




THE FEDERAL DEMOCRATIC REPUBLIC OF ETHIOPIA

SUSTAINABLE TOURISM MASTER PLAN

2015
2025

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SUSTAINABLE TOURISM MASTER PLAN
2015 – 2025

MINISTRY OF CULTURE AND TOURISM

United Nations
Economic Commission for Africa

Disclaimer

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MAP OF THE FEDERAL DEMOCRATIC REPUBLIC OF ETHIOPIA

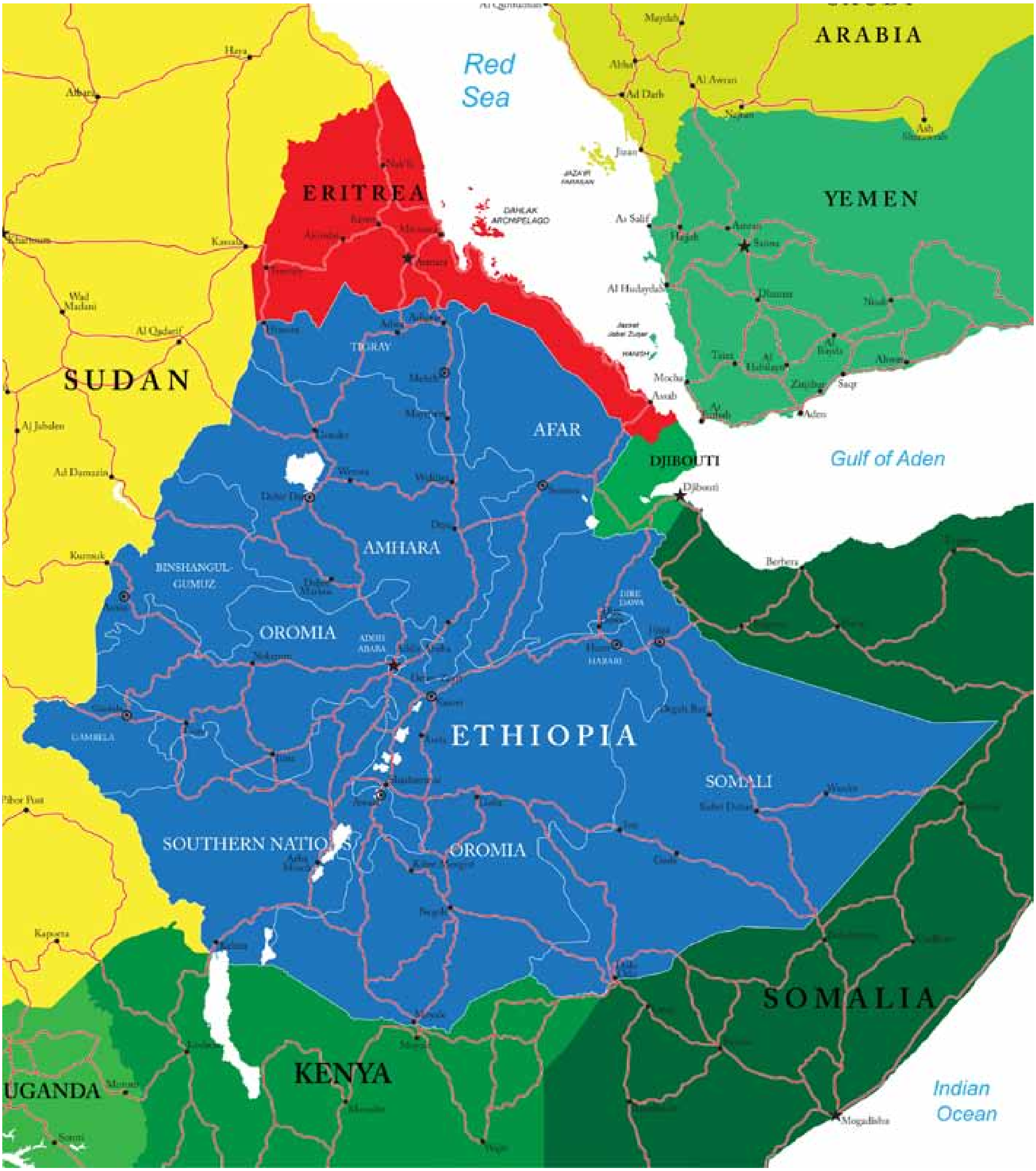

TABLE OF CONTENTS

LIST OF FIGURES

LIST OF TABLES

FOREWORD

Ethiopia is one of the fastest growing economies in the world, having registered impressive economic growth for the last consecutive twelve years. As part of its resolve to achieve various economic, social and political goals, the government of Ethiopia is investing heavily in large scale social and infrastructural projects aimed at bringing about institutional transformation. The implementation of the first integrated Growth and Transformational Plan has already proved its calibre in achieving all of the millennium development goals. The second Growth and Transformation Plan has been developed with the ultimate goal of attaining middle class income status by 2025.

Ethiopia is a country with untapped tourism potential. The contribution of tourism to the overall development is, therefore, well recognised and is given significant attention in the Growth and Transformation Plan. Ethiopia is currently experiencing rapid growth in international tourism. This is a result of the remarkable socio-economic reforms and diligent endeavours and commitment of the Government of the Federal Democratic Republic of Ethiopia. Tourism is a sector that holds a bright promise for our country Ethiopia.

That is why the Ministry of Culture and Tourism has placed considerable emphasis on developing and managing tourism in a competitive and sustainable way. The Ministry has collaborated with the Eastern Africa member states under the umbrella of IGAD in developing a Regional Sustainable Tourism Master Plan, 2013-2023. The Sustainable Tourism Master Plan for Ethiopia (ESTMP) is, therefore, a follow-through to the government's commitment to guaranteeing that the tourism sector contributes to the country's socio-economic development.

The Master Plan sets out a vision for sustainable tourism development in the country and includes strategic programmes, priority projects, and activities in a 10 years implementation framework. In this sense, it marks an important milestone for the systematic development of Ethiopia. Needless to say, the country recognises the need for action if tourism is to play its part in Ethiopia's development agenda as envisioned in the Growth and Transformational Plan, 2015-2020. The government of Ethiopia is deeply committed to exert every effort necessary to implement the ESTPM and further calls for the strong commitment, effort and practical involvement of the private sector, civil society, community and development partners in its implementation and monitoring.

I would like to extend my government's gratitude for the financial and technical assistance provided to the Ministry of Culture and Tourism by the United Nations Economic Commission for Africa through their Sub-Regional Office for Eastern Africa. I would also like to express my sincere gratitude to all of the shareholders who in various ways, participated in the successful formulation of this Sustainable Tourism Master Plan.

Finally, I would like to take this opportunity to invite visitors from all over the world to experience the new face of Ethiopia, its abundant wealth of cultural and natural heritages, and the genuine hospitality of the Ethiopian people.

His Excellency Hailemariam Desalegn Boshe
The Prime Minister
Federal Democratic Republic of Ethiopia

ACKNOWLEDGEMENT

This Sustainable Tourism Master Plan is a product of comprehensive stakeholder consultations across the country and a number of consultative meetings including four regional and national meetings and several ad hoc meetings. What is more, the master plan benefited from regional lessons of best practice during the regional expert group meeting held in Addis Ababa. The master plan has further been enriched by both a peer process undertaken by national tourism experts and stakeholders.

The formulation of the Master Plan has been enabled through the technical and financial assistance from the United Nations Economic Commission for Africa (UNECA) Sub-Regional Office for Eastern Africa. In particular, the process of formulating the master plan was led by Rayviscic Mutinda under the guidance of Geoffrey Manyara and Daya Bragante and direct supervision of the leadership of Ministry of Culture and Tourism. Overall leadership for the formulation process was provided by Antonio Pedro, the Director UNECA SRO-EA. Special thanks go to the staff of the Ministry of Culture and Tourism for their unwavering support, in particular, in organising the stakeholder interviews and consultative forums across the country and the provision of technical inputs at different stages of the ESTMP development.

Finally, UNECA and the Ministry of Culture and Tourism of the Federal Democratic Republic of Ethiopia would like to extend their utmost gratitude to tourism experts drawn from the IGAD region, and all other esteemed tourism stakeholders including government officials, private sector representatives, members of civil society and academia, for their constructive criticism, insights, information and advice that contributed immensely to the development of this master plan.

Ministry of Culture and Tourism

LIST OF ACRONYMS AND ABBREVIATIONS

AfDB	African Development Bank
ARCCH	Authority for Research and Conservation of Cultural Heritage
ATMs	Automated Teller Machines
AU	African Union
BDP	Bilateral Development Partners
BRICS	Brazil, Russia India, China, South Africa
CEWARN	Conflict Early Warning and Response Mechanism
CPD	Continuous Professional Development
CRS	Computer Reservation Systems
CTTC	Catering and Tourism Training Centre
CVB	Convention and Visitor Bureaus
DMS	Destination Management System
ECAA	Ethiopian Civil Aviation Authority
EIC	Ethiopia Investment Commission
EPA	Environment Protection Authority
ETB	Ethiopian Birr
ETO	Ethiopian Tourism Organisation
EWCA	Ethiopian Wildlife Conservation Authority
FDI	Foreign Direct Investment
FIFA	Fédération Internationale de Football Association
GDS	Global Distributions Systems
GPS	Geographical Positioning System
GTP	Growth and Transformational Plan
GVA	Gross Value Added
HR	Human Resource
HRD	Human Resource Development
ICCA	International Congress and Convention Association
ICT	Information and Communication Technology
IFC	International Finance Corporation
IGAD	Inter-Governmental Authority on Development
ITB	International Tourism Bourse
ITU	International Telecommunication Union
LAPSSET	Lamu Port South Sudan Ethiopia Transport Corridor
MDG	Millennium Development Goals
MCIT	Ministry of Communication and Information Technology

MICE	Meetings Incentives Conferences and Exhibitions
MoCT	Ministry of Culture and Tourism
MoFA	Ministry of Foreign Affairs
MoUDHC	Ministry of Urban Development and Housing Construction
NIC	National Incubation Centres
NTDP	National Tourism Development Policy
ODI	Overseas Development Institute
PPP	Public Private Partnership
PTAs	Priority Tourism Areas
SMS	Short Message Service
SNNPR	Southern Nations, Nationalities and Peoples' Region
STMP	Sustainable Tourism Master Plan
TDF	Tourism Development Fund
TIC	Tourist Information Centres
TVC	Tourism Value Chain
TVCM	Tourism Value Chain Mapping
TVET	Technical Vocational Education and Training
TSA	Tourism Satellite Account
TTC	Tourism Transformation Council
TTCI	Travel and Tourism Competitiveness Index
UNECA	United Nations Economic Commission for Africa
UNESCO	United Nations Educational, Scientific and Cultural Organisation
UNWTO	United Nations World Tourism Organisation
VOIP	Voice Over Internet Protocols
WEF	World Economic Forum
YD	Yamoussoukro Decision

Ethiopia first participated in the Olympic games in 1956.

PHOTO: Muktar Edris of Ethiopia celebrates his 5000 metres victory of the 20th World Junior Athletics Championships at the Olympic Stadium on July 14, 2012 in Barcelona, Spain.


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EXECUTIVE SUMMARY

Introduction

As a result of sweeping economic reforms, the Federal Democratic Republic of Ethiopia (FDRE) has been enjoying unprecedented tourism growth in the recent years. International tourist arrivals have been on a growth trajectory since the 90s rising from 64,000 in 1990 to 681,249 in 2013. This has been matched by growth in the contribution of the travel and tourism sector's direct contribution to the country's GDP which in 2013 was 4.2%, translating to ETB 35,766.6m and is expected to grow by 4.8% p.a. reaching ETB 59, 495.2m (3.6% of GDP) by 2024.

Further, the industry is now an important source of employment accounting for 3.8% of total employment in 2013 representing 985,500 jobs directly and this is forecast to grow by 0.1% in 2014 to 986,000 (3.6% of total employment). Such performance has seen the tourism industry increasingly becoming an important economic sector in the country and has consequently been identified as an avenue through which the plan for accelerated and sustainable development to end poverty can be achieved, as articulated in the country's Growth and Transformation Plan (GTP), (2010-2015) vision to:

> "*Build an economy that has a modern and productive agricultural sector with enhanced technology and an industrial sector that plays a leading role in the economy, sustaining economic development and securing social justice and increasing the per capita income of the citizens so as to reach the level of those in the middle-income countries."*

As pertains to the tourism sector, the GTP aims at doubling the tourist arrivals from 500,000 to 1 million, and a twelve-fold increase in tourist expenditures from 250 million USD in 2010 to 3 billion in 2015. The Government is also now in the process of embarking on the second GTP which seeks to propel the country to middle income status by 2025. Accordingly, building on the success of the GTP1, GTP2, further sets high targets for the tourism sector to be achieved by 2025. Of course, while these targets may seem ambitious, they fully reflect the aspirations of the country becoming 'One of the Five Top Destinations in Africa by 2020'.

To help ensure that tourism growth delivers broad and equitable social, economic, and environmental benefits, the government of the FDRE adopted the National Tourism Development Policy (NTDP) in 2009 with a vision:

> "*To see Ethiopia's tourism development led responsibly and sustainably and contributing its share to the development of the country by aligning itself with poverty elimination."*

The NTDP sets the sector's general objectives that places emphasis on the tourism's potential in terms of growth, employment generation (particularly for women and youth), foreign exchange earnings, and image building for the country. It also stresses the importance of achieving tourism growth sustainably, in alignment with other national development policies and with broad participation by the different stakeholders. In this context, the Ministry of Culture and Tourism (MoCT)—the agency mandated by FDRE to oversee the systematic development of tourism—prepared the Sustainable Tourism Master Plan (STMP) with financial and technical support from the UN Economic Commission for Africa (UNECA) Sub-Regional Office for Eastern Africa.

Mission and vision of the Ethiopian STMP

This sustainable tourism master plan sets the **vision** for Ethiopia's tourism that Ethiopia becomes one of the top five tourist destinations in Africa by 2025.

The **mission** of the ESTMP is to develop Ethiopia's tourism to maximise its contribution to the country's economic development, preserving Ethiopia's rich cultural and natural heritage, and providing the warmest of hospitality, excellent value for money and memorable, authentic experiences to every visitor. This vision, mission and goal shall be pursued under the **shared values**.

Shared values

- Community participation and empowerment
- Respect for the cultural integrity and environmental health of the resources
- Gender mainstreaming
- Stakeholder partnership
- Respect for the federal system of governance in Ethiopia

Christianity in Ethiopia dates to the 1st century AD, and this long tradition of Christianity makes Ethiopia unique amongst sub-Saharan African countries.

PHOTO: A priest holding a crucifix.

Guiding principles, aims and strategic objectives of the ESTMP

The STMP adopts the NTDP vision for tourism in Ethiopia and its specific objectives as the base guiding principles and uses an integrated model of tourism planning including *Destination competitiveness and sustainable tourism development* approaches. Specifically, the STMP is guided by the following underlying principles:

The main aim of this STMP is to establish a national framework for sustainable tourism development with a view to contributing to socio-economic development and poverty alleviation. The STMP therefore, sets out 10 Strategic pillars, priority projects and activities in a long-term implementation framework covering 2015–2025. These are broken down into short term, medium term and long term planning horizons.

1. Tourism planning should adopt a system approach to development focusing not only on the development processes but also on the necessary inputs and outputs.
2. Tourism development should be sustainable providing equity for both inter-generational, (whereby the current exploitation of tourism resources should not compromise the ability of future generations), and intra-generational, taking into account issues relating to enhancing social justice and poverty alleviation.
3. The STMP should enhance the competitiveness of the country as a tourist destination by building on the existing unique aspects of each individual region that should complement the country's overall image and creation of synergies in areas of common tourism interest.
4. The STMP should provide strategies that would reduce the level of tourism economic leakages while at the same time enhancing tourism economic linkages and multiplier effect through sound value chain development policies.
5. The STMP should provide strategies in line with the wider national, regional, continental and international development initiatives and economic development plans.
6. Tourism development should be guided by sound research. The STMP should, therefore, provide a mechanism for skills, knowledge and technology transfer among member states with a view to enhancing sustainability, human capital and regional competitiveness.

Key objectives for the strategic pillars

01 Policy, Regulation and Institutional Framework

- Establish and improve framework for formulation and implementation of tourism policies and regulations
- Strengthen and harmonise public sector institutions
- Strengthen private sector institutions
- Strengthen public-private collaboration
- Strengthen linkages with other sectors

02 Tourism Product Development

- Enhancing the appeal of the country's existing tourism products
- Expanding and diversifying the country's tourism product
- Develop inter-regional tourism product
- Create a framework for tourism product development

03 Tourism Marketing, Branding and Promotion

- Intensifying the country's appeal in the current target market segments.
- Diversification of the country's tourist market
- Build a national brand that improves and entrenches the image of the country as a tourist destination
- Disseminate and manage destination information
- Establish institutional and strategic frameworks for marketing the country

04 Investment in Tourism Facilities and Services

- Enhance the capacity of the existing tourist services and facilities
- Create a conducive environment to encourage investments in the tourism sector
- Promote investment opportunities for tourism services and facilities

05 Human Resource Development

- Address the short-term HR needs for the tourism sector
- Build a long-term supply of globally competitive human resource for the tourism sector

06

Tourism Research and Development

- Create a framework for tourism research and development within the country

07

Tourist Safety and Security

- Design and develop a tourism safety and security strategy

08

Tourism Support Infrastructure and Services

- Engender tourism industry development focus in national and regional infrastructure development

09

Conservation and Preservation of Natural and Cultural Resources

- Enhancing the conservation and preservation of natural and cultural resource

10

Tourism Development Financing

- Institutionalise the mobilisation of financial resources to fund tourism development
- Design strategies to mobilise financial resources to fund tourism development under the TDF framework

These strategic pillars and key objectives are organised to produce a coordinated response to future industry growth and emphasises their inter-relationships and equal importance.

In line with the projections of GTP2, sthe STMP has set a high growth target of 5 million international visitors in 2025. Based on this high growth scenario, receipts from international arrivals is projected to increase from a baseline of ETB 14.197 billion in 2012 to ETB 180 billion in 2025, with the corresponding number of tourism-related jobs rising from 985,500 to 4.8 million.

To ensure that this growth is realised in a competitive and sustainable manner, the master plan includes 10 strategic pillars with an indicative cost of ETB 5.306 billion distributed as shown below.

Table 1.1: Indicative Cost Estimates of Implementing the Ethiopia STMP (2015-2025)

SPS/No	Strategic Pillar	Estimated Cost (ETB m)
1	Policy, Regulatory and Institutional Framework	166
2	Tourism Product Development	1,602
3	Tourism Marketing and Promotion	951
4	Investment in Tourism Facilities and Services	957
5	Human Resource Development	606
6	Tourism Research and Development	52
7	Tourist Safety and Security	130
8	Tourism Support Infrastructure and Services	155
9	Conservation and Preservation of Natural and Cultural Resources	814
10	Tourism Development Financing	23
	Total	**5,466**

Addis Ababa is an Amharic word that means new flower. The site that is now Addis Ababa was chosen by Empress Tatyu Betul. The city was founded in 1886 by Emperor Menelik the second. Today, Addis Ababa is often referred to as the political capital of Africa because of its rich historical, diplomatic and political significance in the continent.

PHOTO: Night view of Addis Ababa.

1. INTRODUCTION

Driven by the expansion of services and agricultural sectors and at an average growth rate of 9.9% over the recent past, Ethiopia has one of the fastest growing economies in the world. However, with a population of over 90 million people and a per capita income of USD650, the country is also one of the poorest in the world. Therefore, it faces several developmental challenges. To this end, the government has embarked on ambitious plans to address this developmental anomaly. The country is currently in the process of implementing the Growth and Transformational Plan (GTP) 2010-2015 which broadly seeks to facilitate the attainment of a middle-income country status and to realise the Millennium Development Goals (MDG) (Ethiopia Government, 2010). More specifically, the GTP is geared towards achieving the long-term development vision in which the country seeks to:

> "Become a country where democratic rule, good-governance and social justice reigns, upon the involvement and free will of its peoples; and once extricating itself from poverty and becomes a middle-income economy. " p7

And the economic development vision which seeks to:

> "Build an economy which has a modern and productive agricultural sector with enhanced technology and an industrial sector that plays a leading role in the economy; to sustain economic development and secure social justice; and, increase per capita income of citizens so that it reaches at the level of those in middle-income countries." p7

In addition, the GTP is premised upon key pillars including:

1. Sustaining faster and equitable economic growth;
2. Maintaining agriculture as a major source of economic growth;
3. Creating favourable conditions for the industry to play a key role in the economy;
4. Enhancing expansion and quality of infrastructure development;
5. Enhancing expansion and quality of social development;
6. Building capacity and deepening good governance; and
7. Promoting women and youth empowerment.

The Government has also embarked on the second GTP which builds on the GTP1. Whereas, GTP1 was designed to lay a legal and institutional framework for the tourism sector, it is anticipated that GTP2 will provide the much needed impetus for the accelerated transformation of sector.

> "(...)The Ethiopian tourism policy focuses on identifying the country's historical, cultural, wildlife and natural resources to develop responsible and sustainable tourism through the participation of the private sector, local community (...) "p74

It is worth noting that this is not the first time that the role of the tourism sector in economic growth and development has been recognised in the country. Indeed, the country's first national development plan of the 1960s, owing to the prevailing potential, highlighted the sector's important role as one the avenues through which the country could grow and develop. In the endeavour to facilitate the sector's role as such, the country developed the first National Tourism Master Plan in 1966 which, among others, advocated for significant government involvement and investment and provided a framework for tourism and support infrastructure development. The Master Plan also saw that the Ethiopian Airlines could facilitate access to and from the Historic Route attractions. Owing to prioritisation of the tourism industry in the 1960s and early 1970s, the sector experienced rapid growth rates averaging 12% per annum. However, this remarkable development was greatly compromised during the 17 years of the Derg rule, a period in which, like many other productive sectors, the industry all but collapsed.

Since the 1990s, nonetheless, there has been a steady, albeit slow, recovery of the tourism industry which has been constrained by a series of challenges including the lack of appropriate tourism and support infrastructure and low capacity in terms of human resources, to name but a few. More recently, significant institutional developments have taken place in the country's tourism sector including the establishment of the Ministry of Culture and Tourism (MoCT) in 2005, the formulation of the National Tourism Development Policy (NTDP) in 2009, the formation of the Tourism Transformation Council (TTC) and the Ethiopia Tourism Organisation (ETO) in 2014. Arguably, this is a demonstration of a higher prioritisation of the tourism sector, though challenges still persist (MoCT, 2009).

The NTDP recognises the challenges facing the sector as both internal (such as limitations in basic tourism supply and lack of capacity in general) and external (such as poor national image and instability in the Horn of Africa region). To this end, the NTDP strives to provide a conducive environment for the development of the sector in a responsible and sustainable manner and in line with the country's broader development goals including poverty alleviation. In particular, the policy seeks to:

- *Ensure the country's fully benefits by sustaining competitiveness in the international tourism market, by turning Ethiopia into a preferred destination in Africa and by maximising on direct and indirect benefits.*
- *Build a tourism industry that makes important contributions in earning and conserving foreign exchange, and which integrates into economic growth and development.*
- *To create extensive employment opportunities for communities as tourist destinations and to ensure community benefits through a wider distribution of income, and to enhance community participation in decision-making on development.*
- *To realise a tourism industry that builds a positive image of the country, carries on the sector's development in a responsible and sustainable manner, with the capability of growing without disrupting peoples' culture and lifestyles and the natural environment.*
- *To build an industry that can lengthen the tourists' stay by solving observed limitations in service in the sector and to provide for progressive growth of capacity in tourist facilities deployed in the field.*

The lower Omo Valley has been declared a World Heritage Site by the United Nations Educational Scientific and Cultural Organisation (UNESCO).

PHOTO: A boy of the Arbore tribe with traditional body painting in Lower Omo Valley.

Further, recent developments within the East African region, and in particular, within the Inter-Governmental Authority on Development (IGAD) region, have underscored the strategic significance of the tourism sector to drive the social-economic development of the regional economies. In view of this recognition, the region has developed a ten year Sustainable Tourism Master Plan for the period 2013-2023. In addition to the inter-governmental initiatives, the IGAD Master Plan strongly recommends the development of Sustainable Tourism Master Plans to guide the development of the sector within each of the member countries.

Within the Ethiopian context, despite the immense opportunities that exist in the country in terms of both cultural and natural resources for tourism development, the country continues to lag behind other economies in the region in terms of tourism growth and development. This could be attributed to several challenges the country's tourism industry faces including, the narrow range of extant tourism products, lack of effective marketing strategies, human resource capacity dearth, lack of research to inform tourism growth and development, weak institutional and legislative frameworks, industry quality and standards issues, insufficient tourism and support infrastructure, and, uncoordinated and fragmented tourism planning and development both at the national and regional levels.

This Sustainable Tourism Master Plan (STMP) (2015-2025) therefore, in line with the NTDP, the GTP, and the recommendations of the IGAD regional STMP, is geared towards addressing the foregoing challenges with a view to facilitating the achievement of the country's tourism industry development goals. In addition, it is anticipated that if effectively implemented, the tourism industry could make significant contribution towards the realisation of the country's long-term broad development vision of attaining, among others, the middle-income country status within a decade.

The STMP sets out a vision for sustainable tourism development and includes strategic programmes and actions in a 10 year implementation framework. Preparation of the STMP was undertaken between November 2013 and November 2014, with technical and financial assistance from the UNECA Sub-Regional Office for Eastern Africa and involved situational analysis, extensive stakeholder consultations, and a review of internationally accepted best practice for tourism planning and development.

The STMP begins with an overview of global tourism trends and that of Ethiopia's tourism industry. This is followed by a detailed situational analysis of the country's tourism industry and ends with an overview of her relative competitiveness against selected regional destinations. Based on the situational analysis, the STMP sets the Vision, Mission and Ambition for the country's tourism industry and highlights the Shared Values to be pursued in the development of the sector. It also provides short term, intermediate and long-term forecasts for international visitor arrivals, tourism receipts and employment.

Related Strategic programmes and actions needed to achieve the vision of the Master Plan are presented in Section III. Section IV describes implementation and monitoring arrangements, including the roles and responsibilities of various public and private stakeholders. The implementation framework, divided into three time horizons: short term (1-3 years), medium term (4-6 years), and long term (7-10 years), complete with expected outputs and milestones in terms of Objectively Verifiable Indicators (OVIs), indicative costs, and the underlying assumptions, are provided.

A 17km line running from the city centre to industrial areas in the south of the city opened on 20 September 2015. At the time of going to press, the east-west line remains under construction.

PHOTO: Addis Ababa light rail system.


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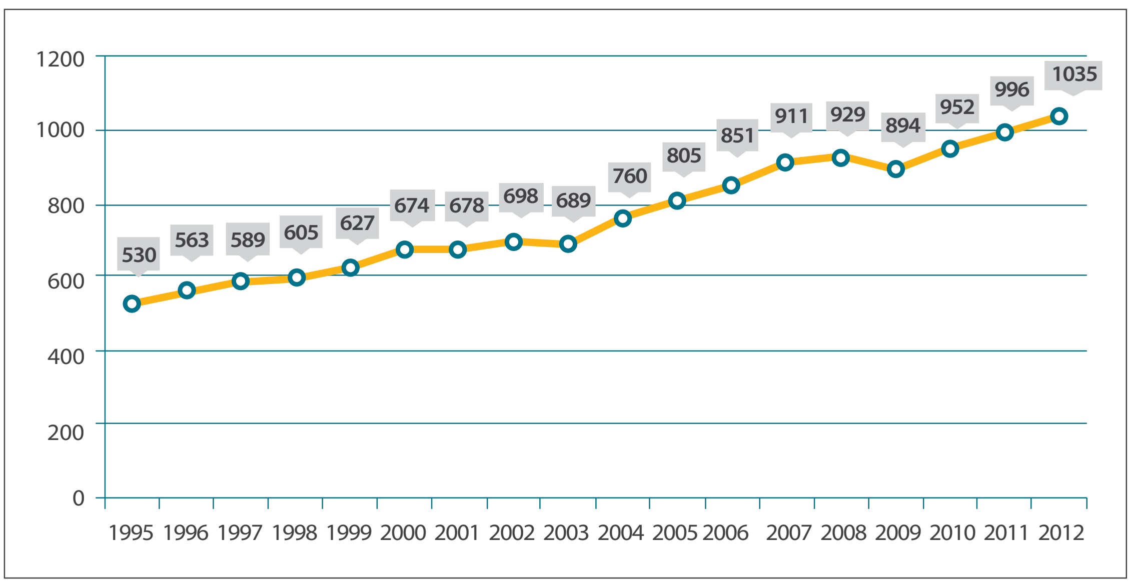
2 SITUATIONAL ANALYSIS

2.1 Global Tourism Outlook

Despite occasional shocks, international tourism has continued to experience expansion and diversification that has seen the industry becoming one of the largest and fastest-growing economic sectors in the world. According to the UNWTO, international tourist arrivals have been rising steadily from 25 million in 1950 to 278 million in 1980, 528 million in 1995 and 1,087 million in 2013. Further, as per UNWTO's long term forecast *Tourism Towards* 2030, this figure is expected to increase by 3.3% a year from 2010 to 2030 to reach 1.8 billion by 2030. Figure 2.1 provides a snapshot of international arrivals growth trajectory between 1995 and 2012.

Figure 2.1: World: International Visitors Arrival between 1995-2012 (million)



Source: UNWTO Highlights May, 2014

This growth, however, exhibits regional differences. For instance, as depicted in Table 2.1 below, while Europe continues to account for more than half of the international tourist arrivals, Asia and the Pacific region and Africa recorded the highest annual average growth between 1990 and 2013 (6.2 % and 6.1% respectively) with Sub-Saharan Africa recording the third highest average annual growth (7.1%). The UNWTO projections indicates that in 2014, Asia and the Pacific region will record the highest growth rate (between +5% to +6%) followed by Africa (+4 to +6%). Europe and the Americas are projected to grow by between +3% to +4%. In the Middle East, growth is expected to range between 0% to +5%.

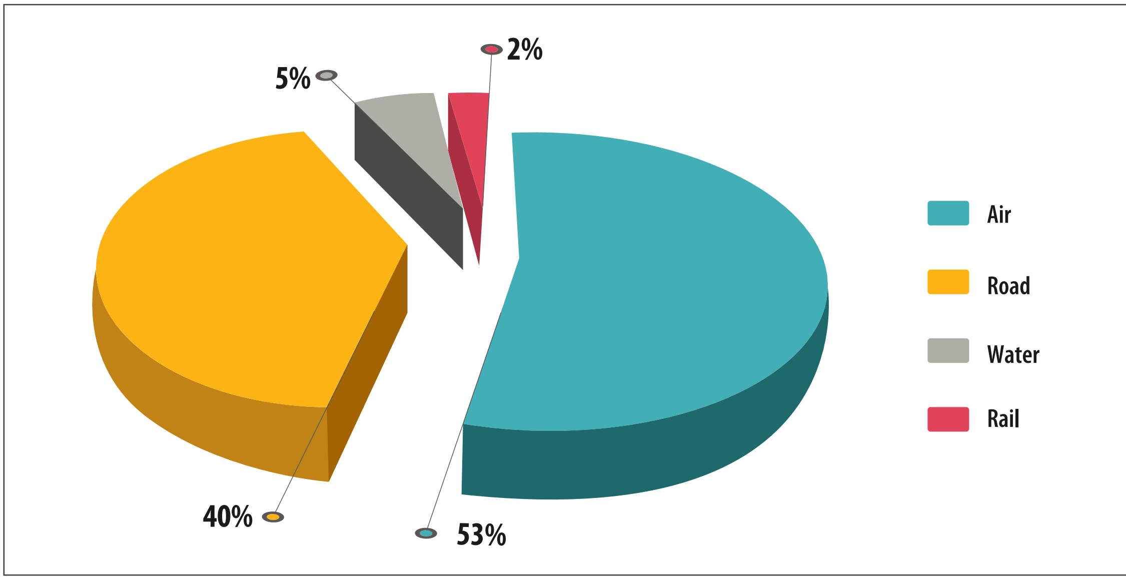
Table 2.1: World: International Visitors Arrival by UNWTO Regions between 1995-2012

	International Tourist Arrivals (million)							Market share (%)	Average annual growth (%) '05-' 13*
	1990	1995	2000	2005	2010	2012	2013*	2013*	
World	**434**	**528**	**677**	**807**	**948**	**1,035**	**1,087**	**100**	**3.8**
By UNWTO regions:									
Europe	**261.1**	**304.0**	**388.2**	**448.9**	**484.8**	**534.4**	**563.4**	**51.8**	**2.9**
Northern Europe	28.2	35.8	46.6	60.4	62.7	65.1	68.9	6.3	1.6
Western Europe	108.6	112.2	139.7	141.7	154.4	167.2	174.3	16.0	2.6
Central/Eastern Europe	33.9	58.1	69.3	90.4	94.5	111.7	118.9	10.9	3.5
Southern/Mediter. EU.	90.3	98.0	132.6	156.4	173.3	190.4	201.4	18.5	3.2
-of which EU-28	229.7	267.3	332.3	363.8	380.0	412.2	432.7	39.8	2.2
Asia and the Pacific	**55.8**	**82.0**	**110.1**	**153.5**	**204.9**	**233.5**	**248.1**	**22.8**	**6.2**
North-East Asia	6.4	41.3	58.3	85.9	111.5	122.8	127.0	11.7	5.0
South-East Asia	21.2	28.4	36.1	48.5	70.0	84.2	93.1	8.6	8.5
Oceania	5.2	9.6	10.9	11.4	11.9	8.1	12.5	1.1	1.7
South Asia	3.1	4.2	6.1	8.1	12.0	14.6	15.5	1.4	8.4
Americas	**92.8**	**109.1**	**128.2**	**133.3**	**150.6**	**162.7**	**167.9**	**15.5**	**2.9**
North America	71.8	80.7	91.5	89.9	99.5	106.4	110.1	10.1	2.6
Caribbean	11.4	14.0	17.1	18.8	19.5	20.7	21.2	2.0	1.5
Central America	1.9	2.6	4.3	6.3	7.9	8.9	9.2	0.8	4.9
South America	7.7	11.7	15.3	18.3	23.6	26.7	27.4	2.5	5.2
Africa	14.7	18.7	26.2	34.8	49.9	52.9	55.8	5.1	6.1
North Africa	8.4	7.3	10.2	13.9	18.8	18.5	19.6	1.8	4.4
Sub-Saharan Africa	6.3	11.5	16.0	20.9	31.2	34.5	36.2	3.3	7.1
Middle East	**9.6**	**13.7**	**24.1**	**36.3**	**58.2**	**51.7**	**51.6**	**4.7**	**4.5**

Source: UNWTO highlights May, 2014

According to the UNWTO, air travel continues to be the dominant mode of travel in international tourism. In 2013, slightly over half of all travellers arrived at their destination by air (53%), while surface transport accounted for 47% with 40% being by road, 2% by rail, and 5% by water (Figure 2.2).

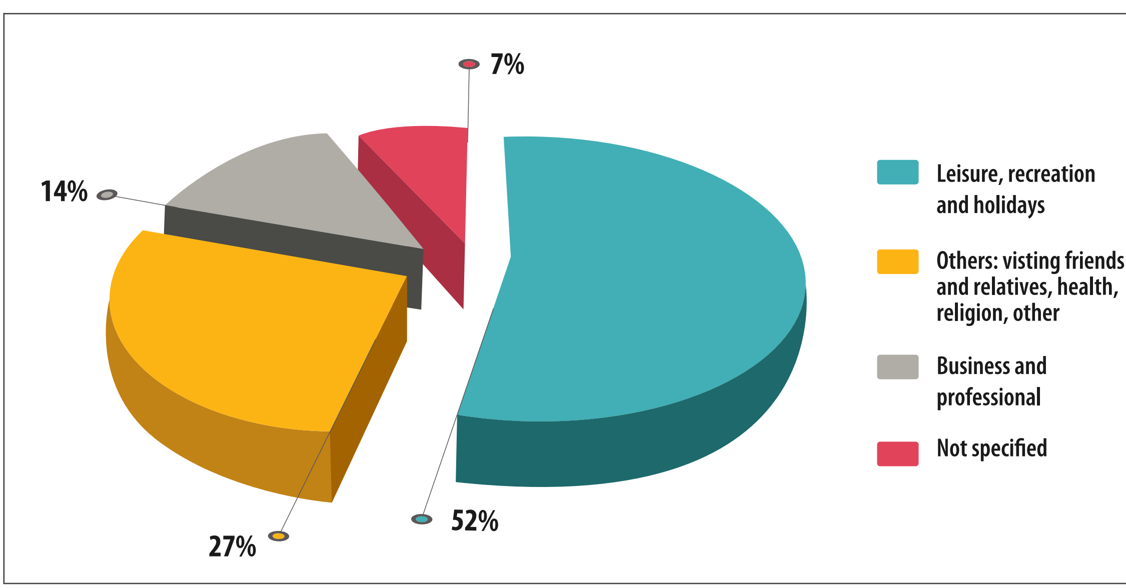
Figure 2.2: Modes of Travel for International Arrivals, 2013 (%)



Source: UNWTO highlights, May 2014

Travel for holidays, recreation and other forms of leisure continues to be the main purpose for international travel accounting for just over half of all international tourist arrivals (52% or 568 million) in 2013. Travel for business and professional purposes accounted for 14% of international tourists. Travel for other reasons such as visiting friends and relatives (VFR), religious reasons and pilgrimages, health treatment and so on accounted for 27% (Figure. 2.3).

Figure 2.3: Inbound Tourism by Purpose of Visit 2013



Source: UNWTO highlights, May 2014

2.1.1. World Tourism Receipts

According to the UNWTO Highlights 2014, international tourism receipts grew by 5% in real terms to reach US$ 1159 billion in 2013, at par with the growth in international arrivals (also at +5%) reversing the earlier years trend where the growth in international tourism receipts lagged behind that of arrivals. Europe, which accounted for 42% of all international tourism receipts, saw the largest growth in 2013, increasing by US$ 35 billion to US$ 489 billion. The Asia and the Pacific region, that accounted for 31% of worldwide receipts, had her receipts increasing by US$ 30 billion to US$ 359 billion in the same period. In the Americas, accounting for 20% share, receipts increased by US$ 16 billion to US$ 229 billion. In the Middle East, international tourism receipts were estimated at US$ 47 billion, accounting for 4% of international tourist receipts. Africa recorded US$ 34 billion, accounting for 3% of the international tourist receipts. In terms of the relative growth, Asia and the Pacific recorded the largest increase in receipts (+8%), followed by the Americas (+6%) and Europe (+4%). Africa posted flat results while receipts in the Middle East were down 2% compared to 2012 (See Table 2.2).

Table 2.2: World: International Tourist Receipts

	International Tourism Receipts Local currencies, constant prices (% change)				Market share (%)	Receipts (US$)		
						(billion)		per arrival
	10/09	11/10	12/11	13*/12	2013*	2012	2013*	2013*
World	**5.2**	**4.5**	**4.2**	**5.3**	**100**	**1,078**	**1,159**	**1,070**
By UNWTO regions:								
Europe	**-0.2**	**4.9**	**1.9**	**3.8**	**42.2**	**454.0**	**489.3**	**870**
Northern Europe	3.4	2.4	3.3	7.1	6.4	67.6	74.2	1,080
Western Europe	1.4	3.9	2.7	1.7	14.5	157.9	167.9	960
Central/Eastern Europe	3.5	6.8	4.0	3.4	5.2	56.3	59.9	500
Southern/Mediter. Eu.	-1.9	6.1	0.0	4.5	16.2	172.2	187.3	930
- of which EU-28	0.9	4.0	1.7	3.4	34.8	374.2	402.9	930
Asia and the Pacific	**14.9**	**8.3**	**6.7**	**8.2**	**31.0**	**329.1**	**358.9**	**1,450**
North-East Asia	21.4	9.2	7.9	9.3	15.9	167.2	184.7	1,450
South-East Asia	15.0	12.9	10.6	9.7	9.3	96.0	107.4	1,150
Oceania	-3.0	-4.1	-1.3	1.9	3.7	43.0	42.6	3,410
South Asia	10.7	11.6	-0.6	5.3	2.1	22.9	24.3	1,570
Americas	**4.2**	**5.1**	**5.7**	**6.4**	**19.8**	**212.9**	**229.2**	**1,360**
North America	0.7	-1.5	1.2	2.1	2.1	24.2	24.8	1,170
Caribbean	0.7	-1.5	1.2	2.1	2.1	24.2	24.8	1,170
Central America	0.3	9.7	7.5	3.2	0.8	8.7	9.4	1,020
South America	2.2	5.7	3.2	3.2	2.1	23.6	23.9	870
Africa	**2.6**	**1.7**	**7.3**	**0.0**	**3.0**	**34.3**	**34.2**	**610**
North Africa	0.2	-5.5	9.1	-1.4	0.9	10.0	10.2	520
Sub-Saharan Africa	3.8	5.0	6.5	0.6	2.1	24.3	24.0	660
Middle East	**6.3**	**-17.2**	**2.2**	**-1.9**	**4.1**	**47.5**	**47.3**	**920**

Source: UNWTO highlights, 2014

2.2 The Tourism Industry in Ethiopia

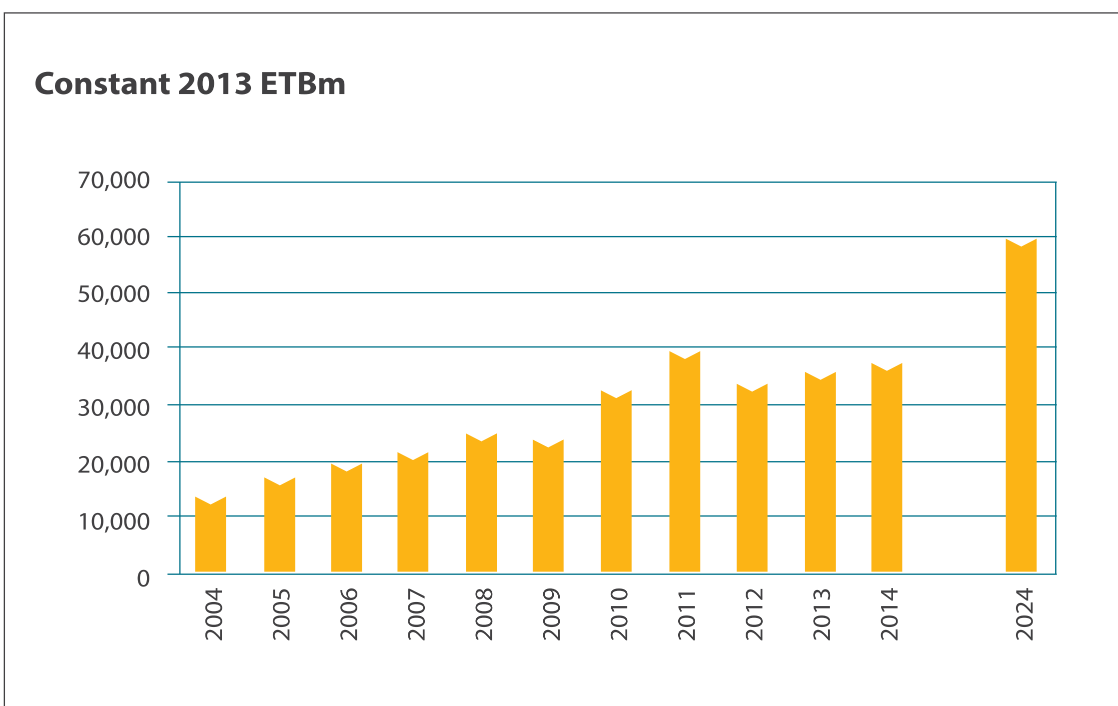
The role of the tourism industry in Ethiopia's socio-economic development has always been recognised in the country. Noticeably, the number of international tourist arrivals has grown in leaps and bounds since the national development plan in 1965 in which the importance of the tourism industry in economic growth and development was highlighted leading to an average of 63,833 arrivals by the early 70s. The ensuing period thereafter, however, could be described as the *dark era* for the tourism industry as captured in this excerpt drawn from the national tourism policy:

> "During the 17 years that the Derg was in power, tourism declined drastically because of the adverse conditions created by the war, recurrent drought, strained political and diplomatic relations". (MoCT, 2009:43)

All these factors contributed to negative image of the country as a tourist destination. Nonetheless, though the image of instability has been somewhat shed, that of a drought stricken destination, given the publicity created by the Live Aid concert organised by Bob Geldof in 1985, which is one of the most viewed events globally to date, unfortunately continues to persist. Despite these challenges, the country's tourism sector has experienced growth over the years seeing it increasingly become an important economic sector in the country.

Such economic prominence of the industry is illustrated by its direct contribution to the country's GDP which in 2013 was 4.2%, translating to ETB 35,766.6m. This is forecast to rise by 4.5% to ETB 37,373.6m in 2014 (WTTC, 2014). This primarily reflects the economic activity generated by industries such as hotels, travel agents, airlines and other passenger transportation services (excluding commuter services). But it also includes, for example, the activities of the restaurant and leisure industries directly supported by tourists. The direct contribution of travel and tourism (T&T) to GDP is expected to grow by 4.8% pa to ETB 59, 495.2mn (3.6% of GDP) by 2024 (WTTC, 2014) (See Figure 2.4).

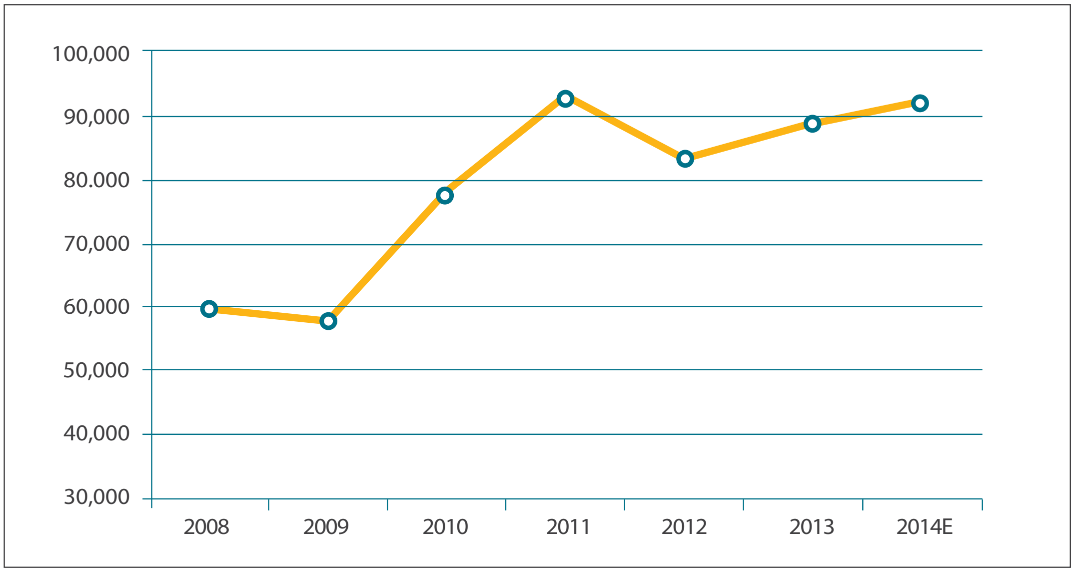
Figure 2.4: Direct Contribution of T&T to GDP (ETB, m)



Source: WTTC, 2014

The total contribution of Travel & Tourism to GDP (including wider effects from investment, the supply chain and induced income impacts, was ETB88, 691.2m in 2013 (10.3% of GDP) and is expected to grow by 4.3% to ETB 92, 547.3m (10.1% of GDP) in 2014. The total GDP contribution is forecasted to rise by 4.9% pa to ETB149, 832m by 2024 (9.0% of GDP) (Figure 2.5).

Figure 2.5: Total Contribution of T&T to GDP (ETB, million)



Source: WTTC, 2014

Further, a fundamental contribution of the tourism industry to economic growth and development is its ability to generate both direct and indirect employment owing to the multiplier effect. As such, the industry is now an important source of employment accounting for 3.8% of total employment in 2013 representing 985,500 jobs directly. This is forecast to grow by 0.1% in 2014 to 986,000 (3.6% of total employment). WTTC projects that the sector will account for 1,049,000 job directly, an increase of 0.6% per annum over the next ten years (WTTC, 2014). Consequently, the sector has been identified as an avenue through which accelerated and sustainable development to end poverty can be achieved as highlighted in the country's GTP 2010-2015.

22 out of **140**
Ethiopia's global price competitive ranking by the TTCI.

2.3 Competitive Analysis of Ethiopia's Travel and Tourism Industry

Ethiopia's global and regional ranking has been consistently improving over the years rising from position 123 in 2009, to 122 in 2011 and 120 in 2013. This, though still below other countries in the Sub-Saharan region offering similar tourism products, is a remarkable achievement compared to South Africa, Kenya, Rwanda and Tanzania, each of which has not been consistent in competitiveness over the period under consideration. Table 2.3 below analyses the country's competitiveness as it compares to selected countries within the South Sahara Africa.

Overall, out of the 140 economies ranked by the TTCI in 2013, the country performs relatively well in a number of areas including in the travel and tourism sector price competitiveness (position 22). This is attributable to the country ranking as second globally in *purchasing power parity* (a measure of the extent to which goods and services in the country are more or less expensive than elsewhere) and relatively low fuel prices (position 29). The country's second best performance is in her natural resources (position 33 globally) marked by the presence of her natural World Heritage Site (rank 45), and the presence, in the country, of known threatened species (26). However, compared to other Sub-Saharan African countries within this regional set, this performance is only better than Rwanda's position 69, with Tanzania being at position 4 globally.

The other areas of a fairly favourable global ranking are the country's cultural resources (position 82) as a result of the number of cultural World Heritage Sites (rank 45) in which the country performs better than her regional neighbours; Safety and security (position 90) marked by low levels of business costs of crime and violence (position 22) which is, however, compromised by the high number of road traffic accidents (position 130); and Environmental sustainability (position 90)- marked by a substantially low level of carbon dioxide emission (position 6).

Table 2.3: Ethiopia's Global T&T Competitiveness Relative to Selected Sub-Saharan Africa Countries (out of 140 Economies)

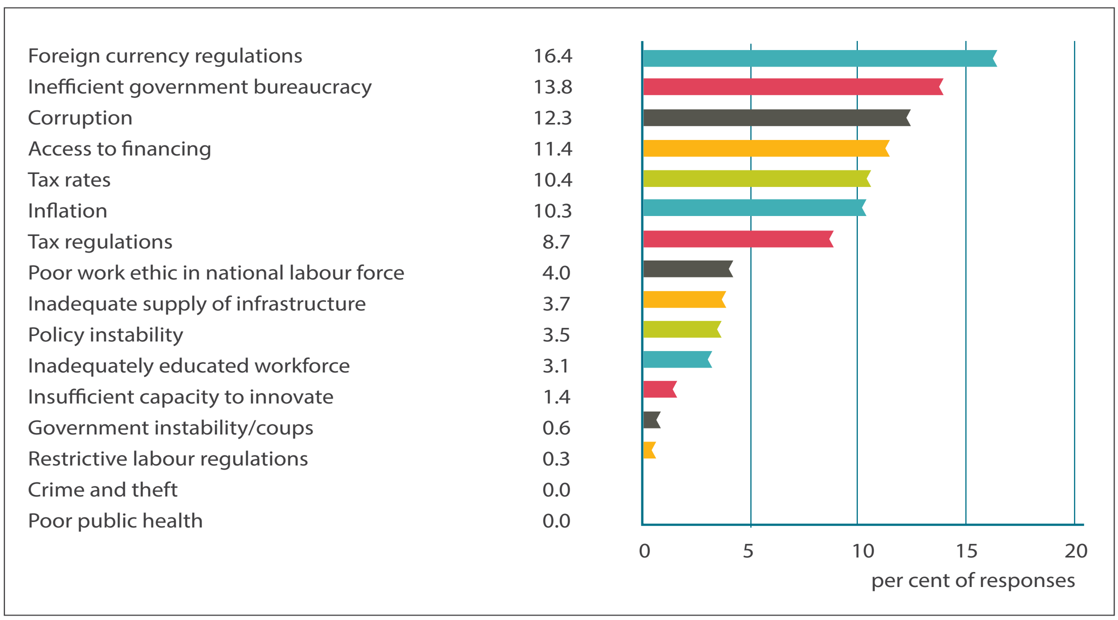
Country:	ET	KE	RW	S.A	TZ
Global Rank 2013	120	96	105	64	109
Global Rank 2011	122	103	102	66	110
Global Rank 2009	123	97	n/a	61	98
Continental Rank 2013	17	8	9	3	12

TTCI Sub index	ET	KE	RW	S.A	TZ	TTCI Sub index	ET	KE	RW	S.A	TZ	TTCI Sub index	ET	KE	RW	S.A	TZ
T&T regulatory framework sub-index	122	108	78	81	118	T&T business environment and infrastructure sub-index	127	105	117	59	125	The T&T human, cultural, and natural resources sub-index	97	60	104	57	59
1) Policy rules and regulations	132	95	6	29	74	6) Air transport infrastructure	90	77	103	43	118	11) Human resources	126	106	110	132	116
2) Environmental sustainability	90	21	12	52	45	7) Ground transport infrastructure	118	86	55	63	113	12) Affinity for travel & tourism	120	58	40	44	80
3 Safety and security	90	135	59	117	120	8) Tourism infrastructure	135	104	134	54	125	13) Natural resources	33	14	61	17	4
4) Health and hygiene	118	131	119	87	140	9) ICT infrastructure	138	106	140	81	126	14) Cultural resources	82	97	138	58	104
5) Prioritisation of travel & tourism	115	23	97	62	85	10) Price competitiveness in the T&T Industry	22	91	59	71	43						

(Key: ET=Ethiopia; KE=Kenya; RW=Rwanda; SA=South Africa; TZ=Tanzania)
Source: The Travel & Tourism Competitiveness Index (World Economic Forum, 2013)

The above performance notwithstanding, Ethiopia generally ranks poorly in two of the three sub-indexes i.e. the T&T regulatory framework sub-index (position 122) and the T&T business environment and infrastructure sub-index (position 127). For the T&T human, cultural and natural resources sub-index, the country ranks position 97, only better than Rwanda in this comparative set. The specific areas where the country experiences serious challenges as far as the travel and tourism sector is concerned are in three key areas. First, the *policy*, *rules and regulations* (position 132) where the sector experiences a remarkably low prevalence of foreign ownership of travel and tourism businesses (FDI) (position 132), high cost to start a business (position 137), low level of transparency of government policy making (position 125) and unfavourable visa requirements (position 118). Indeed, these are among the factors that have been noted as the most problematic for doing business in Ethiopia (see Figure 2.6 below).

Figure 2.6: The Most Problematic Factors for Doing Business in Ethiopia (2013)



Source: The Global Competitiveness Report 2013–2014 (2013 World Economic Forum)

The second area in which the country experiences serious challenges is the *Tourism Infrastructure* referring to hotels rooms and other tourism facilities such as restaurants (ranked position 135). This is as a result of the country having very few hotel rooms by international comparison (position 134) and having limited ATMs that accept international payments (position 135). *The ICT Infrastructure* is another area where Ethiopia is quite uncompetitive. It is ranked position 138 out of 140 countries. Within this indicator, the country ranked the last globally for mobile telephone subscription per capita (140), second last for the percentage of her population using the internet (139), per capita Broadband Internet subscription (136) and more significantly, the use of ICT for business to customer transactions (131), a factor of great importance to the tourism sector as a global industry.

Further, whereas it is important to note that the country is ranked better than Kenya, Rwanda and Tanzania in the area of health and hygiene (position 118) owing to an impressive per capita hospital beds (position 20), a number of factors important to the travel and tourism sector compromises Ethiopia's position in this aspect. Notably, the country ranks the second-last globally in the access to clean drinking water (position 139), the per capita physician density (137), and access to improved sanitation (128).

Moreover, Ethiopia experiences challenges in the area of human resources, with a ranking of 126 globally, but better than South Africa within the region (at position 132). Of specific concern to the tourism sector is the country's low extent of staff training (position 127), low availability of qualified labour (126) and availability of specialised research & training (position 132).

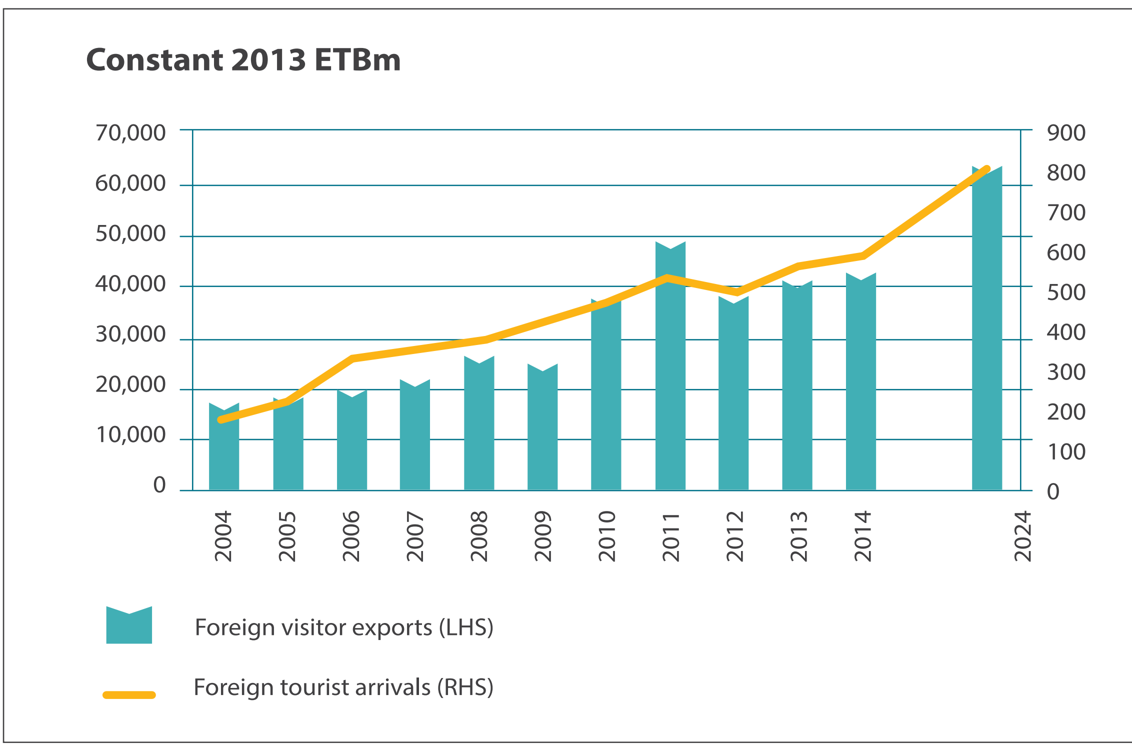
Bearing in mind the foregoing analyses, it should be appreciated that for Ethiopia to improve her global ranking in her travel and tourism industry, a deliberate and strategic commitment to improve her areas of comparative weaknesses while sustaining or bettering her areas of comparative strength would be a necessary prerequisite. This, therefore, forms the main focus of this STMP as it seeks to position the country as a competitive and sustainable global tourism destination. The following sections present detailed situational analysis under different parameters important to Ethiopia's tourism development.

2.4 Tourism Trends and Markets

International Tourist Arrivals and Receipts

The above noted contribution of the tourism sector to Ethiopia's economy is supported by a steady increase in international arrivals. In 2013, Ethiopia generated ETB 41,021.7mn in visitor exports. In 2014, this is expected to grow by 4.3%, and the country is expected to attract 588,000 international tourist arrivals. By 2024, international tourist arrivals are forecast to total 815,000, generating expenditure of ETB 63,375.8m, an increase of 4.0% p.a. Figure 2.7 below shows the growth trajectory of the international arrivals and tourist receipts between 2004 and 2013 including projections for 2014 and 2024.

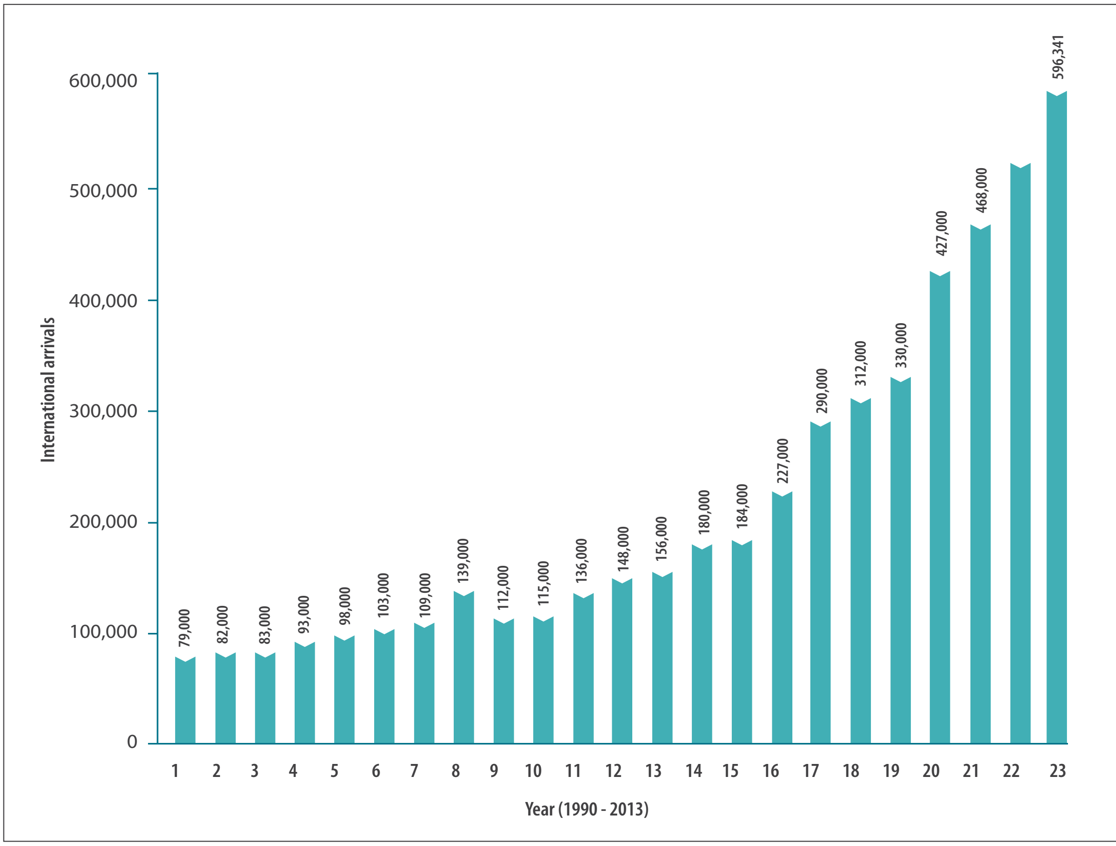
Figure 2.7: International Arrivals and Visitor Exports (USD) between 2004 and 2014



Source: WTTC, 2014

From Figure 2.7 above, it is clear that despite few incidences of decline such as in 2009 and 2012, tourist receipts generally have been increasing and are expected to continue to do so in future. It is important to note that the slump in 2009 could have been attributed to the 2008 global financial crisis that resulted in the slowing down of the global economy. In addition, the fact that during the same periods, Kenya, also experienced similar slump in tourist receipts due to mainly political and civil unrest, implies that the prevailing regional scenario also impacts tourism development in the country. This is evidence of the sensitivity of the industry to external factors

Figure 2.8 Depicts the growth in international tourist arrivals from the past two decades, between 1990 and 2013



Source: UNWTO

As seen in Figure 2.8, it is evident that for most parts, international tourist arrivals have been on a growth trajectory since the 90s given that in 1990 the number of arrivals was only 79,000. Table 2.4 tabulates the major source markets for Ethiopia.

Table 2.4: **Tourist Arrivals 2008-2012**

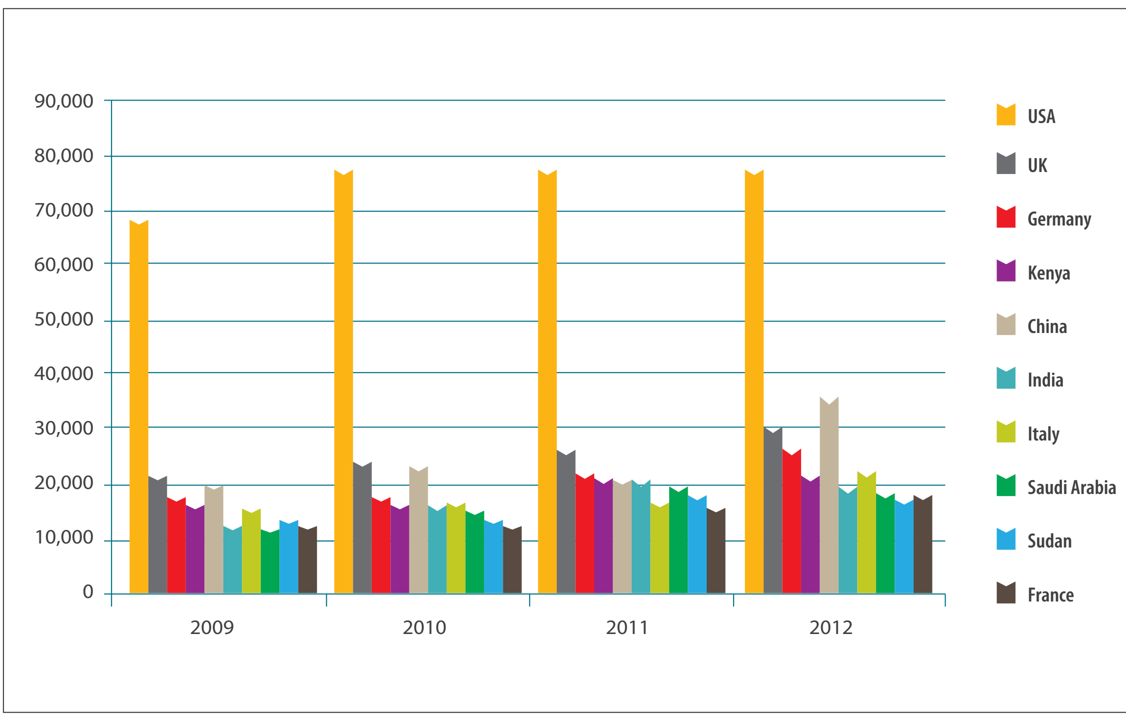
Region	International Tourist Arrivals					Percentage Change			
	Year								
	2008	2009	2010	2011	2012	09/08	10/09	11/10	12/11
Africa	115,999	150,102	140,076	160,311	180,294	29.3	-6.67	14.44	12.46
Europe	95,354	118,689	136,690	162,784	170,653	24.47	15.16	19.08	4.83
Americas	59,240	77,826	95,203	96,246	117,082	31.37	22.32	1.09	21.64
South Asia	11,195	26,448	15,366	20,746	19,182	9.74	23.87	35.01	-7.53
East Asia & The Pacific	19,477	26,448	33,393	28,884	46,515	35.79	26.25	14.81	16.04
Middle East	25,228	37,482	42,301	47,583	53,472	48.35	13.02	12.48	12.37
Ocenia	3,664	4,340	5,211	5,874	5,367	18.44	20.29	12.51	-8.63
Total	**330.157**	**427,286**	**468,305**	**523,438**	**596.341**	**29.41**	**9.59**	**11.77**	**13.92**

Source: MoCT Tourism Statistics Bulletin, 2009-2012

As can be observed in Table 2.4, the country's most important markets are Africa, Europe and the Americas. In addition, it is satisfactory to also note that all the markets have been experiencing growth over the years under review. In terms of individual source markets, the United States forms the single most important market for the country. Among the other top ten markets are China, UK, Germany, Kenya and Italy, followed by France, Sudan, India and Saudi Arabia (Figure 2.9).

Of importance to note is the fact that Africa now has over 300 million people or about 34% of Africa's population who fall within the middle class bracket according to AfDB estimates. A focus on this market that has closer cultural and spatial proximity to Ethiopia would be a strategy in the right direction. South Africa, for instance, has recognised this opportunity and has developed marketing strategies and appropriate products targeting a number of countries in Africa including Botswana, Kenya and Nigeria. For instance, in 2012, compared to the 25 million international arrivals received by Malaysia, a top ten global tourist destination, 13 million were from Singapore compared to just 402,000 from the UK, while the domestic market was estimated at over 90.5 million (as of 2009).

Figure 2.9: Top Ten markets for Ethiopia (2009-2012)



Source: MoCT Tourism Statistics Bulletin, 2009-2012

In addition, when the country's tourist markets are looked at in terms of purpose of visit (Table 2.5), interesting trends start to emerge. For example, tourists visit the country mainly to engage in business, to attend conferences, to go on vacation, on transit, or to visit their friends and relatives. Tourists on vacation and in transit have continued to account for over half of all international tourist arrivals. The high number of transit tourists could be attributed to Bole International Airport being a regional hub and the role played by Ethiopian Airlines as a key carrier in Africa, while the bulk of tourists on vacation tend to be mainly from long-haul destinations such as Europe and America.

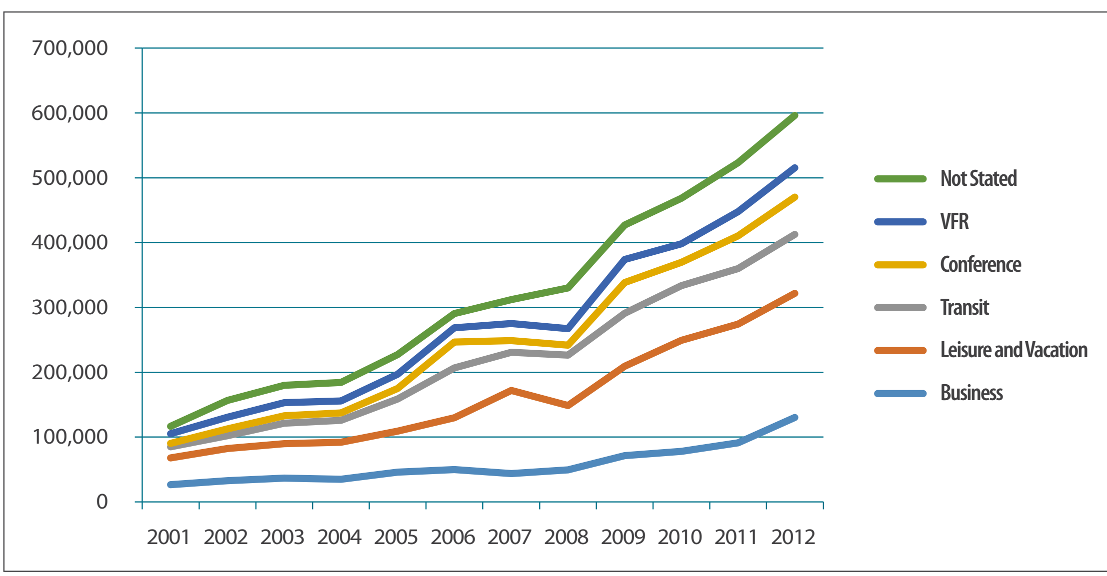
Table 2.5: Ethiopia: International Arrivals by Purpose of Visit- 2001 to 2012

Year	Business	Leisure and Vacation	Transit	Conference	VFR	Not Stated	Total
2001	26,577	41,083	17,216	5,361	14,913	11,288	**116,438**
2002	32,752	49,339	20,113	10,612	17,779	25,732	**156,327**
2003	36,571	53,315	31,414	11,705	19,895	27,010	**179,910**
2004	35,014	56,790	34,129	11,379	18,209	28,558	**184,079**
2005	46,008	63,246	49,558	16,385	21,732	30,469	**227,398**
2006	49,724	80,184	76,556	40,000	22,180	21,814	**290,458**
2007	43,455	128,533	58,916	17,882	26,337	36,820	**311,943**
2008	49,209	99,394	77,572	15,721	25,482	62,779	**330,157**
2009	71,374	138,070	81,481	47,516	35,593	53,253	**427,287**
2010	77,816	171,414	84,229	36,145	28,672	70,029	**468,305**
2011	91,064	183,008	86,020	50,531	37,116	75,699	**523,438**
2012	130,321	191,537	90,990	57,475	45,174	80,844	**596,341**

Source: MoCT, 2010, 2014

It is satisfactory to note that all the market segments by purpose of visit have been on a positive growth trajectory. However, of great concern is the increasingly growing number of visitors who fail to state the reason for their visit, rising to almost eight times between 2001 and 2012 (Figure 2.10)

Figure 2.10: Ethiopia: Growth Trajectory for Visitors by Purpose of Travel (2001-2012)

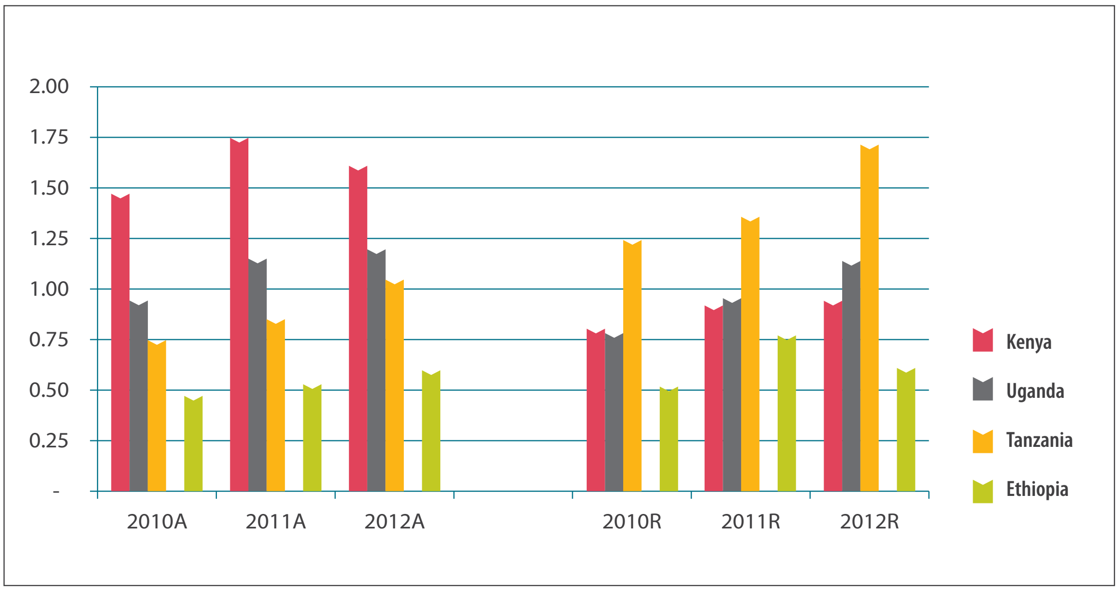


Source: MoCT (2010, 2014)

In line with categorising international arrivals in terms of purpose of visit, not much has been done in terms of profiling them; say, in terms of income, age, social class, level of education and marital status, which could be essential in designing appropriate marketing strategies and product development.

Importantly, it is worth noting that despite the impressive growth in arrivals, and as has been observed, the huge tourism potential that exists in the country, the size of the industry when compared to other regional African economies, is relatively small. Figure 2.11 below depicts the size of the country's tourism industry in terms of international tourist arrivals and receipts in relation to select African countries.

Figure 2.11: Ethiopia's International Tourist Arrivals (A) (in '000) and Receipts (R) (US$ Millions) Relative to Selected Sub-Saharan Africa Economies 2010-2012



Source: UNWTO, 2014

Of interest to note is that while Ethiopia receives comparatively low international arrivals, contributing on average about 1% of the continental arrivals (Table 2.6), the country is among those with the highest Average Visitor Spend (ASP) in the continent, averaging at US$ 1,191 compared to Tanzania's US$ 1,637 (the highest in the continent), Kenya's US$ 550, and against the continental average of US$ 638.

This thus implies that the country attracts high spending international visitors as compared to most of the regional destinations, indicating high prospects if such market continues to be attracted to the country.

Table 2.6: Ethiopia's Tourism Comparative Performance (2010-2012)

Destination	International Tourist Arrivals ('000)			International Tourist Receipts (US$ Million)			Average Visitor Spend (USD 1000)				% of Continental Arrivals		
	2010	2011	2012	2010	2011	2012	2010	2011	2012	Average	2010	2011	2012
Africa	49,938	49,646	52,948	30,389	32,680	34,325	609	658	648	638			
Sub-Saharan Africa	32,588	34,484	36,217	20,728	23,090	24,307	636	670	671	659	65.26	69.46	68.40
South Africa	8,074	8,339	9,188	9,070	9,547	9,994	1,123	1,145	1,088	1,119	16.17	16.80	17.35
Kenya	1,470	1,750	1,619	800	926	935	544	529	578	550	2.94	3.52	3.06
Uganda	946	1,151	1,197	784	960	1,135	829	834	948	870	1.89	2.32	2.26
Tanzania	754	843	1,043	1,255	1,353	1,713	1,665	1,605	1,642	1,637	1.51	1.70	1.97
Ethiopia	468	535	596	522	770	607	1,115	1,439	1,019	1,191	0.94	1.08	1.13

Source: UNWTO Highlights May, 2014

2.5 The Current Tourism Supply in Ethiopia

2.5.1 Tourism Resources and Products

It is widely acknowledged that Ethiopia possesses remarkable tourism potential in its unique and largely unexplored cultural, historical, archaeological and natural resources. Those resources are key to attract visitors and are the basis on which to build a strong tourism industry. With its 3,000 years of history and more than 80 ethnic communities each with their own distinct languages, cultures and traditions, Ethiopia stands out as a unique country in Africa. The following is an outline of the country's tourism resources and products.

World Heritage Sites

UNESCO has recognised the uniqueness of Ethiopian heritage and the country is home to nine World Heritage Sites, i.e. eight cultural and one natural site. This is the highest number in Africa, only compared to Morocco. In 2013, the *Meskel Festival* was inscribed on UNESCO's *Representative List of the Intangible Cultural Heritage* of Humanity. In addition, the country to date has five properties in the UNESCO's Tentative List.

Table 2.7: Ethiopia UNESCO World Heritage Sites

	Name	Location	Year
1	Konso Cultural Landscape	Southern Nations, Nationalities, and Peoples' Region	2011
2	Harar Jugol, the Fortified Historic Town	Harari Region	2006
3	Aksum	Tigray Region	1980
4	Lower Valley of the Awash	Afar Region	1980
5	Lower Valley of the Omo	Southern Nations, Nationalities, and Peoples' Region	1980
6	Tiya	Southern Nations, Nationalities, and Peoples' Region	1980
7	Fasil Ghebbi, Gondar Region	Amhara Region	1979
8	Rock-Hewn Churches, Lalibela	Amhara Region	1978
9	Simien Mountains National Park	Amhara Region	1978

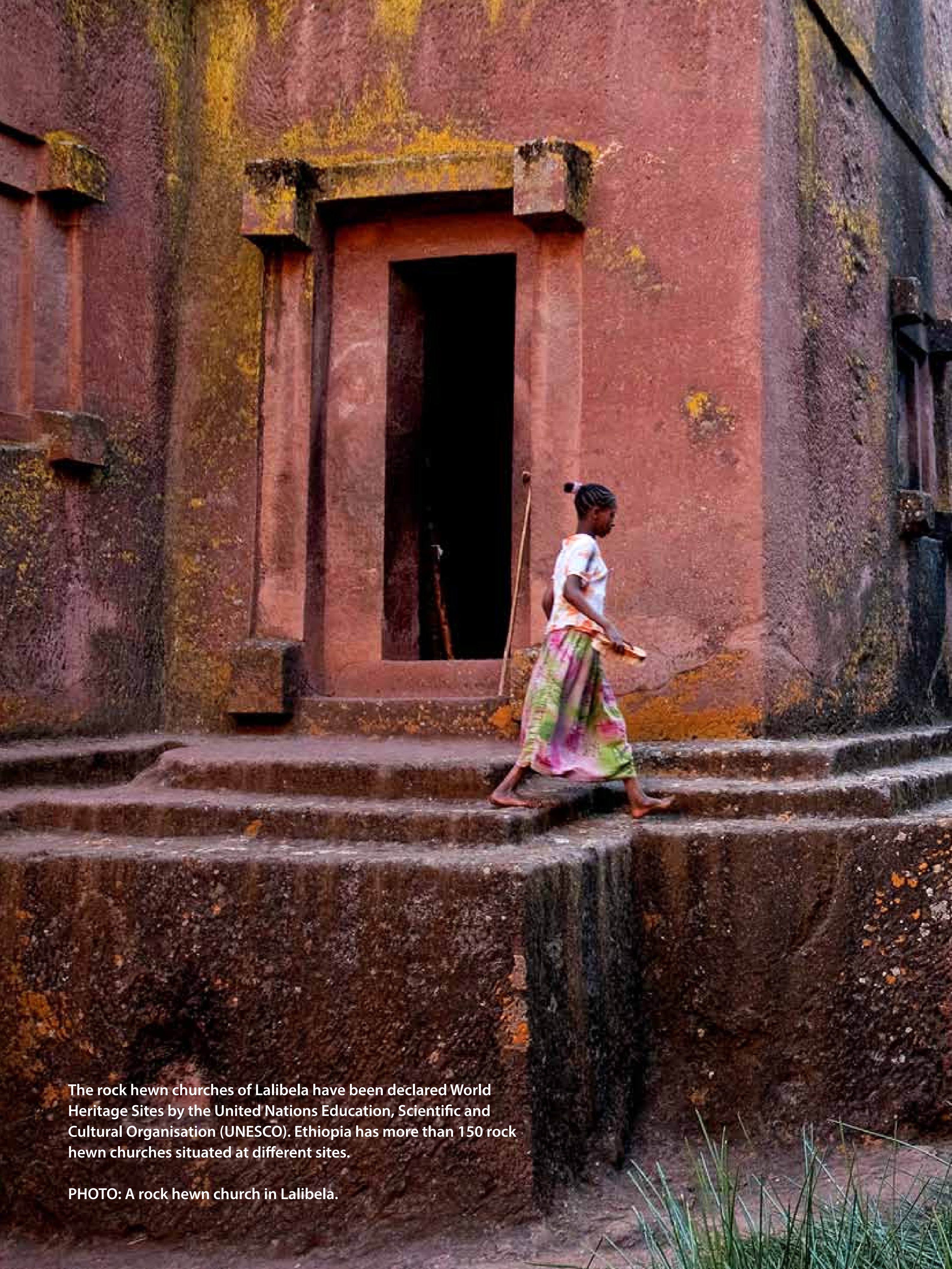
Source: UNESCO

UNESCO/ICH World Representative List

	Name	Location	Year
1	Ethiopian Meskel Festival of the finding of the True Cross	All across Ethiopia	2013

Properties in the Tentative List as of 2014

1. Bale Mountains National Park (2008)
2. Dirre Sheik Hussein Religious, Cultural and Historical Site (2011)
3. Holqa Sof Omar: Natural and Cultural Heritage (Sof Omar: Caves of Mystery) (2011)
4. Gedeo Mixed Cultural and Natural Landscape (2012)
5. Melka Kunture and Bachilt Archaeological Site (2012)



The rock hewn churches of Lalibela have been declared World Heritage Sites by the United Nations Education, Scientific and Cultural Organisation (UNESCO). Ethiopia has more than 150 rock hewn churches situated at different sites.

PHOTO: A rock hewn church in Lalibela.

Timeless Churches, Monasteries and Mosques

Ethiopia possesses numerous age-old churches, mosques and sites of traditional beliefs with abundant collections of religious bequests housed in traditional religious museums. Nowadays all those religions still coexist peacefully in the country.

- The Ark of the Covenant which is found in Aksum is one of the rare bequests of the Christian world preserved in Ethiopia. The Ark is said to have been brought to Ethiopia by Menelik I, the son of King Solomon and the Queen of Sheba, founder of the Solomonic dynasty of the Ethiopian Emperors.
- The rock-hewn churches of Lalibela and Tigray carved out of monolithic rocks during the 13th Century and still serving the living culture which are unique and mystical.
- The island churches and monasteries of Lake Tana are the medieval religious settings of glorified Abyssinian tukuls in terms of architectural features.
- All the monasteries and churches of Ethiopia attract hundreds of thousands of religious pilgrims. The most important holy sites are Gishen St. Mary, Debredamo St. Abuna Aregawi, Aksum Tsion St. Mary among others, that are located in the northern part of the country.
- The walled city of Harar is the fourth holiest city of Islam; it has over 300 mosques and170 shrines. It is very well known as a walled town with many traditional houses with distinctive interior design and decoration.
- The Negash Mosque is the earliest Muslim settlement in Africa and the burial site of followers of Prophet Mohammed who fled to Ethiopia to escape persecution in Mecca (613 AD).
- Dire Sheik Hussein shrines and Sheik Sof Omar Cave: Mosques of mystery attracts hundreds of thousands of Muslim pilgrims and both domestic and international tourists.

Ethiopia's Cultural Mosaics of Ethnographic Attractions

Ethiopia is rich with cultural mosaics of diverse ethnographic attractions attributed to its nations, nationalities, and peoples of more than 80 languages and 200 dialects. One of the most important locations for these ethnographic tourism attractions is the lower Omo Valley of Southern Ethiopia which is home to an astonishing mix of small, contrasting ethnic groups such as the Gangatom, the Karo, the Dassench, the Bodi, the Mursi, the Surma, the Arbore, and the Hamer - some of the most fascinating people and cultures. They offer the opportunity to witness authentic African traditions including colourful ornaments, elaborated hair dresses and body paintings as well as unique traditional performing arts.

Ethiopia is the land of diverse traditional performing arts including music and dancing with rich cultural musical instrument of various nations, nationalities and peoples of the country. These potentials are not properly developed or integrated in the tourism product of the country so far.

Traditional Crafts and Arts

Ethiopia is well known for its beautiful artisanal craft products of diverse features namely jewellery, coinages, other metal works; traditional leather crafts, illuminated manuscripts and book binding; traditional textile crafts and garments; basketry, bamboo works and other vegetal fibre works; woodworks, stone and horn carvings as well as pottery and ceramics.

However, while the sale of crafts in key tourism destinations is often informal, most genuine craft workshops are not easy to find or reach. Although some temporary craft markets are organised in Addis Ababa and other locations in the different destinations, there is lack of permanent spaces to properly display and sell crafts to tourists (and residents) in a pleasant environment. Lack of plans and initiatives to support small artisans, linkages with tourism companies, hotels, and tourists are the major constraints.

Colourful Traditional Festivals

Ethiopia is renowned for its traditional festivals that in most cases reproduce traditions that have been maintained for centuries. The following are the most important:

- Timket: Ethiopian Epiphany (January)
- Gena: Ethiopian Christmas in Lalibela (January)
- Meskel: the finding of the True Cross (September) listed as Intangible World Heritage by UNESCO in 2013
- Thanksgiving to the Oromo supreme God "Waqa" annually at Hora (Lake Arsedi) in Bishoftu Town during the first week of October
- Sidam Nation New Year Festival
- Ethiopian Nations, Nationalities and Peoples Day; the event to experience Ethiopia on one stage (December)
- Ashenda and Shaday in Tigray and Amhara regions, respectively
- Ashura in Harar

These festivals attract international tourists as well as a high number of domestic visitors; however, they are not well developed as tourism products especially in terms of services provision facilities and maximising for economic impacts in the respective destinations.

Ethiopia is the origin of coffee. It was first discovered in the 10th century by a nomadic tribe in Ethiopia. Drinking coffee in Ethiopia is an integral part of their culture. Moreover, Ethiopian coffee is very popular around the world.

PHOTO: A traditional cup of Ethiopian coffee.

Diversity of Amazing Landscapes

Both the highest lands of Africa and the lowest point of the continent situated under sea level are in Ethiopia, offering an awesome range of landscapes

- The *Simien Mountains*, a National Park and UNESCO site, reach over 4,000m and are considered the roof of Africa. They overlook the surrounding areas from a high plateau offering breath-taking views and are a favourite place for high altitude trekking.
- *Bale Mountains National Park*, a high altitude plateau broken by spectacular volcanic plugs, peaks and plateaus.
- *The Danakil Depression situated under sea level* is a surreal landscape rich in geothermal features. It is one of the geologically most active areas on the planet and has some of the most awe-inspiring and surreal landscapes made of salt, geysers, springs and fumaroles, and the Great Salt Lake where salt mining and trading has been going on with camel caravans.
- *Erta Ale Volcano* located in Afar region is one of the five volcanoes in the world with a lava lake at the summit.
- The *source of the Blue Nile* Tis Abay *-the smoking water-* flows from Lake Tana near Bahir Dar in Amhara region.
- Gheralta (Tigray Region), vertical pink cliffs dotted with more than 120 old rock hewn churches is an area rich in history and mysticism and a hiker's paradise.
- Sof Omar cave system (Caves of Mystery) is one of the top ten spectacular and extensive underground caverns in the world running for nearly 15 km. It is also a sacred place of worship.
- The South Central coffee corridor stretching from the Kaficho Zone of SNNPR and Jimma Zone of Oromiya. This area was formerly known as Kaffa and is credited as being the birthplace of the wild Coffee Arabica, which still grows in the forest of the highlands. The Afro-Montana forests here contain genetic diversity of invaluable worth and are one of the 34 biodiversity hotspots worldwide.
- The Ethiopian Great Rift Valley Lakes Zway, Abijjata, Shala, Langano, Hawassa, Abaya, Chamo and crater lakes of Bishoftu are rich in wildlife.

Most of these places are world-class attractions; however, in many cases there is a lack of strategy and integrated planning to develop tourism, the tourism facilities and services are very limited and services are often provided in an informal way.

In the absence of proper destination development, management plans and operational guidelines in place, the increasing number of visitors in places such as the Erta Ale and the Danakil Depression, although small, are already causing significant negative impacts (accumulation of solid waste, informal camping without minimum planning and infrastructure).

Likewise, some tourism development along the shores of hinterland lakes are taking place without a proper plan, putting at risk the attractiveness of the places and the sustainability of the tourism development. In this sense, it is worth noting that there is also no public institution at the federal level with the mandate to protect and manage outstanding landscapes and unique geological features across the country.

Wildlife and Protected Areas

Ethiopia's unique geological history and diverse topography and climate have made it known to the world as one of the few countries in Africa that harbour diverse biological resources with actual and potential ecological, economic and cultural values of both local and global importance. The country uses protected areas as part of its biological resources sustainable and wise utilisation mechanisms and the major types of these protected areas include National Parks, Wildlife Reserve, Sanctuary, Controlled Hunting Areas and Community Based Wildlife Conservation Areas. Currently, there are sixty-six documented wildlife protected areas in the country, of which twelve national parks and two wildlife sanctuaries are managed by the Ethiopian Wildlife Conservation Authority (EWCA) at the federal level and the remaining Wildlife Protected Areas are protected by the respective regional states of the country.

Ethiopia's Wildlife Protected Areas' flora and natural ecosystems harbour diverse mammalian, avian and other species which are potential for nature based tourism development. So far 287 species of mammals (31 endemic) have been recorded in the country. These are rare or endangered larger endemic mammal species/subspecies namely known as the Ethiopian wolf, walia ibex, gelada monkey, mountain nyala, Swayne's hartebeest, Menilik's bushbuck, bale monkey and Starck's hare. Other animals, which are endangered locally and globally, include Burchell's zebra, Grevy's zebra, wild ass, hippopotamus, African elephants, buffalo, oryx, different species of gazelle, giraffe, and cheetah, leopard, lion, wild dog, Nile crocodiles etc. There are 862 species of birds. Ethiopia is the second country in Africa with the highest number of endemic birds; there are 17 in total. There are 34 Important Bird Areas (IBAs) identified as conservation hotspots that harbour diverse common, endemic, threatened, endangered and globally threatened species of birds. There are also 201 species of reptiles (14 endemic); 63 species of amphibians (30 endemic) and 150 species of fish (40 endemic) in the country.

The wild animals (mammals, birds, amphibians, reptiles, fishes and insects) are mainly restricted in the wildlife protected areas of the country and deserve strong attention for conservation and tourism product development. Wildlife Protected Areas of the country have great potential for nature based tourism development. Some of them have already been included in the tour packages of many inbound tour operators. They are also visited by many incoming international tourists. These include the Simien Mountains, Awash, Bale Mountains, Nechisar and Mago National Parks and Senkelle Swayne's Hartebeest Sanctuary and Guassa and Abuna Yoseph Community Conservation Areas. There are also 21 Wildlife Controlled Hunting Areas that attract some of the world's richest sport hunters and professionals.

Although these Wildlife Protected Areas are known for their beautiful landscapes, unique ecosystems and associated precious wild animals, only 15 national parks and 1 sanctuary are legally gazetted, both at national and region level. The remaining conservation areas are still designated. Apart from lack of legal boundary, most of the protected areas (except Bale and Simien National Parks) do not have a proper management plan, which is a precondition to running effective conservation practices and sustainable tourism development. Owing to these basic conditions now, many of the national parks of Ethiopia lack proper tourism services and facilities which are important to satisfy the needs of tourists and enhance tourist experience. Furthermore, the state of many of the protected areas is under greater conservational problems including extensive incursions by livestock and people and the associated impacts like degradation and loss of natural habitats.

The Ethiopian wolf is also referred to as the simien wolf. It is listed by the International Union for Conservation of Nature (IUCN as one of the most endangered wolf species in the world.

PHOTO: A simien wolf

Services and facilities expected in the nature based tourism including proper internal roads, foot tracks, signage, resting sights, tented camps and standard camping sites with the requisite facilities are some of the important facilities needed by tourists. However, many of the Wildlife Protected Areas of the country lack these important services and facilities. As such, the great potential of the country's wildlife as an economic driver through tourism is not well tapped. The country's national parks are mainly financed by public funds and they are mostly poorly managed. As they are not operated as market oriented organisations, their commercial values have not been effectively developed and no effort has been made to establish connection between the investment made in these national parks and the revenue generated and/or the benefits derived by local peoples and the local economy.

This has resulted in an ever growing and unresolved conflict between the sustainable management of Wildlife Protected Areas on the one hand and the interests of the governing body (government) and local communities on the other. As a result, many of Ethiopia's Wildlife Protected Areas under greater conservational problems with their biological and physical resources are in rapid decline. Moreover, the law enforcement practices are not well integrated with the national defence and police. Although both these institutions are in one way or another responsible and involved in the development and the conservation of natural resources and the defence of the country's resources, so far there is no established strategy to strengthen the ongoing law enforcement effort. There is a need to establish harmony between the country's national defence and police with Ethiopian wildlife authority and the regional states.

The government is now focusing its attention to the conservation and development of the wildlife resources of the country. At the federal level, the EWCA and the respective Regional States of Culture and Tourism Bureaus (RSCTB) are devoted in maintaining and conservation of the existing Wildlife Protected Areas. They are also harmonising the prevailing resource conflict that exist between the protected areas (especially national parks) and the local communities. The initial focus of EWCA and RSCTB is to re-dermacate the existing boundaries of the national parks and conservation areas. Accordingly, local administrators and local communities are being involved in this process.

Further, the demarcation activities of Halaydge, Geralle and Bejmiz National Parks are currently under way and the re-demarcation activities of Nechisar and Omo National Parks are scheduled to begin soon. Such efforts are encouraged and require the direct involvement of political leaders especially in solving the conflicts that exist between wildlife areas, local communities as well as the matters of wildlife boundaries delineation. In doing so, especially in re-demarcation/demarcation process of conservation areas, a compromise is mandatory so that wildlife areas-dependent people should not be adversely affected.

So far, Siemen Mountain National Park and Bale Mountain National Park have management plans. Wildlife area management plans are vital in laying out the strategy for the conservation of the exceptional natural resources of each area as well as the specific actions required to achieve objectives under the strategy. In line with this, national parks that secure their own legally demarcated boundaries (gazetted) will get priority for developing their management plan. Accordingly, there is a plan in EWCA to review the management plan of Bale Mountain and develop plans for Awash, Gambella, Kafta Sheraro and Alatish National Parks. The preparation of management plans for these regionally gazetted national parks requires strong attention both from the respective regions and EWCA. This measure would be important to ensure the proper conservation practices as well as sustainable tourism development for the benefit of the local communities around the conservation areas in particular and the country as a whole.

Finally, there are two key issues pertaining to the wildlife tourism development that are worth noting. First, most populations of the medium and large sized mammals have been severely depleted and are difficult to see. This is because they suffer from habitat loss and from hunting almost everywhere in the country, even in most protected areas. This presents a challenge that must be overcome in a bid to develop the Wildlife Tourism Product. The *Wildlife Tourism Marketing Strategy* identifies this challenge and proposes strategies to overcome it. Secondly, in the endeavour to exploit such resources for tourism development, Ethiopia will have to identify both competitive and comparative advantages to take advantage of, including exploiting opportunities presented by the IGAD Sustainable Tourism Master Plan for regional tourism development and to build on lessons learnt from these countries. Other countries such as Kenya, Tanzania, Botswana and South Africa have an upper hand because their nature based tourism has been developed over several years.

2.5.2 Current Tourism Routes and Products

For many years, the routes positioned to the international tourism market by most Ethiopian tour operators are the Northern and the Southern routes with little variations;

- Northern Historic Route of monuments include Lalibela, Aksum, Gondar, Lake Tana monasteries and the source of the Blue Nile, and so on.
- Southern Route includes cultural and natural attractions of the lower Omo Valley, National Parks, Rift Valley Lakes (Langano, Hawassa and Chamo.)

Although those routes include the most outstanding attractions, the potential for differentiation and the organisation of more specialised routes and packages have not been fully exploited.

Apart from the sightseeing of the main sites, there is little diversity in the activities offered to tourists in the main tourism destinations. As trips are often sold as routes, the average stay in each destination is low, often less than two days.

There is also lack of proper understanding of the tourism markets and tour operations by local incoming operators, and the limited capacity of some regional and local authorities. In general, lack of quality tourism services and facilities and visitor management problems are observed.

Other tourism routes which are also promoted, although less often, include;

- Afar and Danakil Depression (Northeast Ethiopia), Dalloll geothermal fields, salt quarry sites, Erta Ale Volcano, Low Awash Valley, etc.
- Eastern Route: Walled City of Harar and Awash National Parks, Dire-Dawa Hurso Sercama rock paintings, Babile Elephant Sanctuary, etc.
- South-eastern Route: Sof Omer Cave and Dire Sheik Hussein Muslim Shrine, Bale Mountains National Park, etc.

- The west and southwestern Ethiopia areas are well known for their cloud forests, origin of coffee as well as the UNESCO inscribed Biosphere Reserve areas that include Kafa, Shaka and Yayu. In addition, the Gambella National Park known for seasonal migration of about a hundred thousand Nile lechwe are the most important features of the route.

In spite of the potential of these routes, they are not formally established, and they lack proper tourism services and facilities as well as tourism development plans.

2.5.3 Some Segmented Tourism Products

Addis Ababa as Centre of MICE Tourism

Situated at an altitude of 2,300 meters above sea level and with pleasant climate, the federal capital of Ethiopia is a dynamic city with vibrant cultural and entertainment options. There is also increasing number of restaurants of international standards offering a diversity of cuisines.

Addis Ababa is well endowed with the potential to tap in to the MICE tourism owing to the fact that the city is the seat of the headquarters of the African Union (AU) and the United Nations Economic Commission for Africa (UNECA). It is also the third city with the highest number of diplomatic missions in the world; world class meeting venues of the African Union Congress Centre (AU-convention facilities) and the UNECA, together with international standards hotels like Sheraton, Radisson, Hilton and many others. Bole International Airport is now becoming an increasingly important air hub in Africa. Owing to these conditions, the city has become a leading conference and event tourism destination in Africa. The New Master Plan of Addis Ababa takes into consideration the potential for tourism development.

However, the relatively low numbers of conference visitors, number of meetings hosted and the centralisation of such facilities in Addis Ababa signifies some of the challenges faced by the country in developing this potential lucrative tourism sector. The TTCI, in this regard, for instance, ranks the country at position 81 compared to South Africa and Kenya at positions 37 and 56 respectively in terms of the number of international fairs and exhibitions hosted. Table 2.8 below, further provides the International Congress and Convention Association's 2012 raking for the top ten African countries.

Table 2.8: Leading MICE Destinations in Africa, 2012

Country	Number of meetings	Africa Ranking	Global Ranking
South Africa	84	1	37
Kenya	30	2	56
Morocco	23	3	64
Egypt	22	4	65
Ghana Tanzania	15	5	71
Country	**Number of meetings**	**Africa Ranking**	**Global Ranking**
Nigeria Senegal	12	6	75
Ethiopia	10	7	81
Mauritius Tunisia Uganda	8	8	85

Source: ICCA, 2012.

From the table, it is clear that despite the comparative advantage that the country possesses (including a globally competitive national carrier and a major international airport) over countries such as Ghana, Tanzania and Nigeria, the MICE sector remains relatively underexploited. South Africa and Kenya, the top two African MICE destinations, have realised the potential of this sector and have consequently prioritised its development by putting in place appropriate strategies to support its development. Kenya, for instance, is in the process of implementing its first MICE strategy and under the tourism act, now has a dedicated MICE institution, and is currently aggressively developing the sector through a series of projects in a number of major towns, while actively marketing the country as a top MICE destination globally. Thus, for Ethiopia to successfully develop the MICE sector, appropriate strategies, both addressing the challenges and embracing opportunities to be exploited, should urgently be put in place.

Cultural Heritage Based Tourism Products

Ethiopia has a great potential to develop diversified range of cultural heritage based tourism products including historical trail, educational tour, paleo-anthropological and archaeological routes (paleo tourism), religious tourism among other events and festivals.

Trekking

The Simien Mountains, Bale Mountains, Mount Yossef, are already positioned as world class destinations for high altitude trekking. Several incoming operators are marketing trekking trips. The national parks and organised communities in those areas provide information, sell tickets and also offer support services for trekking (scouts, porters with mules to transport camping gear, cooks and guides). Suba Forest Mountain (Menagsha), Entoto and Hochocha around Addis Ababa are other trekking areas in the package of many inbound tour operators.

However, tourism facilities and services in those areas such as shelters, toilets and service areas for trekkers need upgrading and expansion, including some community lodges which offer accommodation and food services. The nearby localities of the above mentioned sites like Debark, Dodolla and Lalibela have the potential to become tourist centres and getaways for the trekking markets.

Apart from the above existing areas, Mekedella Mountains, Gunna Mountains, Grealta, Gunndagundi, Debredamo, Adwa Mountain Swamps, Cherercher Highland, Chilalo and Arsi Mountain Plate, Guge Mountain, Choke Mountains are a few, among others, with potential for trekking and hiking tourism.

Rock Climbing

In Ethiopia there are superb mountain ranges composed mainly of solid rock that offer opportunities for climbing on many untouched faces. Major places for rock climbing are *Gheralta* in Tigray and the *Bale Mountains* in the Southeast. However, climbing areas and routes are not clearly identified and graded and there is lack of trained guides and specialised companies able to design and operate specialised trips offering safety and service standards up to the needs and requirements of international tourists.

Desert Expeditions

The *Danakil Depression* and Afar region are remote areas visited by an increasing number of tourists. Apart from the unique resources that the areas offer, camel trekking, scientific expeditions, educational travel and volcano climbing are some of the opportunities for developing attractive tourism products.

Water-Based Activities

The Blue Nile, *Omo* and *Baro* Rivers are important for white water rafting with their own diverse tourism activities. These are in the packages of some inbound tour operators. However, the activity is not clearly regulated and developed, or systematically promoted.

The boat service between Bahir Dar and Gondar along Lake Tana that is currently used as a public transport by the local communities could be included to enhance and differentiate some tourism circuits; although some regulations and improvements in the vessels should be introduced for tourism use.

Thermal Tourism

Ethiopia has great potential for Wellness and Spas tourism. The "Filwahas" or the different hot springs in Addis Ababa; Sodere, Wondogent, Yrgalem, Alaba, Kemise and Fentale are very well known. All the regional states and the famous great rift valleys are endowed for their potential thermal related tourism activities. These thermal hot springs have already been used as medical treatments for not easily diagnosed diseases by local communities and domestic tourists. However, many of them need to be developed to provide specialised services and facilities to satisfy the needs and experience of domestic and international tourists. The Renaissance Dam has the prospect of becoming an important destination site for multipurpose tourism activities.

Bird Watching

Ethiopia's *avifauna* represents an interesting mixture of African, Palearctic and some strikingly unusual endemic components. The country is home to at least 596 resident species and 224 regular seasonal migrants, including 176 ones from the Palearctic. Of the world's endemic bird species, 43 species are restricted to Ethiopia and neighbouring states on the Horn of Africa; of which 18 or 19 are endemic to the country.

Top bird watching areas, for instance, *Lake Tana, the Rift Valley Lakes (Abijatta-Shalla, Chamo Hawassa, Chamo, Ababya, Chewbahir) the lower Omo Delta, Goba-Yabello and Bale,* Nechisar and Mago National Parks are some of the Important Bird Areas (IBA) in the country that are visited by many birdwatchers and are included in the packages of many inbound tour operators. Harwood's Francolin, Blue-winged goose, Spot-breasted lapwing, Yellow-fronted parrot, Ruspoli's turaco, Abyssinian catbird, White-tailed swallow, Sidamo lark, Degodi bushlark and Stresemann's bush crow are some of the unique endemic birds species found in these areas. However, there are still lack of tourism facilities and services such as trails, hides, observation platforms and visitor centres. Although some incoming tour operators are marketing bird watching activities, there is no real specialisation and there are limited specialised and knowledgeable guides able to respond to the demand of serious international birdwatchers.

Ethiopia has produced great athletes who are widely acclaimed both locally and around the world.

PHOTO: IAAF world athletics in Greece.


VTB
Dibaba
THESSALONIKI 2009
VTB
81
THESSALONIKI 2009
mizuno
8

Running in Ethiopia

Distance running has produced many champions in Ethiopia. Abele Bikila became a legend when he won the Olympic Marathon in Rome in 1960 running on barefoot; he also won the Olympic Marathon in Tokyo in 1964, with an Olympic record. The world famous champions Haile Gebreselassie, Kenenissa Bekele, Tirunesh Dibaba and Mesert Defar have won gold medals with new records in several World Championship and Olympic races. Building on the image of the great Ethiopian athletes, the well-established *Great Ethiopian Run* held annually in Addis Ababa attracts many international and local runners. Furthermore, the potential for mountain running is being tapped with new initiatives such as the first edition of the Ethiotrail held in 2014 in the Abijata-Shala National Park. There is already an offer for training professional athletes in high altitude areas including Sululta (near Addis Ababa), and Bokoji (in Arsi), where many of the Ethiopian world class champion athletes come from.

It is, however, important to underscore that sports is becoming a leading global tourist attraction. In countries like the UK and USA, for instance, sporting events such as football, rugby, basketball, cricket, baseball and marathons, have been the key drivers for domestic, regional and international tourism. In Africa, a number of countries have also realised the potential of sports in tourism development. South Africa, for example, has an elaborate strategy on sports, given its successful hosting of the FIFA World Cup in 2010 and its subsequent positioning as an international sporting events hub. Closer home, Kenya, in its current tourism development strategy, identifies football, rugby and golf as potential key drivers for domestic, regional and international tourism development. Likewise, given the popularity of Ethiopia in terms of her athletic prowess and the growing interest in football, a deliberate scheme is needed to support relevant infrastructure development and to promote sports tourism as a diversification strategy.

1960

The year Abele Bikila won the Olympic marathon in Rome. He went on to win the 1964 Olympic marathon in Tokyo.

Community Based Tourism

Community Based Eco-tourism is relatively very young in Ethiopia and there are some developing Community Based Tourism activities in some regional states of the country. There are numerous community based eco-tourism initiatives and associations flourishing all across the country. Regions like Tigray, Amhara, Oromia, Southern Nations, Nationalities and Peoples' regional states are actively promoting this alternative development models. These CBEs are providing various tourism facilities and services for tourists interested in these types of tourism experiences. The specific location of these active CBEs include Simien and Bale Mountains national parks, Menze Guassa, Lake Tana, Lalibela Meket, Lake Ziway and Langano, Lake Hawassa, Abune Yossef , Mekedella, Adawa and Yirgalem. Although these initiatives are not well integrated in the mainstream tourism marketing, many of these CBEs can be very good models to expand CBEs to the rest of the country as the country is endowed with huge nature based tourism potential.

2.5.4 Summary of Key Issues

Just like other countries in the region that rely heavily on nature-based tourism product, Ethiopia's tourism product is dominated by the cultural, mainly, heritage-based tourism product. As such, the prevailing product base is very narrow with limited choices for visitors. This, therefore, continues to pose a challenge that exacerbates the country's efforts to increase the length of stay of visitors. Further, despite the similarity in terms of competitiveness of the prevailing heritage-based tourism product with, for example, Egypt, the country still trails in terms of visitor numbers. This could be attributed to a range of factors including the packaging and marketing of the product. In addition, owing to the narrow product-base, tourism is spatially concentrated mainly in traditional religious routes of the northern parts of the country. This has meant that other parts of the country with potential for development of non-heritage-based tourism products remain relatively underdeveloped and un-exploited.

As identified from the country-wide stakeholders' surveys, there is a general consensus that the development of tourism products in the country faces a number of challenges as listed below:

- Most of the products were noted as being under developed in quality and quantity
- Lack of new product development initiatives
- Lack of coordination among stakeholders focusing on product development
- Lack of capacity and know-how about how to develop tourism product
- Lack of destination development plan and packaging systems
- Lack of national conservation strategies and site based management plans and organisation for both cultural and natural resources
- Lack of legal protection and proper site designation

As noted, immense opportunities exist in the country given its vast land area and abundant cultural and natural resources that could be exploited to broaden the tourism product-base so as to deepen existing markets and tap into new and emerging ones. Nonetheless, to achieve such diversification of the tourism product base, a paradigm shift from the traditional tourism development approach to one that is market based, and guided by innovation and creativity in the development of not only leisure products, but also the niche tourism products such as culture-based tourism, sports, business, conference and health, geared towards the domestic, regional and international tourist markets, is urgently needed.

2.6 Tourism Marketing and Promotion

Strongly linked to product development, tourism marketing is an integral component of destination growth and development. While product development is associated with the creation of attractions or experiences, marketing plays a key role in communicating the value and appeal of the products to would be consumers. Owing to the complex and multifaceted nature of destinations arising from the inter-relationships of key stakeholders, marketing can also be an essential tool for enhancing destination competitiveness. In this regard, the main objective from the demand-side is to increase visitor numbers, while from the supply-side, marketing can be instrumental in attracting investors to invest in a range of destination goods and services including accommodation, entertainment, retail and infrastructure, thereby further boosting tourism growth and development.

It is important to note that though the visitor numbers are steadily growing, these are, nonetheless, relatively low compared to other regional destinations and given the country's recognised potential. Findings from the industry's stakeholders indicated a number of key weaknesses facing marketing of the country as a tourist destination.

There is a lot of effort both by the goverment and private sector stakeholders working on marketing the Ethiopian tourism industry.

PHOTO: The poolside of a hotel in Addis Ababa

- The current efforts are being done in an uncoordinated and fragmented manner with a clear absence of strong coordination among private-public partnerships and among private sector players themselves
- There is a lack of focus on market niches demonstrated by poor linkage of market and products
- There is lack of national tourism marketing strategy to guide the country's tourism marketing and promotional activities
- Very low focus on regional market in Africa compared to domestic and international markets
- Poor national destinations marketing through online channels
- No marketing representations in key tourist generating countries
- Limited skills and knowledge of inbound tour operators to promote and market Ethiopia in the international markets
- Lack of proper branding, effective positioning and qualitative presentation of products in terms of the modern working knowledge of the tourism market
- No clear market segmentation and priority in terms of domestic, international and regional and sub-regional marketing network
- The absence of concerted efforts in networking, collaboration and partnership among the services providers in the tourism and travel marketing as well as hospitality companies
- The absence of branding of specific packages and destinations of the different regions of the country
- The absence of a tradition of organising international and regional tour and travel trade fairs and events in the country
- The absence of structural arrangements and concerted efforts in marketing and handling events and MICE tourism marketing activities as it is the most important activity for the country

Despite these constraints, there is a lot of effort going on by both the government and private stakeholders working in the marketing activities of the Ethiopian tourism industry. For instance, there are more than 300 inbound tour operators and travel agencies and associations focusing on Ethiopia today. Some of these organisations and associations have jointly featured in some of the world's leading tourism and travel trade fairs such as ITB (Berlin), WTM (London), BIT (Milan), TOPOREZA (Paris), FITUR (Madrid), VACANTEBOURS (the Netherlands) , MITT (Moscow), ATM (Dubai), COTTOM (Beijing) and other events together with the Ministry of Culture and Tourism and the Ethiopian Airlines. In addition, some of the national inbound tour operators are also using their respective websites to market and sell their packages. However, the activities of these tour and travel organisers are not well coordinated and the marketing structure that would help to link their activities to the international tour operator channels is not well developed. Besides, there is no significant number of international hotels chains in the country that can perform channel marketing activities.

Due to these facts, Ethiopia is in a weak position in terms of international tourism marketing. Accordingly, the government of Ethiopia has now started to take important strategic steps towards structuring the Ethiopian tourism industry marketing. The most important measures are the establishment of the Ethiopian Tourism Transformation Council (ETTC), the Ethiopian Tourism Board (ETB) and the Ethiopian Tourism Organisation (ETO). For example, the main mandates of the Ethiopian Tourism Organisation are tourism destination development and marketing Ethiopia with the collaboration of the various stakeholders involved in the Ethiopian tourism business industry.

To support these structural arrangements, the government is conscious of the necessary requirements of policy and regulatory projections to facilitate the tourism marketing activities in particular and the development of tourism as an industry in general. Towards this end, the Tourism Transformation Council is the highest legal body led by the Prime Minister of the Federal Democratic Republic of Ethiopia. All the Federal Ministers, the regional states presidents, religious leaders, board presidents of relevant civic societies, the Ethiopians Airlines and celebrities are members of the Council.

The Council meets twice a year to audit the performance of the sector and deliver important directions and decisions. On the other hand, the Ethiopian Tourism Board is organised from different relevant federal governmental and private institutions. The Board is responsible for closely overseeing the activities of the Ethiopian Tourism Organisation. Finally, the Ministry of Culture and Tourism remains the policy-making body at the federal level.

Going forward, it is crucial that the diverse range of activities currently available is profiled with a view to providing visitors with appropriate information. In line with this, it will be necessary to increase repeat visitation and to ensure that, owing to the industry's seasonality, the peak and trough periods are smoothed so that there is a steady flow of visitors throughout the year. In addition, it will be important that the promotion and marketing of other non-traditional tourism areas is stepped up so as to increase the dispersal of visitors across the country. What is more, it would appear that the current marketing efforts are concentrated in the traditional Western tourist markets which are now increasingly being constrained by issues such as the global financial crisis and carbon taxes on long-haul travel, yet indications are that there is great potential in the domestic, regional and emerging economies of Asian markets. All these, nonetheless, call for intensive market research which will in turn inform appropriate policy formulation.

2.7 Tourism Infrastructure

Usually categorised as primary, secondary and tertiary, tourism infrastructure is an important aspect of destination competitiveness. Primary tourism infrastructure basically refers to facilities and services, such as accommodation (hotels, resorts, motels and lodges), restaurants and travel/tour operation services. In other words, these are tourism specific facilities and services that visitors make use of whilst on vacation.

Secondary infrastructure refers to such facilities as shopping malls or centres, museums, recreation, entertainment and visitor information centres. Tertiary tourism infrastructure, on the other hand, refers to those facilities and services that are not tourism specific or related, but nonetheless are important in enhancing visitor experience. These include, health services or care, emergency, postal, financial and personal services.

Though the situation on the ground is rapidly changing, the availability and quality of these facilities and services remain a major challenge facing the country in its endeavour to develop as a globally competitive destination. The country, for instance, lacks a sufficient number of 5, 4 and 3 star rated facilities and those that are available are mainly concentrated in Addis Ababa. In fact, key destinations in the country, such as Lalibela, Aksum, Arba Minch and Gambela, experience inadequate accommodation facilities that could be described as being of tourist standards.

Though this situation is changing with a hotel construction boom being witnessed in most areas within the country, which is quite a welcome development, there is need to adopt a cautionary approach because there is lack of clarity on a number of issues. For instance, given paucity of reliable data, several questions arise including: what is informing the current construction boom or guiding the type of facilities being put up, whether there is a danger of over-supply, and whether there are any considerations about zoning issues. For instance, a number of hotel investors view the AU and UNECA as key markets in deciding on hotel development. However, majority of the meetings held in these two venues tend to be seasonal and sometimes ad hoc. As such, it is not clear how such hotels are utilised during the period in-between the AU or UNECA meetings. Perhaps, it is for this reason that the country is ranked fairly well in terms of its *price competitiveness, purchasing power parity and hotel price index*, for which it is ranked 22, 2 and 40 respectively globally, compared to countries like Kenya, Uganda and Tanzania in the region which did not fare as well. The country should capitalise on this comparative advantage.

The above notwithstanding, in terms of the available number of hotel rooms, Ethiopia is ranked 134 out of 140 economies globally compared to Kenya, Uganda and Tanzania at positions 122, 121 and 118 respectively. This indicates the existence of sizeable demand for good quality accommodation facilities throughout the country ranging from non-rated or unclassified to 5 star ones. There is need for a strategy to guide and inform the development of such infrastructure, which could, for example, detail the number, type and class of accommodation facilities required in different parts of the country for which necessary incentives could be availed. This includes investor support, infrastructural support, legal support and so on.

Furthermore, the quality and standards of existing accommodation facilities on the whole, continue to pose a major challenge throughout the country given the constraints in reinforcing the classification system. For instance, the sole data on hotel classification for the period 2009 and 2010 only shows the number of hotel rooms under each category with no indication of the number of hotels and where they are located. During this period, over 60% of all the hotels were unclassified with the number growing from 60.55% in 2009 to 69.28% in 2010 (Table 2.10). This raises questions concerning the control of the quality of accommodation facilities and services in the country.

Table 2.10: Distribution of Classified Hotel Rooms in Ethiopia

Total	Year							
	2009		2010		2011		2012	
	Count	%	Count	%	Count	%	Count	%
5 stars	794	5.62	794	4.38	No data	-	No data	-
4 stars	921	6.52	921	5.08	No data	-	No data	-
3 stars	1,691	11.98	1,691	9.33	No data	-	No data	-
2 stars	1,465	10.38	1,465	8.08	No data	-	No data	-
1 star	698	4.94	698	3.85	No data	-	No data	-
Unclassified Hotels	8,549	60.55	12,559	69.28	18128	100	19998	100

Source: Tourism Statistics Bulletin, 2009-2012 (MoCT)

The secondary and tertiary infrastructure is equally not well developed throughout the country to support a competitive tourism industry. For instance, increasing the length of stay is currently being pursued as a strategy for increasing tourist expenditure. However, and perhaps with the exception of Addis Ababa to some extent, there are hardly any other recreational activities or entertainment places that can engage visitors who are visiting the main attractions across the country. Moreover, visiting destinations outside the capital requires one to carry cash, more so, in local currency, because of lack of ATMs and foreign exchange bureaus. Though petty crime is minimal in the country, the fact that one is compelled to travel with cash may affect visitor experience during travel. In this regard, provision of such facilities and services greatly enhance destination competitiveness and the country is ranked at position 135 out of 140, implying a lack of competitiveness (WEF, 2013).

2.7.1 Summary of Key Issues

From the foregoing situational analysis, it is evident that there is a general lack of tourism infrastructure across the country; which is a major obstacle towards enhancing the country's destination competitiveness. As noted, apart from Addis Ababa to some extent, most of the major tourist destinations lack appropriate tourism infrastructure that is necessary to spur tourism growth and development. In Addis Ababa, on the other hand, there is notably a hotel construction boom, which though welcome, it is not readily clear what is informing such development.

Furthermore, the issue of quality and standards of the existing facilities and of those being constructed remains a major issue, given that tourism professionals are rarely consulted during their construction. This has meant that some of the facilities cannot effectively function as hospitality facilities catering for tourists because they lack basic standard facilities. In addition, due to the lack of a clear regulatory framework to enhance quality and standards, some accommodation facilities have taken the task of classifying themselves into their preferred rating with little regard to the quality of the facilities and service delivery offered. It is important to note that while efforts are being made by the MoCT to classify the hotels, the situation is further confounded by lack of clear criteria to carry out such classification. This has reportedly resulted in disagreements between MoCT and the regional authorities over the exercise of classification of hotel facilities.

Additional issues noted by the tourism stakeholders include: the fact that the facilities are mainly concentrated in main cities leaving the country-side unserviced; poor architectural and structural designs; scarcity of budget facilities such as youth hostels; the majority of the hotels are not built to international standards; absence of zoning policies to establish the areas where hotels should be constructed; and lack of incentives like land and affordable financing for investment. In addition, the stakeholders also noted that the existing tour firms, though few, are staffed with under qualified manpower that generally lack professionalism and ethics, and demonstrate low consideration for customer service.

It is worth noting that in previous times the government invested in tourism infrastructure because of the then under developed private sector. This is no longer the case because such drive seems to be spear-headed by the private sector. However, it may be necessary in some cases, particularly, when considering opening up new destinations in the country where the private sector may be weak or not willing to invest, for the national government to invest in such facilities with a view to spurring tourism development. Importantly, therefore, a conducive investment environment is essential to spur the development of international class facilities for the tourism sector including: providing appropriate support infrastructure for the private sector to invest in the development of tourism infrastructure. Nevertheless, such development should be informed by some form of national and regional frameworks so as to ensure that such investments are in line with the broader goals of tourism development agendas. This will also ensure that development of such facilities and sector-specific infrastructure is not haphazard, but rather in line with the broader tourism development plans.

2.8 Human Capital and Resources

An important component of destination development and competitiveness is the availability of high quality human resource. Indeed, the most competitive destinations of the world, such as Switzerland, France, Spain, USA, China, Italy, United Kingdom, Malaysia and Singapore, have correspondingly high quality human resources.

This is, however, a major challenge facing the country in its endeavour to become a globally competitive tourism destination. The country has, for instance, a limited number of institutions offering tourism training programmes both at the graduate and post graduate levels and at the certificate and diploma levels (World Bank, 2006). The certificate and diploma institutions, further, are under the control of the Technical and Vocational Educational Training Agency, while the Universities remain under the Ministry of Education as per the Higher Education Proclamation (Ethiopia Government, 2009). As such, the MoCT does not exert direct control over institutions that offer tourism training programmes which exacerbates the endeavour to oversee or enforce guidelines that could improve the quality and relevance of such training or the establishment of centres of excellence.

The lack of clear control and coordination of tourism training in the country has resulted in the lack of appropriate skills and knowledge amongst the graduates being churned out by the various training institutions. There are also issues relating to the qualification of tourism trainers (World Bank, 2012). Employers have, in addition, raised concern over the quality of such graduates and now prefer older professionals albeit with lower credentials, arguing that these do not need retraining. Furthermore, there are unethical practices of 'poaching' staff from other establishments with incentives of better pay and other prerequisites. The high demand for qualified personnel, moreover, has made employers reluctant to release their employees for training arguing that once such employees get trained, they always opt for better opportunities given that the existing pay levels are very low. There appears to be a vicious cycle in terms of human resource development where on the other hand, the quality of training is wanting while on the other hand, employers appear to discourage Continuous Professional Development (CPD). This impacts negatively on the quality of service delivery because there is no regulation compelling them to employ people with appropriate qualifications, skills and knowledge.

To achieve her goals of tourism development, the government must ensure that there is a consistent supply of labour who have been trained to international standards. In addition, mechanisms may be required to compel, rather, encourage employers to engage people with the right qualifications. This will require both short-term strategies such as CPD for those already in industry and exchange programmes; and long-term strategies including appropriate and up-to-date curriculum development. For purposes of illustration, Table 2.11 below presents select human resource indicators of the WEF TTCI for select countries drawn from the region and across the world to facilitate further analysis and to serve as potential benchmarks for the country.

The analysis is a testimony of the situation facing the country's tourism human resources: the extent of staff training is low owing to poor quality of the educational system and lack of specialised research and training; and while the country could leverage on skills transfer, it is quite not easy to hire foreign labour into the country. However, there are lessons to be learnt and opportunities that could be leveraged upon by the country, both regional and international, to improve the prevailing human resource condition in the country.

Table 2.11: WEF TTCI Select Human Resource Indications of Select Countries

Country	Overall Ranking (out of 140)	Quality of Educational System	Availability of Specialised Research and Training	Extent of Staff Training	Ease of Hiring Foreign Labour
Switzerland	1	1	1	1	24
Singapore	2	3	16	3	37
Malaysia	28	14	17	7	45
Kenya	106	37	64	69	73
Rwanda	110	50	109	68	18
Uganda	114	68	90	98	8
Ethiopia	**126**	**84**	**132**	**127**	**112**

Source: WEF, 2013

In the region, based on their respective rankings, Kenya, Rwanda and Uganda provide valuable lessons for the country. Kenya, for instance, has fairly well-developed tourism training and research institutions, for which it is ranked 37th, 64th and 69th for the quality of educational system, availability of specialised research and training, and extent of staff training respectively.

Given the cordial relationship that exists between Kenya and Ethiopia, and the on-going implementation of the Sustainable Tourism Master Plan for the IGAD region, it will be beneficial to explore avenues for collaboration, such as exchange programmes at all levels in government, in the private sector and in academia. Further, given the fact that the prevailing human resource capacity is somewhat limited and for which the country is ranked 129th globally, it will be necessary to ease restrictions for engagement of foreign experts, albeit with the sole objective of promoting skills and knowledge transfer. This has been done in Kenya and is now being done in Rwanda and Uganda, which ranked 18th and 8th respectively globally.

It is also worth noting that in Kenya, the Swiss Government (ranked top in the world in terms of the quality of its human resource (Table 2.11)) was instrumental in laying the strong foundation for the development of the prevailing tourism human resource base. The bilateral collaboration, among others, saw the positioning of Kenya Utalii College and its Utalii Hotel (a three star training facility), both under the Kenyan Ministry of Tourism, as the cornerstone for tourism training not just in Kenya, but in Africa as a whole. For instance, in Ethiopia, a number of tourism professionals in the country are Kenya Utalii alumni. Likewise, it will be important to explore such global opportunities to ensure that the quality of human resource training in the country is of international repute by benchmarking the most competitive destinations globally.

2.8.1 Summary of Key Issues

The availability of skilled human resources is a major challenge facing the tourism industry in the country. This is exacerbated by the perception that the institutions mandated with the responsibility of human resource development are not adequate and that the existing ones do not even have the capacity to produce highly trained graduates. This has resulted in the industry expressing their dissatisfaction in this regard, with employers arguing that they still have to retrain such graduates. In some cases, the lack of sufficient human resources has led to scenarios where employers are reluctant to provide CPD to their staff for fear that they will lose them once their skills are enhanced to better paying opportunities. This has meant that such employers have maintained low wages thereby attracting personnel who are not qualified. Such scenarios points to a vicious cycle of human resource development where institutions are churning qualified graduates while employers are not employing qualified personnel yet remain reluctant to investing in further training.

This sector has been noted by stakeholders as experiencing a general lack of competent manpower at all levels; policy, training, business management and operations. Further to the above challenges, a number of challenges were identified by stakeholders as being drawbacks for the sector's HR capacity including:

- Training that is not market-oriented with training programmes lacking strong industry experience focus
- Communication barrier challenges for those working in the industry due to lack of language skill particularly in English and other international languages
- Absence of motivation for private enterprises to join training institutions
- Weak links between the tourism businesses and training institutions
- Lack of adequately qualified manpower in the tourism offices both at national and regional level
- Lack of clear policy on manpower training and development for the tourism sector

It is clear that human resource development is key to enhancing the competitiveness of any given destination due to the fact that the leading destinations of the world also have corresponding high qualities of human resources. Given that the tourism industry is largely service oriented, the role of human resources is of paramount importance. When considering the development of human resources, it is essential that the issue is addressed holistically.

Human resources do not simply refer to those working directly in the industry or private sector, for that matter; but also include those who are charged with the responsibility of planning and developing the tourism industry. In the first instance, human resource development is usually geared towards enhancing the skills and knowledge of those providing the services for the tourism industry.

In the second instance, human resource development is geared towards enhancing the capacity of government officials and higher education lecturers to better plan, research and develop the country as a destination. In addition, it is equally important to create awareness on the importance of the tourism industry in the country among government officials whose dockets may impact tourism one way or the other, for example, immigration officials, infrastructure, finance and so on.

The condition of access roads to and within a number of key attractions/destinations remains in a deplorable state and, in some cases, attractions are hardly reachable. It is not uncommon for animal transport to be used in such circumstances.

PHOTO: Horse and carts

2.9 Tourist Safety and Security

Generally, Ethiopia is relatively among the most politically stable countries in Africa. Security or lack thereof, would not be a threat to incoming tourist. Since the end of the cold war, Ethiopia has become one of the few countries in the world to provide a safe atmosphere to all its destination areas. Recently, Ethiopia was ranked as the 15th Safest Countries in the World to Settle In 2014.[1]

Important to note is that unlike any other economic sector, the tourism industry is highly sensitive to external factors such as terrorist activities, political and civil unrest. In this regard, the country is considered to be one of the most politically stable countries in Africa.

Further, the country's security is also acknowledged by the Global Competitiveness Report 2013–2014. It ranks the country more favourably than, for instance, Kenya and South Africa in a number of key aspects including business costs of crime and violence, organised crime and reliability of police services.

Though this relatively positive image of the country remains, a number of challenges were identified from country-wide stakeholders' consultations facing visitor safety and security including petty crimes, lack of emergency rescue services, limited quality health institutions, lack of consideration for the needs of the tourism sector while drawing up health-sector planning and policies, and relatively high level of road accidents due to factors as poor road design and unsafe road use practices.

There is currently no clear framework for tourism safety and security in the country. Security issues are generally dealt with by the police at both federal and regional levels while local militia provide informal security services in some cases. There is, however, need for a national tourism safety and security strategy.

A tourism safety and security strategy that would include formal communication channels among concerned stakeholders must be in place and which the sector is now lacking. Further, even though this system of tourist safety and security is part and parcel of the overall national home security system, there is a need to upgrade the national capacity of tourism-specific security personnel including wildlife rangers, scouts and other officers in terms of logistical facilities and diverse skill development programmes.

[1] http://www.lifestyle9.com/top-10-safest-countries-to-live-in-the-world/4/

2.10 Tourism Support Services and Infrastructure

Tourism being an economic sector relies on a number of support services and infrastructure for its growth and development including transportation infrastructure, ICT, electricity, communication infrastructure, among others. Table 2.13 presents Ethiopia's performance in a number of infrastructure aspects relative to other regional economies.

Table 2.13: Global Ranking of the State of Infrastructure in Selected African Countries

Indicator Ranking (out of 148)	Ethiopia	Kenya	Rwanda	Botswana	South Africa
Quality of overall infrastructure	112	68	62	78	63
Quality of roads	69	67	47	59	41
Quality of railroad infrastructure	111	74	n/a	59	48
Quality of port infrastructure	121	78	103	102	51
Quality of air transport infrastructure	42	62	80	94	11
Available airline seat km/week, millions	57	54	131	141	25
Quality of electricity supply	115	100	92	113	101
Mobile telephone subscriptions/100 pop.	147	122	137	20	34
Fixed telephone lines/100 pop.	130	137	139	101	100

Source: The Global Competitiveness Report 2013–2014 (2013 World Economic Forum)

Some of these aspects are discussed in the sections below.

2.10.1 Transport Infrastructure

Though not usually specifically geared towards meeting the needs of the tourism industry, transport infrastructure is an integral element of destination competitiveness. Good transport network facilitates access to and from, and within destinations and hinder or promote tourism. This is well acknowledged by the GTP (2010-2015) noting the pivotal role that roads and air transportation infrastructure play in tourism development [2]. Transport infrastructure can broadly be categorised as air transport and ground transport.

Air Transport

Accounting for over 50% of all international tourist arrivals globally, air transport infrastructure is of great importance to any given destination in terms of promoting both external and internal access. Furthermore, particularly in destinations where ground transport is unreliable or where countries are expansive as is the case with Ethiopia, air transport can play an integral role in enhancing internal access to areas of touristic interest.

The calibre of air transport infrastructure is usually pegged upon both the quantity (measured in terms of available seat kilometres both domestic and international, number of departures, airport density, number of operating airlines), the quality of the air transport infrastructure both for domestic and international flights, and the international air transport network. Comparatively, the country is well developed in terms of the prevailing air transport infrastructure both for domestic and international purposes, as Table 2.14 demonstrates.

[2] See GTP 2010-2015 p.32 and p.46

Table 2.14: Ethiopia Air Transport Infrastructure Assessment (by 2013)

Performance Indicators	Score	Rank (out of 140)
Overall	**2.6**	**90**
Quality of air transport infrastructure	5.1	50
Airline seat kms/week, million	3.7	61
Airline seat kms/week, int'l, millions	183.1	63
Departures/1,000 pop.	0.6	107
Airport density/million pop.	0.3	113
No. of operating airlines*	11.0	112
International air transport network	5.2	51

Source: TTCI 2013 report

The construction of a second terminal at Bole International Airport and the proposed expansion will go a long way in further enhancing the quality of air transport infrastructure in the country. Moreover, the role played by the national carrier in facilitating travel to and from the country and within the country, has been crucial in this regard. Currently, the official number of airports spread across the country is 19, with more being opened; of these, four are international airports.

It is important to note that for quite a long time, Ethiopian Airlines has been the sole domestic scheduled carrier operating within the country facilitated by a subsidy programme to keep costs down mainly for residents. It is, however, encouraging that the Ethiopian Civil Aviation Authority (CAA) has drafted a new air transport policy which will increase the number of seats on private domestic flights to 50 from the current 20. This, in turn, together with the growing status of Bole International Airport as a regional hub, is expected to boost the number of visitors into the country. It would, nevertheless, be advisable that the country considers more incentives to increase the number of tourist arrivals into the country including relaxing visa requirements for targeted source markets and expanding the bilateral air agreements to target key source markets.

Ground Transport

As with air transport, ground transport which accounted for 42% of the total number of international tourist arrivals in 2013 (Figure 2.2), is an integral part of any given destination. In fact, and to a large extent, without a certain mode of ground transport, air transport would be rendered almost irrelevant. In other words, destinations could still thrive even in the absence of air transport, but the same does not apply with the case of ground transport. Ground transport is usually categorised as road, rail and water.

Being a landlocked country and in the absence of navigable water ways, road transport remains the most commonly used mode of ground transport for tourism purposes. The Growth and Transformation Plan (GTP) 2010-2015 upholds the importance of roads as an avenue through which the growth and development of key economic sectors, such as agriculture, industry, mining and tourism, could be fostered. Table 2.15 below highlights the prevailing situation regarding the quality and quantity of the road network in the country and the projected targets as set out in the GTP.

Arguably, following the *Road Sector Development Programmes* that were launched in 1997, there has been a remarkable improvement in road transport infrastructure. The country now has, comparatively, both good quality and quantity of road networks connecting key cities and towns. In addition, road transport has played and continues to play a vital role in supplementing air transport in terms of providing direct access to key attractions in the country.

In 2014, Ethiopian Airlines became the largest African carrier by revenue and profit according to the International Air Transport Association (IATA).

INSET: Ethiopian Airlines Boeing 787 Dreamliner at the Boieng facility in Washington DC. Ethiopian Airlines was the first airline in Africa to get the Dreamliner.


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Table 2.15: GTP Targets for Roads

Indicator	Baseline 2009/10	Plan Target 2014/2015
Road Network	49,000	136,000
Average time to all weather roads (hrs)	3.7	1.7
Road density (km/1000km^2)	44.5	123.7
Road density (km/1000 population)	0.64	1.54
Roads in acceptable condition (%)	81	86.7
Proportion of area further than 5km from all-weather roads (%)	64	29

Source: Ethiopia Government, 2010.

However, despite their importance, the condition of access roads to and within a number of key attractions/ destinations remains in a deplorable state and, in some cases, attractions are hardly reachable. It is not uncommon for animal transport to be used in such circumstances. For example, the road from Lalibela Airport to Lalibela is in need urgent of maintenance. One requires animal transport to access some of the monasteries in the area which at times could be very time consuming.

Furthermore, the potential link road between Lalibela and Aksum is in very poor condition and is rarely ever used. Likewise, key natural attractions in the country, such as Simien National Park and Nechisar, are hardly accessible even with the use of rugged vehicles. To access the key attraction in Nechisar, for example, one would require about 8 hours in travel time alone due to the poor condition of roads in the park.

As the country continues to search for strategies to increase the length of stay, the potential of road transport to provide a solution appears not to be upheld. In fact, road transport should also be viewed as a strategy for increasing tourist-spend in the country if the infrastructure is well organised and developed. As already mentioned, the country's main roads and highways are generally in good condition.

Given the size of the country, which means that there are large distances to be covered, there are hardly any reliable stops or tourist activities between major cities or destinations. For instance, on the Southern routes, activities, motels or facilities of tourist standards are very limited even in some of the major towns. As a result, there is no incentive for tourists to make stopovers whilst enroute to their destination. They are compelled to drive long distances which is tiring and monotonous, thereby making air transport an attractive option for most tourists.

Figure 2.15, indicates that 41% of international tourists arrive at their destination by using road transport. This is particularly more common in Europe and is increasingly becoming the case within Southern Africa and regional countries such as Rwanda. For instance, of the 1.1 million visitors Rwanda received in 2012, about 85% of these arrived in the country by road; further, 85% were from Africa, a testament to the growth of regional tourism.

Likewise, Ethiopia receive a number of tourists by road and these are mostly from the neighbouring Djibouti. Road transport infrastructure should be viewed as an avenue through which the country's huge domestic tourism potential could be tapped. With the right strategies, the current regional infrastructural development and expansion to link with neighbouring countries could also provide an opportunity for regional tourism growth and development. Indeed, with the LAPSSET project, Kenya proposes to construct three resort cities to promote and diversify its range of tourism products and to tap into the regional and domestic markets. This should also be viewed as an opportunity to further exploit opportunities emerging for the road sector development programmes.

The other two modes of ground transport, rail and water, are rarely used in the country and as such are not very relevant to tourism currently. Nevertheless, given the infrastructural development prospects highlighted in the GTP, there is need to rethink this stance especially within the context of rail transport. The government, for instance, proposes to construct 2,000km of railway network by 2015 and a total of 5,000km by 2020. The fact that the government has secured a number of commitments towards the realisation of this project is quite encouraging.

Of interest to tourism is the fact that the proposed railway network will pass through some of the key attractions in the country, especially those in the north and that some of these routes are of outstanding beauty. For instance, the proposed route in the north will run from Mekele-Woldiya Hara-Gebeya-Sumera-Dicheto-Elidar- with a link to Port Tadjourah in Djibouti and an additional extension via Woldiya-Awash to join the Addis-Djibouti route.

Given that this project is at the inception stage, this will be an opportune time to incorporate tourism concepts so as to further maximise opportunities from the proposed developments. In other words, such developments should not just be viewed as simply a means of transporting visitors, but also as potential attractions in themselves. Examples, such as the Orient Express and the Royal Scotsman are now key attractions and could be described as over-land cruises given the services offered including accommodation and fine dining.

Similarly, water transport is not as developed, but has the potential to diversify the tourism product in the country owing to the numerous Rift Valley lakes and rivers that exist. Nonetheless, water transport is also required to access a number of attractions, such as the monasteries at Tulu Gudo Island in Lake Ziway, the crocodile market in Lake Chamo at Arba Minch and the island in Lake Shalla. In addition, it is worthwhile to explore the potential of having cruises in some of these lakes as a way of expanding the range of tourism products on offer to tourists.

2.10.2 Information and Communication Technology

Information and Communication Technology (ICT) is increasingly becoming an integral part of destination competitiveness as the world becomes more and more interconnected. This has opened the door to more players; each eying the same global market with consumers ever being presented with a growing array of products from which to make informed choices.

Indeed, the internet is now an important medium for taking products to the global market from a supply perspective and an important source of information from a demand perspective whereby potential consumers are able to gauge the quality of products and services on offer in any given destination. In the case of marketing, it is now almost essential that tourism suppliers have their products well presented on the internet from which potential tourists could gather the relevant information with a view to consuming such products. It is now estimated that over 70% of travellers use ICT to plan their travel.

In addition, the ICT infrastructure is now an important source of information for tourists particularly on issues relating to safety and security, and quality and standards of products and services in any given destination. Most tourists visit relevant respective government sites for information on the prevailing safety and security situation in the destination they wish to visit. In this regard, a number of Western countries including the US, UK, Australia and New Zealand, still maintain negative travel advisories to


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certain parts of the country (see safety and security section). In addition, sites such as TripAdvisor, which allow independent comments and views from users, are now important sources of information regarding, say, the quality and standards of products and services on offer.

Generally, ICT infrastructure refers to a wide array of both existing and emerging technologies that range from simple to complex such as; fixed and mobile telephony including Short Message Service (SMS), digital cameras, Computer Reservation Systems (CRS), Global Distribution Systems (GDS), internet which is accessed through channels such as broadband channels, fibre-optic, wireless (WiFi, WiMAN), Voice over Internet Protocols (VOIP), Geographical Positioning Systems (GPS) and Geographical Information Systems (GIS). On the basis of such ICT infrastructure, the country has been ranked at a lowly position 138 out 140 globally (WEF, 2013). Table 2.16 below provides a breakdown of the parameters used to rank the country.

Information and Communication Technology (ICT) is increasingly becoming an integral part of destination competitiveness as the world becomes more and more interconnected.

PHOTO: The 10th International Conference on ICT for Development, Education and Training held in Addis Ababa from the 20th -22nd May 2015.

Table 2.16: Competitiveness of Ethiopia ICT Infrastructure

Indicator	Ethiopia's Global Ranking out of 140
Overall ICT Infrastructure	**138**
ICT use for business to business transactions	128
ICT use for business to customer transactions	131
Individual use of internet (%)	139
Fixed telephone lines/100 population	125
Broadband internet subscribers/100 population	136
Mobile telephone subscriptions/100 population	140
Mobile broadband subscriptions/100 population	116
ATMs accepting Visa cards/million population	135

Source: WEF, 2013

The TTCI report notwithstanding, there has been significant progress in ICT infrastructure development, mainly in terms of enhanced access. For instance, though considerably low, the percentage of the population having access to the internet has increased from a paltry 0.02% in 2000 to 1.48% in 2012, while fixed (wired) broadband subscription has grown from only 57 in 2003 to 37 ,754 in 2012 (ITU, 2013). Consequently, in most destinations one is now able to access the internet. In addition, the number of mobile phone subscriptions has increased from just 17,757 in 2000 to over 20 million in 2012. It is worth noting that both the quality and access to ICT infrastructure is likely to improve and expand respectively given the recognition of its importance and strategic focus as envisioned in the GTP 2010-2015.

The foregoing discussion, though general in approach, has implications for tourism development in the country. From Table 2.7 above, for example, it is clear that the use of ICT infrastructure for both business to business and business to customer transactions within the tourism industry in the country is not widespread and competitive given the low rankings. Further, the proportion of tour operators or accommodation providers using ICT infrastructure to sell their products and services is still comparatively low, with many relying on traditional methods of selling such as brochures and external intermediaries in the source markets. Importantly though, there has to be a deliberate government effort to safeguard the image of the country featuring in such ICT media and by extension tourism suppliers by ensuring that their respective products and services are of good quality. There is need, therefore, to have a destination management system (DMS) to mitigate the negative impacts that ICT may have on the destination and maximise opportunities presented therein. Such a system should, in the form of in-depth database, provide an avenue through which tourism products and services on offer in the country are amalgamated and taken to market through various channels and platforms. Ideally, the DMS should be comprehensive and should encompass issues relating to:

- Product management such as providing accurate information/data on tourism suppliers, services and tourist activities;
- Enquiry management services i.e. providing advice to potential visitors on, say, accommodation, bookings and other information requests;
- Visitor/customer relations management i.e. gathering relevant information on the basis of enquiries, complaints or compliments, among others, to better manage the destinations and gather market intelligence;

- Business customer relations management mainly facilitating e-tourism transactions; and
- Management reporting on the basis of all gathered information to facilitate strategic interventions for future destination development on the basis of predetermined key performance indicators which may include data on bookings or arrivals on, for instance, a monthly or quarterly basis, geographical distribution of tourist activity and so on.

In line with the above and given the restrictions on foreign currency transactions (owing to the fact that only a few hotels are certified to transact in foreign currency), the ICT infrastructure should be used to facilitate such transactions as credit/debit card transactions especially outside Addis Ababa. However, such infrastructure is very limited given that only a few establishments accept credit card payments and coupled with the fact that ATMs are few in the country (World Bank, 2012). It is perhaps for this reason that the country is ranked at position 135 (see Table 2.16) by the TTCI. Nonetheless, it is expected that the current efforts by the government such as the national payment system platform is likely to improve business transactions and to increase the number of ATMs across the country.

2.10.3 Summary of Key Issues

While the country has been billed as exploding in infrastructural development, particularly the transportation infrastructure, the infrastructural needs of the tourism sector remains largely unmet. Consequently, a number of attractions cannot be accessed.

Further challenges identified through the stakeholders' consultation forums indicated that the sector faces such challenges as:

- General delay in electric installation for new established hotels
- Very unreliable electricity supply causing a number of facilities to either acquire rather expensive generators, or experience blackouts
- Major roads are relatively good but significant problem is on quality and safety
- In some areas of the country, there was lack of adequate roads infrastructure making some attractions inaccessible
- In some cases, no infrastructure constructed especially outside of the parks, for example at the Chebera Chuchura National Park
- Some areas experience inadequate water supply
- Pollution related to infrastructural development is not well managed
- The ICT infrastructure in the country, though growing, is still inadequate in most of the tourist areas and is unreliable most of the times

It is important to note that the GTP (2010-2015) provides a broad framework for infrastructure development in the country. It is expected that tourism being a key economic sector, such infrastructure development should, to some degree, benefit the industry through an integrated development approach. However, given that the GTP infrastructure development focus is also on other sectors of the economy, it will be important that MoCT highlights the infrastructure development priority needs necessary for the development of a competitive tourism destination. This should further be done in line with the on-going regional infrastructural initiatives to promote both national and cross-border tourism. It is, nonetheless, important to note that such on-going initiatives should not be used as the only basis for tourism development, but rather, that tourism development initiatives should also serve as an incentive to expand the national and regional infrastructure networks.

2.11 Environmental Conservation and Sustainable Tourism Development

Nature-based tourism is seen in the country as an avenue through which the prevailing tourism product, which is predominantly cultural and heritage-based, could be diversified. It is worth noting that as the prefix suggests, nature-based tourism products rely heavily on the natural environment and, consequently, its sustainability and/or conservation is of critical importance to the long-term development of the industry. Table 2.17 below provides a comparative summary of some of the key environmental sustainability and conservation indicators for selected countries in the region. It is notable that though having one of the largest areas under forest cover, the country's rate of deforestation is comparatively high. In addition, the country also has one of the highest numbers of threatened mammals – wild animals – and bird species that are key attraction components in nature-based tourism.

Likewise, the TTCI 2013 report takes into consideration both natural resources available for tourism development and environmental sustainability as some of the indicators of destination competitiveness. In case of the natural resources available for tourism development, TTCI ranks the country globally at position 33 out of 140 compared to Tanzania, Kenya and Uganda, which are ranked at positions 4, 14 and 25 respectively. Some of the key factors considered in this regard include number of world natural heritage sites available in a country; number of protected areas (as opposed to size); quality of natural environment; and total number of known species.

Table 2.17: Deforestation and Biodiversity for Selected East Africa Countries 2008

	Forest Area ('000 sq km)		Average Annual Deforestation		Threatened Species				Terrestrial		Marine	
	1990	2007	1990-2000	2000-2007	Mammals	Birds	Fish	Higher plants	% of surface area	Number of Areas	% of surface area	Number of Areas
Eritrea	16	15	0.2	0.2	9	9	14	3	4.3	3	0.0	0
Ethiopia	**147**	**127**	**0.7**	**1.1**	**31**	**22**	**2**	**22**	**17.5**	**42**	**0.0**	**0**
Kenya	37	35	0.3	0.3	27	27	71	103	12.3	284	5.8	11
Rwanda	3	5	-0.8	-0.65	19	10	9	3	7.6	5	0	0
Tanzania	414	344	1.0	1.1	34	40	138	240	38.8	537	12.5	17
Uganda	49	35	1.9	2.3	21	18	54	38	26.1	732	0.0	0

Source: World Development Indicators 2010

It is encouraging to note that the country is not too far off when compared to the key nature-based destinations in the region. However, when it comes to environmental sustainability, the difference in ranking is quite remarkable with Kenya, Tanzania and Uganda being ranked at positions 21, 45 and 51 respectively, compared to Ethiopia's ranking at position 90. Some of the key factors considered here include stringency of environmental regulation; enforcement of environmental regulation; sustainability of the travel and tourism industry (mainly to do with prevailing policies to ensure that, for example, nature-based tourism is developed in a sustainable manner); percentage of threatened species; and environmental treaty ratification.

The above two sources of data provide some sort of benchmark for the country in its endeavour to exploit the prevailing natural resources for tourism development given that countries such as Kenya and Tanzania are considered as some of the top nature-based destinations in the world. It is evident that the country possesses comparatively ample natural resources to support the diversification of the tourism product. Nonetheless, the main challenges, unlike Kenya, Rwanda, Tanzania and Uganda, relate to issues to do with environmental sustainability. Site visits and interviews with key stakeholders further reaffirm this concern. Generally, environmental regulation appears not be stringent enough, coupled with ineffective enforcement of such regulation. There is also a comparatively high percentage of threatened species and the country is relatively not strong in terms of proper compliance.

More specifically, the protected areas in the country face significant challenges ranging from human wildlife conflicts, human encroachment, lack of species or resource audits (which actually makes it difficult to ascertain the extent, for instance, to which species are threatened and hence the level of intervention required), poaching of both flora and fauna (e.g. charcoal harvesting, firewood etc.), lack of appropriate infrastructure such as access roads necessary to enhance both accessibility for visitors and more importantly, to better manage such areas.

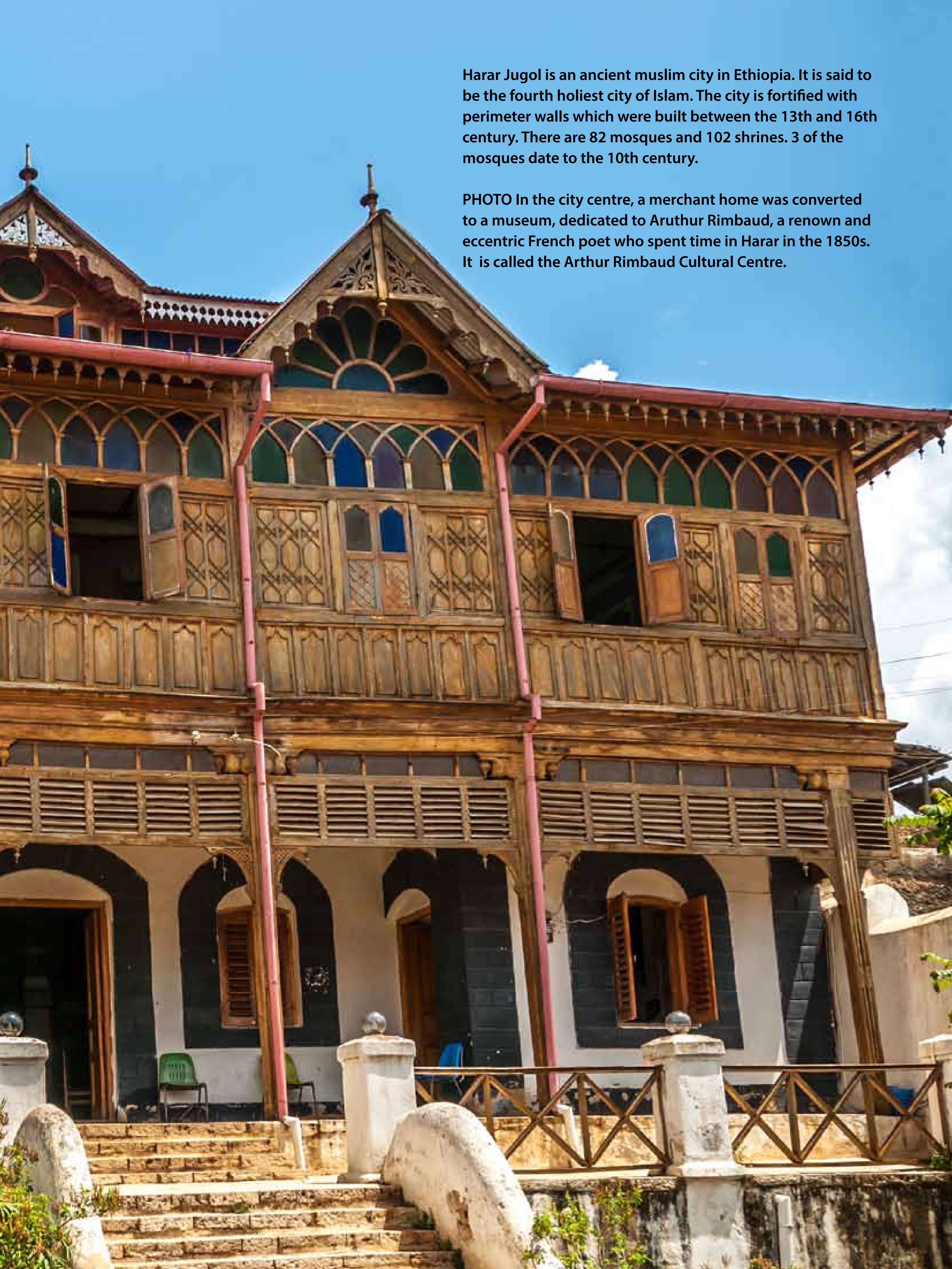
These problems could be attributable to the lack of Protected Area Site Management Plans based on IUCN standards. However, it is important to note that it is not enough to simply have such plans; but that there should also be deliberate commitment to their implementation. Such plans should include, for instance, binding legal frameworks (gazetting), concisely detailed zoning schemes and programmes such as on ecological issues, tourism development, community partnerships where applicable, and protected areas operations and security supported with sound budgeting commitments.

It should be appreciated that the success and sustainability of the tourism industry in the country will depend on the extent to which such natural resources are sustainably exploited for tourism use. Conservation is one of the routes to achieving the sustainability of such resources. The relationship between tourism and the resources on which it relies, both natural and cultural, should be seen as being symbiotic. Tourism, for example, can be used as an effective force in the conservation of both natural and cultural heritage, by enhancing the intrinsic ecological values of biodiversity and for socio-cultural and economic development through the sustainable exploitation of the country's unique cultural heritage. It is essential that any approaches to conserving such resources, both policy and strategy considerations, take into account the crucial role of the tourism industry.

Moreover, it is worthwhile to note that, desirable as it is, tourism development could also have detrimental impact on the natural and cultural resources, particularly if it is not well managed. For instance, uncontrolled tourism growth and development, (and as has been observed in religious sensitive areas of the country), could have adverse effects on the local cultures due to differing social norms and values resulting in acculturation or demonstration effects, to mention but a few. Likewise, though it is currently not a major concern in the country, mass tourism could also have detrimental impacts on natural environments such as destruction of habitats and pollution. It is imperative that the relationship between tourism growth and development and the cultural and natural resources be well managed so as to maintain the symbiotic relationship and to leave it as intact as possible.

Harar Jugol is an ancient muslim city in Ethiopia. It is said to be the fourth holiest city of Islam. The city is fortified with perimeter walls which were built between the 13th and 16th century. There are 82 mosques and 102 shrines. 3 of the mosques date to the 10th century.

PHOTO In the city centre, a merchant home was converted to a museum, dedicated to Aruthur Rimbaud, a renown and eccentric French poet who spent time in Harar in the 1850s. It is called the Arthur Rimbaud Cultural Centre.



2.12 Policy, Regulatory and Institutional Framework

Policies, rules and regulatory frameworks are critical in ensuring the success or failure of any tourism development programmes in any given destination. Such frameworks are important in, for example, creating conducive environments for domestic investment and FDI, innovation, research and development, and appropriate skills and knowledge development. Generally, according to the TTCI, the prevailing frameworks are not conducive in terms of encouraging competitive destination development given the country's overall ranking of 132. Table 2.18 below provides a comparative illustration of the TTCI policy, rules and regulatory frameworks considerations for select countries in Africa.

Table 2.18: T&T Policy, Rules and Regulations Ranking for Select African Countries (2013)

	Overall rank (out of 140)	Prevalence of foreign ownership	Property rights	Business impacts of rules on FDI	Visa requirements	Openness of bilateral air service agreements	Transparency of government policymaking	Time required to start a business	Costs to start a business
Rwanda	6	76	34	18	16	68	7	5	47
Mauritius	28	80	36	9	28	73	41	16	43
Kenya	95	91	107	89	18	107	102	107	113
Uganda	80	32	78	31	12	106	57	111	126
Ethiopia	**132**	**132**	**77**	**111**	**118**	**57**	**125**	**68**	**137**

Source: WEF 2013

From Table 2.18 above, there are several policy, rules and regulatory related issues that need to be addressed to enhance travel and tourism competitiveness in the country. Though the country is now warming up to FDI in other sectors such as manufacturing, it would appear that the extant policies, rules and regulations in the country do not promote foreign ownership of tourism resources (be it in full or in partnership). In comparison, Uganda, with a global ranking of 32, appears to have put in place measures that have led to an increase in foreign ownership. Nevertheless, promotion of FDI should go hand in hand with the domestic investment as well, an area in which the country appears to be excelling.

However it is worth noting that an increase in FDI in the tourism sector signifies confidence in the local economy and could lead to an increase in the volume of tourists. In line with this, it appears that though comparatively ranked better than say Kenya, Mauritius and Rwanda, the country is not considered to have very strong policies or regulations that could enhance property rights, though the prevailing rules do not seem to encourage; a factor that could hinder both domestic and FDI. All the same, the prevailing rules do not seem to encourage FDI given the country's ranking of 111 in 2013.

One of the major challenges facing the tourism industry in the country is the stringent visa requirements for the majority of tourists visiting the country. The country has accordingly been ranked at position 118 by the 2013 TTCI compared to Uganda, Rwanda and Kenya at positions 12, 16 and 18 respectively. Rwanda, for instance, has scrapped visa requirements for a number of countries, while most African countries can now obtain visas upon arrival in the country.

This has seen an increase in its visitor numbers. In Ethiopia, visas are required of all visitors, with the exception of Kenyan and Djibouti nationals. The government requires that visas be obtained from the Ethiopian Embassies or Consulates, with the exception of the three-month tourist visas that may be obtained upon arrival in Addis Ababa Bole International airport by citizens of 36 countries[3]. These countries include some of Ethiopia's main leisure and business source markets. Business visas, including those attending conferences, must be obtained before departure to the country.

The stringent visa requirements are clearly an obstacle to not only tapping the international tourist markets but also the growing regional market. The IGAD STMP identifies this as a major impediment to regional tourism development and identifies strategies at the national level that need to be implemented by the member states so as to tap intra-regional tourist markets and to market the region as a single destination through the implementation of a regional visa for international tourists.

Accordingly, the country needs to embrace the spirit of the IGAD STMP in its endeavour to address visa challenges. A more flexible visa and customs regime has also been identified as an effective short-term strategic regulatory intervention with possible quick returns in terms of increased number of tourists and tourists' expenditure[4].

An area the country appears to be doing comparatively well is that of Bilateral Air Service Agreements[5], registering a TTCI ranking of 57. The prevailing policies have, therefore, been instrumental in attracting major airlines thereby making the country an international hub with direct flights to a number of destinations. For example, there are direct flights to and from key destinations such as USA, while Kenya is still negotiating to have the same.

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[3] Argentina, Australia, Austria, Belgium, Brazil, Canada, China, Czech Republic, Denmark, Finland, France, Germany, Greece, India, Ireland, Israel, Italy, Japan, Kuwait, Luxembourg, Mexico, the Netherlands, New Zealand, Norway, Democratic People's Republic of Korea (North Korea), Poland, Portugal, Republic of Korea (South Korea), the Russian Federation, Slovakia, South Africa, Spain, Sweden, Switzerland, United Kingdom, United States of America.

[4] Ethiopia's Tourism Sector: Strategic Paths to Competitiveness and Job Creation by the World Bank and MoCT, October, 2013.

[5] Such agreements/arrangements contain the routes airlines can fly including cities that can be served within, between and beyond the bilateral partners; the number of flights that can be operated or passengers that can be carried between the bilateral partners; the number of airlines that bilateral partners can nominate to operate services and the ownership criteria airlines must meet to be designated under the bilateral agreement.

According to the TTCI, the policy formulation process in the country is not very transparent and is given a ranking of 127. Indeed, the tourism policy formulation process should be a very consultative process that takes into consideration the views of a diverse range of key stakeholders so as to minimise conflicts that may arise from tourism development given its dependence on both natural and cultural resources. Furthermore, from Table 2.8, though the prevailing policies, rules and regulations in the country are conducive for business start-ups, the costs of starting businesses, nonetheless, appear to be prohibitive. Table 2.19 provides the global ranking for select African states in terms of the ease of doing business based on selected considerations.

Table 2.19: 2013 Ease of Doing Business Global Ranking for Select African States

	Ease of doing business	Starting a business	Getting Credit	Protecting investors	Trading across borders
Djibouti	171	185	180	181	41
Eritrea	182	183	180	117	165
Ethiopia	**127**	**163**	**104**	**128**	**161**
Kenya	121	126	12	100	148
Rwanda	52	8	23	32	158
Sudan	143	122	167	158	153
Uganda	120	144	40	139	159

Source: World Bank (2013)

From Table 2.19 above, the Doing Business World Bank Report of 2013, covering 185 countries, generally ranks the country poorly at position 127 compared to Rwanda, for instance, which is now considered as one of the most favourable places to do business in Africa given its global position of 52. Whereas this report looks at the various policies, rules and regulations in terms of their impacts on businesses from a general perspective, they nevertheless have a bearing on tourism development. For example, in the case of Kenya with a global ranking of 12 in terms of the ease of getting credit, implies that investors are able to access financing to fund their respective ventures with relative ease, a factor that has seen an increase in both foreign and domestic investment in the country over the recent past, especially in the hospitality sector.

Likewise, trade across borders appears to be a major challenge facing the African continent as depicted by the select African states in Table 9, though at position 41, Djibouti appears to be doing considerably well. This could be attributed to the trade between Djibouti and the country owing to the port in Djibouti and the planned infrastructure development as already mentioned. Of interest is that there is a strong correlation between trade and tourist flows, such that the country also receives a considerable number of tourists from Djibouti. A deliberate strategy to increase trade with the neighbouring countries is likely to lead to an increase in tourist flows.

The foregoing, notwithstanding, it is important to note that the country has in place a National Tourism Development Policy, as mentioned in the introduction, which provides broad guidelines for tourism development and promotion and among others, will address some of the challenges identified. The policy recognises the important role the tourism industry can play in economic development and poverty alleviation and the need to shift gear to ensure the rapid growth of the sector. The national policy further advocates for the need to align tourism development with the broader national development policies and strategies. Nonetheless, whereas the policy appears to emphasise the need to strengthen international tourism marketing and promotion of domestic tourism, there is hardly any focus, for instance, on the existing and emerging potential regional opportunities as clearly identified in the IGAD STMP. It is important that policy be updated to take into consideration such existing and emerging opportunities. Furthermore, owing to the federal system of government, there is concern among stakeholders that the regional tourism development instruments are not aligned to the broader national tourism development goals.

Likewise, the country has a number of institutions that are involved in tourism planning and development both at the national and federal levels. These institutions range from public, private to civil. At the national level, the Tourism Transformation Council (TTC), the Ethiopia Tourism Organisation (ETO) and the Ministry of Culture and Tourism are the key institutions whose main role is policy formulation, planning, regulation and the overall destination development. A number of parastatals are also under the ministry including, Ethiopia Wildlife Conservation Authority, National Cultural Centre, Authority for Research and Conservation of Cultural Heritage, National Archives, and the Catering and Tourism Training Institute. At the regional levels, tourism planning and development is coordinated by Culture and Tourism Bureaus. Some of these bureaus include, Southern Nation, Nationalities and Peoples' Regional State Culture and Tourism Bureau, Oromia Culture and Tourism Bureau, Harari Culture and Tourism Bureau, Somali Culture and Tourism Bureau, Afar Culture and Tourism Bureau, and Dire Dawa Culture and Tourism Bureau.

Several other institutions also exist including the Ethiopian Tourism Professional Association, Hotel Professionals Association, Ecotourism Association, Ethiopia Tour Operators Association, Ethiopian Hotel Owners Association and the Ethiopian Wildlife Association. Clearly, the presence of numerous institutions calls for a mechanism to better coordinate and manage the diverse goals which may in some cases be in conflict. A case in point is the issue of entry fees to a number of attractions across the country whereby, as a result of lack of coordination and consultations, certain actions may have negative impacts on other stakeholders. Further, as noted in the National Tourism Policy, the institutional capacity, particularly of both national and private sectors is somewhat weak. It is, therefore, hoped the proposed establishment of the Tourism Transformation Council will address some of these challenges, though, given the urgency, efforts need to be put in place to strengthen its capacity.

2.12.1 Summary of Key Issues

The prevailing environment appears not to be encouraging investment, more particularly, FDI, in the tourism industry as is observed in other sectors such as manufacturing, horticulture and agriculture. This could further be attributed to perceived lack of appropriate policies and/or regulation that enhance property rights which are essential in boosting investor confidence as per the World Bank Doing Business Report, 2013. In addition, the current stringent visa requirements are likely to impede tourism growth and development, and given that regional countries are now relaxing such arrangements, the country is unlikely to be competitive. In line with this, and given the emerging regional developments, there is need to align the migration policies with those of regional economic communities in which the country is a member, such as the planned single tourist visa for the IGAD region and the recommended scrapping of visa requirement amongst member states. Also, embracing such regional integration initiatives is likely to boost visitor numbers as well as boosting trade.

Though it is not a major challenge compared to regional countries, there is nonetheless need for continued and expanded bilateral air service agreements so as to enhance the country's position as an international hub. This could be achieved through the adoption of an open sky policy. In addition, there is need to review the existing domestic policies with a view to enhancing the competitiveness of the domestic air travel and to opening up more destinations in the country. There is also need to harmonise tourism development instruments at regional level with those at the national level to ensure that tourism development and growth is conflict free. Furthermore, there is need for a well-coordinated and managed approach to manage the various institutions and measures put in place to enhance the capacity of such institutions to deliver on their respective mandates.

The foregoing issues are in line with the findings from the country-wide surveys. Results from these surveys were clear that the country's tourism policy is faced by a number of drawbacks that limit its level of implementation. For instance, it was highlighted that the policy lacks clear guidelines and a programme for its implementation including a clear link between the federal level and the regional states, relevant cross-sectoral linkages and no guideline on land use plan. Further, it was observed that there is a general paucity of the policy awareness at the grassroots level and the lack of qualified manpower to interpret and implement the policy both at the federal level and the regional level. Concern was also raised on responsibility and authority overlaps between the federal level and the regional states, and between one regional authority and another.

2.13 Tourism Research and Development

Evidence has demonstrated that research plays an important role in tourism development. This is the case in virtually all aspects of destination development including: informing policy formulation, guiding investment, addressing issues relating to sustainability and consequently enhance the destination's competitiveness. In particular, research plays an important role in the development of innovative tourism products, identifying new and future emerging market trends, and also identifying current and future issues that could impact tourism development. In addition, research could enable an understanding of tourist expenditure, various impacts of tourism development including economic, social-cultural and environmental, and facilitate the establishment of tourism monitoring and evaluation indicators. In this regard, the institutionalisation of tourism research and development frameworks is critical within any competitive tourism destination.

In the case of Ethiopia, unlike in other traditional economic sectors such as agriculture where there has been significant investment in research to inform the development of the sector, the role of research in the development of the country's tourism sector has not been hitherto developed. Currently, tourism research, mainly in the form of a compilation of tourism statistics is carried out by the MoCT which releases the *Tourism Statistics Bulletin* providing information on tourist arrivals, tourism receipts, accommodation (number of hotels and rooms) and tourism suppliers (tour operators and travel agents). This tool lacks important data related to tourism employment, investments, regional tourism efforts, tour operators' activities, and demand for tourism product, such as Cultural Heritage Sites and Protected Areas. In addition, there are a number of universities that conduct tourism research activities. However, every institution is conducting this research, not based on the gaps and the required need assessment, but without any communication and consultation with each other.

Consequently, it is not readily clear what informs tourism development in the country save for ad hoc studies on national tourism development issues from time to time. However, given that these are not conducted on a regular basis, it is difficult to make sound decisions because the tourism environment is ever changing. A well-functioning national tourism statistics system is thus an essential instrument for informed tourism policy planning and implementation. Further, a strong and valid national tourism statistics system will form the basis for future Tourism Satellite Account (TSA) efforts. Thankfully, the MoCT is taking steps to ensure the coordination of research activities and working on establishing a National Tourism Income Accounts (TSA) to depict the contribution of the tourism industry in the national income account system. More so, a strong and valid national tourism statistics system will form the basis for future Tourism Satellite Account (TSA) efforts. In this sense, progress has been made and a new IT platform to support the national tourism statistic has been developed together with improvement in the methodology, including systematic visitor surveys.

It suffices to say that tourism can be developed anywhere in the country, even where there are no natural nor cultural resources. Nonetheless, research will be crucial in informing the innovative approaches to developing such areas as tourism destinations. Given the importance of tourism in the country and the role research plays in the development of the sector, there is need for institutionalisation of tourism research in a collaborative and multi-stakeholder driven national framework whose key functions will be to inform strategic direction and formulation of policies to address the sustainability issues as well as enhancing the country's competitiveness.

2.14 Tourism Development Financing

Adequate financing has been identified as one of the biggest hindrance for effective development of the tourism industry particularly in the developing countries. In spite of its potential for contribution to social and economic development, tourism paradoxically continues to receive little financial support from either states, donors or the private sector. They, consequently, rarely consider it as a priority intervention sector.

In the Ethiopian context, there is need to establish a financing mechanism other than the government regular budgeting dedicated to tourism development. This is because the financial resources are required for sustainable tourism development including training, product development, and destination marketing and promotion, et cetera. Currently, the tourism sector in the country lacks a formalised framework for funding its development activities. The main funding comes from the national budgetary appropriation and uncoordinated donor and bilateral support. As a result key areas essential to the sector's growth have not received adequate financial support both from the government and private sector alike.

- Human resource development, for example, for the hospitality sector, has not received sufficient attention from the private community across the country. As a result, there is an extremely high rate of labour turnover within the sector. The employers opt to 'head-hunt' and to 'poach' employers from each other's companies instead of investing in employee development. Establishing a common pool of funding for human resource development would remove the burden for the basic human resource development from individual employers and enable them to access opportunities for Continuous Professional Development of their employees.
- In addition, essentials aspects of tourism development such as basic tourism infrastructure like access, power, ICT, water supply, and other public services as well as other unforeseen expenses to meet the challenge of negative tourism impacts as well as unexpected eventualities are currently inadequately financed.
- Further, there is an absence of the tradition of proper reinvestment in conservation and management of the natural and cultural attractions from revenue generated from the tourism industry in general and from entrance fees collected at cultural and natural attractions in particular.
- Moreover, the country lacks a concise framework for public-private partnership in financing important tourism activities such as marketing.

It is imperative to make firm financial arrangements to support the present effort of the government as projected in line with the tourism transformation plan of Ethiopia. Such financing mechanism will also avoid waste of resources on one hand and duplication of efforts to effectively utilise and handle the international donor support on the other hand.

The jabena is a traditional vessel for brewing Ethiopian coffee. Preparation of coffee in a jabena is a cultrual practice that dates back to several generations.

PHOTO: Brewing coffee in a jabena over coal.

2.15 Summary of Ethiopia's Tourism Sector SWOT Analysis

KEY STRENGTHS	KEY WEAKNESSES
TOURISM RESOURCES AND ATTRACTIONS	
o The presence of a mixture of unique natural, cultural and historical tourism resources o The presence of highest number of UNESCO World Heritage Sites in Africa o Ethiopia as a cradle of humankind o Colourful cultural festivals, events and celebrations with diverse traditional music and dancing styles o Amazing landscapes and natural setting with big contrast from the Siemen Mountains as roof of Africa to the Danakil depression below sea level o Rich and diverse resources for avitourism activities endowed with many endemic and globally threatened species (861 bird species with 18 endemics) o Diverse water bodies of lakes and rivers with the Great East Africa Rift as significant landscape feature o Ethiopia as the world capital of great runners o Rich traditional artisanal crafts products o Unique and rich culinary tradition for developing gourmet tourism o Pluralism and diversity of cultural wealth and unique religious coexistence, mutual respect and cultural cohesions	o Poor management of both natural, cultural and historical attraction o No special attentions for UNESCO World Heritage Sites in terms of site based management and destination management organisation o Lack of resource mapping evaluation and conservation strategy for both natural and cultural resources o Poor and uneven distribution of tourists services and facilities and services for visitors (toilets, shop, drinks, resting areas et cetera) o Poor signage and interpretation works o Undiversified sources of financing o Limitation in qualified trained manpower o Lack of coordination, networking, collaboration and partnership among stakeholders in planning and implementation o Lack of workable regulation regarding revenue generated from the tourism industry o Lack of awareness and lack of involvement of communities in the protection of valuable resources/attractions. o Lack of clear priorities in terms of tourism areas to guide public investments and poor coordination among federal, regional tourism and municipal efforts/roles o Lack of integrated tourism development plans by key destinations/ routes (beyond regional/local boundaries)
TOURISM MARKETING AND PROMOTION	
o New institutional rearrangement for marketing Ethiopia as a top tourist destination o New marketing strategy and branding activities are in progress o Good image in Africa- Ethiopia's long standing involvement in regional and continental affairs that has created a positive image of the country within the continent o Ethiopia is increasingly in the international travel spotlight and has appeared in lists of top travel destinations in recent years o Number of arrivals shows an increasing trend o Presence of a large number of international missions in Addis Ababa including the headquarters for AU and UNECA	o Lack of marketing strategy o Lack of recognised national, regional, destination and specific product packages branding o Greater focus on traditional promotion channels and absence of official online marketing o Lack of marketing representation in key tourist generating countries o Lack of coordination in providing tourism information by Ethiopian Embassies (both online and offline) o Weak involvement of the national tour operators in the international channels in source markets in terms of handling tour and travel marketing with international tour operators o Over-emphasis on traditional markets e.g. Europe and USA o Lack of attention for regional and domestic markets o Limited capacity among inbound tour operators in terms of knowledge and skill o Poor marketing segmentation and market mix o Lack of concerted efforts and coordination in tourism marketing o Insufficient tourist information centres distribution

TOURISM FACILITIES AND SERVICES	
○ Free market economic policy ○ Government attention towards tourism development with special emphasis to tourism services and facilities ○ A large, relatively wealthy and patriotic Diaspora is investing in Ethiopia ○ Increasing number of investments in tourism services ○ Private sector organised in associations ○ Increased number of city hotels, lodges and resorts ○ Incentive framework for tourism investment ○ The classification of hotels will be implemented shortly	○ Lack of clear official standard for all types of tourism accommodation and implementation ○ More focused on hotels investments and less attention for other services and facilities like boating, rafting, ballooning equipment, tented camps ○ Concentration of hotel investments in Addis Ababa and regional capitals ○ Lack of awareness regarding the tourism services and facilities ○ Lack of proactive tourism investment promotion ○ Crafts for sale lack innovation and new designs. Poor product quality due to low skills and/or lack of knowledge about tourist expectations; lack spaces to market crafts
HUMAN RESOURCES DEVELOPMENT	
○ Strong commitment of the leadership in the transforming of the tourism industry ○ The government policy in the expansion of TVET training institutions and centre of excellences to bring about competency in the tourism industry ○ Catering and Tourism Training Centre (CTTC) under MoCT to be a centre of excellence for tourism industry ○ Well organised system for the certification of competencies (TVET level) including the possibility of recognition of on-the-job training ○ Several universities countrywide offering tourism management studies ○ Starting Linkage between MoCT and higher education institutions in human resources development	○ Lack of trained manpower, both quantity and quality, at all levels and across the sector ○ Weak planning in producing trained manpower in accordance to the need of the industry ○ Many training centres have limited human and material resources ○ Limited capacity of CTTC to meet the demand of the industry ○ Lack of formal mechanism to connect job seekers and tourism companies ○ Lack of awareness by investors/owners/managers of tourism service companies about the importance of trained manpower ○ Absence of professionalism and shortage of highly qualified personnel especially in destination management, development, natural and cultural heritage management
TOURIST SAFETY AND SECURITY	
○ A globally recognised safety record ○ Peace and Political stability ○ Relatively secured environment vis-a-vis the regional neighbours ○ Strong commitment of the Ethiopian people against terrorism	○ Petty crimes ○ Lack of emergency rescue services ○ Lack of consideration for the needs of the tourism sector while drawing up health sector planning and policies ○ Relatively high incidents of road accidents ○ Poor law-enforcement practices in the wildlife protected areas
TOURIST SUPPORT SYSTEM AND INFRASTRUCTURE	
○ Efficient and effective international air connectivity for long haul tourism travellers ○ Bole International Airport is an air hub for Africa ○ Increased number of domestic airports and flights ○ Improved road network and further investments planned including railway connections ○ Increased ATMs and electronic payment systems ○ Relative expansion of ICT, electricity, water supply	○ No proper signage indicating direction and distances, also lack of proper rest areas and view points along the highway ○ Limited ATMs and cash transfer services ○ Low ICT penetration ○ Lack of access roads in and around destination areas

POLICY, REGULATION AND INSTITUTIONAL FRAMEWORK	
o The presence of tourism development policy and policy implementation frame work o The GTP and sector development strategy o Destination development plan for the south and eastern parts of the country o Standardisation and quality grading of hospitality industry o Government support and prioritisation of the sector o Newly established Tourism Transformation Council chaired by the Prime Minister; Tourism Board and Tourism Organisation o Active involvement of the regional states in tourism development	o Lack of a national tourism marketing strategy and destination development strategy o Lack of legal framework for regulated tourism services (accommodation, tour operators) o No new tourism activities regulation like ballooning, rafting, paragliding, trekking etc. o Poor enforcement of existing regulations
TOURISM DEVELOPMENT FINANCING	
o Relatively fair allocation of government budget for tourism development activities in general o High and favourable focus from global development agencies and investors o Increased number of development projects with financial support from international partners, both bilateral and multilaterals o Proper utilisation of government budget and financial support of donors	o Absence of extra financing mechanism o Still very limited international donor support for the development of the industry compared to other sectors

KEY OPPORTUNITIES	KEY THREATS
o Infrastructure development initiatives to connect destinations in the country as well as East African regions with roads, railway and air flight o Enabling environment in terms of the enhancement of free market economy and fast economic growth of the country o Growing interest to market Ethiopia by the new and emerging countries of the Far East, Latin America and African sub regions o Addis Ababa as one of the world capital of diplomatic hubs to promote MICE tourism activities o Sub-regional initiative and measures taken by IGAD towards creating common market in general and tourism development integration o Growing positive image of the country by the international community	o Political instability, terrorism activities and other negative tourism implications in the neighbouring countries o Global economic environment, like financial crises of the world and fluctuating energy prices o Global tourism competition o Adverse travel advisories among main tourism generating countries o Negative global environmental conditions and climate change

Ethiopia is home to the headquarters of the African Union (AU) and the United Nations Economic Commission for Africa (UNECA).

PHOTO: The African Union headquarters in Addis Ababa.

3 VISION, MISSION, AND SHARED VALUES

3.1 The Vision and Mission for Ethiopia's Tourism Industry

Based on the foregoing situational analysis of Ethiopia's tourism industry, the question of where the industry should be in the next ten years had to be addressed. This called for efforts to establish a consensus on what Ethiopia's tourism industry stakeholders perceived the country's tourism would be like in the next ten years. This was key to establishing a shared vision, mission and values for the country's tourism development. High-level goals were then developed whose accomplishment would mean that Ethiopia's tourism would achieve its mission. These were developed during a series of meetings with the country's tourism industry stakeholder groups. Key themes that emerged in the discussions were that tourism development in Ethiopia should ensure that the country emerges as one of the top five destinations in Africa; should ensure that the host community participated and benefited from the industry growth; and should respect and uphold the country's rich cultural and natural heritage.

The Vision for the country's tourism is:

> "Ethiopia will become one of the top five tourist destinations in Africa by 2025"

The Mission is to:

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

3.2 The Shared Values

As noted above, throughout the stakeholder discussions, it emerged that the community should participate in the tourism industry and that it should also benefit from it. It also emerged that the development of this industry should respect and uphold the country's rich cultural and natural heritage. The values statement is to build the tourism industry as a force for host community economic empowerment through actively participating in its development; and one that engenders the preservation of Ethiopia's unique cultural and natural heritage.

Shared Values in the development of Ethiopia's tourism

1

Community participation and empowerment

Necessary mechanisms will be pursued to ensure the participation of the host community in the country's tourism development and that they are empowered to do so including skills training, access to funding and market, and policies formulated to ensure integration into the mainstream tourism industry value chain.

2

Respect and preservation of Ethiopia's cultural and natural heritage

Measures will be taken to ensure that the tourism development respects and upholds the country's rich cultural heritage and embrace safeguards and procedures to facilitate sound environmental practices.

3

Gender mainstreaming

All tourism policies and development planning will seek to ensure that men and women will have equal access to economic opportunities, skills training, employment, resources and decision making

4

Stakeholder partnerships

Efforts will be undertaken to guarantee that partnerships between the public and private sectors, development partners, and civil society will be encouraged in an effort to build synergies at all levels of tourism development.

5

Recognition of the devolved system of government

Ethiopia's tourism development will always recognise and respect the devolved system of government in place in the Federal Democratic Republic of Ethiopia. Mechanisms to enhance cooperation between the two levels will be pursued to ensure integration and consistency in tourism sector development in the country

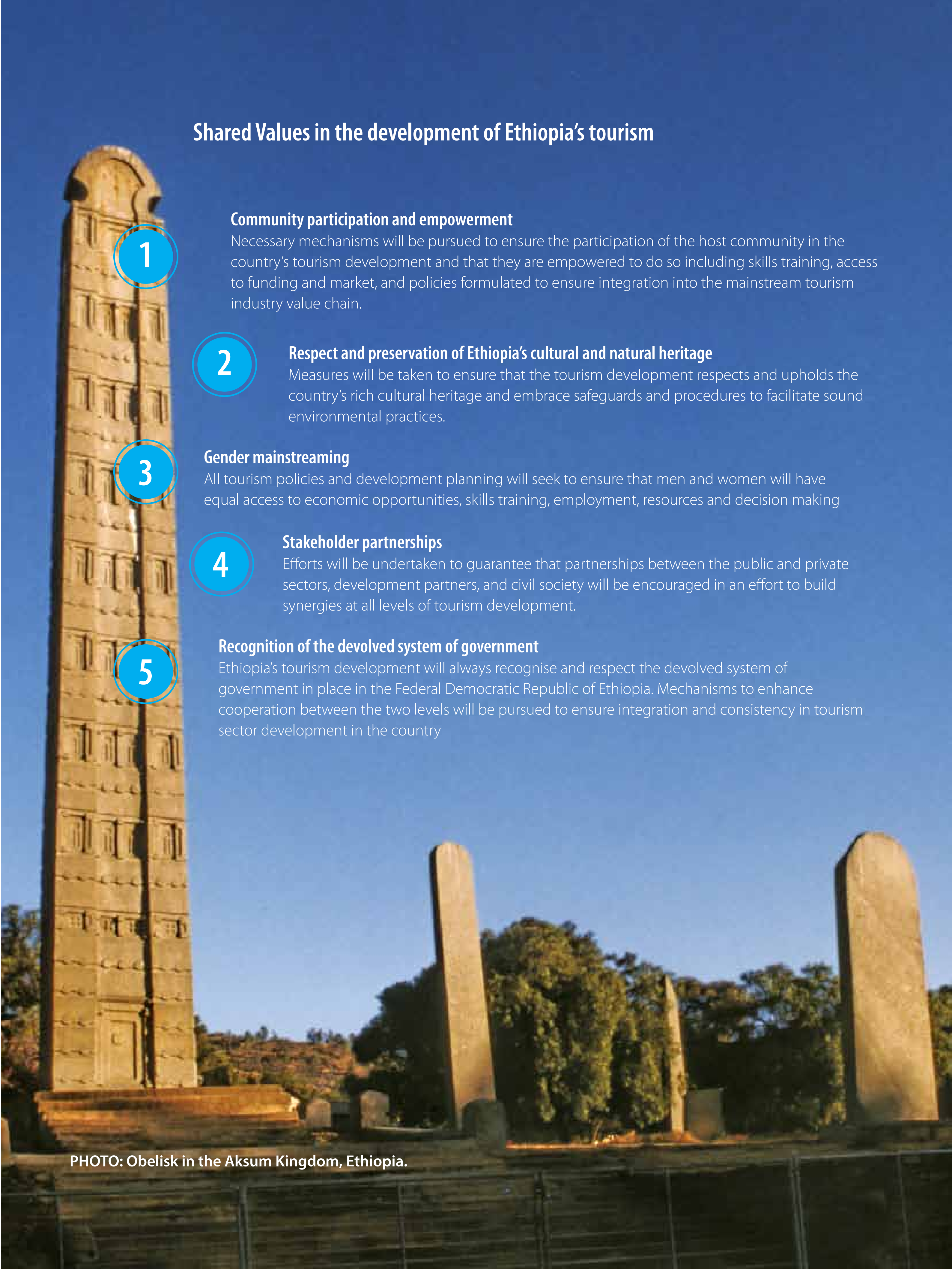

PHOTO: Obelisk in the Aksum Kingdom, Ethiopia.

Timket is the Ethiopian Orthodox Church celebration of the Epiphany.

PHOTO: Timket celebrations in 2014.

4. STRATEGIES AND ACTIONS

4.1 Introduction

The National Tourism Policy, among others, advocates for the integration of tourism development into the key development policies and strategies of the country owing to its cross-sectoral nature and its ability to create strong economic linkages with other major economic sectors. The tourism sector is recognised as such in the Growth and Transformation Plan (2010-2015) whose overall agenda is to maintain the high and broad-based economic growth that the country has experienced over the past few years. The Growth and Transformation Plan, as is with the case of the National Tourism Policy, further emphasises an integrative developmental approach with such sectors as infrastructure playing a key role in the development of the key economic sectors including tourism.

Building on the key tenets of the National Tourism Policy, the Wildlife Conservation Policy, the Growth and Transformation Plan, and the IGAD STMP, this STMP seeks to enhance the synchronisation of ongoing tourism-specific sectorial policies and strategies within the broader national development framework informed by the Growth and Transformation Plan.

It is anticipated that through well-coordinated national tourism planning and development, the country will emerge into a competitive and sustainable destination. In line with this, a number of strategic intervention areas emanating from the prevailing tourism situational analysis, the broad strategies identified in both the National Tourism Policy and the Growth and Transformation Plan are therefore, necessary to ensure national competitiveness and which would serve as key frameworks for sustainable and long term tourism growth and development. These strategies are grouped under ten thematic areas.

It is important to note that while these strategic programmes are discussed as independent, the overall tourism development calls for an integrated approach encompassing all the ten thematic areas.

Further, the STMP Strategies and Actions are founded upon a number of fundamental principles which will apply to all strategic programmes and initiatives. These are indicated below.

(a) Sustainability

The dimensions or 'pillars' of sustainable tourism development envisioned in this STMP are:

Economic Sustainability and Equity

Ensure viable, long-term economic operations, providing socio-economic benefits to all stakeholders that are fairly distributed, including stable employment and income-earning opportunities and social services to host communities, and contributing to poverty alleviation.

Environmental Health

Make optimal use of environmental resources that constitute a key element in tourism development, maintaining essential ecological processes and helping to conserve natural heritage and biodiversity.

Respect for the Social-cultural Authenticity of Host Communities

Conserve their built and living cultural heritage and traditional values, and contribute to inter-cultural understanding and tolerance. While an integral component of the sustainability criteria and guidelines, special emphasis will be placed upon this given Ethiopia's rich natural, cultural and archaeological diversity and its strategic importance to the development of the national and regional tourism sector.

Stakeholder Engagement

Pursuit of informed participation of all relevant stakeholders, as well as strong political leadership to ensure wide participation and consensus building. Achieving sustainable tourism is a continuous process and it will require constant monitoring of impacts, introducing the necessary preventive and/or corrective measures whenever necessary. Both the principles of sustainable development and the underlying integrated approach of the GTP require close and organised engagement of all stakeholders at a national, regional and local level and between the public and private sectors.

Tourist Satisfaction

Maintain a high level of tourist satisfaction and ensure a meaningful experience to the tourists, raising their awareness about sustainability issues and promoting sustainable tourism practices amongst them. These internationally recognised principles expounded by the UNWTO will be applied consistently and rigorously in all actions and tasks associated with the implementation of the STMP.

(b) Integrated Destination Development

Ethiopia possesses a remarkable range of existing and potential tourism products and assets. To realise their market and economic potential, these require to be developed in a holistic fashion to create a total, compelling visitor experience. This, in turn, requires detailed and comprehensive destination planning covering all relevant elements including:

- Access to, in and between destinations of specific products
- Development of complementary activities and attractions
- Visitor services and facilities such as accommodation, refreshment, retail, interpretation, and so on
- Public services such as water/sewerage, electricity, ICT
- Creation of a safe and secure environment

(c) Prioritisation of Destinations

The range and diversity of the nation's potential combined with real challenges involved in its realisation requires that development initiatives be prioritised, organised and carefully focused over the 10 year time frame of the STMP. Existing and potential destinations and products will be identified, analysed, aligned and evaluated in terms of market and economic impact and priority destinations identified for integrated development.

1 Policy, Regulation and Institutional Framework

2 Tourism Product Development

3 Tourism Marketing, Branding and Promotion

4 Investment in Tourism Facilities and Services

5 Human Resource Development

Lake Kuriftu is a crater lake and it is located south west of Addis Ababa. It has now become one of the country's best known resort centres.

PHOTO: Nightfall over Lake Kuriftu, Ethiopia.

6
Tourism Support Infrastructure and Services

7
Tourist Safety and Security

8
Tourism Research and Development

9
Conservation and Preservation of Natural and Cultural Resource

10
Tourism Development Financing

4.2 Pillar One: Policy, Regulation and Institutional Framework

4.2.1 Introduction

The prevailing policy, regulatory and institutional framework is critical in establishing a conducive environment through which the competitiveness of a destination could be achieved and in so doing enhance tourism growth and development. Such an environment could, for example, lead to higher visitor numbers, promote investment, innovation, human resource development and research and development. To achieve this, new arrangements may be required and where necessary and appropriate, existing institutions strengthened in order to realise the goals for tourism development in the country. This will entail close cooperation and detailed consultation between the federal government and regional governments, plus between public, private and civil society institutions, including clearly defined roles and responsibilities. This programme area's focus will be to:

(a) Establish a legal framework for formulation and implementation of tourism policies and regulations

(b) Strengthen and harmonise public sector institutions

(c) Strengthen private sector institutions

(d) Strengthen public private collaboration

(e) Strengthen linkages with other sectors

4.2.2 Strategies and Actions

A. Objective: Establish a framework for formulation and implementation of tourism policies and regulations

Formulate a legal framework to guide the development of the tourism sector

In order to guide, regulate and enforce the strategic initiatives geared towards the development of the country's tourism sector, a legal framework in the form of a Tourist Act will be enacted. This legal tool will identify the different actors and their mandate within the tourism sector and create an enforcement mechanism to ensure the implementations of strategic programmes essential for the competitive and sustainable development of the tourism sector. A number of successful destinations have seen this need including Kenya, South Africa, Australia, among others.

B. Objective: Strengthen and harmonise public sector institutions

Enhance the institutional capacity of the Tourism Transformation Council to spearhead tourism growth and development

The appropriate institutional framework within the Tourism Transformation Council (TTC) will be necessary to oversee the implementation of both the tourism policy and this STMP. Such a framework should seek to facilitate institutional linkages, communication, strategic partnerships and alignment of tourism stakeholders in the country. To facilitate the work of the TTC, a number of committees or working groups comprising relevant stakeholders should be established including: the tourism product development committee; marketing committee; quality and standards committee; human resource development committee; tourist safety and security committee; research and development committee; and immigration committee.

Strengthen the capacity of regional tourism institutions and that of other relevant institutions to deliver on their respective mandates

In order to ensure that tourism is developed in a well-coordinated manner throughout the country, it is essential that the capacity of the various institutions, particularly those at the regional level, the private sector, and civil society, is enhanced. This should be done with a view to ensuring that such institutions are able to deliver on their respective mandates. Mechanisms shall be put in place to achieve this including, enhancing human resource capacity, benchmark study tours, seminars and workshops, among others.

Harmonise regional tourism development plans with those at national level

The national tourism development plan comprises the sum of regional plans. The maximisation of its potential and the generation of synergic benefits require the coordination of tourism policy and planning between regions themselves and with that at the national level. This process should be a consultative one taking into consideration the views of tourism stakeholders within the regions so as to minimise conflicts that may arise during tourism development and to enhance regional ownership and sustainability of tourism development in the country.

Harmonise the role and functions of national tourism institutions

There are clear linkages between institutions under MoCT in charge of management of national assets and institutions charged with the development and promotion of tourism products such as ETO. Common interests will be identified by the respective institutions and a framework will be established to ensure close collaboration.

Review and update tourism related policy, regulations and legislation

Enabling policies, regulations and legislations are necessary to provide a stable, supportive environment in which the tourism sector can grow and prosper. To address the dynamism of tourism markets, the product mix and the growth of the sector, it will be necessary to review and update the policy, regulatory and legislative environment periodically to ensure it reflects these changes.

Mainstream tourism development into the broad economic development policies within the other sectors

This would involve the integration of tourism development policies within other sectors to enhance economic linkages. Tourism is, by nature, interlinked with the other economic sectors both in terms of backward linkages and forward linkages. Ensuring that tourism development policies are aligned with and intertwined within those of other economic sectors would not only ensure a strong foundation for the sector, but also would optimise the sectors indirect and induced economic contribution. This would, however, require studies to be undertaken to determine the nature and level of the possible linkages.

C. Objective: Strengthen private sector institutions

Establishment and strengthening existing private companies and trade associations

The private companies and trade associations including accommodation providers, tour operators, travel agents, tour guides, restaurants and tourist taxis are the principal means by which tourism revenue is generated. It is currently fragmented, with a few exceptions. This weakens its ability to contribute to national and regional policy and to engage in collaborative activities jointly. Therefore, existing private companies and trade associations should be strengthened to play their role in the development of the sector.

D. Objective: Strengthen public-private collaboration

Establishment of destination management organisations in major tourist areas

Destination management organisations (DMOs) play an important role in bringing together all public and private sector stakeholders and the community within destinations as a mechanism to create and implement local initiatives, manage the destination as an integrated entity and provide the destination with a strong voice at the regional and national level. Therefore, it is important to establish such organisations in priority areas.

Establish and strengthen regional Tourism Transformation Councils (TTCs)

TTCs provide a high level forum for decision makers in the public and private sectors to consider and influence the development of the sector regionally in a collaborative environment with a progressive focus. Such a framework should seek to facilitate institutional linkages, communication, strategic partnerships and alignment of tourism stakeholders in the country. To facilitate the works of the TTCs, a number of working groups comprising relevant stakeholders should be established including: tourism product development, marketing and promotion, quality and standards, human resource development, tourist safety and security, and tourism research.

E. Objective: Strengthen linkages with other sectors

Synchronise Tourism Development policies with those of other sectors

To ensure integration of tourism development policy within the GTP, its implications on and interrelationships with other sectorial polices will be identified, defined and a coordination framework established.

Review and align entry visa requirements and procedures with tourism development strategy

Obtaining an entry visa is, for most visitors, their first experience of Ethiopia and must create an impression of the country as a welcoming and efficiently run nation. While matters of national security take precedence, the process for business and leisure tourism requires simplifying and upgrading operationally and technologically. Possible strategies will include:

a) Visas on arrival for all visitors coming from target source. Under the framework of AU's *Agenda 2063*, specific preference will be given to African countries

b) Waive visa requirements for major source markets and "low risk" security countries

c) Simplify business visa requirements for major source markets and "low risk" security countries

d) Enable tour operators to pre-arrange visas

e) Adoption of Electronic Travel Authority (ETA) programme (an electronically-stored travel authorisation for travel linked to the traveller's passport)

f) Adopt common visa schemes within African Regional Economic Communities (RECs). Of particular relevance are the ongoing negotiations for an East African Single Tourist Visa among the members of the East African Community (EAC) (the single visa is already in place between Rwanda, Kenya and Uganda). The proposed Single Tourist Visa for the IGAD region presents a quick win for Ethiopia and should be further pursued in the interest of the country. This will not only boost visitor numbers from the African region, but also tap into the international visitor markets by creating an avenue for them to combine a visit to Ethiopia with other neighbouring countries

g) Other considerations will include:

- Visa free travel for visitors travelling in groups
- Visa free travel during specific months of the year
- Visa free entry for select countries and for specific lengths of stay
- Visa waiver programme for a particular region/destination within the country
- Multiple-entry visas to selected countries

Review and align aviation sector policies with tourism development strategy

Air transportation is an essential element of tourism, providing the vital link between the tourist generating areas and destinations. In order to boost visitor numbers and establish the country as a competitive tourist destination, there is need, therefore, to mainstream tourism development strategy with the country's air transportation policies particularly pertaining to target source markets. Specific attention will be paid to the African countries under the framework of the *Yamoussoukro Decision* [6] and the *Luanda Declaration on Tourism and Air Transport Connectivity* [7]. This is aimed at ensuring that the country exploits the growing opportunities that the region presents for the tourism and aviation sectors.

Review and align banking regulations with tourism development strategy

For tourists, the ability to use standard credit cards and cash cards securely in destinations and facilities is essential. For tourism businesses, the ability to make investments and carry out financial transactions with suppliers and customers smoothly and efficiently is an important factor in terms of operational effectiveness, profitability and encouragement to grow and expand. Therefore, it is crucial to review and align banking regulations with tourism development strategy.

Review and align investment policy with tourism development strategy

The implementation of the STMP objectives will require considerable new investment by both domestic and FDI investors. Investment policies and procedures will be reviewed to identify and resolve unnecessary barriers.

Review and align land use and urban policy with tourism development strategy

Sustainable development planning requires both proper zoning of land within destinations for tourism activities and the identification of development sites. Current land use policies will be reviewed to identify and resolve policy and procedural barriers.

Develop policies to maximise tourism value chain benefits

To ensure that the economic benefits trickle down into the economy, reduce leakages and increase linkages with the other sectors of the economy noted above, it is imperative that a value-chain approach be adopted in the development of the country's tourism sector. The tourism value chain (TVC) describes the full range of activities required to bring the tourism product through the different phases of production in response to consumer demand. Two main steps will be necessary in this:

- Carry out Tourism Value Chain Mapping (TVCM) in order to investigate the structure and working of the tourism value chain in the destination and the economic value generated; and
- Plan and execute actions to enhance the local economic impact of tourism.

Noting the socio-economic empowerment focus of Ethiopia's tourism development, specific attention will be paid to analysing the amount of income from all transactions in the tourism sector that is received by the local economy, and to identify which particular kinds of transactions are most pro-poor or have the potential to be made more pro-poor.

4.2.3 Framework for the Strategic Pillar

To effectively address the above strategies and actions, leadership will be required from the Tourism Transformation Council. Other agencies to be involved in this will include MoCT, the Ethiopia Investment Commission, Ministry of Agriculture, and the regional governments.

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[6] Ethiopia is a signatory to the 1999 Yamoussoukro Decision that committed African countries to deregulate air services and promote regional air markets open to transnational competition.

[7] The *Luanda Declaration on Tourism and Air Transport Connectivity* was issued jointly by the UNWTO and ICAO in Luanda, Angola on 29th April 2014 under the framework of the 56th Regional Commission Meeting for Africa. It spells out the region's commitment to addressing the critical issues related to bridging air transport and tourism policies, including the current regulatory framework and taxation.

4.3 Pillar Two: Tourism Product Development

4.3.1 Introduction

Product development entails the development of new products and/or revitalisation of existing ones. Tourism product development is key to enhancing any given destination's competitiveness. Product development consists of enhancing the physical, experiential and emotional elements of a place that contribute to the overall destination's experience and should ideally be consultative taking into consideration views and aspirations of key stakeholders, including the public, private sectors, civil society and academia. The tourism product is an amalgamation of five major components i.e. attractions (natural, cultural – manmade attractions primarily for tourism or manmade attractions originally not meant for tourism, for instance, the rock hewn churches of Lalibela and the traditional and contemporary culture, etc.), facilities at the destination, accessibility of the destination (including routes or trails etc.), the image of the destination and the price to the consumer.

The product development process is the moulding of such assets to meet the needs of customers. Strategies under this programme shall focus on sustaining or enhancing the quality of the existing tourist products and the development of new products to enhance the scope of visitor experience in the country. This Pillar will adopt a mixed product development approach, integrating both *product-oriented* and *market-oriented* approaches. The product-based approach allows destinations to develop innovative products and then present them to the market, while the market-oriented one allows benchmarking on the best practices from existing product development strategies and initiatives.

4.3.2 Actions

The focus of this priority area is mainly on three key outcomes:

- Enhancing the appeal of the country's existing tourism products
- Expanding and diversifying the country's tourism product
- Creating a framework for realising a sustainable tourism product development

To achieve this, the following specific actions will be pursued

A. Objective: Enhance the appeal of the country's existing tourism products

Profile the quality and standard of existing tourism products

In order to increase the competitiveness of the tourism industry, the starting point will be to evaluate the scope and diversity of existing tourism resources throughout the country. By identifying existing attractions, the country and the individual regions will acquire the necessary capacity to identify the necessary value addition required for each product.

Enhance the appeal of tourist product in the priority areas to increase visitor numbers and length of stay

It is imperative that the tourism product in the priority areas be enhanced, as is the case in most of the tourist towns/cities of the north. The prevailing tourism assets will also need to be improved with a view to increasing visitor numbers and their length of stay. The objective is to enhance the travel experience and ensure competitive tourism development. This will entail an integrated approach in terms of developing appropriate tourism infrastructure, increasing the range of both primary and secondary tourist activities/attractions, provision of physical infrastructure such as access roads, water transport facilities et cetera.

Destination enhancement will include activities such as:

i) Developing new activities for tourists aimed at diversifying the tourism product that need little or no physical investment, and creating opportunities for jobs and income for local people (for example, side excursions/visits from main destinations, hands-on workshops, crafts demonstrations and so on).

ii) Ensuring the protection of valuable natural and cultural resources (regulate access to the most sensitive areas, organise cleaning campaigns and proper waste management).

iii) Establishing regulations and guidelines for a safe, ethical and sustainable operation of tourism services by private companies (create awareness, agreements with operators and tourism service suppliers regarding business/behaviour codes, provide training and establish special permits).

iv) Investing in small tourism support infrastructures (for example, trails, bird watching hides, observation decks, craft markets et cetera).

v) Maximising the benefits of tourism for the local communities (promote the provision of services by local people directly or through partnerships and alliances with investors and tourism professionals, organise awareness campaigns and provide training, create special funds to benefit the communities at large and so on).

vi) Identifying investments and other activities.

Priorities should be agreed with the regional governments and other stakeholders but with consideration towards:

i) The most visited destinations on the Northern Route.

ii) Destinations on the Southern Circuit; highly sensitive from a social and environmental perspective.

iii) Destinations with high potential already suffering the effects of unplanned growth such as Afar (Danakil Depression and Erta Ale).

iv) Top tourism resources requiring integrated planning such as the shores of Lake Tana.

v) Addis Ababa, as the main gate to Ethiopia for most visitors, and as a MICE destination.

Among others, specific products requiring enhancement include

a) The UNESCO World Heritage Sites

Facilitating the management and development of sustainable tourism by fostering awareness, capacity and balanced participation of all stakeholders is vital.

b) The natural and cultural heritage assets

Specific attention will be paid to tourism development in these areas to ensure their conservation and protection.

c) Promotion of cultural events and festivals

Their promotion to tourist markets requires careful planning to avoid compromising their national and regional cultural significance and authenticity.

d) Development of activity based and special interest tourism

There are many special interest tourists in niche segments such as bird watching, angling, trekking, desert and volcano expedition, white water rafting, caving and rock climbing.

e) Expansion of MICE segment

Growth in this segment will be based on ensuring international competitiveness of conference and exhibition facilities, support services and dedicated national and regional marketing organisations.

B. Objective: Expand and diversify the country's tourism product

Increasingly, to remain competitive, destinations constantly have to re-define their tourism product offerings by creating new attractions that will compete in the global markets whose trends are constantly changing. For instance, countries in Europe are converting industrial parks into tourism attractions, while some of the newly industrialised countries have embarked on developing resort cities for tourism purposes. Closer home, Kenya, in its development blue print, seeks to develop five new resort cities as a strategy to diversify its tourism product offering; two of which are linked to the on-going LAPSSET infrastructure project. To diversify her tourism product portfolio, Ethiopia will pursue the following pathways.

Undertake product feasibility to determine the potential tourism products to develop in the country

A product feasibility study will be undertaken as a starting point in the development of new tourist products to determine the potential for different products in terms of market appeal and potential market niches.

Develop tourism products in regions not having high tourist activity

Given the fact that tourist activity is highly spatially concentrated in the country's capital and the northern parts of the country, it is crucial that tourism products are developed in those parts that have hitherto been left out in the tourism development plans. In addition, based on the fact that with the right concepts, tourism can be developed anywhere in the country, it will be important that even those parts of the country not rich in cultural or natural resources for tourism are also considered. Nonetheless, development of tourism products in such areas will require a profiling of the respective tourism potential together with the feasibility assessments and market intelligence.

Establish strategic tourism product development initiatives within protected areas

This will involve differentiating the wildlife-based product by identifying a number of protected areas as premium parks targeting the high tourist segment. Thankfully, the *Wildlife Tourism Marketing Strategy, 2013* identifies six premium parks[8] and thus provides a framework for the implementation of this initiative.

Prepare development plans and initiatives for the new products

Each new proposed product will require a development plan to ensure it is compatible with the destination development plan and, in the case of protected areas and heritage sites, with the site Management Plan. It must also demonstrate that it meets current and potential demand to the required scale and standard. Development plans will be prepared for flagship products and ongoing projects including the Great Ethiopian Renaissance Dam.

Develop niche tourism products to diversify the range of products

The development of niche tourism products such as eco, adventure, resort, culinary, health and sports, is central towards a diversification strategy and widening of both the product and market-base. The need to diversify the tourism products in the country cannot be overstated given the immense opportunities that exist. In this regard, a number of products are proposed:

a) Agri-tourism

Agri-tourism, either based on larger or small scale farms, entails the development of tourism products that revolve around the agricultural activities. The form of tourist participation may either be passive, where there are organised tours to the farms, or active where tourists participate, say, in the harvesting of tef.

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[8] Bale Mountains and Simien Mountains National Parks in the highlands, Nechisar National Park, Senkelle Hartebeest Sanctuary and Chebera Churchura National Park in the Rift Valley, and Gambella National Park in the western lowlands. EWCA (2013), p71.

b) Village/rural tourism

Village/rural tourism is also similar to agri-tourism, especially when it is on small-holder farms, but is broader in the sense that it is not restricted to agricultural activities but rather all aspects of a people's daily life. Furthermore, such forms of tourism could also include accommodation, mainly homestays.

c) Gastro-tourism

Gastro-tourism is also referred to as *culinary tourism*. Gastro-tourism will entail among others, discovering, tasting, experiencing and understanding the culinary aspects of the Ethiopian.

d) Rail transport-based tourism products

Rail transport-based tourism product is in line with the proposed rail transport infrastructure development which is anticipated to pass through some of the most scenic routes (e.g. Makele-Woldiya Hara-Gebeya-Sumera-Dicheto-Elidar route) in the country and key cities, it is now timely to start conceptualising tourism products that could be developed in order to diversify the range of products. Given that these are not readily available in the African continent, these will provide strategic vantage point to tap into both the domestic and regional tourist markets.

e) Water-based tourism

Potential areas where cruise tourism could be developed include lakes Tana, Abaya, Awasa, Ziway, Langano, Shala and Chamo.

f) Sports tourism

Further to the above, this is an area that harbours great potential in the country.

- Owing to the numerous water bodies, water sports need to be developed including white water rafting where appropriate, water surfing in the lakes and even sport fishing.
- There is need to maximise on the country's marathon prowess, just like Kenya has done by marketing Iten in Rift Valley as a destination for high altitude training. In this regard training camps could be established at suitable locations and accompanying facilities provided. In addition, sporting facilities of international standards need to be developed to promote both domestic and regional tourism, and to enable the country to bid for the hosting of major sporting events, such as the Africa Cup of Nations. An initial target could be to ensure that each region in the country has such facilities in place within the next ten years.
- In addition, golf tourism offers great opportunity for the country to tap into the high-end tourist market, but this require the construction of golf clubs/resorts of international standards since there is only one such facility in the whole country.

It is important to note that at both federal and regional level, a product development committee is established which will be charged with guiding the development of niche products and developing market research on product innovation and development.

Further, it is advisable that in the endeavour to diversify the tourism products, emphasis should not just be on maximising the exploitation of resources so as to increase visitor numbers and tourist receipts, but also on helping realise the country's socio-economic development goals. As much as possible, such products should involve or seek to benefit the local communities, through e.g. benefit sharing schemes or increased employment opportunities.

Development of new flagship projects

The infrastructure development strategy as outlined in the GTP (2010-2015) provides opportunities for development of tourism "anchor" projects. The rationale behind these flagship projects arises from the need to meet the demand from the youthful and pleasure-seeking market that may not be primarily attracted by the cultural and wildlife products currently being the focus of Ethiopia's tourism. In addition, this forms a deliberate attempt to develop tourism in areas traditionally not considered as tourism hotspots.

These key tourism "anchor" projects will be developed following the cluster-based approaches such as Special Economic Zones (SEZs) that involves sector-specific and targeted regulatory interventions to tap investment opportunities and achieve development impact potential [9]. In addition, such flagship projects should be developed as primary attractions to tap into the domestic, regional and international markets and as a secondary goal, complement existing tourism potential wherever they will be located.

Examples of areas that may be considered for such projects include:

i) Southern part of the country to take advantage of the LAPSSET project and link with the existing tourism potential in the area in addition to targeting the Kenyan market.

ii) Northern part of the country midway between Mekele and Aksum- to diversify the product portfolio adding to the already developed heritage product and thus diversify the market and enhance the length of stay in the area.

iii) Gambela (Western part) to open up the region for tourism and take advantage of the regional market especially the Southern Sudan market.[10] The proposal is to develop a resort city in the buffer zone of Gambela National Park and allow no development of any tourist facilities within the park. This is a paradigm shift from the traditional practice of establishing tourist facilities within protected areas. This model will strengthen conservation, avoid enclave tourism, enhance economic linkages, and still guarantee wildlife tourism.

In pursuing this option, a *Resort City Development* Strategy should be formulated first. Such a strategy would clearly detail the resort city conceptualisation including unique selling propositions, how they would attract tourists, urban planning, investor promotion with accompanying relevant incentives, and financing models, among other considerations. It is further informative to note that such flagships will need a public-private partnership (PPP) approach for their success, whether full management contracts, leasehold or the BOT (Build–Operate–Transfer) type of arrangements. This will require the country to formulate a regulatory framework for PPP. [11]

C. Objective: Develop cross-border tourism products

Identify potential trans-boundary products

The existing and continuing development of access routes between neighbouring countries creates opportunities to develop trans-national products of appeal to respective domestic

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[9] Examples of such flagship projects can be found in a number of successful destinations including the US with big names such as Las Vegas, Miami, Honolulu and the Greater Orlando Metropolitan where the Walt Disney Company has built its own city- a city resort within a metropolitan resort region.

[10] Gambela National Park currently enjoys donor support plus a development programme that includes roads, airstrips, HQ, and an eco-lodge. The park has been identified for development as a one of the six flagship (premium) parks in the EWCA's *Wildlife Tourism Marketing Strategy* see p.74.

[11] In this, Ethiopia can learn from such success stories including South Africa where a strong regulatory framework for PPPs has been developed to enable national and provincial institutions to enter into public-private partnerships e.g. the PPP Toolkit for Tourism in 2009.

markets and the international market. Destination development plans will consider the potential for alignment and synergy with regional products and markets.

Prepare development plans with respective partner countries

Potential trans-national products will require aligned development plans with the partner country. This will include preparing development plans for transnational attractions like Gambela National Park, Kafta Sheraro National Park and so on.

D. Objective: Create a framework for tourism product development

Given the importance of tourism products in enhancing the country's competitiveness, a tourism development framework needs to be put in place. Such a framework will be essential, particularly in the case of new product development, in providing strategic direction with a view to exploiting the opportunities that exist in the regions by building on their respective unique aspects. This will enhance their comparative competitive advantages whilst complementing the wider federal competitive image Furthermore, such a framework will be critical in guiding future tourism development and investment opportunities, which could further enhance the sector's contribution to GDP, and consequently, economic growth and development.

Establish national destination development strategy and plan

Destination development plans provide an integrated framework for tourism development and will be prepared in consultation with all key stakeholders. Key focus of such a plan would be:

i) Assessment of the potential for tourism development;

ii) Specific objectives for tourism development and the tourism model;

iii) Tourism zoning: Priority Tourism Areas (PTAs), nodes, tourism circuits and routes;

iv) Transport and basic infrastructure needed;

v) Leisure activities and product development;

vi) Accommodation and other facilities needed (aligned with the overall national tourism development objectives and model adopted).

Develop federal and regional tourism product development schemes

A tourism product development scheme, established as part of the broader tourism product development framework, would be key towards enhancing the development of the tourism product and in particular, the niche products. Such a scheme would provide a vital impetus for regional tourism product development in the country. The key roles of such a scheme would be to provide adequate financial incentives to stimulate investment, provision of education and training services to communities and national authorities with a view to promoting tourism entrepreneurship as well as setting quality standards on facility development and other related infrastructure in the country. Lessons can be learned from such schemes in Australia and India.[12]

Develop federal and regional tourism accreditation programmes

In the endeavour to enhance the quality and standards of the tourism products, it is imperative that accreditation programmes are established. This could be at the federal level, though, where appropriate, regional states could be encouraged to develop their own respective programmes. Nonetheless, such programmes need to be in line with the prevailing international best

[12] India's tourism product development scheme features five main schemes: Scheme for Organising Fair & Festival and Tourism related events (DPPH), Central Financial Assistance to Information Technology (IT), Scheme for Assistance for Large Revenue Generating Projects, Scheme of Rural Tourism, and a Scheme for support to Public Private Partnership in Infrastructure Development (Viability Gap undoing). Another successful scheme has been developed in Australia focusing mainly on improving the quality of accommodation and attractions in regional areas (see Australian Trade commission, Tourism Industry Regional Development Fund (TIRF) Grants Programme).

practice so as to ensure that tourism products are of corresponding standards. In this respect, National Tourism Accreditation Working Group would be key to developing guidelines and enforcing them to ensure that quality is enhanced. This should be done in line with the proposed accreditation programme of the IGAD STMP [13]. Further, through a certification scheme, visitors would be assured of the quality of tourism products given that service providers will have compliance certificates, marks of quality or brand recognition.

Develop sustainable tourism product development strategy

In order to ensure sustainable tourism development, it is essential that MoCT, in conjunction with the relevant regional government organs, coordinate and plan the product development carefully, as well as installing mechanisms to ensure that products are managed in a sound and viable way. For instance, development of nature-based tourism products will require a minimalistic approach to tourism development to ensure sustainability, hence, the need for sound understanding of carrying capacities. Likewise, conference tourism or mega events, pilgrimages, especially during such festivals as, *Enkutatash, Meskel, Gena, Timket* and *Fasika* for the Orthodox Christians and *Id Al Adha, Id Al Fitr* and *Maulid* for the Muslims, would require employment of sustainable mass tourism strategies.

Deliberate efforts, nonetheless, have to be put in place to minimise leakages of tourism revenue, such as encouraging the reinvestment of such revenue, building federal and regional capacity to run and manage facilities at levels ranging from operations to managerial. In addition, a conducive environment will also be necessary to boost domestic investment in the development of tourism products. It is imperative that whatever approach is preferred, the ultimate goal should be to address the national development priorities.

4.3.3 Framework for the priority area

Tourism product development takes place at various levels including the federal (here tourism product development, especially development of new ones should be based on the existing unique attributes), national and regional levels (as has been proposed in the IGAD STMP to develop the region

[13] See Sustainable Tourism Master Plan for the IGAD region 2013 – 2023, p. 83

The Tiglachin monument is a memorial to Ethiopian and Cuban soldiers involved in the Ogaden War of 1977. It is located on Churchill Avenue in Addis Ababa.

PHOTO: The Tiglachin Monument.

as a single destination). As already mentioned, this would entail a consultative process that amalgamates the views and aspirations of key stakeholders. Accordingly, the roles of respective stakeholders would need to be clearly defined. In this respect, this STMP adopts guidelines for the roles and responsibilities of key stakeholders as spelt out in the National Tourism Policy:

- The government organs include the federal, regional and local administrations which are charged with providing strategic direction and the establishment of conducive environment for tourism product development.
- On the other hand, the private sector or development investors would play a major role in the specific development of facilities such as hotels and provision of services such as transport, and where appropriate this will be done in collaboration with local communities.
- The academia, through research and development, would provide information that will facilitate the development of innovative tourism products.
- The civil society and the general public would help to ensure that tourism product development is sustainable and in line with the broader socio-economic development goals of the country.

Tourism product development will also adopt an integrative approach taking into consideration the broader national socio-economic development goals and taking advantage of the emerging opportunities as identified in the GTP. As such, while drawing benefits from such initiatives, tourism product development should also play a complementary role whereby proceeds from tourism are also channelled in the further development of such initiatives.

Finally, tourism product development will need to be aligned to the marketing strategies, investment (including capital), tourism specific infrastructure plans and sustainability considerations.

4.4 Pillar Three: Tourism Marketing, Branding and Promotion

4.4.1 Introduction

Strongly linked to product development, tourism marketing is an integral component of destination growth and development. While product development is associated with the creation of attractions or experiences, marketing plays a key role in communicating the value and appeal of the products to would-be consumers. Owing to the complex and multifaceted nature of destinations arising from the inter-relationships of key stakeholders, some of which may have negative impacts, marketing is also an essential tool for enhancing destination competitiveness. The main objective from the demand-side would be to increase visitor numbers, while from the supply-side, marketing would be instrumental in attracting investors to invest in a range of destination goods and services including accommodation, entertainment, retail and infrastructure, thereby further boosting tourism growth and development. This programme area focuses on strategic interventions to market the country as a tourism destination within the international markets, the African regional market, and the domestic market. It further focuses on widening the country's tourist market while developing the current markets.

The programme identifies strategies to achieve the following key outcomes:

a) To intensify the promotion of the country's tourism in the current target markets

b) To diversify the country's tourist market

c) To build a national brand that improves and entrenches the image of the country as a tourist destination

d) To disseminate and manage information about the destination

e) To establish institutional and strategic frameworks for marketing the country as a tourist destination

4.4.2 Actions

A. Objective: Deepen the country's appeal in the current target market segments

Market the country and its regions at relevant tourism trade fairs and exhibitions

Tourism trade fairs and other relevant exhibitions in various parts of the world are increasing becoming an important avenue through which to market the country and its regions to various intermediaries including tour operators, travel agents and even tourists themselves. Examples of such tourism trade fairs include, ITB in Germany, World Travel Market in the UK, Tourism Indaba in South Africa and the recently launched Karibu Tourism and Travel Fair in Arusha Tanzania, mainly for the East African market. In line with the coordinated approach to tourism marketing, a strategic approach will be necessary to ensure the effective participation of key stakeholders and that the regions are well represented. Importantly, however, is to ensure that the impact, say in terms of increase in visitor numbers and revenue or even investments, are clearly articulated. In addition, participation in such fairs needs to be guided by a clearly defined market segmentation plan that will provide guidance in terms of strengthening the country's position in the current markets and targeting new and emerging markets such as domestic and African tourist markets.

Market and promote the country as part of the wider IGAD tourism region

There is need to further align the country's national marketing strategies with that of the wider IGAD tourism region. There are benefits to such joint marketing ventures in the sense of achieving economies of scale and also giving the visitors a wide range of opportunities in terms of activities which could further serve to prolong the length of stay. Furthermore, given that the tourist products are somewhat differentiated, the country stands to benefit in terms of tourist overflow from the mature destinations of the region.

Provide incentives for visitors to extend their stay during major conferences and events

The country, particularly, its capital Addis Ababa, is strategically positioned being the headquarters of both the AU, UNECA and several other international organisations. These organisations are known to host several major conferences throughout the year. However, the programmes of such events tend to be very rigid such that at the end of them there is no time for the large numbers of delegates, most of whom have allowances to spend, to experience what the country has to offer. This is usually due to the fact that such delegates are required to depart the country almost immediately after the events. To change this, it will require:

a) The provision of incentives to encourage such delegates to extend their stay post such events.

b) The provision of relevant information during the event and/or complimentary tours for delegates during such events to further publicise what the country has to offer.

c) Working closely with key organisation such as the AU and UNECA to better position the country as a destination for the delegates.

B. Objective: Diversify the country's tourist market

Expand the country's tourist market to new and emerging source markets in Eastern Europe, Africa and Asia

There is need to diversify market opportunities to tap into the new and emerging tourist markets. Diversification to non-traditional markets such as Brazil, Russia, India, and South Africa (BRICS) is essential to ensure a wider reach. The projected growth of the middle class in Africa provide opportunities for market diversification. It is, nevertheless, imperative to note that such concerted efforts should be accompanied by appropriate tourism product development. To enhance wider representation abroad, there is need to establish marketing offices in the new and emerging markets. Given that resources may be limited, it may be reasonable to utilise the country's foreign missions abroad and/or regional offices with the mandate to cover the emerging markets.

Develop a strategy to stimulate domestic tourism

The rapidly improving access and communications infrastructure, combined with the growing affluence of the population, present opportunities for domestic tourism. Nevertheless, domestic market demand differs from international demand in many areas such as that for short breaks, leisure resorts, MICE etc. It is also less seasonal and can provide a base level of business for primary and secondary destinations year round. As such, it requires to be addressed with a dedicated strategy. Within this strategy, special focus will be dedicated to creating awareness within the domestic market through national awareness programmes and campaigns aimed at both increasing the visitation habit of the general public as well as tourism trade to target the domestic tourism as a source of business mainly during off seasons.

C. Objective: Build a national brand that improves and entrenches the image of the country as a tourist destination

Develop and manage the country's destination brand image both at the national and regional levels

Given the complexity of branding, there is need to align the regional brands with the national brand to ensure that such brands do not come into conflict; rather complement the national brand. This will be critical in ensuring that the country's brand delivers its brand promise i.e. the values and personality, in an effective and consistent manner.

Use the power of ICT to create and manage destination perception and image

Owing to its global reach, ICT has the potential for creating and managing destination image through telling the destination story to the world and providing real time data about tourists' opinions about the destination. This may prove to be a strategy to counter any negative image or opinion that may affect destination perception.[14]

D. Objective: Disseminate and manage destination Information

Create and manage a national DMS

ICT-based destination management systems are today a source of competitive advantages for destinations world-wide. A national DMS will be crucial in providing in-depth information of what the country has to offer and should be comprehensive and encompass issues relating to product management, enquiry management services, visitor relations management, and facilitate bookings. The DMS should thus not be seen simply as a marketing tool, but more so as a tool for destination management.

Set up a network of Tourist Information Centres (TICs)

Tourist or Visitor Information Centres play an important role in a destination, particularly in regional areas, by providing information to visitors that encourages them to stay longer, spend more money, experience more attractions and revisit. TICs also create significant social benefits because they rely heavily on a volunteer workforce and operate as an important community facility. Further, it is imperative that TICs in different tourist regions function as a network to ensure information coordination and mutual support. To this end, the country will need to:

i) Develop service standards and a handbook for the TICs in collaboration with the regional governments;
ii) Provide training to staff providing tourism information;
iii) Improve material resources in priority TICs;
iv) Develop an IT platform to support a network of TICs to be set up in coordination with the regions.

Set up a toll free tourist-specific call centre

Given that potential visitors may from time to time require real time information and support, it will be necessary to set a toll-free tourist call centre to provide information of marketing and support nature to handle both incoming and in-country enquiries. This will also be instrumental in establishing good visitor relations which could potentially lead to further marketing of the country via word of mouth and also to repeat visits. What is more, such a centre could be important in serving potential markets where the use of the internet may still be limited such as the regional Africa market.

Create a framework for destination awareness among the travel trade

Noting the central role that the travel trade plays in destination marketing and their control over tourist decision choices, efforts will be made to use ICTs to impart the travel trade within target source markets with information about the destination and on how to sell Ethiopia as a preferred tourist destination. Such a channel will also be used to provide real-time updates to the travel trade and identify destination champions who may also be targeted for further promotion initiatives including familiarisation tours.

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[14] Lessons can be learned from such countries as Japan which has created a website targeting to build a positive destination among children (See www.web.japan.org/kids), and the Malta Tourism Authority that has created its own site to manage electronic word of mouth (e-WOM) (See eLearning Courses on Tourism Destinations: Travel Agents' Perceptions. in: http://www.webatelier.net/reports; www.visitmalta.com/en/)

E. Objective: Establish institutional and strategic frameworks for marketing the country as a tourist destination

Formulate national and regional tourism marketing strategies

There is need to have a well-coordinated tourism marketing approach. This will be achieved through the formulation of a national tourism marketing strategy that will be used as a framework for regional tourism marketing. Ideally, these strategies should be geared towards growing the domestic, regional and international tourist numbers.

Develop an institutional framework to support strategic partnerships in destination marketing

Effective marketing of the country will require institutional alignment and strategic partnerships both at the national and regional levels comprising key tourism stakeholders. Given that the range of tourism stakeholders may have different marketing priorities, an institutional framework will be key to ensuring that such priorities are in tandem with the broader regional and national marketing goals. This will also facilitate the alignment of regional marketing strategies with those of the broader national level strategies with a view to establishing synergies that are essential in creating a critical marketing mass and in so doing, minimising duplication. Further, there is need to intensify public-private sector partnership as an effective marketing and promotion force under the auspices of a National Tourism Association, sectoral associations and other relevant organisations.

Institutionalise the bidding to host major conferences

The capacity of the country to host international conferences and conventions seems underutilised noting the availability of mega event facilities, for instance, the AU and UNECA facilities in Addis Ababa and the growing image of Addis as a diplomatic centre for Africa. To optimise this image, there is need to establish a multi-stakeholder unit dedicated to marketing the country as a conference destination and facilitating bidding for mega international conferences. This unit would bring together ETO, MoCT, MoFA, Ethiopia's leading sports personalities, and the country's diaspora, among others.

Develop joint marketing strategies with neighbouring countries

The potential to develop trans-national and trans-boundary products will generate opportunities for the formulation of joint marketing strategies and develop packages with neighbouring IGAD countries.

4.4.3 Framework for the Strategic Programme

The Ethiopia Tourism Organisation (ETO) is responsible for marketing the country as a tourism destination. Towards this end, ETO will take a leadership role. To begin, ETO will develop a national framework for tourism marketing. Subsequently, informed by the national tourism marketing framework, the regional governments will also be required to have their respective destination marketing frameworks spearheaded by regional DMOs, which comprise key stakeholders and will be responsible for marketing the respective regions.

In order to further ensure that the country is moving in one direction, the national tourism marketing framework will also inform the marketing efforts of the private sector players wishing to market their respective goods and services. Importantly, however, the capability of DMOs at both the national and regional levels to effectively execute their marketing roles will have to be enhanced. Further partnerships will also see the private sector, Ministry of Foreign Affairs, international organisations such as UNECA and AU, Ethiopia's leading sports personalities, the country's diaspora, among others, playing a role in the promotion of the country as a tourist destination.

4.5 Pillar Four: Investment in Tourism Facilities and Services

4.5.1 Introduction

Tourism infrastructure basically refers to the facilities and services within a destination that are necessary to enhance the experiences of tourists. As such, tourism infrastructure is, therefore, of critical importance not just in terms of availability of such facilities and services, but also in terms of their quality and standards. The availability, quality and standards of the prevailing tourism infrastructure is important in boosting the competitiveness of destinations. What is more, this is one of the key aspects that tourists take into consideration when choosing holiday destinations. This aspect also features prominently amongst organisers of mega events when making decisions on the suitability of destinations to host such events. These facilities and services include all types of accommodation, cultural villages and centres, conference and exhibition facilities, souvenir shops, art galleries, dining, night clubs, and so on.

It is important to note that actions in this programme area are additional to those under the human resources development; product development; destination marketing and promotion; tourism policy, regulations and institutional framework; and sustainability, all geared towards creating a competitive destination, which in one way or the other, will serve to position Ethiopia as a preferred investment destination. Specific actions in this programme will focus on three main outcomes:

a) To enhance the capacity of the existing tourist facilities
b) To create a conducive environment to attract investments in tourism infrastructure
c) To promote the potential investment opportunities for tourism services and facilities

4.5.2 Actions

A. Objective: Enhance the capacity of the existing tourist services and facilities

This will be aimed at enabling the existing tourist facilities and services to competitively serve visitor needs and grow investments.

Institutionalise the classification of hospitality facilities

To guarantee that the country's hospitality facilities meet international service standards, the need for classification of such facilities is imperative. To achieve this, a classification criteria, benchmarked on the best global standards will be developed. This tool will have different modules for the different types of hospitality facilities including hotels, guest houses, lodges, and restaurants, among others. It is important to note that such a tool will not only be used for classification purposes, but will also serve as a guide to hospitality investors and facility developers.

This classification tool will be developed through a multi-stakeholder consultation and be implemented through a multi-stakeholder body bringing together representation from both the public and private sector players with representation from the regions.

Develop quality management systems for the different sectors in the country's tourism industry

For the application of quality management, it is important to understand that each stage of the visitor journey to the destination, pre-during and post-visit is significant to the visitor's perception of the destination image. A value- chain approach will therefore, be used in developing a Quality Management System for Ethiopia's tourism sector. A good effort towards this direction has been undertaken through the Quality Management Concept for Aksum[15], modelled after the Swiss

[15] The Quality Management Action Plan for Tourism in Aksum, February, 2009.

Model for Total Quality Management (The "Quality Seal of Approval for Swiss Tourism")[16] that also borrows from the European Foundation for Quality Management[17]. The National Quality Management System will be developed through consultation and involvement of both national and regional stakeholders, with strong participation of the private sector.

Develop an after-care programme for tourism investors within the country to encourage them to grow their investments within the country

An after-care programme will be implemented to help the in-country investors to successfully and profitably manage their ventures including gaining corporate approval for expansion and re-investment of profits. This programme will also focus on helping the firms to form strong links with local suppliers and service providers. Towards this end, the EIC has made some strides in implementing an aftercare programme for in-country investments.[18] In particular, EIC's agriculture and service sector projects facilitation and aftercare division can be utilised to focus more on the tourism sector.

B. Objective: Create a conducive environment to encourage investments in the tourism sector

Creation of a positive and transparent investment climate

Evidence now suggests that investors are looking for stable and transparent economies in which to invest. To ensure Ethiopia's tourism investment climate becomes more positive and transparent, and be seen as such by the investor market, the following strategies will be implemented:

a) The creation of official procedures that will encourage investment in all aspects of infrastructure and remove the need for corruption as a means of getting things done. The procedures created by the Ethiopia Investment Commission will need to be elaborated to feature specific procedures for the tourism sector.

b) Improvement of the investment environment on a continuous basis, for example, by alleviating administrative regulations and providing efficient support for information distribution.

c) Making incentives more flexible, through consultation or negotiation if necessary, with individual foreign investors rather than by the uniform criterion that may not recognise specific needs and local conditions.

d) The provision of strong protection for foreign investment, backed by the force of law.

e) Making revolving lines of credit available to the private sector for tourism projects that support strategic societal objectives.

Creation of special tourism investment zones

Consideration will be given to establishing special zones where investment incentives and clearly understood procedures are in place for tourism development. This will be done in line with the proposals on the establishment of flagship projects identified in Strategic Pillar 2.

Within these zones, support for infrastructure development, especially in key environmental

[16] A programme with various instruments designed for Swiss tourism with the aim of systematically promoting and securing ongoing quality development. The programme consists of three levels: in level 1, the focus is on quality of service and in level 2 on management quality, level 3 adopts TQM systems. The system uses quality coaches and is administered by the private sector. The government supports the programme through subsidies.

[17] EFQM 1995.

[18] This includes implementing an outreach programme to investors in priority sectors. The agency was in 2010 divided into two divisions: (a) manufacturing projects facilitation and aftercare; and (b) agriculture and service sector projects facilitation and aftercare (See UNCTAD, 2011 p.11).

and public sector areas such as water supply, electricity and telephone will be prioritised. Special financial incentives in the form of special interest bank loans for infrastructure investment will be established to further attract investment. Consideration will also be made to declare such Special Economic Zones as a "tax haven", with the removal of restrictions on corporate tax, income tax, estate duties, capital gains tax, sales tax, and other taxes and levies.

Design attractive incentives targeting investors for the tourism sector

In addition to the already existing incentives targeting the tourism sector, further possible incentives will be pursued including:

a) Financial incentives, through which the government will provide grants or loans from its own resources or through a government financial institution. This is in line with the proposed Investment Fund targeting the domestic investor. [19]

b) Fiscal incentives, through which the government will provide tax holidays and deductions, customs duty exemptions, concessions or capital expenditure allowances.

Encourage lending institutions to support tourism investments

A major challenge facing tourism infrastructure development is the lack of adequate credit facilities in the country. Efforts will be undertaken to create awareness to the various lending institutions on the various opportunities that exist and the need to avail such credit facilities. MoCT, through EIC, will also facilitate exploration of funding opportunities from regional and global lending institutions such as the African Development Bank (AfDB) and the World Bank's International Finance Corporation (IFC).

Establish a tourism investment fund

In line with the above, it will be crucial to establish a low interest revolving tourism investment fund, particularly targeting Ethiopians who wish to invest in the tourism industry. Such a fund should also prioritise the development of facilities in the non-core tourism parts of the country to foster tourism growth and development. This strategy has been in use in Kenya since 1965 with, first, the establishment of the Kenya Tourism Development Corporation [20] charged with the mandate of facilitating and providing affordable development funding and advisory services for long-term investment in Kenya's tourism industry; and later in 2002, the establishment of the Tourism Trust Fund, jointly by Kenya and the EU mainly involved in identifying, supporting and funding community tourism projects.

Encourage cooperation and an integrated approach to promoting tourism investment in the country

Noting that the tourism industry by its very nature is fragmented, both in the public sector as well as in the private sector, advocating for tourism investment within the country will require cooperation among all relevant stakeholders. This will be achieved through:

- The encouragement of other governmental agencies in addition to those directly under MoCT to become involved in tourism investment.
- Cooperation between various organisations including the development partners, the private sector and relevant government agencies, in advocating for tourism infrastructure investment as a legitimate development tool for the country's economy.
- Involvement of the federal and regional planning agencies in integrating area development plans with tourism development.

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[19] See Strategic Programme 2: Tourism product development.

[20] Kenya Tourist Development Corporation (KTDC) is a corporate body established in 1965 through an Act of Parliament, Cap 382 of the Laws of Kenya. (www.ktdc.co.ke/downloads/KTDC%20ACT.pdf).

Encourage regions to create necessary conducive business environment to attract tourism investments

The different regions in the country will be encouraged and facilitated to develop tourism development plans, integrated into the national framework. Such plans should detail a clear roadmap of how they will attract investments in the sector. It is important to note that a number of regions and cities have taken efforts to develop such plans (for example, Tigray). To encourage investment in tourism infrastructure development, the country's regions will have to show commitment in providing appropriate support infrastructure, such as transport, water and energy.

C. Objective: Promote investment opportunities for tourism services and facilities

Organise regular regional, national and international tourism investment forums

In order to raise awareness on the investment opportunities that exist in the country, MoCT will work closely with key stakeholders to organise tourism investment forums targeting potential investors at the regional, national and international levels.

Establish tourism investment information centres

Countries world over are increasingly competing for a piece of the global investor' market. There is an urgent need to provide investors with relevant information on tourism investment possibilities in the country. This will be achieved through the establishment of tourism investment information centres, both within the country and in the country's embassies in the target source countries, to assist national as well as foreign investors. The centres would serve as a one-stop shop for tourism investment, providing information on investment opportunities and regulations in the country's tourism sector.

Foster collaboration in the promotion of tourism investment

In line with the need to create awareness of the existing investment opportunities in Ethiopia, MoCT will work closely with the Ethiopia Investment Commission (EIC) to profile tourism as a key sector for investment. This will be achieved through having a dedicated section within EIC to specifically handle tourism investment promotion. Further collaboration will be pursued through the country's missions abroad. Foreign investors in the country will also be incorporated in marketing the country as a preferred investment destination through sharing of their experiences during investment promotion campaigns.

Initiate strategies to involve Ethiopia's diaspora in promoting investment in tourism

In addition to domestic and international investors, the large Ethiopian diaspora will be targeted for investment promotion for the tourism sector. Diaspora involvement in tourism can vary from direct investment, knowledge transfer, promotion or brand championship, to fostering bilateral trade with local tourism businesses. The focus on the diaspora will be as an appreciation of the clear added value in the tourism sector, as they know well both the supply and the demand side—both the destination and the source market. The country has already developed some initiatives targeting the diaspora[21] and these should be utilised in investment promotion for the tourism sector [22].

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[21] A diaspora coordinating office is already in place within the Ministry of Capacity-Building, which also works with the MoFA to promote skills and technology transfer. The EIC has created a post of Diaspora Affairs Officer to encourage Ethiopians in the diaspora to engage in investment activities.

[22] Lessons from initiatives from Nigeria, Kenya, and Afghanistan serve as examples of similar types of mechanisms targeting diaspora investment. The Afghanistan Investment Guarantee Facility (AIGF) is a good example.

4.5.3 Framework for the Pillar

To implement the above strategies and actions, MoCT will endeavour to forge necessary collaborations and partnerships with a number of agencies and sectors including the EIC which has the primary responsibility of promoting investments within the country, MoFA, the regional governments, the private sector, the country's diaspora, among others.

4.6 Pillar Five: Human Resource Development

4.6.1 Introduction

Human resource development is key to enhancing the competitiveness of any given tourist destination. Given that the tourism industry is largely service oriented, the role of human resource is ever more important. Evidence exists that the leading destinations of the world also have corresponding high quality of human resource. When considering the development of human resource for the tourism sector, it is essential that a holistic approach is taken to include those working directly in the industry or private sector, those in the training institutions and those charged with the responsibility of policy and planning for the sector. In the case of those working in tourism businesses, human resource development is usually geared towards enhancing the skills and knowledge of those providing the services for the tourism industry. Secondly, human resource development focuses on enhancing the capacity of government officials and those working in the research and training institutions to better plan, research and develop the sector. In addition, it would be equally important to create awareness of the importance of the tourism industry in the country among government officials whose dockets may impact tourism development in one way or the other, for instance, immigration officials, infrastructure, finance et cetera.

This programme aims at achieving two strategic outcomes:

a) To address the short term HR needs for the tourism sector.
b) To build a long term supply of globally competitive human resource for the sector.

4.6.2 Actions

A. Objective: Address the short-term HR needs for the tourism sector.

Promote the development and upgrading of manpower capacity in the country

There is urgent need to develop the capacity of those working within the country's tourism sector. Measures to address this immediately would include encouraging and facilitating training on-the-job within the country and where appropriate, outside the country. This can be well enhanced through student-work induction programmes and management training programmes both within the country and abroad including within the IGAD region under the framework of the IGAD STMP recommendations.

Create a framework to facilitate apprenticeships and experiential learning for tourism sector graduates

To ensure that the country's tourism sector graduates gain hands-on experience that would enable them find jobs and perform well within the sector, MoCT should spearhead the setting up of an office dedicated to compiling a database of tourism sector graduates and help link them with opportunities for apprenticeship and experiential learning in leading tourism organisations and firms both within and outside the country.

Reduce barriers to inward labour mobility to attract external expertise to bridge the short-term HR deficit in the country

This will form another measure to address the short-term skills shortage facing the country's tourism sector. This will involve strategically encouraging professionals with the necessary skills and knowledge to both work and train the locals. This is a world-wide practice in both bridging the short-term human resource deficits and knowledge transfer. Rwanda, for instance is already implementing such a strategy. The same was successfully adopted by Kenya in the infancy stages of her tourism industry. Target countries will be identified and citizens from those countries will be encouraged to apply for jobs in the country. A starting point is through the IGAD STMP framework that encourages intra-regional labour mobility.

It is important to note that:

a) This initiative will only be a short-term measure as the country puts in place measures to develop her tourism HR base.

b) Secondly, the scheme would only target those skills and competencies not available within the country

c) The scheme will also require the employing organisations to provide a roadmap on how and when such foreigners will be replaced with locals.

B. Objective: Build a long-term supply of globally competitive human resource for the tourism sector

Develop a Strategic Human Resource Development Plan for the tourism sector

A long-term HR development strategy for the tourism sector will be developed. In developing such a strategy:

a) MoCT will undertake a HR inventory at the different levels of the tourism industry in terms of the quality and the quantity of the prevailing tourism human resources in the country. This will involve carrying out a tourism skills audit to better inform human resources development both at the national and regional levels. The aim of such an exercise will be to identify any gaps in skills and competencies within the tourism sector's three levels of human resources needs:
   - Enterprise level (both managerial and operational)
   - Research and training institutions
   - Policy and planning level

b) Following the above HR audit, a Strategic Human Resource Plan (HRP) will be developed in order to address the short term and long terms HR needs of the sector. This plan will endeavour to set out the HR targets and strategies for their realisation within the STMP period and beyond.

Formulate a National Tourism Training Policy

To facilitate a coordinated approach to tourism training and human resource development, MoCT should formulate a national tourism training policy. Such a policy would focus on such aspects as:

i. Maintaining industry training standards

ii. Approval and certification of industry training institutions

iii. Approval of training programmes and standards recommended by industry

iv. Registration, tracking and certification of trainees through approved certification programme and industry training centres

v. Funding the industry training (based upon industry developed plans and priorities)

Upgrade CTTC as a model centre-of-excellence in tourism training in the country

To ensure the realisation of long-term availability of quality training for the industry within the region, it is necessary that a model centre of excellence in tourism training, benchmarked on the best practices in the world, be established within the country. In view of this, the Catering and Tourism Training Centre (CTTC) will be upgraded in terms of facilities and human resource capacity. Further, measures will be taken to ensure CTTC establishes partnerships with existing centres-of-excellence both in the African region and internationally. This should later be adopted for each region where tourism is a priority sector.

Develop relevant skills and knowledge for all personnel in the tourism sector businesses

It will be crucial that the country's skills and knowledge base is enhanced both at the national and regional levels. In line with this, there is need to increase the number of national and regional institutions that are offering tourism training and simultaneously putting in place mechanisms to ensure that there is Continuous Professional Development (CPD) with the aim of further ensuring that the prevailing skills and knowledge are up to date. This may require providing incentives for employers to release their staff for further training such as free training programmes or even tax incentives.

Continuous capacity-building of tourism public officials

It is imperative that the capacity of those mandated with the responsibility of managing, planning and formulating relevant policies meant to ensure the competitive development of the country as a tourism destination is strengthened. This will be achieved through continuous empowerment of officials on all levels of government, both at the national and regional levels, with a view to enhancing their capacity to formulate policies and plans and to oversee their effective implementation. This will require that tourism development training programmes targeting such officials are established.

4.6.3 Framework for the Pillar

Currently, the responsibility of developing the human resource base rests upon the Technical and Vocational Education Training Agency and higher education institutions as informed by the Higher Education Proclamation. Thus in order to ensure that the quality of training is good, the capacity of MoCT will have to be enhanced so as to certify the institutions offering such training. The private sector will also be encouraged to participate in the country's tourism HR development through CPD and private institutions. Furthermore, in order to ensure a sustained human resource pool across the country, it will be beneficial to integrate tourism related courses into the general national curricula with a view to nurturing relevant basic skills and knowledge at a very early stage. It will also be necessary to benchmark best practice both in the region and internationally to ensure that the quality of training is globally competitive.

4.7 Pillar Six: Tourism Research and Development

4.7.1 Introduction

Research plays an important role in the development of innovative tourism products, identification of new and future emerging market trends, and identifying current and future issues that could impact tourism development. In addition, research creates an understanding of tourist expenditure, various impacts of tourism development including, economic, social-cultural and environmental, and facilitate the establishment of tourism monitoring and evaluation indicators. In this regard, the focus of this Pillar will be on creating a framework for tourism research and development within the country to ensure that the development of the tourism sector is based on sound research.

Erta Ale a volcanic lake of larva. Itis one of the few active volcanoes in the world. It is located in the Afar Depression.

PHOTO: Erta Ale volcano, Ethiopia.

4.7.2 Actions

A. Objective: Create a framework for tourism research and development within the country

Establishing a national tourism research management and documentation centre

Much relevant research has and is continually being undertaken by a number of organisations. To ensure that this is available throughout the sector, avoiding duplication and adding to the national knowledge base, requires the establishment of a core centre. The main role will be to coordinate, manage and disseminate tourism research outputs conducted by concerned organisation. The centre will be expected to work closely with the higher learning institutions so as to enhance overall research capacity across the country.

Establish integrated national and regional tourism statistics system

Collection and analysis of visitor statistics is undertaken at a national level by the National Tourism Statistics department within MoCT and locally by Regional Culture and Tourism Bureau. It is essential that the structure, format and content of these is harmonised and computerised to provide policy and decision makers within the tourism sector with comprehensive and consistent data.

Establish international partnerships to facilitate information exchange and knowledge sharing

One of the major challenge facing Third World Countries is the inability to effectively participate in global conventions and the lack of factual information to articulate these countries' respective priorities. For instance, the current climate change debate and the proposal to impose carbon tax on long haul travel will have an impact on Ethiopia and other neighbouring countries which rely heavily on long haul tourist market. Research can therefore, play a key role in informing key positions in the global deliberations and given that the issues that confront the country and its neighbours are similar. To this end, regional and international partnerships in tourism, with specific focus being paid to the IGAD member countries (as recommended by the IGAD STMP) will be established.

4.7.3 Framework for the programme area

Currently, tourism research, mainly in the form of a compilation of tourism statistics, is carried out by the MoCT which releases the Tourism Statistics Bulletin. The bulletin provides information on tourist arrivals, tourism receipts, accommodation (number of hotels and rooms) and tourism suppliers (tour operators and travel agents). In addition, there are a number of universities that offer tourism degree programmes. Further, a number of international consultants are involved in undertaking consultancy research on a number of aspects of tourism development in the country with support from development partners such as UNECA, the World Bank, UNDP and other bilateral partners. The private sector is also involved in compiling tourism data but for internal usage. In this regard, institutionalising through a tourism research institute, under MoCT, will be essential to not only undertake research but also to coordinate the different initiatives to avoid duplication, ensure the quality of output, enable accessibility through a repository of such findings, provide a monitoring mechanism for research uptake and most importantly, guarantee local capacity building to conduct research for the tourism sector.

4.8 Pillar Seven: Tourist Safety and Security

4.8.1 Introduction

Different from other traditional economic sectors like agriculture, the tourism industry is highly susceptible to externalities, more particularly those relating to safety and security. Moreover, owing to its linkages, such externalities do not only impact on the tourism sector, but rather also the economy as a whole given the sector's multiplier effect that could have adverse impacts on other sectors of the economy.

A major challenge, however, in dealing with issues relating to safety and security in the tourism sector is that issues such as political or civil strife, environmental disasters and terrorism, are beyond the direct control of the industry. Nonetheless, it is essential that measures are put in place to enhance the safety and security of not just visitors alone, but also that of investors and their respective investments. This, thus, will form the focus of this programme area as it seeks to establish a framework for safety and security for the tourism sector in the country through the designing and developing a tourism safety and security action plan.

In Africa, a number of countries have also realised the potential of sports in tourism development, for example, South Africa. The great Ethiopian run has over the last years gained a lot of momentum and popularity.

PHOTO: Soldiers form a human shield around the participants of the 13th edition of the great Ethiopian run.

4.8.2 Actions

A. Objective: Design and develop a tourism safety and security strategy

Develop a strategy for tourist safety

The creation and maintenance of a safe environment on access routes, destinations, within premises, circulation areas, outdoors and access to first aid and professional medical treatment in the event of illness or accident must be addressed within destination planning. These issues require to be formulated within a comprehensive strategy and stakeholders made aware of their ongoing responsibilities.

Ensure the national disaster and risk management plan take tourism into account

While security is important to residents and visitors alike, destinations with significant tourist populations must address their specific needs through their inclusion within national security strategies and procedures. Therefore, the national disaster and risk management plan should be reviewed to ensure that it takes tourism into account.

Establish a tourist police unit

Given the sensitivity of the tourism industry and tourists to safety and security related issues, there is need to establish dedicated tourist police units or departments both at the national and regional levels. In addition, due to the fact that some of the tourist safety and security concerns are cross-border, a regional mechanism needs to be put in place to facilitate collaboration of such police units with a view to enhancing both the national and regional (cross-border) tourist safety and security. For the case of Ethiopia, this unit will be a specialised multi-lingual police service under the supervision of the National Police Service dedicated to tourist safety. Beside the policing training, members of this unit will be equipped with competencies in such areas as disaster and emergency management, psychology, cross-cultural skills, and people relations skill. The unit will be responsible for such safety issues as:

i. Ensuring onsite and enroute tourist safety and protection
ii. Establishing and operating multilingual emergency toll free call centres integrated into the national toll-free tourist call centre
iii. Establishing tourist emergency evacuation services

Establish Tourist Victim Support Services

There is need to establish tourist victim support services for visitors who have been robbed, attacked, involved in accidents or otherwise victimised during their stay in the country. Such services will be available at the regional levels, with a coordinating office at the national level.

4.8.3 Framework for the programme area

Currently, there is no clear framework for tourism safety and security in the country. Security issues are generally dealt with the national police while local militia provide informal security services in such areas as the Omo Valley. A formal framework to deal with tourism specific safety and security issues is thus urgently needed. Under the general direction of a dedicated taskforce established by the TTC, this framework will bring together both government agencies and the private sector. In addition, the IGAD framework, particularly the Conflict Early Warning and Response Mechanism (CEWARN), will also be integrated in the national framework.

4.9 Pillar Eight: Tourism Support Infrastructure and Services

4.9.1 Introduction

Generally, the relationship between infrastructure and tourism development should be viewed from two perspectives. On the one hand, infrastructure should be seen as a means to facilitating tourism development and on the other hand, some infrastructural development initiatives, though not originally built for tourism purposes, such as bridges and dams, have evolved to become major tourist attractions. Projects such as the world's tallest bridge, the Millau Viaduct in France, the world's longest bridge, the Jiaozhou Bay Bridge in China, the London Tower Bridge in the United Kingdom and the Hoover Dam in USA provide some examples to illustrate this. In this regard, the Renaissance Dam should also be considered as a tourist attraction once it is completed. Nevertheless and preferably, before embarking on any form of tourism development, there should be appropriate support infrastructure in place. Ideally, this should also be regarded as a strategy to providing a conducive environment for investors wishing to exploit opportunities that may arise from tourism development. Though some tourism development initiatives such as independent resorts, may not fully require connection with the national or regional infrastructure networks, such as roads, railways and airports, they nonetheless need to have some infrastructure in place including access to water and waste disposal systems.

4.9.2 Actions

A. Objective: Engender tourism industry development focus in national and regional infrastructure development

Initiate strategies to ensure the on-going national and cross-border infrastructure development initiatives support tourism development

A number of infrastructural projects have been proposed both at the national level under the GTP framework and in the wider Eastern Africa region including the LAPSSET project which is already in progress. MoCT will work closely with relevant authorities or organisations responsible for the implementation of such infrastructural development initiatives to ensure that tourism development initiatives are integrated. This may require creating awareness on the importance of tourism development and the accompanying role of relevant infrastructure. In addition, initiatives to promote such transport systems for use amongst tourists, with particular emphasis placed on cruise and rail tourism as a strategy to increase the tourism product offerings will be established.

Provision of quality and reliable infrastructure within tourism priority areas

A special focus will be given to ensuring that tourism priority areas are serviced with reliable infrastructure across the country including road network, water, electricity and sewerage. Efforts will also be undertaken to ensure their lead-time to connectivity of any new investments is reduced to the possible minimum amount of time.

Provide effective and appropriate ICT infrastructure in tourism priority areas

In the current advent of the information age and the ever increasing competition for global opportunities, the country has no choice but to embrace approaches that will enhance her ICT infrastructure and specifically for the tourism sector. Working closely with the Ministry of Communication and Information Technology (MCIT), MoCT will therefore, spearhead the advocacy for the development of effective and appropriate ICT infrastructure with a view to enhancing the country's global competitive advantage.

4.9.3 Framework for the Priority Area

The GTP provides a broad framework to infrastructure development in the country for the next five years. It is expected that, since tourism is also a key economic sector, and through the integrated development approach such infrastructure development should, to some degree, benefit the industry. However, given that the GTP infrastructure development focus is also on other sectors of the economy, it will be important that MoCT highlights the infrastructure development priority needs necessary for the development of a competitive tourism destination. This should, further, be done in line with the on-going regional infrastructural initiatives to promote both national and cross-border tourism. It is, nonetheless, important to note that such on-going initiatives should not be used as the only basis for tourism development, but rather, that tourism development initiatives should also serve as an incentive to expand the national and regional infrastructure networks.

4.10 Pillar Nine: Conservation and Preservation of Natural and Cultural Resources

4.10.1 Introduction

Tourism in Ethiopia will be developed in a manner that will enhance the conservation of the country's natural and cultural resources. It is recognised that sustainable tourism development will require the participation of all relevant stakeholders. More so, achieving sustainable tourism is a continuous process and it requires constant monitoring of impacts, to enable necessary preventive and/or corrective measures to be taken whenever necessary.

4.10.2 Actions

A. Objective: Enhancing the conservation and preservation of natural and cultural resource

Site designations, demarcation and gazetting of the natural and cultural heritages of the nation

Many of the wildlife protected areas and cultural heritages do not have any legal boundary demarcated by the law of the country. Therefore, there is a need to designate and demarcate the resources with involvement of local authorities and communities.

Develop management plans and operational guideline for conservation of natural and cultural resources

While sustainability underpins all activities within the development of the tourism sector, special attention must be paid to sensitive, vulnerable sites. Strict tourism guidelines will be developed in compliance with national and regional conservation and protection policies and within Management Plans for protected areas and heritage sites.

Build community awareness on the importance of conservation and preservation of natural and cultural resources

Apart from the moral and ethical imperatives to protect rare and fragile resources, host communities will be made aware of their economic and amenity value both locally and to the nation at large through the development of carefully planned and sensitive tourism activity. To achieve this, continuous awareness programme will be implemented.

Enhance the capacity of wildlife rangers to protect wildlife in the protected areas

To strengthen law enforcement activities in wildlife-protected areas of the country, there is need to introduce structural arrangements that will enhance the capacity of the wildlife rangers including establishing an armed wing and other infrastructural support, particularly, air surveillance and other technology based facilities.

Control the number of tourism facilities in national parks and other protected areas in consideration of their carrying capacity

The number, type and location of tourism facilities in protected areas should be limited and decided as part of a broader and integrated tourism development strategy. Although, in general terms, some tourism facilities of international standards should be available in protected areas, the focus should be on key facilities for day visitors and on those targeting specific nature-based types of tourism such as trekking or bird-watching that may require overnight stays. High-end facilities could also be considered in carefully selected sites. In any case, an excess of accommodations in the parks should be avoided.

Promote tourism economic activities within the buffer zones of national parks and other protected areas

As a way to embrace a paradigm shift in the development of tourism in protected areas, the country should foster tourism economic activity in the buffer zones and the urban centres located nearby. This, for instance, would encourage the development of tourist resort cities and towns around these protected areas. Thus, the plans of the protected areas should be aligned with the tourism development plans of the surrounding area. This strategy will present a number of benefits. First, it will discourage concentration of tourism facilities within protected areas and hence promote conservation. Further, the resorts will discourage enclave tourism development and thereby enhance the trickle-down effect of tourism benefits. This will further encourage cluster development by concentrating all the related tourist services (including hotels, restaurants, information services, banking, et cetera) within a given area. A possible starting point would be Gambela National Park that lacks adequate infrastructure. Such a development model would require that the government provides the necessary infrastructure in the target area and then promotes investment.

Foster integrated planning for lake shores

Lakes are important tourism resources and it is prudent to prepare integrated development plans before building new resorts. Plans should include access infrastructure, provisions for public areas (with parking, toilets, pedestrian and bike paths, platforms for birdwatching, small infrastructures for water sports, signposting, food and drink services, etc.). Plans should also establish clear building guidelines for the resorts and other tourism infrastructures in order to minimise visual and environmental impact. They should also provide opportunities for small local businesses and job creation (diversification of tourism services and activities). Existing resorts should be assessed and recommendations for improvement made where deemed necessary.

Develop mechanisms to create awareness on, and foster conservation of natural and cultural resources among the industry players

MoCT, in collaboration with industry stakeholders, will work towards ensuring that incentives and necessary regulations are developed to create awareness and foster conservation of natural and cultural resources through campaigns targeting both the local population and the industry including the guests. Such initiatives would be developed by benchmarking on the best practices globally. A good example is the Eco-Certification programmes developed for the tourism industry by different national chapters of the *International Ecotourism Society*. Kenya's *Ecotourism Society* has developed the *Eco-Warrior Awards* and the *Eco-Labels* to foster ecotourism ideals in the country. To sustainably achieve this goal, the participation of the civil society will be encouraged.

Lalibela is one of the holiest cities in Ethiopia and it is also a centre of pilgrimage for much of the country.

PHOTO: A priest inside one of the churches.

Promote sustainable practices in the operation of tourism facilities and activities including green practices and fair trade standards

Hotels, tour operators and other tourism service providers should be aware of the potential negative environmental and social impacts of their operations and introduce measures to minimise and/or mitigate them. This includes offering fair working conditions to the staff and support the development of local businesses. Special awareness campaigns and mandatory regulation complemented with handbooks, guidelines and training will be implemented. In the future a Green/Fair Trade Certification scheme could be introduced. To sustainably achieve this goal, the participation of the civil society will be encouraged.

Foster participation of stakeholders in the preparation and follow-up of tourism development plans

Mechanisms will be put in place to ensure the participation of stakeholders in the preparation and follow-up of tourism development plans including the different government levels (federal, regional, local), the local communities and the private sector. Part of these initiatives will be to organise thematic working groups to focus on specific issues.

4.10.3 Framework for the Pillar

At the federal level, the responsibility of conserving the natural resources rests upon the Ethiopian Wildlife and Conservation Authority (EWCA), while that of conserving the cultural heritage resources is the Authority for Research and Conservation of Cultural Heritage (ARCCH), both under the MoCT. In total, thirteen national parks and sanctuaries are managed at the federal level by EWCA[23]. In addition nineteen national parks, wildlife sanctuaries and reserves, and 23 controlled hunting areas are managed by regional authorities; with SNNPR being in charge of 10, of which five are national parks [24]; in the Amhara Region, six, and in the Oromia Region, three.

In addition, the United Nations Educational, Scientific and Cultural Organisation (UNESCO) framework will be essential in an effort to better conform the country's conservation efforts to the international standards.

[23] EWCA manages the following 13 protected areas: the Simien Mountains National Park, Bale Mountains National Park, Awash National Park, Nechisar National Park, Gambela National Park, Alatish National Park, Kafta Shiraro National Park, Geralle National Park, Omo National Park, Abijata Shala National Park, Yangudi-Rassa National Park, Senkelle Hartebeest Sanctuary and Babille Elephant Sanctuary.

[24] SNNPR manages 5 national parks: Chebera Churchura, Gibe Sheleko, Loka Abaya, Mago and Maze.

4.11 Pillar Ten: Tourism Development Financing

4.11.1 Introduction

Noting the need to mobilise funding to support the different programmes necessary for the development of the tourism sector including product development, destination marketing and promotion, tourism research, and most importantly, human resource development and training; the need for a formalised funding mechanism for the sector cannot be over-emphasised. The government will, therefore formulate the necessary legislations to ensure the establishment of the relevant mechanism for mobilisation of funding for the tourism sector.

4.11.2 Actions

A. Objective: Institutionalise the mobilisation of financial resources to fund tourism development

Establish a Tourism Development Fund (TDF)

To meet the financial requirements of implementing this STMP and future tourism developments in the country, the Ethiopian Tourism Organisation (ETO) has already been established under MoCT. The ETO will be charged with identifying and management of financial resources to support tourism development initiatives as identified under this STMP. The relevant legislation will be enacted to establish the Tourism Development Fund (TDF) and the necessary implementation framework to make it operational. Priority for the funds mobilised by the TDF will be given to:

i. The development of tourism products and services with particular emphasis on feasibility studies and investor mobilisation efforts for flagship projects and other priority initiatives
ii. Financing the marketing of the country as a tourist destination including market research, branding and other destination promotion initiatives
iii. Financing priority tourism research
iv. Establishment and operation of the national Destination Management System
v. Activities related to the tourism sector safety, communication and crisis management
vi. Financing training and human resource development activities especially the CTTC as a national centre of excellence in hospitality and tourism, and any other tourism and hospitality training institutions as may be decided upon by the MoCT
vii. Support other priority tourism related activities as may be deemed appropriate from time to time

B. Objective: Design strategies to mobilise financial resources to fund tourism development under the TDF framework

Identify sources of financial resources for tourism development

The Management of the TDF will be responsible for identifying and profiling the different sources of financial resources for tourism development. Specifically, the sources of funds for the TDF shall include, but not limited to:

i. Relevant allocation from the national treasury
ii. A Tourism Development Levy (TDL) (See below for further details)
iii. Mobilisation of funds from bilateral development partners (BDP) and donor support [25]

[25] *Donor Inventory for Ethiopia for Private Sector Development & Trade* (The USAID WTO Accession Plus Project, May 2010) compiles a list of the donor community seeking to reduce poverty through private sector and trade development as well as law and policy reform as at 2010. These together with other development partners may be approached to support the establishment of the tourism development fund.

iv. Grants, donations, bequests or other gifts made to the Fund

Establish a Tourism Development Levy (TDL)

A levy to be referred as the *Tourism Development Levy* shall be established though the appropriate legislative channel. This levy shall be collected from the tourism sector businesses, including airport passenger service charge, for the purposes of developing the sector. In the establishment of such a levy, lessons from other destinations where such a fund has been established including Kenya, South Africa's TOMSA[26] and Ghana [27], among others, shall be used. The rationale behind this levy is to direct portions of the tax receipts from the sector directly back into its development. In return, this will serve to convince taxpayers that their taxes are being used in an open and productive manner.

Develop the relevant tools and instruments for mobilising financial resources from the identified partners and organisations.

It is important to note that different approaches will be required to mobilise financial resources from the different sources and organisations. To this end, the management of the TFD will develop the relevant tools and instruments including relevant proposals targeting the identified financial partners.

4.11.3 Framework for the Programme Area

Currently, the tourism sector in Ethiopia lacks a formalised framework for funding its development activities; with the main funding being from the national budgetary appropriation and uncoordinated donor and bilateral support. With leadership from MoCT, implementation of this Pillar will involve the private sector, the Ministry of Finance and Economic Development, the Revenue Authority, and donors and key multilateral partners.

[26] TOMSA stands for Tourism Marketing South Africa. It is the levy collected by tourism businesses with the aim of contributing to the promotion of South Africa as the preferred tourist destination locally and internationally. TOMSA is administered by the Tourism Business Council of South Africa (see http://tomsa.co.za/).

[27] www.ghana.travel/services/tourism_levy/

The newly built African Union headquarters in Addis Ababa. The $200m project was funded by the Chinese government as a gift to the African Union.

PHOTO: The rooftop of the AU headquarters.

5 STMP IMPLEMENTATION FRAMEWORK

Introduction

This framework provides the relevant actions to be undertaken within each identified Strategic Pillar together with the means of verification in terms of milestone indicators. The framework further indicates the institution bearing primary responsibility and the period within which the strategic actions should have been implemented. The time schedule is further categorised into three horizons: short term (1-3 years), medium term (4-6 years), and long term (7-10 years). Such a categorisation will help in identifying the "quick wins" among the strategic actions and provides an indicative schedule of activities within the STMP implementation. Moreover, it is also important to note that some of the institutions allocated primary responsibilities under this framework will need to be established and then operationalised. Notable among these is the Tourism Development Fund Management.

Further, the framework provides an indicative budget for each activity and the underlying assumptions. In addition to the provided assumptions, the framework assumes that a stable political and economic climate will prevail throughout the implementation period both within the country and externally.

Markets in Ethiopia are lively and interesting places to visit. The market in Addis Ababa, for example, is a main attraction.

PHOTO: A young boy in a market near Addis Ababa.

Pillar One: Policy, Regulatory and Institutional Framework

Objectives	Actions	Objectively Verifiable Indicators (OVIs)	Primary Respons-ibility	Other Organisations Involved	Time Schedule: Key: A=Short Term (1-3yrs) B= Medium Term (4-6yrs) C= Long Term (7-10yrs)				Estimated Cost (ETB)	Assumptions (in addition to availability of funds)
					Duration (yrs)	A	B	C		
Establish a framework for formulation and implementation of tourism policies and regulations	Formulate a legal framework to guide the development of the tourism sector	A legal framework (Tourism Act) enacted to guide the development of the tourism sector in the country	MoCT	Relevant federal institutions	1				5m	Support from the political and industry stakeholders
Strengthen and harmonise public sector institutions	Enhance the institutional capacity of the Tourism Transformation Council to spearhead tourism growth and development	The relevant working committees formed to enhance the institutional capacity of Tourism Transformation Council to lead the country's tourism development	TTC	Relevant government departments	1				50m	Availability of funds to undertake the mandates and operations of the committees including benchmarking tours
	Strengthen the capacity of regional tourism institutions and that of other relevant institutions to deliver on their respective mandates	The capacity of regional tourism institutions is strengthened	MoCT	ETO, ARRCH, EWCA	Continuous				50m	Cooperation from the relevant regions
	Harmonise regional tourism development plans with those at the national level	Regional tourism development plans and policy frameworks harmonised with those at the national level	MoCT	BoCT	Continuous				5m	Cooperation from the relevant regions
	Harmonise the role and functions of national tourism institutions	The role and functions of national tourism institutions is harmonised	MoCT	ETO, ARRCH, EWCA, CTTC	2				2m	Cooperation from the relevant institutions
	Review and update tourism related policy, regulations and legislation	Tourism related policy, regulations and legislation are reviewed and updated	MoCT	BoCT & other relevant stakeholders	2				10m	Cooperation from the relevant stakeholders
	Mainstream tourism development into the broad economic development policies within the other sectors	Tourism development mainstreamed into the broad economic development policies within the relevant sectors	MoCT	Other federal ministries	Continuous				3m	Cooperation from the relevant ministries

Strengthen private sector institutions	Establishment and strengthening of existing private companies and trade associations	Existing private companies and trade associations are strengthened	MoCT	ETO, ARRCH, EWCA, and existing trade associations	Continuous				3m	Cooperation from the relevant stakeholders
Strengthen public-private collaboration	Establish and strengthen regional Tourism Transformation Councils (TTCs)	Tourism Transformations Councils established at priority regions	TTC	Regional governments	2				10m	Goodwill and cooperation from the regional and national stakeholders.
	Establishment of destination management organisations in major tourist areas	Number of DMOs established in major tourist areas	MoCT	Relevant private and public stakeholders	3				6m	Cooperation from the relevant stakeholders
Strengthen linkages with other sectors	Synchronise Tourism Development policies with those of other sectors	Tourism development policies synchronised with those of other sectors	MoCT	Relevant federal institutions	3				5m	Cooperation from the relevant stakeholders
	Review and align entry visa requirements and procedures with tourism development strategy	Entry visa requirements and procedures with tourism development strategy reviewed and aligned	MoCT	ETO & MoFA	2				2m	Political goodwill from relevant ministries and stakeholders
	Review and align aviation sector policies with tourism development strategy	Number of aviation sector policies aligned with the tourism development strategy	MoCT	Ministry of Transport, ET, MoFA	5				3m	Cooperation from relevant ministries and countries
	Review and align banking regulations with tourism development strategy	Banking regulations with tourism development strategy reviewed and aligned	MoCT	MOFED	2				2m	Political goodwill from relevant ministries and stakeholders
	Review and align investment policy with tourism development strategy	Investment policy with tourism development strategy reviewed and aligned	MoCT	ETO & EIC	2				2m	Political goodwill from relevant ministries and stakeholders
	Review and align land use and urban policy with tourism development strategies	Policies aligned with tourism development strategies	MoCT	EIC, MoUDHC	Continuous				5m	Cooperation from the relevant regions
	Develop policies to maximise tourism value chain benefits	Policies developed to maximise tourism value chain benefits	MoCT	Private sector and other public stakeholders	2				3m	Cooperation from the relevant stakeholders

Pillar Two: Tourism Product Development

Objectives	Actions	Objectively Verifiable Indicators (OVIs)	Primary Respon-sibility	Other Organisations Involved	Time Schedule: Key: A=Short Term (1-3yrs) B= Medium Term (4-6yrs) C= Long Term (7-10yrs)				Estimat-ed Cost (ETB)	Assumptions (in addition to availability of funds)
					Duration (yrs)	A	B	C		
Enhancing the appeal of the country's existing tourism products	Profile the quality and standard of existing tourism products	A profile of the quality and standard of existing tourist products undertaken	ETO	MoCT, BoCT, ARCCH, EWCA	1				10m	Goodwill from the relevant stakeholders
	Enhance the appeal of tourist product in the priority areas to increase visitor numbers and length of stay	Number of tourist product improvement programmes undertaken	ETO	MoCT, BoCT, ARCCH, EWCA	Continuous				200m	Goodwill from the relevant stakeholders
Expanding and diversifying the country's tourism product.	Undertake product feasibility to determine potential tourism products to develop in the country	A profile of the potential tourism products undertaken	ETO	MoCT, BoCT, ARCCH, EWCA	1				10m	Goodwill from the relevant stakeholders
	Develop tourism products in regions not having high tourist activity	Number of tourism products developed in regions not having high tourist activity	ETO	MoCT, BoCT, ARCCH, EWCA	Continuous				500m	Availability of funds to carry out feasibility studies, relevant infrastructure, and investment promotion Goodwill from the relevant stakeholders
	Establish strategic tourism product development initiatives within protected areas	Strategic tourism product development initiatives established within protected areas	EWCA	ETO, BoCT	Continuous				500m	Goodwill from the relevant stakeholders
	Prepare development plans and initiatives for the new products	New products development plans prepared	ETO	MoCT, BoCT, ARCCH, EWCA & relevant private sector associations	2				3m	
	Develop niche tourism products to diversify the range of products	Number of niche tourism products development initiatives undertaken	ETO	MoCT, BoCT, ARCCH, EWCA & relevant private sector associations	Continuous				50m	Availability of funds to carry out feasibility studies, Relevant infrastructure, and investment promotion Goodwill from the relevant stakeholders
	Development of new flagship projects	Number of flagship projects developed	ETO	BoCT, MoFA, EWCA and private sector associations	Continuous				1000m	Availability of funds for concept development, relevant lobbying, and investor marketing, with limited government involvement through PPP Availability of potential investors Goodwill from the relevant stakeholders

Develop cross-border tourism product	Identify and develop potential trans-boundary products	Trans-boundary potential products identified	MoCT/ ETO	BoCT, MoFA, EWCA and private sector associations	2				100m	
	Prepare development plans with respective partner countries	Development plan with respective partner country prepared	MoCT/ ETO	MoFA, BoCT and responsible organisation in respective countries	2				100m	Goodwill from the relevant stakeholders and neighbouring countries Support from development partners
Create a framework for tourism products development	Establish national destination development strategy and plan	Destination development plans established	ETO	BoCT, ARCCH,EWCA & private associations	2				25m	Goodwill from the relevant stakeholders
	Develop federal and regional tourism product development schemes	Federal and regional tourism product development schemes developed	ETO	BoCT, ARCCH,EWCA & private associations	2				2m	Goodwill from the relevant stakeholders
	Develop federal and regional tourism accreditation programmes	Federal and regional tourism accreditation programmes developed	ETO	MoCT, BoCT, ARCCH, EWCA	1				2m	Goodwill from the relevant stakeholders
	Develop sustainable tourism product development strategy	Overall sustainable tourism product development strategy development	MoCT	BoCT, ARCCH, EWCA, ETO	1				10m	Goodwill from the relevant stakeholders

Pillar Three: **Tourism Marketing, Branding and Promotion**

Objectives	Actions	Objectively Verifiable Indicators (OVIs)	Primary Responsi-bility	Other Or-ganisations Involved	Time Schedule: Key: A=Short Term (1-3yrs) B= Medium Term (4-6yrs) C= Long Term (7-10 yrs)				Esti-mated Cost (ETB)	Assumptions (in addition to availability of funds)
					Duration (yrs)	A	B	C		
Intensifying the country's appeal in the current target market segments	Market the country and its regions at relevant tourism trade fairs and exhibitions	Number of trade fairs attended to market the country and its regions	ETO	BoCT, media, MoCT, relevant private sector organisations	Continuous				200 m	Cooperation from the regional governments and other relevant stakeholders
	Market and promote the country as part of the wider IGAD tourism region	Number of annual marketing initiatives undertaken jointly with other IGAD member states	ETO	Relevant private sector organisations	Continuous				100m	Relevant legislations passed Cooperation from IGAD member states
	Provide incentives for visitors to extend their stay during major conferences and events	Number of foreign delegates extending their stay after conferences	ETO	BoCT, relevant private sector organisations	Continuous				20mn	Cooperation from the target institutions and delegates
Diversification of the country's tourist market	Expand the country's tourist market to new and emerging source markets	Number of tourist coming from new and emerging source markets	ETO	BoCT, media, relevant private sector organisations	Continuous				200m	Availability of funds
	Develop a strategy to stimulate domestic tourism	Strategy to stimulate domestic demand developed and implemented	ETO	BoCT, MoCT, relevant private sector organisations	2				50m	Goodwill from the relevant stakeholders
Build a national brand that improves and entrenches the image of the country as a tourist destination	Develop and manage the country's destination brand image both at national and regional level	Destination brand developed for the entire country and individual regions	ETO	BoCT, media, relevant private sector organisations	2				10m	Goodwill from the relevant stakeholders
	Use the power of ICT to create and manage destination perception and image	ICT-based strategies being used to create and manage destination perception and image	ETO	MCIT, BoCT, relevant private sector organisations	Continuous				50m	Availability of funds
Disseminate and manage destination information	Create and manage a national DMS	A national DMS created	ETO	MCIT, BoCT, relevant private sector organisations	1				20m	Availability of funds
	Set up a network of Tourist Information Centres (TICs)	Number of Tourist Information Centres (TICs) established and operational	ETO	BoCT, relevant private sector organisations	2				50 m	Availability of funds
	Set up a toll free tourist-specific call centre	A toll-free tourist- specific call centre set up	ETO	BoCT, relevant private sector organisations	1				10m	Availability of funds
	Create a framework for destination awareness among the travel trade	Number of initiatives undertaken to create destination awareness among the travel trade	ETO	BoCT, media, relevant private sector organisations	Continuous				50m	Availability of funds

Establish institutional and strategic frameworks for marketing the country as a tourist destination	Formulate national and regional tourism marketing strategies	Marketing strategic plans developed at national and relevant regional levels	ETO	BoCT, relevant private sector organisations	After every 5yrs				40m	Availability of funds Goodwill from the relevant stakeholders
	Develop an institutional framework to support strategic partnerships in destination marketing	An institutional framework developed to support strategic partnerships in destination marketing	ETO	BoCT, relevant private sector organisations	1				1m	Availability of funds
	Institutionalise the bidding to host major conferences	A multi-stakeholder body to facilitate bidding of mega international events and conferences formed and operational	ETO	BoCT, MoCT, MoFA, media, local, celebs, embassies, Ethiopian Airlines and relevant private sector organisations, etc.	1				100m	Availability of funds to establish and fund the activities of the agency. Goodwill from the relevant stakeholders
	Develop joint marketing strategies with neighbouring countries	Joint marketing strategies with neighbouring countries developed	MoCT/ ETO	MoFA, other government & private institutions	2				50m	Goodwill from the relevant stakeholders and regional states

Tea farming in Ethiopia is robust. It is grown in the highland dense forest regions where the land is fertile.

PHOTO: A man at a tea plantation near Jimma, Ethiopia.

Pillar Four: Investment in Tourism Facilities and Services

Objectives	Actions	Objectively Verifiable Indicators (OVIs)	Primary Respon-sibility	Other Organisa-tions Involved	Time Schedule: Key: A=Short Term (1-3yrs) B= Medium Term (4-6yrs) C= Long Term (7-10yrs)				Esti-mated Cost (ETB)	Assumptions
					Duration (yrs)	A	B	C		
Enhance the capacity of the existing tourist services and facilities	Institutionalise the classification of hospitality facilities	A national classification system for hospitality businesses developed and implemented	MoCT	ETO, BoCT, relevant private organisations	1				25m	Goodwill from the relevant stakeholders
	Develop quality management systems for the different sectors in the country's tourism industry	Quality management systems developed and implemented	MoCT	ETO, BoCT, CTTC, other government & private institutions	2				5m	Goodwill from the relevant stakeholders
	Develop an aftercare programme for tourism investments	An aftercare programme for tourism investments developed and implemented	EIC	MoCT, ETO	2				20m	Availability of funds to establish and operationalise the programme
Create a conducive environment to encourage investments in the tourism sector	Creation of a positive and transparent investment climate	Strategies put in place to create a positive and transparent investment climate	EIC	MoCT, BoCT, ETO, regional governments	1				2m	Goodwill from the relevant stakeholders
	Creation of special tourism investment zones	Number of special economic zones targeting the tourism sector established	EIC/ MoCT	ETO, MoUDHC, BoCT, MOFED, regional governments	5				200m	Goodwill from the relevant stakeholders
	Design attractive incentives targeting investors for the tourism sector	Number of tourism-specific incentives established	EIC	ETO, BoCT, regional governments	1				1m	Goodwill from the financial stakeholders
	Encourage lending institutions to support tourism investments	Number of financial institutions providing special credit terms for tourism investment	MoCT/ EIC	ETO, MOFED	2				1m	Goodwill from the financial stakeholders
	Establish a tourism investment fund	A tourism investment fund established	MoCT	MOFED, EIC, donor community, other charitable orgs, regional governments	3				500m	Goodwill from the relevant stakeholders
	Encourage cooperation and an integrated approach to promoting tourism investment in the country	The number of organisations and institutions cooperating in promoting tourism investment	MoCT	ETO, EIC, BoCT, ARCCH, EWCA,MoFA, embassies, Ethiopian Airlines and relevant private organisations	1				3m	Goodwill from the relevant stakeholders
	Encourage regions to create necessary conducive business environment to attract tourism investments	Regional initiatives developed to create conducive business environment for tourism investment	MoCT	EIC, BoCT, ETO, MOFED, regional governments	Continuous				20m	Cooperation from the regional governments Goodwill from the relevant stakeholders

Promote investment opportunities for tourism services and facilities	Organise regular regional, national and international tourism investment forums	Number of regional, national and international tourism investment forums organised	ETO	BoCT, ARCCH, EWCA,MoFA, embassies, Ethiopian Airlines and relevant private organisations	Continuous				100m	Goodwill from the relevant stakeholders
	Establish tourism investment information centres	Establishment of tourism investment information centres established both within the country and in the country's embassies in the target source countries	EIC	MoCT, ETO, MoFA, embassies	2				20m	Goodwill from the relevant stakeholders
	Foster collaboration in the promotion of tourism investment	Number of partners working with MoCT to promote tourism investment	MoCT	EIC, ETO, BoCT, embassies, and relevant private organisations	Continuous				10m	Availability of funds Goodwill from the relevant stakeholders
	Initiate strategies to involve Ethiopia's diaspora in promoting investment in tourism	Strategies to involve Ethiopia's diaspora in promoting investment in tourism is initiated	MoCT	ETO, MoFA, embassies and diaspora associations	2				50m	Availability of funds Goodwill from the relevant stakeholders

Pillar Five: **Human Resource Development**

Objectives	Actions	Objectively Verifiable Indicators (OVIs)	Primary Respon-sibility	Other Organisa-tions In-volved	Time Schedule: Key: A=Short Term (1-3yrs) B= Medium Term (4-6yrs) C= Long Term (7-10yrs)				Estimated Cost (ETB)	Assumptions (in addition to availability of funds)
					Duration (yrs)	A	B	C		
Address the short-term HR needs for the tourism sector	Promote the development and upgrading of manpower capacity in the country	Number of schemes initiated to upgrade tourism manpower	MoCT	CTTC, TVET, MOE, ETO, BoCT, private organisations	Continuous				10m	Support from relevant industry associations
	Create a framework to facilitate apprenticeships and experiential learning for tourism sector graduates	A framework to facilitate apprenticeships and experiential learning for tourism sector graduates created and implemented	MoCT	CTTC, TVET, MOE, ETO, BoCT, MoFA, private organisations	3				20m	Support from relevant industry associations and international organisations
	Reduce barriers to inward labour mobility to attract external expertise to bridge the short-term HR deficit in the country	Barriers to inward labour mobility to attract external expertise relaxed	MoCT	MoFA, ETO	1				2m	Political goodwill Support from relevant industry associations
Build a long-term supply of globally competitive human resource for the tourism sector	Develop a Strategic Human Resource Development Plan (HRD) for the tourism sector	A strategic HRD plan for the tourism sector developed	MoCT	CTTC, TVET, MOE, ETO, BoCT, private organisations	2				2m	Goodwill from the target stakeholders
	Formulate a National Tourism Training Policy	National Tourism Training Policy formulated	MoCT	CTTC, TVET, MOE, ETO, BoCT, private organisations	2				2m	Goodwill from the target stakeholders
	Upgrade CTTC as a model centre-of-excellence in tourism training in the country	CTTC upgraded as a national centre-of-excellence in tourism training	MoCT	CTTC, TVET, MOE, ETO, BoCT, private organisations	3				500m	
	Develop relevant skills and knowledge for all personnel in the tourism sector businesses	Initiatives undertaken to build capacity of tourism sector employees	MoCT	CTTC, TVET, MOE, ETO, BoCT, private organisations	Continuous				50m	Goodwill from the target stakeholders
	Continuous capacity-building of tourism public officials	A programme for continuous capacity-building of tourism public officials developed and implemented	MoCT	CTTC, TVET, MOE, ETO, BoCT	2				20m	

Pillar Six: Tourism Research and Development

Objectives	Actions	Objectively Verifiable Indicators (OVIs)	Primary Respons-ibility	Other Organisations Involved	Time Schedule: Key: A=Short Term (1-3yrs) B= Medium Term (4-6yrs) C= Long Term (7-10yrs)				Estimated Cost (ETB)	Assumptions (in addition to availability of funds)
					Duration (yrs)	A	B	C		
Create a framework for tourism research and development within the country	Establish a national tourism research management and documentation centre	A national tourism research management unit and documentation centre is established	MoCT	BoCT, ETO, CTTC, ARCCH, EWCA	2				25mn	
	Establish research units in respective organisations	Research units in respective organisations is established	MoCT	BoCT, ETO, CTTC, EWCA, ARCCH	2				5mn	
	Establish integrated national and regional tourism statistics system	Integrated national and regional tourism statistics system is established	MoCT	BoCT, ETO, other relevant government and private institutions	2				20mn	
	Establish international partnerships to facilitate information exchange and knowledge sharing	Number of international partnerships established	Universities offering tourism programmes	MoCT, Ministry of Education	By 2nd year and continuous				2mn	Cooperation from the relevant institutions

Pillar Seven: Tourist Safety and Security

Objectives	Actions	Objectively Verifiable Indicators (OVIs)	Primary Respons-ibility	Other Organisa-tions Involved	Time Schedule: Key: A=Short Term (1-3yrs) B= Medium Term (4-6yrs) C= Long Term (7-10yrs)				Estimated Cost (ETB)	Assumptions (in addition to availability of funds)
					Duration (yrs)	A	B	C		
Design and develop a tourism safety and security strategy	Develop a strategy for tourist safety	A national tourism safety and security strategy established and operationalised	MoCT	ETO, EWCA, Ethiopia Federal Police, Ministry of National Defence, BoCT, etc.	2				10m	Cooperation from the relevant stakeholders
	Ensure the national disaster and risk management plan takes tourism into account	A national standard for disaster and risk management established	MoCT	ETO, EWCA, Ethiopia Federal Police, Ministry of National Defence, BoCT, etc.	2				10m	Cooperation from the relevant stakeholders
	Establish a tourist police unit	A tourist police unit established and operational across the country	Ethiopia Federal Police	MoCT, ETO, relevant private sector players	By 2nd year and continuous				100m	Cooperation from the relevant stakeholders
	Establish tourist victim support services	Tourist victim support services available at the regional levels and a coordinating office formed at the national level	MoCT	ETO, EWCA, BoCT	2				10m	Cooperation from the relevant stakeholders

Pillar Eight: Tourism Support Infrastructure and Services

Objectives	Actions	Objectively Verifiable Indicators (OVIs)	Primary Respon-sibility	Other Organisations Involved	Time Schedule: Key: A=Short Term (1-3yrs) B= Medium Term (4-6yrs) C= Long Term (7-10yrs)				Esti-mated Cost (ETB)	Assumptions (in addition to availability of funds)
					Duration (yrs)	A	B	C		
Engender tourism industry development focus in national and regional infrastructure development	Initiate strategies to ensure the on-going national and cross-border infrastructure development initiatives support tourism development	Number of tourism development initiatives integrated into infrastructure development projects	MoCT	ETO, BoCT, relevant private and public organisations	Continuous				5m	Cooperation from the relevant government agencies and departments
	Provision of quality and reliable infrastructure within tourism priority areas	Quality and reliable infrastructure within tourism priority areas provided	MoCT	EWCA, ETO, BoCT, relevant public organisations and agencies	Continuous				100m	Cooperation from the relevant government agencies and departments
	Provide effective and appropriate ICT infrastructure in tourism priority areas	Effective and appropriate ICT infrastructure available in tourism priority areas	MCIT	MoCT, ETO, BoCT, relevant private and public organisations	Continuous				50m	Cooperation from the relevant government agencies and departments

Pillar Nine: Conservation and Preservation of Natural and Cultural Resources

Objectives	Actions	Objectively Verifiable Indicators (OVIs)	Primary Responsi-bility	Other Organisations In-volved	Time Schedule: Key: A=Short Term (1-3yrs) B= Medium Term (4-6yrs) C= Long Term (7-10yrs)				Estimat-ed Cost (ETB)	Assumptions (in addition to availability of funds)
					Duration (yrs)	A	B	C		
Enhance the conservation and preservation of natural and cultural resource	Undertake site designations, demarcation and gazetting of natural and cultural heritages	Sites identified and gazetted	ARCCH & EWCA	MoCT, ETO, BoCT, religious institutions, relevant private and public organisations, international partners	Continuous				500m	Goodwill from relevant stakeholders
	Develop management plans and operational guidelines for conservation of natural and cultural resources	Management plans and operational guidelines for conservation of natural and cultural resources are developed	ARCCH & EWCA	MoCT, ETO, BoCT, religious institutions, relevant private and public organisations, international partners	2				50m	Goodwill from relevant stakeholders
	Build community awareness on the importance of conservation and preservation of natural and cultural resources	Community awareness on the importance of conservation initiated	ARCCH & EWCA	MoCT, ETO, BoCT, religious institutions, relevant private and public organisations, international partners	2				20m	Goodwill from relevant stakeholders
	Enhance the capacity of wildlife rangers to protect wildlife in the protected areas	Initiatives to enhance the capacity of wildlife rangers undertaken	EWCA	MoCT	2				5m	Goodwill from relevant stakeholders
	Control the number of tourism facilities in national parks and other protected areas in consideration of their carrying capacity	The carrying capacity of individual protected areas established and enforced	MoCT	EWCA, relevant government departments	2				20m	
	Promote tourism economic activities within the buffer zones of national parks and other protected areas	Number of tourism economic activities developed within the buffer zones of national parks and other protected areas	MoCT	EWCA, ETO, relevant industry associations	Continuous				200m	Availability of funds for studies, minimal infrastructure development in addition to the overall infrastructure budget, and investor marketing
	Foster integrated planning for lake shores	Integrated management plans are developed for lake shores significant to tourism development	EPA	MoCT	2				2m	

There are a total of 11 rock hewn churches in Lalibela. These are Biete Medhani Alem (House of the Saviour of the World), Biete Mariam (House of Mary), Biete Meskel (House of the Cross), Biete Denagel (House of Virgins), Biete Golgotha (House of Golgotha Mikael), Biete Amanuem (House of Emmanuel), Biete Queddus Mercoreus (House of Saint Mercoreos), Biette Abba Libanon (House of Abbot Libanos), Biete Gabriel Raphael (House of Gabriel Raphael), Biette Lehem (House of Holy Bread) and Biete Ghiorgis (House of St. George). The House of Saint George is isolated from the other churches.*

*Names obtained from http://whc.unesco.org/en/list/18 (last accessed 13th November 2015)

PHOTO: Evening view of St. George Church.

	Develop mechanisms to create awareness of and to foster conservation of natural and cultural resources among the industry players	Incentives and necessary regulations are developed to create awareness and foster conservation of natural and cultural resources	MoCT	EWCA, ARCCH, ETO, relevant industry associations	3				10m	Collaboration from industry stakeholders
	Promote sustainable practices in the operation of tourism facilities and activities including green practices and fair trade standards	Initiatives to promote sustainable practices in the operation of tourism facilities and activities are developed	MoCT	EWCA, ARCCH, ETO, relevant industry stakeholders	5				5m	Collaboration from industry stakeholders
	Foster participation of stakeholders in the preparation and follow-up of tourism development plans	Mechanisms put in place to ensure the participation of stakeholders in the preparation and follow-up of tourism development plans	MoCT	EWCA, ARCCH, ETO, relevant industry associations	3				2m	Collaboration from industry stakeholders

Pillar Ten: **Tourism Development Financing**

Objectives	Actions	Objectively Verifiable Indicators (OVIs)	Primary Responsibility	Other Organisations Involved	Time Schedule:Key: A=Short Term (1-3yrs) B= Medium Term (4-6yrs) C= Long Term (7-10yrs)				Estimated Cost (ETB)	Assumptions (in addition to availability of funds)
					Duration (yrs)	A	B	C		
Institutionalise the mobilisation of financial resources to fund tourism development	Establish a Tourism Development Fund (TDF)	Tourism Development Fund (TDF) established and operational	MoCT	MoFED and international donors, private sector players, regional government	1				20m	Funds to establish and operationalise the TFD Board for 10yrs Goodwill from the relevant stakeholders
Design strategies to mobilise financial resources to fund tourism development under the TDF framework	Establish a Tourism Development Levy (TDL)	Tourism Development Levy (TDL) established	MoCT, TDF Board	MoFED and international donors, private sector players, BoCT	1				2m	Goodwill from the relevant stakeholders
	Develop the relevant tools and instruments for mobilising financial resources from the identified partners and organisations	Relevant tools and instruments prepared to mobilise financial resources from tourism development partners	MoCT, TDF Board	MoFED and international donors, private sector players, BoCT	2				1m	Goodwill from the relevant stakeholders

5.1 Summary of STMP Implementation Road Map

	PHASE	Actions, Activities, and Projects
1	**INSTITUTIONAL AND REGULATORY REFORMS** This is the initial phase that will entail institutional and regulatory reforms with a view to operationalising the implementation of the STMP Specifically, the phase will entail ensuring that each relevant government agency is identified and fully familiarised with the entire STMP The phase will also entail intensive STMP advocacy and stakeholders' mobilisation to ensure it gains broad acceptance and buy-in from all state and non-state actors locally, regionally, and globally; the citizenry; the private sector; development partners and donor agencies among others.	**Preliminaries:** a) STMP implementation inception meeting b) Implementation agencies familiarisation with STMP c) Stakeholders mobilisation and STMP advocacy (i.e. STMP "marketing") **Pillar 1: Policy, Regulatory and Institutional Framework** i) Formulate a legal framework to guide the development of the tourism sector ii) Enhance the institutional capacity of Tourism Transformation Council to spearhead tourism growth and development iii) Strengthen the capacity of regional tourism institutions and that of other relevant institutions to deliver on their respective mandates iv) Harmonise regional tourism development plans with those at national level v) Harmonise the role and functions of national tourism institutions vi) Review and update tourism related policy, regulations and legislation vii) Establish and strengthen existing private companies and trade associations viii) Establishment of destination management organisations in major tourist areas ix) Synchronise Tourism Development policies with those of other sectors x) Review and align entry visa requirements and procedures with tourism development strategy xi) Review and align aviation sector policies with tourism development strategy xii) Review and align banking regulations with tourism development strategy xiii) Review and align investment policy with tourism development strategies xiv) Review and align land use and urban policy with tourism development strategies xv) Develop policies to maximise tourism value chain benefits xvi) Streamline tourism development into broad economic development policies within the other sectors **Pillar 3: Tourism Marketing, Branding and Promotion** i) Develop an institutional framework to support strategic partnerships in destination marketing ii) Institutionalise the bidding to host major conferences **Pillar 4: Investment in Tourism Facilities and Services** i) Institutionalise the classification of hospitality facilities ii) Establish a tourism investment fund iii) Foster collaboration in the promotion of tourism investment **Pillar 5: Human Resource Development** i) Reduce barriers to inward labour mobility to attract external expertise to bridge the short-term HR deficit in the country **Pillar 6: Tourism Research and Development** i) Establish a national tourism research management and documentation centre ii) Establish research units in respective organisations iii) Establish integrated national and regional tourism statistics system **Pillar 7: Tourist Safety and Security** iv) Establish a tourist police unit v) Establish tourist victim support services **Pillar10: Tourism Development Financing** i) Establish a Tourism Development Fund (TDF) ii) Establish a Tourism Development Levy (TDL)

2	**PROJECT WORKPLANS, STRATEGY FORMULATION, AND STUDIES** This phase will see the individual STMP implementing agencies interpreting their individual STMP responsibilities and preparing their work-plans for the 10-year period. The phase will also involve undertaking studies and developing relevant manuals and plans as required under the STMP.	**Pillar 2: Tourism Product Development** i) Profile the quality and standard of existing tourism products ii) Undertake product feasibility to determine the potential tourism products to develop in the country iii) Prepare development plans and initiatives for the new products iv) Prepare development plans with respective partner countries v) Establish national destination development strategy and plan vi) Develop federal and regional tourism product development schemes vii) Develop federal and regional tourism accreditation programmes viii) Develop sustainable tourism product development strategy **Pillar 3: Tourism Marketing, Branding and Promotion** i) Develop a strategy to stimulate domestic tourism ii) Create and manage a national DMS iii) Set up a network of Tourist Information Centres (TICs) iv) Formulate national and regional tourism marketing strategies v) Develop joint marketing strategies with neighbouring countries **Pillar 4: Investment in Tourism Facilities and Services** i) Develop quality management systems for the different sectors in the country's tourism industry ii) Develop an aftercare programme for tourism investments iii) Creation of special tourism investment zones iv) Establish tourism investment information centres **Pillar 5: Human Resource Development** i) Create a framework to facilitate apprenticeships and experiential learning for tourism sector graduates ii) Develop a Strategic Human Resource Development Plan for the tourism sector iii) Formulate a National Tourism Training Policy **Pillar 7: Tourist Safety and Security** iv) Develop a strategy for tourist safety v) Ensure the national disaster and risk management plan take tourism into account **Pillar 8: Tourism Support Infrastructure and Services** vi) Initiate strategies to ensure the on-going national and cross-border infrastructure development initiatives support tourism development **Pillar 9: Conservation and Preservation of Natural and Cultural Resources** i) Undertake site designations, demarcation and gazetting of natural and cultural heritages ii) Develop management plans and operational guidelines for conservation of natural and cultural resources iii) Develop integrated area plans for lake shores iv) Develop mechanisms to create awareness on, and foster conservation of natural and cultural resources among the industry players **Pillar 10: Tourism Development Financing** i) Develop the relevant tools and instruments for mobilising financial resources from the identified partners and organisations
3	**THE PROJECTS PHASE**	This phase, running throughout the STMP period, will entail operationalisation of the institutional reforms, implementation of the workplans and studies undertaken in Phase 2 above and other direct projects that may not necessarily require prerequisite studies The different projects will be phased as per the STMP time schedules

5.2 STMP Financing Requirements

The STMP identifies 10 Strategic Pillars to be undertaken in the development of Ethiopia's tourism sector arising from nationwide tourism stakeholder consultation and elaborate benchmark studies on the best practices under each pillar. In total, the implementation of the STMP 2015-2025 will cost a total of ETB 5.306 billion distributed as below (Table 5.1). Importantly, additional investments planned for transport and other infrastructure will provide further significant benefits to the tourism industry. As such, for those activities which fall within an existing budgetary mandate (for example infrastructure development, national defence, etc.), any cost estimations are only provided for the foreseeable additional expenses and not the cost of the entire mandate.

Table 5.1: Indicative Cost Estimates of Implementing the Ethiopia STMP (2015-2025)

Strategic Pillar	Estimated Cost (ETB Mn)
1.0 Policy, Regulatory and Institutional Framework	166
2.0 Tourism Product Development	1602
3.0 Tourism Marketing, Branding and Promotion	951
4.0 Investment in Tourism Facilities and Services	957
5.0 Human Resource Development	606
6.0 Tourism Research and Development	52
7.0 Tourist Safety and Security	130
8.0 Tourism Support Infrastructure and Services	155
9.0 Conservation and Preservation of Natural and Cultural Resources	814
10.0 Tourism Development Financing	23
Total	**5,466**

5.3 STMP Implementation Monitoring and Evaluation Plan

The Tourism Transformation Council (TTC) through its different Working Committees, and working in close liaison with MoCT will take the lead in monitoring the implementation of the Sustainable Tourism Master Plan. As a starting point, each lead agency involved in the implementation of the STMP will be expected to formulate a Plan of Action (PoA) detailing how the actions falling under its mandate are to be implemented, indicating the relevant collaborating agencies, and prepared in line with the proposed time lines and budget. These individual PoA will form monitoring and evaluation tools for each lead agency.

Ministry of Culture

Each TTC Working Committee will produce an annual report describing progress made against milestones and performance indicators for each activity listed in the action plans for the specific year. Comprehensive implementation report will be prepared and presented by the TTC working committee to the broad tourism stakeholders at the end of each of the three implementation cycles (end of Year 2 and half, Year 5, 7 and Year 10) through a stakeholders' forum. This review process is important because the actual timeline and costs for the activities may differ from the projections, underscoring the need for flexible timelines and cost estimations. MoCT through its planning department will facilitate technical assistance to support the review process and ensure wide distribution of all findings.

Table 5.2: STMP Monitoring and Evaluation Plan

	Nature of M&E	Time Line	Expected Output	Responsibility
1	Annual Reviews	End of each STMP implementation year	An annual report of the implementation progress for the year.	TTC Working Committees
2	STMP Implementation Cycle Reviews	End of each implementation cycle (end of year 2017, 2020, 2025)	End of implementation cycle report providing achievements, challenges, way forward, and plan for the next cycle. Report to be presented to stakeholders through a workshop to enable their input.	TTC Board
3	Final Evaluation	End of the STMP Schedule (end of year 2025)	Final STMP Evaluation report providing achievements realised, challenges faced, lessons learnt, and the way forward into the next STMP. Report to be presented to stakeholders through a workshop to enable their input.	TTC Board

5.4 TOURISM INDUSTRY GROWTH PROJECTIONS

In line with the GTP2 projections, the STMP has set a high target of 5 million international visitors by 2025. Based on this high growth scenario, receipts from international arrivals is projected to increase from a baseline of ETB 13.101 billion in 2013 to ETB 180 billion in 2025, with the corresponding number of tourism-related jobs rising from 985,500 to 4.8 million. Table 2.20 below summarises the growth projections to be realised from successful implementation of this Master Plan including a summary of growth drivers.

Table 5.3: Ethiopia Tourism Growth Projections by 2025

S/No	Indicator	2013	2017	2020	2025
			Total	Total	Total
1	International visitor numbers	596,000*	1,192,000	2,575,000	4,950,000
2	Total receipts (ETB bn)	14	58	112	180
3	Direct contribution to the country's GDP in ETB mn	36	95	181	325
4	Indirect and induced contribution to GDP in ETB mn	52	250	485	755
5	The total contribution of Travel & Tourism to GDP (including wider effects from investment, the supply chain and induced income impacts) in ETB mn	88	345	672	1080
6	Total direct employment (millions)	1.0	1.85	2.5	4.8

*2012 Arrivals (UNWTO, 2014)

Table 5.4: Summary of Ethiopia Tourism Growth Drivers towards (2015-2025)

S/No	Indicator	Projections per STMP Time- Schedule Horizons			Growth Drivers Proposed by The STMP
		ST	MT	LT	
1	Increased investment in the sector: a) FDI	50%	75%	75%	a) Improved investment climate including: i. Improved business regulations ii. Availability of qualified manpower iii. Destination safety iv. Credit availability v. Favourable land policy vi. Improved monetary and banking policy vii. Government incentives b) Increased investor promotion initiatives c) New flagship projects d) Improved support infrastructure e) Increased visitor numbers: domestic, regional and international f) Improved destination image g) General government prioritisation of the sector
	b) Domestic investment (including CBTs)	25%	50%	50%	a) Improved investment climate including: i. Relaxed foreign currency policy ii. Improved business regulations iii. Availability of qualified manpower iv. Credit availability v. Government incentives b) New flagship projects c) Increased visitor numbers: domestic, regional and international d) Increased number of meetings, mega events and conferences e) General government prioritisation of the sector
2	Increased earning potential of the current investments	50%	75%	50%	a) Increased average guest spend and length of stay b) Improved investment climate including: i. Relaxed foreign currency policy ii. Improved business regulations iii. Availability of qualified manpower iv. Credit availability v. Government incentives c) Increased number of meetings, mega events and conferences d) Increased visitor numbers: domestic, regional and international e) Improved service level
3	Estimated average investment growth (S/No 1 +S/No 2)	42%	67%	58%	
4	Increased quantity of employment for locals	25%	50%	40%	a) Growth in investments b) Improved qualification and competencies c) Fair trade business practices
5	Increased visitor numbers	50%	75%	50%	a) Increased destination promotion b) Improved destination accessibility c) Ability to combine the destination with other regional destinations as a result of single visa arrangements d) Product diversification e) Focus on new source markets f) Improved destination product quality g) Destination safety
6	Increased average visitor spend	10%	5%	5%	a) Improved destination product quality b) Product diversification c) Increased destination promotion d) Ease of payments using credit cards
7	Indirect economic impacts resulting from increased investment in other sectors linked with the tourism supply chain including SMEs	50%	75%	75%	Increase in tourism investments Increased tourist numbers providing market for the forward linked sectors

5.5 Institutional Framework for STMP Implementation

To ensure the successful and efficient implementation of the country's tourism development goals and strategies, a clearly defined institutional framework comprising of key institutions and their specific roles is required. Further, such an institutional framework would require clear lines of reporting and collaborations between individual national institutions; national and regional institutions; and different intra and inter regional institutions. This is essential to avoid any overlaps in roles that may result in role conflicts and omissions.

Table 5.5: Institutional Framework for STMP Implementation

INSTITUTION	FUNCTIONS	
Tourism Transformation Council	i.	Overall destination leadership in destination development policies, programmes and initiatives (including the implementation of this Master Plan)
	ii.	Setting directions for the country's tourism development and marketing initiatives
	iii.	Overall coordination of inter-and intra-sectoral policies, programmes and initiatives to remove major impediments and challenges to development in the tourism industry and ensure their implementation
	iv.	Providing the necessary directions to assure collaboration and synergy among various institutions for the successful implementation of tourism development and marketing initiatives
MoCT	i.	Tourism policy and planning and implementation including regulation of tourism activities and services countrywide in accordance with the national tourism strategy
	ii.	Tourism area development planning
	iii.	Develop and implement, in consultation with relevant stakeholders, criteria for standardisation and classification of tourism facilities and services
	iv.	Tourism development coordination
	v.	Tourism industry advocacy and liaison with other relevant institutions including national and regional policy makers, national treasury, infrastructure development agencies, missions abroad, among others
	vi.	Tourism investment promotion policy
	vii.	Register, licence and grade all tourism and tourist-related activities and services
	viii.	Develop and implement a code of practice/ethics for the tourism sector
HR Policy and Development Unit (within MoCT)*	i.	Tourism HR policy, planning and development
	ii.	In consultation with the relevant institutions responsible for matters relating to education, develop and regulate tourism and hospitality curriculum, examination and certification
	iii.	Vet and recommend expatriates seeking employment in the tourism and hospitality sector
	iv.	Develop and implement industry CPD policy
	v.	Establishment of a tourism training centre-of-excellence as a model institution
	vi.	Vet, authorise, and monitor private and public tourism training institutions
Tourism Research Unit within MoCT*	i.	Determine, in consultation with lead agencies, the carrying capacities of the various tourism destinations and conservation needs and priorities
	ii.	Generation of relevant industry statistics
	iii.	Provide information as a basis for tourism development planning and decision making
	iv.	Provide information on early warning, disaster management, impacts and mitigation and adaptive strategies to climate change
	v.	Research and advise on sustainable tourism models and other emerging areas of tourism development
	vi.	Grant research permits to conduct research in the country's tourism sector
	vii.	In collaboration with relevant lead agencies and stakeholders, establish a comprehensive tourism database for the tourism sector

Ethiopia Investment Commission	i.	Undertake destination investment promotion
	ii.	Establish and implement relevant investment incentives for the tourism sector
	iii.	Provide advice and linkages with affordable credit facilities to investors or entrepreneurs in the tourism sector including small and medium and community based enterprises for development, expansion and maintenance of tourism activities and services
	iv.	Provide investment advisory services for the tourism sector.
	v.	Promote appropriate models of community and private sector involvement in strategic tourism investments including the PPP
Ethiopia Tourism Organisation	i.	Undertake tourism product development in line with national and regional vision
	ii.	Develop, implement and coordinate a national tourism marketing strategy
	iii.	Support the development and implementation of regional tourism marketing strategies
	iv.	Undertake tourism market research in conjunction with the Tourism Research Institute and advise tourism stakeholders accordingly
	v.	Spearhead the establishment of and monitor city/ regional convention and visitor bureaus (CVBs)
	vi.	Spearhead the marketing of the country's MICE product
	vii.	Establishment of Tourist Information Centres
Tourism Development Fund *	i.	Mobilise funds for tourism development
	ii.	Formulation and administration of the tourism training and development levy policy
	iii.	Finance the development of tourism products and services including strategic investments
	iv.	Finance the marketing of the country as a tourist destination through the Destination Marketing body;
	v.	Finance the activities of the tourist protection service
	vi.	Finance the tourism research
	vii.	Finance tourism training and capacity development activities including the National Tourism Training centre-of-excellence.
Tourist Police*		A specialised multilingual police service under the supervision of the National Police Service dedicated to tourist safety. Besides the policing training, possessing competencies in such areas as disaster and emergency management, psychology, cross-cultural skills, and people relations skills. Responsible for:
	i.	Ensuring onsite and enroute tourist safety and protection
	ii.	Establishing and operating multilingual emergency toll free call centres
	iii.	Establishing tourist emergency evacuation services
Convention and Visitor Bureaus (CVBs)*		A forum for all tourism industry stakeholders at regional/city level including private sector, public sector, security agencies, among others. Key roles:
	i.	Promotion of the region as a convention destination
	ii.	Monitoring and regulating relevant tourism operations standards at the local level
	iii.	Ensuring destination appeal including cleanliness, street lighting, accessibility, among others
	iv.	Monitoring tourist safety and security including destination appeal
	v.	Liaison with the relevant institutions in pursuit of the above functions
Ethiopia Wildlife Conservation Agency		Management of wildlife resources to facilitate access by tourism sector including a) Provision of access roads b) Establishment of appropriate entrance fees c) Provision of adequate signage d) Provision of onsite visitor security and emergency services etc.
		Regulation of responsible Tourism utilisation of the wildlife resources including a) Determining resource Carrying Capacity b) Determination of the appropriate tourist development zones c) Setting guidelines and codes of conduct d) Regulating and monitoring establishment and operations of parks, reserves and conservancies

Ethiopia finds herself in a unique place as one of the few countries in Africa with the most World Heritage Sites.

PHOTO: Fasilides Castle in Gondar, Ethiopia.

Authority for Research and Conservation of Cultural Heritage (ARCCH)	Management of Cultural and Heritage resources to facilitate access by tourism sector including: a) Provision of access roads b) Establishment of appropriate entrance fees c) Provision of adequate signage d) Provision of onsite visitor security e) Provision of onsite interpretation services
	Regulation of responsible Tourism utilisation of the cultural and heritage resources including a) Visitor controls and management b) Establishment of the appropriate codes of ethics for visitors and guides
	Ensure host community benefits from tourism utilisation of cultural and heritage resources available within their locality
OTHER important institutions	• Governments of the respective regional governments • Ethiopian Investment Commission • Ethiopian Civil Aviation Authority • Environment Protection Authority • Ministry of Health • Ministry of Foreign Affairs • Ministry of Finance and Economic Development • Ethiopian Roads Authority • Universities

*These institutions and units are to be established.
The regional offices under each of the above institutions and agencies will also play their primary and delegated responsibilities.

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1. **Proclamation No. 691/2010**
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2. **Proclamation No. 541/2007**
   Development Conservation and Utilisation of Wildlife Proclamation

3. **Proclamation No. 209/2000**
   Research and Conservation of Cultural Heritage Proclamation

4. **Proclamation Number 471/2005**
   Empowers the Ministry of Culture and Tourism to consolidate the fragmented activities and ensure coordination of efforts being made by government, the private sector, communities at the tourism destinations and civic organisations, and to create a conducive environment for these entities to be able to discharge their respective responsibilities appropriately

5. **Proclamation No. 574/2008**
   Urban Planning Proclamation

6. **Proclamation No. 575/2008**
   A proclamation to provide for the establishment of the Ethiopian Wildlife Development and Conservation Authority

7. **Proclamation No. 295/2002**
   A proclamation to establishing the Ethiopia Environment Protection Authority (EPA) as an environmental regulatory and monitoring body

7 GLOSSARY OF KEY TERMS

Adventure tourism
Exploration or travel to remote and exotic areas that gains excitement by allowing participants to step outside of their comfort zone; may include activities such as mountaineering, trekking, bungee jumping, mountain biking, rafting and rock climbing.

Agritourism
Any agriculturally-based operation or activity that brings visitors to a farm or ranch; includes activities such as buying produce directly from a farm stand, navigating a cornfield, picking fruit, feeding animals, or staying at a bed and breakfast on a farm.

Business visitor
A business visitor is a visitor whose main purpose for a tourism trip corresponds to the business and professional category.

Community-based tourism
A form of tourism in which a significant number of local people have substantial control over and involvement in, with a high proportion of benefits remaining within the local economy. Members of the community, even those who are not directly involved, often gain some form of benefit (e.g. through community funds). Community based tourism can create jobs both directly and indirectly as well as additional income for the local population, provide further training opportunities (for example, language, service, restaurant and hotel business and guiding) for community members. It strengthens the social and organisational structure within the community and can help strengthen cultural identity and preserve cultural heritage.

Country of residence
The country of residence of a household is determined according to the centre of predominant economic interest of its members. If a person resides (or intends to reside) for more than one year in a given country and has there his/her centre of economic interest (for example, where the predominant amount of time is spent), he/she is considered as a resident of this country.

Destination (main destination) of a trip
The main destination of a tourism trip is defined as the place visited that is central to the decision to take the trip. See also purpose of a tourism trip.

Destination competitiveness
A destination's ability to create and integrate value-added products that sustain its resources while maintaining market position relative to competitors (Hassan (2000)). Destination competitiveness relates to two components of a tourist destination: (1) comparative advantages- inherited resources both natural and cultural, and (2) competitive advantages- the additional created assets such as hotels, attractions, transport network, the quality of management, human capital and government policies, etc.

Direct contribution to employment
The number of direct jobs within the travel & tourism industry.

Direct contribution to GDP
GDP generated by industries that deal directly with tourists, including hotels, travel agents, airlines and other passenger transport services, as well as the activities of restaurant and leisure industries that deal directly with tourists. It is equivalent to total internal travel & tourism spending within a country less the purchases made by those industries (including imports).

Domestic tourism
Comprises the activities of a resident visitor within the country of reference, either as part of a domestic tourism trip or part of an outbound tourism trip. Domestic travel & tourism spending: spending within a country by that country's residents for both business and leisure trips. Multi-use consumer durables are not included since they are not purchased solely for tourism purposes.

Eco-tourism
The International Eco-tourism Society defines eco-tourism as "responsible travel to natural areas that conserves the environment and improves the well-being of local people." The society states that eco-tourism is about uniting conservation, communities and sustainable travel. This means that those who implement and participate in eco-tourism activities should adhere to the following eco-tourism principles: (i) minimise impact; (ii) build environmental and cultural awareness and respect; (iii) provide positive experiences for both visitors and hosts; (iv) provide direct financial benefits for conservation; (v) provide financial benefits and empowerment for local people; and (vi) raise sensitivity to the host country's political, environmental, and social climate.

Employment in tourism industries
Employment in tourism industries may be measured as a count of the persons employed in tourism industries in any of their jobs, as a count of the persons employed in tourism industries in their main job, as a count of the jobs in tourism industries, or as full-time equivalent figures.

Excursionist (or same-day visitor)
A visitor (domestic, inbound or outbound) is classified as a same-day visitor (or excursionist) if his/her trip does not include an overnight stay.

Forms of tourism
There are three basic forms of tourism: domestic tourism, inbound tourism, and outbound tourism. These can be combined in various ways to derive the following additional forms of tourism: internal tourism, national tourism and international tourism.

Heritage tourism
A subset of cultural tourism oriented towards understanding and appreciating the heritage of a destination; focuses on visiting historical or industrial sites (e.g., old canals, railways, battlegrounds, etc.); also attributed to dramatised historical events; concerned with a culture's tangible elements and intangible dimensions

Inbound tourism
Comprises the activities of a non-resident visitor within the country of reference on an inbound tourism trip.

Internal tourism
Comprises domestic tourism plus inbound tourism, that is to say, the activities of resident and non-resident visitors within the country of reference as part of domestic or international tourism trips.

International tourism
International tourism comprises inbound tourism plus outbound tourism, that is to say, the activities of resident visitors outside the country of reference, either as part of domestic or outbound tourism trips and the activities of non-resident visitors within the country of reference on inbound tourism trips.

Leisure travel & tourism spending
Spending on leisure travel within a country by residents and international visitors.

Mass tourism
The act of visiting a destination with large numbers of people at one time; industry practices that cater to larger volumes of visitors.

Meetings industry
To highlight purposes relevant to the meetings industry, if a trip's main purpose is business/professional, it can further subdivided into "attending meetings, conferences or congresses, trade fairs and exhibitions" and "other business and professional purposes".

MICE tourism
Groups brought together for a particular purpose (e.g., meetings, incentives, conferences and exhibitions), usually planned well in advance.

National tourism
Comprises domestic tourism plus outbound tourism, that is to say, the activities of resident visitors within and outside the country of reference, either as part of domestic or outbound tourism trips.

Nature-based tourism
Leisure travel undertaken largely or solely to enjoy natural attractions and engage in a variety of outdoor activities (e.g., bird watching, hiking, fishing and beachcombing); a subset of nature-based tourism.

Outbound tourism
Comprises the activities of a resident visitor outside the country of reference, either as part of an outbound tourism trip or as part of a domestic tourism trip.

Place of usual residence
The place of usual residence is the geographical place where the enumerated person usually resides and is defined by the location of his/her principal dwelling (principles and recommendations for population and housing censuses of the United Nations).

Sustainable tourism
"Tourism that takes full account of its current and future economic, social and environmental impacts, addressing the needs of visitors, the industry, the environment and host communities" (UNWTO, 2002). Thus sustainable tourism should make optimal use of environmental resources, respect the socio-cultural authenticity of host communities, and provide viable, long-term socio-economic benefits to all.

Total contribution to employment
The number of jobs generated directly in the travel & tourism sector plus the indirect and induced contributions (see below).

Total contribution to GDP
GDP generated directly by the travel & tourism sector plus its indirect and induced impacts.

Tourism expenditure
Tourism expenditure refers to the amount paid for the acquisition of consumption goods and services, as well as valuables, for own use or to give away, for and during tourism trips.

Tourism industries
Tourism industries (also referred to as tourism activities) are the activities that typically produce tourism characteristic products.

Tourism Satellite Account (TSA)
TSA can be seen as a set of 10 summary tables, each with their underlying data and representing a different aspect of the economic data relative to tourism: inbound, domestic tourism and outbound tourism expenditure, internal tourism expenditure, production accounts of tourism industries, the gross value added (GVA) and gross domestic product (GDP) attributable to tourism demand, employment, investment, government consumption, and non-monetary indicators.

Tourism sector
The tourism sector, as contemplated in the TSA, is the cluster of production units in different industries that provide consumption goods and services demanded by visitors. Such industries are called tourism industries because visitor acquisition represents such a significant share of their supply that, in the absence of visitors, their production of these would cease to exist in meaningful quantity.

Tourism value chain
The chain of activities or production units in different industries that provide goods and services demanded by visitors.

Tourist (or overnight visitor)
A visitor (domestic, inbound or outbound) is classified as a tourist (or overnight visitor), if his/her trip includes an overnight stay.

Travel & tourism
Relates to the activity of travellers on trips outside their usual environment with duration of less than one year. Economic activity related to all aspects of such trips is measured within the research.

Urban tourism
Travelling or vacationing in inner-city and other urban areas that provide a range of attractions (e.g., tourist-historic urban cores, museums, urban waterfronts, theme parks, and specialised precincts).

Visitor exports
Spending within the country by international tourists for both business and leisure trips, including spending on transport, but excluding international spending on education.

Visitor
A visitor is a traveller taking a trip to a destination outside his/her usual environment, for less than a year, for any main purpose (business, leisure or other personal purpose) other than to be employed by a resident entity in the country or place visited. A visitor (domestic, inbound or outbound) is classified as a tourist (or overnight visitor), if his/her trip includes an overnight stay, or as a same-day visitor, otherwise.

Wildlife tourism
Watching wild animals in their natural habitat; closely aligned to eco-tourism and sustainable tourism.

8 APPENDICES

1.0 Methodological Note

The terms of reference for the Sustainable Tourism Master Plan development project, as laid down in the Letter of Agreement between the UNECA Sub-Regional Office for EA and the Ministry of Culture and Tourism, were to:

1. Outline the importance of tourism development to Ethiopia.
2. Analyse in detail the prevailing scenario of tourism development in the country with a view to identifying challenges and opportunities.
3. Identify appropriate strategies and actions that can enhance the competitiveness of the country as a global tourism destination.
4. Provide a detailed roadmap for the implementation of the strategies and actions of the STMP.

The broader strategic direction of the GTP [28] for the tourism sector and the more specific aims and objectives of the NTDP provided the basis for the development of this national Sustainable Tourism Master Plan (STMP). The STMP integrates the guiding principles of the NTPD which are informed by: Respect for pluralism; Guaranteeing community participation and benefits; Instituting management transparency and responsibility; and Creating partnerships. The Master Plan is further informed by broader recommendations of the IGAD STMP and the principles of comprehensive tourism planning.

Generally, the STMP adopts an approach to tourism planning whereby the framework for decision-making links the industry to other economic sectors and one that takes on board the views of relevant stakeholders including government, private sector, academia, civil society and local communities. While the STMP is designed to be goal-oriented in nature as opposed to being reactionary, it is also designed to accommodate changes in both the internal and external tourism environment.

The STMP development was guided by the following underlying principles:

i. Tourism planning should adopt a systems approach to development focusing not only on the development processes but also on the necessary inputs and outputs.

ii. Tourism development should be sustainable providing equity for both inter-generational, (whereby the current exploitation of tourism resources should not compromise the ability of future generations), and intra-generational, taking into account issues relating to enhancing social justice and poverty alleviation.

iii. The STMP should enhance the competitiveness of the country as a tourist destination by building on the existing unique aspects of each individual region that should complement the country's overall image and creation of synergies in areas of common tourism interest.

iv. The STMP should provide strategies that would reduce the level of tourism economic leakages while enhancing tourism economic linkages and multiplier effect through sound Value Chain development policies.

v. The STMP should provide strategies in line with the wider national, regional, continental and international development initiatives and economic development plans.

vi. Tourism development should be guided by sound research. The STMP should, therefore, provide a mechanism for skills, knowledge and technology transfer among member states with a view to enhancing sustainability, human capital and regional competitiveness.

In view of these principles, the process employed three approaches to tourism planning namely: *Destination Competitiveness* approach; *Sustainable Tourism Development* approaches, specifically, strategic planning and stakeholder participation; and thirdly, *Project Management* approach that was used in designing the STMP implementation framework.

To achieve the goal of stakeholder participation in the STMP development process, a broad base of tourism stakeholders were consulted through key informant interviews and three consultative workshops bringing together all the regions of the country. These were held in Addis Ababa, Mekele and Dire Dawa. The stakeholders were drawn from the public sector organisations and institutions, the private sector, academia, tourism industry associations, community-based tourism organisations, and relevant civil society organisations (see Appendix). In addition, reconnaissance field missions were undertaken to selected destinations within the country including: Addis Ababa city and its environs, Western regions, Southern regions, Northern regions, and the South-Eastern regions (see Appendix 1.5). Appendix 1.1 below summarises the STMP development process.

Further, during the STMP Development process, a number of isolated initiatives that have been or are being undertaken in the development of the country's tourism industry were considered. These are listed in Appendix 1.2.

1.1 STMP Formulation Activity Plan

	ACTIVITY MONTH	4/ 13	11/ 13	12/ 13	1/ 14	2/ 14	3/ 14	4/ 14	5/ 14	6/ 14	7/ 14	8/ 14	9/ 14	10/ 14	11/ 14	12/ 14
1	Initial familiarisation tours: Arba Minch, Aksum, Lalibela															
2	Project inception															
3	Collating and review of literature on the importance of tourism development in Ethiopia															
4	Design and pretesting of data collection tools															
5	**Field Mission 1:** **Eastern region-** Dire Dawa City, Harar City, Jaguor World Heritage Site, Awash N.P, selected hotel facility tours, interviews with selected key informant **Addis Ababa-** selected attractions, selected hotel facility tours, interviews with selected key informants															
6	**Field Mission 2:** **Southern regions-** Adama Town, Lake Lagano, Hawassa City, selected hotel facility tours, interviews with selected key informants **Addis Ababa** -University of Addis Ababa, UNISA-Addis Ababa campus, Catering and Tourism Training Institute (CTTI)-Addis Ababa, interviews with selected key informants															
7	**Field Mission 3:** **Northern regions-** Gondar City, Fasil Ghebi castles, University of Gondar, Bah Dir City, Monasteries in Lake Tana, selected hotel facility tours, interviews with selected key informants **Western region-** Gambella, Jimma, Jimma Museum, Chebera-Churchura National Park, Gibe Valley National Park, selected hotel facility tours, interviews with selected key informants **Addis Ababa-** selected attractions, selected hotel facility tours, interviews with selected key informants															
8	**Regional stakeholders' consultative forum 1:** Dire Dawa **Regions represented:** Harari Regional State; Dire Dawa City Administration; Ethiopian Somali Region															
9	**Regional stakeholders' consultative forum 2:** Mekele **Regions represented:** Amhara, Tigray Regional states															
10	**Regional stakeholders' consultative forum 3:** Addis Ababa **Regions represented:** Afar Region, SNNPR, Benishangul, Addis Ababa City Administration, Gambela, Oromiya															
11	Preparation of 1st Draft STMP															
12	Draft STMP Validation Workshop															
13	Preparation of 2nd STMP Draft															
14	**2nd STMP Draft presentation**															
15	**Final Draft STMP**															
16	**STMP Launch and Project Closure**															

1.2 List of Tourism Development Initiatives Considered in the STMP Formulation

	Title	Project Sponsor	Status
1	Enhancement of the Ethiopian Tourism Statistics Management	ESTP/World Bank	Ongoing
2	Production of tourism promotion materials (printed, videos, photos, website)	ESTDP/World Bank	Ongoing
3	Development of a tourism marketing plan and branding strategy for Ethiopia	ESTDP/World Bank	Ongoing
4	Study trip for tourism officials	ESTDP/World Bank	Ongoing
5	Development of plan for Western Route	ESTDP/World Bank	Ongoing
6	Implementation of hotel grading	ESTDP/World Bank	Ongoing
7	Capacity building (training activities)	ESTDP/World Bank	Ongoing
8	Support to set up the ETO	European Union	Ongoing
9	Development of a marketing strategy for wildlife tourism in Ethiopia	UNDP/GEF	Finalised, Oct. 2013
10	Promoting heritage and culture for Ethiopia´s development	EU	Ongoing
11	Tourism map of Gondar	AECID	Finalised
12	Abuna Yoseph, Community Tourism, Lalibela	Frankfurt Zoological Society	Ongoing
13	Community based tourism in Simien Mountains National Park	JICA	Ongoing
14	Regional biodiversity project IGAD/ Gambella National Park	EU Regional Project (managed from delegation in Djibouti)	Ongoing
15	Training of trekking guides	Italian Cooperation	Ongoing

Other completed projects considered:

Ethiopia's Tourism Sector: Strategic Paths to Competitiveness and Job Creation by the World Bank and MoCT, October,2013

Tourism Marketing Strategy of Amhara National Regional State (2011-2015) by the Amhra NRS Bureau of Culture Tourism & Parks Development (n.d)

Sustainable Development of the Protected Area System of Ethiopia (SDPASE), by MoCT and UNDP , June, 2012

Draft Lake Tana Tourist Destinations Networking Development Plan, *Amhra NRS Bureau of Culture Tourism & Parks Development, 2011*

Urban Tourism And Heritage Planning Manual, by the Ministry Of Urban Development And Construction, September, 2011

Enhancing private sector and community engagement in tourism services in Ethiopia, by the World Bank/ODI, 2009

Toward the Competitive Frontier – Strategies for Improving Ethiopia's Investment Climate, by World Bank, June 2009

Sustainable Tourism Networking Development Plan for North Gondar Administration Zone by the Amhra NRS Bureau of Culture Tourism & Parks Development (2009)

Strategy for Tourism Development in Gondar conducted as part of the *Ethiopian Cultural Heritage Project: Site Planning and Conservation Activities in Gondar & Aksum,* World Bank and FDRE, May, 2007

Aksum: Tourism Development Strategy & Proposed Implementation Actions conducted as part of the *Ethiopian Cultural Heritage Project: Site Planning and Conservation Activities in Gondar & Aksum*, World Bank and FDRE, May, 2007

Development of Alternative Livelihoods for the Population of the Simen Mountains National Park, Ethiopia, by *the Amhra NRS Bureau of Culture Tourism & Parks Development, 2006*

Ethiopia, In Makeda's Footsteps: Towards a Strategy for Pro-Poor Tourism Development.Prepared for the Government of Ethiopia by the World Bank, June,2006

1.3 List of Organisations Consulted

	ORGANISATION	NATURE OF ORGANISATION
	A. Federal Offices	
1	Ministry of Culture and Tourism o Office of the State Minister for Tourism o Head of Tourism Marketing o Directorate of Quality and Capacity Development	Government (Policy and Planning)
2	Ethiopian Tourism Organisation	Government (Policy and Planning)
3	Ethiopian Airlines	Public (National Carrier)
4	Council of Peoples Representatives	Government (Policy and Planning)
5	Ministry of Health	Government (Policy and Planning)
6	Government Communication Office	Government (Policy and Planning)
7	Ethiopian Chamber of Commerce	Government (Policy and Planning)
8	Member of Coalition for Tourism	Government (Policy and Planning)
9	Ethiopian Cultural Heritage Conservation and Research Authority	Government (Policy and Planning)
10	National Museum	Government (Policy and Planning)
11	Ethnographic Museum	Government (Policy and Planning)
12	Ethiopian Archive Agency	Government (Policy and Planning)
13	Ethiopian Road Authority	Government (Policy and Planning)
14	Ethiopian Sustainable Tourism Development Project	Government (Policy and Planning)
15	Ethiopia Wildlife and Conservation Authority	Government (Policy and Planning)
	B. Regional Organisations	
1	Local Government – Lalibela	Government (Policy and Planning)
2	Local Government – Aksum	Government (Policy and Planning)
3	Tourism Bureau – Arba Minch	Government (Policy and Planning)
4	Bah Dir Culture and Tourism Bureau	Government (Policy and Planning)
5	Culture and Tourism Bureau, Gambella	Government (Policy and Planning)
6	Afar Region Culture & Tourism Bureau	Government (Policy and Planning)
7	Semera Culture & Tourism Bureau	Government (Policy and Planning)
8	Asayita Culture & Tourism Bureau	Government (Policy and Planning)
9	S/N/N/R/S Regional Administration	Government (Policy and Planning)
10	S/N/N/R/S Culture & Tourism Bureau	Government (Policy and Planning)
11	Hawasa City Administration	Government (Policy and Planning)
12	Gamogofa Zone Culture, Tourism & Government Communication Department	Government (Policy and Planning)
13	Gurage Zone Culture, Tourism & Government Communication Department	Government (Policy and Planning)
14	Kefa Zone Culture, Tourism & Government Communication Department	Government (Policy and Planning)
15	South Omo Zone Culture, Tourism & Government Communication Department	Government (Policy and Planning)
16	Hamer Woreda Administration	Government (Policy and Planning)
17	Culture & Tourism of N. Shewa	Government (Policy and Planning)
18	Benishangul Culture & Tourism Bureau	Government (Policy and Planning)
19	Benishangul Regional Administration	Government (Policy and Planning)

20	Gambela Culture & Tourism Bureau	Government (Policy and Planning)
21	Gambela Regional Administration	Government (Policy and Planning)
22	Oromiya Culture & Tourism Bureau	Government (Policy and Planning)
23	Bale Zone	Government (Policy and Planning)
24	North Shoa Zone	Government (Policy and Planning)
26	West Arsi	Government (Policy and Planning)
27	East Wollegga	Government (Policy and Planning)
28	Kelam Wollegga	Government (Policy and Planning)
29	Batu Community Tourism	Government (Policy and Planning)
30	Adama Town Culture and Tourism	Government (Policy and Planning)
31	Addis Ababa Culture & Tourism Bureau	Government (Policy and Planning)
32	Addis Ababa City Administration	Government (Policy and Planning)
33	Dalol Culture & Tourism (Afar)	Government (Policy and Planning)
34	Amhara National Regional State	Government (Policy and Planning)
35	Amhara Region Culture and Tourism Bureau	Government (Policy and Planning)
36	Amhara National Regional State Health Bureau	Government (Policy and Planning)
37	Office of the Mayor, Gondar City Administration	Government (Policy and Planning)
38	Gondar City Administration, Department Town Development	Government (Policy and Planning)
39	Gondar City Administration, Department of Culture Tourism	Government (Policy and Planning)
40	Office of the Mayor, Bahir Dar City Administration	Government (Policy and Planning)
41	Bahir Dar City Administration, Culture and Tourism Department	Government (Policy and Planning)
42	Lasta Werda Administration	Government (Policy and Planning)
43	Office of the Mayor, Lalibela	Government (Policy and Planning)
44	Local Administration of Lalibela	Government (Policy and Planning)
45	Lalibela Culture Tourism Bureau	Government (Policy and Planning)
46	Rock hewn churches of Lalibela Administration	Government (Policy and Planning)
47	Culture & Tourism of S. Wollo	Government (Policy and Planning)
48	Tigri Regional State Administration	Government (Policy and Planning)
49	Mekele City Administration	Government (Policy and Planning)
50	Tigri Culture & Tourism Agency	Government (Policy and Planning)
51	Harari Regional Administration and Bureau Head	Government (Policy and Planning)
52	Harari Regional Bureau of Culture and Tourism	Government (Policy and Planning)
53	Harari Regional Health Bureau	Government (Policy and Planning)
54	Ethiopian Somali Region	Government (Policy and Planning)
55	West Harerge Culture and Tourism	Government (Policy and Planning)
56	East Harerge Culture & Tourism	Government (Policy and Planning)
57	Awash 7 Local Administration	Government (Policy and Planning)
58	Awash 7 Kilo Culture & Tourism Bureau	Government (Policy and Planning)
59	Dire Dawa Culture & Tourism Bureau	Government (Policy and Planning)

60	Dire Dawa City Administration, Office of the Mayor	Government (Policy and Planning)
61	Dire Dawa Health Bureau	Government (Policy and Planning)
62	Dire Dawa City Administration, Planning Office	Government (Policy and Planning)
	A. Public Conservation Agencies	
1	Ethiopia Wildlife and Conservation Authority – Nechisar, Arba Minch	Government (Conservation)
2	Ethiopia Wildlife and Conservation Authority - Sinkele	Government (Conservation)
3	Senior Warden, Awash National Park	Government (Conservation)
4	Senior Warden, Gambella National Park	Government (Conservation)
5	Senior Warden, Gibe Valley National Park	Government (Conservation)
6	Park Warden, Maze National Park	Government (Conservation)
7	Park Warden, Mago National Park	Government (Conservation)
8	Abijata-Shala National Park Management	Government (Conservation)
9	Management, Bale Mountain National Park	Government (Conservation)
10	Chief warden, Simien Mountain National Park	Government (Conservation)
11	Jimma Abajifar Museum	Government (Conservation)
12	Jimma National Coffee Museum	Government (Conservation)
	B. Tourism Training Institutions	
1	Gondar University	Tourism Training Institutions (Public)
2	Bahirdar University	Tourism Training Institutions (Public)
3	Mekelle University	Tourism Training Institutions (Public)
4	Department of Tourism Management, University of Gondar	Tourism Training Institutions (Public)
5	University of South Africa (UNISA)- Addis Ababa Campus	Tourism Training Institutions (Private)
6	College of Development Studies, Addis Ababa University	Tourism Training Institutions (Public)
7	Centre for Environmental and Development Studies, Addis Ababa University	Tourism Training Institutions (Public)
8	Catering and Tourism Training Institute (CTTI), Addis Ababa	Tourism Training Institutions (Public)
9	Haromaya University (HU)	Tourism Training Institutions (Public)
10	Hawasa University	Tourism Training Institutions (Public)
11	Mizan Aman University	Tourism Training Institutions (Public)
12	Dila University	Tourism Training Institutions (Public)
13	Wolita Sodo University	Tourism Training Institutions (Public)
14	Wendo Genet Forestry College	Tourism Training Institutions (Public)
15	Jimma University (JU)	Tourism Training Institutions (Public)
16	Madda Walabu University (MWU)	Tourism Training Institutions (Public)
17	Civil Service University	Tourism Training Institutions (Public)
18	Addis Ababa University	Tourism Training Institutions (Public)
19	Dire Dawa University	Tourism Training Institutions (Public)
20	National Aviation College	Tourism Training Institutions (Private)

	A. Religious And Community Organisations	
1	Orthodox Church – Lalibela	Religious and Community Organisation
2	The Council of Ethiopian Islamic Affairs	Religious and Community Organisation
3	Office of His Holiness, Ethiopian Orthodox Church	Religious and Community Organisation
4	Ethiopian Orthodox Church Bahirdar Heritage Conservation	Religious and Community Organisation
5	Amhara Regional State Islamic Affairs High Counsel	Religious and Community Organisation
6	Tigri Regional Islamic Affair	Religious and Community Organisation
	B. Professional/Civil Society	
1	Arba Minch Hotel Owners Association	Professional/Civil Society
2	Aksum Hotel Owners Association	Professional/Civil Society
3	Ethiopia Tour Operators Association	Professional/Civil Society
4	Afar Tour Guides Association	Professional/Civil Society
5	Mossaic-Land Local Guides Association (Hawassa)	Professional/Civil Society
6	Hotel Owners' Association	Professional/Civil Society
7	Hotel Professionals Association	Professional/Civil Society
8	Ethiopia Hotels Professional Association	Professional/Civil Society
9	Tour Guide Association - Lalibela	Professional/Civil Society
10	Ethiopia Tourism Professionals Association	Professional/Civil Society
11	Hawasa Hotel Owners Association	Professional/Civil Society
12	Hawasa Tourist Guides Association	Professional/Civil Society
14	Adama Hotel Association	Professional/Civil Society
15	Bishoftu Hotel Association	Professional/Civil Society
16	Addis Ababa Hotel & Restaurant Owners Association	Professional/Civil Society
17	Ethiopian Tour Operators Association	Professional/Civil Society
18	Ethiopian Hotel Professionals Association	Professional/Civil Society
19	Ethiopian Eco Tourism Association	Professional/Civil Society
20	Traditional Souvenir and Clothes Producers Association	Professional/Civil Society
21	Airport Taxi Association	Professional/Civil Society
22	Berkish Tefases Natural Resource & Tourism Development Association	Professional/Civil Society
23	Tigri Registered Tour Operators Association	Professional/Civil Society
24	Mekelle Hotels & Restaurant Owner Association	Professional/Civil Society
25	Aksum Guide Association	Professional/Civil Society
26	Aksum Hotel & Restaurant Association	Professional/Civil Society
27	Aksum Traditional Cloth Producers Association	Professional/Civil Society
28	Wukro Hazien Hotel & Restaurant Owner Association	Professional/Civil Society
29	Gheralta Tour Guide Association	Professional/Civil Society
30	Yeha Guides Association	Professional/Civil Society

31	Lalibela Local Guides Association	Professional/Civil Society
32	Lalibela Hotel Owners Association	Professional/Civil Society
33	Local Guide Association Zege	Professional/Civil Society
34	Representative of Aweramba Community	Professional/Civil Society
35	Local Guides Association TisAbay	Professional/Civil Society
36	Bahirdar Hotel Owners Association	Professional/Civil Society
37	Bahirdar Local Guides Association	Professional/Civil Society
36	Aksum Souvenir Shop	Professional/Civil Society
39	Gondar Souvenir Shop Owners	Professional/Civil Society
40	Gondar Representatives of Hotel Owners	Professional/Civil Society
41	Plusher Women Hand Craft Centre	Professional/Civil Society
42	Gondar Local Guides Association	Professional/Civil Society
43	Tourist Guides Association (Harar)	Professional/Civil Society
44	Tourist Guides Association (Dire Dawa)	Professional/Civil Society
45	West Harerge Handicraft Producers Association	Professional/Civil Society
46	Harar City Hotel Owners Association	Professional/Civil Society
47	Representatives, Private airlines (National Airways)	Private

1.4 Stakeholders Consultation Data Collection Tool

FEDERAL DEMOCRATIC REPUBLIC OF ETHIOPIA
MINISTRY OF CULTURE AND TOURISM
SUSTAINABLE TOURISM MASTERPLAN DEVELOPMENT
STAKEHOLDERS' CONSULTATIVE FORUM

A. DATE: ____

B. NAME OF YOUR REGION: ______________________________________

C. THE VISION FOR ETHIOPIAN TOURISM INDUSTRY (Where do you see Ethiopia as a tourism destination in the next 10 years?)

D. KEY TOURISM DEVELOPMENT THEMATIC AREAS FOR YOUR REGION
In each of the following thematic areas, highlight the issues/challenges being faced in the development of tourism within your region and provide the recommendations on what you consider should be done to address the identified issue(s).

THEMATIC AREA (9)	ISSUES/ CHALLENGES	RECOMMENDATIONS (Your aspirations)
Tourism Policy, Regulation and Institutional Framework • What policy and regulation issues are addressed? • Who is responsible for policy and regulation of tourism issues highlighted? • How is the link between regional and national institutions?		
Tourism Product Development • What is the product? • How well is the product developed? • Who is in charge?		

Tourism Marketing and Promotion
• Who is doing it?
• How well is it being done?
• Who are you major markets?
  o domestic?
  o regional?
  o international?
• Do we have the right product for these markets?		

Human Resource Development • How is human resource developed-any institutions? • Who funds training for tourism training? • Any specific strategies to develop HR capacity for tourism? • Are staff competent enough to offer quality service?		
Tourism Safety and Security • Is security for tourists an issue? • How do you ensure that tourists are safe in your region? • Are there any health concerns among tourists?		

Tourism Infrastructure
• Availability of quality hotels and other facilities
• Hotel classification
  o Any effect on tourism development?
  o Who does it?
• Quality of tour operations in the region?
• Availability of relevant ICT infrastructure?		

Support Infrastructure
• Destination accessibility
    o Any restrictions?
    o Air transport network and connectivity?
    o How competitive are air fares?
    o Ground transportation- network, quality of roads, road safety?		

Tourism Research and Development • What role is research playing in tourism policy and development? • Do institutions of higher learning have relevant capacity to conduct research in tourism?		
Natural and Cultural Resource Conservation • How well are natural and cultural resources conserved? • The exploitation of the resources as tourist attraction? • Contribution of tourism to social-economic development of the local communities? • Contribution of tourism to environmental conservation?		

1.5 Summary of Field Missions Undertaken

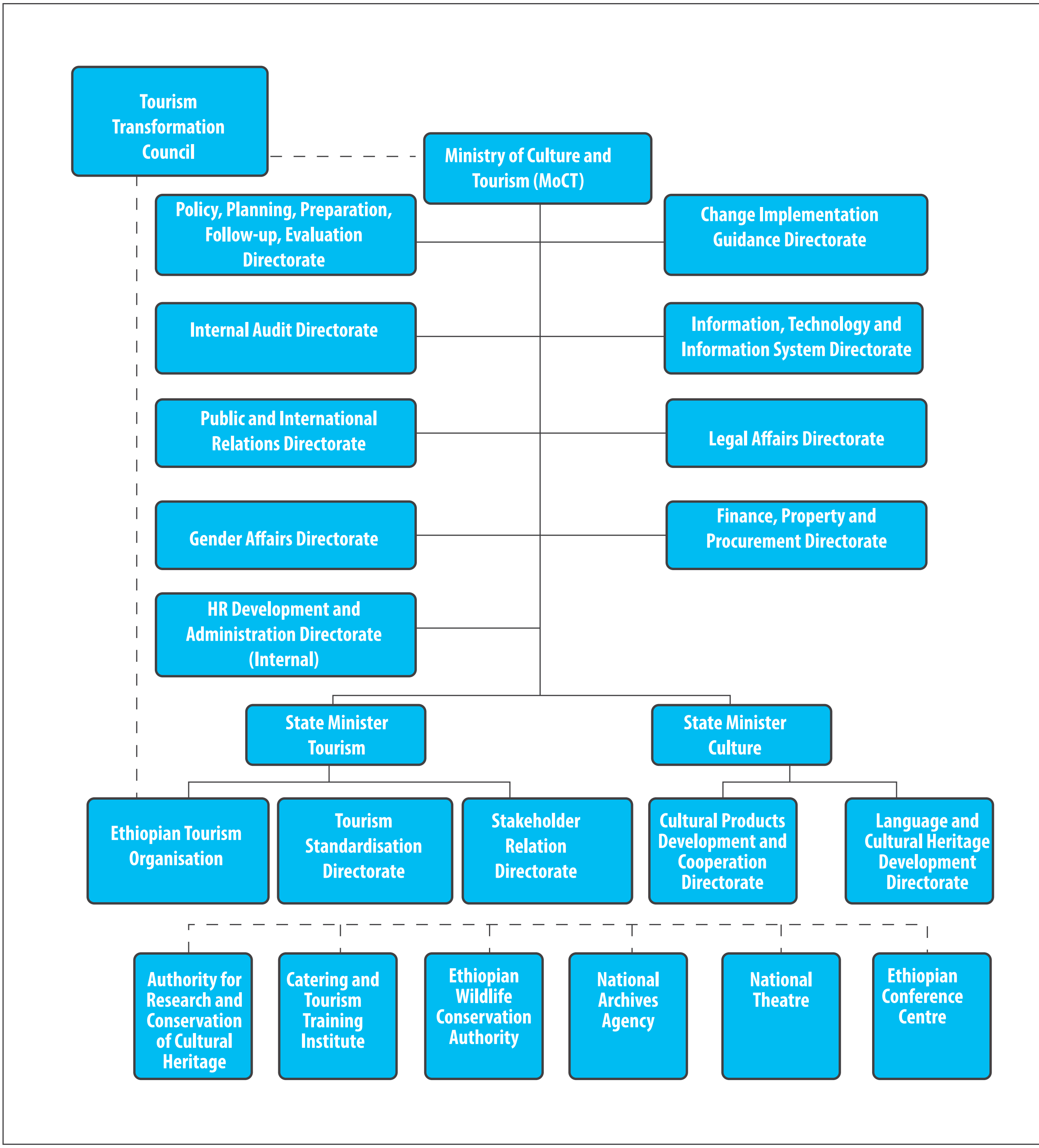
A.	**Addis Ababa**
-	City Tours
-	Catering and Tourism Training Centre (CTTC)-Addis Ababa
-	UNISA-Addis Ababa Campus
-	University of Addis Ababa
-	Selected hotel facility tours/observations
B.	**Eastern region**
-	Dire Dawa City
-	Awash N.P
-	Harar City and Jaguor World Heritage Site
-	Selected hotel facility tours/observations
C.	**Northern region**
-	Weldiya
-	Gondar City
-	Fasil Ghebi castles
-	University of Gondar
-	Bah Dir City
-	Monasteries in Lake Tana
-	Mekele
-	Aksum
-	Lalibela
-	Selected hotel facility tours/observations
D.	**Southern region**
-	Arba Minch
-	Hawassa City
-	Lake Hawassa
-	Lake Lagano
-	Adama Town
-	Sodere hot springs
-	Selected hotel facility tours (Lewi Resort, Hawassa, Kivu Resort and Lake Lagano Resort)
E.	**Western region**
-	Gambella
-	Jimma
-	Gibe Valley *National Park*
-	Chebera-Churchura *National Park*
-	Jimma Museum
-	Selected hotel facility tours/observations

1.6 List of Benchmark Cases Considered

Strategic Programme	Benchmarks Referred
1.0 Tourism Product Development	• USA • Kenya • South Africa
2.0 Tourism Marketing and Promotion	Destination Management System (DMS) • UK: www.visitbritain.com • Australia: www.visitaustralia.com • Kenya: www.magicalkenya.com Japan: Use of ICT to create image: Malta tourism Authority: http://www.webatelier.net/reports Creating a framework for realising a sustainable destination marketing and promotion • Australian Trade Commission • Ministry of Tourism, India National and regional branding • South Africa • Australia • USA • Switzerland
3.0 Investment in Tourism Infrastructure	• Nigeria • Kenya • Afghanistan **Tourism Investment Fund** • Egypt's Tourism Assistance Fund • Caribbean Tourism Investment Fund • Kenya Tourism Development Corporate • The Nova Scotia Tourism Agency Tourism Development Investment Fund (https://novascotiatourismagency.ca/tourism-development-investment-fund) • Tourism Trust Fund
4.0 Human Resource Development	• Switzerland • Rwanda • Kenya • South Africa
5.0 Tourism Research and Development	Tourism Research • Australia • Kenya
6.0 Tourist Safety and Security	Asia-Pacific Economic Cooperation
7.0 Tourism Support Infrastructure and Services	• Millau Viaduct in France, the world's longest bridge • The Jiaozhou Bay Bridge in China • The London Tower Bridge in the United Kingdom • The Hoover Dam in USA
8.0 Sustainable Tourism Development	• Global code of ethics on tourism developed by UNWTO • UNESCO framework for cultural heritage sites conservation • Eco-certification programmes developed for the tourism industry by different national chapters of the *International Eco-tourism Society* • Kenya's *Eco-tourism Society* has developed the *Eco-Warrior Awards* and the *Eco-Labels* to foster ecotourism ideals in the country

9.0 Policy, Regulatory and Institutional Framework	• Mauritius Export Processing Zone (MEPZ) • China's Shenzhen SEZ • China-Singapore Suzhou Industrial Park (SIP) • Kenya • South Africa
10.0 Tourism Development Financing	Tourism Development Levy (TDL) • Kenya (www.tourismfund.co.ke) and • Ghana (www.ghana.travel/services/tourism_levy/) • South Africa (http://tomsa.co.za/)

2.0 Ethiopia's ministry of culture and tourism organisational chart



3.0 Protected Wildlife Areas of Ethiopia, with their sizes

1. National Parks

	Name of the national park	Location	Year established	Area in km^2
1	Awash	Oromiya & Afar (F)	1958	756
2	Simien Mountains	Amhara R.S (F)	1959	412
3	Alatish	Amhara R.S (F)	1997	2,666
4	Bahir Dar Blue Nile River Millennium	Amhara R.S	2008	4,729
5	Borena Saynt	Amhara R.S	2001	4,325
6	Bale Mountains	Oromiya R.S (F)	1962	2,200
7	Abijata lakes	Oromiya R.S (F)	1963	887
8	Omo	S.N.N.P R.S (F)	1959	3,566
9	Nechisar	S.N.N.P R.S (F)	1966	514
10	Mago	S.N.N.P R.S	1974	1,942
11	Chebera Churchura	S.N.N.P R.S	1997	1,190
12	Maze	S.N.N.P R.S	1997	202
13	Yangudi-Rassa	Afar R.S (F)	1969	4,731
14	Gambela	Gambela R.S (F)	1966	5,061
15	Geraile	Somali R.S	1998	3,558
16	Dati Wolel	Oromia R.S	1998	431
17	Yabello	Oromia R.S	1978	2,500
18	Gibe Sheleko	S.N.N.P R.S	2001	248
19	Loka Abaya	S.N.N.P R.S	2001	500
20	Kafeta Shiraro	Tigray R.S (F)	1999	5,000

Key: 'R.S' stands for Regional State.
'(F)' stands for Administering by Federal government.

2. Wildlife Sanctuaries

	Name of the sanctuary	Location	Year established	Area in km^2
21	Babile Elephant	Oromiya & Somali R. (F)	1962	6,987
22	Senkele	Oromiya & S.N.N.P R.S (F)	1964	54
23	Deara	Oromiya R.S	1986	19.4

3. Wildlife Reserves

	Name of the wildlife reserve	Location	Year established	Area in km2
24	Tama	S.N.N.P R.S	-	1,665
25	Chelbi	S.N.N.P R.S	-	4,212

4. Controlled Hunting Areas

	Name of the controlled hunting area	Location	Year of establishment	Area in km²
26	Abasheba Demero	Oromiya R.S	1994	210
27	Areba-Gugu	Oromiya R.S	1995	341
28	Dindin	Oromiya R.S	-	280
29	Besemena-Odobulu	Oromiya R.S	1993	350
30	Munessa-Kukie	Oromiya R.S	1993	111
31	Shedem Berbere	Oromiya R.S	1988	170
32	Hanto	Oromiya R.S	1991	190
33	Bilen Hertalie	Afar R.S	-	1,090
34	Chifera	Afar R.S	1998	510
35	Telalak-Dewe	Afar R.S	-	457
36	Murullie	S.N.N.P R.S	-	690
37	Wilshet-Sala	S.N.N.P R.S	2000	350
38	Sororo-Torgam	Oromiya R.S	2000	78
39	Haro Abadiko	Oromiya R.S	2000	200
40	Urgan Bula	Oromiya R.S	2000	78
41	Hurfa Soma	Oromiya R.S	2000	215
42	Adaba-Dodola	Oromiya R.S	2000	736

5. Open Hunting Areas

	Name of the open hunting area	Location	Year of establishment	Area in km²
43	Gara Gumbi	Oromiya R.S	-	140
44	Gara Miti	Oromiya R.S	-	240
45	Alluto	Oromiya R.S	-	280
46	Sinana	Oromiya R.S	-	15
47	Jibat	Oromiya R.S	-	100
48	Debre Libanos	Oromiya R.S	-	31
49	Gelila Dura	Afar R.S	-	140

6. Community Conservation Areas

	Community conservation area	Location	Year of establishment	Area in km²
50	Simien Gibe	S.N.N.P R.S	2001	49
51	Garameba	S.N.N.P R.S	2001	25
52	Guassa	Amhara R.S		

PHOTO CREDITS

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4. Page 16 *Muktar Edris of Ethiopia celebrates his 5000 metres victory of the 20th World Junior Athletics Championships at the Olympic Stadium on July 14, 2012 in Barcelona Spain,* Maxisports
5. Page 19 *Priest holding a crucifix*, www.depositphotos.com
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16. Page 80 *International Conference on ICT for development, education and training, Addis Ababa 20th-22nd May 2015*, Belachew Dereje
17. Page 86 *Arthur Rimbaud Cultural Centre, Harar,* www.depositphotos.com
18. Page 94 *Brewing coffee with a jebena over coal,* Belachew Dereje
19. Page 98 *African Union Commission headquarters in Addis Ababa,* Belachew Dereje
20. Page 101 *Obelisk in Aksum,* Jorg Hackemann
21. Page 102 *Timket Celebrations in Ethiopia (2014),* Belachew Dereje
22. Page 106 *Nightfall over Lake Kuriftu, Ethiopia*, Belachew Dereje
23. Page 118 *Derg Monument Addis Ababa*, Belachew Dereje
24. Page 131 *Etra Ale volcano, Ethiopia*, Karel Tupy
25. Page 133 *13th edition of the great Ethiopian run*, Belachew Dereje
26. Page 138 *Priest in Lalibela,* Alan Gignoux
27. Page 142 *African Union rooftop*, Belachew Dereje
28. Page 144 *Boy at a local market near Addis Ababa,* Miroslav Liska
29. Page 152 *A man at a tea plantation near Jimma, Ethiopia*, Miroslav Liska
30. Page 160 *Evening view of St. George Church*, Miroslav Liska
31. Page 166 *UNESCO World Heritage Site. Fasilides Castle in Gondar, Ethiopia* Siempreverde
32. Back cover *Natural bridge between Lakes Chamo and Abaya*, www.depositphotos.com

Due to sweeping economic reforms, the Federal Democratic Republic of Ethiopia has been enjoying unprecedented tourism growth in recent years. This sustainable tourism master plan provides a ten year road map through which this nascent industry, that is becoming increasingly important, can achieve sustainable growth. The Ministry of Culture and Tourism, the agency mandated by the Federal Democratic Republic of Ethiopia to oversee the systematic development of tourism, prepared the Sustainable Tourism Master Plan (STMP) with financial and technical support from the UN Economic Commission for Africa (UNECA) Sub-Regional Office for Eastern Africa.

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