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Comparative Study on Cash Flow Statements of HDFC and SBI Banks

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ABSTRACT

A Cash flow statement depicts the changes in the cash position of an organization from one period to another. It has become mandatory to the company's financial year to present cash flow statement in their annual reports. Based on the cash flow statement a firm can forecast its profit for the forth coming periods (days, months and next year). According Standards(AS -3) guidelines has been issued by the Institute of Chartered Accounts of India (ICAI) for the Cash Flow Statement. According to the standards, all the cash transactions of the company are divided into three activities-Operating, Investing and Financing Activities. This bifurcation of the activities is very vital because it helps the stakeholders and investors in analyzing and interpreting the cash flow data. In this paper, a comparative study has been between two banks HDFC (private sector) and SBI (public sector).

Keywords: Cash, Operating, Investing and financing Activities.

INTRODUCTION:

Cash is considered to be one of the important liquid assets of an organization. The financial strength of the organization is depicted by the cash and its equivalents. It proves very useful to the management by providing a basis to evaluate the ability of the company to generate cash. A cash flow statement prepared on an estimated basis for the next accounting period enables the management to know much cash can be generated internally and how much it should be arrange from outside. Such estimates can be used for preparing cash budget. It helps the users in comparing the present value of the future cash flows of the different organizations. Various enterprises can be compared by looking into the operating performance. Historical Information of cash is very important for the future predictions related to the cash inflows. To ascertain the profitability of the organizations, cash flow statements play a very vital role. There are many uses of the cash flow statements.

- Very useful for cash planning.
- It's very useful for the payments of dividends.
- To ascertain the liquidity and solvency position of the organization.

In this paper, a comparative study has been undertaken about the Cash flow statements between HDFC and SBI.

REVIEW OF LITERATURE

The authors of "Monitoring Distressed Companies through Cash Flow Analysis" claim that cash flow from operations to net income ratio is one of the main profitability indicators and it includes coefficients which measures a company's achievements by using operating cash flow. (Fawzi N. S. Kamaluddin A., 2015).

Cash flow from investing activities to total liability ratio indicates company's ability to cover its total debt with cash. This ratio has a significant negative relationship with financial distress. (Fawzi N. S., Kamaluddin A., 2015) The authors conclude that this ratio provides a notion of a company's future liability settlement possibilities. If the ratio value is negative for a period of several years, then that means that the company's management board is investing additional resources into increasing the company's assets thus causing asset growth. Cash flow from investing activities to assets ratio. This ratio is also known as asset increase rate, because it indicates the current portion of company assets which are reinvested in longterm investments over a certain period of time. (Subatnieks K.,2008) A negative cash flow from investing activity value indicates that the company invests additional assets in the development of the company. After interpreting the negative ratio value, authors point out that a negative cash flow from investing activities to assets ratio indicates an increase of material or immaterial assets of a company. Positive ratio value indicates a decrease of material or immaterial assets of a company.

Cash flow from investing activities to net turnover ratio has two different results and interpretations. A negative ratio value points to a company expanding and increasing its profits in the future. Positive value means that a company is declining and is selling its capital assets and other long-term investments. (Subatnieks K., 2008) The authors believe that a negative ratio value is necessary for long-term growth, therefore, when evaluating the financial state of a company, the management board of the company has to take into account the ratio of the current growth tendencies when making decisions regarding further development prospects.

Cash flow from financing activities to total liabilities ratio measures the cash generated from financing activities to meet its obligation in the long run. (Fawzi N. S., Kamaluddin A.,2015) This ratio value is essential for financial analysis, because it shows the quality of the cashflow from financing activities.

OBJECTIVES OF THE STUDY

- To analyze the trends of various activities such as Operating, Investing and financing of select banks.
- To study the variation among the activities of the banks.

HYPOTHESIS OF THE STUDY

- 1) There is no significant difference between the Trends of Operating, Investing and Financing activities of the select banks.
- 2) There is no significant difference between the means of Operating, Investing and Financing activities of the select banks.

Statistical Tools & Techniques

The statistical tools used for the analyze the cash flow statement is

- ✓ Mean
- ✓ Standard Deviation &
- ✓ T-Test

DATA ANALYSIS & INTERPRETATION:

The cash flow statements of the select banks viz. HDFC & SBI are taken from the Annual Reports of last five years (from 2015-16 to 2019-20) and applied the following statistical tools like descriptive statistics with mean and standard deviation. Apart from this, the researchers also applied the Paired Two Samples

t-test to measure the significant differences between the cash flow statements of HDFC and SBI with respect to “Operating activities, Investing activities and Financing activities”.

The data analysis has carried out in three stages mentioned as:

1. Descriptive Statistics (Mean & SD) of the cash flow statements of Operating, Investing and Financing Activities of HDFC and SBI Banks.

2. Graphical Presentation of the cash flow statements of Operating, Investing and Financing Activities of HDFC and SBI Banks.

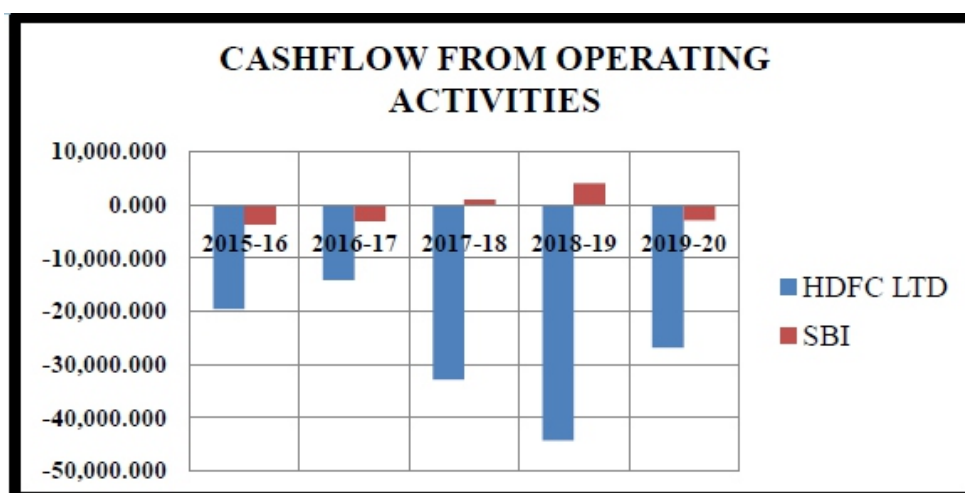
3. Hypothesis testing of significant differences among the two banks HDFC and SBI with respect to the cash flow statements of Operating, Investing and Financing Activities of HDFC and SBI Banks.

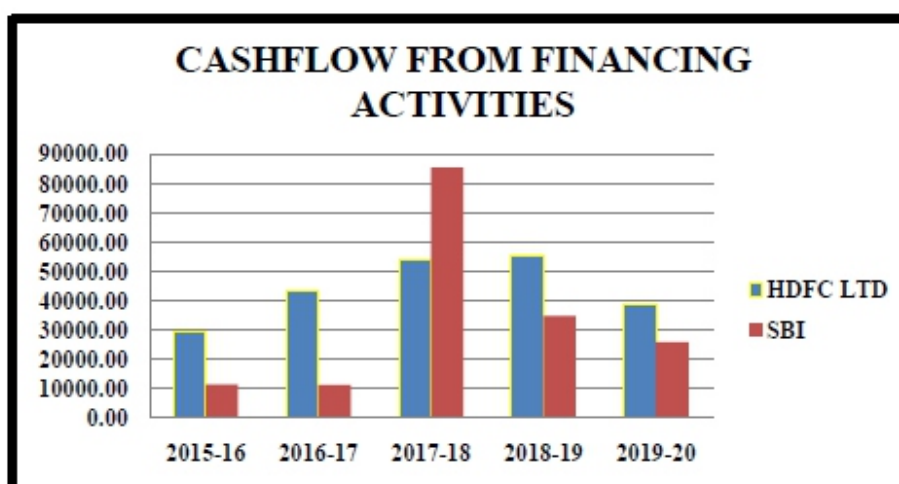
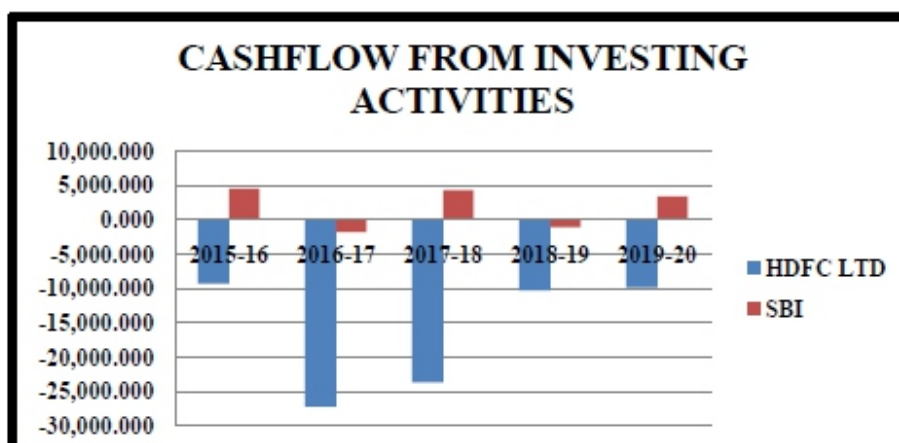
1. Descriptive Statistics (Mean & SD) of the cash flow statements of Operating, Investing and Financing Activities of HDFC and SBI Banks.

	OPERATING ACTIVITIES		INVESTING ACTIVITIES		FINANCING ACTIVITIES	
	HDFC LTD	SBI	HDFC LTD	SBI	HDFC LTD	SBI
2015-16	-19,586.640	-3,748.370	-9,312.290	4,505.870	28986.82	11196.54
2016-17	-14,173.090	-3,148.440	-27,228.290	-1,780.270	43127.32	11060.32
2017-18	-32,863.400	879.080	-23,706.850	4,290.910	54027.93	85425.24
2018-19	-44,301.420	3,958.590	-10,315.610	-1,087.820	54985.63	34627.51
2019-20	-26,885.010	-2,976.770	-9,873.650	3,352.160	38773.81	25687.86
Total	-1,37,809.560	-5,035.910	-80,436.690	9,280.850	2,19,901.51	1,67,997.47
Average	-27,561.912	-1,007.182	-16,087.338	1,856.170	43,980.30	33,599.49
Rank	2	1	2	1	1	2
S.D	11,743.515	3,323.975	8,660.280	3,044.570	10,893.94	30,657.24
Rank	1	2	1	2	2.00	1.00

2. Graphical Presentation of the cash flow statements of Operating, Investing and Financing Activities of HDFC and SBI Banks.

GRAPHICAL REPRESENTATION OF CASHFLOW STATEMENTS of OPERATING, INVESTING & FINANCING ACTIVITIES OF HDFC AND SBI BANKS





3. Hypothesis testing of significant differences among the two banks HDFC and SBI with respect to the cash flow statements of Operating, Investing and Financing Activities of HDFC and SBI Banks.

Table – 1: t-Test: Paired Two Sample for Means

	OPERATING ACTIVITIES		INVESTING ACTIVITIES		FINANCING ACTIVITIES	
	HDFC	SBI	HDFC	SBI	HDFC	SBI
Mean	-27561.912	-1007.182	-16087.338	1856.17	43980.302	33599.494
Variance	137910154	11048812.56	75000453.2	9269407.008	118677928	939866357.6
Observations	5	5	5	5	5	5
Pearson Correlation	-0.9285759		0.3054730		0.6949221	
Hypothesized Mean Difference	0		0		0	
df	4		4		4	
t Stat	-3.9901197		-4.8598616		0.9521139	
P(T<=t) one-tail	0.0081316		0.0041401		0.1974774	
t Critical one-tail	2.1318468		2.1318468		2.1318468	
P(T<=t) two-tail	0.0162633		0.0082801		0.3949549	
t Critical two-tail	2.7764451		2.7764451		2.7764451	

• From the above table it can be seen that the average of cash flow from operating and investing activities of SBI is higher than that of HDFC. Theoretically higher the average, higher will be the rank and vice versa. So SBI is given rank1 and HDFC rank 2. But for the financing activities HDFC rank 1 is given and SBI is ranked 2.

In case of Standard Deviation, lower the value, higher will be the rank and vice versa. It is observed that the Standard Deviation for operating and investing activities of HDFC is lower than SBI, so for two activities HDFC is given rank 1 but for financing activity SBI is ranked 1 and HDFC is ranked 2.

Table – 2: Summary of Paired Two Sample t-test

ACTIVITIES	t-Stat	t -critical value	Hypothesis accepted or rejected
<i>Operating Activities</i>	-3.990	2.78	Accepted
<i>Investing Activities</i>	-4.859	2.78	Accepted
<i>Financing Activities</i>	0.952	2.78	Accepted

INTERPRETATION OF RESULTS

- 1) From the table-3, it is observed that the calculated value of t for operating activities (- 3.990) is less than the table value (2.78), the hypothesis is accepted. It means that there is no significance difference between the operating activities of selected banks.
- 2) For, Investing activities, the calculated value of t is (-4.859) is less than the table value (2.78), the hypothesis is accepted. It means that there is no significant difference between the means of investing activities of selected banks.
- 3) For, financing activities also, calculated value of t (0.952) is less than the table value (2.78), the hypothesis is accepted. It means that there is no significant difference between the means of financing activities of selected banks.

Table – 3: OVER ALL CONCLUSION

<i>Level of performance</i>	<i>Operating Activities</i>	<i>Investing Activities</i>	<i>Financing Activities</i>
BEST	SBI	SBI	HDFC
POOR	HDFC	HDFC	SBI

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Analysis of Shock Absorber for 4- Wheeler Vehicle for Different Materials

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ABSTRACT

Shock absorber is a mechanical device designed to smooth out or damp shock impulse, and dissipate kinetic energy and Safety and driving comfort for car's driver are both dependent on vehicle's suspension system.

Safety refers to the vehicle's handling and braking capabilities whereas comfort of the occupants of a car correlates to tiredness and ability to travel long distance with minimal annoyance. The need for dampers arises due to the roll and pitches associated with vehicle manoeuvring, and from the roughness of roads. Rapidly increasing power available from the internal combustion engine made higher speeds routine; plus, the technical aptitude of the vehicle and component designs, coupled with a general commercial mood supporting and development provided an environment that led to invention and development of shock absorbers. In this paper suspension system is designed and a 3D model is created using CATIA V5 R21. The model is also changed by changing the thickness of the spring. Structural analysis and modal analysis are done on the shock absorber by varying different spring materials. Spring materials are copper aluminium alloy. To validate the strength of the model, the structural analysis on the helical spring was done.

Key words: Suspension system, helical spring, shock absorber

1.0 INTRODUCTION:

Shock absorber is a mechanical device designed to smooth out or damp shock impulse, and dissipate kinetic energy. The shock absorbers duty is to absorb or dissipate energy. In a vehicle, it reduces the effect of traveling over rough ground, leading to improved ride quality, and increase in comfort due to substantially reduced amplitude of disturbances. When a vehicle is traveling on a level road and the wheels strike a bump, the spring is compressed quickly. The compressed spring will attempt to return to its normal loaded length and, in so doing, will rebound past its normal height, causing the body to be lifted. The weight of the vehicle will then push the spring down below its normal loaded height. This, in turn, causes the spring to rebound again. This bouncing process is repeated over and over, a little less each time, until the up and-down movement finally stops. If bouncing is allowed to go uncontrolled, it will not only cause an uncomfortable ride but will make handling of the vehicle very difficult. So, the design of spring is important for the rider's safety.

Applications: Shock absorbers are an important part of automobile and motorcycle suspensions, aircraft landing gear, and the supports for many industrial machines. Large shock absorbers have also been used in structural engineering to reduce the susceptibility of structures to earthquake damage and resonance. A transverse mounted shock absorber, called a yaw damper, helps keep railcars from swaying excessively from side to side and are important in passenger railroads, commuter rail and rapid transit systems because they prevent railcars from damaging station platforms.

2.0 LITERATURE REVIEW

[1] **Kartik A. S. et al (2016)**, studied the shock absorbers for automobile of capacity 150cc by varying material for spring using NX UNIGRAPHICS 10. They then compare the models by analysing structural and modal analysis of the models of Structural Steel, Titanium alloy, Copper alloy and Aluminium alloy material on ANSYS 14.5. They considered the loads, bike weight with single person and 2 persons for the analysis.

[2] **M.Shobha (2015)** designed different models of shock absorbers by varying material for spring using Pro/E Creo and analysed using ANSYS. She then compared the models by analysing structural and modal analysis of the models of Spring Steel, Phosphor Bronze and Beryllium Copper material on ANSYS. Aim of the study was to find the best material for the spring in shock absorber.

[3] **Rahul Tekade and ChinmayPatil (2015)**, designed a shock absorber to improve the comfort and safety of the passengers of the vehicle and also sustain the vibrations. They performed the structural and modal analysis of the shock absorber of the vehicle. They concluded that for the spring ASTM A228 (high carbon spring wire) will provide optimum results.

[4] **P. Karunakar et al (2014)**, performed the comparative design analysis of the two wheeler shock absorber and designed the models of shock absorbers by varying material for spring using Creo. Also, they compared the models by analysing structural and modal analysis of the models of Structural Steel (ATM-A316), Inconel X750 and Nickel 2000 material on ANSYS. They conclude that Inconel X750 is best suited material for the spring of shock absorber

[5] **Mehdi Bakhshesh et al. (2012)** worked on optimum design of steel helical spring related to light vehicle suspension system under the effect of a uniform loading has been studied and finite element analysis has been compared with analytical solution. This spring has been replaced by three different composite helical springs which are made of E-glass /Epoxy, Carbon/Epoxy and Kevlar/Epoxy. The optimum design based on the parameters of weight, maximum stress and deflection and have been compared with steel helical springs

3.0 METHODOLOGY

In this work modelling and analysis has been carried out on different materials for helical spring. The materials chosen are Structural analysis and modal analysis are done on the shock absorber by varying different spring materials. Spring materials are stain less steel, Phosphor bronze, Copper aluminium alloy, the specifications, modelling and analysis are as follows.

Introduction to CATIA:

CATIA is a one of the world's leading high-end CAD/CAM/CAE software packages.

CATIA (Computer Aided Three-Dimensional Interactive Application) is a multi-platform PLM/CAD /CAM/CAE commercial software suite developed by Dassault Systems and marketed worldwide by IBM. CATIA is written in the C++ programming language

Spring Parameters:

Spring length: 350 cm

Tournament number = 8

Diameter within = 7 cm = 70 mm.

Diameter = 10 cm on the outside = 100 mm.

Diameter bowl = 6 mm

Table: 3.1 Material Properties

Material	Young's Modulus (N/mm ²)	Density (K g/mm ³)	Poisson's ratio
Stainless steel 304	202000	7820	0.292
Phosphor Bronze	103000	8160	0.34
Copper aluminium alloy	130000	8100	0.285

**Figure: Chocolate absorber spring****Figure: Existing shock absorber total assembly****Figure: Modified shock absorber total assembly**

4.0 RESULTS AND DISCUSSIONS

In this project the helical spring of a shock absorber by using 3D parametric software CATIA. And also, the analysis was performed by using ANSYS is a general-purpose finite element analysis (FEA) software package. To validate the strength of the model, the structural analysis on the helical spring was done by varying different spring materials like Stainless steel 304, copper aluminium alloy and Phosphor bronze analysis is done to determine the displacements for different frequencies for Number of modes. The maximum displacements and stress intensities of the respective materials are given below. To validate the strength of our design, we have done structural Analysis

Static analysis: Structural analysis consists of linear and nonlinear models. Linear models use simple parameters and assume that the material is not plastically deformed. Non-linear models consist of stressing the material past its elastic capabilities. The stresses in the material then vary with the amount of deformation as in it. Once we have the validation performance, but we adjust materials to verify which materials are easier to manufacture shock absorbers while utilizing the same boundary conditions. Here we take four materials: coffee aluminum, chrome-nickel, bronze-phosphorous and steel 304. We have to find out the best performance in all four of these products

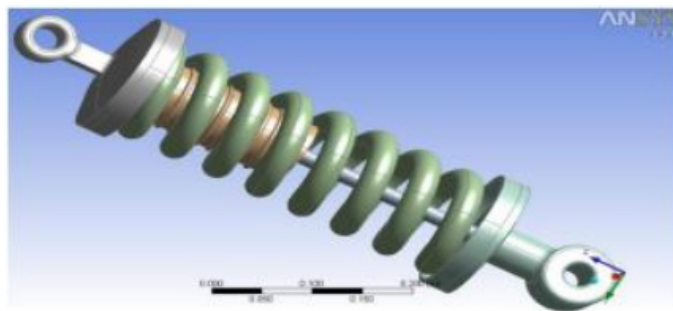


Figure: 4.1 Geometric model

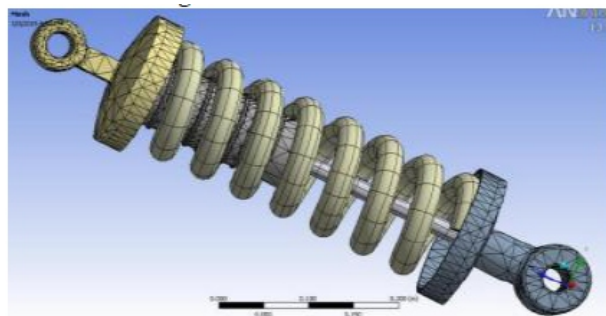


Figure: 4.2 Meshed model

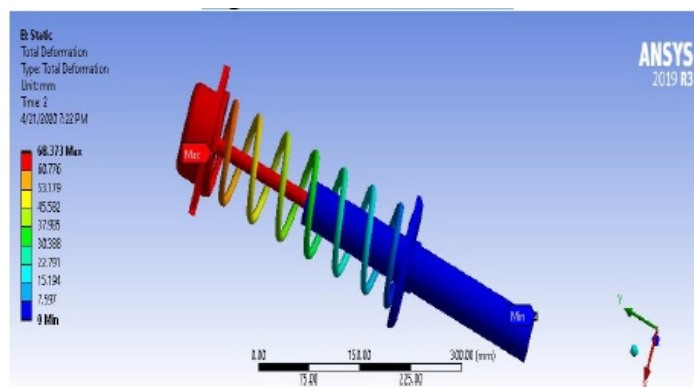


Figure: 4.3 Trembling product of copper aluminium shock absorber

The deformation is overall 68,373 mm at the peak of the shock absorber and 0 mm at the foot.

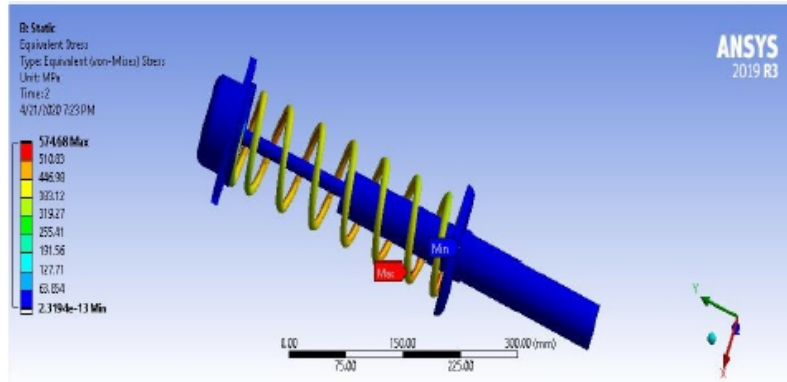


Figure: 4.4 The stress findings of the copper aluminum

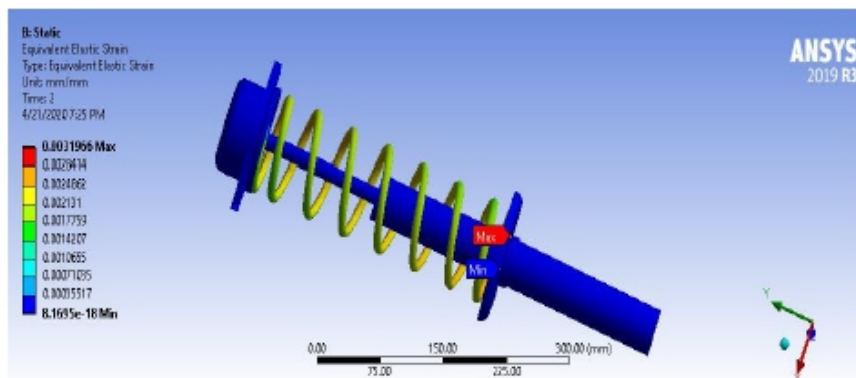


Figure: 4.5 The elastic strain findings of the copper aluminum alloy

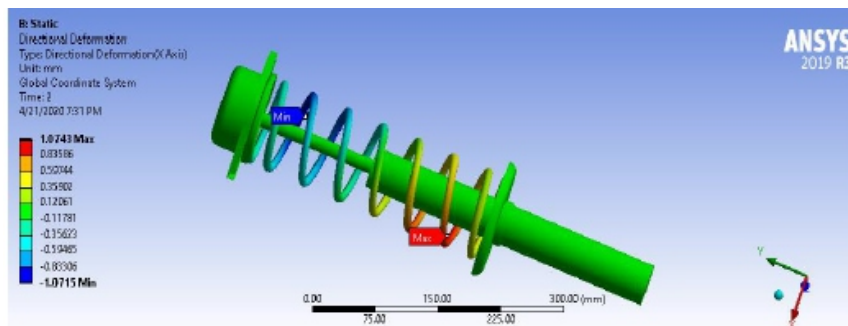


Figure: 4.6 Total deformation

Phosphor bronze shock absorber:

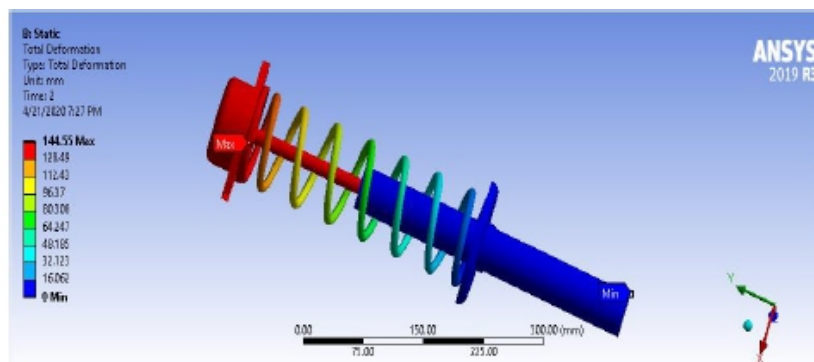


Figure: 4.7 Shock absorber deformation with Ph Bronze

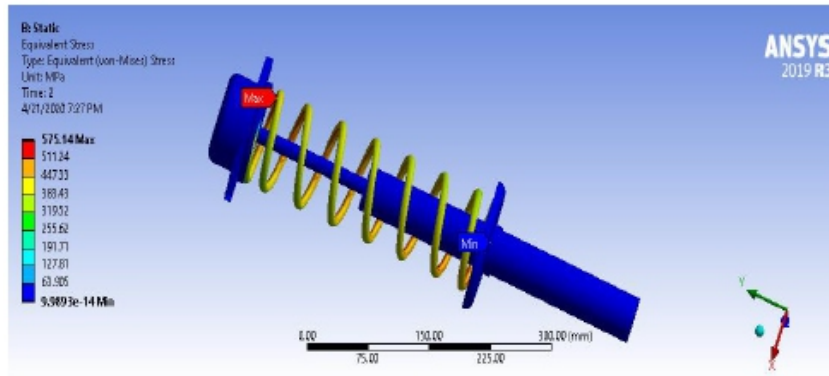


Figure: 4.8 Shock absorber tension with Ph Bronze stress

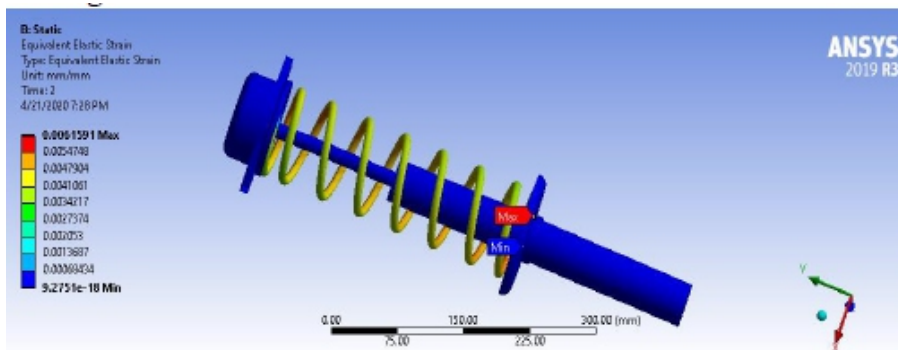


Figure: 4.9 Shock absorber strain with Ph Bronze Strain

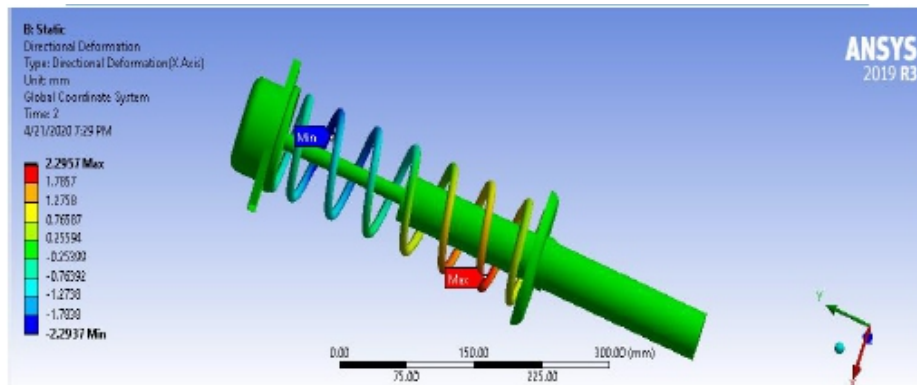


Figure: 4.10 Directional deformation results of shock absorber with Ph Bronze

Stainless steel 304 Shock absorber:

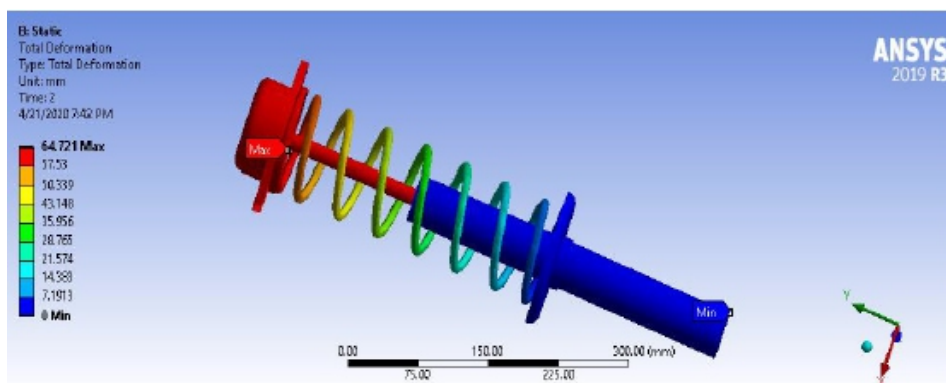


Figure: 4.11 SS 304 shock absorber deformation

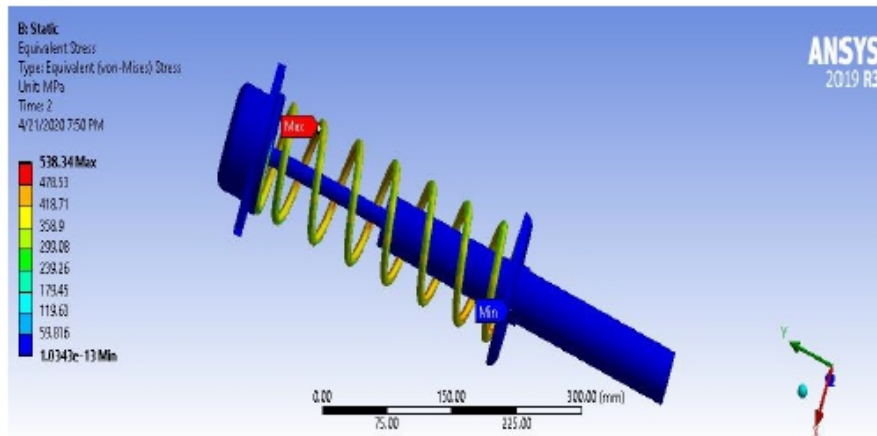


Figure: 4.12 Shock absorber stress result with SS 304

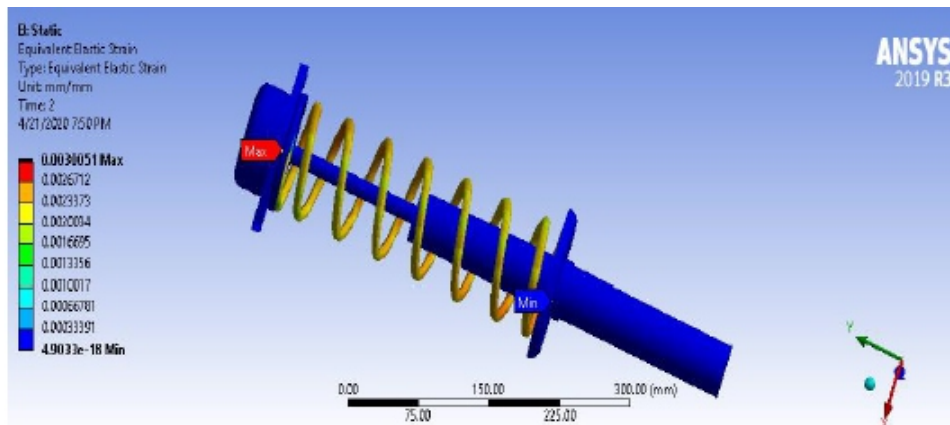


Figure: 4.13 Shock absorber strain result with SS 304

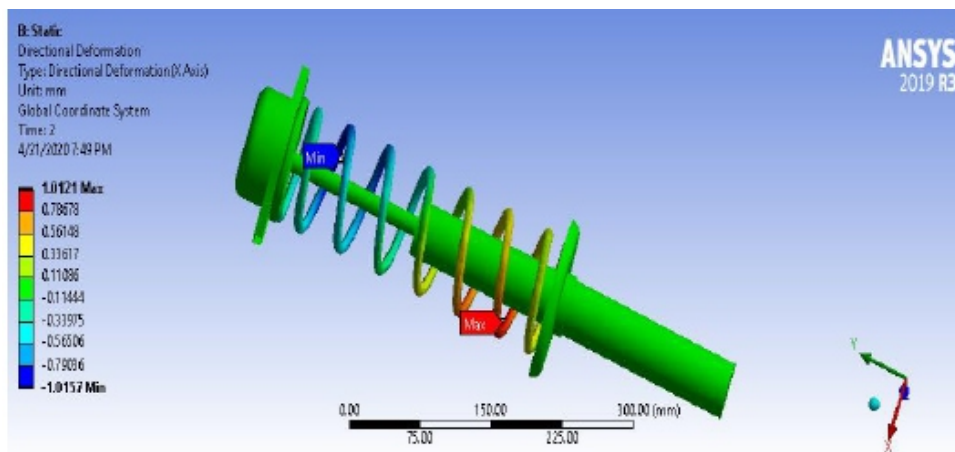
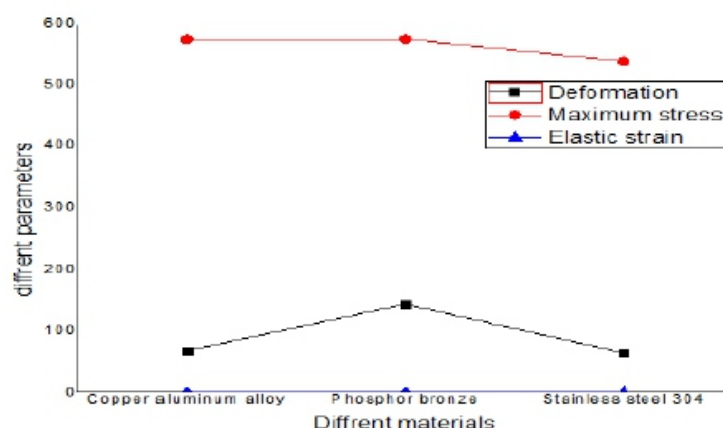


Figure: 4.14 Shock absorber findings for lateral deformation with SS 304

Table: 4.1 Static structural analysis of the shock absorber with different materials

Materials	Deformation	Maximum stress	Elastic strain
Copper aluminum alloy	68.373	574.68	0.031966
Phosphor bronze	144.55	575.14	0.0061591
Stainless steel 304	64.721	538.34	0.0030051



Graph: 4.1 Static structural analysis of the shock absorber with different materials variations

CONCLUSION:

We have studied the different types and approaches of shock absorbing materials and their nature under different conditions and by studying all the types the shock absorber design is modified by reducing the diameter of spring by 2mm and structural, modal analysis is done on the shock absorber. By reducing the diameter, the weight of the spring reduces. By comparing the results for different materials, the stress value is less for Copper aluminum alloy, phosphor Bronze and Stain less steel finally from the result we conclude that, the total deformation of stain less steel is greater than the copper aluminium alloy. So, we can say that the stiffness of the stain less steel material is better than the copper aluminium alloy but the stresses developed in oil tempered stain less steel is more than the copper aluminium alloy, so we conclude that the copper aluminium alloy is safe material for the maximum loading as compared to oil tempered stain less steel.

Feature scope:

In future increase the comfort level by measuring force transmission at both ends of helical compression spring and reducing the weight of shock absorber by using copper aluminium alloy. Design and analysis of the Shock absorber by varying the wire diameter of the coil spring and also varying the coil springs and Dynamic analysis may be applied.

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Effectiveness of Reservation in the Nepalese Civil Service

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ABSTRACT

Nepal has already adopted the reservation policy legitimizing through Constitution of Nepal. But the effectiveness of reservation policy in lieu to service delivery is debatable. Thus the study intends to examine the relationship between effectiveness of reservation and service delivery. The descriptive and correlational research designs have been used while undertaking the study. Civil servants hired under reservation category and their supervisors were considered as population. Sample size determined to be 384. Number of respondents has been confined to 403. The mean score has been used to assess the position of effectiveness. Kolmogorov- Smirnova test has been used to see the distribution of data and multiple regression model has been used to examine the relationship between effectiveness of reservation and service delivery. The results has shown that the civil servants selected from reservation category have poor communication skill, low flexibility and poor participation in the activities of the organizations including poor self-learning and self-development. Similarly, they discharge service to the clients less effectively.

Keywords: Reservation Policy, Effectiveness, Service Delivery, Deprived, Marginalized

JEL Classifications: G38; I28; J68

INTRODUCTION

The classification of Nepalese society into different social classes and the notion of social identity were officially started since the formulation of Muluki Ain in the year 1910 A.D. (Subedi, 2016). This segregation of groups and discrimination among people in the Nepalese society has been a hot topic since many years. According to an article published in Himalayan Times, Amnesty International in 2017/18 states discrimination in Nepal exists on various forms as ethnicity-based, gender-based, caste-based, class-based, and religion-based.

From the 1910 era till the time dated May 28, 2008, when Nepal was declared Federal Democratic Republic, the society classified as high caste, low caste and no caste (indigenous groups), pure-impure, men-women etc. had provided power to dominant groups and had created as minority or marginalized to subordinate groups.

Table 1: Dimensions of Social Exclusion in Nepal as per Gender and Social Exclusion Assessment (GSEA) Report (2006) before Democracy.

Social Category Status	Gender	Caste	Ethnicity/ Race	Language	Religion	Geo/ Political
Dominant	Men/Boys	Bramhin Chettris	Caucasoid	Nepali	Hindu	Parbatiya: Hill Dweller
Subordinate	Women/Girls	Dalit	Janajati/ Mongoloid	Other	Non Hindu	Madhesi: Plain Dweller

Source: Dhakal (2013)

The marginalized population is basically defined as the groups who are excluded from the mainstream social, cultural, economic, or political life. Due to marginalization, equal development of individuals and groups has not been possible. In order to uplift the marginalized community, Nepal government has put forward special arrangements called the reservation policy in the Constitution of Nepal 2015 under the clause 18 (3) that states special arrangement will be made as per laws for protection, empowerment and development of women, Dalit, (5 distinct groups) Madhesis, Adivasi Janajatis, Tharus, Khas Arya and other marginalized communities. Reservation policy also known as Social Inclusion is described by World Bank (2003) as the removal of institutional barriers and enhancement of incentives to increase the development opportunities. In Nepali language it is called Samajik Samabesikaran. Social Exclusion also known as marginalization is just opposite of the Social Inclusion. Chaudhary, (2013) highlighted the importance of inclusion as a strategic pillar for poverty alleviation in tenth national plan of Nepal. The study further highlights the amendment of the Civil Service Act 1993 in clause 7(7) with a provision of reservation for disadvantaged groups by allocating 45 percent of the jobs in Civil Service through Public Service Commission (PSC) on August 2007. Even though 45 percent of seats have been allocated for marginalized groups in Civil service, the issue of Social Inclusion constantly comes to limelight in the context of Nepal due to weak implementation of the past governmental initiatives. The PSC chairperson, Umesh Mainali, (2019) in an interview with the Rising Nepal claimed that the reservation system was not working as per its objectives and socially excluded and economically underprivileged communities of Nepal were not visibly benefited. Kumar & Singh, (2015) stated in their research that majority of respondents belonging to reserved category were getting the benefits of reservation policy whereas there were also respondents who were not getting benefits of reservation policy. The reservation policy has been adopted in Nepal as per the provision of Constitution of Nepal but the study has not been made on the performance of the employees who were appointed under the reservation category. The effectiveness is measured based on the perception of superior level employees' perception. Effectiveness basically focused on the quality of service discharged to the public by those employees who were appointed under reservation category.

LITERATURE REVIEW

History of Social Inclusion

Social exclusion/inclusion, the concept which emerged from Europe four decades ago has been a hot discussion around the globe (Silver, 2010). He further mentions that in the empirical period, social exclusion was viewed as a social problem related to disability, substance abuse, and related deviation which gradually gained popularity offing social problems like poverty in Britain, unemployment in Europe, the problem of social integration for social solidarity, and migration in France. As per Dong, (2016) the beginning of reservation in Nepal shows back to the date of 1995 when government classified suppressed class and shared out some budget. Dong further mentions that to create an inclusive civil service, the government announced the reservation policy for minority groups; however, it became ineffective due to government instability. Now this reservation policy is legislated by the interim constitution of Nepal in 2007. The „People's Movement II“ of April 2006 was historic for declaring Nepal as the Federal Democratic Republic by the first meeting of the Constituent Assembly on 28 May 2008 which acted as a foundation for several inclusive policies. Going back to the fourteenth century when discrimination and minority was first enforced by late king Jayasthiti Malla; he called five Brahman from India and according to the advice of them, divided Newar community into sixty-four classes, gradually higher to lower caste, (Tamang, 2063) Likewise, Junga Bahadur Rana declared an act namely Muluki Ain in 1910 B.S. He divided the people into four categories namely, Brahmans,

Kshetriyas, Baisyas, and Sudras. Brahman, Chhetri, Baisya means tagadhari, and matawalis is touchable but Sudras are untouchable till now (Prasai, 2016). Prasai further mentions the abolition of the Rana Regime in 1950, democracy was introduced, King Mahendra introduced the partyless Panchayat system by hijacking democracy in 1961. It was continued for thirty years. During that period, some social reforms such as the abolition of Kamaiya, Haliaya, and Kamlari traditions were introduced but were not successfully implemented. In 1990, significant change took place in Nepal. All groups of society got the opportunity to take part in the state mechanism. It was continued and led to wider participation after 2006 after the monarchy was abolished. Finally he mentions that the movements of 2006 proved monarchy as the major hurdle for inclusion. In today's time, to make the civil service more inclusive, the Civil Service Act 1993 has allocated 45 percent seats in Civil service as reserved seats to the marginalized groups. Out of 100 percent, 33 percent seats are reserved for women, 27 percent seats for ethnic groups, 22 percent seats for Madhesi, 9 percent seats for Dalit, 5 percent seats for the disabled and 4 percent seats for backward areas. The inclusive policy in the civil service has been implemented since 2007. Due to this policy, more than twenty thousand civil servants were recruited at that time, (Poudel, 2014). The same policy is implemented till today in Nepal.

THEORETICAL REVIEW

The entire focus of this research is to analyze the effectiveness of reservation system, as an affirmative action, in Nepalese Civil Services. For this, three different variables were taken based on previously undertaken research.

Communication

Blundel, (2004) stressed the prerequisite of practicing effective communication in different organizational settings: an open mind, which means a willingness to take on new ideas and explore new perspectives among the individual with diverse set. He further argued that it's been challenging in organizations due to cultural diversity, resulted through affirmative action to induce social inclusion. Hitt & Keats, (2014) examined organizational communication as one of 13 criteria to measure the effectiveness of affirmative actions.

Trittin & Schoeneborn, (2014) have taken organization communication as an important dimension for diversity management.

Flexibility and Participation

The role flexible work arrangements play in diversity policies during the implementation of affirmative action to achieve social inclusion objective have been evaluated (Michielsens, Bingham, & Clarke, 2013). The another researchers argued that while adopting affirmative action's in order to promote social inclusion, organizations' strategies and structure must be flexible in order to induce participation while taking certain factors such as cultural, legal and social differences into consideration (Combs, Nadkarni, & Combs, 2005). Georgopoulos & Tannenbaum, (1957) disclosed that organizational flexibility as one of three criteria to fulfill the concept of effectiveness. They argued that these three criteria relates to means end dimension of organization applies to nearly all organization.

Learning and development

Organization Learning and development is one of the important criteria for the analysis of effectiveness of affirmative action as identified by (Smit, 2006). In the greater detail, out of 800 respondents 78.12%

of affirmative action as identified by (Smit, 2006). In the greater detail, out of 800 respondents 78.12% responded in the favor that any kind of affirmative action should give utmost priority for training and development programs. (Foster, 2020) highlighted the importance of organization development by proposing that, Practitioners seek to build capability and foster performance through interventions such as coaching and development.(Cummings & Worly, 2016) defined organization development as planned and reinforcement of organizational strategies, structures, and processes for improving an organization's effectiveness.

Reservation System and Policies

Many studies have been conducted so far in the area of reservation. Nepal Human Development Report, (2014) mentions that the problem of social exclusion is seen more in societies where poverty and few employment opportunities is deeply rooted. Inclusive growth is seen as reducing disadvantages, expanding opportunities and discouraging exclusion, and is non-discriminatory. Inclusive development includes distribution not only across individuals, but also across groups differentiated by gender, ethnicity, regional location, and so on. Inclusive growth achieved in this way is rooted in the productive economy, and therefore likely to be self-sustainable. Dahal, (2013) mentioned that reservation or Affirmative action has been regarded as one of the tool to increase involvement of marginalized communities. However, he argued that reservation system if not handled properly can damage meritocracy in civil service. Dahal further argued that the unavailability of respectable representation in nation building activities prevented equal benefit sharing. He claims it to be one of the reasons for Civil service Act of Nepal to introduce reservation system in government jobs. Aadne & Haug, (2008) proposed that reservation may increase access to resources and inclusion of certain disadvantaged groups but that may have side effects which are worth considering. Authors have highlighted that elite factions among the excluded groups shall enjoy the provisions of affirmative action resulting those most marginalized and deprived still out of reach. Thorat, (2005) argued that affirmative measures like reservation are needed to meet the social inclusion objective of government. This kind of affirmative actions do not only provide fair access to excluded and discriminated groups like dalits, but also induce competitiveness and economic growth by discouraging the discrimination practices that nation hold since many decades. Holzer & Neumark, (2000) found that in comparison to hired minorities under affirmative action programs to candidates hired under open competition, the reserved seats candidate tend to have lower qualifications for, especially when such qualifications are measured using test scores. On the other hand, authors have proposed that Extensive recruitment and training can be measured to generate pools of qualified minority applicants and employees when using affirmative action. Authors further argued that to ensure fairness and validity careful evaluation of selection procedures is important. It may be possible to broaden selection “standards” without necessarily lowering them. Khadka & Sunam, (2018) argued that affirmative action policies for women’s representation induce creating a diverse workforce and promote gender equality, but also contributes a lot for the creation of organizational learning and development by the best use of their knowledge, talent, and perspectives to foster nation’s inclusive development. Dong, (2016) argued that all qualified candidates should get an equal opportunity while recruiting for new posts through affirmative action and assessing promotions in government jobs without any ethnic/gender/regional prejudices. He recommends that reservation seats should be given to those disadvantage groups that holds a Human Development Index (HDI) below the average. Also, he argues that awareness, motivation, inspiration and capacity building programmes should be brought to those groups, who are still not well represented in the civil service.

Effectiveness of Reservation System

Previous studies have showed that the effectiveness of reservation or affirmative action or quota system depends upon the geographical location and time period of the study. Kurtulas, (2012) studied contribution of affirmative action to the increase of occupational position from low wage unskilled manpower into high wage skilled manpower within the United States. The study was conducted by comparing the occupational position of minorities and women at firm holding federal contracts and thereby instructed to implement affirmative action. The findings of the study was; reservation was effective as share of black and white women in professional occupation and Hispanic women and black men in technical occupation increased more on average at federal contracts during 1973-2003. The study also showed positive effect of reservation on moving black women, Hispanic women, white women and black men into high skill high pay management, professional and technical occupation during the 70s and early 80s. However during the Regan era, the impact of reservation on advancing minorities and women into the highest rank of firm structures subsided. Another key finding of the study showed during the decade following Glass Ceiling Act of 1991, affirmative action resurfaced as a very important factor moving Hispanic women and white women into managerial occupation, black women and Hispanic women into professional and technical operations. Leonard, (1985) found affirmative action to be effective in improving employment opportunities for minorities and female, particularly for blacks. However, results for white females are mixed. It was also found that black employment in both high skilled and low skilled was increasing under affirmative action.

Cho, (2014) found that reservations on women quota has empowered women and has brought changes in the policy outcomes and household benefits which have enhanced the women will power and also has increased their involvement in the household construction such as houses, toilets, water or electricity maintenance and connections. In the review of US economic policy Holzer, (2007) argued that minorities recruited on reservation policy have weaker credentials. In this note, he has added that there is not sufficient evidence to prove that labor market performance is weaker. He further stated that although it's sure that affirmative action support the social inclusion objective, economic effectiveness of affirmative action largely depends upon the political and legal factor. Zubair (2017) in his study argued that reservation system in Bangladesh is ineffective. And, it needs either to be reformed or to be completely abolished. He argued that quota system has deeply affected administration and troubled the national integration. He mentioned the internal and external consequences of discriminatory policy on nation building process. Internal consequences such as less qualified recruitments, vacant post, special examination, and option for corruption had an impact on civil services. Similarly, external consequences such as unappealing career choice, discouraging merit, and influencing brain drain, injustice to vision, anti-quota protest, and developing sense of deprivation. He also argued that quota based recruitment had created a non-repairable rift in the societies by creating an artificial strata violating the principles of constitution.

Despite of implementing affirmative action discrimination still exist. The research was undertaken in the institution of higher learning in southwestern state and findings are based on the response from the 55 association members who worked under the project of affirmative action formulation (Hitt & Keats, 2014). Gurung, (2007) has stated that the decision, 45% of total seats allocated for reserved candidates under 5 different categories reserved, was taken without the serious discussion of concerned authorities. He proposed that if reservation policy is approved with fair statement, it will be helpful to the present government in providing opportunities to the disadvantaged groups. Agrawal, (2018) concluded that there are lots of crimes against the caste especially on the Dalits. The crime against Dalits have not yet

stopped but the reservation system in civil sectors has helped in some extent to end the discrimination in the caste and also have changed the mindset of people to respect and love every caste and people as we share the same blood. In the discussion paper, entitled "Electoral System and Quotas in Nepal" (Bylesjö, Kandawasvika- Nhundu, & Larsrud, 2010) have stated that provision of quota system is the need created due to society being male-dominated since long back. This study further depicts the example of quotas in Rwanda in Africa, and emphasizes the positive and appreciable impact of affirmative action measures for addressing the representation gap. Similarly, the study has enlightened that women were one of the winning groups in the Constituent Assembly election as a result of implementation of inclusion action. Chaudhary, (2013) had pressured on importance of social inclusion policy for the social transformation. The study found out that despite formulation of affirmative action there exist a big gap between the policy and practice in Public Service Commission (PSC): still the main objective of social inclusion policy is to reduce discrimination between the dominated and the disadvantaged or excluded groups has not yet been met. Researcher further mentioned that proper education prioritizing to bring attitudinal change in both the dominated and the excluded groups should be given so as to reduce the gap between the categories. The education enhances positive attitude in the dominated group and increases their confidence and reduces inferiority complex in the excluded groups. He has also highlighted that to build up just society the equitable access of opportunities is to be provided to every individual and group because the biased approach of the opportunity division shall lead to a development that will ultimately inequality and injustice in the society. Lastly, he has focused that the social inclusion policy must integrate the whole society.

Theoretical Framework

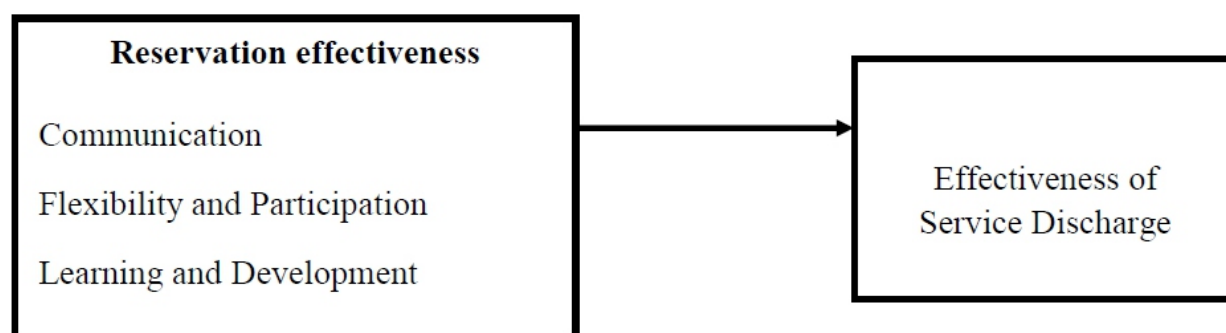


Figure 1: Theoretical Framework

METHODOLOGY

This study has followed the descriptive and correlational research design. Population of the study was the employees hired under reservation category and their supervisors who are working within Kathmandu valley. Sample size was determined 384 considering statistical calculation. Data were collected using five-point Likert scale questionnaire. 445 questionnaires were distributed personally but only 403 useable questionnaires were received. The questionnaires related to reservation effectiveness were distributed to employees hired from reservation category but questionnaire related to effectiveness of service discharge was distributed to the supervisor level of those employees. Data were systematized and analyses using SPSS version 20. Mean score was used to assess the position of effectiveness of reservation and effectiveness of service delivery and multiple regression model was used to examine the relationship between effectiveness of reservation and effectiveness of service delivery.

Results

Table 2: Position of Reservation Effectiveness and Effectiveness of Service Delivery

Reservation Effectiveness	Mean
Communication	1.75
Flexibility and participation	2.10
Learning and development	1.50
Summated mean score of reservation effectiveness	1.78
Effective service delivery	1.11

Table 2 shows that the affirmative generally violates the meritocracy. Thus, there is chance of selecting low quality candidates. Results show that the candidates selected from the reservation category have low communication capacity, they have less flexibility and they cannot put forward concrete ideas to participate in the meetings. Similarly they are selected not from meritocracy so their learning attitude and personal development activities are less (mean value; 1.75, 2.1 and 1.5 respectively). Summated mean value of reservation effectiveness is also in disagree band so the implementation of reservation in the service sector of Nepal seems poor or areas of implementation of reservation in Nepal is inappropriate. On the basis of perception of the immediate superior level of employees selected from the reserved category, service delivery of those employees selected from reserved category is poor or not effective. They are not selected from the meritocracy so they cannot take decision in time and cannot discharge duty in due time.

Test of Normality

The normality of data is one of the main premises of regression model. Burns and Burns (2008) argued that the normality of the collected data is necessary if the independent variables are to provide a successful prediction of dependent variable. Sheehan, et al. (2007) argued that testing of data normality is important for testing the regression model hypothesis. Data normality can be verified by scatter graphs and histograms, and using Kolmogorov– Smirnova test. In this analysis, data normality was checked using the Kolmogorov–Smirnova test using SPSS version 20.

Table 3: Test of Normality using Kolmogorov– Smirnova Test

	Kolmogorov–Smirnov^a		
	Statistic	df	Sig.
Communication	.076	403	.073
Flexibility and participation	.079	403	.082
Learning and development	.071	403	.661
Effective service discharge	.065	403	.321

Table 3 reveals that all variables at 5 per cent level of significance are negligible. It accepts null hypothesis, that is to say that data is natural. Therefore, it is assumed that the data is normally distributed and that parametric tests can be used in the usual distribution of these data.

Relationship between Factors of Service Effectiveness and Effective Service Discharge Effectiveness of service discharge is regarded as dependent variable Y in this regression model, and three factors of effectiveness of reservation integrated into the analysis are known as independent variables. Consequently, the regression model was developed as;

$$\begin{aligned}
 Y &= \alpha + \beta_{\text{communication}} + \beta_{\text{flexibility and participation}} + \beta_{\text{learning and development}} \\
 &= .442 + .331 \text{communication} + .462 \text{flexibility and participation} + .131 \text{learning and development.} \\
 &\quad (2.223) \quad (1.356) \quad (4.793) \quad (3.528) \\
 &\quad .003 \quad .000 \quad .007 \quad .010 \\
 R^2 &= .468 \quad \text{Adjusted } R^2 = .459 \\
 F\text{-Statistic} &= 58.098 \\
 \text{Overall } p\text{-value} &= .022
 \end{aligned}$$

Figures in the parentheses indicated t value and p-value in order.

The R² is 0.468. It means that this model explains 46.8 percent of the overall variance and other parts of the explanation are made by other variables that are not included in this model.

The F-value is 58.098, and the overall p-value total is 0.022. The multiple regression model used in this analysis is therefore fit and acceptable, because the ANOVA indicates that the F-value is significant at a significance level of 5 percent. The estimated p-values of communication, flexibility and participation and learning and development are 0.000, 0.007 and 0.010 respectively. It shows that all the variables are positive and significant. They significantly affect the effectiveness of service delivery of the employees selected under reserved category.

Discussions

The findings of the study are not very encouraging and supporting to the inducement of reservation policy in Nepal. It may be so because the selected candidates under reservation category are less competent so they do not have sufficient capacity to communicate properly, less flexibility and less participation in decision making and problem solving because of lack of confidence over the ideas they generated and because of poor educational background they cannot independently learn and develop themselves. This finding is consistent with the findings of Zubir (2017). This study was conducted in Bangladesh but inconsistent with the findings of Holzer (2007), a study conducted in USA. It may be so because the educational and social system in Bangladesh and Nepal are similar but the contexts of USA and Nepal is completely different. American people are themselves responsible but not the Nepalese people. Thus, the findings with the Holzer (2007)'s finding is not similar.

CONCLUSIONS AND IMPLICATIONS

Nepal has different educational system. Rich communities admit their children in good quality schools and deprived community in poor quality government schools. Thus, the quality of education provided by different institutions is vast different. The candidate hired from reservation category comes from mostly low quality education group. They are not trained for communication, flexibility, participation, culture of learning as a part of their education. Thus, all these stated qualities required for effectiveness of reservation found nominal in those employees. Simultaneously the effective service delivery requires all those quality but they are in all those activities. Therefore, the service delivered by the employees selected under reservation category is not effective. Government of Nepal has already implemented social inclusion policy legitimizing through constitution of Nepal. But inclusion policy has adversely affected to the service delivery. This study could support to the government of Nepal to revisit the policy so as to increase the quality of selected candidates from the reservation category. Similarly, this study is undertaken considering few factors of reservation effectiveness but other more characters as suggested by Aadne and Haug (2008) and Kurtulas (2012) can be taken for the further study. The further study can be undertaken widening the scope of the sample so as to confirm the findings of previous studies with rigorous tests.

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Phytochemical Screening and Proximate Analysis of Edible Cassia Auriculata Flowers

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ABSTRACT

Edible flowers have unlimited and untapped wealth of phytochemicals with high drug potential which make these flowers useful as sources of nutraceuticals. In order to preserve health, nutraceuticals are instrumental and work against different conditions of disease and thus improve the quality of life. Like Avarai Panchaga Choornam and Kalpa Herbal tea, Cassia auriculata is well known for its contribution to Ayurveda. In the present study an attempt has been made to assess the nutrients present in the edible flowers of Cassia auriculata so as to justify the edible flower as nutraceutical. The aim of the present study is to screen the phytochemicals and study the proximate composition of edible flowers of Cassia auriculata. Based on the findings of the present study, the phytochemical components of Cassia auriculata flowers contain Alkaloid, carbohydrates, glycosides, saponin, phenol, diterpenoids, flavonoids, steroid, proteins and amino acids. The results of the proximate and nutrient analyses of the Cassia auriculata flowers indicated the presence of considerable number of phytochemicals and nutrients. This has authenticated Cassia auriculata flowers usefulness by traditional herbalists in ethno medicine and potentials in drug formulation and development.

Keywords: *Cassia auriculata, nutraceuticals, phytochemicals, proximate analyses*

INTRODUCTION:

According to WHO report, about 80% of the population, mostly in developing countries still depends on traditional medicines system for their primary health care [1]. Medicinal plants which contain numerous biologically active compounds have been used for thousands of years in folk medicines in developing and developed countries. Plant-based treatments are the main source of medicine in developing nations and people are utilizing the benefit of naturally sourced compounds for therapeutic purpose [2].

The sources of therapeutic agents which leads to produce novel therapeutic compounds are medicinal plants. The quest for these medicinal plant compounds generally results in the isolation of novel compounds and, finally, the production of medicines. Many medicinal plants with various interesting pharmacophores are studied scientifically, and Senna alata is one among them.

Cassia auriculata has the common name tanner's cassia and 'aavaarai in tamil' belongs to the family Caesalpiniaceae. The irregular, bisexual flowers are produced in bunches. Five petals and sepals are numbered and free, crisp around the edge, bright yellow veined with orange and wide (almost 5 cm across), glabrous pedicles and 2.5 cm long. With the barren upper three stamens, the ten anthers are distinct and around; the ovary is superior, with marginal ovules unilocular. The present communication attempts to screen the phytochemicals and study the proximate composition of edible flowers of Cassia auriculata.

MATERIALS AND METHODS

Healthy aerial parts of the *Cassia auriculata* flowers were collected from Thanjavur India in the month of December. The thoroughly washed flowers were dried in the air shade and then powdered to obtain a coarse powder using an electric blender and passed through a 40-mesh sieve and processed for further use in an air tight jar.

Preparation of extracts:

The gathered *Cassia auriculata* flowers were shade dried for two weeks and made to a fine powder.

Fifty (50) grams of powder was mixed in a sterile conical flask with 500 ml of distilled water and maintained for 3 days with occasional shaking. The blends were filtered with filter paper and concentrated for 3 hours in a water bath at 70 °C.

Phytochemical screening:

The phytochemical screening of the *Cassia auriculata* flowers for various phytochemical constituents such as terpenoids, flavonoids, alkaloids, reducing sugars, steroid, glycoside, phenol, Anthraquinones, saponin and tannin was conducted using standard methods as described by Sofowora [3] and Trease and Evans [4].

Quantitative phytochemical analysis:

Various methods have been used to determine the quantity of phytochemical components of the plant materials used. The spectrophotometric approach was used for the determination of terpenoids, tannins, hormones, anthraquinone and glycosides. Folin-Ciocalteu was used to assess the quality of phenol. Flavonoids, alkaloids and saponins have been determined using the methods defined by Adeniyi et al. [5].

Proximate analysis:

Proximate analysis of the *Cassia auriculata* flowers was conducted to determine the ash content; crude protein, crude fibre, crude lipid, carbohydrate and dry matter using methods described by Udo and Oguwele [6]; James [7] and Association of Official Analytical Chemist (AOAC) [8]. The proximate parameters were expressed in percentage (%).

Mineral analysis:

The mineral composition of the leaves including calcium (Ca), zinc (Zn), phosphorous (P), iron (Fe) and vitamin C were determined using the atomic absorption spectrophotometer, as described the methods of AOAC. Phosphorus was determined colorimetry method.

Table 1: Preliminary phytochemical analysis of *Cassia auriculata* flowers

S.No	PARAMETER	Aqueous extract
1.	Alkaloids	+
2.	Carbohydrates	+
3.	Glycosides	+
4.	Saponins	+
5.	Phytosterols	-

6.	Oils and fats	-
7.	Resins	-
8.	Phenols	+
9.	Tannins	+
10.	Flavonoids	+
11.	Protein and amino acid	+
12.	Diterpenes	+
13.	Gum and mucilage	+
14.	Coumarins	+
15.	Chlorogenic acid	-
16.	Steroids	+

Table 2: Proximal composition of *C. auriculata* flowers

S.NO	PARAMETER ANALYZED	RESULTS (g/100g)
1.	Protein	9.76
2.	Fat	3.03
3.	Fiber	7.82
4.	Carbohydrate	64.45
5.	Ash	6.83
6.	Moisture	8.11
7.	Energy (Kcal)	324.87

Table 3: Nutrient composition of *C. auriculata* flowers

S.NO	PARAMETER	Results mg/100mg
1.	Calcium	10.00mg/calcium
2.	Phosphorus	4.8mg
3.	Iron	2.5mg
4.	Vitamin C	0.0072

RESULTS AND DISCUSSION

Phytochemical screening:

Qualitative phytochemical screening of *Cassia auriculata* flower aqueous extracts is presented in Table 1. The result indicated the presence of alkaloids, carbohydrates, glycosides, saponins, phenols, diterpenoids, flavonoids, steroids, proteins and amino acids. *C. auriculata* flowers contain more active principles with therapeutic value^[9].

Phytochemical research is of vital importance for the discovery of new sources of therapeutic and industrially important medicinal plant compounds that have been chemically studied ^[10]. Phytochemicals give plants their colour, taste, smell and make them part of the plant's natural defence mechanism and protect them. Study studies have shown that flavonoids are predominantly associated with many health benefits such as antimicrobial, anti-inflammatory and anti-tumor activity.

Plant flavonoids have antioxidant activity in vitro and also act as in vivo antioxidants. Saponins have been shown to be associated with antimicrobial activity, inactivation of microbial adhesion enzymes, cell enveloping transport proteins and also involved in wound healing activities. Saponin is responsible for its anti-yeast, anti-fungal, antidote, antimicrobial and anti-inflammatory activities. It is also believed that Saponin 's function in the plant is to defend against attack by potential pathogens. In addition, it is evident that saponins can inhibit the growth of cancer cells and thus lower the risk of human cancers.

Glycosides are well known to have the potential to reduce antiseptic properties. Cardiac glycosides have been found in the extract and have been effective in the treatment of asthma. Redox properties of phenolic compounds help them to act as potential antioxidants. As their free radical scavenging capacity is promoted by their hydroxyl groups, the total phenolic concentration could be used as a basis for rapid antioxidant activity screening ^[11]. Terpenoids have been found to be effective in the prevention and treatment of many diseases, including cancer. Steroids are important in pharmacies as they have compounds such as sex hormones and can be used for the development of drugs.

Proximate analysis:

The proximate analysis of *Cassia auriculata* flowers is presented in the table below (Table 2).

The proximate composition of *Cassia auriculata* flowers showed to contain carbohydrate, protein, fats, fibre, moisture and ash. The proximate analysis is the estimate of the nutritive value of human food in its chemical form. As shown in Table 2 the protein content is 9.76(g/100g) and it can contribute to the formation of hormones which controls a variety of body functions such as growth, repairs and maintenance of body protein. The relatively high content of carbohydrates can be used as energy sources and is also important for the digestion and assimilation of other foods. The presence of moisture, ash, lipid and protein indicates that it could be useful for body building, preventing ageing, although high dietary raw fibre content can aid in the movement of the intestines.

Nutrient composition of *Cassia auriculata* flowers is presented in Table 3. The Nutrient composition analysis of *Cassia auriculata* flowers indicates the presence of calcium, phosphorous, iron and vitamin C. The presence of minerals in *Cassia auriculata* flowers could be utilized as a valuable and healthy ingredient for food. Calcium plays a central role in the normal regulation of blood pressure and is required for normal growth, activities of muscles and skeletal development. Iron could also be valuable in cellular activity and transport of oxygen and improving immune system and preventing malnutrition related diseases. Iron prevents anemia and other related diseases ^[12].

Based on the results of the present study, phytochemical constituents, proximate and nutrient components of *Cassia auriculata* flowers were determined. The phytochemical components of *Cassia auriculata* flowers contain Alkaloid, carbohydrates, glycosides, saponin, phenol, diterpenoids, flavonoids, steroid, proteins and aminoacids. The results of the proximate and nutrient analyses of the *Cassia auriculata* flowers indicated the presence of considerable amount of nutrients. The presence of

the photochemical has authenticated its usefulness by traditional herbalists in ethno medicine and potentials in drug formulation and development. In addition to that, the presence of nutrients proves why *Cassia auriculata* flowers can be used as food supplement.

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Promises and Challenges of Kaffa as Tourist Destination: SWOT Analysis

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ABSTRACT

The roles of tourism in multidimensional development of global societies are undeniable. Ethiopia as cradle of humankind, the birth place of coffee, the only uncolonized African country and the founding member of UN is endowed with many amazing tourism resources. Though Kaffa is bestowed with amazing natural, historical, cultural, archaeological and coffee tourism resources, this destination is not under the category of well-known tour and travel packages of Ethiopia and receiving a smaller number of visitors compared to the destinations with low tourism resources. Accordingly, the objective of this study is to conduct SWOT analysis of Kaffa so as to identify the promises and challenges of Kaffa as tourist destination. In order to identify and describe the promises and challenges of Kaffa as tourist destination through SWOT analysis, descriptive research design was applied. 406 sample respondents were selected from local and international tourists, travel agencies, tourism and culture officials, tour operators, tour guides, NGO, tourism professionals and business practitioners in Kaffa through convenient and purposive sampling techniques. The data were collected through questionnaires, focus group discussions, key informant interview and secondary data sources and analyzed quantitatively as well as qualitatively. Therefore, the findings of this study depicted that there are different promises and challenges of Kaffa as tourist destination. The safety and security of Kaffa to travel, value for money in destination experience and accommodation, traditional & modern food service, financial institutions, postal service and telecommunication access, hospitability of residents towards tourists, conducive investment environment as strength as well as pleasing weather condition of Kaffa for tourism, water tourism resources, unique flora and fauna, unique coffee resources, rich cultural heritages, unspoiled natural scenic beauty, an astonishing history, promising policy and strategies at national level for tourism sector as opportunity are identified as promises for Kaffa as tourist destination. Conversely, lacks of enough quality roads, highways, transport facilities, lacks of quality hotels and other accommodation establishments, limited resource and budget for tourism, problem of promotion and marketing, poor collaboration between government and stakeholders and lack of educated manpower in tourism sector as weakness as well as seasonality nature of tourism industry, limited awareness of the destination at national and international level, deforestation of dense forests and eye-catching huge trees for investment, culture of hunting endemic wild animals and acculturation and loss of some unique cultures as threats are identified as challenges of Kaffa as tourist destination. Government and all stakeholders should work together to utilize the strength and opportunity as well as to alleviate weakness and threats. Further study is highly recommended on this title in naturally and culturally gifted neighbouring southwestern destinations to expand tourism business.

Key words: Challenges, Ethiopia, Kaffa, Promises, SWOT

1. INTRODUCTION

Among the global industries, tourism is acknowledged as sustainably developing as well as major smokeless sector (Deb R.,2019). For the last many years, tourism is among the fastest developing sectors internationally. In 2018, 1.4 billion tours were recorded which is 5% growth compared to 2017. Tourism as a sector is recognized as crucial means for socio-economic growth, global relation, employment opportunity and bringing equality through sustainable growth (UNWTO, 2019).

Tourism is all about considering the existing and upcoming environmental, economic and social effects as well as fulfilling the needs and wants of tourists, the public, the environment and the industries. Changing the life of the community, delivering superior visitors' satisfaction, environmental protection and encouraging culturally pride society are among sustainable tourism offerings (Levy SE., & Hawkins DE.,2009; UNWTO, 2017).

Human being who organizes the tourism activity, the time which is spent for journey and stay in the destination as well as space which is physical component required for tourism activity all together built meaningful tourism (Wahab S., 1975).

According to Costa (2017), the tourism contribution as core component of global economy through generation income for several world countries is undeniable. The modern and advanced tourism sector become the major source of sustainable growth of world economy through offering social, natura, cultural, technological experiences and products for relaxation as well as business purpose (WTTC, 2016). But in order to build attention grabbing destinations, various capabilities and resources offering astonishing experiences for tourists are required (Sheresheva M. &Kopiski, J. (2016).

Management practices and sustainability of tourism must be prioritized by those nations planning to improve and maintain international tourism business competition (Edgell DL., 2016; UNWTO/WTCF, 2018). In order to be competent enough in world tourism market, it is advisable to analyse SWOT in the destinations' tourism sector so as to identify the promises and challenges of the destinations. Critically examining the strength and weakness of the destinations within the system and the opportunities and threats of the destinations from the external environment to enable the stakeholders' decision making is all about SWOT analysis. Hence to increase the strength and to exploit the opportunity, it is recommended to minimize the weakness in the system and threats from external environment of the destinations (Wasike, et. al., 2011; Wang, H., et al., 2015).

According to Ayalew (2009), many beautiful tourist attractions and local people who are tourist friendly as well as cognizant of their cultural, natural and historical heritages pave the way for Ethiopia to formally start tourism industry in 1960's. Ethiopia as ancient African country is endowed with massive collection of tourism resources. Among the astonishing tourism resources of Ethiopia, natural, cultural, historical, archaeological and coffee tourism resources are ideal for the growth of sustainable tourism sector (Tafesse A., 2016; Tesfaye S., 2017). Even though Ethiopia is endowed with massive tourism resources and known for fastest growing tourist influx, the country is still among the lowest beneficiary from tourist flow and the growth of tourism sector is below the expectation (MoCT, 2012; MoCT, 2013, Tadesse K., 2015).

Kaffa is among naturally gifted, beautiful and attention-grabbing destinations of Ethiopia situated in southwestern part of the country. This astonishing destination is ecologically important in terms of

inspiring natural scenery, culturally important in terms of conserved cultures and architectures from former Kaffa kingdom as well as touristic importance for nature loving tourists being home for stunning biodiversity and sensational tourism resources (Berghofer A., et al.,2013).

Though Kaffa is bestowed with amazing natural, historical, cultural, archaeological and coffee tourism resources, this destination is not under the category of well-known tour and travel packages of Ethiopia and receiving a smaller number of visitors compared to the destinations with low tourism resources. Accordingly, this study attempted to conduct SWOT analysis of Kaffa so as to identify the promises and challenges of Kaffa as tourist destination.

2. RESEARCH METHODOLOGY

2.1. Description of the study area

This study was conducted in Southwestern part of Ethiopia specifically in Kaffa located 465km far from the capital city of Ethiopia, Addis Ababa. The exact location of Kaffa is between 07°8′-07°26′N and 35°53′-36°36′E having 1, 328, 923 ha land coverage, 1800mm annual rain fall and 19.5°C mean annual temperature. Administratively, Kaffa zone has 12 districts/woredas and 2 city administrations. Since, Kaffa zone is located in naturally gifted Southwestern Ethiopia, this zone is the birth place of coffee, owns UNESCO registered biosphere reserve and home for natural, cultural, historical and coffee tourism resources (Berhan LA., 2008). This study was conducted between July 2018-June 2019.



Fig1: Map of study area (Kaffa zone gov't communication, 2018)

2.2. Research approach

In order to identify and describe the promises and challenges of Kaffa as tourist destination through SWOT analysis, descriptive research design was applied. Moreover, qualitative and quantitative research approaches were applied bridging primary data (questionnaire, key-informant interview, focus group discussion and field observation) and secondary data (books, researches, reports etc).

2.3. Sample and sampling technique:

The study population encompasses local and international tourists, travel agencies, tourism and culture officials, tour operators, tour guides, NGO, tourism professionals and business practitioners in Kaffa. By applying non-random sampling method, the sample respondents with substantial information were selected from study population. Accordingly, respondents and key informants from tourist (300), from culture and tourism officials(16), tour operators(5), travel agents(10), tour guides(15), NGO(3), tourism professionals(32) and business practitioners(25); totally 406 samples were identified and selected conveniently (tourists) and purposely (others). The convenient tourists during data collection, the knowledge of respondents on tourism and the destination, familiarity with the destinations' existing situations, being experts in their offices, being the business having frequent contact with visitors and understanding tourism sector are the main criteria when selecting samples.

2.4. Method of data collection

In order to manage and cover respondents from 1 zone administration, 2 city administrations and 12 districts/woredas, 5 data collectors were engaged. Brief training and clear orientations were given to these data collectors before starting data collection. The data collectors were composed from tourism professionals, familiar with the community and multilingual to easily communicate with different respondents. Field supervision, authorization and cross-checking were frequently done during data collection to ensure the reliability of the data. Based on the proposal, 300 questionnaires were distributed to tourists so as to get different challenges and promises of Kaffa as tourist destination from tourists side. Additionally, 106 questionnaires were distributed to tourism and culture officials, tourism professionals, tour guides, travel agents and business practitioners in order to get information related to SWOT from supplier side. Key informant interview and focus group discussion were further conducted with district administrators, NGO and tourism professionals to have substantial information regarding promises and challenges of Kaffa as tourist destination. Furthermore, field observation was done to substantiate and to have additional information about the destinations' current status. The governments reports at different level, magazines, books, researches, brochures and online archives related with this study were used as secondary sources of data to support primary data.

2.5. Method of Data Analysis

Each and every primary data collected were edited, transcribed, grouped, coded and organized before filling to software for analysis purpose. The descriptive statistics (table, frequency and percentage) with the assistance of SPSS version 25 were applied to analyze quantitative data. Content analysis and test explanation were used as means of qualitative data analysis to have clear applicable interpretation.

3. DATA ANALYSIS, RESULTS AND DISCUSSIONS

Based on the proposed methodologies, the data briefly indicating the situations regarding internal environments (strengths and weaknesses) and external environments (opportunities and threats) are collected and analysed as Promises and challenges of Kaffa as tourist destination. These data were analysed in two broad categories considering promises as promising or encouraging environments and

challenges as discouraging or challenging environments. The data collected from tourists, tourism and culture office, tourism professionals, tour operators, travel agencies, NGO and business practitioners through questionnaire are presented and analysed below.

Table 1: Tourists feedback: Analysis regarding Promises (Strength and Opportunities)

		Strongly Agree	Agree	Neutral	Disagree	Strongly disagree	Total
Pleasant temperature and weather condition of Kaffa	Frequency	84	203	13	0	0	300
	Percent	28	67.7	4.3	0	0	100
Water resources of Kaffa for recreation	Frequency	78	152	7	54	0	300
	Percent	29	50.7	2.3	18	0	100
Well protected areas and national parks in Kaffa	Frequency	2	215	44	39	0	300
	Percent	0.7	71.7	14.7	13	0	100
Unique variety of flora and fauna in Kaffa	Frequency	163	143	6	0	0	300
	Percent	54.3	47.7	2	0	0	100
Unique coffee resources in Kaffa	Frequency	149	135	16	0	0	300
	Percent	49.7	45	5.3	0	0	100
Excellent paleontological and archaeological collections	Frequency	119	153	22	6	0	300
	Percent	39.7	51	7.3	2	0	100
Unique and rich cultural heritages of Kaffa	Frequency	98	194	8	0	0	300
	Percent	32.7	64.7	2.7	0	0	100
Caves, mountains and wealth of attractions in Kaffa	Frequency	113	165	22	0	0	300
	Percent	37.7	55	7.3	0	0	100
The natural scenic beauty of Kaffa	Frequency	211	72	4	13	0	300
	Percent	70.3	24	1.3	4.3	0	100
An astonishing history of Kaffa	Frequency	153	126	21	0	0	300
	Percent	51	42	7	0	0	100
The unique museums and handicrafts in Kaffa	Frequency	0	194	30	76	0	300
	Percent	0	64.7	10	25.3	0	100
Unique cultural food and drink in Kaffa	Frequency	157	128	10	5	0	300
	Percent	52.3	42.7	3.3	1.7	0	100
Unique Music, wedding and weeping ceremony in Kaffa	Frequency	109	175	16	0	0	300
	Percent	36.3	58.3	5.3	0	0	100
Kaffa is safe and secure place to travel	Frequency	157	132	11	0	0	300
	Percent	52.3	44	3.7	0	0	100
Prices for every service is low in Kaffa	Frequency	0	268	21	11	0	300
	Percent	0	89.3	7	3.7	0	100
The local people in Kaffa are friendly and hospitable	Frequency	167	122	11	0	0	300
	Percent	55.7	40.7	3.7	0	0	100
Medical facilities, postal service, banking and telecommunication access	Frequency	0	219	23	58	0	300
	Percent	0	73	7.7	19.3	0	100

Source: own survey (2019)

Table1 evidently reveals the key promises (strength and opportunities) of Kaffa as tourist destination. The survey feedback from tourists (n=300) shows that there are different promises (strength and opportunities) which will make Kaffa ideal destination for tourists. Accordingly, 67.7% of the respondents agree that Pleasing temperature and weather condition of Kaffais promise (opportunity) for tourists. About 50.7% of the respondents agree and 29% of them strongly agree that water resources, 71.7% of them agree that well protected areas and national park, 54.3% of them strongly agree and 43.7% agree that Unique variety of flora and fauna, 49.7% of them strongly agree and 45% of them agree that Unique coffee resources and 51% of them agree and 39.7% of them strongly agree that Excellent paleontological and archaeological collections are promises (opportunities) for Kaffa as tourist destination. Additionally, 64.7% of the respondents agree that Unique and rich cultural heritages, 55% of them agree that Caves, mountains and wealth of attractions, 70.3% of them strongly agree that the natural scenic beauty, 51% of them strongly agree and 42% of them agree that an astonishing history of the people, 64.7% of them agree that the unique museums and handicrafts, and 58.3% of them agree that Unique Music, wedding and weeping ceremony can be promises (opportunities) for Kaffa as ideal tourist destination.

Moreover, table1 shows 52.3 % of the respondents strongly agree and 42.7% of them agree that the unique cultural food and drink, 52.3% of them strongly agree and 44% of them agree that the safety and security of Kaffa to tourists, 89.3% of them agree that the prices for every service is low, 55.7% of them strongly agree that the local people in Kaffa are friendly and hospitable, and 73% them agree that medical facilities, postal service, banking and telecommunication access are promises (strength) for Kaffa as perfect tourist destination.

Table2: Tourists feedback: Analysis regarding Challenges (weakness and threats)

		Strongly Agree	Agree	Neutral	Disagree	Strongly disagree	Total
Kaffa generally has no enough and good quality roads and highways	Frequency	114	138	28	11	9	300
	Percent	38	46	9.3	3.7	3	100
Kaff has no Airport which is in good condition	Frequency	196	104	0	0	0	300
	Percent	65.3	34.7	0	0	0	100
Kaffalacks fairly established public and private transport facilities	Frequency	49	192	27	32	0	300
	Percent	16.3	64	9	10.7	0	100
Kaffalacks variety of quality hotels and other accommodation establishments	Frequency	28	246	14	12	0	300
	Percent	9.3	82	4.7	4	0	100
Tour operators and travel agencies in Kaffafails to deliver pleasing services	Frequency	0	248	29	23	0	300
	Percent	0	82.7	9.7	7.7	0	100
Tourist infrastructure is not fairly established in Kaffa	Frequency	0	244	26	30	0	300
	Percent	0	81.3	8.7	10	0	100
Much is not known about Kaffa among global society	Frequency	0	242	28	30	0	300
	Percent	0	80.7	9.3	10	0	100
Many people in Kaffa are not multilingual	Frequency	17	233	30	20	0	300
	Percent	5.7	77.6	10	6.7	0	100

There is no fairly established tourist information, Entry and exit facilitation in Kaffa	Frequency	0	222	48	30	0	300
	Percent	0	74	16	10	0	100
Ethiopia as a country has no good country image	Frequency	0	204	27	66	3	300
	Percent	0	68	9	22	1	100

Source: own survey (2019)

As depicted in table2, different challenges (weakness and threats) are identified through survey feedback collected from 300 tourists. Consequently, 46% of the respondents agree and 38% of them strongly agree that lack of enough and good quality roads and highways; 65.3% of them strongly agree that the absence of airport; 64% of them agree that lack of fairly established public and private transport facilities and 82% of them agree that lack of variety of quality hotels and other accommodation establishments are challenges (weaknesses) for Kaffa as tourist destination. Besides, 82.7 of the respondents agree that the incompetence of tour operators and travel agencies in Kaffa to deliver pleasing services;80.7 of them agree that Much is not known about Kaffa among global society; 74% of them agree that lack of fairly established tourist information, Entry and exit facilitation as well as 81.3% of them agree that lack of fairly established tourist infrastructure are challenges (weaknesses) for Kaffa as tourist destination. Furthermore, table2 indicates 77.6% of the respondents agree that many people in Kaffa are not multilingual and 68% of them agree that Ethiopia as a country has no good country image are challenges (threats) for Kaffa as tourist destination.

Table3: Tourism & Culture office, tourism professionals, tour operators, travel agencies, NGO, tour guides and business practitioners' feedback: Analysis regarding Promises (Strength and Opportunities

		Strongly Agree	Agree	Neutral	Disagree	Strongly disagree	Total
Unique and Diversified Flora and fauna in Kaffa	Frequency	69	37	0	0	0	106
	Percent	65	35	0	0	0	100
Safety and security of visitors in Kaffa	Frequency	45	47	10	4	0	106
	Percent	42.5	44.3	9.4	3.8	0	100
Unspoiled nature of Kaffa	Frequency	51	55	0	0	0	106
	Percent	48	52	0	0	0	100
Eye-catching Landscape and scenery of Kaffa	Frequency	44	49	13	0	0	106
	Percent	41.5	46.2	12.3	0	0	100
Indigenous culture and history of Kaffa	Frequency	48	58	0	0	0	106
	Percent	45.3	54.7	0	0	0	100
Attractiveness of climate for tourism in Kaffa	Frequency	20	54	28	4	0	106
	Percent	18.9	50.9	26.4	3.8	0	100
Unique Traditional arts and Live culture in Kaffa	Frequency	46	60	0	0	0	106
	Percent	43.4	56.6	0	0	0	100
Hospitability of residents towards tourists	Frequency	45	56	5	0	0	106
	Percent	42.5	52.8	4.7	0	0	100
Value for money in destination experience and accommodation	Frequency	18	72	12	4	0	106
	Percent	17	67.9	11.3	3.8	0	100

Fit between destination products and tourist preference	Frequency	34	58	14	0	0	106
	Percent	32.1	54.7	13.2	0	0	100
Conducive Investment environment	Frequency	31	60	15	0	0	106
	Percent	29.2	56.6	14.2	0	0	100
Medical and health facilities availability	Frequency	34	58	14	0	0	106
	Percent	32.1	54.7	13.2	0	0	100
Financial institutions, postal service and telecommunication access	Frequency	3	57	29	17	0	106
	Percent	2.8	53.8	27.3	16.1	0	100
Traditional & modern food service quality and access in Kaffa	Frequency	37	57	8	4	0	106
	Percent	34.9	53.8	7.5	3.8	0	100
Promising policy and strategies at national level for tourism sector	Frequency	39	58	6	3	0	106
	Percent	36.8	54.7	5.7	2.8	0	100

Source: own survey (2019)

Table3 obviously shows the core promises (strengths and opportunities)of Kaffa as tourist destination. The survey feedback collected from 106 tourism & Culture office, tourism professionals, tour operators, travel agencies, NGO and business practitioners shows that there are golden promises (strengths and opportunities) for Kaffa as ideal tourist destination. Thus, 65% of the respondents strongly agree that unique and diversified Flora and fauna in Kaffa, 52% of them agree and 48% of them strongly agree that unspoiled nature of Kaffa, 46.2 of them agree and 41.5% of them strongly agree that eye-catching landscape and scenery of Kaffa, 54.7% of them agree that indigenous culture and history of Kaffa, and 56.6% of them agree that unique traditional arts and live culture are vital promises (opportunities) for Kaffa as perfect tourist destination. Moreover, 50.9% of the respondents agree that attractiveness of climate for tourism, 52.8% of them agree that hospitability of residents towards tourists, 54.7% of them agree that fit between destination products and tourist preference as well as 54.7% of them agree that promising policy and strategies at national level for tourism sector are core promises (opportunities) for Kaffa as ideal tourist destination. Furthermore, table3 portrays 44.3% of the respondents agree and 42.5% of them strongly agree that safety and security of visitors, 67.9% of them agree that value for money in destination experience and accommodation, 56.6% of them agree that conducive investment environment, 54.7% of them agree that medical and health facilities availability, 53.8% of them agree that financial institutions, postal service and telecommunication access, and 54.7% of them agree that access and quality of traditional and modern food service are crucial promises (strengths) of Kaffa as tourist destination.

Table4: Tourism & Culture office, tourism professionals, tour operators, travel agencies, NGO and business practitioners' feedback: Analysis regarding Challenges (weakness and threats)

		Strongly Agree	Agree	Neutral	Disagree	Strongly disagree	Total
Limited resource and budget for tourism in Kaffa	Frequency	49	44	8	5	0	106
	Percent	46.2	41.5	7.6	4.7	0	100
Tourist sites in Kaffa are not well promoted	Frequency	39	46	7	9	5	106
	Percent	36.8	43.4	6.6	8.5	4.7	100

Poor collaboration between government and stakeholders	Frequency	41	52	3	8	2	106
	Percent	38.7	49	2.8	7.6	1.9	100
Seasonality nature of tourism industry as Challenge	Frequency	38	49	9	5	5	106
	Percent	35.9	46.2	8.5	4.7	4.7	100
Poor usage and adaptability of technology for tourism	Frequency	59	40	3	4	0	106
	Percent	55.7	37.7	2.8	3.8	0	100
Failure in sharing the authentic stories of consumers, influencers, advocates and celebrities	Frequency	37	58	7	3	1	106
	Percent	35	54.7	6.6	2.8	0.9	100
Poor performance of Destination marketing organizations	Frequency	50	53	1	2	0	106
	Percent	47.2	50	0.9	1.9	0	100
Poor collaboration between government and global offices	Frequency	27	56	11	9	3	106
	Percent	25.5	52.8	10.4	8.5	2.8	100
Roads, highways and transportation quality problem	Frequency	31	54	5	7	9	106
	Percent	29.3	50.9	4.7	6.6	8.5	100
Hotel, lodging and accommodation quality problem	Frequency	48	46	6	4	2	106
	Percent	45.3	43.4	5.6	3.8	1.9	100
Lack of educated manpower in tourism sector	Frequency	22	60	4	14	6	106
	Percent	20.8	56.6	3.8	13.2	5.6	100
Limited awareness of the destination at national and international level	Frequency	33	45	12	11	5	106
	Percent	31.1	42.5	11.3	10.4	4.7	100
Government readiness and prioritization of tourism in the destination is low	Frequency	37	42	8	15	4	106
	Percent	35	39.6	7.6	14	3.8	100
Unadvanced General infrastructure	Frequency	44	60	0	2	0	106
	Percent	41.5	56.6	0	1.9	0	100
Unadvanced Tourist infrastructure	Frequency	36	58	2	9	1	106
	Percent	34	54.7	1.9	8.5	0.9	100
Tour operators, travel agencies and tourist information services are not pleasing	Frequency	26	59	5	16	0	106
	Percent	24.5	55.7	4.7	15.1	0	100
Weak organizational structure of Kaffa zone tourism office for tourists' access	Frequency	39	43	7	10	7	106
	Percent	36.8	40.6	6.6	9.4	6.6	100

Source: own survey (2019)

As clearly revealed in table4, the critical challenges (weaknesses and threats) are identified through the survey feedback from 106 tourism & Culture office, tourism professionals, tour operators, travel agencies, NGO and business practitioners. Therefore, 46.2% of the respondents strongly agree and 41.5% of them agree that limited resource and budget for tourism, 43.4% of them agree and 36.8% of them strongly agree that tourist sites in Kaffa are not well promoted, 49% of them agree and 38.7% of the

strongly agree that poor collaboration between government and stakeholders as well as 55.7% of them agree that poor usage and adaptability of technology for tourism are critical challenges (weaknesses) of Kaffa as tourist destination. Additionally, 54.7% of the respondents agree that failure in sharing the authentic stories of consumers, influencers, advocates and celebrities, 50% of them agree and 47.2% of them strongly agree that Poor performance of destination marketing organizations, 52.8% of them agree that Poor collaboration between government and global offices, 50.9% of the agree that roads, highways and transportation quality problem, and 45.3 % of them strongly agree and 43.4% of them agree that hotel, lodging and accommodation quality problem are main challenges (weaknesses) of Kaffa as tourist destination. Moreover, 39.6% of the respondents agree and 35% of them strongly agree that low level of government readiness and prioritization of tourism in the destination, 56.6% of them agree that unadvanced general infrastructure, 54.7% of them agree that unadvanced tourist infrastructure, 55.7% of them agree that tour operators, travel agencies and tourist information services are not pleasing, and 40.6% of them agree and 36.8% of them strongly agree that weak organizational structure of Kaffa zone tourism office for tourists' access are among the core challenges (weaknesses) of Kaffa as tourist destination. Furthermore, table4 depicts 42.5% of the respondents agree and 31.1% of them strongly agree that limited awareness of the destination at national and international level, 46.2% of them agree and 35.9% of them strongly agree that seasonality nature of tourism industry, and 56.6% of them agree that lack of educated manpower in tourism sector are main challenges (threats) for Kaffa as tourist destination.

Results and discussion of Key Informant Interviews and Focus Group Discussion

Based on the key informant interviews and focus group discussion conducted with Kaffa zone tourism officials, district/Woreda/ administrators, District/Woreda/ tourism officials, tourism professionals, tour guides, business practitioners (hotel) and NGO, numerous promises and challenges in line with situation analysis of Kaffa as tourist destination are identified and discussed below.

Accordingly, the results of key informant interviews and focus group discussion revealed that astonishing tourism resources like breath-taking natural beauty, unspoiled flora and fauna, colourful cultural attractions, heavenly coffee scene, eye-catching landscapes and scenery, astonishing history of Kaffa, unique museums, UNESCO registered biosphere reserve, music, food, water resources etc are among promises (strengths and opportunities) of Kaffa as tourist destination. Moreover, visitor friendly climate, the security of the place for tourists, facilities and services (financial, telecommunication, medical), hospitability of the residents, investment opportunities, encouraging national tourism policy etc are identified as golden promises (strengths and opportunities) for Kaffa as tourist destination.

Apart from this, the results of key informant interviews and focus group discussions depicted that incapacitating Kaffa by systematic economic exclusion, lack of enough and quality general infrastructures, lack of enough and quality tourist infrastructures, limited resources and budget for tourism, poor collaboration between government and stakeholders, poor promotion performance etc are among challenges (weaknesses and threats) for Kaffa as tourist destination. Additionally, acculturation and loss of unique cultures, culture of hunting endemic wild animals, deforestation of dense forests and unique trees, the destination's limited awareness nationally and internationally, seasonality nature of tourism sector, lack of trained manpower in tourism, poor performance of destination marketing organization, failure of applying technology in tourism business etc are identified as challenges (weaknesses and threats) for Kaffa as tourist destination.

4. FINDINGS

Based on the data collected from tourists, tourism and culture office, tourism professionals, tour operators, travel agencies, NGO and business practitioners through questionnaire (survey feedback), key informant interview and focus group discussions, the key promises (strengths and opportunities) and challenges (weaknesses and threats) of Kaffa as tourist destination are identified and discussed below in detail.

4.1.Promises (strengths and opportunities) for Kaffa as tourist destination

Different categories of promises (strengths and opportunities) which are promising, motivating, attracting and golden internal and external environments for Kaffa as tourist destination are derived from the results and identified in the following findings.

1. Unique and diversified tourism resources:

Based on the collected data, unique and diversified tourism resources are among the golden promises for Kaffa. Kaffa is endowed with unique, diversified, immense and attention-grabbing tourism resources. Nature-based tourism resources (Flora, fauna, Water tourism resources, Landscape and scenery, Caves, mountains and wealth of attractions, unspoiled nature etc), Cultural tourism resources (Indigenous culture, unique traditional arts, live culture, rich cultural heritages, unique cultural food and drink, unique music, wedding and weeping ceremony etc), Coffee tourism resources, excellent paleontological and archaeological tourism resource collections, an astonishing history of Kaffa, protected biosphere reserve and unique museums etc are among the unique tourism resources of Kaffa.

2. Safety and security of visitors

As revealed in this study, another preferred quality or promise of Kaffa is the safety and security of tourists to visit Kaffa. Since the people of Kaffa are hospitable, friendly, diversified people in nature, religious, strong mentality on humanity and effort to collectively control security issue, the tourists feel at home, safe and secured. Additionally, governments' effort on security is also promising.

3. Value for money

As indicated in this study, the destination experience and accommodations in almost all destinations of Kaffa are not expensive. The purchasing power of money is strong in the destination. Visitors can enjoy the destination with different organic and nature-based surroundings in cheap service prices.

4. Conducive investment environment

The result of this study further revealed that there is conducive investment environment in Kaffa which should be utilized as unique promise for developing tourism business. Many tourism investment alternatives, cheap labour, land, immersing tourism demand, hospitable community for investment etc are conducive environments for tourism investment.

5. Facilities and services

There are different facilities and services for tourists identified through results of this study. Medical and health facilities, financial institutions, postal and telecommunication services for tourists are among facilities and services which are promises for Kaffa as tourist destination.

6. Policy and strategy

One of the promises for Kaffa identified in this study is promising national policies and strategies for tourism sector. Nationally, the federal government of Ethiopia do have policy and strategy of expanding tourism, assuring tourism service quality, motivating hospitality industries and proposing tourism as one of top GDP contributor. Therefore, utilizing this national level golden opportunity do have significant contribution for the development of tourism in Kaffa.

7. Fit between destination product and tourist preference

Another inspiring promise identified in this study is fit between destination products and tourist preferences. Diversified nature-based tourism resources highly preferred by different categories of tourists, varieties of organic and cultural foods, drinks, active tourism resources, tourist facilities and services etc can be destinations products preferred by many tourists. Therefore, this unique promise should be utilized to increase tourist flows in Kaffa.

8. Weather condition

The climate condition of Kaffa is one of the top-rated visitor friendly climate in Ethiopia. Almost all visitors of Kaffa and different stakeholders assured that they prefer Kaffa due to its visitor friendly climate throughout the year apart from different beauties of the destination.

4.2.Challenges (weaknesses and threats)for Kaffa as tourist destination

Different categories of challenges (weaknesses and threats) which are discouraging, gloomy, unpromising and challenging internal and external environments for Kaffa as tourist destination are derived from the results and identified in the following findings.

1. Unadvanced general infrastructure: Based on the result, the main challenge for Kaffa in tourism sector is unadvanced general infrastructure. The crucial general infrastructures required for development of tourism sector in Kaffa are unadvanced in terms of access quantity and quality. The roads, highways, Airports, public and private transport facilities etc as general infrastructure in Kaffa are not advanced to visitors' expectation.

2. Unadvanced tourist infrastructure: Among the challenges of Kaffa as tourist destination, unadvanced tourist infrastructure is revealed as key findings. Hotels, lodges, accommodation establishments, tour and travel agency services etc are among tourist infrastructures which are unadvanced in terms of access and quality in different destinations of Kaffa.

3. Limited resources and budget: Even though Kaffais bestowed with heavenly tourism resources, shortage of resources and budget is among the findings of this study as challenge for Kaffa as tourist destinations. Budgets and resources allocated to boost tourism sector in the destination by local government and stakeholders were limited. Not utilizing the advantage of federal government's tourism sector prioritization, not allocating enough budget and resources for improving tourism by local or zonal government and stakeholders is challenging to develop tourism in Kaffa.

4. Poor promotion and limited awareness of destination globally: The result of this study further indicated that poor promotion and limited awareness of destination globally become other challenge for Kaffa as tourist destination. Due to low level of promotion performance and effort by local government and stakeholders, the awareness of the destination or Kaffa is limited globally.

5. Poor collaboration among government, stakeholders and global offices: The weak collaboration between local government, stakeholders and global offices become challenge for enhancing tourism in the heavenly destinations of Kaffa. As revealed in this study, the collaboration among local government, tour and travel agencies, promotion companies, regional and federal governments, destination marketing organizations, educational and research institutions, different tourism sector stakeholders and global offices become challenging and weak.

6. Shortage of trained man power and poor usage of technology for tourism: Among identified challenges of Kaffa as tourist destination, lack of trained man power and poor usage of different technologies in tourism business are further findings. This naturally gifted destination lacks enough educated manpower for planning, marketing, promoting and utilizing tourism business. Furthermore, poor utilization of different technologies for promoting destinations' tourism resources, strengthening stakeholder cooperation, sales and booking of hospitality products, booking of accommodation and transportation are among challenges of Kaffa as tourist destination.

7. Poor performance of Destination Marketing Organizations: As a matter of this study's finding, Poor performance of Destination Marketing Organizations is identified as challenge for Kaffa as tourist destination. As responsible quasi-governmental agency, Destination Marketing Organizations did not perform well in promoting and marketing the destination as well as formulating and implementing tourism policies and strategies.

8. Weak organizational structure of tourism office in Kaffa: Although organized and strong organizational structure plays a great role for the growth of tourism, weak and inaccessible organizational structure of Kaffa zone tourism office is challenge for Kaffa as tourist destination as identified in the finding. The organizational structure of Kaffa zone tourism office is not clear, inaccessible to tourists, lacks cooperation with national and regional tour operators, lacks clear flow of information for visitors and lack of represented professionals in different destinations make challenge for Kaffa as tourist destination.

9. Seasonality nature of tourism business: The findings of this study indicated that seasonality nature of tourism business is another key challenge for Kaffa as tourist destination. The seasonality nature of tourism challenges the destination in a way the flow of tourists is not expected throughout the year because visitors arrange their tour depending on comfortable seasons in a specific destination as well as the heavy rainy seasons in the destinations of Kaffa may not be easily accessible to visitors.

10. Country image: the data from tourists clearly revealed that the image of Ethiopia as African country become challenge for Kaffa as tourist destination. Even though Ethiopia is considered as incredible African country as origin of mankind, birth place of coffee, the only uncolonized African country and the founding member of UN, the worst history of famine, civil war and wrong image given to Africans are still seriously challenging the image of the country.

11. Deforestation and hunting: The expansion of dense forests deforestation and hunting the wild animals are identified as serious challenges for Kaffa as tourist destinations. The naturally gifted flora and fauna or unique and varieties of plant species as dense forests as well as variety and endemic animal species are main tourism resources of Kaffa. These naturally gifted tourism resources of Kaffa like forests are in danger of deforestation by the name of investment, migrant resettlement, forest products

like timber and charcoal as well as wild animals are in danger of hunting for food and illegal animal products selling.

12. Acculturation and loss of unique cultures: Another unique tourism resource of Kaffa, Culture is in danger of acculturation and loss of culture as depicted in the finding. Acculturation by dominant ethnic groups and western culture as well as loss of the destinations' unique cultures like religion, wearing, feeding, weeping, wedding, working etc are identified as serious challenges for Kaffa as ideal tourist destination.

13. Economic exclusion : The results of this study further indicated that the economic exclusion of the destination is among key challenges for Kaffa as tourist destination. The systematic economic exclusion and exploitation of naturally gifted resources of Kaffa by different political administration for a long period of time resulted to unimproved economy of the destination. Systematically excluding Kaffa from Economy and misusing the resources of Kaffa make the destination to lack different general infrastructures, tourist infrastructures, Airport, huge hospitality businesses, tourism technologies etc vital for the improvement of tourism in Kaffa.

4.5.SWOT Analysis

Table5: SWOT analysis of Kaffa as tourist destination

Strengths	Weaknesses
<ul style="list-style-type: none"> • Kaffa is safe and secure place to travel • Value for money in destination experience and accommodation • Safety and security of visitors in Kaffa • Traditional & modern food service quality and access in Kaffa • Financial institutions, postal service and telecommunication access • Medical and health facilities availability • Hospitability of residents towards tourists • Fit between destination products and tourist preference • Conducive Investment environment • The local people in Kaffa are friendly and hospitable 	<ul style="list-style-type: none"> • Kaffa generally lacks enough and good quality roads, highways, public and private transport facilities • Kaffa lacks variety of quality hotels and other accommodation establishments • Tour operators and travel agencies in Kaffa fails to deliver pleasing services • Tourist infrastructure is not fairly established in Kaffa • There is no fairly established tourist information, Entry and exit facilitation in Kaffa • Limited resource and budget for tourism in Kaffa • Tourist sites in Kaffa are not well promoted • Poor collaboration between government and stakeholders • Poor usage and adaptability of technology for tourism • Failure in sharing the authentic stories of consumers, influencers, advocates and celebrities • Poor performance of Destination marketing organizations • Poor collaboration between government and global offices • Lack of educated manpower in tourism sector • Unadvanced general infrastructure • Government readiness and prioritization of tourism in the destination is low • Weak organizational structure of Kaffa zone tourism office for tourists' access

Opportunities	Threats
<ul style="list-style-type: none"> • Pleasing temperature and weather condition of Kaffa for tourism • Water resources of Kaffa for recreation • Well protected areas and national parks • Unique and diversified flora and fauna • Unique coffee resources in Kaffa • Excellent paleontological and archaeological collections • Unique and rich cultural heritages of Kaffa • Caves, mountains and wealth of attractions • Unspoiled natural scenic beauty of Kaffa • An astonishing history and culture of Kaffa • The unique museums and handicrafts in Kaffa • Unique cultural food and drink in Kaffa • Unique Music, wedding and weeping ceremony in Kaffa • Eye-catching Landscape and scenery of Kaffa • Promising policy and strategies at national level for tourism sector 	<ul style="list-style-type: none"> • Seasonality nature of tourism industry • Ethiopia as a country has no good country image • Limited awareness of the destination at national and international level • Deforestation of dense forests and eye-catching huge trees for investment • Culture of hunting endemic wild animals • Acculturation and loss of some unique cultures • Absence of Airport which is in good condition • Economic exclusion

Source: Researchers' findings (2019)

5. CONCLUSION

The roles of tourism in economic development, political development, social development, job creation, cultural exchange, international relation and destinations promotion at national and international level are undeniable. Ethiopia as cradle of humankind, the birth place of coffee, the only uncolonized African country and the founding member of UN is endowed with many amazing tourism resources. The tourism industry in Ethiopia is tremendously growing by getting special priority but such attention is not given for the destinations with breath-taking natural beauty and birth place of coffee like Kaffa. Therefore, this study attempted to explore, assess and analyse the promises and challenges of Kaffa as tourist destination in accordance with SWOT analysis.

Based on the findings of this study, the researchers concluded that there are encouraging and golden strengths (internal environments) and opportunities (external environments) as promises for Kaffa as tourist destination. Furthermore, there are unpromising and challenging weaknesses (internal environments) and threats (external environments) as challenges for Kaffa as tourist destination.

Accordingly, the safety and security of visitors in Kaffa, traditional and modern quality food services, financial institutions access, telecommunication access, medical and health facilities, hospitality of residents to tourists, conducive investment environment, fit between destination product and tourist preference are among the strengths (promises) of Kaffa as tourist destination. Moreover, pleasing temperature and weather condition of Kaffa, breath-taking nature-based tourism resources (flora, fauna, water resources, landscapes), colourful cultural attractions, incredible coffee tourism resources, astonishing history, promising national tourism policy, heavenly biosphere reserve unique museums and unspoiled natural scenic beauty are among the opportunities (promises) of Kaffa as tourist destination.

The weaknesses (challenges) of Kaffa as tourist destination are lack of enough and quality general infrastructures, unadvanced tourist infrastructures, poor performance of tour operators and travel agencies, limited resources and budget for tourism, poor collaboration among government and

stakeholders lack of trained manpower and poor usage of technology in tourism, weak organizational structure, poor performance of destination marketing organizations and failure in sharing authentic stories of visitors and celebrities. Additionally, seasonality of tourism industry, limited awareness of destination at national and international level, country image, economic exclusion, acculturation and loss of unique cultures, deforestation and culture of hunting wild animals are threats (challenges) of Kaffa as tourist destination.

To improve tourism development in Kaffa and to make Kaffa sustained tourist destination, sustaining the strengths, utilizing the opportunities, improving the weaknesses, proactively tackling the threats and paying special attention to heavenly destinations of Kaffa are expected from government and all stakeholders. Government (district, zonal, regional and federal), Destination Marketing Organizations (DMO), hospitality organizations, investors, NGO, education and research institutions, promoters, tour and travel agencies should work together to utilize the promise and to tackle challenges of Kaffa as tourist destination.

More specifically, economic inclusion, conserving unique cultures, increasing destinations' awareness to global society, improving general infrastructures, advancing tourist infrastructures, utilizing breathtaking and attention grabbing tourism resources, strengthening cooperation among all stakeholders, increasing the capacity of tourism sector manpower, increasing resources and budget for tourism, applying technology in tourism and prioritizing the destination for tourism business are highly recommended for government and all stakeholders to make Kaffa heavenly tourist destination.

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