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# **TOURISM DEVELOPMENT POLICY**

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*Ministry of Culture and Tourism*

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**2009**

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## INTRODUCTION

Tourism is among the economic and social sectors that are registering rapid growth in the world, and nowadays it has been found to be making its contribution in supporting and accelerating national development. Tourism makes a tremendous contribution serving as a source of foreign exchange, promoting micro and small-scale enterprises, creating employment opportunities, and ensuring sustainable development. Because of the absence for long of a clear policy that would lay the direction for the cooperation and coordination that should exist among the government, the private sector, the community at tourist attraction sites, the general public and other stakeholders, it has not been possible for the country to derive full benefits from the sector, and development has remained uncoordinated and unsustainable.

The Government of the Federal Democratic Republic of Ethiopia, therefore, appreciating the problems of the sector and giving special attention to the matter, and recognizing the necessity of creating a strong government organ to lead the sector, has established the Ministry of Culture and Tourism under Proclamation Number 471/2005, enacted to redefine the powers and duties of the organs of the Federal Government. In order to consolidate the fragmented activities and ensure coordination of efforts being made by government, the private sector, communities at the tourism destinations and civic organizations, and to create a conducive environment for these entities to be able to discharge their respective responsibilities appropriately, it has become necessary to issue such an enabling policy and strategy. This policy gives due attention to:

- guiding the sector in a broad based development framework,
- developing the existing and new tourism attractions and products,
- expanding the infrastructure and tourist services that are vital for the growth of the sector,
- ensuring that the country benefits from the sector by being sufficiently competitive in the international tourism market, and
- solving the serious limitations in capacity which are apparent in the industry.

In the process of formulating this policy, use has been made of

- various relevant data and information pertaining to the sector,
- country-wide studies, reports and official statements related to Ethiopia's tourism development such as the *Ethiopian Tourism Paradigm*
- country-wide development policies and programs of key sectors connected with the development of the tourism sector, and also
- tourism policies and strategies of other countries as well as international tourism information.

Based on these information sources, a tourism development framework was prepared and distributed for initiating discussion within the respective membership of the main federal and regional stakeholders. The feedbacks obtained from these consultation forums were taken as inputs and discussed in plenary and syndicate sessions at a national conference convened for the purpose.

By incorporating useful inputs derived from this national conference, a draft policy document was prepared. This was reviewed and consolidated by the Ministry's Executive Management and then submitted to the Council of Ministers for adoption. In general, all possible endeavors have been made to ensure the direct or indirect participation of all stakeholders in the formulation of the policy. The policy has been structured under five sections: Section One: A Review of the Prevailing Situation of the Tourism Industry, Section Two: The Need for an Ethiopian Tourism Development Policy, Section Three: Main Policy Issues and Strategies, Section Four: Roles and Responsibilities of Those Taking Part in Implementing the Policy, and Section Five: Sources of Finance for the Implementation of the Policy. The Council of Ministers of the Federal Democratic Republic of Ethiopia reviewed, corrected and adopted the draft policy unanimously at its 92<sup>nd</sup> regular session held on August 7, 2009.

# **1. REVIEW OF THE PREVAILING SITUATION OF THE TOURISM INDUSTRY**

## **Global State of the Tourism Industry**

Tourism has become one of the economic sectors registering rapid growth worldwide. The United Nations World Tourism Organization, in its statistical publication, *Tourism Barometer*, of June 2009, indicating the growth of international tourism reported that international arrivals and receipts, which respectively were 25.3 million visitors and 2.1 billion U.S. dollars in the Year 1950, had reached 922 million in terms of visitors and 944 billion dollars in terms of receipts by the Year 2008. According to the same source, the picture in Year 2008 compared to Year 2007 showed an annual growth of 1.9 % in arrivals and 1.8 % in receipts. Based on past average annual growth rates of 4.1 percent and 1.8 percent, respectively for international tourist arrivals and receipts, the World Tourism Organization has projected that by the Year 2020 international arrivals would reach 1.6 billion and receipts would amount to 2 trillion U.S. dollars. It should, however, be underlined that, while the projection had taken many relevant factors into consideration at the time, it had not fully foreseen other global conditions that would, as it turned out challenge the growth of the industry. In general, the industry has remained resilient in the face of adverse conditions, and it is now one of the leading sectors in international export trade. It forms 11 percent of world GDP, and creating about 100,000 new jobs annually, it accounts for more than 11% of total world employment, according to data from the World Tourism Organization. The following are the main causes cited for the level of growth attained by international tourism:

- a. Strong expansion in travel for the purposes of knowledge, research, business, religious worship, medical treatment, adventure, or relaxation, etc. during long vacations made possible by sustained economic growth and improved standards of living in developed countries as well as the emerging countries of the Far East that are registering outstanding performance among developing countries.
- b. The rapid improvement and expansion of international air transport and other modes of transport and infrastructure;

c. The fact that the exchange of information has been made easy and efficient by the steady progress of communication technologies and services; and

d. The expansion of unhindered trans-national trade and investment and the fact that the tourism industry too has taken on this same international character.

Tourism makes substantial contributions by expanding micro, small-scale and medium-scale enterprises for the production of goods and services, creating considerable employment opportunities, promoting sustainable development and eliminating poverty. Tourism has a great role in accelerating development and eradicating poverty, which is the major enemy of developing countries, and in this its impact is no less important than those of other main economic and social sectors. The following are among the basic reasons that responsible and sustainable tourism is preferred as an effective engine of development for African and other developing countries.

- A. Tourism is a typical source of foreign exchange, which is helpful for importing various inputs for development and maintaining the balance of payments of a country;
- B. These countries possess diverse and authentic, internationally renowned, wonderful cultural, historical and natural attractions, most of which are located in rural areas;
- C. Because tourism is inherently labour intensive and creates employment opportunities specially for the poor, the young, women and the physically handicapped, it plays a significant role in the poverty alleviation of these countries by creating jobs and income;
- D. The infrastructure built for tourism development can greatly benefit the economically disadvantaged sections of society and in addition can create opportunities for growth and development of agriculture, industry, construction, transport and communication as well as other economic and social sectors;

Above and beyond its economic advantages, tourism promotes better and reciprocal understanding and closer relations among peoples, thereby fostering a culture of peaceful coexistence and mutual respect. **1.2 Prevailing Situation of Ethiopia's Tourism Sector** Since 1965, when the first development plan was announced and tourism was recognized as a sector for economic growth, tourism grew at an average annual rate of 12% until 1974. In the four years from 1970-1973, the average number of tourist arrivals to Ethiopia was 63,833 per year, while the average annual income was 10.2 million dollars. The average annual growth rates achieved during this period were 18.2 and 13 percent, respectively.

During the seventeen years that the Derg was in power, tourism declined drastically because of the adverse conditions created by war, recurrent draught, strained political and diplomatic relations with tourist generating countries, restrictions in entry into and travel within the country. In the years 1989 to 1992, records show that the country received on average 80,246 tourists and 23.2 million U.S. dollars annually. The average annual growth rates during those years were 2.1 percent for arrivals and 6.1 percent for receipts. The basic measures taken after Year 1991 in order to realize the country's economic and social development have created favorable conditions for the nation's tourism development as well. In the four years from 2005 to 2008, average annual tourist arrivals were 324,664, while average annual revenue was 167 million dollars. Reports of the sector show annual growth rates of 21 percent for tourist arrivals and 19.5 percent for revenue for those four consecutive years. UNWTO's current analysis of tourist arrivals puts Ethiopia's average annual growth in international tourist arrivals at 5.6 percent for the period 1990-2000, and at 15.4 percent during the period 2000-2008. The average growth rates achieved during the more recent years represent an encouraging trend indeed. Yet the fact that, for instance, Ethiopia's share of the tourist flow to the East African Region of seventeen countries in 2007 was 0.7 percent demonstrates the very low stage of development the country is at, despite its numerous historical, cultural and natural attractions.

Because it is believed that tourism has the power and capacity to assist in the on-going effort to eliminate poverty and accelerate development sustainably, provided Ethiopia's attractions are appropriately developed and put into service, tourism has been included as one of the means of implementing the country's plan for accelerated and sustainable development to end poverty. In connection with this, an assessment of the domestic opportunities and limitations of the sector on the one hand, and the international opportunities and challenges on the other, would essentially help to clearly understand the prevailing conditions of the sector.

### **1.2.1 Domestic Opportunities of the Sector**

The favorable domestic opportunities of Ethiopia's tourism sector are reviewed under two main topics as follows:

#### **a. Ethiopia's Possession of Varied Attractions**

It is known that Ethiopia is full of varied historical, cultural and natural attractions; it is the possessor of eight world heritage sites and many fossils attesting that it is the cradle of humankind; and on top of all that, its people are hospitable and their cultures diversified a combination which makes it suitable for tourism development.

#### **b. The Country's Political and Economic Foundations**

Ethiopian conditions that are favorable to the growth of the sector are reviewed as follows in relation to constitutional principles, as well as overall development policies, strategies and programmes:

- The human and democratic liberties and rights of citizens are guaranteed by the constitution.
- Nations, nationalities and peoples have equal recognition under the constitution.
- The market-led economic system being followed by the country firmly guarantees the rights of the private sector and local communities to participate in and benefit from development.

□ The guiding principle of economic diplomacy on which the country's policy and strategy for foreign affairs and national security are based makes visible contributions in increasing the number of visitors by promoting the tourist attractions and building a positive image of the country, and drawing foreign direct investment which is crucial to the growth of the industry.

□ Because tourism is inherently trans-sectoral, development policies and strategies formulated for other economic, social and political sectors positively affect tourism directly or indirectly.

□ The agricultural and rural development policies and strategies of the country have great possibilities for increasing farmers' production and productivity and transforming the farmers into investors responsive to international markets.

□ The industrial development strategy of the country, enhancing the private sector's share in development, enables it to fulfill its role in the growth of tourism.

□ Ethiopia is the seat of the headquarters of the African Union, the Economic Commission for Africa, and more than 105 embassies and numerous international organizations.

□ Moreover, Ethiopia has a national airline of long standing experience, which has extensively linked the country to other African countries and major international air transport networks; Addis Ababa, as an air transport hub, serves to attract internationally renowned air carriers that provide efficient services; airports serving major tourist destinations of the country have been modernized and expanded.

### **1.2.2 Domestic Challenges Facing the Sector**

A look at the concrete situation of the sector at present reveals a number of challenges confronting the sector. The fundamental limitations of the sector are presented below, grouped under two main headings:

## **A. Limitations in Supply Basic to the Growth of the Sector**

The current situation, relating to shortfalls in basic tourism supply in terms of destination development, products and services offered, and expansion of infrastructure and tourist facilities is reviewed as follows:

- Although the country possesses vast potential in varied historical, cultural and natural attractions, this has not been adequately protected, developed and used as tourist attraction.
- There is a serious shortage in number and type of tourist facilities at existing and potential tourist destinations and vicinities; moreover, the quality of service is poor and unsatisfactory to tourists.
- Interpretations of tourist attractions are not based on credible facts and knowledge; they are not consistent; and their presentation is disorganized.
- Handicrafts, other local creative products, performing arts and entertainment services, which could have helped to lengthen the stay and increase the spend of visitors at every destination, are not offered in sufficient variety, quantity and quality.

## **B. Limitations in Implementation Capacity of the Sector**

With respect to competence of trained human resources, operating system, and institutional capacity that the sector demands, the following weaknesses are observable:

- Human resources already deployed in the sector and those needed for new deployment are limited in terms of type, number and quality.
- There is a shortage of highly trained and moderately trained manpower that is crucial to the development of the sector.
- Branding and market positioning based on timely studies are not in use.
- There are capacity limitations among tourism stakeholders, and mutual support and coordination of efforts among them have not been strengthened.

### **1.2.3 External Opportunities Favouring the Development of Tourism**

The following are opportunities favouring Ethiopia's tourism development:

- International tourism shows growth year after year.
- The use of modern information and communication technologies is expanding the dissemination and efficiency of information in tourism.
- Among international tourists, interest in authentic, indigenous and organic products is increasing highly from time to time.

### **1.2.4 External Challenges Affecting the Development of Tourism**

The main challenges are the following:

- Ethiopia's image on the international scene is widely associated with draught, famine and war.
- The Horn of Africa is seen as a region of instability and terrorism.

In general, Ethiopia's tourism sector is found under the conditions indicated above. Overcoming the serious observable shortcomings of the industry by coordinating and utilizing the capacities of the principal stakeholders to lead the development of tourism on a sustainable basis is therefore the focus of direction at the moment.

## **2. THE NEED FOR AN ETHIOPIAN TOURISM DEVELOPMENT POLICY**

Enhancing the development impacts of tourism by properly developing and utilizing the tourism potential with which the country is endowed is a matter deserving focus. Accordingly, in order to realize the development of tourism and to enable the sector to effectively contribute to the country's current effort to eliminate poverty, it is necessary to lead the development of the sector within appropriate policy and strategic framework. Hence, this policy has been formulated.

## **2.1 Vision for Tourism Development**

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

## **2.2 Main objectives of Tourism Development**

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

## **2.3 The Basic Principles of the Policy**

### **A. Respect for Pluralism**

Because diversity in history, culture and natural resources is Ethiopia's beauty and distinguishing endowment, the assets have to be equally recognized, respected and developed as tourist attractions.

## **B. Guaranteeing Community Participation and Benefits**

With respect to the sustainable development and promotion of existing and new attractions, encourage communities at destinations in particular and the public in general to participate in and benefit from the development.

## **C. Instituting Management Transparency and Responsibility**

As the development of tourism requires the involvement of many parties across sectors, the institution of good governance is necessary in order to ensure that all stakeholders meet the ethical demands of tourism.

## **D. Creating Partnership**

By forming strong links and creating cooperation and partnership among actors in the sector at destination, regional, national, sub-continental, continental and global levels, foster the practice of working together for common objectives. In particular, encourage small and medium enterprises (SME's) in the sector to create for cultivating a culture of exchanging experiences and best practices, and working in partnership. E. **Enhancing the Implementation Capacity of the Sector** To ascertain that the country gets the full benefits of tourism development, enable all bodies engaged in the sector to effectively render quality tourism services by enhancing their implementation capacities.

## **3. MAIN POLICY ISSUES AND STRATEGIES**

It is necessary to bring about a lasting change by developing the potential of our tourist attractions and boosting the direct and indirect benefits of tourism to image building and overall development of the country. To realize this, it is essential that the industry is enabled to fulfill its share by gradually overcoming the numerous shortcomings in its supply and demand seen at the moment. Accordingly, the following main policy issues and implementation strategies have been formulated.

### **3.1 Guiding the Tourism Industry in a Broad-Based Direction**

In order to enable the tourism industry to contribute as one of the key development sectors of the country its large share in the drive to eliminate poverty, the sector should, first of all, be guided out of its present slow growth and put on to a development path that can bring about comprehensive and rapid change. In light of this, an integrated management of sustainable tourism development becomes a key implementation strategy of the policy. Accordingly, the strategy lays emphasis on the following directions of focus.

#### **3.1.1 Integrating Tourism Development into Key Development Policies and Strategies of the Country**

Because tourism is inherently trans-sectoral, it is imperative for its development to be integrated into the overall development agenda of the country. Conditions shall therefore be facilitated for the implementation of tourism development with strong linkages to the country's main development policies and strategies. Thus,

- a) Since the main potential tourist attractions, particularly those that are suitable for the expansion of agro-tourism and eco-tourism, are located in the rural and agricultural areas, it is necessary to strongly link the development of tourism to the policy and strategy for rural and agricultural development of the country. Doing this would enable the tourism sector to become a direct beneficiary of the rapid development taking place in the rural areas. Secondly, it makes it possible to create a strong value chain between urban and rural areas through the provision from rural areas of products and handicrafts needed as inputs to the tourism expanding in urban areas. This would make for mutually supportive ties between the two sectors.
  
- b) b. To realize the objectives of the tourism development policy, linking the policy strongly to the strategies of image building and economic diplomacy, around which the country's policy for foreign affairs and security revolves, is an appropriate direction to follow. Conditions for increasing the flow of tourists from time to time will be facilitated by tiding strongly the activities of

Ethiopian embassies in building the image of the country and in promoting its tourist attractions in existing and potential tourist-generating countries with the direct impacts they can have on tourism development.

- c) Ethiopia's tourism development will follow a path that is strongly linked to the industrial development strategy of the country. Why it is necessary to follow this path is because of the beneficial impacts that the industrial development strategy has on tourism development. The industrial strategy holds that a key to the industrialization of the country is the creation of a vast number of national entrepreneurs by strengthening micro and small-scale enterprises. The strategy advocates export-led industrialization supported by the export sector also. Measures taken to realize industrialization would have positive influences on tourism, and the two sectors would therefore be closely integrated and their developments would be made mutually supportive.
  
- d) Tourism development demands the coordinated and organized participation of many bodies and the equitable sharing of the benefits from participation. The process should be guided democratically and by a system of good governance. Therefore, the country's tourism development should be carried out in alignment with the key strategies for building a democratic system, and the positive impacts of building a democracy should be used in turn to reinforce tourism development.
  
- e) All activities intended to realize Ethiopia's tourism development should be carried out in a way that will enhance the implementation capacity of the sector and in a manner that is consistent with the country's strategy for capacity building. This linkage will be strengthened by enabling tourism to benefit from the positive impacts of the country's capacity building strategy and programme.

- f) Lastly, the development of tourism shall be carried out in appropriate alignment and mutually supportive coordination with the country's other sectoral policies, strategies and priorities.

3.1.2 The growth of the tourist industry requires the involvement of multiple parties. Under these circumstances, the country's tourism development will be realized with guidance from the government, the private sector proactively playing a vital role, and communities at tourist destinations and civic societies directly participating and benefiting. In order to enhance the participation of these multiple parties, their roles and responsibilities shall first be defined for them.

3.1.3 Because the conservation and development of the country's tourist attractions as symbols of identity and existence up to now have primarily been the responsibility of communities at and around the attractions, the participative strategy shall be comprehensive and community led.

### **3.2 Developing the Existing and New Tourist Attractions in Variety, Scale and Quality**

It is evident that the basis for tourism development is the variety and strength of the attractions offered to tourists. At present a number of limitations are observable with respect to the protection and security of these attractions as well as their accessibility. The next implementation strategy of the policy is the formulation of a strategy for the development and expansion of tourist attractions and products in order to create favorable conditions for tourists by eliminating gaps in the protection of these attractions. Thus,

3.2.1 By providing appropriate protection and maintenance, the security of existing popular attractions which currently give extensive tourist services shall be ensured.

3.2.2 By reinforcing the protection and maintenance of existing attractions and developing other nearby attractions for inclusion into current tour programmes, the range of offer to tourists and the satisfaction of tourists shall be enhanced.

3.2.3 By identifying and developing potential tourist attractions in various parts of the country, new tourist routes and destinations and tour packages shall be added.

3.2.4 Revenue from tourists shall be maximized by offering for sale handicrafts, art works and other creative products at tourist destinations based on demand.

3.2.5 The private sector and communities at tourist destinations shall be encouraged to be involved in the provision of traditional food, beverage and transport services that give new experience and satisfaction to tourists.

### **3.3 Expansion of Infrastructure and Tourist Facilities Essential for Tourism Development**

As one of the policy issues relates to immediate measures needed to solve the currently visible shortfalls in supply that are very critical to Ethiopia's tourism development, the following implementation strategies have been designed.

3.3.1 The placement of necessary infrastructure at major tourist destinations and routes by appropriate organs of the Federal and Regional governments shall be facilitated.

3.3.2 Favorable conditions which would enable local communities and the private sector to cooperate for the expansion and management of infrastructure connecting major tourist destinations and nearby attractions shall be facilitated through the appropriate levels of government.

3.3.3 The private sector shall be encouraged to engage in the building and expanding of tourist facilities of appropriate standards at each tourist destination, taking into consideration tourist demand for accommodation, food, entertainment services, etc.

3.3.4 The establishment of facilities for rest and recreation by investors at certain distances along the network of highways currently undergoing expansion in the country shall be encouraged.

3.3.5 The participation of local communities and the private sector shall be encouraged in order to strengthen the provision of novel experience

and satisfaction such as traditional modes of transport and accompanying services as well as traditional food, beverage, accommodation and recreational services to tourists.

3.3.6 Among communities residing at tourist destinations, groups, in particular women, youth, and the physically handicapped, will be made beneficiaries of tourism growth by getting them to organize in micro and small-scale handicrafts and art fields, and enabling them to produce in variety quality goods and services for tourists.

3.3.7 Taking international competition into account and with the aim of strengthening and expanding tour operation services, the participation of the private sector shall be encouraged.

3.3.8 To ensure the tourism development of the country, the psychological and physical well being of international and domestic tourists and the safety of their properties shall be guaranteed, and social and legal provisions shall be created in order to enable tourists to conduct their visits without being hassled, pestered and disappointed.

3.3.9 In order to alleviate the widely observed problems of quality relating to services, internationally accepted classification standards that are responsive to clients' demands shall be applied periodically.

3.3.10 Bodies that classify tourist facilities at each level and perform and manage follow up and control functions shall be organized and their capacities enhanced.

### **3.4 Undertaking Promotional Work Through the Creation of Strong Market Ties in Order to Become Competitive on the International Market**

To advance Ethiopia's tourism development sustainably, shortcomings in supply should be eliminated, and in a manner no less than this, limitations seen in the management of marketing and promotion should be overcome, a positive image of the country should be built, and its benefits maximized. As this is a decisive issue, the following strategies have been formulated:

3.4.1 Identifying through successive studies countries and types of tourism that currently make substantial contributions to Ethiopia's tourism development as well as those with the potential to do so, and selecting the ones yielding huge actual benefits, vigorous promotional campaigns will be waged with regard to them.

3.4.2 With branding that will prominently represent our country's tourism attractions and endowments for development, Ethiopia will be enabled to occupy a special market position in the minds of visitors from the selected tourist generating countries.

3.4.3 Appropriate promotional methods shall be applied after a clear understanding of the needs of tourists identified by studies.

3.4.4 A strong tourism marketing organization which will coordinate and implement market research and promotional activities with the financial support of stakeholders shall be established on the basis of a study to be made.

3.4.5 Recognizing the economic, social and political benefits of domestic tourism, the formation and growth of tourism associations and clubs referred to as "know-your-country" clubs shall be encouraged at places of residence, work, education and worship, with the view to strengthening domestic tourism.

3.4.6 With the intention of maximizing the growth of tourism benefits to our country, strong ties will be formed with neighboring countries in our region and countries far off, and various fora will be created to establish links among stakeholders, enabling the expansion of package tourism.

3.4.7 Because it is vital to establish an ICT- supported e-business system to be competitive in the international tourism market, an Ethiopia tourism destination portal will be created so that institutions operating in the sector would obtain sufficient information, while ensuring at the same time that tourists and companies in tourist generating countries would get up-to-date information on the tourist destinations of our country.

### **3.5 Strengthening the Collaborative Relationship Among Actors Participating in Tourism Development**

One of the policy issues to deal with in the realization of Ethiopia's tourism development is the creation of conditions enabling inter-linkages between and coordination among the evidently fragmented activities of many entities participating in the development of the industry at all levels. As is known, the main actors in tourism development are government bodies at different levels, the private sector, civil societies directly related to the tourism sector, local communities and the general public as well as visitors. It is essential to coordinate the development activities of these entities, eliminate redundant costs and unnecessary use of resources in order that their efforts can bring enhanced results. Strategies will therefore be applied to create ties and mutual support in many areas among these actors. Accordingly,

3.5.1 Entities operating independently in different areas of tourism will be encouraged to assemble and form associations for safeguarding their common rights and interests in the professional fields they are engaged in.

3.5.2 A national tourism council, the members of which will include the higher authorities in charge of tourism at federal and regional levels of government, religious institutions, the private sector and other stakeholders, will be established to help lead the growth and development of the sector.

3.5.3 The formation of appropriate ties and forums for cooperation among organizations pursuing similar institutional goals and objectives shall be encouraged and supported.

### **3.6 Overcoming the Serious Capacity Limitations Observed in the Industry**

Overcoming the numerous and clearly observable limitations in implementation capacity in the government organs leading the country's tourism development and in the private sector which is the engine of growth, and the community in the locality of the tourist attractions is another matter given attention in this policy. Accordingly, 62

3.6.1 Work will be undertaken to increase the number of institutions in the country that offer education and training in various fields at higher, middle and basic levels, and to transform these institutions into centers of excellence. Similarly efforts will be made to expand and strengthen research establishments and consulting institutions.

3.6.2 To help enhance the capabilities of employees deployed in the various services of the sector, short and medium term training on the job and other training forms, as well as opportunities for exchange of experience shall be provided within the country and abroad. Opportunities for improvement at professional and basic skill levels shall also be provided.

3.6.3 A system of professional certification will be introduced in order to encourage entrants into tourism employment fields to develop professionalism and serve as ethical role models.

3.6.4 To enable the young generation to acquire general information and knowledge about the importance and benefits of tourism and to help them engage actively in and benefit from tourism, informative packages will be prepared and disseminated to them through various channels of communication.

3.6.5 A strong system for the exchange and flow of tourism information shall be instituted. In connection with this, the tourism satellite account (TSA) which is currently being implemented internationally, shall be adopted and timely data and information will be collected, analyzed and organized for consumption.

3.6.6 Tourism shall be integrated into the plans and implementation activities of all government, private and civic institutions with close connections to tourism development.

#### **4. RESPONSIBILITIES AND ROLES OF PARTICIPANTS IN THE IMPLEMENTATION OF THE POLICY**

That the main stakeholders in the development of the sector act in unison in the spirit of cooperation and partnership is of strategic value in ensuring that synergistic results are obtained; and this is possible only when each

stakeholder fully understands its responsibilities and plays its role. Based on these premises, the major responsibilities and roles of each of the main stakeholder groups have been defined hereunder; similarly the chief responsibilities and roles of the public at large have been identified below in order to enable the public to perform its part.

#### **4.1 Government Organs**

This group, which includes organs of the federal and regional governments and local administrations, is charged with the responsibility to perform the following major tasks in the implementation of the policy:

- To create conducive environment for national and local tourism development and to put to use the enabling environment,
- To indicate the directions of the national and local tourism development and spearhead the development,
- To expand, improve and lead the development of infrastructural networks essential to tourism development,
- To successively build the implementation capacity of development participants at each level,
- To coordinate the capacities and efforts of the main participants in development at each level and to create collaboration and provide leadership,
- To participate in investment when private investment is not forth coming to fill investment gaps,
- To capably coordinate and lead vigorous marketing and promotion activities and enhance the positive image of the country,
- To ensure the psychological and physical well-being of visitors and the security of their properties and to coordinate and lead the bodies involved in maintaining safety and security,
- In collaboration with local communities to develop, maintain, protect and manage existing and new attractions falling their jurisdictions, To ensure that tourism development activities are in line within sustainable
- environmental and social safety, and to act speedily when and where safety problems occur,

- To provide appropriate incentives to participants in the development of the sector, and to monitor the implementation of the incentives,
- To formulate and issue suitable standards in the areas of service delivery and professional education and training and to regulate the application of the standards.
  
- In general, the responsibilities for monitoring, coordinating, integrating and leading the activities of those bodies with roles in the implementation of this policy for tourism development and the primary responsibility for monitoring and evaluating the actual implementation of this policy and the taking of corrective measures fall on the Federal Ministry of Culture and Tourism.

## **4.2 Development Investors**

Because investors participating in the country's tourism development are engines that drive the industry, they have the following major responsibilities in the development of the sector:

- To participate in the forefront in the establishment of facilities and the provision of quality tourism services in types and capacities required,
- To participate as leaders in the establishment and development of micro, small, medium-scale and big enterprises and service giving institutions,
- To create and promote a culture of entrepreneurship that is essential for the growth of the sector,
  
- To participate as leaders in the effort to set up educational and training centers of the type, number and quality required for producing professionals in various fields,
  
- To actively involve in the formulation and implementation of appropriate standards in the areas of services delivery and education and training,
  
- To involve in the expansion of infrastructure needed in the localities of major tourist destinations,

- To regularly enhance the capabilities, skills and ethical standards of professionals and other workforce employed in the establishment they own and manage,
- To take part in marketing and promotional activities and to contribute their share in the endeavor to build a positive image of the country,
- To participate in the development, protection, preservation and management of attractions found in every area of the country,
- To participate in sectoral associations, organizations, and coalitions as well as similar national and international organizations for mutual support and to promote its rights and interests,

#### **4.3 Local Communities at Tourist Attractions**

- In the development of tourist attractions, products and services to collaborate with the bodies administering the resources as owners, and by conserving and protecting these resources with a sense of ownership, to become direct participants in and beneficiaries from the tourism development of the locality,
- To provide appropriate care to guests visiting the local attractions and to extend to them hospitality in accordance with local customs, and to ensure peace and security in the locality,
- Recognizing that visitors to attractions are customers, to supply and ensure the provision of handicrafts, and artistic products and services which are based on visitors demand and aimed at satisfying their requirement as to quality and quantity,
- To protect local cultural and social values as well as the natural environment from negative influences of tourism, and to take corrective measures rapidly when negative impacts occur,

#### **4.4 Civil Societies**

- To cooperate with government bodies, investors and local communities that have leading responsibilities in the country's tourism development and to participate in the development and management of the attractions in order to ensure that benefits are realized,
- To undertake successively capacity-building activities for the various varies parties engaged in the development of the sector,
- To extend support to other stakeholders operating in the sector with respect to information, techniques, finance, advocacy, coordination, etc.

#### **4.5 The General Public**

- To strengthen the culture of touring either as individuals or as tour groups and participate in domestic tourism in order to know and appreciate the attractions of the country,
- To actively involved in the development activities of the country's tourism and partake in the benefits,
- To build a positive image of the country by extending to visitors traditional hospitality,
- To protect and preserve with a sense of ownership the heritage and other resources used for tourism development.

### **5 SOURCES OF FINANCE FOR IMPLEMENTING THE POLICY**

As tourism is a sector that develops through the leadership of the government, the driving force of private investors and the community, and the participation of other stakeholders, the combined and coordinated efforts of all sides is necessary for the rapid growth and development of the sectors. To invigorate these efforts and realize the development of the sector by applying the implementation strategy of the policy, there should primarily be adequate sources of financing. On this basis, this tourism development policy will be implemented with investment funding from varied sources falling under the following two headings:

## **5.1. Regular Financing Sources**

The following are the main sources of finance included under this heading:

- Ordinary and capital budgets allocated annually by the federal and regional governments and other administrative levels for investment and operational activities connected with the overall development of the sector,
- Bi-lateral and multi-lateral support and loan funds to be obtained for the implementation of programs and projects related to the growth and development of the industry,
- Other financing sources as appropriate.

## **5.2. Extra-Ordinary Financing Sources**

*Tourism development fund* is a fund to be established on the basis of a study with the consent of the main stakeholders, with the key aim of mobilizing the resources and capabilities of actors in the implementation of the policy and creating the condition whereby the burdens of marketing and promotion and capacity building, hitherto fully borne by the government, are gradually shared by supporters. As far as the establishment and application of the fund are concerned, they will be determined by a study and supported by law. The fund will be collected mainly from the following sources:

- Voluntary contributions in the form of money or in kind from direct stakeholders and supporters to finance activities that are vital to the growth and development of the sector and various other activities to be undertaken at different levels; cost sharing mechanisms also,
- Small contributions to be made out of annual incomes on the basis of an agreement to be reached with the main stakeholders, who as managers of tourist attractions and providers of goods and services directly benefit from tourism, constitute a key source. Implementation shall be determined with the participation of all stakeholders concerned on the basis of a detailed study to be conducted.

- Various gifts, royalties, endowments, etc. intended to enrich the fund and voluntarily bestowed by those that benefit from the growth and development of tourism as direct participants and others,
- Income from fund raising programs organized at various levels to boost the fund,
- Other funding sources to be identified by detailed future studies