

Recovery Strategy for Tourism Sector-Ethiopia.

Urges to mitigate COVID-19 impact



MINISTRY OF
CULTURE AND TOURISM



April 2020

Structure of the Strategy Document

Foreword (message from MoCT Minister).....	3
Foreword (message from TE Director General).....	4
I. Executive Summary.....	5
II. Background	6
III. Objectives.....	7
General Objective	7
Specific objectives.....	7
IV. Principles Guiding the Recovery Strategy	8
a. Reduction:.....	8
b. Readiness:	8
c. Response:.....	8
d. Full recovery.....	8
e. Promoting participatory and decentralized approaches	8
f. Holistic recovery.....	9
V. Assumptions.....	9
VI. The strategy Preparation Process	10
Benchmarking studies.....	10
VII. Impact of COVID-19	13
a. Impacts on the World Economy.....	13
b. Impact on African Economic Growth	14
c. The Impacts of COVID-19 on Travel and Tourism	15
1. Global Impact of COVID – 19 on Tourism and Travel	15
2. Impact of COVID – 19 on Tourism and Travel Sector in Ethiopia	17
d. Fast Recovery Nature of the Travel and Tourism Industry	18
VIII. Implications.....	18
a. Supply shock:	18
b. Demand shock:.....	19
c. Financial shock:	19
d. Direct Effect on Tourism:	20
IX. Strategic Objectives	21

1.	Proactive Communication and Media Engagement	21
2.	Support the Struggling Tourism Industry of Ethiopia	21
3.	Cooperative Image Building and Marketing	22
4.	Service Excellence & Product Diversification.....	22
5.	Implementation Arrangements, Monitoring and Evaluation of Performance	22
X.	Implementation flow of Work	23
XI.	Roles and Responsibilities of Actors to Ensure Synergy and Coordination among stakeholders. .	24
1.	The Role of Government.....	24
2.	Private Sector Role.....	24
3.	The Role of the Media.....	24
4.	The Role of Destination Communities	24
5.	The Role of International Partners.....	24
I.	Implementation Plan	25

Foreword (message from MoCT Minister)

Foreword (message from TE Director General)

I. Executive Summary

Ethiopia is a land blessed with a rich and varied heritage from over 80 different cultural traditions and fascinating religious festivals to ancient history, archaeological wonders and pristine natural endowments. With over ten UNESCO World Heritage Sites (the most in any African country), the country possesses a wealth of potential for tourism development.

Tourism Sectors of Ethiopia have grown consistently over the past ten years in terms of arrivals and receipts and tourism investment kept pace with the growth in demand. The WTTC 2020 report indicated that; Ethiopian inbound visitor forecasted about 1.4 million.

The outbreak of COVID-19 severely affected tourism sector of Ethiopia as result of the pandemic has had a drastic impact on international travel and tourism. The service sector is known for employing many young and women workforce however, due to the COVID 19 outbreak, tourism sector business is suffering forced to shut down their business.

Visa restrictions, grounded flights as well as prevailing lockdowns across most international borders have impacted the industry not just in the present scenario, but also in the future.

The strategy is developed primarily to limit the current impacts through providing appropriate proactive responses for early mitigation of associated impacts and ensuring speedy recovery of stimulating Tourism economy and labor demand. It covers planning significant measures to be implemented in three phases of Response, Recovery and Resilience of tourism industry.

II. Background

Tourism and Travel sector is the hardest-hit by the outbreak of COVID-19, with impacts on both travel supply and demand. This represents an added downside risk in the context of a weaker world economy, geopolitical, social and trade tensions, as well as uneven performance among major outbound travel markets.

It is too early to estimate the full impact of the COVID-19 on international tourism. As of today, UNWTO has revised its 2020 prospects for international tourist arrivals to a negative growth of 1% to 3%, down from an estimated growth of 3% to 4% forecast in early January 2020. This could translate into a loss of US\$ 30 to 50 billion in spending by international visitors (international tourism receipts).

Small and medium sized enterprises (which make up around 80% of the tourism sector) are expected to be particularly impacted. This might affect millions of livelihoods across the world, including vulnerable communities who rely on tourism as a vehicle to spur their livelihood and development. The impact is more critical in developing countries of like Africa, Asia and Pacific.

Travel bans to affected areas or denial of entry to passengers coming from affected areas are reported in many of countries. Travelers returning from affected areas are subjected to quarantine for 14 days following the national protocols of Ethiopia to avoid further spread significantly reduced number of inbound visitors. Ethiopian Airline has reported lost about \$500 million; occupancy rate of hotels, MICE and accommodation is declined nearly to 0% occupancy and Tour Operation Organization's sold packages have canceled or postponed. Even if tourism business is severely affected by COVID-19 pandemic diseases; tourism has proven to be a resilient industry recover well after crises.

Once travel conditions normalize the pent-up demand for experiential travel will present a new growth opportunity.

The strategy has developed in line with the recommendations and guidance of International Organizations, National Government of Ethiopia and Tourism Industry Operators call for the recognition of tourism sector for keen attention.

III. Objectives

General Objective

The main objective of the strategy is to limit the current impacts of COVID-19 on Tourism Sector through providing appropriate proactive responses for early mitigation of associated impacts and ensuring speedy recovery of stimulating Tourism economy and labor demand. The strategy is planning significant measures to be implemented in three phases of **Response**, **Recovery** and **Resilience** of tourism industry.

NB: *Response* measures means when now in crisis, *Recovery* mean once travel restrictions are lifted and **Resilience** means once international travel resumes.

Specific objectives

- Setting strategic direction for retaining the existed employment, visitor number and receipts which is furcated to be created in tourism sector.
- Measuring the impacts of the most affected societies, tourist destinations and private business to respond reasonable financial and political support for recovery measures including incentives to be implemented in coordination with international partners and national government of Ethiopia.
- To support the wider national economy recovery plans for the affected economy of the country.

- Restoring and improving tourism and hospitality services and hygiene to support long-term vision of tourism sector.
- Helps to reach tourism vision within the specified period as per the national tourism sector working documents (like Home Grown Policy, Macroeconomic Development Plan, Sustainable Master Plan, and Marketing Strategy etc.).

It also has significant contribution for building confidence of visitors (domestic and inbound) and minimizing associated risk of tourist destination disruption, social crises and decline of private business.

IV. Principles Guiding the Recovery Strategy

- a. **Reduction:** Reducing potential impacts is the most important issue in this strategy document to reduce the current shocks.
- b. **Readiness:** Readiness for regularly follow-up and evaluate the extent of the crises, early communication and develop flexible, strategic, tactical plan to the worst scenarios.
- c. **Response:** An integrated public & private coordination, networking and partnership response is dedicated to the immediate aftermath of an event including **fully retain of tourism workforce and effective use of cumulative capacity**. The task should include representatives from all possible industry groups to respond for the immediate priorities and protection of the most vulnerable tourism industry players.
- d. **Full recovery:** In this strategy; effective support measures will be implemented to attain the tourism industry in the right path of full business operation. The Key Performance Indicators would be guided by attainable results on Tourism Investment, Employment, receipt, arrivals and community assurance.
- e. **Promoting participatory and decentralized approaches.** Ensuring continued mobilization of communities; strengthening sector coordination; ensuring an implementation

recovery that is effective, efficient, and accountable; and strengthening regional and sub regional coordination.

- f. **Holistic recovery:** Tourism cannot grow with standalone; so that real improvement and recovery of macroeconomy at national and global level is obligatory. Tourism sector will serve as catalyst for the enhancement of local economic vitality.

V. Assumptions

- a. **Tourism has proven as a resilient industry:** The historical evidences undoubtedly indicated that; Tourism has proven as a resilient industry rise, fall, and recover quickly well after the crises. International tourism has seen continued expansion, despite occasional shocks, demonstrating the sector's strength and resilience and benefiting all regions in the world with strong and rapid recovery.
- b. **Tourism the hardest hit of all sector and assumed to be main agenda in the national economy recovery plan:** It is underscored that the Agenda for Prosperity of Ethiopia remains the defining document for the overall development of the country. Tourism to be placed at center of national recovery policies recognizing an important role in enhancing a nation's business activity, income, foreign currency earnings and the creation of jobs.
- c. **Duration for full implementation of the strategy:** The strategy will be effective till end of 2020 in normal condition with probability of extension for additional 6 months.
- d. **Budget source:** The primary budget sources for implementing this strategy are from Ministry of Culture and Tourism, Tourism Ethiopia and cost sharing with tourism sector private business operators (Hoteliers, Tour operators & Event Organizers etc.). The strategy is also proposed soliciting extraordinary sources from Donors, Partners and fundraising activities.

- e. **Keen attention to hot-spot tourism destinations:** The government of Ethiopia is keen on tourism diversification; but the current shock is most affected tourism hot-spots tourism destinations of (*urban centers, World Heritage Sites, World Biosphere Reserves, National Parks and unique scenic areas*). Particular attention will be given to support small entrepreneurs/vendors and local communities heavily dependent on tourism activities.

VI. The strategy Preparation Process

In this strategy preparation process, online interacted technical taskforce had been established participatory of Ministry of Culture and Tourism, Tourism Ethiopia, Professional Associations, and Tourism and Hospitality Industry Associations, and the process continues to evolve.

It draws input from the COVID-19 National Recovery Ministerial Level Working Group; inputs from a robust review of various National and Global socio-economic impact studies, journal of publications, articles, websites, UNWTO statistical reports and national level policies and strategies. Comments were also received from policy meeting and Tourism Board.

It organized online technical meeting to provide inputs to the preparation of this document, including the identification of immediate recovery needs. Various other stakeholders, like international experts have also provided strategic insights.

Benchmarking studies

In addition, benchmarking studies of what other countries are doing explained as part of the document.

Case Study 1: Singapore

During the week of March 6, 2020, the Singapore Tourism Board revealed proposed Tourism Recovery Strategy. The strategy – still ongoing, started with the formation of a “Tourism Recovery Action Task Force” - a public-private cooperation group set up to develop and implement strategies and position the country for recovery. The task force identified and enlisted key leaders/champions from industry bodies’ including; hotel association, airlines/airports, resorts, travel agents, event organizers, tour operators etc. The joint task force will identify and prioritize key intervention areas.

Case Study 2: Kenya

Kenya has approved 500 million Shilling, close to 5 million USD, to help the tourism sector recover from the effects of the corona virus outbreak. The funds will be used in marketing Kenya to restore destination confidence and keep the country as a preferred travel destination globally.

Case Study 3: Malaysia

The government of Malaysia through the Ministry of Tourism, Arts and Culture has taken a positive step by establishing a Tourism Recovery Committee. The committee is mandated to monitor current developments; plan and devise actions to search new markets to replace tourist source countries, for example China to diversity target tourism source countries.

Case Study 4: Europe

The European Tourism Manifesto alliance, representing the European travel and tourism sector, issued a statement on Tuesday (17 March) calling for further measures to limit the COVID-19 impact. The EU’s executive promised to reallocate unspent structural funds amounting to €37 billion to support health systems, SMEs and affected tourism sectors and workers. It is also looking at making a further €28 billion of structural funds available. In the long-term, the alliance suggests a simplification of visa rules, reducing or waiving travelers’ taxes and

supporting economically hit destinations with promotion and marketing to attract tourists and guarantee a swift's recovery in the aftermath of the crisis.

G20: *To inject over \$5 trillion into the global economy, as part of targeted fiscal policy, economic measures and guarantee schemes to blunt economic fallout from the pandemic.*

China: *Lower reserves and free up more than \$ 70.6 billion to boost the economy and announced aid of 154 billion dollars.*

South Korea: *Bank of Korea (BOK) (reduction of interest rate from 1.25 to 0.75%) and 16, 7 billion dollars as a response to Covid-19.*

England: *The Bank of England (reduction of interest rate from 0.75% to 0.25%) and announced 37 billion as a response to Covid-19*

France: *announced 334 billion Euro as a response to Covid-19*

Germany: *13.38 billion Euro as a response to Covid-19.*

United States: *The US Federal Reserve has slashed its policy rate by 150 basis points to a range of 0 – 0.25 percent in the past two weeks and introduced liquidity measures to ease tightening financing conditions and US Federal Government allocated 2000 billion to support SMEs, Household: Family of 4 person \$3000; \$500 Billion big companies, \$50 billion Airline Industry.*

Australia: *10.7 billion dollars*

New Zealand: *7.3 billion dollars*

World Bank: *12 billion dollars*

IMF: *stands ready to mobilize \$1 trillion lending capacity to help its members. These instruments could provide in the order of \$50 billion to emerging and developing economies. Up to \$10 billion could be made available to low-income members through concessional financing facilities, which carry zero interest rates.*

Ethiopia: *The government has announced that it has allocated \$10 million to the fight against the pandemic and put forward a three-point proposal on how G20 countries can help African countries cope with the coronavirus pandemic*

- *Calls for a \$150 billion aid package -- Africa Global COVID-19 Emergency Financing Package.*
- *Implement debt reduction and restructuring plans,*
- *Provide support to the World Health Organization (WHO) and Africa Centers for Disease Control and Prevention (CDC) to strengthen public health delivery and emergency preparedness on the continent.*

VII. Impact of COVID-19

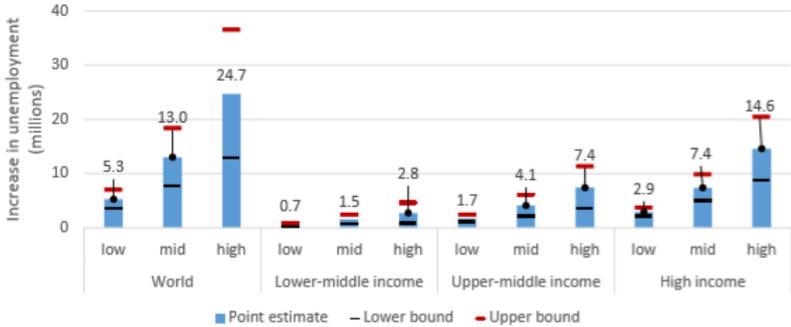
a. Impacts on the World Economy

The Covid-19 pandemic affects all major world economies, predicting a major world economic crisis in 2020. The European Union, the United States and Japan account for half of the world's GDP, the Chinese economy accounts for about 16% of global GDP drastically reduce economic activities; which will lead to recession in world economy. The expected drop of global FDI flows will be between -5% and -15% (compared to previous forecasts projecting marginal growth in the FDI trend for 2020-2021).

The OECD forecasts a decline in economic growth rates for these major economies as follows: China 4.9% instead of 5.7%, Europe 0.8% instead of 1.1%, the rest of the world 2.4% instead 2.9%, with world GDP falling by 0.412 from the first quarter of 2020.

UNCTAD forecasts downward pressure on foreign direct investment from -5% to - 15%. The International Monetary Fund has announced on the 23 March 2020 that investors have withdrawn US\$ 83 billion from emerging markets since the start of the crisis.

Initial ILO estimates point to a significant rise in unemployment and underemployment in the wake of the virus. Based on different scenarios for the impact of COVID-19 on global GDP growth, preliminary ILO estimates indicate a rise in global unemployment of between 5.3 million (“low” scenario) and 24.7 million (“high” scenario) from a base level of 188 million in 2019. The “mid” scenario suggests an increase of 13 million (7.4 million in high-income countries). Though these estimates remain highly uncertain, all figures indicate a substantial rise in global unemployment.



Source: ILO COVID-19 and the world of work: Impact and policy responses 1st Edition; 18 March 2020.

b. Impact on African Economic Growth

The forecasts with average scenario give a growth of 3.4% in 2020 (AfDB, 2019). However, with the negative impact on key sectors of the economy such as tourism, travel, exports; with falling commodity prices, declining governments’ resources to finance public investment, it would be quasi impossible to achieve this optimistic forecast of growth rates in 2020.

	Projected growth in 2020 (before the COVID-19 crisis)	S1 impacts (Decrease compared to the value in 2020)	S2 Impacts (Decrease compared to the value in 2020)	Medium scenario impacts (Decrease of compared to the value in 2020)

GDP Growth	3.4%	-0.8%	-1.1%	-0.9%
COVID-19 impact in percentage points (pp) of Africa's GDP	-	- 4.18 pp	- 4.51 pp	- 4.49 pp

Source: *Impact of the Coronavirus (COVID 19) on the African Economy, AU, 2020.*

In the two scenarios, Africa's growth will drop drastically to negative rates. The initial of the baseline scenario, without the appearance of the Covid-19, a growth rate of 3.4% to Africa in 2020 (AfDB, 2020). S1 and S2 scenarios (realistic and pessimistic) estimate respective negative economic growth of **-0.8% (a loss of 4.18 pp as compare to the initial projection) and -1.1 percent (a loss of 4.51 pp as compare to the initial projection)** of African countries in 2020.

c. The Impacts of COVID-19 on Travel and Tourism

1. Global Impact of COVID – 19 on Tourism and Travel

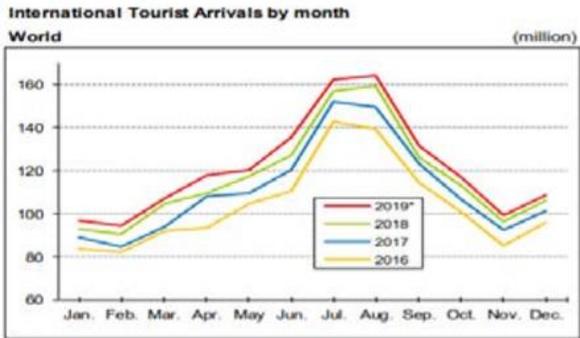
Tourism is currently one of the most affected sectors and UNWTO has revised its 2020 forecast for international arrivals and receipts, though emphasizes that such any predictions are likely to be further revised. The outbreak of Coronavirus COVID-19 presents the tourism sector with a major and evolving challenge. UNWTO calls for solid international leadership and for tourism to be included as a priority in future recovery efforts.

The tourism sector, like no other economic activity with social impact, is based on interaction amongst people.



- The COVID-19 outbreak has brought our world to a standstill with unparalleled and unforeseen impact in our lives, our economies, our societies and our livelihoods and there are growing risks massive loss of jobs.
- Any assessment of the impact of this unparalleled crisis on the tourism sector is quickly surpassed by the fast-changing reality.
- Considering the unparalleled and fast-evolving nature of crisis, it is extremely challenging to estimate the impact of COVID-19 on international tourism.
- Based on the latest developments (quarantine measures, travel bans & border closures in most of Europe, which represents 50% of international tourism, and in many countries of the Americas, Africa and the Middle East), the evolutions in Asia and the Pacific and the patterns of previous crises (2003 SARS and 2009 global economic crisis), UNWTO estimates international tourist arrivals could decline by 20% to 30% in 2020.

This would translate into a loss of 300 to 450 US\$ billion in international tourism receipts (exports) – almost one third of the US\$ 1.5 trillion generated globally in the worst-case scenario.



- 290 to 440 million International Tourist Arrivals
- 5 to 7 years lost in number of tourists
- 300 to 450 US\$ bn Tourism Exports (receipts)
- 1/3 of 1.5 US\$ trillion lost in Tourism Exports

Source: Impact assessment of the COVID-19 outbreak on international tourism Updated 24 March 2020, UNWTO. The World Travel & Tourism Council also predicts up to 50 million jobs in the Travel & Tourism sector are at risk due to the global COVID-19 pandemic. WTTC figures show the

stark impact on the Travel & Tourism sector of the present COVID-19 outbreak with analysis now suggesting that up to 50 million jobs are at risk in the sector globally. Latest figures from WTTC, which represents the global Travel & Tourism private sector, show that global travel could be adversely impacted by up to 25 per cent in 2020.

Fig. 2: Estimated impact of COVID-19 on air transport in 2020 (RPKs and air passenger revenue loss).

Region of airline registration	% Change in RPKS (2020 vs. 2019)	Est. Impact on pass. revenue 2020 vs. 2019 (US\$ billion)
Africa	-32%	-4
Asia Pacific	-37%	-88
Europe	-46%	-76
Latin America	-41%	-15
Middle East	-39%	-19
North America	-27%	-50
Industry	-38%	-252

Source: IATA, 2020.

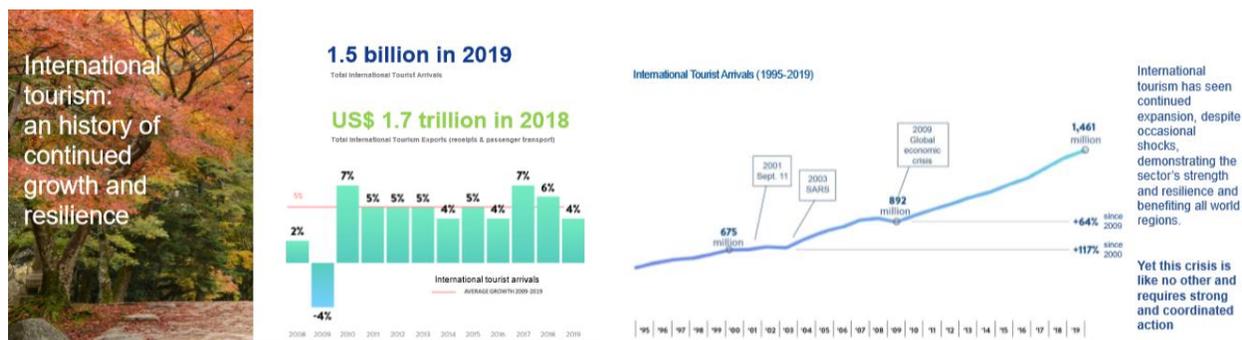
2. Impact of COVID – 19 on Tourism and Travel Sector in Ethiopia

The number of inbound visitors and receipts in 2019 was recorded about 811,604 and \$3,179,112,768 respectively (MoCT, 2019); represents 9.4% of Ethiopia’s total economy.

The WTTC research which compares the Travel & Tourism sector across 185 countries, shows that in 2018 the Ethiopian Travel & Tourism sector significantly outpaced the global growth rate of 3.9%, the African growth rate of 5.6%, supported 2.2 million jobs, or 8.3% of total employment (WTTC 2020). The forecasted initial volume of visitor’s projection was 1.4 million in 2020, but UNWTO revised report show that global travel could be adversely impacted by up to 25 per cent in 2020.

d. Fast Recovery Nature of the Travel and Tourism Industry

The tourism sector, like no other economic activity with social impact, is based on interaction amongst people. Many assessments that are coming out on the impact of COVID - 19 on the travel and tourism industry show that the sector is hard hit by border closures, travel cancellations, etc. Due to this fact, the value chain in the industry mainly, hotels, lodges, resorts, airlines, tour operators, local communities, tour guides, SME's in the sector, etc. are negatively impacted by the spread of COVID - 19 pandemic. However, emphasizing tourism's proven resilience and its very nature of the sector that it is related to mobility of people, the industry is expected to recover fast.



Source: Impact assessment of the COVID-19 outbreak on international tourism Updated 24 March 2020, UNWTO.

VIII. Implications

- a. **Supply shock:** Production shutdowns and supply chain disruptions, causing ripple effects across all economic sectors. In addition, firms that rely on supply chains may be unable to get the required inputs, whether domestically or internationally. Limited foreign exchange earning means that the country will be unable to purchase the required materials (such as inputs, investment goods, and other basic commodities) from the rest of the world, i.e. imports will decline. A decline imports

will exacerbate supply shortages in the domestic market, leading to instability in the country.

- b. **Demand shock:** The supply-side shock can quickly turn into a demand-side shock. Because of slow business operation, firms reduce their demand for inputs and may also experience difficulties meeting their obligations as cash flows dry up. Fear of contagion (e.g. stay-at-home) and heightened uncertainty will make firms spend less which consequently reduce investments. Due to slowdown in economic activities, firms are forced to reduce workers, as firms will face difficulties in paying wages and salaries to workers. Although the pandemic will affect all sectors, some sectors such as tourism, airline, hospitality and other services will be hit hard due to travel ban and hence lower tourists. There is external demand shock as countries impose travel ban which will adversely affect the demand for these activities. The number of tourists will decline which will affect the local tourism sector, leading to a fall in revenues and profits of the tourism sector and other hospitality activities. Due to travel ban restrictions and limited international mobility, the Ethiopian airline will experience. In addition, consumers change their spending patterns, reducing expenditures on travel, entertainment, tourism and other discretionary items.
- c. **Financial shock:** Because of slowdown in economic activity and business closure, enterprise will experience a liquidity crunch and unable to repay bank loans. In particular, small and medium enterprises will not be able to survive too long before defaulting or having to reschedule bank loans. If a large share of businesses is unable to pay their bank loans, then the financial sector will be under pressure. If not supported by appropriate scheme, the financial sector will collapse (Economic and welfare effects of COVID-19 and Responses in Ethiopia: Initial insights Policy Working Paper 002/2020 , 2020).

d. **Direct Effect on Tourism:** It has affected various sectors of the economy. One industry that the pandemic has had a drastic impact on is travel and tourism. Tourism employs more than a million people in Ethiopia. However, due to the COVID 19 outbreak, employees are suffering as the hospitality and travel operators are reducing staff size. This will impact the employment, because the service sector is known for employing many young and women workforce.

Visa restrictions, grounded flights as well as prevailing lockdowns across most international borders have impacted the industry not just in the present scenario, but also in the future. Travelers cancelling their current as well as future has impacted both the service providers as well as consumers.

The economic impacts of the COVID-19 pandemic in Ethiopia regarding the airline industry and allied businesses could cost the country some USD 1.2 billion in GDP and affect more than 323,000 jobs, a global airline body disclosed. IATA revealed that Ethiopia will have 1.6 million fewer passengers resulting in a USD 0.3 billion revenue loss, risking 327,062 jobs and USD 1.2 billion in contribution to Ethiopia's economy. IATA's economic report also identified Ethiopia's air transport and tourism as significant economic enablers. Air transport and foreign tourists arriving by air currently support 5.7 percent of the nation's GDP valued at USD 4.2 billion and about 1.1 million jobs will impact the travel and tourism sector very much.

Moreover, the shock has implications on the following establishments:

- Accommodation Establishments: Hotels; Resort properties; Bed and Breakfast (B&B's); Guest houses; Lodges and Event Organizers.
- Travel and Related Services: Tour operators; Travel agents; Tourist guiding; Car rental companies.

- Communities at Destinations: local communities, who are dependent on the revenues of incoming tourists are hurt by the COVID - 19 pandemic.
- SME's: Unlike their bigger rivals, they do not have the large and long-established supply chains they can tap into to restock quickly.

IX. Strategic Objectives

The strategy is developed for the short-term response needs to be addressed, clear communication strategy in place and finally proposed recovery strategy tools to the entire tourism sector of the country in the value chain. The **strategy also calls for tourism to be placed at center of National Recovery Strategy** linked into the Agenda for Prosperity with good understanding & publicity of specific nature of tourism and hospitality sector.

1. Proactive Communication and Media Engagement

The crisis management communication activities are extremely complex with multiple players and acts as bridge between public DMOs, private organizations, tourist destinations and with customers.

There are a range of relationships between destinations and businesses, businesses and businesses, destinations / businesses and end consumers like Airlines, International hotels, Local accommodation operators, Inbound tour operators DMCs, Online travel agents, Outbound tour operators, Travel agents and domestic and international broadcast and printed medias etc. It is intended to employ an integrated, holistic approach for advocacy of good publicity, monitoring of negative coverage and social media campaign.

2. Support the Struggling Tourism Industry of Ethiopia

This strategic objective is emphasizing the importance of advocating financial stimulus, including favorable tax policies, lifting travel restrictions as soon as the health emergency allows for it, promoting visa facilitation, boosting marketing and consumer confidence, in

order to accelerated recovery. In addition, extensive capacity building support for local vendors, ground handlers and public workforce will be aggressively implemented.

3. Cooperative Image Building and Marketing

It is an effort made for positioning the brand of Ethiopia. In addition, synergic nation image building activities and empowerment of Domestic Tourism have given more focus.

4. Service Excellence & Product Diversification

Ensure product diversification of Ethiopia that able to cater different category of visitors, improve travel facilitation and remove barriers and excel tourism service providers.

5. Implementation Arrangements, Monitoring and Evaluation of Performance

Devise and implement appropriate reporting, monitoring mechanisms and fostering strong coordination, networking and partnership among tourism actors within tourism industry and other key stakeholders.

The public sector which has balanced approach towards all stakeholders to provide the strong leadership including creating benefits for as many stakeholders as possible. In recognition of this, the strategy recommends the Ministry of Culture and Tourism and Tourism Ethiopia will formulate **high level monitoring and follow-up team** responsible for monitoring and evaluation and **sector-wide technical working group** which is the composition of technical experts from public sector, Industry and professional Associations.

It is recommended to have a strong representation of federal and regional public organizations and private sector associations, as well as professional associations which have direct stake in the strategy.

While government need to provide the overall framework, leadership and available resources. And private sector Industry Associations & enterprises are the primary implementer and co-financer. It is also expected unreserved professional expertise advice from different professional bodies.

X. Implementation flow of Work

Phase I; Response measures

1. Establish sector-wide working group.
2. Formulate high level monitoring and follow team.
3. Establish Tourism Recovery Media Coordination Center at MoCT.
4. #Travel Tomorrow Campaign.
5. Populate tourism social Medias to disseminate consistent information.
6. Publicize optimistic message for destination to make ready for upcoming opportunities.
7. Support most suffered tourist destinations and societies (call it *Tourism Families*).
8. Disinfecting hotspot tourism sites (Museums, VC, Galleries, Shops, Restaurants, Hotels, Palace, etc. to ensure visitor confidence.
9. In-depth assessment & analysis damages o of COVID-19 on Tourism sector.
10. Develop feasible fiscal proposal to support most affected Tourism Investment and advocacy for its enforcement.
11. Utilize the off seasons for aggrieve capacity building to ensure service excellence.
12. Promote innovative homemade tourism business and digital promotion. *Call it (#made in the Land of Origins)*
13. **Cheer Domestic tourism:** *call it (Meet with your hearts.*
14. Develop COVID-19 Safety Standard of operation (Hotels, Tour Operation, Restaurants, gift shops, public offices etc.

Phase II: Recovery

1. Improve travel facilitation (airports and ground transport)
2. Improve i networking
3. Introduce new business codes and incentives.
4. Launch potential products (MICE (focus on domestic market), stopover tourism,).
5. Human Capital Development
6. Crate and publicity of local Events
7. Develop alternative packages. (Low price & high value)
8. Regular market intelligence and statistics.
9. Creating affiliate partnerships with influencers (celebrities, media partners & officials)
10. Restoring confidence in source markets (Aggressive cooperative marketing)
11. Develop stories on the land of origins and promote for brand positioning.
12. Membership with International Tourism Partners.
13. Develop hygiene & safety standards
14. Marketing collateral (printed and audio visual)
15. Formulate Tourism Policy and Law.
16. Foster Regional (Africa) and global Cooperation. *Play Leading role for African Tourism Recovery.*

Phase III: Resilience

1. Improve Tourism Infrastructures especially within the destination.
2. Attract more FDI at periphery.
3. Devise and implement Destination management system
4. Tourism Sector Digital Transformation
5. Public Institutions Reform Program
6. Market Niche Tourism
7. Strong sector wide monitoring & regulatory enforcement.

XI. Roles and Responsibilities of Actors to Ensure Synergy and Coordination among stakeholders.

1. The Role of Government

This group, which includes organs of the federal and regional governments and local administrations; charged with the responsibilities for monitoring, coordinating, integrating and leading all the activities and solicit implementation budget.

2. Private Sector Role

Tourism and hospitality firms are engines that drive the industry, they have major responsibilities to device innovative mechanism, mobilize sectoral association members take part in all activities and contribute their shares.

3. The Role of the Media

Media is major actor of shock management and responsible for echoing recovery efforts and broadcast image of the country exploiting communication channels.

4. The Role of Destination Communities

Welcome guests in accordance with local customs & values, ensure peace and security in the locality, active engage in providing authentic products, and collaborate with local administration.

5. The Role of International Partners

Support the execution of strategy with advocacy, technical assistance, and finance, stimulate civil societies to support the sector and foster regional and global networking.

I. Implementation Plan

Strategic Objectives	Actions	Timetable	Cost (ETB)	Lead and Support	Success indicators
Proactive Communication and Media Engagement	<p>1. Establish Tourism Recovery Media Coordination Center at MoCT.</p> <ul style="list-style-type: none"> • Establish a working group of Tourism media forum, PR of MoCT and TE, Associations. • Design and implement an online platform that connects key stakeholders in the sector • Develop content for broadcast and print (x2) • Audio visual footages (x3 videos max. 30 seconds each) • e- newsletter and weekly magazine tourism frontpage (አገጥቶ) • Broadcast (x4 TV & 5 Radio) and social media, blogs campaign. • Promote Domestic Tourism (1. organize monthly media crew tour in major tourist destinations, 2. PR activities, 3. support exited medias. 4. Tourism recovery airtime etc.) 	April- 15 th May	400k	Lead: MoCT, TE Support: ETOA, AHA, AACTB, Tourism Media Forum	30 Million Reach
	<p>2. Populate Medias to disseminate consistent information.</p> <ul style="list-style-type: none"> • Daily Media monitoring. • Facilitate weekly Press release. • Lobby influential media and influencers. • Strategize to use available public institution, privates and public figures social media accounts for good publicity. • Publicize optimistic message for destination to make ready for upcoming opportunities. • Establish and strengthen links and integration with pertinent authorities such as MOH, Disaster risk management institutions • Encourage domestic travelers to make travel. • Stay active on social media live and share. 	April- August	-	Lead: MoCT, TE Support: Media, public figures, institutions, ETOA, AHA, AACTB,	30 Million Reach

	<ul style="list-style-type: none"> Establish active networking with African, international and regional medias. 			Tourism Media Forum	
Support the Struggling Tourism Industry of Ethiopia	<p>1. Support Most Suffered Tourist Destinations:</p> <ul style="list-style-type: none"> Provide Technical support to ensure active recovery of popular tourist destinations (e.g. technical, financial, protective equipment etc.) Disinfecting sites ensuring visitor confidence. Provide WIFI service within the sites for easy communication. Design community support program and mobilize implementation resources Deliver aggressive training (online and face-to-face) Promote volunteerism and Volunteer Tourism. Coordinate cumulative capacity of private sectors promoting Corporate Social Responsibility. <p>2. In-depth assessment & analysis on the damages of COVID-19 on Tourism sector:</p> <ul style="list-style-type: none"> In-depth assessment the impacts at national & EFDRE Regional Level. Support Tourism Statistics Department daily monitoring of (Visitor statistics, receipt and employment etc.). Timely reach out the findings to public (at least in a monthly) <p>3. Advocate active recovery of the struggling tourism business:</p> <ul style="list-style-type: none"> Organize quick consultation with Banking Institutions and MoF. Lobby concerned authorities to ensure quick recovery of tourism sector (e.g. bank loan rescheduling, soft loan, Tax adjustment, supplementary support (like WB), decrease cost of inputs (water, electricity) and all along the value chain etc. Advocate the sector for further loan and technical support from International financial originations. 	April-August	500k	<p>Lead: MoCT, TE, RCTBs, CTTI</p> <p>Support: ET, EIC, MoFA, ETOA, AHA, AACTB, MoH, Ethio-Telecom NGOs</p>	<p>Ensured that tourism business is in the right trek</p> <p>Reestablish community and business owner's confidence</p>

	<ul style="list-style-type: none"> • Establish strong sector wide Tourism Industry Confederation (private sector and professional association). • Market networking and internet marketing for SMEs. (crafts, souvenirs, hotels,) • Work with Ethiopian Airlines Group to offer special packages on travel fare, cargo, service charge, departure tax, airport booze rent, • Develop recovery tour packages in collaboration with ET and Associations. • Introduce incentives for innovate business in collaboration with EIC • Activating shutdown business through catalyzing domestic tourism. • Follow-up, support & monitoring for quarantine hotels. • Encourage tourism firms to develop discount packages. • Create, promote and support domestic events (meetings, conferences, festivals, travel, seminars etc.) • Develop EastAfrican tour packages (IGAD & Associations) • Cerate active linkage with Ethiopian and other countries consulates and Embassies. • Encourage domestic travelers by offering special packages (Expats, VFR, others) • Work with custom authorities lifting restriction on car rental service on tour operation companies. • follow-up previously scheduled events. • Aggressive capacity building (Partnership with industry Associations) • Revise existed tourism investment FDI requirements in collaboration with EIC. 				
	<p>1. Active International Presence restoring confidence in source markets</p> <ul style="list-style-type: none"> • Conduct marketing intelligence special focus on Asia (China), African market etc. 				

<p>Cooperative Image Building and Marketing</p>	<ul style="list-style-type: none"> • Utilize Diasporas and Art Community as alternative outlet for image building. • Creating affiliate partnerships with influencers (like online travel agents). • Hosting grand familiarization trip (travel writers, media, mega tour operators, celebrities etc.) x3 • Organize B2B with world leading five tour operators and its associations) • Trade fair participation (COTOM, TOP RESA, IBTM WORLD, WTM, Dubai Expo, KOFTA (Korea World Travel Fair) • Promote Ethiopian tour operators to be members of international travel and tourism organizations and associations. • Aggressive use of international broadcast media (Aljazeera, CNN, BBC, CGTN) <p>2. Digital marketing</p> <ul style="list-style-type: none"> • Develop stories for land of origins and promote for brand positioning. • Membership with international tourism agency (ICCA, IAPCO, SITE, African Tourism Board, • Marketing collateral (short videos, teaser, giveaway, brochures, image, travel Testimonies, magazine, newsletters) 	<p>April- August</p>	<p>15 Million</p>	<p>Lead: TE MoCT, ET, MoFA,</p> <p>Support: ETOA, AHA, RCTBs, EEEOA</p>	<p>Visitor volume</p>
--	---	--------------------------	-----------------------	---	-----------------------

	<ul style="list-style-type: none"> • Celebrate Ethiopia' Domestic campaign (hosting land of origins festivals and promote through social medias). • Encourage online live tour, VR/AR technologies. <p>3. Devise creative incentive mechanisms to Attract Tourists</p> <ul style="list-style-type: none"> • Value added products: packages with free added product for consumers such as bonus meals, sightseeing, and entry to attractions. • Special welcome, thank you gift/recognition for the visit. • Experience challenge program posting videos, photos on social media (like visitors, tour operation companies, hotels, tourism communities) 				
Service Excellence & Product Diversification	<p>1. Improve travel facilitation</p> <ul style="list-style-type: none"> • Foster Visa reform • Enhance Airport experience (Custom, security and immigration) • Facilitate East Africa Tourist Visa • Develop Virtual guidebook • i networking in airports and key tourist areas. • Establish National call center • Electronic payment for entrance fee (WHS & NP) <p>2. Product diversification:</p> <ul style="list-style-type: none"> • Impressive launch of stopover tourism and MICE • Develop alternative packages for stopover tourism and MICE • Packaged Southwest route (Jimma, Dawro and Konta) • Packaged specialized Tour (biking, paragliding, hot air ballooning, coffee roasting, city tour) • Design Authentic land of origins service. 	April- August	1 Million	Lead: TE, MoCT, , ET, Immigration, NISS, Custom, ETOA, AHA,	Improve Competitiveness INDEX

	<ul style="list-style-type: none"> • Package and promote market ready products more focus on domestic tourism (Entoto, beatifying Sheger, Unity Park., Wildlife tourism) • Develop Model projects like Unity Park (x2) • Design and host a grand event (IGAD Tourism Day, African Universities Conference/forum lead by AAU and upcoming domestic festivals, celebrations) • Support domestic events (trail running, great Ethiopian run, MICE East Africa, African Tourism Olympiad, <p>4. Improve hygiene and sanitation competitiveness:</p> <ul style="list-style-type: none"> • Develop sector-wide strategy to improve hygiene and sanitation partnership with Ministry of Health. • Support Medical Tourism <p>5. Ensure Tourism Sector Digital Transformation</p> <ul style="list-style-type: none"> • E-commerce system within tourism value chain for online booking and payment of holidays • TSA (Tourism Satellite Account) • National tourism sector database • E-library 			Support: MoH, RCTBs, MiNT,	
<p>Implementation Arrangements, Monitoring and evaluation of performance</p>	<p>1. Implementation Arrangement:</p> <ul style="list-style-type: none"> • Establish sector-wide technical working group. • Formulate high level monitoring and follow-up team • Develop interactive Platform(Zoom /<i>Google Hangout/ Skype</i>) • <i>Negotiate embassies for foreign language online courses and certification support (English, Mandarine, Spanish, French, Arabic,)</i> <p>2. Lobby international and local partners</p> <ul style="list-style-type: none"> • Closely working with Embassies and consulates • Mobilize Civil societies • Foster regional integration • Collaborate with NGOs <p>3. Monitoring and evaluation</p>	April- August	500k	Lead: TE, MoCT, , ET, RCTBs Support: ETOA, AHA,	Enabling environment

	<ul style="list-style-type: none">• Main KPIs (Volume of Visitors & receipts image building, number of profitable enterprises)• Tourism champion award• Successive Reporting				
--	--	--	--	--	--

Reference

1. Economic and welfare effects of COVID-19 and Responses in Ethiopia: Initial insights
Policy Working Paper 002/2020
2. Impact assessment of the COVID-19 outbreak on international tourism Updated 24
March 2020
3. IMPACT OF THE CORONAVIRUS (COVID 19) ON THE AFRICAN ECONOMY, 2020
4. Crisis Management Planning to Restore Tourism after Disasters: A Case Study from
Taiwan Yu-Chin Huang Yung-Ping Tseng James F. Petrick, 07 April 2014
5. Risk and Crisis Management in Tourism Sector: Recovery from Crisis in the OIC
Member Countries COMCEC COORDINATION OFFICE August 2017
6. COVID-19: UNWTO CALLS ON TOURISM TO BE PART OF RECOVERY PLANS Madrid,
Spain, 6 March 2020.
7. Tourism Marketing Strategy for Ethiopia (2016-2020).
8. ረቂቅ የሀገር ውስጥ ተረዝቦ ልማት ስትራቴጂ (2012-2016).