



# Effective Policy and Governance instruments : Success stories on institutional Framework and Partnership for Product Development

## Regional Workshop For Africa Addis Ababa, Ethiopia, 15-17 September

**Sisay Getachew**  
Director , Tourism Marketing  
Ethiopian Tourism Organiytion



# I. Background to Ethiopia's Tourism Development Policy



**Informed by the constitution , National Tourism Development Policy was developed in 2009 taking the following facts in to consideration.**

- The country is rich in natural and cultural attractions that need to be developed to a world class standard
- Tourism is recognized as one of the contributors to national development
- Tourism is a dynamic Industry that demand skillful operation in a highly competitive global market
- Tourism needs skilled and competitive man power

- Tourism needs strong collaborations and synergy among different stakeholders
- Tourism needs a conducive governance structure and enforceable policy instruments
- Tourism needs integration among policies of different sectors (including forward and backward linkages)
- Tourism needs both main and supportive



## II. Tourism Governance



Tourism is

- naturally a multi stakeholder Industry that involves multiple actors with multiple interest.
  - Needs strong partnership and collaboration
  - It needs ensuring efficiency, effectiveness , accountability and ease of doing business to be competitive
  - needs ranges of policy instruments that define roles and govern characteristics and forms of participation of actors in product development
- If so , it needs proper institutional frameworks and effective governance structure

## Tourism Governance in Ethiopia recognizes the following key elements :-

- Participation and power sharing( inclusiveness- **to be sure that no one is left out** )
- Multi lateral integration( sectoral interdependence)
- diversity and decentralization
- Flexibility or the state of being open ended (soft low measures ) due to global dynamics



## 2.1. Tourism Governance instruments

Tourism Governance institution	Roles and responsibilities
Ethiopia Tourism Transformation Council	<ul style="list-style-type: none"><li>• Is a high level policy organ that brings together stakeholders from Public, Private ,Communities and Civil Societies</li><li>• Gives an overall policy guidance and provides solutions to bottle necks emerging in the tourism sector</li><li>• Supports and empowers MoCT and Ethiopian Tourism Board to enforce laws and regulations</li></ul>
Ministry of Culture and Tourism	<ul style="list-style-type: none"><li>• It issues policies relevant to the tourism sector</li><li>• It is the regulatory body enforcing policies and regulations relevant to tourism</li><li>• Provides leadership and strategic directions , giving technical support to regional CTB as well</li><li>• Coordinating and managing stakeholders relations</li><li>• Conduct Research (Policy research links)</li></ul>

<b>Tourism Governance institution</b>	<b>Roles and responsibilities</b>
<p>Ethiopia Tourism Board</p>	<ul style="list-style-type: none"> <li>• It is a platform for Public and Private actors to jointly make critical decisions</li> <li>• Gives strategic directions on operational activities related to tourism Marketing and destination development</li> <li>• It monitors and evaluates implementations of operational plan developed by ETO</li> </ul>
<p>Ethiopian Tourism Organization</p>	<ul style="list-style-type: none"> <li>• Markets Ethiopia as competitive tourist destination</li> <li>• Develop the old tourism attractions and build the new ones whenever there is market failure</li> <li>• Coordinate and facilitate activities of different stakeholders under</li> <li>• Promote investment and Facilitates within the buffer zones national Parks the</li> </ul>

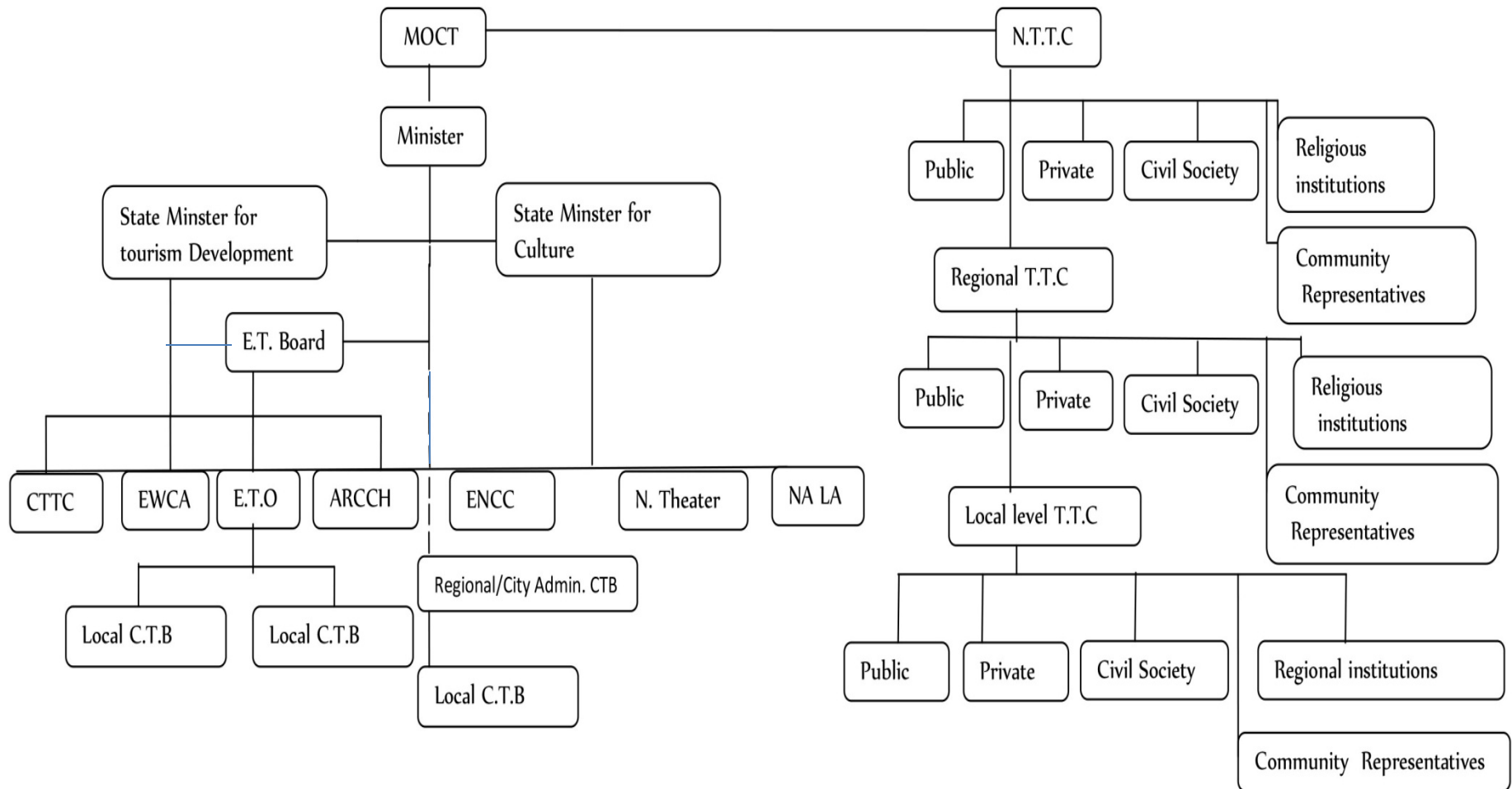
<b>Tourism Governance institution</b>	<b>Roles and responsibilities</b>
Ethiopian Wild Life Conservation Authority	<ul style="list-style-type: none"><li>● It conserves, develops and manages natural heritages including National Parks, wild life sanctuaries</li><li>● Facilitates investment within natural heritage sites</li></ul>
Authority for Research and Development of Cultural Heritages	<ul style="list-style-type: none"><li>● Identifies and registers cultural heritages</li><li>● It conserves and develops Cultural national Heritages</li><li>● It manages the heritage sites including those with world heritages</li></ul>
Tourism Training Centre	<ul style="list-style-type: none"><li>● It produces low and middle level trained manpower and supply the tourism labor market</li><li>● Conduct Researches</li></ul>



<b>Tourism Governance institution</b>	<b>Roles and responsibilities</b>
<b>Regional Culture and Tourism Bureaus</b>	<ul style="list-style-type: none"><li>• It issues policies at regional level relevant to the tourism development</li><li>• It is the regional regulatory body enforcing policies and regulations relevant to tourism development</li><li>• Provides leadership and strategic directions , giving technical support to local tourism offices</li><li>• Coordinating and managing stakeholders relations with in the region</li></ul>
<b>Regional Tourism Transformation Council</b>	<ul style="list-style-type: none"><li>• Gives an overall policy guidance and provides solutions to bottle necks emerging the regional level</li><li>• Supports and empowers CTBs to enforce laws and regulations</li></ul>

<b>Tourism Governance institution</b>	<b>Roles and responsibilities</b>
Destination level tourism offices	<ul style="list-style-type: none"><li>● Enforces policies and regulations relevant to the local tourism development</li><li>● Coordinating and managing local stakeholders relations at the destinations</li></ul>
Destination level Tourism Transformation Council	<ul style="list-style-type: none"><li>● Gives an overall guidance and provides solutions to bottlenecks at the destination level</li><li>● Supports and empowers local tourism offices to enforce laws and regulations</li></ul>

# III. Institutional Framework and governance structure to foster Partnership in Tourism



# IV. Potential Partners in tourism product development



**Partnership typology**

**Modality**

**Public- Public**

- integration among policies of different public sector institutions (policy level)(ET, ETO, Regional govts. and Tele, Banks, Power ,road authorities etc
- partnership between Local government and Universities(Policy - Research linkage ) to help develop innovative ideas to transform local tourism
- Partnership between Federal and Regional public institutions in grading Hotels and enforcing regulations to improve service standard grading with binding agreements

**Partnership typology**

**Modality**

**Private - Private**

- Private Micro finance institutions and SMSE involved in tourism
- Partnership between Private Banks and private accommodation facilities
- Partnership between local and foreign partners in building accommodation facilities , brand franchising and management contracts

Partnership typology

Modality

- Partnership between Public and Private sectors in decision making

Quasi Public -  
Private Partnership  
the (ETO)model



- involves in partnership with the private sector in developing destinations where there is market failure

**Partnership typology**

**Modality**

**Public- Private**

- Long standing PPP in Ethiopia between government and Hilton International
- Partnership in conducting training through outsourcing
- Public micro finance institutions and private SMSEs involved in the production of souvenirs and other tourism services



# We have got:-

- Policies
- Institutions and governance structure that promotes partnership

But we have a long way to go in terms of creating effective partnership in the tourism Industry

Thank you !!!!