



ST. MARY'S UNIVERSITY

SCHOOL OF GRADUATE STUDIES

**CHALLENGES RELATED TO STAKEHOLDERS' ENGAGEMENT IN
TOURISM MANAGEMENT IN ADDIS ABABA CITY**

TESEME ADUGNA

January 2025

Addis Ababa, Ethiopia



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TOURISM MANAGEMENT IN ADDIS ABABA CITY**

**A THESIS SUBMITTED TO THE DEPARTMENT OF PROJECT
MANAGEMENT FOR THE DEGREE OF MASTERS OF ARTS IN
PROJECT MANAGEMENT**

TESEME ADUGNA

January 2025

Addis Ababa, Ethiopia

Student's Declaration

I, hereby declare that this study entitled “Challenges Related to Stakeholders Engagement in Tourism Management in Addis Ababa”, submitted in partial fulfillment of the requirements for the degree of Master of Arts in Project Management at ST. Mary’s University, Addis Ababa, is my original work. All Sources of information used for this study have been appropriately cited.

Teseme Adugna

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Date: January 2025

Place: St Marry University Addis Ababa, Ethiopia

Certificate of Approval

I certify that the thesis entitled: Challenges Related to Stakeholders Engagement in Tourism Management in Addis Ababa City has been prepared by Teseme Adugna after due consultation with me.

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APPROVAL OF BOARD OF EXAMINERS

As a member of the Board of Examiners of the Master Thesis open defense examination, we testify that we have read and evaluated the thesis prepared by Teseme Adugna under the title of “Challenges Related to Stakeholders’ Engagement in Tourism Management in Addis Ababa City”. We recommended that this thesis be accepted as fulfilling the thesis requirement for the Degree of Master of Arts in Project Management.

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Acknowledgment

I am eternally grateful to the Almighty God for giving me the strength, knowledge, and wisdom to undertake and complete this research. Without His divine grace, this work would not have been possible.

I am deeply indebted to my advisor, **Dr Temesgen Belayneh** for his invaluable guidance, support, and insightful feedback. His expertise and patience were crucial in shaping this research.

I would also like to extend my heartfelt thanks to my beloved family, whose love and encouragement have been my constant source of strength. Their deep support has enabled me to pursue my academic goals.

I am so grateful to Kesis Tadesse, Dr Lemma Lessa, Miraf Kebede, Meku, PAGUMEN's Tour S.C staffs, from the Ministry of Tourism Mr. Alemayehu & Mr. Etefa for their valuable contributions and support. Their expertise and insights have enriched this research.

I would like to acknowledge the contributions of the faculty and staff of St Mary University for providing me with the necessary resources and facilities. Their dedication to academic excellence has created a conducive learning environment.

Finally, I would like to thank all those who have supported me willingly in this endeavor. Your encouragement and assistance have been invaluable.

Table of Contents

List of Tables	xi
List of Figures.....	xii
Acronym.....	xiii
Abstract.....	1
Chapter One	2
Introduction.....	2
1.1 Background of Study	2
1.2 Background of the Organization	4
1.3 Statement of Problem	5
1.4 Research Questions	6
1.5 Objectives of Study	6
1.5.1 General Objective	6
1.5.2 Specific Objectives	6
1.6. Significance of The Study	7
1.7. Limitation of The Study	7
1.8. Scope of The Study.....	7
1.9. Operational definition of terms	8
1.10. Organization of the Study	8
Chapter Two.....	9
Related Literature Review	9
2.1 Introduction.....	9
2.2 Empirical review	9
2.2.1 Benefits of Effective Stakeholders	9
2.2.2 Challenges of Stakeholder Engagement.....	10
2.2.3 Best Practices of Stakeholder Engagement.....	10
2.2.4 Key stakeholders in Addis Ababa's tourism sector	11
2.2.5. Existing Mechanisms for Stakeholder Engagement	12
2.2.6. Challenges in Stakeholder Engagement in Tourism.....	13
2.2.7 Impact of Stakeholder Engagement	14
2.2.8 Outcomes of Stakeholder Engagement	14

2.2.7. Level of Stakeholders Engagement	14
2.2.8. Communication Method.....	15
2.2.9. Frequency of Engagement Activities	15
2.2.10. Stakeholder Diversity	16
2.2.11. Training and Capacity Building	16
2.2.12. Transparency and Information Sharing	17
2.2.13. Feedback Mechanism	17
2.3. Theoretical Review.....	18
2.3.1 Stakeholders Theory	18
2.3.2 Social Theory	20
2.3.3 Governance Theory.....	20
2.3.4 Tourism Development Theory	20
2.3.5 Theoretical framework	21
2.4. Geographical Review	21
2.5. Conceptual framework	22
Chapter Three	23
Research Design and Methodology	23
3.1. Description of the study area	23
3.2. Research Design	23
3.3. Population of the Study	24
3.4. Sampling and Sampling Method	25
3.5. Tools for data collection	26
3.6 Data Analysis Method.....	27
3.7 Ethical Considerations.....	28
Summary.....	28
Chapter Four	29
Finding and Analysis	29
4.1. Introduction.....	29
4.2 Findings of Quantitative Data and Qualitative Data	30
4.2.1. Tourist Expectations and Preferences from the City.....	37
4.2.2. Major challenges	39
4.2.2.1 Logistic/ Infrastructure	39

4.2.2.2. Regulatory	39
4.2.2.3. Economic constraints.....	40
4.2.2.4. Security concerns	40
4.2.2.5. 5As Analysis.....	42
4.2.3. Government Rules and Regulation	43
4.2.3.1. Tourism Policy Framework	44
4.2.3.2. Clear and Consistent Tourism Policies and Regulations.....	44
4.2.3.3. Effective Implementation of Tourism Laws and Regulations.....	44
4.2.3.4. Streamlined Bureaucratic Procedures	45
4.2.3.5. Investment Incentives	45
4.2.3.6. Infrastructure Development.....	46
4.2.4. Community Engagement and Sustainable Tourism	47
4.2.4.1. Community-Based Tourism.....	48
4.2.4.2. Environmental Sustainability	49
4.2.4.3. Social Responsibility	49
4.2.5. Human Resource and Capacity Building.....	50
4.2.6. Cons of Tourism Business on the City	51
4.3 Discussion and Triangulation of findings	52
4.4 Existing Mechanisms	55
Chapter Five	58
Summary, Recommendation and Conclusion	58
5.1. Summary of Key Findings.....	58
5.1.1 Stakeholder Engagement Practices	58
5.1.2 Challenges of Engagement	58
5.1.3. Policy and Regulation	59
5.1.4. Community participation	59
5.1.5. Resource allocation	59
5.1.6. Security Concerns	60
5.1.7. Need of Promotion	60
5.2 Recommendation.....	60
5.3. Future research direction.....	63
Conclusion	63

References	64
Appendices	76
Likert Scale Survey Questionnaire	76
Interview Questions	78
For Private Sector (Hotels, Restaurants)	78
For Tour Operators	78
For Local Communities	78

List of Tables

Table 4. 1 Descriptive Statistics	36
Table 4.2 Major challenges	41
Table 4. 3 5As Analysis.....	43

List of Figures

Figure 2. 1 Tourism stakeholders	12
Figure 4. 1 consent	30
Figure 4. 2 Types of organization	30
Figure 4. 3 stakeholder Perceptions of effective communication channels	31
Figure 4.4 stakeholder collaboration and coordination in the tourism sector	31
Figure 4. 5 Interests and concerns of local Communities and other stakeholders	32
Figure 4. 6 Clear and shared vision for the future of tourism	32
Figure 4. 7 adequate resources	33
Figure 4. 8 Strong Commitment to Sustainable Tourism	33
Figure 4. 9 sufficient capacity building and training	34
Figure 4. 10 effective mechanisms to monitor and evaluate	34
Figure 4. 11 Supportive policy and regulatory environment	35
Figure 4. 12 Adequate promotion strategies	36

Acronym

DMO: Destination Management Organization

FDRE: Federal Democratic Republic of Ethiopia

NGO: Non-Governmental Organization

PPPs: Public- Private Partnerships

SPSS: Statistical Package for the Social Sciences

UNESCO: United Nations Educational, Scientific and Cultural Organization

UNWTO: United Nations World Tourism Organizations

Abstract

The research titled “Challenges Related to Stakeholders Engagement in Tourism Management in Addis Ababa” underscores the critical need for improved stakeholder engagement in the city's tourism sector. It identifies key challenges such as lack of coordination, inconsistent practices, and inadequate resource allocation. To address this, the research advocates for a comprehensive framework that outlines clear principles, procedures, and responsibilities for stakeholder involvement, including effective identification, prioritization, and communication strategies. This research investigates the complex dynamics of stakeholder engagement in tourism management within Addis Ababa City. By examining current practices, challenges, and opportunities, the study underscores the critical role of effective stakeholder engagement in fostering sustainable tourism development. Key areas of investigation include identifying specific barriers hindering effective engagement, such as limited communication channels, lack of capacity building, and inadequate policy frameworks. The research proposes actionable recommendations to enhance stakeholder involvement, collaboration, and empowerment in the city's tourism sector. Ultimately, the goal is to contribute to the development of a more inclusive, sustainable tourism industry in Addis Ababa. The research provides insights to inform policy decisions and help to create a platform for stakeholders to work together towards a common goal. It helps to create a more inclusive and sustainable tourism sector for the city. The research provides an opportunity to create jobs, generate economic growth, and reduce poverty. In addition, it helps to protect the city's natural resources and promote environmental protection. It helps to promote cultural preservation, as well as support the city's social development.

Keywords: - Stakeholder Engagement, Tourism Management, and Sustainable Tourism

Chapter One

Introduction

1.1 Background of Study

Tourism is recognized as a strong economic growth and development driver, demanding an inclusive and collaborative approach. With its cultural heritage, diverse landscapes, and growing economy, Addis Ababa, Ethiopia's capital, offers significant potential for tourism (Ethiopia U. , 2019). Addis Ababa is increasingly recognized as a potential tourism destination. Its rich historical heritage, diverse cultural tapestry, and burgeoning economy offer a unique allure for both domestic and international visitors (Tewodros, 2024). However, realizing this potential requires effective planning, implementation, and management of tourism development projects. A crucial factor in this process is the active engagement of a diverse range of stakeholders, including government agencies, local communities, the private sector, NGOs, tourists, and tour operators, whose collaboration is vital for the successful execution of these initiatives (Wondirad.A, et al, 2020). Challenges related to stakeholder engagement persist in Addis Ababa's tourism sector. These challenges hinder effective collaboration, decision-making, and project implementation (Wondirad. A,et al, 2020). This study aims to delve into these challenges, analyzing their implications for tourism development and exploring potential strategies to mitigate them. By understanding these challenges, policymakers, tourism practitioners, and stakeholders can work collaboratively to foster a more inclusive and sustainable tourism industry in Addis Ababa.

Stakeholder engagement is a critical component of successful tourism development. It involves the active participation of various stakeholders, including government agencies, local communities, private sector entities, and tourists, in the planning, implementation, and monitoring of tourism (Lisa C. et.al, 2023). These stakeholders play a crucial role in shaping the direction, execution, and sustainability of tourism development initiatives (Springer, 2023).

As a study made by (Tuffa.W, 2023) tourism has long been recognized as a significant driver of economic growth, particularly in developing countries. In urban settings like Addis Ababa, tourism development can create jobs, foster entrepreneurship, and promote cultural preservation. However, the success of tourism requires effective stakeholder engagement, ensuring that diverse interests are aligned toward common goals. Stakeholders such as government bodies, local communities,

private sectors, NGOs, and tourists play a pivotal role in shaping the direction and the success of projects (Damene, 2023). This study also emphasizes that, despite the potential benefits of tourism, challenges such as political instability, insufficient infrastructure, and poor stakeholder collaboration have hindered progress in Addis Ababa, particularly in Addis Ababa. (Horan, 2022) this study states that there is increasing recognition of the need for collaborative frameworks that bring together public and private sector actors and communities to foster sustainable tourism development.

According to these studies (Springer, 2023), (Ananta, 2023), (et.al, 2023), (Wondirad.A, 2019) stakeholder engagement is a critical factor in the success of tourism in Addis Ababa. By involving a diverse range of stakeholders, including local communities, businesses, government agencies, and non-governmental organizations, it is possible to create projects that are sustainable, equitable, and beneficial to all involved. Stakeholders can provide valuable input and feedback throughout the project lifecycle, from planning to implementation and evaluation. Their support and advocacy can help to build consensus, secure necessary resources, and promote the project to a wider audience. Additionally, stakeholders can contribute resources, such as funding or expertise, to ensure the project's success. Engaging local communities fosters a sense of ownership and pride, leading to greater support and participation. Stakeholders can also play a crucial role in resolving conflicts and ensuring that projects proceed smoothly. By monitoring and evaluating project progress, stakeholders can provide valuable feedback for improvement and help to ensure that projects are sustainable and have a positive impact on the environment, economy, and local communities. Overall, effective stakeholder engagement is essential for creating tourism development projects that benefit both visitors and residents of Addis Ababa.

The development of tourism in Addis Ababa is hindered by several challenges related to stakeholder engagement. Many stakeholders, particularly local communities, may lack awareness of the potential benefits and negative impacts of tourism, leading to resistance and lack of cooperation (Manderfero, 2024). Marginalized groups often face limited opportunities to participate in decision-making processes, resulting in projects that may not align with their needs or aspirations (Ben-Meir, 2024). Moreover, diverse stakeholders, such as environmentalists, businesses, and local communities, may have conflicting interests, making it difficult to achieve consensus and collaborative efforts (A., 2022). (Travel & Tourism Development Index 2021:

Rebuilding for a Sustainable and Resilient Future, 2022), capacity constraints, particularly among small businesses and communities, can limit their ability to effectively engage in tourism development initiatives. Past experiences of mistrust and lack of transparency can further hinder effective engagement and collaboration. Language barriers, cultural differences, and ineffective communication channels can impede effective dialogue and understanding among stakeholders (Zhang, 2023), (Enabnit, 2023). Additionally, a lack of coordination among government agencies, private sector entities, and civil society organizations can lead to inefficiencies and duplication of efforts (O., 2020). To address these challenges and maximize the potential of tourism in Addis Ababa, it is crucial to conduct this research to identify specific strategies to enhance stakeholder engagement and collaboration.

1.2 Background of the Organization

The Ethiopian Ministry of Culture and Tourism is responsible for safeguarding, developing, and promoting the country's cultural heritage and tourist attractions. It collaborates with national and international partners to achieve these goals. The ministry oversees various agencies including the Authority for Research and Conservation of Cultural Heritage, the Ethiopian Wildlife Conservation Authority, the National Archives and Library Agency, and the Ethiopian National Theatre. It licenses and regulates tourist facilities, while also marketing Ethiopia as a tourist destination.

Despite Ethiopia's rich cultural and natural heritage, including nine UNESCO World Heritage Sites, the ministry faces challenges in attracting tourists due to insufficient investment, security concerns, and a lack of a comprehensive tourism strategy. Consequently, many tourists bypass Ethiopia in favor of neighboring countries. While the ministry claims substantial tourist numbers, the reality is that many of these figures include transit passengers.

The ministry's mission is to preserve, develop, and promote Ethiopia's cultural wealth and tourism, aiming to enhance the country's socio-economic and political standing. Its vision is to establish Ethiopia as a top African tourist destination by 2020(E.C).

Before the 19th century, cultural management in Ethiopia was traditionally handled by local communities. However, with the rise of centralized government, cultural activities were increasingly managed by various government agencies. After the Italian occupation and

subsequent independence, efforts to modernize cultural management began but remained fragmented and disorganized until the end of the Imperial regime. This period saw the establishment of early cultural institutions like the National Archives and Libraries Agency, the Ministry of Education and Arts, and the Ministry of Information. Despite these initiatives, a cohesive approach to cultural management was lacking, hindering the sector's development ((Ethiopia), nd). (Ministry of culture and tourism Ethiopia)

1.3 Statement of Problem

Tourism in Addis Ababa holds significant potential for economic growth, cultural exchange, and infrastructure development. However, effective development requires robust engagement among key stakeholders, including government agencies, local communities, private sectors, and international organizations. Despite its importance, stakeholder engagement in tourism development faces numerous challenges in Addis Ababa. As discussed in the background of the study section challenges include limited coordination among stakeholders, inadequate communication, differing objectives, resource constraints, and limited understanding of each party's role. Consequently, these obstacles hinder collaborative efforts to create sustainable tourism practices, optimize resource allocation, and generate lasting benefits for the city and its inhabitants. A study like (Kujala.J. et.al, January 2022) has identified challenges and barriers to effective stakeholder engagement, but more in-depth analysis was needed to understand the specific context of Addis Ababa and develop targeted strategies to overcome these obstacles.

As the study of (Ademe.A, 2019), a significant issue identified is the lack of effective stakeholder engagement. Government agencies, local communities, private sector entities, NGOs, and tourists all play a crucial role in the planning, implementation, and management of tourism projects. However poor coordination, communication gaps, and inadequate collaboration among these stakeholders have led to project failure, underutilization of resources, and missed opportunities for economic growth. According to (Belete J. E., 29 Aug 2020) one of the most critical issues is the lack of effective stakeholder engagement. While tourism development can benefit local communities, businesses, and the government, it can also lead to negative consequences if not managed properly. The lack of effective engagement and collaboration among stakeholders can

lead to project delays, budget overruns, environmental degradation, and other undesirable social outcomes (Roxas, et.al, Dec 2020).

Moreover, the lack of comprehensive stakeholder involvement makes it worth the existing challenges, such as political instability and infrastructure deficits, which directly impact the tourism industry (Ademe, 2019). The absence of sustained communication and collaboration among key players has resulted in missed opportunities for tourism growth, ultimately affecting the socio-economic development of Addis Ababa (Gayesa, 2018).

Empirical Gap

There was a limited understanding of the empirical impact of stakeholder engagement on the implementation and success of tourism development projects in the city. The research aimed to address this gap by evaluating the outcomes of stakeholder engagement on social, economic, and environmental aspects.

1.4 Research Questions

The research questions guiding this study are as follows:

- i. What are the current practices of stakeholder engagement in tourism management?
- ii. What challenges hinder effective stakeholder engagement in the tourism sector in Addis Ababa?
- iii. How can challenges be mitigated?

1.5 Objectives of Study

1.5.1 General Objective

To identify and analyze the challenges related to stakeholder engagement in tourism management in Addis Ababa City.

1.5.2 Specific Objectives

- i. To examine existing mechanisms for stakeholder engagement in Addis Ababa's tourism planning, development, and management.
- ii. To identify specific challenges that hinder effective stakeholder engagement in the tourism sector.
- iii. To propose actionable recommendations to improve stakeholder engagement in the city's Tourism management

1.6. Significance of The Study

A study focusing on stakeholder engagement challenges in Addis Ababa's tourism sector is crucial for several reasons. It can contribute to informed decision-making, sustainable tourism practices, and equitable distribution of economic benefits. By fostering trust, addressing conflicts, and empowering local communities, the study can improve stakeholder relationships. Additionally, it can provide valuable insights for policymakers to develop effective tourism policies and regulations. Furthermore, the study can contribute to academic knowledge and the development of theoretical frameworks for understanding and addressing stakeholder engagement challenges in tourism. By addressing these challenges and implementing effective strategies, Addis Ababa can leverage tourism to drive economic growth, social development, and environmental sustainability (Tourism U. , nd). (Tuffa.W, 2023) by examining the existing mechanism of stakeholder engagement and identifying best practices for effective collaboration, this research can inform future tourism development not only in Addis Ababa but also in other urban centers with similar challenges.

Finally, the research will contribute to local community empowerment by highlighting the importance of their involvement in tourism development. Effective stakeholder engagement can lead to more equitable benefits from tourism, including job creation, cultural preservation, and community development (Ademe, 2019).

1.7. Limitation of The Study

The limitations of this study are that it does not go deep into the technical aspects of tourism management design or detailed financial models used in tourism development. Instead, it focuses on the collaboration between various stakeholders in the tourism sector and how this influences the success of tourism development. The other limitation is, that there is limited availability of comprehensive data on stakeholder engagement in Addis Ababa's tourism sector, particularly from local communities, which may affect the breadth of the analysis. The time frame for data collection and analysis will be between 2019 and 2024, to ensure the use of recent and relevant information.

1.8. Scope of The Study

This study investigates the challenges related to stakeholder engagement in tourism development in Addis Ababa City. It identifies key stakeholders, assesses their roles and responsibilities,

analyzes existing engagement mechanisms, pinpoints specific challenges hindering effective engagement, and evaluates the impact of these challenges on tourism development. By focusing on these areas, the study aims to provide insights into enhancing stakeholder engagement and maximizing the potential of tourism in Addis Ababa.

1.9. Operational definition of terms

- **Stakeholder:** Any individual or group that has an interest on the outcomes of a tourism development project.
- **Tourism Management:** involves planning, organizing, promoting, and operating tourism activities. It encompasses a wide range of areas, from destination marketing and product development to sustainable tourism practices and crisis management.
- **Stakeholder engagement:** The process of involving stakeholders in decision-making, planning, implementation, and monitoring of tourism development projects.
- **Local community:** The people residing in the area where a tourism development project is located.
- **Private sector:** Businesses and organizations involved in tourism activities, including hotels, restaurants, transportation, tour operators, and associations which has a direct relation with tourism.

1.10. Organization of the Study

Chapter One establishes the research context through the background of the study, statement of the problem, objectives, research questions, significance of the study, limitations and scope, and key term definitions. Chapter two explores existing literature on stakeholder engagement in tourism development, with a specific focus on the Ethiopian context. Chapter three outlines the research methodology, including the study area, research design, population, sampling and its techniques, data collection methods, data analysis, reliability and validity, and ethical considerations. Chapter four presents and analyzes the research findings, while chapter five summarizes the key conclusions drawn from the study and provides recommendations based on the research outcomes.

Chapter Two

Related Literature Review

2.1 Introduction

Tourism has emerged as a vital driver of economic growth, social development, and environmental sustainability in many regions, including urban centers like Addis Ababa. As the capital of Ethiopia, Addis Ababa serves as a significant hub for the country's tourism industry, attracting both domestic and international visitors due to recent tourism-enhancing projects like Unity Park, Entoto Park, and Friendship Park offer diverse outdoor experiences, while the Science Museum and National Palace Museum delve into Ethiopia's history and culture. (Agency, 2023) However, the successful development and implementation of tourism projects depend not only on financial investment and infrastructure but also on the active engagement and collaboration of multiple stakeholders.

This literature review aims to explore the challenges related to stakeholder engagement in tourism development in Addis Ababa. It will synthesize existing studies on stakeholder theory, collaboration, and challenges faced in engagement. The review will also provide insights into best practices from global and local case studies to identify knowledge gaps. Elaborating on these foundations, the study will contribute to a deeper understanding of how inclusive and effective stakeholder involvement can shape the future of tourism development in the city.

2.2 Empirical review

2.2.1 Benefits of Effective Stakeholders

Effective stakeholder engagement is pivotal for the sustainable growth of the tourism industry in Ethiopia, especially in Addis Ababa. By involving a diverse range of stakeholders, including government agencies, local communities, private sector entities, and NGOs, in the planning, implementation, and monitoring of tourism projects, several benefits can be realized (Wondirad, E., Ewnetu, B., & Tolkach, D., 2020). This collaborative approach enhances project legitimacy, improves decision-making processes, promotes sustainable practices, facilitates smooth project implementation, and fosters strong partnerships (Parnell, 2023). Ultimately, effective stakeholder engagement contributes to the long-term sustainability and positive impact of tourism development in Addis Ababa. The Studies of (McHale, 2024), & (Jiaying Gao., et.al, 2024) also emphasize,

effective stakeholder engagement in tourism is crucial for achieving sustainable, equitable, and competitive outcomes. By involving diverse stakeholders, tourism organizations can gain valuable insights, foster collaboration, and develop innovative solutions to common challenges. This leads to improved decision-making, increased destination competitiveness, and a positive destination image. Additionally, stakeholder engagement is essential for promoting sustainable tourism practices by minimizing negative impacts and maximizing positive benefits for the environment and local communities.

2.2.2 Challenges of Stakeholder Engagement

Despite the potential benefits of stakeholder engagement in Ethiopia's tourism sector, particularly in Addis Ababa, several challenges hinder its effectiveness. Many stakeholders, especially local communities, lack awareness of tourism's economic and social benefits, hindering their participation (Wondirad.A, 2019). Past negative experiences and a lack of transparency can erode trust between stakeholders, making collaboration difficult. Unequal power dynamics can limit the participation of marginalized groups, while cultural and linguistic barriers can hinder effective communication. Additionally, capacity constraints and bureaucratic hurdles can further impede stakeholder engagement, leading to delays and frustrations (Hugander, 2022).

2.2.3 Best Practices of Stakeholder Engagement

To successfully address the challenges and maximize the benefits of stakeholder engagement in tourism development, it is crucial to adopt a comprehensive approach that prioritizes early and continuous involvement, transparent communication, inclusive participation, capacity building, effective conflict resolution, and ongoing monitoring and evaluation (Lisa C. et.al, 2023). Effective stakeholder engagement is essential for the success of tourism development projects. Trust and commitment can be fostered by involving stakeholders from the outset and maintaining regular communication (Angela, 2023). Transparent and honest communication is crucial for building strong relationships, as it requires using clear language and sharing information openly. Inclusive participation, ensuring equal opportunities for all stakeholders, can lead to more equitable and sustainable outcomes (Lopes, 2021). Capacity building empowers stakeholders to participate effectively, while conflict resolution mechanisms help to address disagreements and find common ground (Lopes, 2021). Finally, regular monitoring and evaluation provide valuable

insights for improving future initiatives. By implementing these best practices, tourism stakeholders can work collaboratively to create sustainable and equitable tourism destinations.

2.2.4 Key stakeholders in Addis Ababa's tourism sector

Tourism development involves many stakeholders, each playing distinct roles that contribute to the project's overall success (Lisa C. et.al, 2023). According to some research, the main categories of stakeholders in tourism development include:

Government Authorities- local, regional, and national government bodies are the primary stakeholders responsible for policy formulation, regulatory oversight, and infrastructure development (Kumar, 2023). They provide the legal framework and financial support that enable tourism projects to take shape This study also highlighted the role of government as a facilitator of public-private partnerships, which are essential for large-scale tourism projects.

Heritage Management Institution - Historical sites, museums, and cultural centers are key attractions for tourists. Their management and preservation require the involvement of various stakeholders, including government agencies, cultural institutions, and local communities (Heritage, Empowering Ethiopia's Heritage Sector, 2023).

The private sector- the private sector (hotels, tour operators, and investors) plays a significant role in funding and making practical tourism initiatives. Their role is not only to provide the capital but also to drive innovation and service delivery in the tourism industry (Stainton, 2023).

Local Communities- involving local communities in tourism development has become a central team in this study (al J. e., 2024). Community participation ensures that projects are socially inclusive, culturally sensitive, and beneficial to the residents who are directly impacted by tourism. These studies (Ewnetu, 2019), (Lisa C. et.al, 2023) emphasize that stakeholder engagement in tourism must go beyond consultation and actively involve communities in decision-making processes to ensure equitable benefits.

Non-Governmental Organizations (NGOs)- focuses on the environmental and social aspects of tourism. Their involvement is particularly crucial in monitoring the environmental impact of tourism activities (Hayley, 2023).

Tourists- “Tourists are at the very heart of the tourism industry. Without tourists there would be no tourism” (Hayley, 2023)

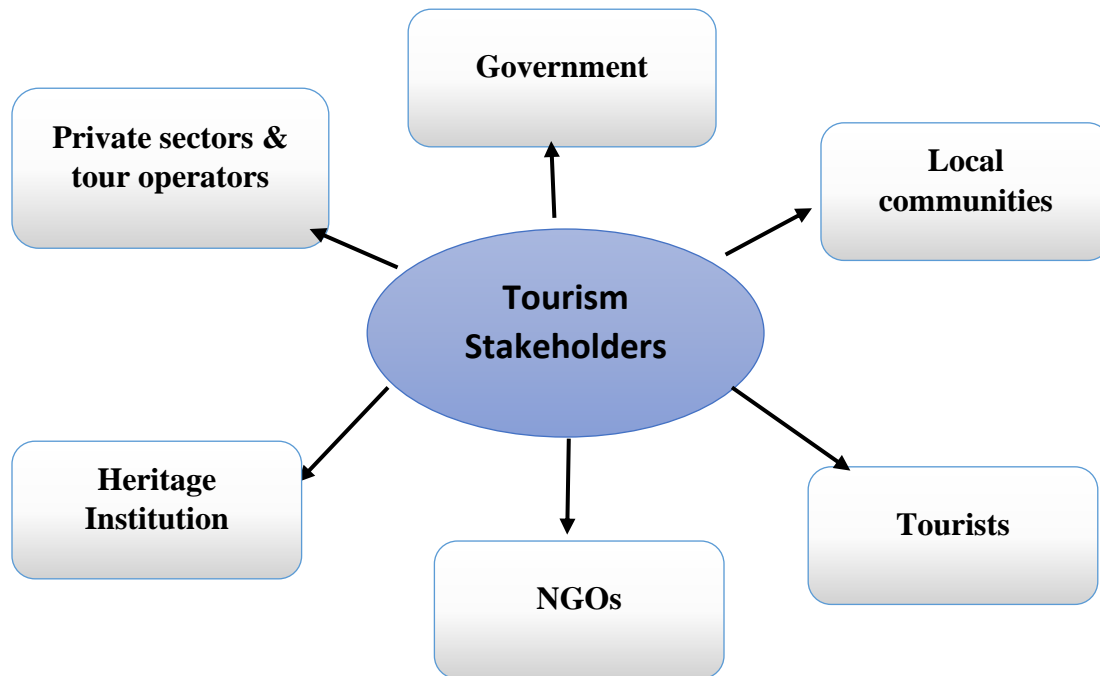


FIGURE2. 1TOURISM STAKEHOLDERS

2.2.5. Existing Mechanisms for Stakeholder Engagement

While some mechanisms exist to engage stakeholders in Addis Ababa's tourism sector, there is still significant room for improvement. Public-Private Partnerships (PPPs) have facilitated collaboration between government agencies and private sector entities to develop essential tourism infrastructure and services. Community-Based Tourism (CBT) initiatives have empowered local communities to participate actively in tourism development and management. Additionally, Tourism Associations and Forums provide valuable platforms for stakeholders to discuss issues, share experiences, and collaborate. Government-led consultations and workshops offer opportunities for stakeholders to provide input on tourism policies and strategies. However, the

effectiveness of these mechanisms can be enhanced through more consistent and inclusive practices.

2.2.6. Challenges in Stakeholder Engagement in Tourism

The research (E, 2023), by citing different research explores the challenges hindering tourism development in Ethiopia Addis Ababa, emphasizing the need for enhanced collaboration, trust, and awareness among stakeholders. The private sector's lack of understanding about tourism expansion and the limited public awareness in nearby villages pose significant obstacles. Additionally, the concept of public-private partnerships (PPPs) is not fully grasped, and regulatory frameworks are not well understood. These issues, coupled with the underutilization of PPPs, prioritization of other industries, and financial agreements, complicate the application of PPPs in the tourism industry. Building trust among stakeholders and identifying common challenges is crucial for successful collaboration. The section also highlights the importance of addressing power imbalances and political issues to create a conducive environment for enhancing sustainable tourism development.

The research made by (Hordofa, 2021), identifies several challenges hindering effective collaboration between the public and private sectors in the tourism industry of Addis Ababa. These include a lack of common vision, financial constraints, inadequate trust and communication, insufficient follow-up and evaluation mechanisms, a shortage of skilled manpower, and regulatory and administrative hurdles. These obstacles collectively impede the ability of stakeholders to work cohesively towards shared goals and achieve sustainable tourism development.

Case Studies of Stakeholder Engagement in Addis Ababa's tourism sector may be limited, there are broader examples of successful stakeholder engagement in African tourism destinations that can provide valuable lessons. For instance, South Africa's focus on community-based tourism and its efforts to involve local communities in decision-making processes have been widely recognized.

To further explore the specific challenges and opportunities for stakeholder engagement in Addis Ababa, it is recommended to conduct primary research, such as interviews, surveys, and focus group discussions with key stakeholders. By understanding the unique context of Addis Ababa,

researchers and policymakers can develop effective strategies to enhance stakeholder engagement and promote sustainable tourism development.

2.2.7 Impact of Stakeholder Engagement

Engaging stakeholders early and often promotes transparency, builds trust, and facilitates better decision-making, improving project outcomes and increasing satisfaction. By involving stakeholders in the project's development and execution, project managers can ensure that their needs and expectations are met, fostering a collaborative and supportive environment that ultimately drives project success (Swafford, 2024). The study on stakeholder engagement in Zemen Bank (Abraham, 2023), found that effective stakeholder engagement is crucial for project success. By identifying relevant stakeholders, communicating openly, and actively addressing their concerns, projects can maintain trust, transparency, and alignment with stakeholder expectations, leading to smoother operations, fewer disruptions, and better overall outcomes.

2.2.8 Outcomes of Stakeholder Engagement

According to these studies (Jiaying Gao. et.al), (Lisa C. et.al, 2023) the outcomes of stakeholder engagement for tourism development projects can lead to improved project success, enhanced collaboration, increased community support, sustainable development, conflict resolution, and enhanced reputation. By involving all relevant parties in the planning and implementation process, project managers can ensure that the needs and expectations of all stakeholders are met, leading to more successful and sustainable tourism development.

2.2.7. Level of Stakeholders Engagement

The level of stakeholder involvement in tourism development can significantly impact the success and sustainability of tourism projects. Studies have demonstrated that higher levels of engagement, particularly during the early stages of planning, can lead to more favorable outcomes. Stakeholders in tourism can be categorized based on their influence and interest. Key stakeholders, with significant influence and interest, are often actively involved in decision-making processes. Less influential stakeholders, while important, may be engaged through information sharing and consultation to ensure their perspectives are considered (Sedmak, 2021).

2.2.8. Communication Method

Effective communication is essential for successful stakeholder engagement. A variety of communication methods can be used, including face-to-face meetings, workshops, online platforms, and social media (Martins, 2024). Effective communication is essential for successful stakeholder engagement. Choosing the appropriate communication method depends on the preferences and availability of the stakeholders, as well as the complexity and urgency of the information being shared. For detailed discussions or sensitive topics, face-to-face meetings or workshops may be more effective. Conversely, for quick updates or reaching a broader audience, online platforms or social media can be more efficient. Studies have shown that combining multiple communication channels can enhance engagement and information sharing (Choosing the Right Communication Channel, 2024).

2.2.9. Frequency of Engagement Activities

Stakeholder engagement can also be affected by the frequency of engagement activities. Regular interactions, such as monthly meetings or quarterly updates, can help to build trust and maintain momentum (What are stakeholder engagement strategies?, 2024). Trust is crucial in stakeholder engagement as it fosters open communication and collaboration. When stakeholders trust each other, they are more likely to share valuable insights and feedback, leading to better decision-making (Kujala, J. et, al, 2022). Additionally, trust can help to resolve conflicts more efficiently, ensuring that projects progress smoothly and objectives are met. The above study critiques, that the optimal frequency may vary depending on the specific context and the needs of different stakeholders. Inadequate engagement frequency can lead to a breakdown in communication and a lack of alignment among stakeholders. This may result in misunderstandings, missed opportunities for feedback, and ultimately, poor decision-making. Furthermore, insufficient interaction can erode trust, making it difficult to resolve conflicts and causing project delays or even failure to meet objectives. (Lori Pennington-Gray, 2023), the frequency of stakeholder engagement activities can vary based on the specific project or initiative. Consistent communication and feedback mechanisms are essential for fostering strong relationships with stakeholders. Significant decisions or substantial changes often necessitate more frequent and intensive engagement to ensure stakeholder input and buy-in.

2.2.10. Stakeholder Diversity

Involving a diverse range of stakeholders, including local communities, government agencies, private sector businesses, and NGOs, can lead to more comprehensive and sustainable tourism development (E. Christian Wells, et, al, 2021). However, it is important to ensure that all stakeholders have equal opportunities to participate and contribute. Establishing clear communication channels and conducting regular meetings can help facilitate equal participation (Carter, 2024). Additionally, providing capacity-building workshops can empower stakeholders with the necessary skills to engage effectively. Implementing transparent decision-making processes also ensures that all voices are heard and considered. As the study of (Anh, Strengthen Stakeholder Training in the Projects, 2024) training and capacity-building programs play a crucial role in enhancing stakeholder engagement. By equipping stakeholders with a deeper understanding of tourism issues and their role in decision-making, these programs empower them to participate effectively in engagement processes. This ultimately leads to improved communication, collaboration, and problem-solving skills, fostering a more inclusive and effective approach to tourism development.

2.2.11. Training and Capacity Building

Providing training and capacity-building opportunities can enhance the ability of stakeholders to participate effectively in tourism development (Wondirad. A,et al, 2020). This can include training on topics such as tourism planning, financial management, marketing, and environmental sustainability (Anh, Strengthen Stakeholder Training in the Projects, 2024). Evaluating training outcomes can be achieved through a combination of pre-and post-training assessments to measure knowledge gained. Feedback surveys can also be used to gather participants' perspectives on the training's effectiveness and relevance. Additionally, long-term follow-up evaluations can help determine the practical application and impact of the training on stakeholders' roles in tourism development (Szczeny, 2023). (Anh, Strengthen Stakeholder Training in the Projects, 2024), training and capacity-building programs empower stakeholders by enhancing their understanding of tourism issues and their role in decision-making processes. These programs foster effective participation, improve communication, collaboration, and problem-solving skills, ultimately contributing to more inclusive and sustainable tourism development.

2.2.12. Transparency and Information Sharing

Transparency and information sharing are essential for building trust and fostering effective stakeholder engagement. Implementing regular updates through newsletters or meetings can keep all parties informed and engaged (Nowak, 2024). Utilizing collaborative platforms such as shared drives or project management tools allows stakeholders to access necessary documents and data easily. Additionally, open forums or feedback sessions can encourage dialogue and provide opportunities for stakeholders to voice their concerns and suggestions (Member, 2022). Stakeholders should have access to clear and accurate information about project plans, progress, and outcomes.

Transparency and open communication are fundamental principles for effective stakeholder engagement in tourism. By providing regular updates on project progress, decision-making processes, and outcomes, tourism organizations can foster trust, understanding, and credibility with stakeholders. Furthermore, tailoring information sharing to the specific needs and interests of different stakeholder groups ensures that communication is relevant, timely, and impactful. This approach enhances stakeholder participation, builds strong relationships, and ultimately contributes to more successful and sustainable tourism initiatives (Kari, 2024).

2.2.13. Feedback Mechanism

Providing opportunities for stakeholders to provide feedback and input is crucial for ensuring that their concerns and priorities are addressed. Feedback mechanisms can include surveys, focus groups, and public consultations (Young, 2024). Effective stakeholder engagement requires robust feedback mechanisms. By actively seeking and considering stakeholder input, tourism organizations can ensure that their decisions and actions align with the needs and aspirations of the community. Regular feedback sessions and surveys provide valuable opportunities to monitor stakeholder satisfaction, identify areas for improvement, and strengthen relationships (Young, 2024).

Existing research, while acknowledging the importance of stakeholder engagement, lacks in-depth analysis of the specific challenges faced in Addis Ababa. This includes a limited understanding of how to effectively overcome power imbalances between stakeholders, build trust and improve

communication channels among diverse groups, develop effective capacity-building initiatives that cater to the specific needs of local communities, and understand the crucial role of social capital in facilitating collaboration among stakeholders in the city's tourism sector.

2.3. Theoretical Review

2.3.1 Stakeholders Theory

According to (Lisa C. et.al, 2023) stakeholders in tourism development have diverse experiences, with some benefiting while others suffer. Understanding these perspectives is crucial for effective planning. Various engagement techniques, like workshops and surveys, can help gather insight. However, challenges such as resistance and communication issues can hinder progress. Researchers are working to address these challenges and develop better tools for stakeholder engagement and measuring quality of life.

Another study written by (Del Chiappa, et.al, 28 Apr. 2019) analyzes residents' views on tourism development in their area. While they generally believe the benefits outweigh the drawbacks, they are concerned about the future and feel excluded from planning. Despite this, they are not convinced of the need for community involvement. Factor and cluster analysis identified four groups: disenchanted, critics, opponents, and activists. Their socio-economic and demographic characteristics are described, and implications for researchers, developers, and policymakers are discussed.

A study written by (Marina. et.al, 2021) outlines the various stakeholders involved in tourism development and their respective roles. National and Local governments play a crucial role by providing infrastructure and ensuring safety, while DMOs (Destination Management Organization stakeholders) act as connectors between stakeholders. The local community is vital for successful tourism, as their attitudes and perceptions influence the destination's success. Visitors are the economic drivers, and their experiences shape the destination brand. Private sector businesses generate economic contributions but may prioritize economic interests over social and environmental concerns. NGOs advocate for communities and environmental conservation, potentially conflicting with private sector goals. To ensure sustainable tourism development, inclusive and participatory planning processes are necessary to address the diverse interests of all stakeholders.

The research of (Ferede, 2019) provides a comprehensive overview of stakeholder engagement in tourism development in Ethiopia focusing on four case studies: Addis Ababa, Awash National Park, Gondar, and Bishoftu. It discusses the diverse range of stakeholders involved, including the private sector (hoteliers, tour operators), public sector (government agencies), and local communities. The research analysis highlights the importance of stakeholders' collaboration in providing sustainable tourism. It examines how these stakeholders interact and perceive sustainable tourism in terms of economic, socio cultural, and environmental factors. The research provides specific examples of stakeholder engagement, such as the collaboration between government agencies, tour operators, and local communities in Awash National Park to promote eco-tourism and the challenges faced by some destinations like Gondar, in balancing Tourism with conservation efforts. It provides valuable insights into the factors influencing collaboration, the perceptions of stakeholders, and the potential for sustainable tourism development in the country.

(Girma, Ethiopian Tourism Investment Profile , 2021) on pages 99-100 written about the stakeholders and their roles which is different from other research. The Ethiopian government has Established a comprehensive framework to attract and support foreign investment. Key stakeholder institutions involved include the Development Bank of Ethiopia, which provides financing for investment projects, and the Ethiopian Investment Commission, which offers one-stop service for registration licensing, and aftercare. Other relevant agencies include the National Bank of Ethiopia, Ethiopia Customs Commission, Ministry of Trade and Industry, Ministry of Revenue, Ministry of Labor and Social Affairs, Ministry of Foreign Affairs, Ministry of Culture and Tourism, Immigration Nationality and Vital Events Agency, Ethiopian Telecom, and Ethiopian Wildlife Conservation Authority.

In this study, the FDRE Tourism Ethiopia edition text (Eskinder, 2020) helps magnify stakeholders' roles. The Government framework plays a crucial role in shaping the environment for stakeholder engagement in tourism development projects in Ethiopia and Addis Ababa. It establishes the policies, regulations, and incentives that influence the opportunities and constraints stakeholders face, such as local communities, businesses, and NGOs.

2.3.2 Social Theory

Social capital, including trust, networks, and collaboration, is crucial for engaging diverse tourism stakeholders. It helps build community connections and enhances the sector's resilience. Effective social capital contributes to sustainable tourism by fostering trust, improving information flow, and enabling resource sharing, which are pivotal for collaborative planning and implementation in tourism (Pouya, 2022). The study (Social Capital Theory, 2024) of emphasizes the importance of social networks, trust, and cooperation in achieving collective goals. In the context of tourism, strong social capital can facilitate collaboration between stakeholders, leading to more effective decision-making and implementation of tourism projects.

2.3.3 Governance Theory

Governance theory plays a vital role in shaping sustainable tourism development. It highlights the importance of multi-level governance, collaborative networks, public-private partnerships, and community-based tourism (Daniel F. Meyera, Tanya Rheeders, 2023). Effective governance ensures transparent and accountable decision-making, efficient resource allocation, and inclusive stakeholder participation. By understanding the interplay between tourism development theory and governance theory, policymakers and practitioners can work towards creating more sustainable and equitable tourism destinations (Lösch, 2019). This theory emphasizes inclusive decision-making, requiring involvement from public, private, and local entities to create a shared governance model (Bianchi, C., et. al, 2021). With the study (Woldesenbet, 2020), in Addis Ababa, a collaborative approach can help manage conflicting interests, promote equity, and ensure that all stakeholders, including local communities, have a voice in tourism development decisions. Research shows that structured frameworks for stakeholder collaboration can enhance sustainable and equitable tourism outcomes by addressing power imbalances (Wondirad. A,et al, 2020).

2.3.4 Tourism Development Theory

Tourism development theories offer various perspectives on the multifaceted nature of tourism (Tourism Theory, 2024). Modernization theory emphasizes economic growth and technological advancements, while dependency theory highlights the potential for unequal power dynamics and economic leakage. (Daniel F. Meyera, Tanya Rheeders, 2023), (Tourism U. , nd) Political economy theory focuses on the role of power and politics in shaping tourism development, while sustainable tourism theory prioritizes balancing economic, social, and environmental

considerations. These theories provide valuable insights into the complexities of tourism development and can guide policymakers and practitioners in making informed decisions. Sustainable tourism development theories, such as the Destination Lifecycle Model and Butler's Tourism Area Life Cycle, highlight the need for balanced tourism growth. The focus is on maintaining the socio-cultural and environmental integrity of destinations (Butler, 2024). For Addis Ababa, this implies managing tourism growth through well-defined engagement strategies that prevent overexploitation and ensure that benefits extend to the local population while maintaining the cultural heritage and natural assets of the city.

2.3.5 Theoretical framework

Social Capital Theory provides a robust framework for understanding and addressing the identified research gaps. This theory emphasizes the significance of building trust by fostering connections and interactions among stakeholders, improving communication by facilitating information flow and creating effective channels, empowering marginalized communities by providing them with a platform to voice their concerns and participate meaningfully, and enhancing collaboration by fostering a sense of shared responsibility and encouraging collaborative efforts. By applying this framework, the research can explore how social capital can empower marginalized communities, build trust and improve communication, facilitate capacity building, and ultimately foster a more collaborative environment where stakeholders work together towards shared goals.

2.4. Geographical Review

Addis Ababa, with its rich historical and cultural heritage, has significant potential for tourism development. However, the city's tourism projects have faced challenges due to insufficient stakeholder involvement, leading to mismatches between project objectives and community expectations (Ademe.A, 2019). The special development plans for Addis Ababa, including tourism-related projects, have also been hampered by poor stakeholder coordination, resulting in fragmented implementation and reduced project effectiveness (Belete W. , 2023). Across Ethiopia, stakeholder engagement in tourism projects has been shown to improve conservation outcomes and enhance visitor experiences. In Addis Ababa, aligning urban development with tourism goals is crucial, and local community engagement is essential for ensuring that tourism projects contribute to inclusive development. Research in Arbaminch, Ethiopia (Damene, 2023) highlights

that stakeholder engagement at the local level especially with local communities and park authorities ensured that tourism development aligned with conservation goals.

Building upon this foundation, this study aims to explore the challenges related to stakeholder engagement in tourism management in Addis Ababa city. By addressing the identified research questions, this study will contribute a deeper understanding of the factors influencing stakeholder involvement, the challenges faced, to foster effective collaboration and achieve sustainable tourism development in the city.

2.5. Conceptual framework

A conceptual framework is a visual representation of the relationships between variables in a research study. It helps to define the objectives and map out how different elements contribute to the overall conclusion (George, August 2, 2022). In this study, the success of tourism development in Addis Ababa is significantly influenced by effective stakeholder engagement. A well-structured engagement process involves a diverse range of stakeholders, including local communities, government agencies, private sector entities, and NGOs. The level of engagement, communication methods, frequency of interactions, and the diversity of stakeholders involved are crucial factors in determining project outcomes. The ultimate goal of stakeholder engagement is to contribute to the success of tourism development. A conceptual framework is presented diagrammatically in Figure 2.2 of this study.

Chapter Three

Research Design and Methodology

This research on stakeholder engagement in Ethiopian tourism development faced several constraints, including limited data availability, time frame limitations, resource constraints, the level of skill of the participants, and language barriers. To address these challenges, the study employed triangulation, purposive sampling, and careful consideration of ethical guidelines. By mitigating these constraints, the research aimed to achieve a precision level of 5 percent and a confidence level of 95 percent, ensuring that the findings were reliable and representative of the target population (Del Siegle, sampling, 2021).

3.1. Description of the study area

The Ethiopia Tourism Investment Profile on pages 56 -88 of the first edition published in August 2021 stated 50 tourism destinations and recommended investment areas for concerned stakeholders. This study will focus on tourism development projects in Addis Ababa, a city rich in cultural heritage and natural beauty. Given the diverse geographical and socio-economic conditions across the country, the study will prioritize regions with significant tourism potential and a history of tourism development initiatives.

Addis Ababa – Ethiopia’s capital, is a cosmopolitan city with a rich history and modern amenities. Chosen for its beauty and climate, it houses significant institutions like the African Union and ECA. With a diverse range of cultural attractions, world-class infrastructure, and advanced telecom.

3.2. Research Design

The study used a qualitative and quantitative research design to gain an in-depth understanding of stakeholder engagement in Addis Ababa's tourism sector. These approaches allow for a rich exploration of the experiences, perceptions, and contributions of diverse stakeholders, capturing the complexity of their roles and interactions. Through semi-structured interviews and a Likert Scale Survey questionnaire with key stakeholders, including government officials, local community members, private sector representatives, NGOs, and tour operators, the research will

collect nuanced insights into stakeholder engagement practices, challenges, and opportunities for improvement (Hassan, March 2024). These methods provide a detailed view of each stakeholder's unique perspective, highlighting the intricacies of their relationships and the barriers they encounter in tourism development. (Narratologist, 2024)

In addition to interviews and survey questionnaires, document analysis served as a complementary qualitative method, enabling a comprehensive review of existing government policies and relevant academic literature. This method provides valuable context by identifying historical patterns, strategic frameworks, and policy influences that have shaped stakeholder involvement in Ethiopian tourism. Document analysis also allows for an in-depth comparison of policy intentions with real-world stakeholder experiences, offering insights into the alignment or lack thereof between theoretical frameworks and practical implementation (Heckert, A., et al., 2020), (Cardno, 2018).

By focusing on qualitative and quantitative methods, these studies aimed to provide a holistic and nuanced understanding of stakeholder engagement in Addis Ababa's tourism sector. The insights gathered helped to clarify the dynamics of stakeholder collaboration and informed future strategies for fostering more effective and sustainable engagement in tourism development projects.

3.3. Population of the Study

The target population for this study encompasses a diverse group of stakeholders involved in tourism development in the Ethiopian capital city of Addis Ababa. This includes government agencies such as the Ministry of Culture and Tourism, heritage authority which play a critical role in shaping policies and regulatory frameworks that guide tourism activities in the country (Wondirad, 2019) Government involvement is crucial for ensuring the alignment of tourism development with national strategies, particularly regarding sustainability and community participation (Nigusse, 2021)

The private sector is represented by tourism businesses like hotels, tour operators, investors, and industry associations, all of which contribute significantly to the economic sustainability and competitiveness of the tourism sector. The private sector's engagement is often linked to investment in infrastructure and the creation of employment opportunities, making it a vital stakeholder in any tourism project (Roxas, et.al, 2020). Private sector stakeholders bring

entrepreneurial perspectives and resources that can enhance the overall development of tourism initiatives (Ashenafi, 2020).

The study also targeted local communities whose experience and satisfaction levels play a key role in evaluating the success of tourism development. The attitudes and behaviors of the community are critical in understanding the demand side of community development, and their feedback is essential for improving service quality and destination management (UNWTO, 2020)

Finally, non-governmental organizations (NGOs) are integral to the target population as they often provide support in areas such as community engagement, environmental conservation, and advocacy for sustainable tourism practices. NGOs often act as intermediaries between local communities and the larger stakeholders, ensuring that marginalized voices are included in the decision-making process (Mekonen, 2021). A multi-stakeholder approach is essential for grasping the complexities of tourism projects, ensuring inclusivity, and addressing the varying objectives and potential conflicts among these groups (Belet, 2020).

3.4. Sampling and Sampling Method

Given the diverse nature of stakeholders in Addis Ababa's tourism sector and the need for in-depth insights, a purely qualitative approach and quantitative were employed. Purposive sampling is used to select key stakeholders from government agencies, the private sector, local communities, NGOs, and tour operators, chosen based on their roles, expertise, and experience in tourism development. This targeted sampling approach allows for the selection of participants who can provide rich, contextually relevant insights into stakeholder engagement practices, challenges, and opportunities for improvement (Targeted Sampling, 2024). Based on the diverse nature of stakeholders, a sample size of approximately 80 is needed for this research. Addis Ababa boasts approximately 10 five-star hotels (Booking.com, 1996-2025), over 85 legally registered tour organizations ((Ethiopia), nd), and one prominent tourism-focused NGO, World Vision. While pinpointing the exact number of all tourism stakeholders in the city is challenging, it's estimated that 15 communities are significantly impacted by tourism, representing a substantial portion of the total stakeholder population. This calculation is based on a population estimate of 100, a desired margin of error of 5%, and a confidence level of 95%.

According to Slovin's formula $n = N / (1 + Ne^2)$

Where: n = Number of samples,

N = Total population and

e = Error

$$100 / (1 + 100 * 0.05^2)$$

$$1 + 100 * 0.05^2 = 1.25$$

$$100 / 1.25 = \underline{\underline{80}}$$

This distribution ensures comprehensive representation across different stakeholder groups, facilitating an in-depth exploration of the complexities within Addis Ababa's tourism sector.

3.5. Tools for data collection

Primary data were collected through a combination of qualitative and quantitative tools. The qualitative data were collected through semi-structured interviews, engaging key stakeholders from government agencies, the private sector, local communities, and tour operators. The semi-structured interviews elicit detailed information on stakeholders' experiences, perceptions, and perspectives on their engagement in Addis Ababa's tourism sector. This approach allows for a flexible yet focused exploration of participants' insights, offering a comprehensive understanding of their roles, challenges, and recommendations for improved collaboration in tourism (Danielle M. & Matthew B. , 2020).

Additionally, secondary data were collected through document analysis, which focuses on government policies and academic literature. This analysis provides valuable context and historical insight into stakeholder engagement practices in tourism development, allowing for a deeper understanding of current patterns and potential areas for improvement. Together, these qualitative methods will yield a comprehensive view of stakeholder engagement in Addis Ababa's tourism sector.

Quantitative data were collected using a Likert scale survey questionnaire to complement the qualitative data. The survey assesses stakeholder attitudes, satisfaction levels, and perceptions of

collaboration within Addis Ababa's tourism sector. This structured approach ensures measurable and comparable insights, allowing for a deeper analysis of patterns and trends.

3.6 Data Analysis Method

This research employed a qualitative and quantitative approach to gain in-depth insights into stakeholder engagement in Addis Ababa's tourism sector. Qualitative data collected through interviews were analyzed using thematic analysis, a widely used qualitative method for identifying, analyzing, and interpreting key themes within data sets (Muhammad N. et, al., 2023). Thematic analysis allows the study to uncover recurring patterns and nuanced perspectives on stakeholder engagement, offering a detailed understanding of stakeholders' experiences, challenges, and contributions (Michelle E , & Lara V, 2020).

Document analysis was conducted on relevant tourism policies, and academic literature to contextualize findings within existing strategies and frameworks. This method will reveal trends, regulatory practices, and the alignment (or misalignment) of policy intentions with actual stakeholder experiences. By examining these documents, the research will gain a richer understanding of the historical and policy landscape influencing tourism development and stakeholder Engagement in Addis Ababa (Bhandari, 2023).

SPSS was used to analyze the quantitative data collected from the Likert scale questionnaire. This will involve data management, statistical analysis (including descriptive statistics), and data visualization. SPSS (Statistical Package for the Social Sciences) is a versatile software package used for statistical analysis and data management. It's widely employed in various fields, including social sciences, market research, healthcare, and education (Rahman, et, al, 2021). SPSS is a versatile statistical software that empowers users to manage, analyze, and visualize data. It enables data cleaning, transformation, and handling of missing values. For statistical analysis, SPSS offers a wide range of techniques, including descriptive statistics (I., 2024).

By integrating insights from multiple qualitative and quantitative sources, this research will provide a comprehensive view of stakeholder engagement and its implications for tourism development in Addis Ababa.

3.7 Ethical Considerations

To ensure Ethical conduct, this research will stick to the following principles: informed consent, confidentiality, ethical approval, and participant respect. Before agreeing to participate, participants will be provided with detailed information about the study's purpose, their rights, and potential risks and benefits. Their data will be kept confidential, and their identities will be disclosed in the research report. Throughout the research process, participants will be treated with respect and dignity.

Summary

This research employed a mixed-methods approach, combining qualitative and quantitative methods. Qualitative data was collected through semi-structured interviews and document analysis, while quantitative data was gathered using a Likert scale survey. Purposive sampling was used to select key stakeholders from government agencies, the private sector, local communities, and NGOs. The research aimed to achieve a precision level of 5 percent and a confidence level of 95 percent by addressing limitations such as limited data availability, time constraints, and resource constraints. Ethical considerations were prioritized throughout the research process, ensuring informed consent, confidentiality, and respectful treatment of participants. The findings from this research will provide valuable insights into stakeholder engagement practices in Addis Ababa's tourism sector, informing future strategies for sustainable tourism development.

Chapter Four

Finding and Analysis

4.1. Introduction

This research employed a combined research design to comprehensively explore the research questions. Qualitative data collected through interviews were analyzed using thematic analysis, a widely used qualitative method for identifying, analyzing, and interpreting key themes within data sets. Additionally, document analysis was conducted to gather historical, policy, and contextualized information relevant to the research.

To complement the qualitative approach, a quantitative component was incorporated through the administration of a Google form Likert scale questionnaire. This instrument allowed for the collection of numerical data on a large scale, enabling statistical analysis and generalization of findings. The questionnaire was designed to assess specific variables and measure the extent to which participants agreed or disagreed with various statements related to this research topic.

SPSS software tools descriptive statistics were used to analyze the Likert scale data, and to manage, analyze, and visualize data. By combining these qualitative and quantitative methodologies, this research aimed to achieve a multifaceted understanding of the issues under study. The desired sample size for the primary quantitative data collection was 80. However, due to various factors, including time constraints and participant availability, the actual sample size achieved was 77.

4.2 Findings of Quantitative Data and Qualitative Data

CONSENT: I agree to participate in this survey. I understand that I can withdraw my consent at any time.

78 responses

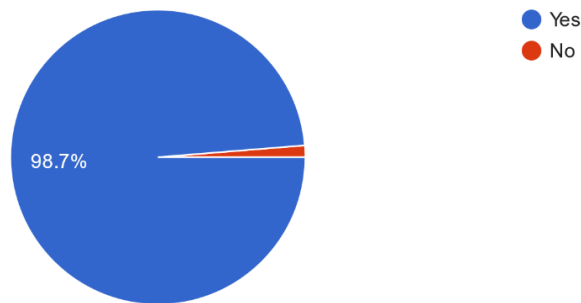


FIGURE4. 1 CONSENT

Most respondents (98.7%) agreed to participate in the survey, indicating a high willingness to engage. This high consent rate suggests that respondents are generally open and willing to provide input for the survey, which can be crucial for the reliability and comprehensiveness of the collected data. The tiny percentage of non-consent highlights, that the study has received a positive response overall.

Please select the type of your organization:

76 responses

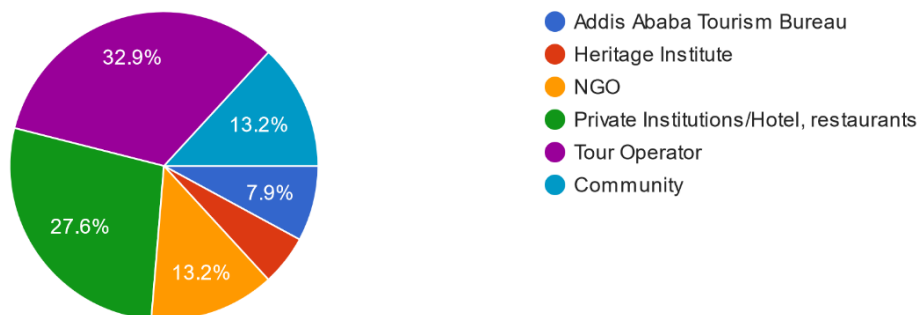


FIGURE 4. 2 TYPES OF ORGANIZATION

The largest segment is "Tour Operator," with 32.9%, followed by "Private Institutions/Hotel, Restaurants," with 27.6%, and the smallest segment is "Heritage Institute," with 7.9%. This chart

highlights the diversity of organizations involved in tourism-related activities in Addis Ababa, with a significant portion of responses from tour operators and private institutions.

[1] Effective communication channels are in place to facilitate information sharing among stakeholders.
77 responses

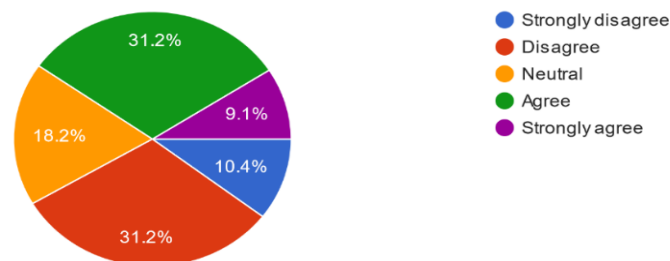


FIGURE 4.3 STAKEHOLDER PERCEPTIONS OF EFFECTIVE COMMUNICATION CHANNELS

This chart highlights the divided opinions among stakeholders regarding the effectiveness of communication channels. Notably, the highest percentages are in the "Disagree" and "Agree" categories, at 31.2%. This indicates that while some stakeholders believe the communication channels are effective, 31% do not.

[2] There is sufficient collaboration and coordination among different stakeholders in the tourism sector.
77 responses

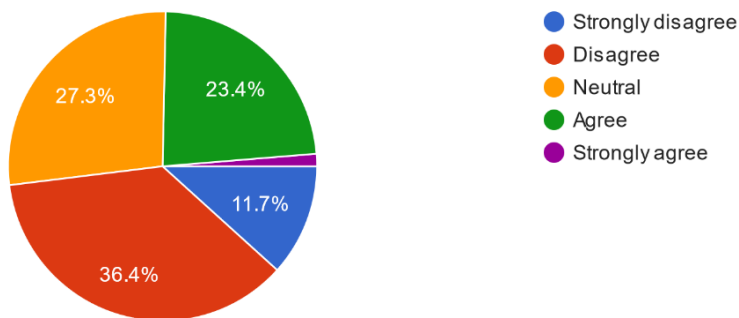


FIGURE 4.4 STAKEHOLDER COLLABORATION AND COORDINATION IN THE TOURISM SECTOR

According to the chart, a significant portion (48.1%) of respondents strongly disagree or disagree that stakeholders in the tourism sector collaborate and coordinate enough. Additionally (27.3%) remain neutral, indicating uncertainty about the state of collaboration. Only 23.4% of respondents

agree, and an even smaller fraction strongly agree that collaboration and coordination are adequate.

[3] The interests and concerns of local communities and other stakeholders are adequately considered in tourism development decisions.

77 responses

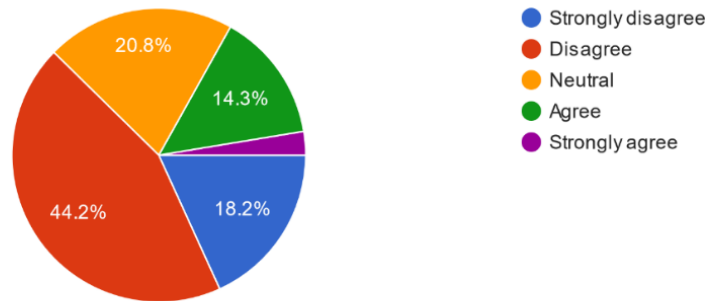


FIGURE4. 5 INTERESTS AND CONCERNS OF LOCAL COMMUNITIES AND OTHER STAKEHOLDERS

A majority (62.4%) of respondents/community Strongly disagree or disagree that their interests are adequately considered. Even a substantial portion (20.8%) remain neutral, indicating uncertainty about being adequately considered. Only 16.9% feel their input is valued.

[4] There is a clear and shared vision for the future of tourism in Addis Ababa.

77 responses

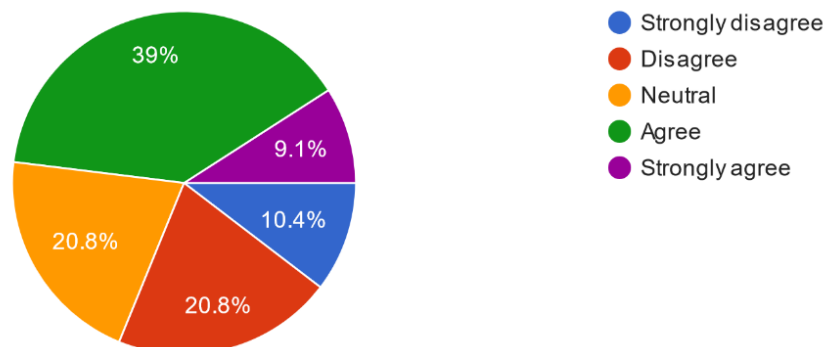


FIGURE4. 6 CLEAR AND SHARED VISION FOR THE FUTURE OF TOURISM

The pie chart indicates that a significant portion of respondents (48.1%) strongly agree or agree that there is a clear and shared vision for the future of tourism in Addis Ababa. However, there is still a notable percentage of respondents who are neutral (20.8%), disagree or strongly disagree (31.2%), with this statement. This division suggests that while many stakeholders feel confident

in the current vision for tourism, a considerable number of them do not share are unsure.

[5] Adequate resources are allocated to support stakeholder engagement initiatives.
77 responses

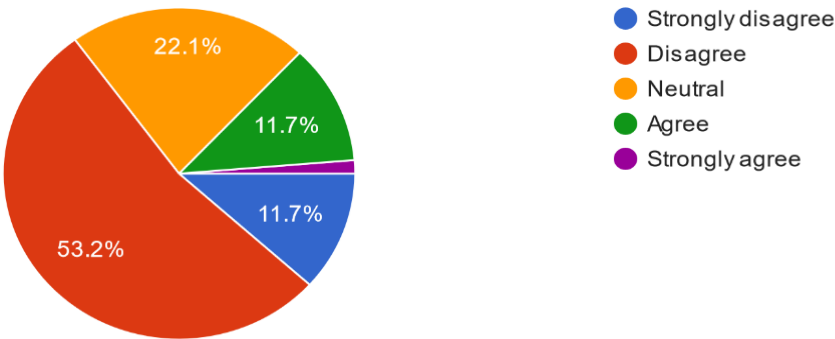


FIGURE 4. 7 ADEQUATE RESOURCES

The survey results indicate a significant lack of resources to support stakeholder engagement initiatives in Addis Ababa. A majority of respondents (64.9%) disagree or strongly disagree that adequate resources are provided, with only 11.7% agreeing. Meanwhile, 22.1% of respondents are neutral, indicating some uncertainty regarding the adequacy of resources. Only 11.7% agree, and an even smaller fraction strongly agree that sufficient resources are provided for these initiatives.

[6] There is a strong commitment to sustainable tourism practices among all stakeholders.
77 responses

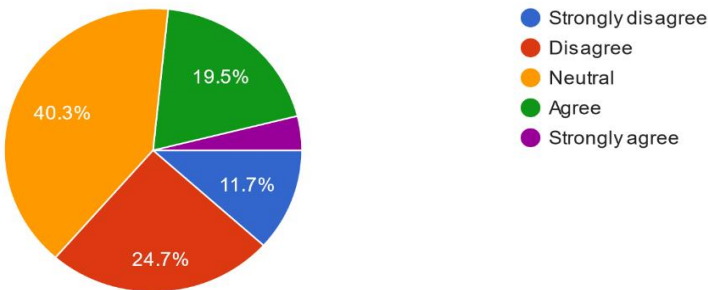


FIGURE 4. 8 STRONG COMMITMENT TO SUSTAINABLE TOURISM

The chart indicates that the largest segment of respondents (40.3%) remains neutral on whether there is a strong commitment to sustainable tourism practices among all stakeholders. This neutrality suggests uncertainty or a lack of clear perception about the commitment levels. A portion of respondents (36.4%) strongly disagree or disagree, indicating that a significant number of

stakeholders believe there is insufficient commitment to sustainable practices. On the other hand, 23.4% agree and strongly agree, suggesting that a minority of respondents perceive a strong commitment to sustainability.

[7] There is sufficient capacity building and training provided to stakeholders to enhance their engagement in tourism activities.

77 responses

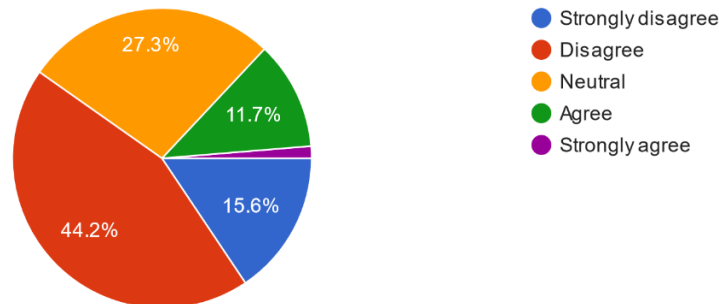


FIGURE 4. 9 SUFFICIENT CAPACITY BUILDING AND TRAINING

The chart indicates that a majority of respondents (59.8%) either disagree or strongly disagree that there is sufficient capacity building and training provided to stakeholders in tourism activities. An observed portion of respondents (27.3%) remains neutral, indicating uncertainty about the adequacy of training. Only 13% strongly agree or agree, suggesting that only a minority of stakeholders feel that adequate training and capacity building are provided.

[8] There are effective mechanisms to monitor and evaluate the impact of tourism on the environment and local communities.

76 responses

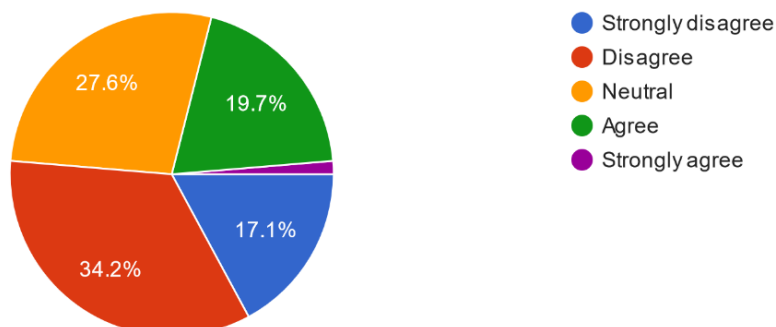


FIGURE4. 10 EFFECTIVE MECHANISMS TO MONITOR AND EVALUATE

The chart shows that a significant portion of respondents (34.2%) disagree and 17.1% of respondents strongly disagree that there are effective mechanisms to monitor and evaluate the impact of tourism on the environment and local communities. This indicates that a majority of respondents (51.3%) believe that the current mechanisms are inadequate. A portion of respondents (27.6%) remain neutral, suggesting uncertainty or a lack of clear perception about the effectiveness of these mechanisms. Only 19.7% of respondents agree, and less than 1% strongly agree, indicating that only a small fraction of stakeholders feel that the mechanisms in place are effective.

[9] There is a supportive policy and regulatory environment for tourism development in Addis Ababa.

77 responses

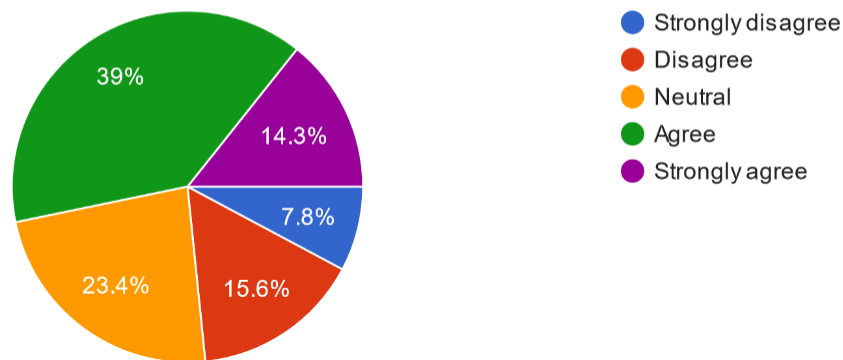


FIGURE4. 11 SUPPORTIVE POLICY AND REGULATORY ENVIRONMENT

The chart indicates that the majority of respondents (53.3%) agree and strongly agree that there is a supportive policy and regulatory environment for tourism development in Addis Ababa. However (23.4%) of respondents remain neutral, indicating some uncertainty or lack of strong opinion on the matter. On the other hand, 23.4% disagree and strongly disagree, showing that there is still a segment of stakeholders who believe that the policy and regulatory environment is not sufficiently supportive.

[10] Adequate promotion strategies are employed to attract tourists and enhance the image of Addis Ababa as a tourism destination.

77 responses

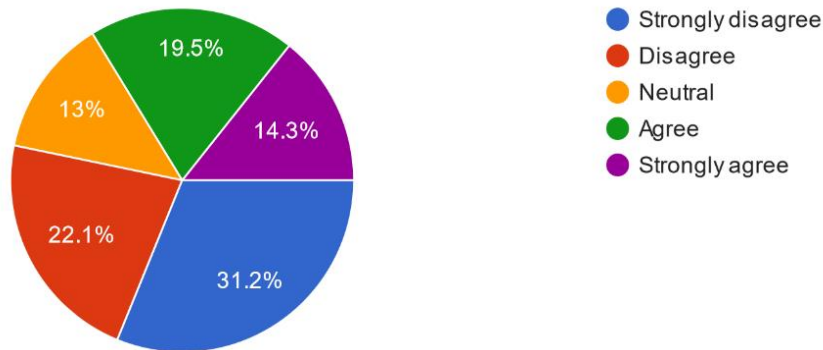


FIGURE 4. 12 ADEQUATE PROMOTION STRATEGIES

The survey results indicate dissatisfaction with the effectiveness of current promotion strategies for Addis Ababa. A significant majority (53.3%) of respondents strongly disagree or disagree that the strategies are adequate and (13%) remain neutral, suggesting uncertainty. Only (33.8%) feel the promotion strategies are adequate.

For each question, we calculate

TABLE 4. 1 DESCRIPTIVE STATISTICS

	N	Range	Minimum	Maximum	Sum	Mean	Std. Deviation	Variance
Q1	77	4	1	5	229	2.97	1.192	1.420
Q2	77	4	1	5	205	2.66	1.008	1.016
Q3	77	4	1	5	184	2.39	1.028	1.057
Q4	77	4	1	5	243	3.16	1.171	1.370
Q5	77	4	1	5	183	2.38	.889	.790
Q6	77	4	1	5	215	2.79	1.017	1.035
Q7	77	4	1	5	184	2.39	.934	.873
Q8	76	4	1	5	193	2.54	1.038	1.078
Q9	77	4	1	5	259	3.36	1.146	1.313
Q10	77	4	1	5	203	2.64	1.459	2.129
Valid N (listwise)	76							

Qualitative data was collected through semi-structured interviews and document analysis of academic literature and current tourism development policies. The planned interviews with each stakeholder were hindered by time constraints and the government's ongoing revision of the tourism development policy, which led to frequent meetings and scheduling difficulties. Interviews were conducted with ten people, including representatives, owners, and managers from tour organizations, the private sector, and the local community. Local community members who had a strong awareness of tourism and had visited various places in Ethiopia were selected for the interview.

While respondents were generally willing to participate and answer questions, a common challenge arose: interviewees often focused on regional attractions rather than specific aspects of Addis Ababa tourism. Since the respondents had almost all the same answers, this study will only use the answers of two people from each sector for reference.

4.2.1. Tourist Expectations and Preferences from the City

Interview Q. What are your clients' primary expectations regarding their experiences in Addis Ababa?

“The primary exceptions for tourists are accommodations, a city tour starting from ENTOTO, Merkato, the city's biggest market and also in Africa, the Palace of Menelik II, and cultural foods, the city's elevated position in the Rift Valley, the historic quarters of Piazza and Shiro Meda...”

“Addis Ababa is the youngest city in the country. The primary exceptions of tourists are good reception, every attraction of the city like ENTOTO, Merkato, the Holy TRINITY SILASE church of Ethiopian Orthodox Tewahido, cultural coffee ceremony, athletes for training, for research, landscapes, festivals like Meskel, Epiphany, and Arafa...”

Interview Q. What are your expectations for the future of tourism in Addis Ababa?

“My expectation for the future of Addis Ababa's Tourism is that the city has the potential to become a major tourist destination area in Africa if the government and stakeholders invest, and collaborate.”

“I don’t see any future unless the government stops the war with the region and brings peace to the whole country because some tourists don’t come to visit Addis Ababa alone.”

Addis Ababa, a captivating blend of ancient history and modern dynamism, offers a unique travel experience. As the political and cultural heart of Ethiopia, the city boasts a rich heritage, diverse culture, and stunning natural beauty.

Addis Ababa, a relatively young city, holds a significant place in Africa's history and culture. As the third diplomatic capital of the world, it has served as a hub for international diplomacy and cooperation. Its unique blend of modernity and tradition is evident in its diverse neighborhoods, from the bustling Mercato, one of Africa's largest open-air markets, to the historic quarters of Piazza and Shiro Meda. The city's elevated position in the Rift Valley, making it one of the highest capital sites globally, has drawn researchers and scientists to study its unique climate and ecology. As the seat of the African Union, Addis Ababa has played a pivotal role in shaping the continent's political and social landscape. Its rich cultural tapestry, influenced by various ethnic groups and religions, is celebrated through festivals like Meskel, Epiphany, and Arafa. With its historical landmarks, such as the Cathedral of Holy Trinity and the Palace of Menelik II, Addis Ababa offers a glimpse into Ethiopia's imperial past. This dynamic city continues to evolve, embracing its heritage while striving for a modern future. Addis Ababa also has historical monuments Menelik II and Abune Petros that are symbols of freedom. Because of the city’s landscaping, most athletes came to Addis Ababa to train at Entoto.

Tourists visiting Addis Ababa are drawn to its rich history, diverse culture, and stunning natural beauty. They can explore historical landmarks like the Cathedral of Holy Trinity and the Palace of Menelik II, immerse themselves in the vibrant atmosphere of the Mercato, and experience the city's vibrant cultural festivals. Additionally, visitors can enjoy the scenic beauty of the surrounding hills and the opportunity to learn about Ethiopia's unique coffee culture.

4.2.2. Major challenges

What are the main challenges you face in operating tours and activities in Addis Ababa?

“The main challenges faced in operating tours activity are, the traffic jam of the city, theft, beggars, quality service, hospitality, internet, quality of tour cars, hotels are too expensive, security, racism on regions, limited chartered flight ...”

“The main challenges faced in operating tours activity are 5As (Access, Accommodations, Activity, Attraction, and Amenities) are not fulfilled, the traffic Jam, lack of National Dish of other Countries, lack of internet, limited big conference halls, security, expensive costs of products and services”

4.2.2.1 Logistic/ Infrastructure

The city's infrastructure poses significant challenges to the tourism industry. Traffic congestion on main roads leads to delays and inconvenience for both visitors and tour operators. The lack of reliable and efficient public transportation systems further exacerbates this issue. Additionally, the quality of transportation services, including tour buses, is often subpar, with limited internet access and poor vehicle conditions. The delayed re-establishment of attraction sites and the absence of chartered flights further hinder seamless travel experiences. Furthermore, unreasonable costs for accommodation, transportation, and other services can deter potential visitors. Attraction areas are not well developed.

Furthermore, the city's hospitality sector faces several challenges. One concern is the limited availability of high-quality accommodations, particularly those offering diverse national dishes. Many hotels fail to provide a comprehensive selection of traditional other countries' cuisine, limiting visitors' culinary experiences. The lack of sufficient conference halls and basic amenities like reliable internet access also hinders the city's ability to attract business and conference tourism.

4.2.2.2. Regulatory

Government bureaucracy and regulatory hurdles pose significant challenges to the tourism industry in Addis Ababa. Complex administrative processes and changing regulations hinder businesses' smooth operations. The absence of a dedicated tourism authority compounds

inconsistencies in policy implementation and enforcement. Furthermore, high tax burdens imposed on private tourism agencies by the Ministry of Revenue stifle growth and innovation in the sector. These challenges, coupled with the slow pace of government initiatives, such as the delayed re-establishment of attraction sites, create significant obstacles for the development of a thriving tourism industry in Addis Ababa.

4.2.2.3. Economic constraints

Economic challenges significantly impact the tourism sector in Addis Ababa. High costs associated with package tours, park fees, accommodation, and other services deter both domestic and international tourists. The rising cost of operations and limited investment in tourism infrastructure further constrain the industry's growth. Additionally, the absence of human resources and performance development and the hiring of unqualified personnel in the tourism sector negatively affect service quality. These economic factors, coupled with inadequate government support, hinder the full potential of the tourism sector in Addis Ababa.

4.2.2.4. Security concerns

Addis Ababa is a stop-over city where most tourists visit regional areas with many historical attractions and sites. Security concerns significantly impact the tourism industry in Addis Ababa. Regional wars and political instability in countries create a perception of insecurity, deterring potential visitors. Incidents of theft targeting tourists further erode the country's reputation as a safe destination. Health and safety concerns, such as poor service quality and inadequate emergency preparedness, also contribute to a negative perception. Furthermore, restrictions on photography imposed by some law enforcement officials and locals create an unwelcoming atmosphere for tourists, limiting their ability to capture and share their experiences. These security challenges hinder the growth of the tourism industry in Addis Ababa and require urgent attention to address the underlying issues and improve the overall safety and security environment.

“Addis Ababa - Exercise a high degree of caution due to the high crime rate and the risk of spontaneous demonstrations becoming violent. Ongoing armed conflict and civil unrest in other parts of the country could spread to major sites without warning” (Canada, 2024).

The new draft tourism policy (Ethiopia F. D., 2024), developed with the participation of the Heritage Authority, the Ethiopian Policy Institution, and the Ethiopian Ministry of Tourism, outlines several significant challenges facing the Ethiopian Tourism sector as the background of the policy from pages 2-7 of the document. Table 4.11 summarizes these challenges as follows.

TABLE 4.2T MAJOR CHALLENGES

Major Challenges	Description
Policy Implementation and Coordination	<ul style="list-style-type: none"> • Fragmented coordination between federal and regional governments, • Weak enforcement mechanisms, and • Inconsistent policy implementation.
Infrastructure Development	<ul style="list-style-type: none"> • Inadequate infrastructure development, • particularly in remote areas, and • limited investment in transportation and tourism facilities.
Human Resource Development	<ul style="list-style-type: none"> • Lack of skilled tourism professionals, • Insufficient training programs, and • Weak industry-university linkages.
Marketing and Promotion	<ul style="list-style-type: none"> • Limited marketing and promotion efforts, • Lack of effective branding and positioning, and • Ineffective use of digital channels.
Regulatory Environment	<ul style="list-style-type: none"> • Complex bureaucratic procedures, • Inconsistent regulations, and • High taxation on tourism businesses.
Service Quality and Standards	<ul style="list-style-type: none"> • Inconsistent service delivery, • Lack of quality standards, and • Inadequate training for tourism service providers.

Tourism Product Development	<ul style="list-style-type: none"> • Limited development of new tourism products and experiences, and • Lack of focus on niche markets.
Public-Private Partnerships	<ul style="list-style-type: none"> • Weak collaboration between the public and private sectors, and limited investment in tourism projects.
Environmental Sustainability	<ul style="list-style-type: none"> • Lack of sustainable tourism practices and • inadequate environmental protection measures.
Safety and Security	<ul style="list-style-type: none"> • Political instability in neighboring regions, • crime, and • terrorism threats.

4.2.2.5. 5As Analysis

The 5As of Tourism - Attractions, Access, Accommodation, Activities, and Amenities - are interconnected elements that contribute to a successful tourism destination. The absence of a significant deficiency of any one of these elements can significantly impact a destination's appeal and competitiveness (Duncan, 2024).

Stakeholders play a crucial role in shaping the 5As of tourism. Governments are responsible for infrastructure development, policy frameworks, and heritage preservation. Local communities contribute by offering unique experiences, managing heritage sites, and providing hospitality services. The private sector, including tour operators, hotels, and airlines, plays a significant role in delivering tourism products and services. By working together, these stakeholders can ensure the development and maintenance of attractive destinations, easy access, quality accommodations, diverse activities, and essential amenities, ultimately enhancing the overall tourist experience. Table 4.12 summarizes these challenges as follows.

TABLE 4. 3 5As ANALYSIS

Element	Definition	Challenge
Attractions	Natural or cultural sites that draw tourists (mountains, heritages, historical sites, or cultural attractions like museums, art galleries, or festivals).	Limited development and promotion of diverse attractions
Access	Ease of reaching a destination (airports, roads, railway, & visa).	Poor infrastructure, limited transportation options, and visa restrictions
Accommodation	Places where tourists stay (hotels, resorts, & guesthouses)	Limited availability of high-quality accommodations, especially in rural areas
Activities	Thing's tourists can do (sightseeing, shopping, dining, or participating in the adventure)	Lack of diverse activities and experiences, particularly for repeat visitors
Amenities	Supporting services and facilities (restaurants, shops, banks, and healthcare facilities).	Inadequate infrastructure and services, such as clean restrooms, reliable Wi-Fi, and medical facilities

4.2.3. Government Rules and Regulation

What kind of support do you need from the government to improve your operations?

“The government should support tourism initiatives led by qualified professionals with a deep understanding of the industry, providing comprehensive training to industry employees to enhance their skills and knowledge, avoid imposing excessive taxes on tourism businesses to prevent them from leaving the sector, maintaining a peaceful and secure environment to attract tourists and ensure their safety...”

“The Government should support by establishing a mechanism to monitor and enforce the 5As (Attraction, Accessibility, Accommodation, Amenities, and Activities) standards to maintain quality, implement national-level tourism promotion campaigns to attract international visitors,

by educating the local community about the benefits of tourism and encourage their participation in tourism activities, allow the import of modern cars and other essential infrastructure components duty-free, Collaborate with tourism organizations to leverage their expertise and resources ...”

4.2.3.1. Tourism Policy Framework

The Ethiopian Ministry of Tourism is currently in the process of revising the 2009 Tourism Development Policy. A key stakeholder (industry experts, tour associations, hotel associations, and Scholars from Government Universities) meeting was held on November 8th, 2024, to gather input. The meeting on the policy will be held with other key stakeholders (Regions, private sectors, immigration, Airlines & Ticket Offices, and finally with line Ministers). The revised policy is expected to be finalized and approved within the next two months.

The Ethiopian **Tourism Development Policy (2009)** (Tourism M. o., 2009) outlines comprehensive goals, but significant gaps exist between policy and practice.

4.2.3.2. Clear and Consistent Tourism Policies and Regulations

While the Ethiopian government has outlined a clear tourism development policy aimed at poverty alleviation and sustainable tourism, there are significant gaps in its implementation. A fragmented approach among stakeholders and the absence of a unified destination management organization hinder effective coordination and progress. Furthermore, the lack of enforcement of existing regulations and the restrictions imposed on tourists, such as prohibitions on photography, thefts, and insults compromise the overall visitor experience. Recent research (Ashenafi T. & Engidu G., 2022) indicates that while ambitious, Ethiopia's tourism policy framework faces challenges in implementation and enforcement. Bureaucratic hurdles, inconsistent regulations, and limited capacity building have hindered the sector's growth.

4.2.3.3. Effective Implementation of Tourism Laws and Regulations

While the Ethiopian government's tourism policy outlines a strong role for the public sector, effective implementation remains a significant challenge. Despite policy directives for enhanced infrastructure and service standards, there has been a lack of concrete action. Additionally, high

taxation on private tourism agencies and the failure to enforce regulations related to the restoration of attraction sites highlight the need for stronger implementation mechanisms. To fully realize the potential of the tourism sector, the government must prioritize effective policy implementation and create a conducive environment for both public and private sector stakeholders.

4.2.3.4. Streamlined Bureaucratic Procedures

Bureaucratic inefficiencies and excessive government red tape pose significant challenges to tour operators in Addis Ababa. Delays in policy execution, licensing procedures, and the re-establishment of attraction sites hinder the smooth operation of businesses. Furthermore, the lack of effective enforcement mechanisms and inconsistent implementation of regulations lead to quality gaps in accommodations and services. These bureaucratic hurdles impede the growth of the tourism industry and create an unfavorable environment for both domestic and international tourists.

4.2.3.5. Investment Incentives

Tax Incentives and Subsidies for Tourism Businesses

While the policy framework promotes investment in the tourism sector, it lacks specific provisions for tax incentives that could alleviate the financial burden on private tourism operators. Instead, high taxation on businesses hinders investment in infrastructure development, accommodation, and transportation services. This creates a challenging environment for private sector participation, particularly in areas where significant investment is needed to improve the overall tourism experience.

Facilitating Foreign Investment in the Tourism Sector

Despite the policy's emphasis on fostering private-sector and foreign investment, the tourism sector in Addis Ababa continues to face significant challenges. Insufficient infrastructure, including limited connectivity and subpar hotel standards, hinders the development of a world-class tourist destination. The absence of a conducive business environment, characterized by bureaucratic hurdles and inconsistent policy implementation, further discourages investment and innovation.

Creating a Favorable Business Environment

Government bureaucracy and inconsistent regulation have created a challenging environment for tourism businesses in Addis Ababa. High service costs, poor quality tourist vehicles, and inadequate resources for local tour operators are some of the consequences of these issues. The absence of a supportive regulatory framework hinders the growth of the tourism industry, limiting its potential to contribute to the economy and generate employment opportunities. To address these challenges, the government needs to streamline bureaucratic processes, reduce unnecessary regulations, and create a more conducive environment for tourism businesses to thrive.

4.2.3.6. Infrastructure Development

Investing in Transportation Infrastructure

While the policy emphasizes expanding transportation infrastructure, progress is insufficient in Addis Ababa. Persistent traffic congestion, limited chartered flights, and poor-quality vehicles highlight ongoing challenges. Persistent traffic congestion, limited availability of chartered flights, and the poor quality of tourist vehicles continue to hinder the smooth movement of visitors.

Improving Tourism Facilities and Amenities

The lack of sufficient accommodations, conference halls, and reliable internet access (even on tour buses) demonstrates inadequate facility investment. These gaps negatively impact visitor satisfaction and the overall competitiveness of Addis Ababa as a tourist destination.

According to (Ethiopia F. D., 2024) pages 8-13, the Ethiopian government recognizes the need to revise its 2001 Tourism Development Policy to address the evolving needs of the sector. The review aims to align the policy with the country's development strategies and to capitalize on the sector's potential for economic growth and job creation. Key areas of focus include:

- Addressing policy gaps and improving implementation mechanisms
- Strengthening public-private partnerships and promoting investment
- Developing sustainable tourism practices and protecting cultural and natural heritage
- Enhancing human resource capacity and skills development

- Improving infrastructure and connectivity
- Strengthening marketing and promotion efforts
- Fostering a favorable business environment and reducing bureaucratic hurdles

4.2.4. Community Engagement and Sustainable Tourism

Interview Q. How do you collaborate with local communities to create authentic and sustainable tourism experiences?

“We collaborate with local communities by helping the community to plan development for tourism, organizing the community (especially in destination areas) according to their needs, encouraging tourists to purchase from local artisans, publicizing local communities, allocating 10% of our revenues to development in destination areas...”

“We collaborate with local communities by creating awareness in the community about tourism, collecting trash after tourism operations, letting to guide the community about the place's history, culture, and religious aspects, maintaining the hygiene of the environment, easy walk/eco-friendly transport....”

Interview Q. How aware are you of the tourism industry in Addis Ababa?

NB. Local community members who had a strong awareness of tourism and had visited various places in Ethiopia were selected for the interview.

How has tourism impacted your community, both positively and negatively?

“Positive impacts are, from the big to the small business person, it benefits economically, it helps to know different languages and cultures, it gives great satisfaction. Negative impacts are that it opens a door to homosexuality, it brings about cultural decay/ erosion, and it erodes societal norms and rituals...”

“The Positive impact is that it has created job opportunities in hotels, restaurants, and souvenir shops, it has also led to the renovation of historical sites and improved infrastructure. The negative impact is that it leads to overcrowding and cultural erosion.

Have you been involved in decisions related to tourism development in your area? If so, how?

All answers were “No in Addis Ababa” but in regions, the local communities will be involved in price-setting because the local communities are the holders of the attraction sites.

What are the main challenges and opportunities you see for local communities in the tourism industry?

“Challenges are resources can be damaged and stolen due to over crowdedness, misinterpretation, and misunderstanding of cultures, and not all communities benefit equally from tourism.”

“Opportunities are it creates jobs, especially for younger, generates income by selling handmade products for tourists, improves the infrastructure like roads and other public facilities.”

4.2.4.1. Community-Based Tourism

Involving Local Communities in Tourism Planning and Development-Actively engaging local communities in planning and decision-making processes ensures that tourism initiatives align with their needs and priorities (Deep, 2023). Programs like organizing cultural tours, nature walks, and volunteer opportunities empower communities to take ownership of tourism development.

Supporting Local Businesses and Artisans- Encouraging tourists to purchase from local artisans boosts income and promotes traditional crafts. This approach helps preserve cultural heritage and enhances the economic resilience of local communities (Karakul, 2019). Tour operators support by publicizing local communities and funding community infrastructure projects.

Creating Employment Opportunities for Locals- Tourism creates jobs across various sectors, including hotels, restaurants, transportation, and tour guides (Yingling, 2023). Training programs,

and creating awareness prepare residents to share their knowledge of history, culture, and attractions, enriching the tourist experience while providing meaningful employment.

4.2.4.2. Environmental Sustainability

Minimizing the Ecological Impact of Tourism- Tour operators and visitors adopt practices to reduce waste, such as collecting trash and maintaining hygiene during operations. Promoting low-impact activities, such as nature walks, and using eco-friendly transport to help preserve the environment.

Promoting Sustainable Practices in Accommodation and Transportation-Local accommodations adopt sustainable practices, such as energy-efficient systems and waste reduction methods. Tour buses and other transportation services are used to minimize emissions while improving reliability for tourists and locals.

Conserving Natural Resources and Cultural Heritage- Protecting the natural and cultural assets of a destination is a must for tourism's long-term viability. Supporting initiatives to respect the community's culture and conserve heritage sites that ensure a balanced approach to tourism.

4.2.4.3. Social Responsibility

Fair Labor Practices and Ethical Business Conduct-Tourism businesses must adhere to ethical practices, including fair wages and safe working conditions for employees (Pololikashvili, 2020). Supporting community development initiatives, such as education and infrastructure improvement, fosters a positive social impact.

Respect for Local Customs and Traditions- Respecting the cultural norms and traditions of the host community is critical for fostering harmonious relationships (Katharina L, et, al, 2019). Awareness campaigns are used to help both tourists and operators appreciate the importance of cultural sensitivity.

Supporting Community Development Initiatives- Tourism revenues contribute to local development projects, such as improving roads, utilities, and public spaces. Some tour organizations in Addis Ababa allocate 10% of their revenues to infrastructure in destination areas, creating a lasting positive impact.

The study of (Khamsavay P & Christian S., 2021) has shown that community-based tourism initiatives can contribute to poverty reduction, environmental conservation, and cultural preservation. However, challenges such as access to finance, inadequate infrastructure, and limited marketing capabilities hinder their success. The research of (Chané de Bruyn, et. al. , 2023) emphasizes the importance of adopting sustainable tourism practices, including minimizing environmental impact, conserving cultural heritage, and promoting fair labor practices.

4.2.5. Human Resource and Capacity Building

While there is a growing recognition of the need for skilled professionals in the tourism industry, challenges persist in attracting and retaining qualified talent. Many educated individuals in Ethiopia are unable to find employment in the tourism sector, while those working in the industry often lack adequate training and development opportunities. It is crucial to provide targeted training programs that cater to the specific needs of different segments of the workforce. This includes offering advanced training for experienced professionals, as well as basic skills training for those with limited education. A significant challenge facing the Ethiopian tourism industry is the lack of skilled professionals, particularly in areas like hospitality management, tour guiding, and sustainable tourism practices.

A key finding from the interviews is that investing in capacity-building initiatives for local communities can significantly empower them to participate in tourism activities and reap the economic and social benefits of the sector. By providing training and skills development opportunities, local communities can become active stakeholders in tourism development, leading to more sustainable and inclusive tourism practices.

When cultural practices and traditions are commercialized, they can lose their authenticity. As these elements are transformed into products for consumption, they may be altered to appeal to a broader audience, diluting their original meaning and significance. This can lead to a loss of cultural identity and a decline in the richness and depth of traditional practices.

The study of (Teshome, E.,et.al, 2022) have highlighted the significant skill gaps among tourism professionals in Ethiopia. These gaps include a lack of knowledge in areas such as hospitality management, tour guiding, and sustainable tourism practices. Research of indicates that capacity-

building initiatives, such as training programs and workshops, are crucial for enhancing the skills and knowledge of tourism workers. These initiatives should focus on both technical skills and soft skills, such as communication, problem-solving, and customer service (Hennigan, 2024). Collaborative efforts between the public and private sectors can play a vital role in developing the tourism workforce. Partnerships can facilitate the development of training programs, internships, and job placement opportunities (Yiran Bai, et, al., 2024).

4.2.6. Cons of Tourism Business on the City

Interview Q. What emerging trends in tourism do you see impacting your business?

“Emerging trends impacting tourism are digitalization, homogenization, overcrowdedness, wars in neighborhood regions because heritages of historical sites will be damaged e.g., War in Tigray, Amhara, and Oromia. Most tourists come to Ethiopia not only to visit Addis Ababa but also other regional Attraction cities....”

“Emerging trends impacting tourism are overreliance on tourism, MICE tourism....”

- Increased tourist arrivals can strain existing infrastructure, leading to congestion and environmental degradation. Overcrowding in popular tourist sites can damage cultural heritage sites and harm the environment. Additionally, mass tourism can lead to the homogenization of local cultures as communities adapt to cater to tourist expectations, resulting in a loss of authenticity.
- The increasing reliance on online marketplaces will reduce the economic benefits for local communities, as a significant portion of the revenue may be captured by intermediaries. Additionally, the rise of unregulated tourism will pose challenges in terms of safety, environmental impact, and cultural sensitivity. The increasing use of digital technologies has transformed the tourism industry. The Study of (Vianna, 2023) has shown that online platforms and social media have become essential tools for marketing destinations, booking accommodations, and managing customer relationships. However, the digital divide and limited internet access in some areas can hinder the adoption of digital technologies (Forum, 2024).

- The demand for standardized tourist experiences lead to the erosion of local culture and traditions. Moreover, the commercialization of cultural practices and traditions can dilute their authenticity. When cultural practices and traditions are commercialized, they can lose their authenticity. As these elements are transformed into products for consumption, they may be altered to appeal to a broader audience, diluting their original meaning and significance. This can lead to a loss of cultural identity and a decline in the richness and depth of traditional practices (Alamineh, G. A., et, al., 2023).
- The benefits of tourism may not be evenly distributed among local communities, with some areas experiencing significant economic growth while others remain marginalized. Overreliance on tourism can also make local economies vulnerable to economic fluctuations and external shocks (Inc, 2024).
- MICE tourism stands for Meetings, Incentives, Conferences, and Exhibitions. It's a high-value segment of the tourism industry that can bring significant economic benefits to a destination (Wu, 2024). Addis Ababa, with its strategic location, rich history, and growing infrastructure, has the potential to become a major MICE destination in Africa. While MICE tourism offers significant economic benefits, it faces various challenges. High costs, intense competition, and economic and political uncertainties can impact the industry. Seasonality in demand and the need to adopt sustainable practices further complicate the landscape. Additionally, rapid technological advancements and changing customer expectations require MICE organizers to constantly adapt and innovate. Effective risk management and human resource management are crucial to ensure the success of MICE events (Magazin, 2024).

4.3 Discussion and Triangulation of findings

The objectives of this study was to identify and analyze the challenges related to stakeholder engagement in tourism management in Addis Ababa City with specific objectives of, examining existing mechanisms for stakeholder engagement in Addis Ababa's tourism planning, development, and management, identifying specific challenges that hinder effective stakeholder engagement in the tourism sector, and to propose actionable recommendations to improve stakeholder engagement in the city's Tourism management.

The research employed a mixed-methods approach, combining quantitative data from a Likert-scale survey and qualitative data from interviews and document analysis. Triangulating these

findings provides a comprehensive understanding of the challenges and opportunities in Addis Ababa's tourism sector. Below is a discussion of the key themes and how the qualitative and quantitative findings align.

1. Stakeholder Collaboration and Coordination

The quantitative data reveals that a significant portion of respondents (48.1%) disagreed or strongly disagreed that there is sufficient collaboration and coordination among stakeholders in the tourism sector, with only 23.4% agreeing. The mean score of 2.66 for collaboration and coordination further supports the perception of inadequate collaboration. Qualitative findings highlight fragmented coordination between federal and regional governments, weak enforcement mechanisms, and inconsistent policy implementation as major barriers. Stakeholders emphasized the need for stronger public-private partnerships and better coordination to address infrastructure and service quality issues. Both datasets confirm that collaboration and coordination are weak, with qualitative insights providing context for the quantitative results, pointing to the lack of a unified destination management organization and bureaucratic inefficiencies as key challenges.

2. Resource Allocation, Infrastructure, effective mechanisms of monitoring and evaluating the impact

Quantitative findings indicate that a majority of respondents (64.9%) disagreed or strongly disagreed that adequate resources are allocated for stakeholder engagement initiatives, with a mean score of 2.38 reflecting dissatisfaction. Similarly, 51.3% disagreed or strongly disagreed that there are effective mechanisms to monitor and evaluate tourism impacts (mean = 2.54). Qualitative data supports this, with interviewees citing poor infrastructure, including traffic congestion, limited chartered flights, and subpar tourist vehicles, as significant challenges. High costs of accommodation, transportation, and other services were also highlighted as barriers. Both datasets reveal a consensus on the lack of adequate resources and infrastructure, with qualitative examples like traffic congestion aligning with the quantitative dissatisfaction.

3. Policy and Regulatory Environment

A majority of respondents (53.3%) agreed or strongly agreed that there is a supportive policy and regulatory environment for tourism development (mean = 3.36), though 23.4% disagreed or strongly disagreed, indicating some dissatisfaction. The mean score for promotion strategies (Q10) was 2.64, with 53.3% disagreeing or strongly disagreeing that current strategies are effective. Qualitative findings reveal that while the Ethiopian government has a clear tourism development

policy, implementation is inconsistent, with bureaucratic hurdles, high taxation, and lack of enforcement cited as major issues. Stakeholders called for streamlined procedures, tax incentives, and better promotion strategies. The triangulation shows that while there is some satisfaction with the policy environment, qualitative insights reveal significant gaps in implementation, highlighting a disconnect between policy and practice.

4. Community Engagement and Sustainable Tourism

Quantitative data shows that a majority of respondents (62.4%) disagreed or strongly disagreed that the interests and concerns of local communities are adequately considered in tourism development decisions (mean = 2.39). Only 23.4% agreed or strongly agreed that there is a strong commitment to sustainable tourism practices (mean = 2.79). Qualitative findings emphasize the importance of involving local communities in tourism planning and development, with interviewees highlighting the need for community-based tourism initiatives. Challenges such as cultural erosion, overcrowding, and unequal distribution of tourism benefits were also discussed. Both datasets highlight the lack of adequate consideration for local communities and insufficient commitment to sustainable tourism, with qualitative data providing specific examples of how community engagement can be improved.

5. Capacity Building and Training

A majority of respondents (59.8%) disagreed or strongly disagreed that there is sufficient capacity building and training for stakeholders (mean = 2.39), with only 13% agreeing or strongly agreeing. Qualitative findings reveal a lack of skilled professionals in areas such as hospitality management, tour guiding, and sustainable tourism practices. Interviewees called for targeted training programs to enhance the skills of tourism workers and improve service quality. Both datasets confirm a significant gap in capacity building and training, with qualitative insights providing specific areas where training is needed, such as hospitality and sustainable tourism, aligning with the quantitative dissatisfaction.

6. Security and Political Stability

While the survey did not explicitly address security, qualitative data highlights security concerns as a major barrier to tourism development. Regional conflicts, political instability, theft, and health and safety issues were cited as deterrents for tourists, particularly in areas outside Addis Ababa. Interviewees emphasized the need for a peaceful and secure environment to attract tourists and ensure their safety. The triangulation shows that although security was not directly measured in

the survey, the qualitative data underscores its importance, with the lack of security and political stability aligning with the broader challenges identified in the quantitative data.

7. Emerging Trends and Future Opportunities

The survey did not directly address emerging trends, but qualitative data provides insights into potential opportunities and challenges. Interviewees highlighted the rise of digitalization, MICE tourism (Meetings, Incentives, Conferences, and Exhibitions), and the need for sustainable practices as key trends. Stakeholders noted that Addis Ababa has the potential to become a major MICE destination in Africa, but challenges such as high costs, competition, and political uncertainties need to be addressed. They also emphasized the importance of adopting sustainable tourism practices to preserve cultural and natural heritage. The triangulation shows that while the survey did not capture emerging trends, the qualitative data provides valuable insights into future opportunities, with the alignment between the need for sustainable practices and the quantitative dissatisfaction with current sustainability efforts suggesting a clear path for improvement.

4.4 Existing Mechanisms

Existing mechanisms for stakeholder engagement in Addis Ababa's tourism sector include government consultations, industry associations, community-based organizations, public-private partnerships, community-based tourism initiatives, and tourism associations and forums. These platforms facilitate communication, collaboration, and decision-making among diverse stakeholders, including government agencies, private sector entities, local communities, and NGOs.

For example, government consultations, with stakeholders on policy planning and review provide opportunities for stakeholders to express their views and concerns on tourism development policies and projects. Industry associations play a vital role in representing the interests of tourism businesses and advocating for their needs. Community-based organizations empower local communities to participate actively in tourism development, ensuring that their voices are heard and their interests are considered. Public-private partnerships facilitate collaboration between government agencies and private sector entities, leveraging their resources and expertise to implement large-scale tourism projects. Community-based tourism initiatives empower local communities to develop and manage tourism activities, generating income and preserving cultural

heritage. Finally, tourism associations and forums provide platforms for stakeholders to share experiences, discuss challenges, and collaborate on solutions. However, challenges such as a lack of understanding, limited public awareness, and prioritization of other industries may hinder the effectiveness of these mechanisms

The findings of (Kidanemariam, 2015) which are nearly similar to this research questions and objectives identified several key challenges hindering effective stakeholder engagement in Addis Ababa's tourism management. These include ineffective communication and coordination among stakeholders, limited participation and empowerment of local communities, inadequate benefit-sharing mechanisms, and conflicting interests and priorities. Addressing these challenges requires strengthening communication channels, promoting stakeholder participation, building capacity, ensuring equitable benefit sharing, and resolving conflicts to foster sustainable tourism development.

Existing studies suggest several strategies to address identified challenges and foster sustainable tourism development in Addis Ababa.

- To enhance coordination and collaboration among stakeholders in Addis Ababa's tourism sector, it is crucial to establish a dedicated Tourism Coordination Committee. This committee would facilitate inter-agency collaboration, resolve conflicts, and coordinate tourism development initiatives. Additionally, developing comprehensive joint tourism development plans that align with national and regional strategies and incorporate the input of all relevant stakeholders is essential. Fostering public-private partnerships can further strengthen collaboration and leverage resources and expertise to drive sustainable tourism development (Tadese, 2012).
- To enhance the capacity of the tourism sector in Addis Ababa, it is crucial to invest in education and training. Providing training programs for tourism professionals in areas such as hospitality management, tour guiding, and sustainable tourism practices can equip them with the necessary skills to meet the evolving demands of the industry. Establishing a dedicated tourism training institute can offer specialized training and certification programs, further enhancing the capacity of the workforce. Additionally, supporting research and innovation can stimulate

the development of new products and services, keeping the sector competitive and attractive to visitors (IGAD, 2024).

- Improving the regulatory environment is crucial for the growth of Addis Ababa's tourism sector. Simplifying bureaucratic processes, ensuring consistent implementation of regulations, and providing clear and transparent regulations can create a conducive business environment (Tadese, 2012). These measures can attract investment, encourage innovation, and promote sustainable tourism development.
- Investing in tourism infrastructure is essential for enhancing the visitor experience and attracting more tourists to Addis Ababa. Prioritizing infrastructure development, such as transportation and accommodation, is crucial for improving accessibility and connectivity. Promoting public-private partnerships can leverage private-sector investment to supplement government funding and accelerate infrastructure development. Additionally, improving accessibility to tourist sites and attractions, especially for people with disabilities, can make the city more inclusive and welcoming to all visitors (Ameliavitry, 2024).
- To ensure the safety and security of tourists and local communities, it is crucial to strengthen security measures, improve emergency response systems, and promote responsible tourism practices. Collaborating with security agencies, establishing efficient emergency response systems, and educating tourists and service providers about responsible tourism can contribute to a safer and more sustainable tourism environment (WTO, 2024).
- To attract more visitors and promote Addis Ababa as a premier tourist destination, it is essential to invest in marketing and promotion. Developing a comprehensive marketing strategy, leveraging digital marketing tools, participating in international tourism fairs and exhibitions, and partnering with international tour operators can effectively showcase the city's unique offerings to a global audience (Kassa, 2024).

Chapter Five

Summary, Recommendation and Conclusion

This chapter concludes the research by summarizing the key findings, providing practical recommendations, and suggesting future research directions. It emphasizes the importance of effective stakeholder engagement in addressing challenges and promoting tourism development in Addis Ababa. This chapter offers valuable insights for policymakers, industry professionals, and researchers to advance the city's tourism sector.

5.1. Summary of Key Findings

The main objective of the research was to identify and analyze the challenges related to stakeholder engagement in tourism management in Addis Ababa City. This study identified several critical aspects of stakeholder engagement in Addis Ababa's Tourism sector highlighting key areas that need improvement.

5.1.1 Stakeholder Engagement Practices

The current practices in stakeholder engagement demonstrate a lack of inclusive and consistent mechanisms. This results in communication gaps, inadequate feedback loops, and limited collaborative decision-making, hindering the effectiveness of stakeholder involvement in tourism development. Specifically, there is a lack of clear guidelines for stakeholder identification, engagement strategies, and evaluation processes. This leads to inconsistent approaches, missed opportunities for collaboration, and limited impact on decision-making. Additionally, the absence of effective communication channels and feedback mechanisms hinders the exchange of information and the incorporation of diverse perspectives.

5.1.2 Challenges of Engagement

Poor coordination among government agencies, private sector entities, and local communities hinders the development of integrated and effective tourism strategies. The lack of a shared vision and collaborative approach leads to fragmented efforts, duplication of resources, and missed opportunities for synergy. Additionally, insufficient financial and technical resources limit the sustainability of engagement initiatives. Many stakeholders lack the necessary funding and expertise to implement effective engagement strategies, monitor progress, and evaluate outcomes. Limited capacity-building programs further worsen the problem, leaving stakeholders unqualified

to play active roles in tourism development. Without adequate training and support, stakeholders may struggle to understand complex tourism issues, participate in decision-making processes, and effectively communicate their needs and priorities.

5.1.3. Policy and Regulation

There is a supportive tourism policy in place, but its implementation is often fragmented and lacks coordination. This fragmented approach undermines the effectiveness of these policies in fostering stakeholder engagement and driving sustainable tourism development. Additionally, weak enforcement mechanisms further exacerbate the problem, as there is a lack of accountability and oversight to ensure compliance with policy guidelines. This creates a situation where stakeholders may not be fully aware of their rights and responsibilities, and there may be a lack of incentives to participate in tourism development initiatives.

5.1.4. Community participation

Local communities often find themselves excluded from meaningful participation in tourism initiatives. This lack of inclusion erodes their sense of ownership over local resources and diminishes their willingness to cooperate in projects that could benefit both the community and the wider tourism sector. Furthermore, it can lead to resentment and conflict, as communities may feel that their interests are being overlooked or disregarded. By failing to engage with local communities, tourism developers and policymakers risk creating social tensions and hindering the long-term sustainability of tourism projects. Therefore, it is essential to adopt inclusive approaches that empower local communities and ensure their active participation in all stages of tourism development.

5.1.5. Resource allocation

Insufficient allocation of financial and technical resources hinders the development of essential infrastructure and amenities, hindering Addis Ababa's ability to provide high-quality tourism services. This lack of resources restricts the operational efficiency of the tourism sector, making it less competitive compared to other destinations. Without adequate funding, it becomes difficult to maintain existing infrastructure, such as roads, and public transportation, let alone invest in new developments. This can lead to transportation bottlenecks, delays, and inconvenience for tourists, negatively impacting their overall experience. Additionally, the lack of technical resources, such

as skilled personnel, limits the ability to provide innovative and high-quality tourism products and services. This can result in a decline in visitor satisfaction, negatively impacting the city's reputation as a tourist destination.

5.1.6. Security Concerns

Ongoing security concerns, such as theft, and regional instability, have a significant negative impact on both tourists and investors. These issues compromise visitors' safety and overall experience, deterring potential tourists and undermining the city's reputation as a reliable and secure tourist destination. When tourists feel unsafe, they are less likely to visit, spend money, and recommend the destination to others. This can lead to a decline in tourism revenue, job losses, and a negative impact on local businesses. Additionally, security concerns can discourage investors from investing in the tourism sector, as they may perceive the risks as too high. This can limit the availability of capital for tourism development projects, hindering the growth and modernization of the industry.

5.1.7. Need of Promotion

The study highlights a critical gap in the promotion of Addis Ababa's tourism offerings. Despite the city's rich cultural, historical, and natural attractions, there is insufficient investment in marketing campaigns to showcase its potential as a destination. Limited use of digital platforms, inadequate international outreach, and a lack of targeted promotional strategies have hindered the city's ability to attract and retain transit passengers.

The study made by (K., 2021) also reveals that tourism development in Addis Ababa faces significant challenges, including disruptions caused by political instability and the COVID-19 pandemic. The sector suffers from inadequate promotion and marketing of tourist attractions, a shortage of skilled manpower that limits service quality, and insufficient security measures that raise concerns about traveler safety. Additionally, the lack of robust infrastructure and essential amenities for transit passengers exploring the city further hampers the potential for stopover tourism growth.

5.2 Recommendation

Based on the findings presented in the previous sections, it is evident that addressing the challenges identified is crucial for enhancing stakeholder engagement and promoting sustainable tourism

development in Addis Ababa. The following recommendations aim to provide practical solutions to overcome these challenges and foster a more inclusive and effective tourism sector.

- **Stakeholder engagement Mechanism:** - To enhance stakeholder engagement in Addis Ababa's tourism sector, a comprehensive framework should be established. This framework would outline clear principles, procedures, and responsibilities for involving stakeholders. A thorough stakeholder analysis is crucial to identify key players and prioritize their involvement in specific tourism initiatives. Effective communication channels, including face-to-face meetings, workshops, and digital platforms, should be utilized to ensure timely and transparent information sharing. To foster collaborative decision-making, platforms like advisory committees or working groups can be created to involve stakeholders in the planning, implementation, and evaluation of tourism projects.
- **Enhance Coordination and collaboration:** - To ensure a coordinated approach to tourism development in Addis Ababa, PPPs (Public Private Partnerships) are crucial. Government agencies, the private sector, and local communities should work together to achieve common goals. Establishing a dedicated Tourism Coordination Committee can facilitate PPPs, resolve conflicts, and oversee tourism development. Furthermore, developing comprehensive tourism development plans that align with national and regional strategies and incorporate the input of all relevant stakeholders can further strengthen coordination and ensure a holistic approach to tourism development.
- **Build the capacity of Stakeholders:** - To empower stakeholders and foster sustainable tourism practices in Addis Ababa, capacity-building initiatives are essential. Organizing training programs can equip stakeholders with the necessary skills and knowledge to participate effectively in tourism development initiatives. Providing financial and technical assistance to community-based tourism organizations can empower local communities and promote sustainable tourism practices. Establishing a dedicated Tourism Training Institute can offer specialized training in tourism management, hospitality, and related fields, further enhancing the capacity of stakeholders. There has to be continuous training and capacity building to enhance service quality.
- **Strong Policy and Regulatory Framework:** - To ensure the effectiveness of tourism policies and regulations in Addis Ababa, regular reviews and updates are necessary to align with current

trends and best practices. Strong enforcement mechanisms should be implemented to ensure compliance and address violations. Additionally, providing incentives, such as tax breaks, grants, and technical assistance, can encourage stakeholder involvement in tourism development, fostering a more collaborative and sustainable approach. Preventing leadership crises is crucial for effective policy implementation. Strong and stable leadership provides the necessary direction, support, and resources to ensure that policies are implemented effectively.

- **Investing in Infrastructure and Amenities:** - To enhance the tourism experience and attract more visitors to Ethiopia, the Ministry of Tourism should prioritize the development and maintenance of tourism infrastructure, including transportation, accommodation, and public facilities. By collaborating with the Development Bank of Ethiopia, the Ministry can secure funding for these projects. Additionally, promoting public-private partnerships can leverage private-sector investment in tourism infrastructure and services.
- **Focus on Security and Safety:** - To ensure the safety and security of tourists and local communities in Addis Ababa, it is crucial to strengthen security measures and establish efficient emergency response systems. Collaborating with security agencies can help implement effective security measures while establishing well-organized emergency response systems that can minimize the impact of crises on tourism. Promoting responsible tourism practices among tourists and service providers can help minimize negative impacts on the environment and local communities, fostering sustainable tourism development. Risk mitigation strategies should be proactively implemented to prevent potential issues before they occur. By taking preventive measures, organizations can minimize the impact of risks and avoid costly consequences.
- **Promotion and Marketing Strategies:** - To promote Addis Ababa as a unique and attractive tourist destination, a comprehensive marketing strategy is essential. This strategy should leverage digital marketing tools and social media to reach a wider audience and engage with potential tourists. Actively participating in international tourism fairs and exhibitions can showcase Addis Ababa's offerings to a global audience. Collaborating with international tour operators can further increase the city's visibility and attract more tourists.

5.3. Future research direction

To further understanding of stakeholder engagement in Addis Ababa's tourism sector, future research should focus on:

- **In-depth case studies:** Analyze successful and unsuccessful initiatives to identify best practices and lessons learned.
- **Quantitative analysis:** Develop indicators to measure the impact of engagement on tourism outcomes.
- **Long-term impact assessment:** on the effects of engagement strategies.
- **Cross-cultural comparison:** Learn from other regional, continental, and international destinations' experiences.
- **Technology integration:** Explore the use of technology to enhance engagement.

Conclusion

The research on stakeholder engagement in Addis Ababa's tourism sector has highlighted several critical challenges, including a lack of inclusive and consistent engagement practices, poor coordination among stakeholders, limited capacity-building opportunities, and inadequate policy and regulatory frameworks.

To address these challenges and promote sustainable tourism development, the study recommends a range of strategies, such as strengthening stakeholder engagement mechanisms, enhancing coordination and collaboration, building capacity and empowering stakeholders, strengthening policy and regulatory frameworks, investing in infrastructure and amenities, enhancing security and safety, and investing in marketing and promotion.

By implementing these recommendations, Addis Ababa can foster a more inclusive, effective, and sustainable tourism sector that benefits both local communities and visitors. Future research should continue to explore innovative approaches to stakeholder engagement and monitor the long-term impact of these strategies.

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Appendices

Likert Scale Survey Questionnaire

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The tourism industry in Addis Ababa has the potential to significantly contribute to the city's economic growth and social development. However, effective stakeholder engagement is crucial to ensuring the sustainable and responsible development of the tourism sector. This survey aims to assess the current state of stakeholder engagement in Addis Ababa's tourism sector. Your responses will help us gain a deeper understanding of the current state of stakeholder engagement and inform future strategies for enhancing collaboration and cooperation among different stakeholders. Your participation is invaluable in shaping the future of tourism in Addis Ababa.

Instructions: Please read each question carefully and tick the box that best reflects your opinion.
It will take only 5 min. of your precious time. Thank you for your time and cooperation

Please select the type of institute

- ☐ Addis Ababa Tourism Bureau
- ☐ Heritage Institute
- ☐ NGOs
- ☐ Private Institutions/Hotel, restaurants
- ☐ Tour organization/ Tour Operator
- ☐ Community

Rating Scale -Strongly Disagree (1); Disagree (2); Neutral (3); Agree (4); Strongly Agree (5)

No	Questions	1	2	3	4	5
1	Effective communication channels are in place to facilitate information sharing among stakeholders.					
2	There is sufficient collaboration and coordination among different stakeholders in the tourism sector.					
3	The interests and concerns of local communities and other stakeholders are adequately considered in tourism development decisions.					
4	There is a clear and shared vision for the future of tourism in Addis Ababa.					
5	Adequate resources are allocated to support stakeholder engagement initiatives.					
6	There is a strong commitment to sustainable tourism practices among all stakeholders.					
7	There is sufficient capacity building and training provided to stakeholders to enhance their engagement in tourism activities					
8	There are effective mechanisms to monitor and evaluate the impact of tourism on the environment and local communities.					
9	There is a supportive policy and regulatory environment for tourism development in Addis Ababa.					
10	Adequate promotion strategies are employed to attract tourists and enhance the image of Addis Ababa as a tourism destination.					

Interview Questions

For Private Sector (Hotels, Restaurants)

1. What are the primary challenges you face in engaging with stakeholders, such as government agencies, local communities, and other businesses?
2. What strategies have you found effective in building relationships with stakeholders?
3. How can the government better support the private sector in engaging with stakeholders?
4. What steps are you taking to ensure the sustainability of your tourism operations?
5. What are your expectations for the future of tourism in Addis Ababa?

For Tour Operators

1. What are the primary expectations of your clients regarding their experiences in Addis Ababa?
2. What are the main challenges you face in operating tours and activities in Addis Ababa?
3. How do you collaborate with local communities to create authentic and sustainable tourism experiences?
4. What kind of support do you need from the government to improve your operations?
5. What emerging trends in tourism do you see impacting your business?

For Local Communities

1. How aware are you of the tourism industry in Addis Ababa?
2. How has tourism impacted your community, both positively and negatively?
3. Have you been involved in decisions related to tourism development in your area? If so, how?
4. What are the main challenges and opportunities you see for local communities in the tourism industry?
5. What would you like to see as the outcome of tourism development in your community?

