



Addis Ababa University

College of Social Sciences

Department of Archaeology and Heritage Management

**MUSEUM COLLECTIONS AND MANAGEMENT: A CASE OF ADDIS
ABABA MUSEUM**

By

EshetuTaye

Advisor:

KassayeBegashaw (Ph. D)

**A Thesis Submitted to the Department of Archaeology and Heritage
Management in Partial Fulfillment of the Requirements for the Degree of
Master of Arts in Museum Studies**

Addis Ababa

May, 2020

Addis Ababa University

College of Social Sciences

Department of Archaeology and Heritage Management

**MUSEUM COLLECTIONS AND MANAGEMENT: A CASE OF ADDIS
ABABA MUSEUM**

By

EshetuTaye

Advisor:

KassayeBegashaw (Ph. D)

**A Thesis Submitted to the Department of Archaeology and Heritage
Management in Partial Fulfillment of the Requirements for the Degree of
Master of Arts in Museum Studies**

Addis Ababa

May, 2020

Declaration

I declare that the work in this thesis has not previously been submitted for any degree nor has it been submitted as part of the requirements for any other degree except as fully acknowledged within the text.

ESHETU TAYE TEMSAS

Signature_____ Date_____

Approval

This is to declare that the thesis prepared by *EshetuTayeTemsas* entitled “*Museum Collection and Management; the case of Addis Ababa Museum* ” which is submitted in partial fulfillment of the requirements for the degree of master of Art in Museum Studies, complies with the regulations of the University and meets the accepted standards with respect to originality and quality.

Approved by Board of Examiners

Advisor _____ Signature _____ Date _____

Internal Examiner _____ Signature _____ Date _____

External Examiner _____ Signature _____ Date _____

ACKNOWLEDGEMENTS

My earnest gratitude goes to Addis Ababa University, Department of Archaeology and Heritage Management for providing me this scholarship.

I would like to express my sincerest gratitude to my adviser Dr. Kassaye Begashaw for his persistent guidance and encouragement through the course of this thesis

College and its staff members, specially and Mengistu Gobeze (Ph.D), Ato Nega G/Selassie, Ato Tekle Hagos, Worku Derara (Ph.D) and Hbir Mohamed

I like to thank staff of Addis Abeba Museum and staff of Heritage Department of AACAT Bureau.

My loved family deserves an everlasting gratitude to my wife Konjit Mulugeta, who nourished me with lighting morale. My kids Nathanael and Betselot were real foundation for my aspiration and renewal of my life.

Acronyms

AACATB= Addis Ababa Culture Arts and Tourism Bureau

AAM= Addis Ababa Museum

ARCCH = Authority for Research and Conservation of Cultural Heritage.

BPR = Business Processing Reengineering..

GTP = Growth and Transformation Plan

ICOM = International Councils of Museums.

ICCROM= International Center for the Study of Preservation and Restoration of Cultural Property

NME= National Museum of Ethiopia

NML= National Museum of Liverpool

UNESCO = United Nations Educational, Scientific and Cultural Organization

Table of Contents

ACKNOWLEDGEMENTS.....	i
Acronyms.....	ii
Lists of Figures.....	vii
Lists of Tables.....	viii
Abstract.....	ix
CHAPTER ONE.....	1
1. INTRODUCTION.....	1
1.1. Background of the Study.....	1
1.2. Statement of the problem.....	2
1.3. Objectives of the Study.....	5
1.3.1. General Objective.....	5
1.3.2. Specific Objectives.....	5
1.4. Research Questions.....	5
1.5. Methodology.....	6
1.5.1. Research Design and Approach.....	6
1.5.2.1. Sampling Techniques.....	7
1.5.2.2. Sample Size.....	7
1.6. Source and nature of Data.....	8
1.7. Method of data collection.....	9
1.8. Pre-field Data Collection.....	9
1.9. Data Collection method in the Field.....	9
1.10. Data Gathering Tools.....	10
1.11. Data Processing and Analysis.....	12
1.12. Methods of Data Analysis/ Interpretation.....	12

1.13. Significance of the Study	12
1.14. Scope of the Study	13
1.15. Organization of the thesis	13
CHAPTER TWO	14
2. Review of the Related Literature.....	14
2.1. Museum in 21 st Century.....	14
2.2. Museum and collections	15
2.3. History of Collections	18
2.4. Museum Management.....	19
2.5. Museum Collection Management	21
2.6. Developments of Museums and Collections in Ethiopia.....	26
2.7. The Emergence of Addis Ababa museum	26
2.8. Collections in Addis Ababa Museum	27
2.9. Historical Background of Legal frame Works on Heritage Management in Ethiopia	28
2.10. Classifications of Collections in Addis Ababa Museum.....	29
2.11. The Current Status of Collections in Addis Ababa Museum	29
CHAPTER THREE	32
3. DATA PRESENTATION	32
3.1. Categories of Collections of Addis Ababa Museum.....	32
3.2. Data Gathered from Respondents	36
3.2.2. Collection Management	39
3.2.3. Exhibition	40
3.2.4. Educational Activities	41
3.2.5. Museum Service Delivery	41
3.2.6. Organizational Performance.....	42

3.2.7.	Organizational structure	43
3.2.8.	Stakeholder participation.....	44
3.3.	Open Ended Questions.....	44
3.3.1.	Museum collections and management	44
3.3.2.	The organizational structure of Addis Ababa museum.....	45
3.3.3.	Legal Frame works.....	45
3.3.4.	Participation of Stakeholders	46
3.3.5.	Public Expectation.....	46
3.4.	Data from Interview	46
3.4.1.	History and Mission	46
3.4.2.	Collection management.....	48
3.4.3.	The Role of Addis Ababa Museum.....	49
3.4.4.	The Challenges and Opportunities of the Museum.....	50
CHAPTER FOUR.....		52
4.	DATA ANALYSIS AND INTERPRETATION.....	52
4.1.	The Existing conditions of Collections in Addis Ababa Museum.....	53
4.2.	Acquisition Mechanisms of collections	54
4.3.	Museum Collection Management	55
4.4.	Organizational Performance	57
4.5.	The Role of Addis Ababa Museum	58
4.6.	Challenges of Collection Management in Addis Ababa Museum.....	59
4.6.1.	Representational problem.....	59
4.6.2.	Improper organizational Structure	60
4.6.3.	The Absence of legal Frameworks.....	61
4.6.4.	Less stakeholder participation.....	61

CHAPTER FIVE	62
5. MAJOR FINDINGS, CONCLUSION AND RECOMENDATION.....	62
5.1. Major findings.....	62
5.2. Conclusion	63
5.3. Recommendation	65
Bibliography	67
APPENDICES	72

Lists of Figures

Fig. 1 Preparing for Cleaning	4
Fig.2. School Student Visiting the Museum	11
Fig.3. Temporary Exhibition.....	13
Fig. 4. Crosses in Store	27
Fig. 5. Inside the Exhibition.....	31
Fig. 6. Collections available in store.....	32
Fig. 7. Collections displayed in museums gallery	33
Fig. 8. The First Hall.....	33
Fig. 9. The Current Organizational Structure of Addis Ababa Museum	34
Fig. 10. The annual Number of Visitors of Addis Ababa Museum.....	35
Fig. 11. Respondent Classifications by Age and Gender.....	36
Fig. 12. Respondents response educational levels and qualification	37
Fig. 13. In the Store.....	37
Fig. 14. Adowa Hall.....	43
Fig. 15. Founders of Addis Ababa Museum: Mayor Zewdie Teklu and his colleagues	47
Fig. 16. The Existing Condition of Collection of Addis Ababa Museum	53
Fig. 17. The Existing Condition of Collection of Addis Ababa Museum	54
Fig . 18. One the Exhibition Gallery in Addis Ababa museum.....	56
Fig. 19. Adowa Exhibition Gallery in Addis Ababa museum	56

Lists of Tables

Table 1 Response on the public and Addis Ababa museum.....	38
Table 2 Response on collection management.....	39
Table 3 Response on Exhibition	40
Table 4 Response on Educational Activities	41
Table 5 Response on Museum service delivery.....	41
Table 6 response on organizational structure.....	42
Table 7 Response on organizational structure	43
Table 8 Response on organizational structure	44

Abstract

The museum collection management is one of the important processes for museums to be successful in their mission. It refers to the process of managing museum collections properly and increasing of effectiveness of the museums. It is the systematic mechanisms which regulates the museum collections to play towards the achievement of organizational goals. Addis Ababa Museum since its foundation in 1986 has over the years tried to accomplish a lot of objectives in its activities. The museum collection management is not on the position from the expectations to be as the municipal museum. Up to now few researchers have dealt with the issues concerning the collection management of the museum. The general objective of this study is to assess the current status of the museum collections and management by examining the effectiveness of the current status of museum collection management in comparison with the required standard of museum management. The methodologies used to conduct the research are both qualitative and quantitative research. The necessary data were collected from both primary and secondary sources which are carefully analyzed and interpreted. To gather with this the appropriate data tools used are: questionnaires, interviews and observation. The scope of this thesis is entirely limited to the reach the experiences of the museum collection management in the context of the Addis Ababa Museum. The key findings are the museum collection management is below the expected standard set by (ICOM, ICCROM) in the level of museum collection management, representation, legal frameworks, community engagement, museum services and organizational structure. This research recommends that the museum collection management should be run and managed by professionally who should perform their tasks by following the basic principles of effective museum collection management policy and guidelines. As long as strict and proper museum policy and guidelines are put in place, it will ultimately help Addis Ababa museum develop proper standard of the museum collection management. The result leads to the appropriate, effective and goal oriented service that satisfies the general public.

CHAPTER ONE

1. INTRODUCTION

1.1. Background of the Study

The notion and development of museums have a long history. Museums are conceptualized by many scholars in different ways. Among these the following are the major concepts about museums for instance, it refers to an institution dedicated to acquisition, conservation, exhibition and education interpretations as well as promotion of objects with scientific, historical, archaeological, cultural or artistic value (Ambrose and Paine, 2006). Museums are also places where natural, cultural and artistic heritages are conserved for educational services. They are also used for sustainable developments and research activities are conducted. It is a building that serves as a place of material objects for temporary and permanent exhibition as well as to conduct research activities (Margaret, 1987).

In the past, the definitions of museums were concerned with expressing the legitimacy and justice of individuals and elite groups. But at the present, museums are not only responsible to keep the heritages of the society, but also serve as a center of education and research (Temesgen, 2004). It carries out whatever scientific study is required to understand and establish both its meaning and its possession. In this sense, it helps in the preparation of a global ethic based on practice for the conservation, protection and diffusion of cultural heritage values (ICOM, 2006).

The International Council for Museum (ICOM, 2007) also defines a museum as a non-profit, permanent institution in the services of the society and of its development, and open to the public, which conserves, communicates and exhibits, for purpose of study, education and enjoyment, material evidence of the people and their environment.

The emergence of museums in Ethiopia is a recent phenomenon as compared to the other parts of the world. The reasons for the establishment of museums in Ethiopia were also different from the other parts of Africa. The tradition of collecting, preserving and transferring to the generations remained for long period of time. But, the first museum was founded in Ethiopia in 1944 by

emperor Haileselassie I. The National museum of Ethiopia was founded with the National Archive and Library by displaying the royal ceremonial customs, robes and gifts from the royal family and their associates. Gradually the number of museums increased throughout the country in 1980s (Temesgen.2010). The Addis Ababa Museum is one of the museums in Ethiopia which was flourished in 1986

The birth and development of the Addis Ababa Museum is related with the centenary of the city. The City Council is responsible for founding the Museum as part of the then organized anniversary events and programs. It is situated in one of the prime locations of the City right adjacent to the Meskel Square and major avenue heading towards the Bole International Airport (AACT, 2018).

The foundation of the museum is the result of the gradual expansion of interests among the founders with the growth of cultural institutions and the increased awareness of the importance of city's memories and heritage. There were also demands by the higher officials as well as the general public. The above issues were among the major intensions in foundation process of the museum with the main pushing factor that is the 100s anniversary of the city's centenary. The thesis explains how the Addis Ababa Museum (here after AAM) was founded, evolved and developed (AACT, 2018).

This study was focused on Assessment of the management of the museum collections of the Addis Ababa Museum (AAM) had been surveyed, documented and described. This study also examined and identified the current statuses and challenges of AAM in relation to concepts of museum, its status, and problem of governance, representation and legal frame work. Moreover, in terms of professionalism, facilities and services in relation to AAM were investigated. .

1.2. Statement of the problem

A museum without collection cannot run or function as collections are the heart of museums. Therefore, collections are the soul of the museum. The collections may be historical, religious, economic, technological, and so on. The effective museum's collection system or management is indicated by the museums obtain objects and create collections to convey significant message or messages to the audiences they serve.

The current status of museum collections of the AAM is not effective and successful in giving valuable and meaningful services to the public. It is common today to hear various members of the public complaining about the issue. As a result, the AAM is not in the position of playing its role adequately and successfully. The public request is continuing and the museum is not benefiting from this sector like other countries of the developed world. Museums are expected to organize efficient collection management to the benefit of the general public.

It is accommodated in an attractive historical building. Front-side of the building offers remarkable view to major parts of the City and Entoto mountain range. It was constructed during the reign of Emperor Menelik II as a residential complex of one of the Emperor's royal dignitaries RasBirruWeldegebriel. The premises had remained a stronghold of the Ras' family until most parts of it have been confiscated during the Derg regime and put to different services, such services as public school, Kebele administration office and hotel, the building was finally chosen to host the Addis Ababa Museum. Nonetheless, the Museum's establishment has never been formally legislated in a manner that defines its duties and responsibilities.

Since the Museum has not hitherto formally granted an autonomous legal position, it has been put under the authority of different organizations. Among these are; the Addis Ababa Municipal Office and Bureau of Culture and Tourism for Addis Ababa City Administration. However, none of these bodies had, and has, been considering the Museum as an area of their core businesses in terms of providing it development priority. As a result, the Museum has been inordinately suffering from deficient of representative collections and management to meet its purposes.

In addition to the above problems the current museum collections and management of the AAM that is being under the Addis Ababa City Culture and Tourism Bureau, and conducting its duties being as one of the institutions subordinate to the bureau. This created gaps to perform its day to day museum services and practices today. Due to these and other complications as well as inherent problems became obstacle for the museum not to play its role properly and adequately.

However, the serious and insightful issues of the museum are not properly studied yet. There are some scholars who gave attention and studied some issues of the museum for instance, "Challenges and Prospects of Marketing in Ethiopian Museums the Case of Addis Ababa City Museum and Jimma Museum" by TegegnSintayehu in 2017 and "Current Practice and

challenges of Addis Ababa Museum” by Solomon Berhe in 2016. Both researchers contributed in identifying the shortcomings in their respective research papers. As a result, their researches have become good references for many researchers who wanted to conduct their research papers in regard to the various sensitive issues of AAM. However, there are still several gaps with regards to Addis Ababa Museum’s collections management, which is not so far identified by the above-mentioned researchers.

This research was aimed to study the Assessment of museum collections and management of the AAM in level the anticipated standards as the municipality museum. The policy issues and guidelines in the effective collection management were checked and assessed. The presence of the above multi-faceted and interconnected gaps of the AAM helped me to thoroughly investigate the limitations of the museum pertaining to the status of museum collections with regard to AAM. And it had given me an opportunity to suggest some alternative means to avoid the AAM’s to enhance and indicate its challenges to be tackled in the future to satisfy the public and excellence.

Finally, the assessed root causes of challenges that hampering the AAM were defined, collected, documented and interpreted in accordance with museum collection to contribute in narrowing the gaps to satisfy the general public in the level of the AAM was the priority of the researcher.



Fig. 1 Preparing for Cleaning (Photo by Eshetu)

1.3. Objectives of the Study

1.3.1. General Objective

The main objective of this study was to assess the museum collection and management in the case of the “AAM”.

1.3.2. Specific Objectives

The specific objectives of the study were included the following:

To examine the current museum collections and management in AAM.

To investigate the current challenges of museum collections and its impacts in AAM.

To create awareness among decision makers and stakeholders to improve the overall functions of AAM.

To analyze the role of museum collections and effective management to satisfy the interests of general public and to contribute as additional tourist destination.

1.4. Research Questions

On the basis of the stated specific objectives, the following research questions were addressed in the study:

How is the current museum collections and management in AAM?

What are the current challenges of museum collections and its impacts in AAM?

What are the main practices that the museum is conducting and trying to tackle the challenges that the museum is facing currently?

How do the museum collections and management to play to satisfy the interests of general public in the AAM?

1.5. Methodology

The study was undertaken in the AAM in Addis Ababa on the Assessment of museum collections and management was investigated and described. The contributions of AAM, challenges, opportunities and factors that exacerbate the challenges of museum collection and management at the museum were assessed. As the fundamental objective the study remained to assess the contributions and importance of museum collection, assess the challenges and forward some mechanisms and remedies in solving the problem of it, this research was a descriptive type and used both qualitative and quantitative method.

1.5.1. Research Design and Approach

This study was followed investigative research method for the sake of identifying the initiative strategies and the gap of assessment of museum collection and management in the case of the AAM was facing from its establishment to the present days. My study mainly utilized qualitative research data (Kothari, 1990). This was selected because it enables us to carry out subjective assessment of attitudes, opinions and behaviors however if it is demanded to facilitate the research's work sometimes quantitative data would have been used (Bhattacharjee, 2012). This is because; mostly the necessary data for the research was expected to collect from the museum itself. Either the researcher would use various data collection instruments like questionnaire, interview which can be structured or semi-structured approaches will be used /working correctly.

In order to gather the necessary data, the researcher has selected appropriate methods which enabled me to assess museum collection and management of the AAM and the basic factors that contributed for the gaps to it. The actions of systematical data gathering will be personal observation and interviewing the museum staff members, visitors and critically examining comments which are given by various visitors and giving chances for both informants and respondents to forward their opinions for the betterment of the museum services as well as to create representative, researched, well organized and attractive effective collection management in the museum and to help it truly to play its role.

1.5.2.1. Sampling Techniques

It is very difficult to include all museum visitors, researchers, stakeholders and professionals in the research work. As a result, purposive and random sampling techniques were employed to come up with manageable sample size. Hence, the researcher took sample representatives from the study population, such as the Directors of the ACATB, the concerned employees of the museum, and the Culture and Tourism Bureau of Addis Ababa City Administration, representatives of the professional associations, higher education institutions, experts and visitors

The rationale for the researcher to use this sampling technique was in order to include the representatives of a various stakeholders of the study area as well as to make manageable population size.

1.5.2.2. Sample Size

The sample size is the number of items to be selected from the population. Recommended sample size is the one which helps to attain the requirement of efficiency, representativeness, reliability and flexibility (Kothari, 2004). The researchers sample size is limited to 15% of the total population of the study area according to the data from the AAM, Culture and Tourism Bureau of Addis Ababa City Administration HRM 2018 the number of employees in the institution are 630, the average of visitor number per month is 1500, the AAM stakeholders are 60 in association and From these using purposive sampling technic are selected for the study. Totally the number of population size in the study is 2138. To get the total numbers of the selected 15% respondents to this research will be 320.

Generally, the sampling size can be concluded as below:

For questionnaire

The questionnaire was employed because it is one of the key primary data collection tools. Most of the questions in the questionnaire were close-ended questions being arranged with Likert scale form that ranges the score from 'one' to 'five'. And, it contained different parts like: bio-data/background information of the respondents, questions related to the current organizational performance and challenges. And their items and questions related to overall perception of the

process. However, opportunities were given to the employee respondents to say more through open-ended questions. Some of questionnaires will be translated in to Amharic and pretested to respondents to confirm its consistency and understandability to fill. Based on the pretesting result, the questionnaires contents were;

- 80 for the experts
- 60 for stake holders.
- 168 for the visitors

For interview

With regard to this primary data collection instrument, semi-structured interview had been conducted with four heads from the 4 directors in the Culture and Tourism Bureau of Addis Ababa City Administration, 4 senior experts in AAM and Culture and Tourism Bureau of Addis Ababa City Administration in addition 4 from stakeholders. The interview was valuable because it important to grasp detailed information to consolidate the research.

- 4 directors in the Culture and Tourism Bureau of Addis Ababa City Administration
- 4 senior experts in AAM and Culture and Tourism Bureau of Addis Ababa City Administration,
- 4 from stakeholders

1.6. Source and nature of Data

Both primary and secondary sources of data were used in the study. The primary data had observed the survey of sample respondents of the AAM and Culture and Tourism Bureau of Addis Ababa City Administration, stakeholders and visitor's interviews and questionnaire. Secondary data's which were necessary for the study were collected from literatures in the area, articles and previously studied materials by different authors. Statistical and other related data from the AAM, Culture and Tourism Bureau of Addis Ababa City Administration moreover, also from the regional level related documents.

1.7. Method of data collection

Primarily, questionnaire and interviews were used to collect primary data. Questionnaire became the dominant tool to collect first hand data development as to collect required data from selected respondents. Closed supervision was made in filling the question rather than distributing them simply; to avoid the gap of understanding or lack of attention in filling the questionnaire by respondents. In addition to that, it was easy to collect additional information by direct observation and also additional discussion. It was good to get additional information, doing so. The questionnaire was developed for the selected respondents. Most of the questions were designed to be close ended and only some are open ended. In addition structured and unstructured interviews (and discussion) with most of the respondents were made so as to earn additional explanations and information's to fill the gap. Furthermore interviews with officers of the AAM, Culture and Tourism Bureau of Addis Ababa City Administration heads of directorates, important experts and stakeholders will be conducted to gather necessary data.

1.8. Pre-field Data Collection

In order to gather the necessary data concerning the study area, documentary /written/ sources such as books, articles, journals and other unpublished materials regarding to the AAM were thoroughly consulted before the actual field work begun.

1.9. Data Collection method in the Field

Semi-structured and self-administered questionnaires were used to collect the necessary data from the informants. During the fieldwork, the essential data were collected via dispatching the prepared questionnaires so that it reaches selected respondents. Here three assistants were employed to help the researcher in the data collection process during the actual fieldwork.

In order to organize the collected data, field notes were taken and later examined by the researcher. In addition to the collected data from the fieldwork, comment book of the AAM was also examined in order to get the necessary data about the status of ethnographic collection.

1.10. Data Gathering Tools

Data collection is the accumulation of specific evidence that enables the researcher in order to properly analyze the result of all activities in the research design and procedures. The main purpose of data collection is to verify the research question. There is no disagreement among scholars on employing varied instruments to secure more reliable and valid information. The application of multiple data sources and approaches permit the researchers to develop in depth knowledge of the issue under the study that were expected to be explored.

Hence, for conducting this research, the researcher has employed the following major data gathering tools. This included questionnaire, interview and observation

a. Questionnaire Design

For the purpose of conducting a scientifically sound research, the researcher has designed three different types of questionnaires aimed at the three bodies that have major stakes in the museum sector i.e. Professionals, visitors and professional associations.

b. Interview

Structured interviews were conducted for key informants who are selected purposively. In order to supplement the data collected via questionnaire, the interview was conducted from deans of the selected AAM and Culture and Tourism Bureau of Addis Ababa City Administration stakeholders.

Semi-structured interview and a depth interview were conducted with some key informants in order to extract their knowledge, feeling and view about the museum collection and management. A semi- structured interview were employed to collect the necessary data through a loosely conversation like approach, then the carefully taken field notes were critically examined. To gather the necessary data from the selected key informants the necessary materials were prepared ahead of time like camera, notebook, tape recorder and other means. Totally 12 key informants participated.

c. Observation

Observation is the key element of data collection method. Similarly, the researcher was employed this data collection technique in order to triangulate the data that were collected from informants. This triangulation method helped the researcher to check the validity of the data collected from both questionnaires and interviews and to assess the status of the AAM service with regard to initiatives, museum collection management and challenges.

In addition to this, the researcher used document analysis to check whether the AAM has the necessary tools like strategic plans to improve the museum collection and management, the annual reports in relation with assessment of museum collection and the services. The feedbacks collected from the various customers, letter exchanges as well as the performance level of the museum and its staff members to meet the growing demand of its customers from both sides of local and international visitors' and researchers comments in the observation process.

Both qualitative and quantitative method of data analysis and interpretation were deployed to analyze, interpret and present the primary and secondary data collection to the study purpose. A critical review of theoretical and empirical literature is made to support the finding with applicable ideas. Simple statistical technique like average and percentage will be used to examine the quantitative and comparative words to the qualitative data. Tabulation, graphs and charts were used to show the pictures that the data tends to depict.



Fig.2. School Student Visiting the Museum (Photo by Eshetu)

1.11. Data Processing and Analysis

The relevant data after collection were processed and analyzed through the use of statistical software MS Excel. The collected data from questionnaire and interviews were stored out and as the same time the information were checked for completeness. Then the response on the questionnaire and interviews were examined to what extent the Assessment of museum collection and management of AAM affected the museum practices and services. From basic statistical tools are employed in the analysis of the data. Descriptive data analysis is chosen for its simplicity and clarity of presentation in drawing inferences Average, Percentage computations employed for the analysis purpose when necessary.

1.12. Methods of Data Analysis/ Interpretation

The primary data that were collected from the questionnaire, interview and observation was analyzed in tables, graphs and charts. This was followed by descriptive analysis and interpretation with various literatures and researchers view in order to address the research questions.

The document analysis of this research included books, magazines, bulletins, newspapers, articles, journals, published and unpublished sources such as circular letters, reports, brochures, proclamations, directives, tour guide books, pamphlets, office documents from ARCCH, other stakeholders institutions.

The carefully collected qualitative data through various means were recorded and edited. In addition to this carefully collected data, qualitative data were also properly analyzed and interpreted in order to get clear picture about the initiative strategies on the assessment of museum collection and management in relation to the AAM.

1.13. Significance of the Study

The study was designed to fill gaps in collections and their management in AAM. On the other hand, it would suggest curative as well as proactive solutions for the findings during evaluation of the assessment of museum collections and management in the AAM. The study may help

policy designers, decision makers and the community in order to manage and maintain effective organizational performance and quality service delivery for the general public. Moreover, the study would help to indicate areas which require further studies.

1.14. Scope of the Study

The scope of the study will thematically focus on the current museum collections and management in the AAM with respect to the effects of the leadership, resources, organizational culture and organizational structure of the museum from its foundation to the present.

1.15. Organization of the thesis

This thesis was composed of five chapters. The first chapter was organized as introductory statement of the problem and the methodology, the second chapter dealt with the review of related literatures, the third chapter was concentrated on the data collection and data presentation, the fourth chapter possesses on the data synthesis, data interpretation, discussion and the fifth chapter focused on conclusion and recommendation.



Fig.3. Temporary Exhibition(Photo by Eshetu)

CHAPTER TWO

2. Review of the Related Literature

2.1. Museum in 21st Century

Museums are vigorous and answerable public institutions which both shape and manifest the consciousness, identities and understanding of communities and individuals in relation to their natural, historical and cultural environments through collection, documentation, conservation, research and education programs that are responsive to the needs of society (SAMA, 2001).

Museums are the places where varieties collection of natural, scientific, or other curiosities, or works of art are preserved and exhibited to the public (Findlater, 1884). They are also the audiences communicate with the certain culture and history, not in the sense of a repository (Merchant and Charles, 1904:780) and museums are a sacred places, forums of the societies cultural and historical heritage (Klein, 1967)

Museums currently have developed into multi-dimensional organizations, displaying, preserving and collecting objects which are of increasing interest to the global community. They have started to give the audience oriented services and now compete for our attention with other “leisure-time” activities. The Museum audiences always seek to learn and see their images .They must prove themselves worthy of the visitor’s time and attention by developing quality exhibitions (ICOM, 2004).

Museums began as human society’s equivalent of cultural memory or banks. Nowadays they are playing a pivotal role in raising issues of the cultural and historical memories of societies by their exhibition. The prime medium in museums exhibition is interpreting and handling objects to communicate the audiences, the essential value of collections is the information contained in them and what it means to the community. Other institutions deal with information, but museums uniquely collect, preserve, research, and publicly display objects as an essential function of their existence (Dean, 1996).

The main mission of museums is education; and their roles of teaching are intended to mutual understanding among communities. There are arguments about the role of the contemporary museums as it was stated by Ambrose and Paine (1993): museums as the reflections, a place where the peoples identity, values are preserved to the future generation and offer lesson to the

general public in various ways. Moreover, museums are centers of people's culture, memories, dreams and hopes.

They have to be prepared in a manner that contains heritages representing knowledges based on research and facts. The collections must reveal facts by addressing and memorizing the realities of the pasts. It is obvious that human beings always search for their identity, so museums should answer these questions appropriately, otherwise the role of the museum shall be questioned and the trust of the respective people will be lost (UNESCO, 2001).

As “attendants of the collective memory, museums can play a valuable role in providing an understanding of identity and in fostering a sense of belonging to a place or community for their users. “Museums play an important role in the community by displaying facts that are debatable and not clear among the people as witnesses and references (Ambrose & Paine, 1993:5).

A concept of modern museum in Ethiopia is a recent phenomenon. Museum is a recent practice in relation to collection, documentation, conservation and promotion of heritages. (Temesgen, 2010).Museums have significant role to cement and integrate multicultural society in a nation like Ethiopia. Museums can take part in the endorsement of cultural understanding through bargained activities that are motivated by community interaction strategies (Crooke, 2007).

2.2. Museum and collections

Museum collection is of the assemblage of cultural heritage in storage. The history of collecting and the formation and management of collections is a fascinating and complex field of study. Collections have been formed in countries throughout the world for many centuries, and collecting as a human endeavor takes place for many reasons in and outside of museums. It is possible, however, to detect general underlying trends in collecting at different periods, and to analyses collecting in a variety of ways (Kacey, 2011).

Collections are gathered through different acquisition methods for instance research, gift, bequest, and loan, purchase (International Council for Museums, 2004)Many museum collections have been built up almost exclusively on the basis of donations. Donations take different forms and can vary in scale and importance (Kacey M. 2011).Items may be brought

into the museum for identification and then offered to the museum, or may be left as bequests. In many cases, major collections have been left to public museums as bequests by private collectors.

Opportunities to purchase items will be constrained by available finance for most museums. Purchase normally takes place to complement existing collections. Field-collecting as part of a defined research program allows for a systematic approach to collecting in line with the museum's overall collecting policy. It is essentially a proactive approach to collecting, rather than the responsive approach to collecting that characterizes donations and purchases. Exchange of items or collections between museums is another method of collections development. Here collections are transferred to or exchanged with museums that can provide appropriate resources and skills to look after them. Loans are a method of providing the public with an opportunity to see material in public or private collections that may not otherwise be accessible to the museum's users (AMNH, 2011).

As the Australian Western Australian Museum Loans Policy (2007), loan agreement is the contract entered between the lender and the borrower. It specifies the terms and conditions of the loan including the respective responsibilities of each party. Loan is one form of museum acquisition method to increase its collections. The loan process of the national museum should be based on the written policy of museum collections management policy. Before any loan of objects carried out between museums and individuals or institutions, the purpose of the loan should be clearly notified and should get approval from the governing body of the museum.

The following key terms are related to collections in museums (Merriam Webster dictionary, 2016).

Deposition- is the act of accumulation and gathering collections in to the store or storage.

Loan: - the act of permission to use something for a period of time due to agreements by law.

Placement: -the act of putting something in a particular place or the act of finding an appropriate place for someone to live, work, or learn

According to the Canadian Heritage Information Network (CHIN) undertook a commercial market study for museum IP and then, in 1999, a management practices study of North American museums. Both studies identified the following types of copyright-protected assets that were either held by or owned by museums as part of their collections: in the following ways Photographic images of artifacts and artworks in museum collections; audio recordings and publications, such as CDs, audio-visual works; multimedia productions whether on CD or available on the Internet, publications, and educational material, whether in print or electronic; and databases of information about collections (ibid, 2013).The absence of the formal laws the museum collection management in giving permission for the use of collection at any level has become to run the duties in museum activities.

Collections are usually made to the Museum by individuals for the purpose of identification, attribution or conservation or to be otherwise examined for or recorded and then returned to its owner. All object/s deposited with the Museum are afforded the same level of care and precautions for their protection whilst they are held as if they were object/s in the State Collection. When material is deposited with the Museum, Museum procedures will be followed to ensure the material is tracked, the necessary tasks undertaken and the object/s returned to the depositor, should the depositor wish, in a timely manner and in a satisfactory condition. (Museums and Galleries Commission, 1992)

According to the National Museums and Galleries on Merseyside, which operates as National Museums Liverpool (NML), is the standard and recognized museum for the deposition of archaeological archives in the region only following the Museum of Liverpool collecting policy, material can be accepted for deposition from anywhere outside the region, but this would normally only be considered after alternative museums have been consulted. The collections in the museum are managed by the curatorial team in giving the necessary issues and care accordingly the policy of the museum by making contact with responsible personalities by keeping the set standards (Lincolnshire, 2012)

While collections acquired for the museum's purpose the standards of objects must be checked and approved by the experts which are working on more over checking their authenticity and

whether the acquired objects are related, legal or not for the stated mission and the met purpose of the museum (Elizabeth S. Jeff S,2015).

2.3. History of Collections

Traveling exhibitions like “Mummies of the World” aim at showcasing the cultural practices associated with death from different societies around the world. The popularity of such exhibits gives human remains a unique position within museum settings. They have the ability to excite, educate, and evoke wonder and curiosity. They play an important role in understanding anatomy, culture, and human history (Kacey M. 2011).That being said, human remains can also cause controversy and offend the viewing public due to personal, symbolic, cultural, religious, and/or spiritual beliefs. Museums provide an exceptional atmosphere for researchers and visitors to interact with human remains, be it through scientific and medical studies, cultural studies, or studies of human evolution. The exhibition of human remains can also cause people to face their own mortality (Kacey M. 2011).

The practice of collecting materials and objects existed long before the development of modern museums. It is part of human nature to collect the things of our world. This may be based on the desire for physical security, social distinction, the pursuit of knowledge, and a wish to achieve a kind of immortality(Kacey M. 2011).Even the collection of natural curiosities, including forms of human remains, was popular before the idea of public institutions. In the 16th and 17th centuries, the collecting of curiosities could be found worldwide. The purpose of collecting human remains was not always for display. Egyptian mummies were prized for their medicinal properties and mummy.

In Ethiopian context collection of heritages is as old as the birth and development of museum in Europe, though concept of museum is a recent development. Collecting and preserving religious objects was the main task in ancient monasteries and churches of Ethiopian Orthodox Church. (Temesgen, 2008; Yishak, 2009).

2.4. Museum Management

Museums are public organizations and they should be well equipped with the provisions in the service of the general public. An organization is defined as an organized social system consisting of groups and individuals, working together to meet certain agreed objectives and goals. On the other hand, it is an administrative and functional structure or the personnel of such structure. Organizations hold an administrative and functional structure to perform their duties and responsibilities properly (C .L Copper & S.E Jackson, 1996).

The main point behind creating strong organization is revealed through designing and practicing well and proper organizational structure that creates the smooth flow of duties in the organization to bring fruitful results in to the organizational performance. This appropriate organizational performance can be shown in terms of departmentalization of processes in order to keep the productivity and increase satisfactions (De Witt B. and Meyer R., 2010).

Organizational structure refers to the clustering of tasks and people into smaller groups. All organizations need some division of labor in order to function efficiently and effectively requiring them to structure the organization into smaller parts. In organizations managers are appointed with specific task of supervising the various people or units and to report to managers higher up in the hierarchy. Depending on the span of control of each manager an organizational structure will consist of one or more layers of management (De Witt B. and Meyer R., 2010)

Museums should exist for the public's benefit, and, to be successful, all aspects of their operations should reflect that obligation and commitment. Any organization operating in the public interest must manage its affairs properly, but museums as custodians of the cultural, natural, and scientific heritage of a people, region, or nation have a special responsibility to function as nearly as possible above reproach. Museums operated or maintained as part of a governmental structure are normally required to function according to the management system of the governing body. Within this limitation, however, the museum should maintain at the same time proper operating systems and procedures which follow accepted musicological practices (ICOM, 2004).

A key role of museum management is assisting the organization, regardless of its size or complexity, in achieving consistent results so the institutional mission can be articulated and fulfilled. Of all the factors that contribute to sustained success in museums, one of the more important is creating a cohesive and effective team. Sustaining such a team requires leadership, vision, and a commitment to the value of team effort. The most powerful function of an effective manager is that of inspiring others to be part of the team. The transfer of power from one or a few to many involves the delegation of tasks and the sharing of responsibility.

Effective museum management is a responsibility that embraces all the resources and activities of the museum, and involves all the staff. It is a necessary element in the development and advancement of a museum. Key aspects of good management are: (1) selecting the right personnel for the job, (2) determining the work to be done, (3) deciding the way the work is to be accomplished, and (4) managing the relationship between the persons doing the work and the other elements of the museum. These activities may be accomplished either directly or indirectly, depending on the size and scope of the museum, but they are, however, fundamental to the management process. Museums in every country must address many of the same issues (or opportunities) regardless of the institution's size, funding source, collections, or visitor ship (Ambrose. & C Paine.2006).

Because museums generally benefit the public in tangible ways: by increasing cultural diversity, preserving national treasures and artistic masterpieces, and providing an intellectual form of diversion accessible to manifold socio-economic classes, many of us have the tendency to forget that-- far from being lofty, ivory tower institutions removed from commercial concerns museums too (like all enterprises), must continually search for sources of funding (AAMD, 2011).

In that case, what strategies do museums employ in order to get the money requisite for acquisitions, conservation, and operating costs? Before they went into particular methods of fundraising and the ramifications they necessarily entail, it is very important of conducting a nonstop fund raising schemes in museums so as to attain the necessary income for their multi-dimensional operations (AAMD, 2011).

2.5. Museum Collection Management

Collection management is the part of museum management that implies the processes relating to the systematic ways of handling, carrying, organizing the museum collections in to meaningful ways. It is known that museums obtain objects and create collections because the objects convey significant message or messages. A museum without collection cannot run or function. Therefore, collections are the soul of the museum. The collections may be historical, religious, economic, technological, and so on. When an object is moved from its place of origin and its context, its significance is reduced and becomes more reliant on the documentation linked to it. Moreover, when an object arrives at a museum, it begins a “*new life*”: it will be studied, positioned, exhibited, restored, loaned and transferred, and will be placed together with many other objects. It will thus be necessary to identify it in a unique way, and to facilitate the effective collection management of every aspect of this new life. The value and the meaning of a collection is more meaningful when they are well managed (Anne, 2010).

The museum collection management consists of documentation, conservation research, collection, exhibition and education

A. Inventory and Documentation

Documentation is thus the organization of information. According to (Anne Ambourouè Avaro,etal , 2010) basic documentation is needed for the “administrative” management of collection. While inventory is a process to conduct a general registration of cultural heritages based on the set of criteria. Museums as home for cultural heritage are expected to conduct the national inventory and documentation of heritage collections.

A museum’s documentation system is a set of elements (Accession number, Accession register, manual or computerized files, etc.) that are related to each other and to the museum environment and which are organized in order to manage the objects in the museum’s collection. The different information media of a museum’s documentation system are interdependent and enable cross-reference searches to be carried out. The information they contain is often duplicated, but organized in a different way (Anne Ambourouè Avaro,etal , 2010).

Museums acquire objects and create collections because the objects convey a significant message or messages. These may be variously historical, religious, economic, technological, and so on. When an object is moved from its place of origin and its context, its significance is reduced and becomes more reliant on the documentation linked to it (Anne Ambourouè Avaro, et al., 2010).

Documentation is thus the organization of information. Basic documentation is needed for the “administrative” management of collection. It enables the museum quickly and effectively to: establish proof of ownership, locate a specific object, find out the total number of objects making up the collection, carry out an inventory, establish the (always unique) identity of an object, link information to an object, access information in an efficient and economical way (saving space, time or effort), contribute to the safety of collection and carry out an insurance valuation (Anne Ambourouè Avaro, et al., 2010)

B. Research

Research is one of the major activities of museums which must begin with the development of concepts, selecting the case study sites, gathering information about the site, making survey in the site, and conducts excavation in the field work and collects the data and barging back to the museum to conduct an intensive research in the museums laboratory. After accomplishing adequate research presenting to the public about the new findings by publication and through public lecture are among the widely methods of conducting research in museum (Jocelyn, 2012).

The museum research activities are taking place in the field survey and the detail research in the museums laboratories and libraries. Learning Labs grants have altered the operations of many of the libraries and museums involved. Institutions have taken advantage of this work to initiate a new vision of services and resources for teens. For some, the Lab development process became the catalyst for a robust new vision of collaboration and network development within their community. Many teams have built new relationships with teens and are more comfortable incorporating youth voice into all aspects of planning and design (Jocelyn, 2012).

The research activities of museums should be evenly distributed in the country or to a given community. Some areas given much attention while there are areas which are not researched. This will result in the representation problem in museums. In case of Addis Ababa museum the

external researchers could have the access to study the collections in the store and in exhibition. This may create the chance for further research works and will fill the gap of information in the museum. In past years a lot of researchers conducted research activities in a museum but the results of the research were not shown on publications (Museum Annual reports,2019).

C. Conservation

It is the process of conducting restoration, keeping the wellbeing, rescue of the cultural heritages

Conservation is only one aspect of managing museums and collections, but it is in many ways the most important. The collections in the care of the museum form the principal resource from which all other activities flow. The museum's responsibilities to its collections should be paramount above all others. Without collections, there is no museum. The duty of care for the collections is thus central to the museum's work and should be implicit in the museum's mission statement and its organizational objectives (International Council for Museums, 2004).

The museum conservation activity takes place by considering the following main points

Regular conservation assessments of the museum's collections by trained conservators;

Procedures for monitoring environmental conditions in collections stores and displays;

Buildings inspection and maintenance programs;

Documentation procedures for remedial conservation programs;

A strategy for dealing with disasters and emergencies like fire, flood, civil unrest, war, earthquakes;

Conservation guidelines within your museum's policies on loans;(International Council for Museums, 2004).

D. Collection

Collections are of the assemblage of cultural heritage in storage. The history of collecting and the formation and management of collections is a fascinating and complex field of study. Collections

have been formed in countries throughout the world for many centuries, and collecting as a human endeavor takes place for many reasons in and outside of museums. It is possible, however, to detect general underlying trends in collecting at different periods, and to analyses collecting in a variety of ways (ICOM, 2010).

E. Exhibition

An exhibition is a communication medium based on objects and their complementary elements, presented in a predetermined space, that uses special interpretation techniques and learning sequences that aim at the transmission and communication of concepts, values and /or knowledge.. Herrmann in addition, an exhibition is a means of communication aiming at large groups of the public with the purpose of conveying information, ideas and emotions relating to the material evidence of man and his surroundings with the aid of chiefly visual and dimensional methods (Ambrose. & C.Paine.2006).

Exhibition an assemblage of objects of artistic, historical, scientific or technological nature, through which visitors move from unit to unit in sequence designed to be meaningful instructionally and/or aesthetically (ICOM, 2004).

A successful museum exhibit tells a good story. The exhibit connects to viewers through objects, label copy, dioramas, exhibit props, and other resources. It ensures the display of collections according to a selected rationale. Effective display techniques transmit exhibit themes and ideas. Labels give meaning and context to the exhibit. Generally, exhibits are developed through study and research of the subject and related collections. Exhibit curators select and arrange objects, specimens, images, and documents to illustrate the exhibit themes. A museum exhibit should facilitate a productive encounter between the object and the visitor (Merkeb,2007).

The aesthetic features of the objects in the exhibition is education by communicating their scientific or historical importance to the audience, In the first case the goal is to deliver an aesthetic and enjoyable experience to the audience, whereas in the second, the aim is a more educational one.(International Council for Museums:2004). According to this book exhibitions must be target oriented because unless they are satisfying the needs of the audience they will never attain their goal (Ambrose. & C.Paine.2006).

Exhibitions are classified according to different criteria (Belcher 1997) gives several approaches to exhibition types that are permanent and temporary exhibition.

Permanent Exhibition:-Sometimes called museum exhibition. Every museum has permanent exhibitions. Many of their collections, including their masterpieces and landmark objects are on display at all times. It is designed long period time unto ten years. In addition it needs long period for preparation and uses wide place for the display. It also comprises a lot of collection , themes, finance and materials for displays

Temporary exhibition: - As the name indicates it is a type of exhibition that lasts with in short period of time up to a year. It can be presented on limited space and theme. And it is sometimes seasonal. Collections for this type of exhibition can be from different sources in for instance loan.

Mobile exhibition: - It is sometimes known as satellite or travel exhibition. It is a Special type of exhibition prepared through moving the exhibition from place to place. It. needs care full packaging and safe transportation all the way of the travels. This type of exhibition is important to access for the far audiences (Kapukotuwa, 2017)

F. Museum Education

Museums, particularly community-related ones, knowledge of local traditions and regional cultures are crucial when establishing a museum policy which combines the museum's educational and curatorial work. Different museums preserve an extraordinary range of heritage of different kinds, e.g. reflecting national or international sources and values. In a period of unprecedented speed of change, today people are very often on the brink of forgetting or neglecting their own history and cultural traditions and lack knowledge about other cultures and the wider world heritage (David, D.1994). .

A museum is the perfect place to promote and encourage awareness of the natural, cultural and artistic heritage, through display and research carried out by museums and others on the material and immaterial culture studied and preserved by the museum and through the opportunity to educate visitors (International Council for Museums, 2004).

2.6. Developments of Museums and Collections in Ethiopia

The act and the tradition of collecting collections in Ethiopia has long history. In Ethiopia mainly the religious institutions conducted the collection beginning from ancient times. In particular with the Ethiopian Orthodox Tewahdo Church collections were done as the part of the church responsibilities; where many storage houses “Eqa Bet” the storage houses for “NewayKidusat” different objects that were in church survives were collected, more over gifts by the ruling families, clergy and known personalities were preserved in the storage. The major purpose of the assemblage was to keep, preserve and transform to the future generation.

The development of modern museum in Ethiopia is the recent phenomena as compared to the parts of the world. It was in 1944 that the first museum established in Ethiopia, the regional and other museums began to flourish in the country after this incident and as the result different museums emerged in Ethiopia. At the beginning of 1980s many museums flourished in different parts of the country for instance Dessie Museum, WellegaMuseum, Jimma Museum and Addis Ababa museum were the major once (Temesgen, 2010).

2.7. The Emergence of Addis Ababa museum

The advent and development of the Addis Ababa Museum is related with the 100s anniversary of the city’s centenary. The Museum was found on the 24th of September 1983 during the 100th anniversary of the Addis Ababa City. The City Council is responsible for founding the Museum as part of the then organized anniversary events and programs. It is situated in one of the prime locations of the City right adjacent to the Meskel Square and major avenue heading towards the Bole International Airport (AACT, 2018).

The beginning and development of collections of the Addis Ababa museum is directly related with the advent of the museum. As the documents released by the Addis Ababa city Culture and Tourism Bureau during the anniversary a lot of collections gathered unanimously to strengthen the displays of the museum. In addition many collections became the part as a gift for the city’s Centenary from different cities locally and internationally: for instance Greece, West German-Boon, East Germany- Berlin, Kenya- Nairobi, Soviet- Moldavia, Bulgaria-Sofia can mentioned.

The museum's collections began to develop after the establishment and many collections were added which entirely photographs in the display (AACT, 2018).

2.8. Collections in Addis Ababa Museum

As the other museums of the rest part of the world, Addis Ababa Museum existence is highly relied on its collections. As a result Addis Ababa Museum needs to carefully collect its collections from various sources and keep them and develop in a scientific way that is why collections are the life blood of any museum's activity. Collections are evidences of our past history and sometimes the only connection to our past (Tegen, 2017).

According to the literatures exerted after the establishment of Addis Ababa museum; the desire to realize a museum that reveals history and culture of the city was mainly initiated by the then officials. Due to the fact that collection were assembled by campaign: to commemorate the city's 100th year of commencement in 1986 (Solomon, 2016).

Therefore, Addis Ababa Museum should properly use its Collections to serves as an intellectual base for scholarship, discovery, and exhibition and for educational purpose. The collections must be held for research, and public exhibition in promotion of public service (Solomon. 2016).



Fig. 4. Crosses in Store (Photo by Eshetu)

2.9. Historical Background of Legal frame Works on Heritage Management in Ethiopia

The proclamations of heritage management were issued by different regimes in Ethiopia beginning from the period of emperor Haileselassie I, accordingly the first proclamation was issued in 1966, which known proclamation NO 229/1966. The proclamation has articles and sub articles. The second proclamation came under the Derg regime in 1989 with articles and sub articles. The proclamation that was made by the Derg was officially to be referred to as proclamation NO 36/1989. The third and the current is proclamation NO 209/2000. This proclamation is functioning today to facilitate the heritage management throughout the country having articles and sub articles.

The concept and application of the heritage management as an administrative means the cultural, historical and natural heritages are protected for the preservation and wellbeing as well as interpretation as the product of humanity. the UNESCO convention of 1972 about the protection, conservation, and preservation of the heritages aiming to safeguarded them and conduct appropriate heritage management in astringing aligning with sustainable development.

Different Ethiopian governments included the heritage management works in their policies, constitutions and the other legal frame works according to their philosophy and ideology to run the works of heritage management. The regimes considered the legal frame works in different perspectives to entertain and fulfill their goals and purposes (Bereket, 2017). The three proclamations in Ethiopia can be compared by their dedication to define heritage in this case the first proclamation gives time limit to define heritage as “antiquities *shall mean any construction or any product of human activity object historical or archaeological interest having its origin prior to 1850 E.C*” while the 2nd and the current define heritage ““*antiquity means any human faunal or floral remains ,buildings, memorial palaces or remains of ancient towns ancient burial places, cave paintings, parchment, manuscripts, stone inscriptions, sculptures, paintings and statues made gold silver bronze, or iron or alloys of these or wood, stone, skins, ivory, horn, bone or earth; written and graphic documents, ...*” and defined antiquities by replacing it in to the cultural heritage and dividing heritage in to tangible and intangible. The tangible heritage is further divided in to movable and immovable. The proclamation is better in many dimensions from the previous two proclamations (Bereket, 2017).

2.10. Classifications of Collections in Addis Ababa Museum

Museums can host different types of collections. Those collections must reflect or represent a given community. On the other hand the museum collections can narrate how people view their environment and the other parts of the world. They are including preservation techniques, cultural practices, history, nature, art and rituals differ across cultures. Over time, these different objects can be technically classified as archaeological, historical, pale anthropological, scientific and medical, religious, ethnographic, art and so on. The appearance of those objects in museums can be artifacts, photographic, works of art. The majority of exhibits at Addis Ababa Museum are photographic. Those photographic presentations in the museum are ever found in all galleries.

The Addis Ababa Museum collecting procedures should include the following major issues. (ICOM,2004) museums should utilized when gathering museum collections by considering the following issues, first, the museum's statement of purpose, secondly based on primary statement of Museum, thirdly considering the definitions of collection and finally on the bases of collecting scope and statement.

Exhibition is the most important, powerful and directs visual communication in museums. Every day large number of different people comes to museum to visit museum exhibitions. Museums have a wide range of potential public programs; exhibitions tend to be the predominant form communication between museums and public (Alexander, 2017)

On the other hand there are heritages that are produced from metals for instance crosses, swords coins, utensils, armaments and so on. Still the photos are the second dominant in the collection center of the museum. The museum due to the structural complications did not conduct much collection activities in adding new objects in the museum collection scientifically. The museum remained in caring on the already collected once (ARCCH, 2018).

2.11. The Current Status of Collections in Addis Ababa Museum

The collection is heart of the exhibition. There is a serious problem in collection management in Addis Ababa museum collections due to incompleteness to play the intended purpose. Since the

major aim of a museum exhibition is to communicate and address the public, it is far from showing well all aspects as expected. Collections acquired for museum must be checked and approved by museum experts about their authenticity and whether the objects are legally acquired objects are in line with museum mission and met the purpose of the museum (Holt, 2003).

Representation is central to any theory of culture: whether culture is a style of living or the arrangement of knowledge or a model of symbols. The main objective in the study of representation is the recognition of the aspects of communities in a given areas equally and fairly (Holt, 2003).

With regard to the acquisition method the majority of objects in Addis Ababa museums were obtained through purchase. But it is the least among the means of acquiring collection given least attention because it is not advisable and taken as the last preference (Brown and Peers, 2011). So the museum should have to undertake collation by using different acquisition methods

Specific collections management activities when museums begin to think about their collections they should take in to consideration the following major issues: - Any data of museum's collection encompasses the following aspects: Size: number of object which are found both on display and storage room and cultural historical value: the significance of the collections for the promotion of the culture historical values of the communities the museum it serves regularly. Maluwa, Aaron. (2006).

Regarding in the level of registration, the basic data had been recorded properly in the registration system. A rough indication of the object as a good (average) bad or un indication of the conservation priority (not urgent, urgent) very urgent The Storage condition's an indication of where and how the collections are kept, in what back log Origin and property: what is the origin of the collection and who is the legal owner? Because of the provenance of any object should be clearly described by the institution which held an object in the trust of the public (Brown and Peers, 2011).

Addis Ababa Museum should plan to collect various collections it should take in to account the above mentioned and other critical issues in relation to collection handling and getting

procedures. As a result collections are playing a vital role in advancing scientific knowledge, addressing societal issues and increasing the scientific literacy of the nation and its general public.

In addition, Museums have the duty to access their services to the general public through various means. Methods of providing access are include through the means of exhibitions, gallery guide, audio, video and docent lead tours, publications, public programs, loans, to approved institutions, internet and through other electronics means and including the museum's on line collection catalogues and website services (Maluwa, Aaron. (2006).

The problems of representation and interpretation are seen here whether or not a different approach and display technique is possible such as displaying objects those represent the culture and history of the city. Since most objects are collected though the un planned and unorganized system, which was conducted by the purchasing method without adequate information. The absence of any legal framework in the municipality level in implementing acquisition methods in the museum collection is becoming a difficult task, since the absence of the collection policy also at the national level(Tegegn,2017)..

Inadequate qualified professionals in museums results in the misinformation and un satisfaction of the museum audiences to meet the facts in museums (Tegegn, 2017).. Moreover improper organizational structure, that the museum is considered to be one of the departments in the culture and tourism bureau and lack of budget can be mentioned. Those situations made the museum not to act and manage collections independently.



Fig. 5. Inside the Exhibition (Photo by Eshetu)

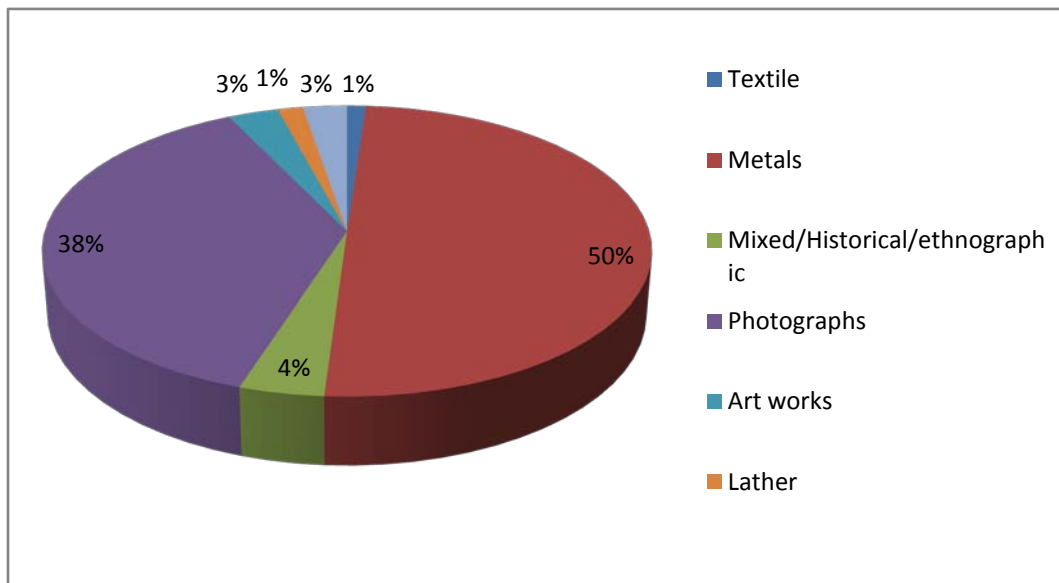
CHAPTER THREE

3. DATA PRESENTATION

This chapter presents data gathered from secondary and primary resources, and depending on this the open- ended, closed- ended, semi structured interviews and observation data were described in tables, interpreted in percentages and descriptive forms. The data was organized into different categories depending on direct or indirect attachment to the focus questions.

3.1. Categories of Collections of Addis Ababa Museum

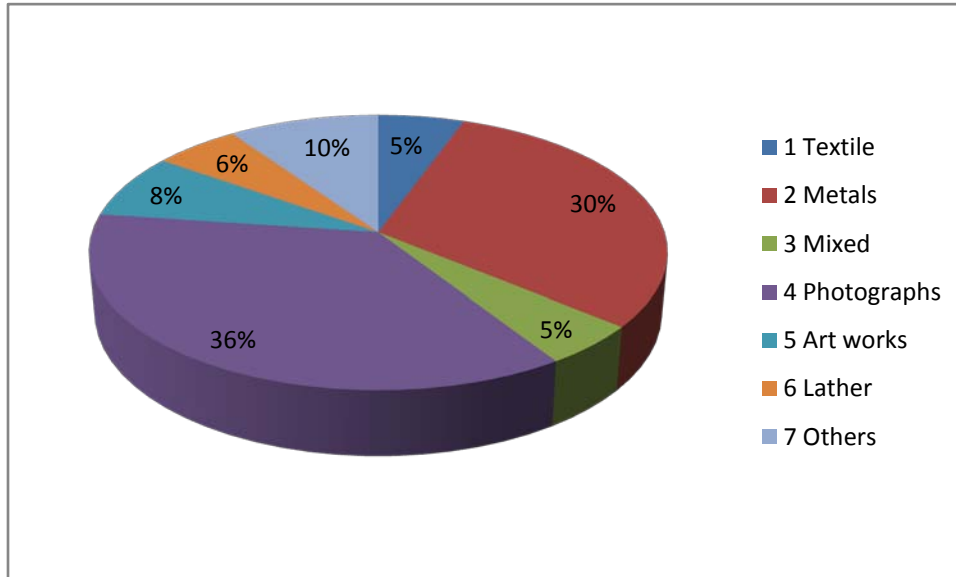
Fig. 6. Collections available in store



Source Addis Ababa Museum Annual Report 2019

As figure above indicates that 49.9% objects are those heritages that are produced from metals for instance crosses, swords coins, utensils, armaments and so on. Still the photos are the second dominant in the collection center of the museum. The museum due to the structural complications did not conduct much collection activities in adding new objects in the museum collection scientifically. The museum remained in caring on the already collected once.

Fig. 7. Collections displayed in museums gallery



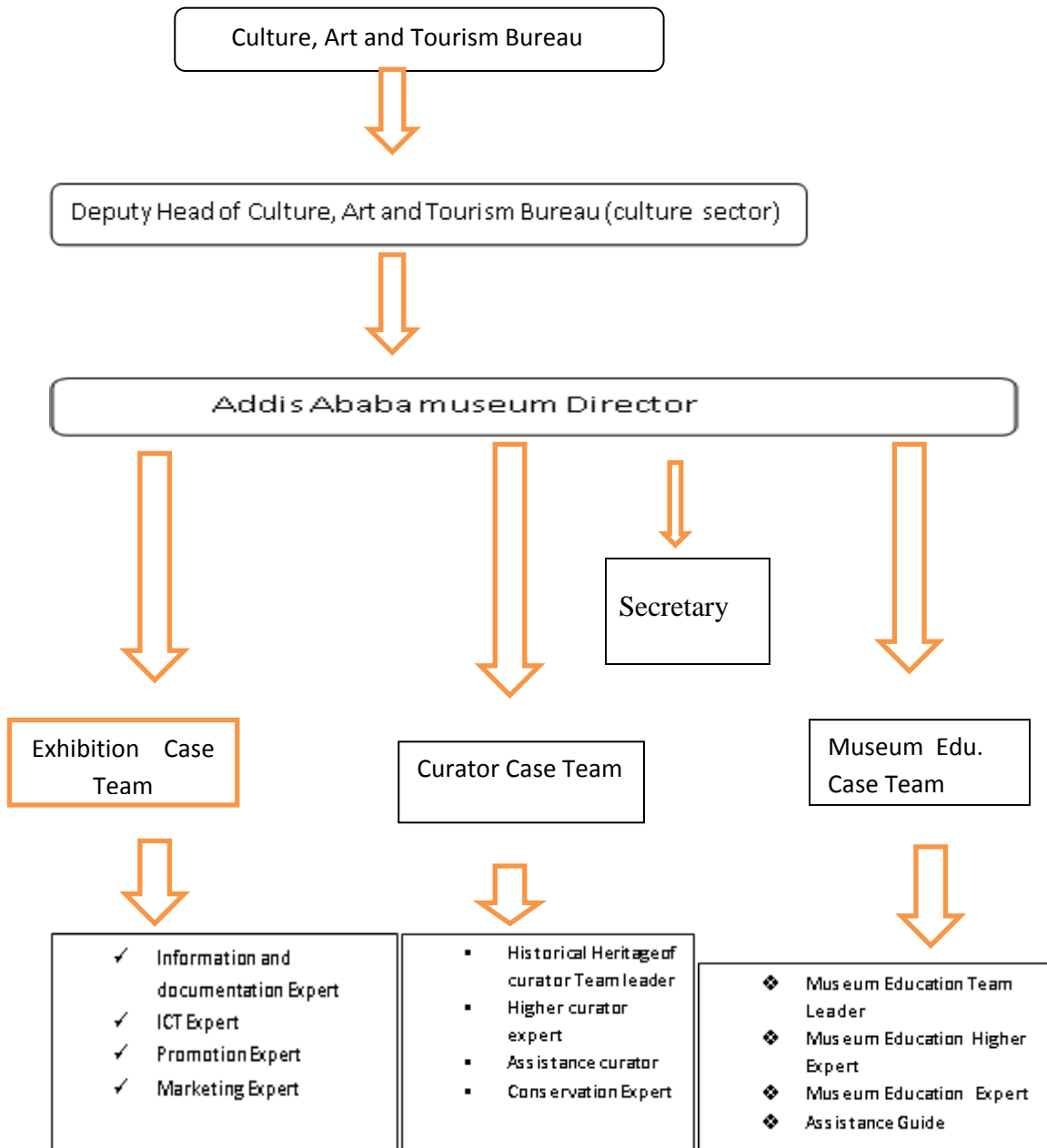
Source Addis Ababa Museum Annual Report 2019

According to the above figure the majority of exhibits about 36.5% at Addis Ababa Museum are photographic collections. The material culture heritages are small in number. On the other hand the object cultural materials are not well assembled in the museum. As the reports of the museum there are robes, metal made objects, art works which have historical and ethnographic values. The methodologies of acquisition were entirely gift and some are obtained through purchase.



Fig. 8. The First Hall(Photo by Eshetu)

Fig. 9. The Current Organizational Structure of Addis Ababa Museum

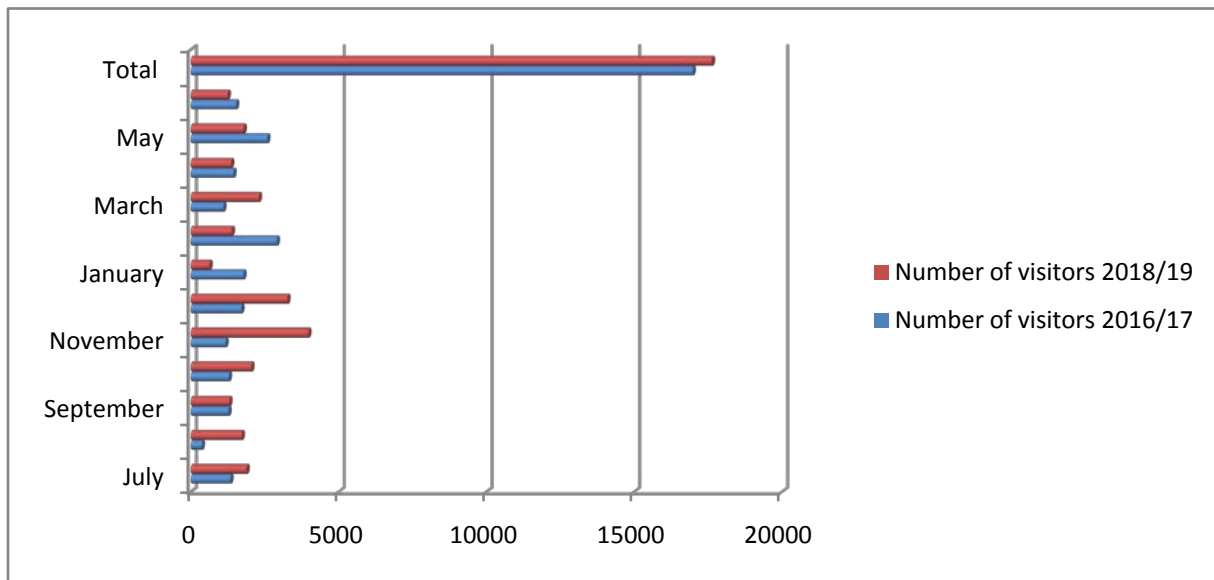


Source Addis Ababa Museum Annual Report 2019

the above figure shows the current organizational structure of Addis Ababa Museum. The Museum is under the city Administration culture, Art and Tourism bureau. There are a lot of processes organized in the bureau including the museum. According to the new process arrangement BPR implementation of 2009, the same type of process arrangement became practical.

Addis Ababa museum as one of the core process under the culture and tourism bureau; continued mainly by performing the educational service to the visitors. On the other hand the collection storage and caring services were conducted in unorganized ways. Gradually due to a continuous process of improvements today a slight changes are observed. The Addis Ababa museum day today activities currently run by the director of movable heritage and museum directorate or core process. There are three case teams in the museum these are; Exhibition Case Team, curators of historical heritages and educational case teams.

Fig. 10. The annual Number of Visitors of Addis Ababa Museum



Source Addis Ababa Museum Annual Report 2018/19

The figure above shows the two years annual number of visitors of Addis Ababa museum. The number of visitors increased in 2018/19. The reason presented here for the annual increase of the visitor number is the slight changes after the renovation and improvements of services of the museum. The information put above indicates still the museum has to work hard to increase the number of visitors by upgrading its services

3.2. Data Gathered from Respondents

This study is conducted to examine the Museum Collection and Management of the Addis Ababa Museum. At the study 320 questionnaires were distributed and filled by the Directors, experts, stakeholders and visitors who are closed to the Museum.

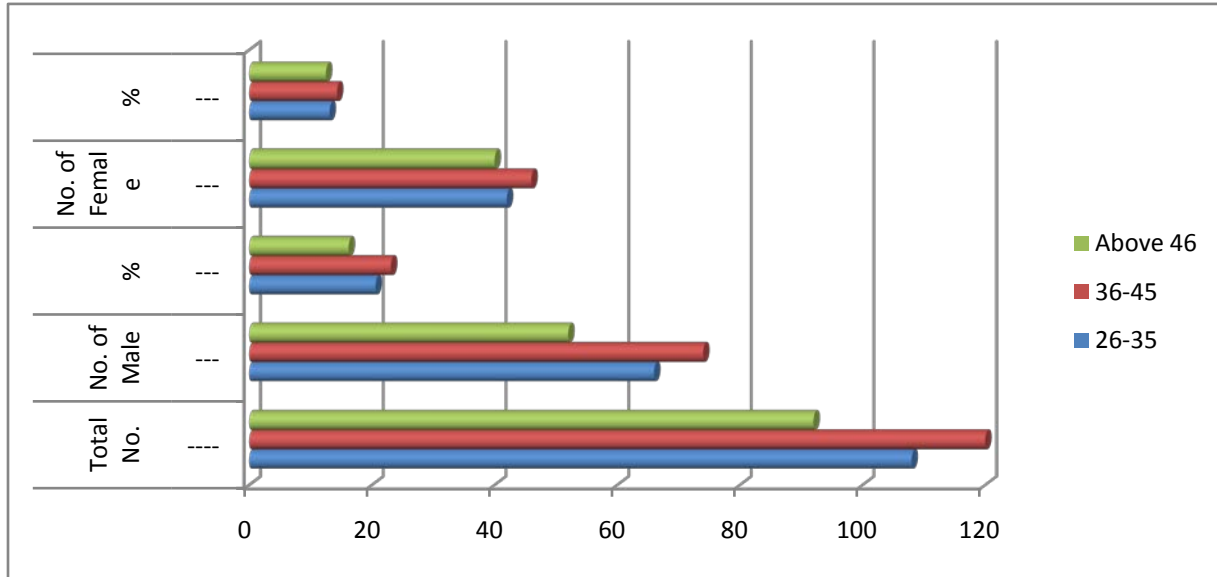


Fig.11. Respondent Classifications by Age and Gender.

The above figure helps to identify who the respondents are regarding their age and gender. This data was only used as background information.

The respondents' age seemed closer in distribution among each category, except below 25 years, the ages of 26 up to 35, 36 up to 45, 46 and above were frequented $n=0$ (0%), $n=108$ (33.7%), $n=120$ (37.5%), $n=92$ (28.75%) respectively. Therefore, the majority of respondents are between the ages 36-45. This indicates the sector involved more middle class in terms of age; the capacity of accompanying the matured and the younger class. Here, Out of 91 valid observations, gender of the majority respondents were male ($n=66$ (20.6%)), Female 42 (13.1%) and, reversely, the females were counted as smaller amount.

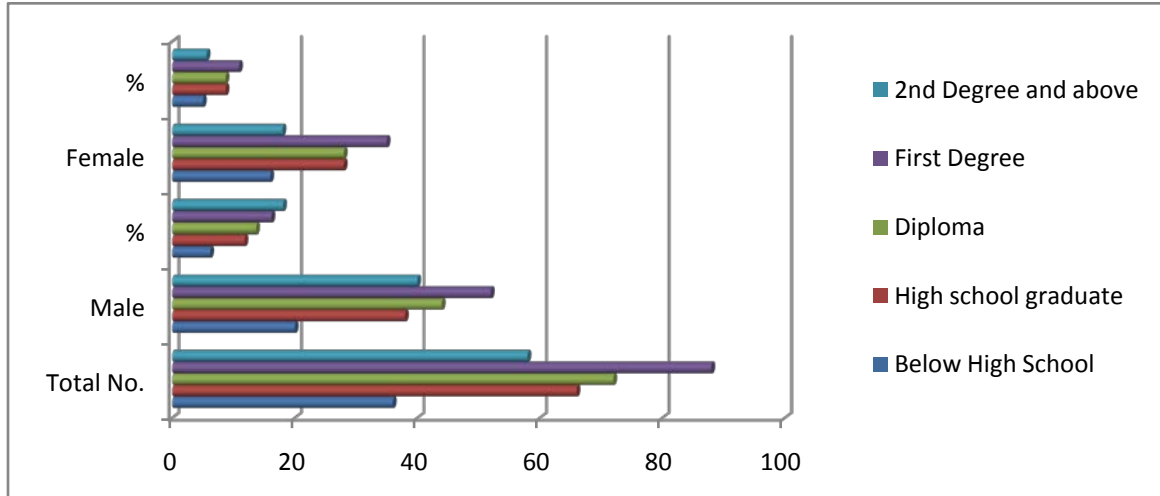


Fig.12. Respondents response educational levels and qualification

The above figure 6 shows the academic background of the respondents; accordingly most of the educational levels were distributed to below high school n=36(11.2%), high school graduate n=66 (20.5 %) diploma n=72 (22.4%) first degree n=88 (26.8%) second Degree and above n=58 (23.7%). The majority of respondents in this regard are first degree holders. Therefore the respondents could share their experience which is used for identifying the problems of AAM.



Fig. 13. In the Store(Photo by Eshetu)

3.2.1. The public and Addis Ababa museum

Response	Respondents	<i>Excellent</i>	<i>Very good</i>	<i>Good</i>	<i>moderate</i>	<i>Poor</i>
Currently the collection and exhibition of the Addis Ababa museum satisfy the needs and interests of the general public.	Frequency	14	52	68	76	110
	Percentile	4.3	16.2	21.2	23.7	34.3
The current organizational performance satisfies the interests of the general public in the AAM.	Frequency	20	46	58	80	116
	Percentile	6.2	12.5	18.1	25	36.2
The public have no major complains on Addis Ababa museum.	Frequency	28	50	68	86	88
	Percentile	8.75	15.6	21.2	26.8	27.5

Table 1 Response on the public and Addis Ababa museum

As table 1 indicates among the respondents about 34.3% of them confirmed that, currently the collection and exhibition of the Addis Ababa museum is poor and does not satisfy the needs and interests of the general public. In addition, 36.273% of the respondents replied that the current organizational performance does not satisfy the interests of the general public in the AAM. Out of the respondents 27.5%, responded the public is always have major complains to see changes on Addis Ababa museum to improve its services.

3.2.2. Collection Management

Response	Respondents	<i>Excellent</i>	<i>Very good</i>	<i>Good</i>	<i>moderate</i>	<i>Poor</i>
Addis Ababa museum is always conducting to increase its collection in verified ways	Frequency	14	25	36	62	183
	Percentile	4.3	7.8	11.2	19.3	57.1
The existing collections in storage and presented in the galleries are efficient to represent the culture and history of the city	Frequency	28	26	48	86	132
	Percentile	8.7	8.1	15	26.8	41.2
The museum uses different ways and methodologies to collect and manage objects gathered at the storage.	Frequency	--	23	68	90	139
	Percentile		7.1	21.2	28.1	43.4
The collections of Addis Ababa museum are open for research and have continuous follow up for conservation.	Frequency	---	--	102	108	110
	Percentile			31.8	33.75	34.3
Collections at the storage of Addis Ababa museum are well organized and documented.	Frequency	40	40	60	80	100
	Percentile	12.5	12.5	18.7	25	31.5

Table 2 Response on collection management

The table 2 above indicates the circumstances of collection management in Addis Ababa Museum. Accordingly the majority of respondents 57.1% replied that the museum is poor to conduct the activities to increase collections in a verified ways. In addition 41.2% respondents argued that those collections the galleries and storage do not represent the culture and history of the city. Out of the respondents 43.4% are indicated that the capacity of Addis Ababa Museum to use varieties of methodologies to collect heritage is at the lowest level. Inters of the exposure for

research activities of those collection is almost closed as 34.3% of respondents and 31.5% of respondents the storage is poorly organized and documented.

3.2.3. Exhibition

Response	Respondents	<i>Excellent</i>	<i>Very good</i>	<i>Good</i>	<i>moderate</i>	<i>Poor</i>
The displayed exhibits of the museum are informative, communicative, entertaining	Frequency	60	80	80	56	44
	Percentile	18.7	25	25	17.5	13.7
Addis Ababa museum has more material objects in the exhibition and storage	Frequency	46	52	72	72	78
	Percentile	14.3	16.2	22.5	22.5	24.3
I got the Addis Ababa Museum as expected	Frequency	50	62	69	89	50
	Percentile	15.6	19.3	18.7	27.8	15.6
Addis Ababa Museum exhibition displays represent the city's historical and Cultural heritages.	Frequency	48	58	64	70	80
	Percentile	15	18.1	20	21.8	25
It is easy to understand the display and labels of the object in all exhibition sections of the museum.	Frequency	78	87	80	56	35
	Percentile	24.3	27.1	25	17.5	10.9

Table 3 Response on Exhibition

According to the above table 25% of the respondents indicated that the displayed exhibits of the museum are informative, communicative, entertaining. More than 24.3% of the respondents noted that the museum has small number of material objects in the storage and exhibition. For the question that how they got the museum 27.8% of respondents replied it is below their expectation and 25% of respondents confirmed that the displays cannot represent the history and culture of the city. Out of the respondents 27.1% answered that It is easy to understand the display and labels of the object in all exhibition sections of the museum.

3.2.4. Educational Activities

Response	Respondents	<i>Excellent</i>	<i>Very good</i>	<i>Good</i>	<i>moderate</i>	<i>Poor</i>
The museum educational activities are conducted in well-organized ways	Frequency	52	52	68	68	80
	Percentile	16.2	16.2	21.2	21.2	25
You get enough explanation about the cultural heritages during your visit	Frequency	68	48	46	76	80
	Percentile	21.2	15	14.3	23.7	26.8
The service you got in the museum is satisfactory.	Frequency	56	58	62	58	86
	Percentile	16.2	18.1	25.6	18.1	26.8

Table 4 Response on Educational Activities

Among the respondents 25% indicated that the museum educational activities are poorly organized. In addition about 26.8% of respondents noted that they could not get enough explanation about the cultural heritages during their visit and they are not satisfied by the service they got. So, the museum management should reconsider the education team and the labels.

3.2.5. Museum Service Delivery

Response	Respondents	<i>Excellent</i>	<i>Very good</i>	<i>Good</i>	<i>moderate</i>	<i>Poor</i>
The museum is attracting a lot of visitors today	Frequency	28	32	65	84	111
	Percentile	8.7	10	20.3	26.2	34.6
Addis Ababa museum uses variety of promotional and marketing to increase the number of visitors.	Frequency	32	46	78	82	82
	Percentile	10	14.06	24.3	25.6	25.6
The museum has its own visitor management system	Frequency	14	22	42	90	152
	Percentile	4.3	6.8	13.1	28.1	47.5
You like to visit the Addis Ababa Museum and recommend others to visit this Museum.	Frequency	40	40	64	86	90
	Percentile	12.5	12.5	20	30	28.1
The general setting of the museum garden is attractive.	Frequency	84	83	68	74	69
	Percentile	26.2	25.9	8.5	23.1	18.7

Table 5 Response on Museum service delivery

On the issue that museum is attracting a lot of visitors today,34.6%of the respondents replied that they don't agree that the museum is attracting a lot of visitors. About 25.6% of respondents indicated that Addis Ababa museum is not using any promotional and marketing activities to increase the number of visitors. On the other hand to check whether Addis Ababa museum has its own visitor management system, 47.5% respondents said it has no systematized visitor management system.

In addition the respondents were asked whether they like to visit and recommend others to visit the museum; 28.1% of them responded that they do not. Out of the respondents 26.2%replied that the general setting of the garden of the museum is attractive.

3.2.6. Organizational Performance

Response	Respondents	<i>Excellent</i>	<i>Very good</i>	<i>Good</i>	<i>moderate</i>	<i>Poor</i>
The current organizational performance satisfies the interests of the general public in the AAM.	Frequency	16	50	68	76	110
	Percentile	5	15.6	8.5	23.7	34.3

Table 6 response on organizational structure

Among the respondents the majority of them responded (34.5%) that the current organizational performance does not satisfy the interests of the general public in the Addis Ababa Museum.

3.2.7. Organizational structure

Response	Respondents	<i>Excellent</i>	<i>Very good</i>	<i>Good</i>	<i>moderate</i>	<i>Poor</i>
The influence of organizational structure on organizational performance is determinant.	Frequency	40	56	68	68	88
	Percentile	12.5	17.5	21.2	21.2	27.5
Addis Ababa museum has its own legal frame works to run museum collection management and activities	Frequency	--	--	--	140	180
	Percentile				43.7	56.2

Table 7 Response on organizational structure

Organizational structure is the key issue to be successful for any institution. Among the respondents 27.5% of them confirmed that the current organizational structure of the Addis Ababa museum is not effective and has big impact on organizational performance.

Out of the respondents 56.2% of respondents assured that Addis Ababa museum has no its own functional legal documents to museum collection management activities.



Fig. 14. Adowa Hall(Photo by Eshetu)

3.2.8. Stakeholder participation

Response	Respondents	<i>Excellent</i>	<i>Very good</i>	<i>Good</i>	<i>moderate</i>	<i>Poor</i>
Addis Ababa museum is closely working with the city's Culture and Tourism Bureau in heritage development works.	Frequency	56	60	74	78	52
	Percentile	17.5	18.7	23.1	24.3	16.2
Addis Ababa museum is closely working with the stakeholders in heritage development works and activities.	Frequency	24	36	58	80	122
	Percentile	7.5	11.2	18.1	25	38.1
As stake holder you have effective plan to work with the Addis Ababa Museum to solve the challenges in collection management.	Frequency	32	33	47	76	132
	Percentile	10	10.3	14.6	23.7	41.2
As stakeholders to Addis Ababa Museum in heritage development works your sayings are valuable.	Frequency	30	35	66	82	107
	Percentile	9.3	10.9	20.6	25.6	33.4

Table 8 Response on organizational structure

In this regard among the total respondents 24.3% confirmed that the Addis Ababa Museum is not working well with Addis Ababa City Culture, Art and Tourism Bureau. But 38.1% of respondents noted that it is not working closely with the stakeholders as expected it has to work with. In addition, 41.2% of respondents indicated the stakeholders have not effective plan to solve the challenges of collection management in Addis Ababa Museum.

3.3. Open Ended Questions

3.3.1. Museum collections and management

According to the majority of the informants, the museum collection and management is a systematic, continuous and collective process of museums. It is very important to keep the life of museums, in addition there are a basic processes for instance documentation, conservation, research, collection and exhibition. Those processes are very much necessary to run museums effectively. As the informants reported; Addis Ababa museum is far to complete those actions

due a lot of reason. The effective collection management plays a decisive role in satisfying the interest of the general public. The museums are about the general public so, the collection management works should always directed towards them.

According to the majority of the informants, collection management processes are a continuous dynamic process in social and organizational structures that frequently impacts. Moreover, following and acting according to the mission of the museum and attainment of the purposes of the museum.

3.3.2. The organizational structure of Addis Ababa museum

According to most of informants' report, any organization should have a proper organizational structure to accomplish its own mission. Addis Ababa museum is not in a position to perform its duties and responsibilities appropriately. The museum since its establishment was remained under another organization. Due to that it is unable to run all the processes of the museum collection management and accomplish its mission.

Moreover, the informants indicated when one organization faces organizational structure problem; it will become handicap of performing its tasks. The duties will be scattered and platted to different places and the result will be negative. In the case of Addis Ababa Museum it is one department under the City's Culture, Art and Tourism Bureau by possessing only exhibition and collection tasks from among the whole collection management processes. The concerned bodies should rearrange the appropriate organizational structure for the AAM.

3.3.3. Legal Frameworks

The majority of the informants reported that, there are no of legal frameworks to run the museum activities or are not clearly present in the case museum affairs. It clearly shows that Addis Ababa museum has lack of in formulating and implementing clear policy on the museum activities and services. Moreover the legal frameworks that are working have shortcomings and should be accompanied by clear strategy and planning.

Moreover, the availability of clear legal frame works is very important to be successful for any organization and the museum should be considering it.

3.3.4. Participation of Stakeholders

According to the majority of informants, the participation of the stakeholders in the museum affairs is a very important. The issue that museums should make their part of activities, since the community is the source of heritages and the owners of museums. it is vital that to enable them to involve and participate in museums activities such as contributing according to their capacities. One of the means to seek communities' involvement is by giving awareness and making them to supply objects, organizing them as the friends of the museum and enable them to contribute for sustainable development of museums can be mentioned. Without involving stakeholders in the museum affairs it is impossible to achieve the objectives of collection processes and management of the museum mission.

3.3.5. Public Expectation

The majority of informants have reported that they did get Addis Ababa museum as expected in a lot of reasons. Among the reasons for the least expectation were lack of showing the city's culture history appropriately, lack of material culture representation and adequate information and presentation. More the museum is not open for research activities about its collections. The museum is also not working with the public to upgrade the museum services. A few number of informants said that the services of Addis Ababa museum is satisfactory.

3.4. Data from Interview

3.4.1. History and Mission

Addis Ababa Museum was found in 1984 as part of the 100th anniversary of the Addis Ababa City. Legislation was not issued to provide the Museum the necessary legal basis, and consequently it remains without a statute that provides it an independent legal entity. The establishment of the Addis Ababa Museum was not and has not hitherto been formally legislated. Currently, thus, it does not have an independent legal entity. It is operating under direct supervision of Addis Ababa City Administration Culture and Tourism Bureau. No board based

governance system has also so far introduced to provide technical and administrative support to the Museum's management, either in form of board of directors or board of trustees as accustomed elsewhere with regard to museum governance system. Policies and operation manuals are that could guide the Museum and the staffs into standardized actions are absent (informant, ZewdieTeklu, 2020).



Fig.15. Founders of Addis Ababa Museum: Mayor ZewdieTeklu and his colleagues (Photo by Eshetu)

Addis Ababa Museum is a governmental museum and it is kind of municipal museum established to narrate the city's overall history, culture and development to visitors. It is located in an attractive historical building. Front-side of the building offers remarkable view to major parts of the City and Entoto mountain range. It was constructed during the reign of Emperor Menelik II as a residential complex of one of the Emperor's royal dignitaries – RasBirruWeldegebriel. (Informant, ZewdieTeklu, 2020).

The premises had remained a stronghold of the Ras' family until most parts of it have been confiscated during the Derg regime and put to different services, such services as public school, Kebele administration office, and hotel, before it was finally chosen to host the Addis Ababa Museum. Nonetheless, the Museum's establishment has never been formally legislated in a manner that defines its duties and responsibilities.

According to Abebayehu (2018) the Addis Ababa museum has the following objectives:-

- To promote the importance of heritage and museum activities,
- To serve as an educational center to the public,
- To collect, exhibit and preserve the city's heritages and transform to the future generation.
- To show the city of Addis Ababa development through times

Documents reveal that 25 years ago right at a point of its founding, in contrast to its current organizational structure, the Museum's organizational structure had contained of 31 employees. From this fact, we do not learn only that the Museum's personnel has dramatically dwindled, but also that serious neglect is threatening the Museum, as the current staff structure barely corresponds to what it deserve as a city museum. The culture of engaging docent; i.e., volunteers who spend the majority of their time in the exhibit galleries, assisting at the front desk, and giving tours, is also not known at Addis Ababa Museum (informant Abebayehu Abera,2020). .

In general, absence of a sense of purpose and focused objective characterizes the Museum. It loses sight of its objectives as a city museum; i.e., as the educator of history and evolution of Addis Ababa City. Moreover it is impossible to conclude that the museum is running in full force to attain its mission in the past and today.

The establishment of Addis Ababa museum is the result of the gradual expansion of interests among the founders with the growth of cultural institutions and the increased awareness of the importance of city's memories and heritage. There were also demands by the higher officials as well as the general public. The above issues were among the major intensions in behind development of the museum with the main pushing factor that is the 100s anniversary of the city's centenary in 1983 (informant, ZewdieTeklu, 2020).

3.4.2. Collection management

The beginning and development of collections of the Addis Ababa museum is directly related with the advent of the museum. As the documents released by the Addis Ababa city Culture and Tourism Bureau during the anniversary a lot of collections gathered unanimously to strengthen

the displays of the museum. in addition many collections became the part as a gift for the city's Centenary from different cities locally and internationally and those became the part of the collection. The museum's collections began to develop after the establishment and many collections were added which entirely photographs in the display (informant, AbabayehuAbera, 2020).

As the other museums of the rest part of the world, the Addis Ababa Museum existence is highly relied on its collections. As a result the Addis Ababa Museum needs to carefully collect its collections from various sources and keep them and develop in a scientific way that is why collections are the life blood of any museum's activity. Collections are evidences of our past history and sometimes the only connection to our past.

For the long period of time Addis Ababa museum is conducting the only processes among the collection management works are exhibition and education. The other parts for instance documentation, Research and conservation works are were not performed in the museum. Those cases were not done because of the improper organizational structure and the tasks were distributed in to different departments of Addis Ababa city culture, art and tourism bureau (informant,AbabayehuAbera, 2020).

3.4.3. The Role of Addis Ababa Museum

Addis Ababa is one of the diversified cities in Ethiopia, where many nations nationalities and different religions are lived in harmony and tolerance, the city is also the diplomatic capital of Africa and seat for various international organization. The city culture, heritage and tourism bureau by intending to consolidate this values worked a lot of duties in this regarded. One of the activities to show the city's good images, history; the bureau has given much attention to the cultural sector and museum activities (Informant DerejeSeyoum, 2020).

There are more than 15 museums in Addis Ababa and with different cultural centers and galleries. This condition gave more opportunity to the people and international visitors to foresee the diversified history and cultures in the city. The people of Addis Ababa have better awareness to heritages and museum activities. However, the people and the school children are not well use these chance to visit, learn and conduct different activities in Addis Ababa museum. There is a

growing tendency of visitors but it not as expected (Informant DerejeSeyoum&Ababayehu 2020).

Addis Ababa museum is serving as the additional tourist destination since it embrace different types of collections, many visitors from foreign countries and local visited at large numbers according to the information by the museum

The other important role of Addis Ababa museum is preservation of the history and culture of the city and transferring it to the future generation. In addition the museum will play a vital role in becoming the future research center on the culture and history of the city(Informant DerejeSeyoum&Ababayehu 2020).

3.4.4. The Challenges and Opportunities of the Museum

The main aim of the museum since the establishment is to collect and display the history about the foundation of Addis Ababa. But by any status the number and the kind of collection presented at the museum cannot show the whole aspects equally that the museum intended ethnic to display in material culture. Priority should be given to acquiring objects or collections that fulfill the following criteria. These criteria determine what collection and research staff propose to acquire, and serve to inform the Acquisitions method in assessing a proposal. Objectives for future acquisitions contributes to the Addis Ababa Museum mission and themes for collection development, builds on the Museums core collection areas taking into account the defined priority areas, and corresponds with the research programs and mission of the museum (informant, Abera Anjulo,2020)

The Addis Ababa museum is under Addis Ababa culture and tourism bureau. The problem of organizational structure is common in the most Ethiopian museums; this is true for the Addis Ababa museum in absence of its own autonomous administration, budget, and legal frameworks, plans to perform all the museum activities.

Since the Museum has not hitherto formally granted an autonomous legal position, it has been put under the authority of different organizations. Among these are the Addis Ababa Municipal Office and Bureau of Culture and Tourism for Addis Ababa City Administration. However, none

of these bodies had, and has, been considering the Museum as an area of their core businesses in terms of providing it development priority. As a result, the Museum has been inordinately suffering from deficient organizational structure and operational budget and clearly defined mission. Legislation was not issued to provide the Museum the necessary legal basis, and consequently it remains without a statute that provides it an independent legal entity, to this date (informant Abebayehu, 2020).

Organizational structure the Museum contains eleven personnel in total. Currently staffs the assigned to all the eleven job units permitted the structure. Only two of the 11 job units, which are namely: curator and Exhibition Officer correspond to core areas of museum profession... Among the remaining nine support staff, two are Ticketing Officers and two cleaners whilst the rest of the five accounts for guards and gardeners. These staffs, proper including the two core personnel, have not exposed to any sort of duty related trainings to be equipped with the necessary museum skills (informant AmdemariamMamo, 2020).

Budget is important to run properly the duties and responsibilities of institutions. Museums as one of public institution need adequate budget. In this regard Addis Ababa museum is suffering with lack of enough budgets to conduct the museum activities with full energy. Among the activities expected from the museum not performed because of the financial constraints are collecting heritage, conservation and research.

Moreover it is difficult to organize the special educational programs and treatments for children coordinating with audio visual materials. So it obliged to resume its duties without aids to school children (informant YoditTamirat&AlemuAbebe, 2020).

The issue of Addis Ababa did not get the intended priority given by the concerned bodies. There cases of the museum are very important and have to get much attention in all processes of the management to satisfy the interests of the general public.

The rapid development, the seat of many diplomatic missions, the home of nations and nationalities, the growing number of Tourists, the increasing awareness of the residents and the government priority to the sector can be the opportunities for the development of museum activities in Addis Ababa.

CHAPTER FOUR

4. DATA ANALYSIS AND INTERPRETATION

This chapter discusses the raw data presented in chapter three was synthesized and interpreted using qualitative and quantitative data collection techniques. In order to discuss those data, it is categorized based on the research questions and specific objectives of the study.

Historical Background of collections in Addis Ababa Museum

As the majority of informants, the beginning and development of collections of the Addis Ababa museum is directly related with the advent of the museum. As the documents released by the Addis Ababa city Culture and Tourism Bureau during the anniversary a lot of collections gathered unanimously to strengthen the displays of the museum. In addition many collections became the part as a gift for the city's Centenary from different cities locally and internationally and those became the part of the collection. The museum's collections began to develop after the establishment and many collections were added which entirely photographs in the display

According to (ICOM,2004) museums should utilize when gathering museum collections by considering the following issues, first, the museum's statement of purpose, secondly based on primary statement of Museum, thirdly considering the definitions of collection and finally on the bases of collecting scope and statement. In addition, collections should be conducted on the bases of studies and by trained professionals.

Most of the informants indicated that many of the collections of Addis Ababa museum were gathered unprofessionally and suddenly. The above case led to the complications that are observed in the museum today. To alleviate the museum from those problems the concerned bodies must work in accordance with the scientific and systematized approaches.



Fig. 16. The Existing Condition of Collection of Addis Ababa Museum(Photo by Eshetu)

4.1. The Existing conditions of Collections in Addis Ababa Museum

According to the most informants, the majority of collections in the museum are presented in the galleries of the museum. Out of the total number of them, photographic collections are the dominant. There are also some items of collections in storage in unorganized ways. Almost the whole of collections were collected and stored at the advent of the museum. The museum did not conducted new collection activities for the past many years and not new collections are added yet. Addis Ababa Museum existence is highly relied on its collections. As a result the Addis Ababa Museum needs to carefully collect its collections from various sources and keep them and develop in a scientific way that is why collections are the life blood of any museum's activity. Collections are evidences of our past history and sometimes the only connection to our past (informant Bereket, 2020).

Therefore, Addis Ababa Museum should properly use its Collections to serves as an intellectual base for scholarship, discovery, and exhibition and for educational purpose. The collections must be held for research, and public exhibition in promotion of public service (informant Bereket, 2020).



Fig. 17. The Existing Condition of Collection of Addis Ababa Museum(Photo by Eshetu)

Collection is the heart of the exhibition. There is a serious problem in collection management in Addis Ababa museum collections due to incompleteness to play the intended purpose. Since the major aim of a museum exhibition is to communicate and address the public, it is far from showing well all aspects as expected. Collections acquired for museum must be checked and approved by museum experts about their authenticity and whether the objects are legally acquired objects are in line with museum mission and met the purpose of the museum (Holt, 2003).

4.2. Acquisition Mechanisms of collections

As the majority of informants most of the objects gathered in Addis Ababa museum were obtained through purchase. But it is the least among the means of acquiring collection given least attention because it is not advisable and taken as the last preference (Brown and Peers, 2011). So the museum should have to undertake collection by using different acquisition methods. There are also objects gained through gift.

Many respondents reported that, it is very important to consider the following issues while conducting collection activities; the availability of vivid collection policy, relying on the purpose and mission of the museum, community participation, adequate budget, and professional based.

According to (ICOM, 2004) Specific collections management activities when museums begin to think about their collections they should take in to consideration the following major issues: - any data of museum's collection encompasses the following aspects: size, number of object which are found both on display and storage room, cultural and historical value; the significance of the collections for the promotion of the culture historical values of the communities the museum it serves regularly.

In the Registration Level: The basic data had been recorded properly in the registration system.; Condition: a rough indication of the object as a good (average) bad or un indication of the conservation priority (not urgent, urgent) very urgent, Storage condition: an indication of where and how the collections are kept, in what back log, origin and property: what is the origin of the collection and who is the legal owner? Due to the provenance of any object should be clearly described by the institution which held an object in the trust of the public (ICOM, 2004).

Therefore, while Addis Ababa Museum plan to collect various collections it should take in to account the above mentioned and other critical issues in relation to collection handling and getting procedures.

4.3. Museum Collection Management

According to more than 90% off informants, it is so difficult to talk about collection management at Addis Ababa museum. Out of the total process of collection management the only activities are conducting in the museum are exhibition and education. Organizing collection is also at the least level. So it is impossible to define collection management in Addis Ababa Museum currently (informant Behailu, 2020).



Fig . 18. One the Exhibition Gallery in Addis Ababa museum (Photo by Eshetu)

Few number of informants indicated that as the part of collection management exhibition and education are going well in Addis Ababa museum. The museum collection management consists of documentation, conservation research, collection and exhibition. Among these documentation is one of the important processes that museums should conduct carefully. It is the first and the base for all collection management processes. Documentation is thus the organization of information. According to (Anne, 2010:3),It is known that museums obtain objects and create collections because the objects convey significant message or messages for the general public.



Fig. 19. Adowa Exhibition Gallery in Addis Ababa museum (Photo by Eshetu)

Museum collection processes should be handled systematically and in organized ways. As objects to be meaningful for exhibitor and research purposes in the museum Addis Ababa museum has to give priority to all collection management activities and must be inclusive to realize its targets and give standardized services to the public.

4.4. Organizational Performance

The respondent's opinion differs; 86 % of them argue that the current status of organizational performance of Addis Ababa is at the lowest stage. 14% of the respondents said that the situation is now becoming better. Both groups of respondents agree that the museum is far from the anticipated goal in relation to the standardized museum services, management and satisfying the interest of the public. As mentioned in the above sections historical background of the museum have different facts as the result the present situation of less performance of the museum is the direct reflection of the past(informant Tsega,2020).

Most of the informants agreed that in all cases in history of the museum is responsible for the current performance of the museum. The museum could not take measures to add new collections and improve the issue of representation and diversified features of the city's culture and history among the people. Small number of informants believes that there is good progress in Addis Ababa museum due to the renovation of the museum building and reorganization of the galleries in recent years (informant, Bereket, 2020).

The concept of organizational performance or effectiveness which was forwarded by different scholars is differing in various aspects. It also offers empirical documentation on the prevailing orthodoxy of the current generation of senior managers with regard to the notion and evaluation of organizational effectiveness at the eve on the 21st Century. The importance which managers place on the criteria of classic economic theory is particularly striking. In order to ensure the durability of the organization, managers must obviously pay a great deal of attention to performance criteria such as profitability, productivity, stability and growth of the organization, and competitiveness(Maltz& al., 2003).

4.5. The Role of Addis Ababa Museum

Respondent's opinions vary, while 80% of respondents argue, that Addis Ababa museum is not playing its role appropriately due to a lot of setbacks. The informants put the reason in different respects among these the major points are; the service delivery, the exhibition galleries, representational problem, the attractiveness facilities that are in museum compound, the above issues are very vital in the museum unless it is difficult to attain the anticipated goal. As keepers of the collective memory, museums can play a valuable role in providing an understanding of identity and in fostering a sense of belonging to a place or community for their users (Ambrose & Paine, 1993:5).

Among the informants 20%, who responded the question, confirmed that even if those problems are available in the museum; the museum can play and they believe it is playing its role. These informants also indicated that the presence of the museum and the service that it is giving is a good opportunity for country. A successful museum exhibit tells a good story. The exhibit connects to viewers through objects, label copy, dioramas, exhibit props, and other resources. It ensures the display of collections according to a selected rationale. Effective display techniques transmit exhibit themes and ideas. A museum exhibit should facilitate a productive encounter between the object and the visitor (Merkeb, 2007:64)

Education is one of the fundamental objectives of the museum, and it is only the museum that has the capacity and the ability to impart cultural education effectively as it houses the tools and materials for doing so in its collections. In modern society, the museums enrich the educational process by exposing children and indeed the public to their history in a positive way; they assist our future generations to understand and appreciate their history and culture and take pride in the achievements of their forbearers (Emmanuel, 1999).

In order to be efficient to play its role the organizations should be equip with the necessary standards for instance efficient museum collection system. Therefore Addis Ababa museum has to consider the abilities of advancing and inclusiveness of effective collection management to accomplish its mission.

4.6. Challenges of Collection Management in Addis Ababa Museum

According to the majority of informants, Addis Ababa museum is facing many challenges during its existence. The following are among the major challenges that became impediment for the museum not to become successful in its museum collection management and led to the inability to satisfy the interests of the general public.

Museums are forum for the public by addressing the roles they play creating ties between the past and the present. The material cultures in this case have a lot of lessons and varieties of information for audiences. According to this the museum services and activities have to be target oriented because to satisfy the needs of the audience to attain their goal (Rasavan, 2011). Unless the museums are not in a position to satisfy the interest of the general public, they are under challenge and should act to improve the situation.

4.6.1. Representational problem

Out of the total number of informants more than 85% of them have reported that the collection of Addis Ababa museum does not represent the history and culture of Addis Ababa. Only few number of informants said that it is representative. Those who said the collection and exhibition are not representative put the put reason as, diversity of cultures and history it lacks consistency and completeness. So they concluded that the exhibition and collection of the museum does not fully narrate the history and culture of the city (informant Fasil, 2020).

Almost all informants suggested that assuring cultural representation in museums is a very important issue and that our museums are not good in it. Representation is assuring balanced consideration, harmonization, recognition and promotion of museum collections of a given area or theme or community to the benefit of the general public. It is also showing or assuring of the power of an object is to present or put in a view of the audience. The unequal or unbalanced representation will become controversial and antagonistic among the cultural owners (Temesgen, 2010).

Museum collections should have to be organized on the basis of inclusiveness, while collections activities are undertaken assuring of comprehensiveness collection in terms cultures, history, item and diversities should be considered, collection must show the given area appropriately.

4.6.2. Improper organizational Structure

According to the majority informants, the current structural arrangement has its own impact on collection management of the museum, most the informants argue that this kind of organizational arrangement is not recommended for the museum. The roles of governments are significant in making effective of museums towards goals and accomplish their missions. Museums run the activities as part of a government and serving the general public should maintain the governing principles and the interest the audiences for this they are near to observe the interest of the people and by their full action and power (ICOM, 2004).

As mentioned in the above sections Addis Ababa museum is one of the departments in the city culture, Arts and Tourism Bureau. Since its foundation it remained subordinate to the bureau. The informants strongly believe that was improper organizational structure hindered the development of the museum activities (informant Dereje, 2020). All organizations need some division of labor in order to function efficiently and effectively requiring them to structure the organization into smaller parts. In organizations managers are appointed with specific task of supervising the various people or units and to report to managers higher up in the hierarchy. Depending on the span of control of each manager an organizational structure will consist of one or more layers of management (De Witt B. and Meyer R., 2010).

It is important for any organization to be successful it has to formulate and follow a proper and effective working structure. Museums are one of the public organizations which has to be organized independently to meet the interest of their audiences. Museums in order to perform the duties smoothly, they have to remain structurally independent.

4.6.3. The Absence of legal Frameworks

According to most of the informants, Addis Ababa has no legal frame works to run its processes properly. In the absence of any legal frame work, it is impossible to conduct any task in the museum. Acquisition methods should be integrated to conduct a reliable and sustainable collection management processes (informant Abebe, 2020). Collection management is a major duty and heart of the museum and it has to run on the basis of legal frame works about its collection processes such as deposition, DE accessioning, laboratory works, loans, placements, documentation up to exhibitions (Elizabeth and Jeff , 2015).

4.6.4. Less stakeholder participation

The majority of respondents agreed that the community involvement is vital in the museum services and activities. However, Addis Ababa museum is far from making the stakeholders as the part of its work and successes. The community involvement is highly needed to attain the objectives for instance to assure representation in museums, to avoid the lack of information for the objects in collection stores, to bring the necessary support in awareness creation activities the community based participation is essential (Informant , 2020).

The involvement of the stakeholders is important for museums to accommodate and conduct the necessity and open to vital social and environmental issues such as population and sustainability, social justice and Indigenous rights. The Funding organizations and stakeholders now concede that museums importance and their programs need to reveal impact and value within their local communities in order to attract further funding and ongoing support (Kelly, 2005).

The Community participation must be involved in the museum activities of Addis Ababa museum to deeply undertake overall museum activities.

CHAPTER FIVE

5. MAJOR FINDINGS, CONCLUSION AND RECOMENDATION

5.1. Major findings

After evaluating the perception of the respondents by comparing with the different tools of data gathering, opinion and the review of the rules and regulations and the secondary data; this research attempts to find out major problems of the museum collection and management in the case of the “AAM” as follows:-

- Addis Ababa museum is found at the lowest stage in its museum collection and management.
- Addis Ababa Museum is far from satisfying the needs of the general public.
- Addis Ababa Museum is not playing its role appropriately in its services and activities.
- Addis Ababa Museum is facing acute problem of improper organizational performance which made it subordinate to the Addis Ababa City Culture, Arts and Tourism Bureau by distributing its main pillar duties as museum. The situation made it not to become effective in its activities..
- Addis Ababa Museum faces lack of appropriate policy and other legal frame works that can help if to perform its duties and responsibilities in the right way.
- Addis Ababa Museum has high representational problem in showing the whole cultural and historical aspects of the city.
- Addis Ababa Museum could not conduct collection management activities appropriately due to a lot of challenges faced throughout its history.
- Addis Ababa Museum could not involve the community in museum affairs.
- Addis Ababa Museum is not in a position to deliver standardized museum services for its audiences.
- The location of Addis Ababa Museum is ideal place which can attract many visitors from the country and abroad.
- The presence of professionals in Addis Ababa Museum will help in promoting the museum.
- There are so many collections in store which the museum can use for temporary and movable exhibitions.

5.2. Conclusion

The main objective of this study was to assess the museum collection and management in the case of the “AAM”. This study will enable the decision makers, professionals of the museum and stake holders to know the current status of collection and museum management of the Addis Ababa Museum and forward alternative way as a possible solution.

Addis Ababa Museum since its establishment is delivering services to visitors related to socio-cultural life of the residents by exhibiting and educating the general public.. As the result, currently it became one of the tourist destinations in the country with its all setbacks.

This study focuses on the museum collection management of Addis Ababa Museum; therefore, the study finds the challenges and opportunities for the effective museum collection management in the museum. It is true that the challenges and opportunities of the museum collection management of Addis Ababa Museum are evaluated and assessed in relation to concepts of museum, organization, performance, policy issues & legal framework, organizational structure, museum services, handling and organizing of the collections and presenting meaningful, effective and standardized service to the general public.

The major limitations of Addis Ababa Museum in relation to the current status of museum collection management stemmed from the history, concept, standard & implementation, changes, roles of the museum, museum services and organizational structure, Those in turn brought about challenges such as representation problem, the absence of policy and effective legal frameworks, the inability to manage the organization, the less performance, less priority and community engagement and improper organizational structure etc. In addition to that the operational, complicated organizational structure and poor museum organizational performance are also identified.

As a result of the above-mentioned problems, Addis Ababa Museum organizational performance is not in a good or at the anticipated status and standard today. Moreover the museum is not properly playing its role as a museum to satisfy the general public. Therefore, it is facing a serious problem in relation to the current status of museum collection management. The incomplete and discontented exhibition is seen at the museum. As such, most of the problems of

challenges of Addis Ababa museum need to be solved in scientific, planned and organized manner.

Addis Ababa museum is expected to have a standardized and effective museum collection management. In a way to improve the status of the museum services and activities; the appropriate priority must be given. According to (ICOM, 2004) effective collection management system, standardized organization of collections and documentation system with professional frame of reference are needed in the museum. Due to the fact that the way forwards are important to improve the status the museum collection management.

5.3. Recommendation

As indicated previous section the current status of museum collection management of Addis Ababa Museum, has a lot of setbacks. Most of them can be easily improved accordingly their problems and some of them need great effort; there must be efforts to be taken by the decision makers, professionals of the museum and stakeholders.

Therefore, I would not come to conclude that my recommendations are not the only and final solutions for the improvements of the museum collection management of Addis Ababa Museum. However, I consider that if the recommendations are accepted and practiced, they will be able to upgrade and improve the current status of the museum collection management of Addis Ababa museum. Beyond this, I believe that the points raised will help as initial step for those who are interested to investigate further about the issues of Addis Ababa Museum.

Addis Ababa Museum did not conduct major collection mechanisms for long period of time since its establishment. As the result no major changes have observed in the museum. Therefore, the museum has to conduct more collection activities by using appropriate acquisition methods.

In order to secure the purpose of equal and fair representation and presentation of the heritages of the city's holistic culture and history, the museum should have to employ all its efforts. The collection centers and gallery of the museum should be reorganized with representative assemblages and exhibits. To do so the museum should improve its collection concerning the whole aspects of the city culture and history.

The current organizational structure of Addis Ababa is not appropriate to accomplish its duties and responsibilities effectively. The problem is also highly affecting the museum collection management because, on the way of assuring standardized museum service and to play its role appropriately. The museum should have a proper and functional organizational structure to entertain the public demands. The museum status which was set by (ICOM, 2004) to have autonomous structure and accomplish the six main pillars (Documentation, Research, Conservation, Collection, Exhibition and Education) does not exist. So the structural arrangement should be improved to autonomous and semi-autonomous status in the future.

Any process seeks a clear, verified legal framework. Therefore, Addis Ababa Museum needs to have its own policy and other related effective legal frameworks to run and organize standardized museum collection management. The legal frameworks should be able to be practicable in defining showing mandates, duties and responsibilities.

In order to reduce less organizational performance management and to become effective to attain the goals; it is very important to improve its service delivery system and plan, act conduct audience oriented mechanisms.

The involvement of community in the museum affairs and activities is important. When the community is enabled in the museum issues and they in turn show their dedication and commitment to the museum. It is also very significant for the sustainable museum development and effective organizational performance management. Addis Ababa Museum should have to participate the community in the museum activities..

Addis Ababa Museum has to conduct effective museum collection management by involving all the main museum services as recommended by ICOM and working with the concerned bodies to satisfy the general public.

Bibliography

AACT.(2018).Annual Magazine, Addis Ababa, Ethiopia; Vol 9 NO. 13.

Alexander,K. (2017).Museum Exhibition, interpretation and Communication Techniques*International journal of Research in Economics & social Sciences*, Vol. 7 Issue 2, February- 2017Nugegoda, Sri Lanka

American Museum of Natural History,(2011).Collections Management.2011<http://research.amnh.org/anthropology/database/management>. Accessed February 2011.

Ambrose, T.& Paine, C. (2006).*Developing New Audience.Museum Basic*. Rout ledge: 2nd ed.

Ambrose, T. andPaine, C. (2006).*Museum Basics*. London and New York: Rutledge.

Anne, A. (2010). *Documentation of Museum Collections why? And how: Practical guide*. ISBN:UNESCO, ICCROM and EPA.

ARCCH.(2018). Survey Documentation and Inventory Report on moveable heritage of Addis Ababa Museum. Addis Ababa.

Asante, B. (2011). Linking Centralized Politics to Custodian ship of Cultural Heritage In Ethiopia: Examples of National Level Museums In Addis Ababa. *African Studies*. VOL. 70: 2; 302-320.

Association of Art Museum Directors. (2007). *Art Museums and the Practice of Deaccessioning*.Web. 2011.

Bereket, D. (2015). The current challenges of the national museum of Ethiopia: (*MA Thesis, Addis Ababa University*).

Bereket, Z. (2017). The status of ethnographic collections: the “NME”:(*MA Thesis, Addis Ababa University*).

Bhattacharjee, A. (2012). *Social Science Research, Principles, Methods and Practice*. University of South Florida.

David, D. (1994). *Museum Exhibition: Theory and Practice*. London and New York: Routledge.

De Witt, B. & Meyer, R. (2010). *Strategy Process, Content, Context an International Perspective 3d ed.* Hampshire: Southern-Western Cengage Learning

Emmanuel. (1999). *The Role of the society*. Public lecture on the Role and Mission of Museums.

Elizabeth, S. (2020). *Guidelines for the transfer of Archaeological Archives to the Museum of Liverpool*. Liverpool

Holt, N. (2003). *Representation, legitimatization and Auto ethnography*. Leeds Metropolitan University, Leeds, England

Hooper-Greenhill, E. (1994). *The Educational Role of Museums*. London: London: Routledge.

ICOM, (2001). *Museums Arenas for dialogue or confrontation*. The 23 rd general Conference. Rio Di Jenero : ICOM.

ICOM. (2013). *Code of Ethics for Museums*.

ICOM. (2004). *A practical Hand book Running a Museum*. Paris: UNESCO.

Kacey, M. (2011). *The Significance of Human Remains in Museum Collections: Implications for Collections Management*. State University of New York, Buffalo State College.

Kelly, L. (2013). *The Connected Museum in the World of Social Media*. Routledge: London

Kothari, R. (2004). *Research Methods and Techniques*. Rajasthan, India

Maluwa, Aaron. (2006). *The Roles of Museums in Addressing community needs in the 21st century*. INTERCOM Conference.

Merkeb, M. (2007). *Problems of governance and cultural representation in the national museum of Ethiopia*. (MA Thesis, Addis Ababa University)

Perkins, C. (2013). *The Effective Change Management: The Change Management Body of Knowledge 1st ed.*s.l: Change Management Institute, Sidney.

Rasavan, A. (2011). *Museums Marketing, Tourism and urban Development*. Romania.

Richards, G. (2001). *Cultural Tourism; Global and local Perspectives*. New York.

Solomon B, (2016). *Current Practices and Challenges of Addis Ababa Museum*. MA thesis, Addis Ababa University

Stuart, H. (1997). *Cultural Representation and Signifying Practices*. London: London oaks.

Selvadurai, A. (2013). *Change Management in the Public Sector*, Ottawa, Canada.

Swales S., (2010). *Organizational Change 4th ed.*London: Pearson Ltd..

Sherman, A., (2009). *Change Management: Strategies to Help Nonprofit Leaders Make the Most of Uncertain Times*, New York: TCC Group.

Temesgen, B. (2004). *The Role of museums and Galleries in Ethiopia*.(MA Thesis.Addis Ababa University).

UNESCO. 2001. *Museum International: A guided Tour of our past*. Vol.3. No.4 Paris.

Valotti, G. &Tria, G. ed., (2012). *Reforming the Public Sector: How to Achieve Transparency, Service, and Leadership*.Washington DC: Brooking Institution Press and ScuolaSuperiore Della PubblicaAmministrazione

List of Informants

No	Name of the informant	Age	Date of Interview	Place of Interview	Position
1	ZewdieTeklu	87	February 20/2020	Addis Ababa Museum	Former Mayor of Addis Ababa city
2	FasilGeorgis	60	March 6/ 2020	Addis Ababa University	Architect
3	TsegaTemam	55	March 8- 2020	Addis Ababa CityCulture, Art and TourismBureau	Advisor of head of the Bureau
4	DerejeSeyoum	35	February 21/2020	Addis Ababa CityCulture, Art and TourismBureau	Director of Site heritage AACATB
5	AmdemariamMamo	34	February 27/2020	Addis Ababa CityCulture, Art and TourismBureau	Tourism Director AACATB
6	AberaAnjulo	40	March 16/ 2020	Addis Ababa ARCCH/NME	Senior Heritage inspection Expert ARCCH
7	BereketZewde	40	March18/2020	Addis Ababa	Senior Museum

				ARCCH/NME	Exhibition Expert
8	AbebayehuAbera	38	March 4/2020	Addis Ababa museum	Museum curator
9	YoditTamirat	35	April 8/ 2020	Addis Ababa museum	Museum educator
10	Berihu G/Yoannis	30	April 8/ 2020	Addis AbabaCityCulture, Art and TourismBureau	Museum Curator
11	AlemuAbebe	25	April 8/ 2020	Addis Ababa museum	Museum educator
12	AbebeSahlu	65	April 8/ 2020	Addis Ababa museum	Director Of Law at AACCATB

APPENDICES

Appendix 1: Questionnaire for the Addis Ababa Museum Heads of Directorates and Addis Ababa Culture and Tourism Bureau

Appendix 2: Questionnaire for the Stakeholders

Appendix 3 Questionnaire for the Visitors

Appendix 4 Interview Questions for Key informants

Appendix 5 Secondary data check list

Appendix 6 Letter for Collection to Addis Ababa Museum 1

Appendix 7 Minutes for Collection to Addis Ababa Museum 1

Appendix 8 Minutes for Collection to Addis Ababa Museum 2

Appendix 9 Letter for Collection to Addis Ababa Museum 2

Appendix 10 Checklist for Collection to Addis Ababa Museum 1

Appendix 11 Checklist for Collection to Addis Ababa Museum 2

Appendix 1

Questionnaire for the Addis Ababa Museum Heads of Directorates and Addis Ababa Culture and Tourism Bureau

Addis Ababa University

College of social sciences

Department of archeology and heritage management

Graduate program in museum studies

By: EshetuTaye

Address: Mobile +251911101784

Email: abush2000@gmail.com

Advisor: KassayeBegashaw(PhD)

Dear Respondent

I am conducting a research to the partial fulfillment of my MA in Museum Studies at Addis Ababa University. The purpose of this research is to investigate **Museum Collections and Management: with the particular emphasis of Addis Ababa Museum**

The information you provide is highly essential for successful completion of the study. Please answer all items objectively. The researcher assures you that information provided will be kept confidential and be used only for an academic purpose.

This questionnaire has two parts. Part one is about the general background of the respondents and consists of items about your experience and part two includes response to Museum Collections and Management in closed ended questions of Addis Ababa Museum.

Thank you in advance for your cooperation!

Questionnaire for Addis Ababa Museum Heads of Directorates of Addis Ababa Culture and Tourism Bureau

Part 1: Background information

Gender: Male Female

Age: below 25 26 – 35 36 – 45 46 and above

Educational Level: Below high school High school graduate Diploma
 Degree Above Degree

Name of the institution _____

Name of the department _____

Current position: _____

Job experience in year _____

Part II Museum Collections and Management in Addis Ababa Museum” related questions please, put a (√) mark with the option)

5. Excellent 4. Very good 3. Good 2. moderate 1. poor

N O	Dimensions	<i>Excellent</i>	<i>Very good</i>	<i>Good</i>	<i>moderat e</i>	<i>poor</i>
1	Currently the collection and exhibition of the Addis Ababa Museum satisfy the needs and interests of the general public	5	4	3	2	1
2	Addis Ababa Museum is always conducting to increase its collection in verified ways					

3	The existing collections in storage and presented in the galleries are efficient to represent the culture and history of the city					
4	The displayed exhibits of the museum are informative, communicative, entertaining.					
5	Addis Ababa Museum has more material objects in the exhibition and storage					
6	The current organizational performance satisfies the interests of the general public in AAM					
7	The influence of organizational structure on organizational performance is determinant.					
8	The public have no major complains on Addis Ababa Museum					
9	Addis Ababa Museum is closely working with the City's Culture and Tourism Bureau in heritage development works					
10	Addis Ababa Museum is closely working with the stakeholders in heritage development works and activities					
11	Addis Ababa Museum has its own legal frame works to run museum collection management and activities					
12	The museum uses different ways and					

	methodologies to collect and manage objects gathered at the storage					
13	The museum is attracting a lot of visitors today					
14	Addis Ababa Museum uses variety of promotional and marketing to increase the number of visitors					
15	Collections at the storage of Addis Ababa Museum are well organized and documented					
16	The museum has its own visitor management system					
17	The museum educational activities are conducted in well-organized ways					
18	The collections of Addis Ababa Museum are open for research and have continuous follow up for conservation					

\

Part II

How do you evaluate the organizational structure of Addis Ababa Museum in effective collection management and organizational performance?

How do the museum collections and management to play to satisfy the interests of general public in the case of AAM? -----

What do you think are the major causes the problem of effective collection management in Addis Ababa Museum?

- A. Organizational structure
- B. Shortage of Resource and budget
- C. Leadership approach
- D. The community
- E. policy makers

F. please specify any other and give explanation -----

4. What do you suggest to the effective collection management to be followed as exemplary more applicable to bring the satisfaction of the general public in Addis Ababa Museum?

--

Thank You

Appendix 2:

Questionnaire for the Stakeholders

Addis Ababa University

College of social sciences

Department of archeology and heritage management

Graduate program in museum studies

By: EshetuTaye

Address: Mobile 251911101784

Email: abush2000@gmail.com

Advisor: KassayeBegashaw(PhD)

Dear Respondent

I am conducting a research to the partial fulfillment of my MA in Museum Studies at Addis Ababa University. The purpose of this research is to investigate **Museum Collections and Management:, with the particular emphasis of Addis Ababa Museum**

The information you provide is highly essential for successful completion of the study. Please answer all items objectively. The researcher assures you that information provided will be kept confidential and be used only for an academic purpose.

This questionnaire has two parts. Part one is about the general background of the respondents and consists of items about your experience and part two includes response to Museum Collections and Management in closed ended questions of Addis Ababa Museum.

Thank you in advance for your cooperation!

Questionnaire for Stakeholders

Part 1: Background information

Gender: Male Female

Age: below 25 26 – 35 36 – 45 46 and above

Educational Level: Below high school High school graduate Diploma
 Degree Above Degree

Name of the institution _____

Name of the department _____

Current position: _____

Job experience in year _____

Part II Museum Collections and Management in Addis Ababa Museum” related questions
 please, put a (√) mark with the option)

5. Excellent 4. Very good 3. Good 2. moderate 1. poor

N O	Dimensions	<i>Excellent</i>	<i>Very good</i>	<i>Good</i>	<i>moderate</i>	<i>poor</i>
1	As the stakeholder, Currently the collection and exhibition of the Addis Ababa Museum satisfy the needs and interests of the general public	5	4	3	2	1
2	Addis Ababa Museum is always conducting to increase its collection in verified ways					

3	The existing collections in storage and presented in the galleries are efficient to represent the culture and history of the city					
4	The displayed exhibits of the museum are informative, communicative, entertaining.					
5	Addis Ababa Museum has more material objects in the exhibition and storage					
6	The current organizational performance satisfies the interests of the general public in AAM					
7	As stakeholder you have effective plan to work with the “AAM” to solve the challenges in collection management.					
8	The public have no major complains on Addis Ababa Museum					
9	Addis Ababa Museum is closely working with the city’s culture, Art and Tourism Bureau in heritage development works					
10	As stakeholders to Addis Ababa Museum in heritage development works your sayings are valuable					
11	Addis Ababa Museum has its own legal frame works to run museum collection management and activities					
12	The museum uses different ways and					

	methodologies to collect and manage objects gathered at the storage					
13	The museum is attracting a lot of visitors today					
14	Addis Ababa Museum uses variety of promotional and marketing to increase the number of visitors					
15	Addis Ababa Museum is committed to work with the community and stakeholders					
16	The museum has its own visitor management system					
17	The museum educational activities are conducted in well-organized ways					
18	The collections of Addis Ababa Museum are open for research and have continuous follow up for conservation					

\

Part II

As the stakeholder of Addis Ababa museum do have the access to visit the collection store of the museum?

Yes

No

Please specify your comment -----

As stakeholder, what mechanisms should be recommendable for collecting objects that represent the history and culture of Addis Ababa?

What are the challenges of the museum sector in Addis Ababa regarding with the status of the e collection and exhibition of Addis Ababa museum? And how? -----

What do you suggest to the effective collection management to be followed as exemplary more applicable to bring the satisfaction of the general public in Addis Ababa museum?-----

Thank You

Appendix 3

Questionnaire for the Visitors

Addis Ababa University

College of social sciences

Department of archeology and heritage management

Graduate program in museum studies

By: EshetuTaye

Address: Mobile 251911101784

Email: abush2000@gmail.com

Advisor: KassayeBegashaw(PhD)

Dear Respondent

I am conducting a research to the partial fulfillment of my MA in Museum Studies at Addis Ababa University. The purpose of this research is to investigate **Museum Collections and Management:, with the particular emphasis of Addis Ababa Museum**

The information you provide is highly essential for successful completion of the study. Please answer all items objectively. The researcher assures you that information provided will be kept confidential and be used only for an academic purpose.

This questionnaire has two parts. Part one is about the general background of the respondents and consists of items about your experience and part two includes response to Museum Collections and Management in closed ended questions of Addis Ababa Museum.

Thank you in advance for your cooperation

Questionnaire for Museum visitors

Instruction: Circle the letter with which you choose or write the answer as may be necessary to indicate your appropriate response.

Part I Personal Data

Sex- A) Male B) Female

Which age group do you belong to? A) 15 or Younger B.) 16-19 C. 20-29
D. 30- 39 E. 40-49 F. 50-59 G. 60

Religion: - A) Protestant B) Orthodox Christianity C) Muslim

D) Others specify _____

Level of education: - A) Illiterate B) 1-4 grade C) 5-8 grade D) 9-12 E) Certificate

F) Diploma G) First Degree H) Above First Degree

Part II Your Visit to National Museum of Ethiopia

5. Excellent 4.Very good 3.Good 2.moderate 1.poor

N O	Dimensions	<i>Excellent</i>	<i>Very good</i>	<i>Good</i>	<i>moderat e</i>	<i>poor</i>
		5	4	3	2	1
!	I got the Addis Ababa Museum as expected					
2	The public have no major complains on Addis Ababa Museum					
3	Addis Ababa exhibition displays represent					

	the city's historical and cultural heritages.					
4	The diversity of cultures of the city is represented in the Museum (Ethnic, gender, age...)?					
5	The exhibition sections of the museum represent all people's culture and history of Addis Ababa					
6	You found a material culture which specifically represent your city					
7	The balanced cultural representation in the Museum plays a role for national unity and cohesion					
10	It easy to understand the display and labels of the object in all exhibition sections of the museum					
11	The Addis Ababa Museum is playing its national roles with effective organizational performance.					
12	You like to visit the Addis Ababa Museum and recommend others to visit this museum					
13	you get enough explanation about the cultural heritages during your visit					

14	The service you got in the museum is satisfactory					
15	The general setting of the museum garden attractive					

1. How did you know first about Addis Ababa Museum?
 - A. By friends or colleague
 - B. Family
 - C. Newspaper/magazine
 - D. By Television
 - E. By the tour company
 - F. Internet
 - G. Other (please specify _____).
2. How many times have you visited Addis Ababa Museum?
 - A. For the first time
 - B. Twice
 - C. More than Twice
3. If your answer is more than Twice, what kinds of changes you have noticed in the Museum?
 - A. Way of Display
 - B. The increment of number and type of objects
 - C. Service improvement
 - D. No change
4. Do you agree the Addis Ababa museum is in a good position in playing its role as a museum?
 - A. Yes B. No
5. If your answer is yes, (please specify -----)
6. Which section of the Museum attracts your attention?
 - A. birth B. Development C. Adwa D. Art E. Mayer's
7. Do you recommend others to visit this Museum?
 - A Yes B. No

Thank you Very much for your time and cooperate

Appendix 4

Interview Questions for Key informants

Interview Semi structured Questions for Key informants

What were the main intentions and objectives of Addis Ababa Museum during establishment?

What are the challenges of Addis Ababa Museum in the past and now?

How were the past and the current experiences of Addis Ababa Museum in regarding its collections and exhibition?

How do you evaluate the technical capacity of the experts/leaders who are working in the museum? Why/?

Do you think that the Addis Ababa Museum is equipped with the necessary infrastructure and is operating in excellent manner?

What measures were taken the tackle those challenges for the effective collection management?

How do you evaluate the role of the public, stakeholders and regional states involvement, in the process of museum affairs at their capacity? What are the advantages and shortcomings in their participation?

Appendix 5

Secondary data check list

Secondary data check list

Prepared for the thesis on Museum Collections and Management by EshetuTaye Dec, 2019

NO	Name the material	Check list mark(X)	Remark
1.	Proclamations, Regulations, Directives, Guidelines, Manuals, etc.,		
2.	The offices' strategic plan devised in line with GTP II		
3.	The current process designs, structure, job description and position specification and qualification and specialization on the field		
4.	The GTP I Performance Assessment report on museum management of the institution		
5.	The 2019/20 budget year and the 2009 first Half of the heritage performance report		
6.	Best Practice assessment report of the Office		
7.	Employees' turnover report in each office		
8	Archival materials related to organizational performance		

Appendix 6

Letter for Collection to Addis Ababa Museum 1

67
09-05-1981
2--0--2--8--8

אב"מ מ"ו
מנהל המוזיאון
בניין המוזיאון
ב-10

המנהל המוזיאון
1980
1. ...
2. ...

מס' 22-02-81
...

...

...

..
09
05
81

