛል፡፡
32	አለሙ አዋሽ ዋሻ	ወረዳ 6	ከእንጦጦ ቅ/ራጉኤል ቤተ ክርስትያን በስተ ሰሜን ምእራብ በኩል መንገዱን ተሻግሮ ከምፅላል ግርማ ዋሻ ጎን ይገኛል፡፡
33	ምፅላል ግርማ ዋሻ	ወረዳ6	ከእንጦጦ ቅዱስ ራጉኤል ቤተ ክርስትያን በስተምእራብ በኩል የንጉስውሃ ተብሎ በሚጠራ አከባቢ ይገኛል፡፡
34	ገ/ሚካኤል ወ/ፃድቅ ዋሻ	ወረዳ 6	ከእንጦጦ ቤተ ክርስትያን በስተ ሰሜን ምእራብ ከምፅላል ግርማ እና ከአለሙ አዋሽ ዋሻዎች አጠገብ ይገኛል፡፡
35	መልአከ ኃይል ተድላ ወልደ ፃድቅ ዋሻ	ወረዳ6	ከእንጦጦ ቅ/ራጉኤል በስተ ሰሜን ምእራብ አቅጣጫ በግምት መቶ ሜትር ገባ ብሎ ይገኛል፡፡
			ታሪካዊና ጥንታዊ አብያተ ክርስቲያን
36	እንጦጦ ደ/ሀይል ቅዱስ ራጉኤል /ደብረ ኤልያስ ቤተክርስቲያን	ወረዳ6	ቤተክርስቲያኗ በእንጦጦ ተራራማና ዳገታማ አከባቢ ትገኛለች፡፡
37	እንጦጦ ሀመረኖህ ኪዳነ-ምህረት ገዳም	ወረዳ 1	ቤተ ክርስቲያኗ በ ጉ/ክ/ከ ወረዳ፣ ትገኛለች ፡፡
38	ምስካየ ህዙናን መድሀኔአለም ገዳም	ወረዳ2	ገዳሙ ለተፈሪመኮንን ት/ቤት አዳሪ ተማሪዎች መጸለያ ፣መንፈሳዊ ት/ቤት መማሪያና የአምልኮ ቦታእንዲሆን በ አጼ ኀ/ስላሴ ተእዛዝ ተሰራ፡፡
39	ጸርሀ አፍያም ቅዱስ ሩፋኤል ቤ/ክርስቲያን	ወረዳ 9	ጸርሀአርያም ቅዱስ ሩፋኤል ቤተክርስቲያን ሸንሌ አካባቢ ይገኛል፡፡
40	ቀጨኔ ደብረ-ሰላም መድኀኔዓለም	ወረዳ 4	ቀጨኔ ደብረ-ሰልም መድኀኔአለም ቀጨኔ አካባቢ ይገኛል ፡፡
41	መንበረ ንግስት ቁስቋም ማሪያም	ወረዳ 1	ቁስቃም አከባቢ፡፡

	ቤ/ክርስቲያን		
42	መንበረ ፀሀይ እንጦጦ ቅድስት ማርያም ቤተክርስቲያን	ወረዳ 1	ቤተ-ክርስቲያኗ በእንጦጦ ጫፍ ከአጼ ምንሊክ ቤተ-መንግስት አጠገብ ትገኛለች።
43	መንበረ ልአል ቅዱስ ማርቆስ	ወረዳ 2	6 ኪ.ሎ ዩኒቨርስቲ ጎን ይገኛል።
	የመናፈሻ ፓርኮች		
44	አፍንፍሎ በር መናፈሻ	ወረዳ 8	ሰሜን መዘጋጃ አካባቢ ይገኛል።
45	ሐምሌ 19 መናፈሻ	ወረዳ 2	አሜሪካ ኢንባሲ ጀርባ
46	ሸገር መናፈሻ	ወረዳ 8	ከአዲሱ ገበያ ወደ ጊዮርጊስ በሚወስደው መንገድ በስተ ቀኝ በኩል ይገኛል።
47	ጉለሌ እጽዋት ማእከል	ወረዳ-10	ጉለሌ ክ/ከተማ ወረዳ 10 ከጽዮን ሆቴል 200 ሜትር ገባ ብሎ
48	እንጦጦ ፓርክ	ወረዳ-1	ከሸሮ ሜዳ ወደ ሱሉልታ በሚወስደዉ መንገድ በስተቀኝ 500 ሜትር
	ጥንታዊ ድልድይ		
49	ጅፋሩ ድልድይ	ወረዳ7	ወረዳው አካባቢ
50	ቀጨኔ አካባቢ ድልድይ	ወረዳ 4	ቀጨኔ
	ሙዝየሞች		
51	እንጦጦ ማርያም ሙዚየም	ወረዳ-1	ቀጨኔ አካባቢ ይገኛል
52	ኢትኖግራፊክ ሙዚየም	ወረዳ-2	6ኪ.ሎ ዩኒቨርስቲ
53	ቀጨኔ መድሃኒአለም ሙዚየም	ወረዳ-4	ቀጨኔ ደብረ-ሰላም መድሃኒአለም ቤ/ያን አካባቢ

Annex-VIII

Support letter from the AAU



የአዲስ አበባ ዩኒቨርሲቲ
አዲስ አበባ ፣ ኢትዮጵያ

ADDIS ABABA UNIVERSITY
Addis Ababa,ETHIOPIA

Centre for Environment and Development Studies
College of Development Studies

የካቲት 27ቀን 2012
ቁጥር፡ CEDS 248/2012/2020

ለሚመለከተው ሁሉ

ጉዳዩ፡- ትብብር ስለመጠየቅ

ተማሪ በሐይሉ ካሳ የተባሉ የመታወቂያ ቁጥር ID GSE/3280/10 በአዲስ አበባ ዩኒቨርሲቲ በሀገር ልማት ጥናት ኮሌጅ የMA ቱሪዝም ዲቨሎፕመንት ማኔጅመንት ትምህርት ክፍል ተማሪ ሲሆኑ በአሁኑ ሰዓት የመመረቂያ ጽሑፋቸው" Tourism Institutions and their Dynamics in the Case of Tourism Transformation Councils in Addis Ababa Gullel Sub-City" በሚል ርዕስ ላይ በመስራት ላይ ይገኛሉ። ስለሆነ ለምርምር ስራቸው ይረዳቸው ዘንድ መረጃ በመስጠት በመስሪያቤታችሁ በኩል አስፈላጊው ትብብር ይደረግላቸው ዘንድ በትህትና እየጠየቅን ለሚደረግላቸው ማንኛውም ትብብር በቅድሚያ እናመሰግናለን።

አዲስ አበባ ዩኒቨርሲቲ
የሀገር ልማት ጥናት ኮሌጅ
Center for Environment & Development
Addis Ababa University
College of Development Studies

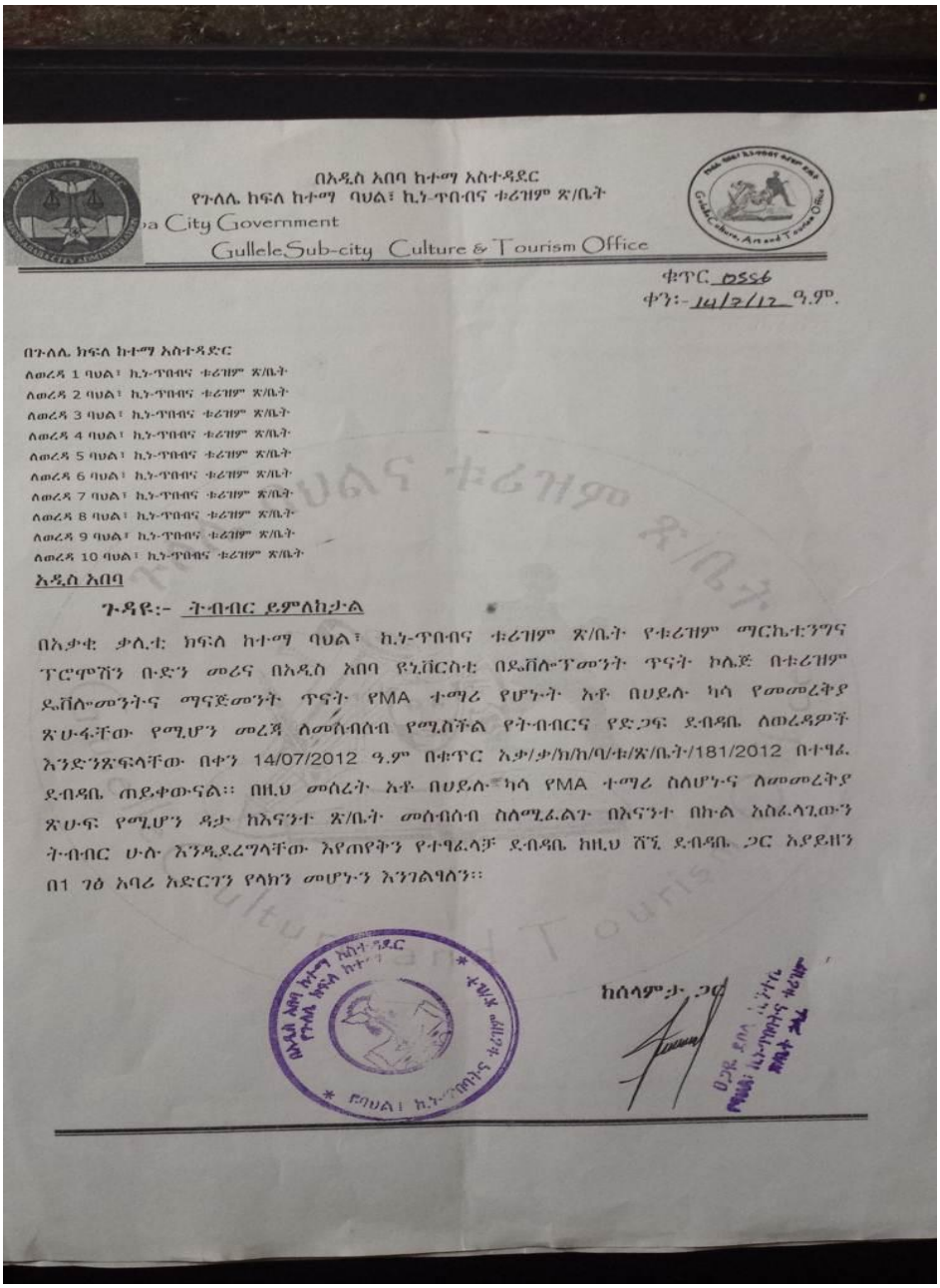
ከሠላምታ ጋር
ታምራት ተፈራ (ዶ/ር)
የአካባቢና ልማት ጥናት ማዕከል ኃላፊ

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Annex-IX

Support Letter from Gullele Sub-City Culture Tourism Office



በአዲስ አበባ ከተማ አስተዳደር
የጉለሌ ክፍለ ከተማ ባህል፣ ኪነ-ጥበብና ቱሪዝም ጽ/ቤት
a City Government
GullaleSub-city Culture & Tourism Office

ቁጥር ፀ5ና6
ቀን:- 14/7/12 ዓ.ም.

በጉለሌ ክፍለ ከተማ አስተዳድር
ለወረዳ 1 ባህል፣ ኪነ-ጥበብና ቱሪዝም ጽ/ቤት
ለወረዳ 2 ባህል፣ ኪነ-ጥበብና ቱሪዝም ጽ/ቤት
ለወረዳ 3 ባህል፣ ኪነ-ጥበብና ቱሪዝም ጽ/ቤት
ለወረዳ 4 ባህል፣ ኪነ-ጥበብና ቱሪዝም ጽ/ቤት
ለወረዳ 5 ባህል፣ ኪነ-ጥበብና ቱሪዝም ጽ/ቤት
ለወረዳ 6 ባህል፣ ኪነ-ጥበብና ቱሪዝም ጽ/ቤት
ለወረዳ 7 ባህል፣ ኪነ-ጥበብና ቱሪዝም ጽ/ቤት
ለወረዳ 8 ባህል፣ ኪነ-ጥበብና ቱሪዝም ጽ/ቤት
ለወረዳ 9 ባህል፣ ኪነ-ጥበብና ቱሪዝም ጽ/ቤት
ለወረዳ 10 ባህል፣ ኪነ-ጥበብና ቱሪዝም ጽ/ቤት

አዲስ አበባ

ጉዳዩ:- ትብብር ይመለከታል

በአቃቂ ቃሊቲ ክፍለ ከተማ ባህል፣ ኪነ-ጥበብና ቱሪዝም ጽ/ቤት የቱሪዝም ማርኬቲንግና ፕሮሞሽን ቡድን መሪና በአዲስ አበባ ዩኒቨርስቲ በዴቨሎፕመንት ጥናት ኮሌጅ በቱሪዝም ዴቨሎመንትና ማናጅመንት ጥናት የMA ተማሪ የሆኑት አቶ በሀይሉ ካሳ የመመረቅያ ጽሁፋቸው የሚሆን መረጃ ለመሰብሰብ የሚስችል የትብብርና የድጋፍ ደብዳቤ ለወረዳዎች አንድንጽፍላቸው በቀን 14/07/2012 ዓ.ም በቁጥር አቃ/ቃ/ክ/ባ/ቱ/ጽ/ቤት/181/2012 በተፃፈ ደብዳቤ ጠይቀውናል። በዚህ መሰረት አቶ በሀይሉ ካሳ የMA ተማሪ ስለሆኑና ለመመረቅያ ጽሁፍ የሚሆን ዳታ ከእናንተ ጽ/ቤት መሰብሰብ ስለሚፈልጉ በእናንተ በኩል አስፈላጊውን ትብብር ሁሉ እንዲደረግላቸው እየጠየቅን የተጣፈላቸ ደብዳቤ ከዚህ ሸኚ ደብዳቤ ጋር አያይዘን በ1 ገፅ አባሪ አድርገን የላክን መሆኑን እንገልፃለን።

ከሰላምታ ጋር

Annex-X

Support letter from Akaki Kality Sub-City Culture Tourism Office



በአዲስ አበባ ከተማ አስተዳደር
የአቃቂ ቃሊቲ ክ/ከተማ
ባህልና ቱሪዝም ጽ/ቤት

ስልክ - 0118898974

Government of Addis Abeba
Akaki-Kality sub- city
Culture & Tourism Office

ቁጥር፡- አቃ/ቃ/ክ/ክ/ባ/ቱ/ጽ/ቤት/1761/2012

ቀን፡- 14/07/2012 ዓ.ም

ለጉለሌ ክ/ከተማ አስተዳደር ባህል፣ኪነ-ጥበብና ቱሪዝም ጽ/ቤት

አዲስ አበባ

ጉዳዩ፡ ትብብርን ይመለከታል

በአቃቂ ቃሊቲ ክ/ከተማ ባህል ኪነ-ጥበብና ቱሪዝም ጽ/ቤት የማርኬቲንግና ፕሮሞሽን ቡድን መሪ የሆኑት አቶ በሀይሉ ካሳ ለሁተኛ ድግሪ (ማስተርስ ድግሪ) መመረቂያ ጽሁፍ የሚሆን መረጃ ለመሰብሰብ ለጉለሌ ክ/ከተማ ባህልና ቱሪዝም ጽ/ቤት የትብብር ደብዳቤ እንዲጻፍላቸው በቀን11/07/2012 ዓ.ም ጠይቀውናል፡፡

በመሆኑም አቶ በሀይሉ ካሳ የጽ/ቤታችን ባልደረባ መሆናቸውንና የማስተርስ ትምህርት እየተማሩ መሆኑን እንዲሁም በጉለሌ ክ/ከተማ ቱሪዝም ትራንስፎርሜሽን ም/ቤት ላይ ትኩረት በማድረግ የመመረቂያ ጥናታቸውን እያደረጉ መሆኑን አረጋግጠናል፡፡ ስለሆነም የጥናቱ ርእሰ ጉዳይ እንደ ክ/ከተማ ብሎም እንደ ከተማ አሰፈላጊና የቱሪዝም ትራንስፎርሜሽን ም/ቤት በቱሪዝም ልማት ላይ የነበረውን ሚና የሚዳስስ በመሆኑ፣ ለመሰሪያ ቢታችን ባልደረባ እንደ አንድ እህት መስሪያ ቤት ተገቢውን ትብብርና ድጋፍ ታደርጉለት ዘንድ በአክብሮት አጠይቃለሁ፡፡

ከሠላምታ ጋር

ግልባጭ

በአቃቂ /ቃ/ክ/ክ አስተዳደር

- ለባህል ኪነ-ጥበብና ቱሪዝም ጽ/ቤት

አዲስ አበባ

ቱሪዝምን በማልማት የሀገራችንን በጎ ገጽታ እንገንባ !