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**SERVICE DELIVERY AND PUBLIC-PRIVATE PARTNERSHIP IN ADDIS ABABA
EXHIBITION CENTER AND MARKET DEVELOPMENT ENTERPRISE: PROSPECTS
AND CHALLENGES**

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Abstract

Public Private Partnership (PPP) is a public instruments in which the private sector participates in the provision of infrastructure and services. It involves a contract for a private entity to deliver public infrastructure-based services. This study was conducted in Addis Ababa exhibition Center and Market Development Enterprise with the major aim of assessing the challenges and prospects of implementing of PPP in the study area. This study employed cross-sectional research design based on descriptive survey that involved collecting, analyzing, interpreting quantitative and qualitative data while conducting the study at a point. In the study, quantitative and qualitative data types were employed. A total of 30 participants were selected through probability and non-probability sampling technique, and 5 officials were interviewed using an in-depth interview tool. In addition to this, surveys of 25 of questionnaire were collected from Addis Ababa exhibition Center and Market development Enterprise organizers. Data were analyzed using quantitative and qualitative data analysis techniques. The result of the study indicated that status of the infrastructure of the exhibition center and market enterprise is low.

Keywords: Public Sector, Private Sector, Public Private Partnership, Service Delivery, Addis Ababa Exhibition Center and Market Development Enterprise

1. Introduction

It would appear that the past history was dominated by the large dependent of the public service delivery or infrastructure expansion and the mistrust of the private

sector by both the government and the people to provide these services. The private sector was primarily preoccupied with customer satisfaction; return on investment; and risk/reward evaluation. On the other hand, the public sector is traditionally worried

about public service delivery (Sedisa, 2008). But the traditional thinking as the government the sole provider of services/ infrastructure and the private sector as profit maximize was very challenging as the demand for the public service increase and budget constraint hits the government. Nisar (2007) stated that currently, collaboration among the public sector and private sectors to form partnership on different projects has been broadly acceptable and will continue to grow, especially in the countries where the privatization process has been actively carried out. The involvement of the private sector in the supply of infrastructure is one option that needs apprehension especially in the form of partnership with the government.

Although PPPs have been hurriedly increasing in several countries in Europe, Asia, Latin America and parts of Africa, its performance in Ethiopia has so far been limited as ‘divestiture and privatization’ seem to have controlled most of the private sector interventions formed by the government through the market-based approach uttered in the plan for Accelerated and Sustainable Development to End poverty (PASDEP) and the Growth Transformation plan (Asubonteng, 2011).

Addis Ababa Chamber of Commerce and Sectoral Association (AACCSA) started administering the government-owned Exhibition Center and Market Development Enterprise since November 10, 2005 by signing rental contractual agreement with the Addis Ababa City Administration. The agreement gave birth to a unique PPP for mutually valuable developmental projects through the provision of standardized services to customers. Established on the basis of a cost and profit sharing arrangement, the exhibition center market development enterprise gives services to local and foreign exhibition and trade fair organizers in addition to providing services during meetings, graduation, weddings, musical festivals, etc (AACCSA, 2015).

According to Head of Addis Ababa Trade Bureau, trade expansion is the first reason for PPP in Addis Ababa Exhibition Center and Market Development Enterprise. Before the agreement of the city administration with the Addis –Ababa Chamber of Commerce and Sectoral Association to manage the Addis Ababa exhibition center and market development enterprise by the Chamber, the capacity of the exhibition was not too much. But after the exhibition center was started to be managed by the chamber under PPP, trade

was highly expanded and promoted. This change in the capacity of the exhibition center in trade expansion shows the role of the PPP model. PPP is promoting free market and developing the capacity of the exhibition center to be one source of revenue for Addis Ababa city administration. In addition to this, private sectors have better management capacity than public sectors. Particularly, Addis Ababa chamber is leading the exhibition center better than that of the previous management system by the city administration. Hence, to achieve better management, partnership with the chamber is important.

2. System Theory and Public –Private Partnership in Service Delivery

Theories are important to examine the status of public –private partnership. System theory has paramount importance to understand partnership; because systems theory is an inter-disciplinary, integrating the sciences and establishing useful conceptual models for holistic, multi-level thinking. It analyses systems from three different viewpoints, these are: System relations, to determine the nature of relationship between various components of a system; System effectiveness, to judge how satisfactory are relationships among various components of a

system for the whole system to survive or make optimum use of resources; and System dynamics, to investigate what forces a system to change and the direction in which the change occurs (Ahmed &Ali, 2003).

A systems approach treats all inquiry as an investigation of “wholes”. It defines systems as a complex of interacting components together with the relationships among them that permit the identification of a boundary-maintaining entity or process. The details of partnership agreements between public and private partnerships are meant to specify the system, the whole, thereby enabling us to have the greater picture to look into. As Bertalanffy cited in Ahmed & Ali, (2004) another merit of system theory to analyze public private partnership is its suggestion of system-actor interaction. It suggests that for the PPP to sustain itself as a system there must be a clear role demarcation and defined relationship between different actors in the public private partnership.

The rationale for this study is that although PPP is very important for infrastructure expansion in time of budget deficit/scarcity, as to the knowledge of the researcher there is no research done in the study area which investigates the prospects and challenges of

PPP in the study area. Therefore, the research aimed at developing practical implications for policy makers and practitioners, who are engaged in assessing possibilities of PPPs, managing PPPs, monitoring PPPs as well as evaluating the status of PPPs in Addis Ababa Exhibition Center and Market Development Enterprise.

3. Objectives and Methods

The objective of the study is to investigate PPP in Addis Ababa exhibition Center and Market Development Enterprise by comparing the service delivery before and after PPP intervention, and examining the challenges and prospects of implementing of PPP in the study area. **(Refer Fig.1)** This study employed cross-sectional research design based on descriptive survey to obtain information from the group of participants at a single point in time without any attempt to follow-up over time. Both quantitative and qualitative data type and primary and secondary data source were used. The researcher gave due emphasis to systematic policy document reviews and the works of other researchers to test the reliability and validity of the result. This research was completed using primary and secondary data sources.

4. Sampling Technique and Data

Analysis

The target population of the study was exhibition organizers of Addis Ababa Exhibition Center and Market Development Enterprise. Probability and non-probability sampling method, and census as well as purposive sampling were used. **(Refer Table 1)** Apart from this, the researcher did not take the exhibitors as respondents because there were no continuous users of the service so they do not know whether the service provision is better in PPP or in the public alone. **(Refer Table 2)** In relation to data collection instruments, both survey and key informant interview were used. The researcher prepared semi structured interview guidelines to the principal of Addis Ababa city administration, director of Addis Ababa Chamber of Commerce and Sectoral Association, head of Addis Ababa trade bureau, law expert of Addis Ababa trade bureau as well as manager of Addis Ababa Exhibition Center and Market Development Enterprise. Data obtained from interviews aided to get information not handled by the questionnaires and to support it.

Once data were collected using survey questionnaire, the quantitative data was analyzed using Statistical Package for Social

Sciences (SPSS) version 20. The researcher used different methods of data analysis in order to make the study more reliable and valid. Descriptive Statistics was used to see challenges and prospects of this PPP. Paired-sample T- Test was used to see if there is a statistically significant difference between the mean values before and after PPP involvement. The data obtained from key informant interview was also analyzed using qualitative analysis specifically thematic analysis.

5. Results and Discussion

The findings from the survey result and interview for the quality of the service delivery show that, the service provision under the ownership of the city administration and management of Addis Ababa Chamber of Commerce and Sectoral Association is better and reliable than that of the past. **(Refer Chart 1)** Most of the exhibition organizers agreed that quality of the service delivery in the current partnership is better than that of the past. To cross check this, the researcher asked Addis Ababa trade bureau head and Addis Ababa Chamber of Commerce and Sectoral Association Deputy Secretary General about

the quality of the service delivery and they replied as follows.

According to Addis Ababa trade bureau law expert, the service delivery is consistently improving its service provision to its customers. In addition to this, Addis Ababa Chamber of and sectoral Association Commerce Deputy Secretary General stated that the service provision in this partnership is reliable that is why the number of exhibition organizers is increasing from time to time.

Hence, public sectors in which service delay and unneeded bureaucracy is common, private sectors are known by better management as they are profit makers. Therefore, the decision of the city administration to use this model is a right decision as the exhibition organizers are happy with the current system on its quality of the service delivery. Having better regulating mechanism on the management system can also strengthen the quality of the service delivery.

5.1 Complaints in Addis Ababa Exhibition Center and Market Development Enterprise and the Rate of Response

Here, the findings of the survey result show that exhibition organizers continuously raise complaints on the infrastructure of the exhibition center due to low status of the exhibition hall, the absence of fast food for visitors, and the low status of the equipments of the center. The results from the key informant interview confirmed that there are complaints raised from the exhibition organizers on the status of the exhibition center but due to budget deficit the problem is still not completely solved. **(Refer Table 3)**

As you can see in table one above, 56% of the respondents raise a complaint on the current service delivery system and the reason for their complaint was the materials of the exhibition center are not discounted and valued customers who pay entrance fee go back without buying anything as it is too expensive/not affordable, the absence of fast food for visitors, very low sanitation of the hall, still now no clean toilet, very few ventilators, few chairs and tables, lack of waste management, too old partition and lighting problems. As to the rate of response, 42.85% of the respondents replied very delayed, 14.29% of the respondents responded very quick and quick (see table one).

According to the interview with the head of the Addis Ababa trade bureau, complaints are repeatedly raised by the exhibition organizers but the response is low due to lack of budget. Addis Ababa Chamber of Commerce and Sectoral Association Deputy Secretary General accepted the existence of these problems and the chamber and the city administration are working to solve the problem.

Hence, one reason for PPP in service sectors is to reduce complaints by improving the service delivery. To separately analyze this particular PPP model, exhibition organizers are continuously rising complaints on the infrastructural gap of the exhibition center and the rate of response for their complaints is low. Though exhibition organizers argued that the quality of the service delivery is in a good mood as compared to the previous (before PPP model) as you can see from the table 1, the center is not furnished and equipped enough to serve its customers. Tables, chairs, partitions, toilet, and ventilator are very important but not fully provided. This can possibly reduce the trust of exhibition organizers and customers on the current PPP model, and in contrast to this, solving these problems can improve the quality and revenue of the exhibition center.

5.2 Evaluation of Service Delivery before and after the Public-Private Partnership in Addis Ababa Exhibition Center and Market Development Enterprise

The city administration had encountered serious challenges to improve the overall status of Addis Ababa Exhibition Center and Market Development Enterprise to provide better quality of service to citizens and enhance revenue to the city administration. To avoid if not reduce this challenge, partnership with Addis Ababa Chamber of Commerce and Sectoral Association was considered as better alternative which is expected to improve the overall status of the Exhibition center. Based on this, Addis Ababa Chamber of Commerce and Sectoral Association was taken this responsibility in November 10, 2005 up on the decision of the Addis Ababa city council by signing rental contractual agreement with the Trade and Investment Bureau for 10 years. The agreement gave birth to a unique PPP for mutually valuable developmental Projects through the provision of standardized services (AACCSA, 2014).

To compare and see the service delivery before and after PPP model in the Exhibition

center and see if these challenges are solved, the researcher asked exhibition organizers to evaluate the overall service delivery of the current in comparison to the past using paired sample t-test. The researcher used criteria such as accountability of customer service officers, accessibility to organize trade fair, simplicity of the system, responsiveness of customer service officers, affordability of bidding for trade fair, conveniences for trade fair and customer service as a means of evaluation using paired t-test. **(Refer Table 4)** The result show that at 95% confidence level the P- value for this model is 0.00 (see table 2). This value is less than 0.05. Because of this, the researcher concluded that there is a statistically significant difference between the current service delivery (after PPP model intervention) and the past (before PPP model intervention). Since the paired sample statistics box revealed that the mean number of the service delivery of the current is greater than the mean value of the past. So, the current service delivery is good. In addition to this, the data is reliable as Cranach's Alpha is 0.73. To triangulate the quantitative data stated above with the qualitative data, the researcher interviewed Head of Addis Ababa Trade Bureau and Addis Ababa Trade Bureau Law expert, Addis Ababa Chamber of Commerce and Sectoral Association

Deputy Secretary General and the Exhibition center general manager. According to the Addis Ababa Chamber of Commerce and Sectoral Association Deputy Secretary General, the exhibition center is better in the current PPP model in terms of efficiency and effectiveness of time and cost to the customers, revenue to the partners, customers' satisfaction, improvement of the service delivery, and employment opportunities. Head of Addis Ababa Trade Bureau stated that in terms of promoting trade and revenue to the city administration, the center is improved. In addition to this, exhibition center general manager confirmed that the current system increases the number of trade fair organizers.

Hence, the ultimate objective of the exhibition center is promoting trade, enhancing the income of the city administration and the chamber, and satisfying the exhibition organizers and exhibitors. Though there are certain problems on the internal infrastructure of the exhibition center, the service delivery is better than that of the past. Therefore, the decision of the city council for PPP is good as the status of the exhibition center is in a good position.

5.3 Prospects of Public-Private Partnership in Addis Ababa Exhibition Center and Market Development Enterprise

The findings here show that accessibility, simplicity, affordability, convenience, transparency and accountability of customer service officers, efficiency and effectiveness are the prospects of PPP on the Addis Ababa Exhibition Center and Market development Enterprise. **(Refer Chart 2)**

Chart 2 shows the response level of exhibition organizers in relation to the above prospects. With regard to current service delivery, 76% of respondents felt under agree and strongly agree on accountability (see chart 2). Thus, most of respondents were satisfied with the level of accountability exhibited in this new system. This was due to the fact that Addis Ababa Chamber of Commerce and Sectoral Association only facilitates the management system and if anything rose beyond that they let the users refer to Addis Ababa city administration.

Accessibility can be seen as the ability of getting time and space to organize an exhibition in Addis Ababa exhibition Center and Market Development Enterprise. So 56% and 36% of the respondents strongly agree and agree that they access to organize an

exhibition respectively, whereas 4% of the respondents strongly disagree on the accessibility of the center (see chart 2). This shows that the management of the exhibition center by the Addis Ababa Chamber of Commerce and Sectoral Association helps exhibition organizers to access of time and space to organize trade fair.

With regard to simplicity, it refers to easiness and uncomplicated way of doing things. Thus, 80% of the respondents felt that the current service delivery is simple than that of the past (see chart 2). One necessary precondition under PPP model is making things easy to customers. Most of the time services provided by public sector are complicated having a lot of ups and downs to be served. Unnecessary bureaucracy delays the service provision. Therefore, the result shows that the PPP model eases the service delivery.

In this context, responsiveness can be measured in terms of the responding capacity of partners to exhibition organizers question. In relation to responsiveness, 84% of respondents felt under partially agree, disagree and strongly disagree on the responsiveness level of the service delivery (see chart 2). Therefore, most of the respondents felt that the responsiveness level

of the center is at its lowest level and hint the partners for further clarification.

Regarding the affordability of bid to organize an exhibition, 48% of respondents partially agree that the bid to organize an exhibition is affordable, 24% agree that it fairly affordable and the remaining 12% felt that it is unaffordable as they are strongly disagreed (see chart 2). In this context, affordability can be measured in terms of pricing of bid to organize an exhibition. Thus, majority felt it is affordable. But some expressed their opinion that the price of bid to organize an exhibition is expensive.

As to the convenience level of the current service delivery, 72% of the respondents agree and strongly agree that the current service provision creates convenience. This shows that comparing to the previous service provision, the current service provision under PPP model is better (see chart 2).

To cross check the above result the researcher conducted an interview with Addis Ababa Chamber of Commerce and Sectoral Association Deputy Secretary General, Head of Addis Ababa Trade Bureau and Law expert and the exhibition center general manager. Addis Ababa Chamber of Commerce and Sectoral Association Deputy

Secretary General clarified that PPP has its own opportunities to customers, to city administration, and to Addis Ababa Chamber of Commerce and Sectoral Association. Friendly treatment as a valued customer, accountability and transparency of customer service officers, creating convenience and accessibility to organize an exhibition are the prospects to the customers. This PPP model reduces the duty of the city administration because to only regulating function. It enhances the benefit of the city administration as efficiency and effectiveness is achieved via the private participation in management than the public sector.

From the chamber's perspective, PPP develops capacity and expertise of the chamber, revenue stream secures for long time and recognition by the city government. The exhibition center general manager strengthens the above idea and stated that the current PPP model reduces service delays and makes the service delivery comfortable to exhibition organizers.

According to the interview with both the Head of Addis Ababa Trade Bureau and Law expert, both agreed that the main prospects attained by the PPP model under this sector are promoting trade, outsourcing routine

activities to the private sector, increasing revenue to the city administration, increasing efficiency and effectiveness of service delivery, and securing quality service.

Therefore, with some problems, those prospects are at the right path. Addis Ababa Exhibition Center and Market Development Enterprise is organizing different trade fairs. The number of exhibition organizers is increasing from time to time. This shows that the organizers are beneficial from the trade fair. The revenues of both Addis Ababa city administration and Addis Ababa Chamber of Commerce and Sectoral Association are increasing due to the accessibility and simplicity of the system to the customers. Hence, by improving the overall infrastructure of the exhibition center and fulfilling the needed furniture and other equipments, the benefit of the exhibition to the chamber, city administration, exhibition organizers and final users will increase.

5.4 Challenges Encountered in the Public-Private Partnership of Addis Ababa Exhibition Center and Market Development Enterprise

Results of the survey shows that lack of on time response for complaints raised by the exhibition organizers is the main challenge.

The results from the key informant interview demonstrate that low level status of the exhibition center's infrastructure, narrowness of the exhibition center hall, lack of legal framework, and inadequate investment planning are the challenges encountering the overall achievement of the exhibition center's objective. **(Refer Chart 3)**

Chart 3 shows the response level of citizens in relation to the challenges encountered while they organize trade fair in Addis Ababa Exhibition Center and Market Development Enterprise. As it can be seen from the chart, the percentage shows that increase of tariff, loss of transparency and accountability, and conflict between the partners are not major challenges of service provision under the PPP model whereas lack of on time response for complaints raised by the exhibition organizers is among the challenges encountering them.

To triangulate the above response, the researcher conducted an interview to the Head of Addis Ababa Trade Bureau and Addis Ababa Trade Bureau Law expert, Addis Ababa Chamber of Commerce and Sectoral Association Deputy Secretary General and the Exhibition center general manager and their responses are stated as follows.

The Head of Addis Ababa Trade Bureau explained that though there are improvements as compared to the past, the overall infrastructure of the exhibition center is still now at its lowest level but the city administration and the chamber have not enough budgets to improve it. Addis Ababa Trade Bureau Law expert added that the existing area and hall is not enough. Besides, lack of modern toilet is challenging the proper service provision in the exhibition center. The Deputy Secretary General of Addis Ababa Chamber of Commerce and Sectoral Association confirmed that lack of policy and legal framework, inaccurate investment planning, space limitation in the exhibition center venue is affecting the return/profit from the business and increased cost of leasing exhibition organizers are challenging the fast development of the exhibition center. After the transfer of management of the center to Addis Ababa Chamber of Commerce and Sectoral Association, the number of companies interested to organize trade fair has been increasing. This in return sky rocketed the lease price since it is done through competitive bidding. As a result, the burden has been transferring to the end users/exhibitors. This shows that, the low level of infrastructure

fulfillment is negatively affecting the status of the PPP model in the exhibition center.

To conclude, one factor for the establishment of PPP model is to cover the infrastructural gap using the private sector's fund. If the private sectors have no enough budgets to cover it, partnership of the public sector with any private sector for narrowing the infrastructural gap could not be achieved. According to the interview result above, the chamber and the city administration have no budget to improve the infrastructure of the exhibition center. The PPP model is not the right model for the exhibition center as management contract is the least PPP model in terms of covering infrastructural gap. For example, following Build Own Operate and Transfer is better than management contract because this model is better particularly for a government having infrastructure financing gap. Therefore, this can meet the need of the exhibition center.

6. Conclusion

Enhancing private participation in the provision of public goods and increasing efficiency and effectiveness service standards is one major driving force behind the undertaking of PPP projects.

The study illustrated the status of PPP by concentrating suitability of the existing environment of Ethiopia for PPP, the conditions of service provision before and after the PPP intervention, the drivers for the success of PPP and existing challenges and prospects of the sectors currently running activities of service delivery in the study area. The commitment of the government to use PPP as one means of providing public goods, the acceptance of PPP by the policy and plan of the country as one means of achieving its targets, the geographic advantage and protection of private property are among the enabling environments existed and are the prospects that facilitate PPP to get involved in the country; nevertheless, lack of specifically promulgated PPP framework, the overburdened and poorly staffed PPP technical units, and the unsoundness of the financial sectors are among the contributing factors for the low status of PPP in the country. The partnership of the actors in the service delivery in Addis Ababa Exhibition Center and Market Development Enterprise has positive impact on the quality of service provision in the area. Currently, Addis Ababa city administration decentralized its workload for the private sector of Addis Ababa Chamber of Commerce and Sectoral Association. All actors in the sectors have

defined roles and responsibilities and all are participating in line with their defined roles. The good staff treatment, accountability, accessibility, and simplicity are among the contributing factors for the effective and efficient service deliveries in Addis Ababa Exhibition Center and Market Development Enterprise. However, the low status of the infrastructure of the exhibition center encounters the proper achievement of its objectives.

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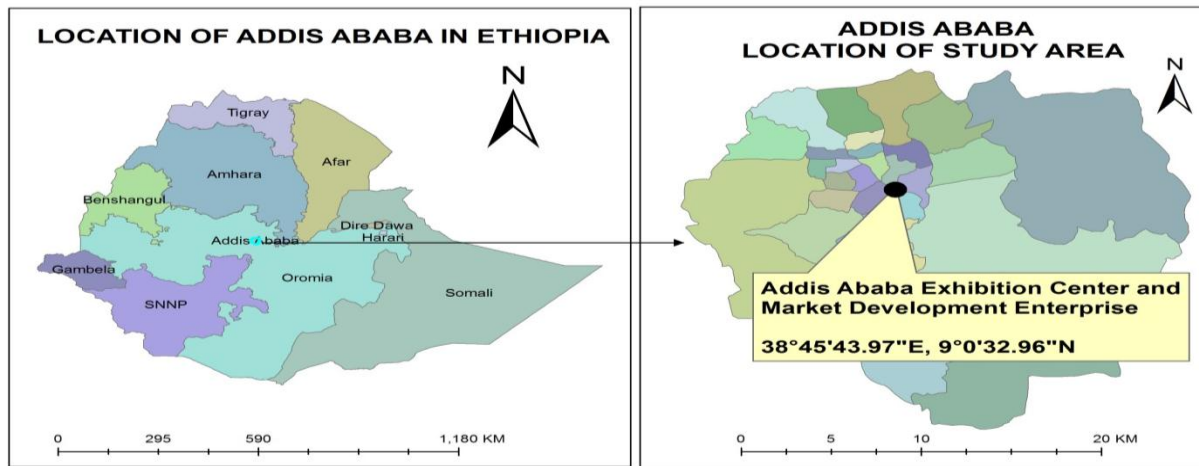
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Figure 1



Source: location of study area map computed based on Ethio GIS database

LIST OF TABLES:

Table 1 sampling technique

Name of business	Total Exhibition organizers	Sample	Sample size determination system
Addis Ababa Exhibition Center and Market development Enterprise	25	25	All the population is part of the study because their number is manageable
Total	25	25	

Source: the researcher's own design

Table 2 List of individuals for interview

Name of Business	Office of the key informants	Sample Size	Position
Addis Ababa Exhibition Center & Market Development Enterprise (AAECMDE)	Addis Ababa city administration	1	Principal
	AACCSA	1	Director
	AA trade bureau	2	Head
	AAECMDE	1	Law expert Manager
	Total	5	

Table 3 Complaints in Addis Ababa Exhibition Center and Market Development Enterprise and the rate of response

Complaints in the current service delivery			Rate of response for complaints		
Item	Frequency	Percent	Item	Frequency	Percent
Yes	14	56%	Very quick	2	14.29%
			Quick	2	14.29%
No	11	44%	Medium	1	7.14%
			Delayed	2	14.29%
Total	25	100%	Very delayed	6	42.85%
			No response	1	7.14%
			Total	14	100%

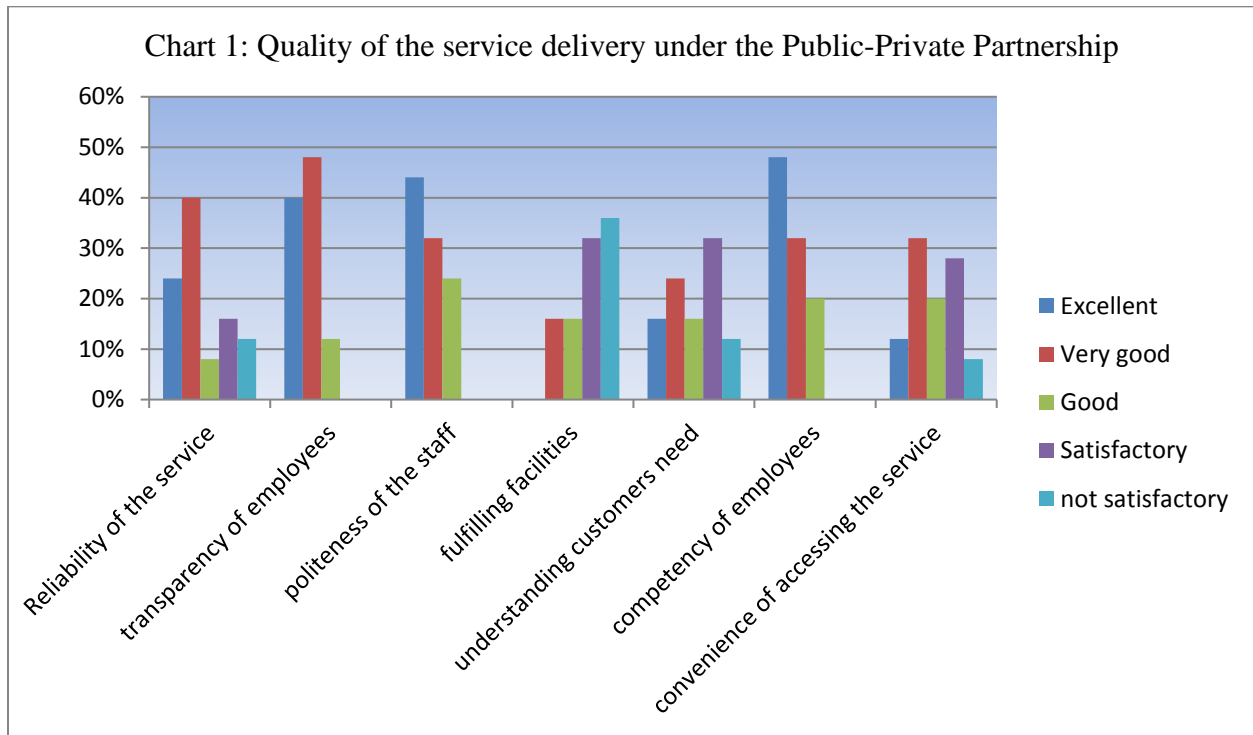
Source: survey result (2016)

Table 4 Paired sample T-Test result

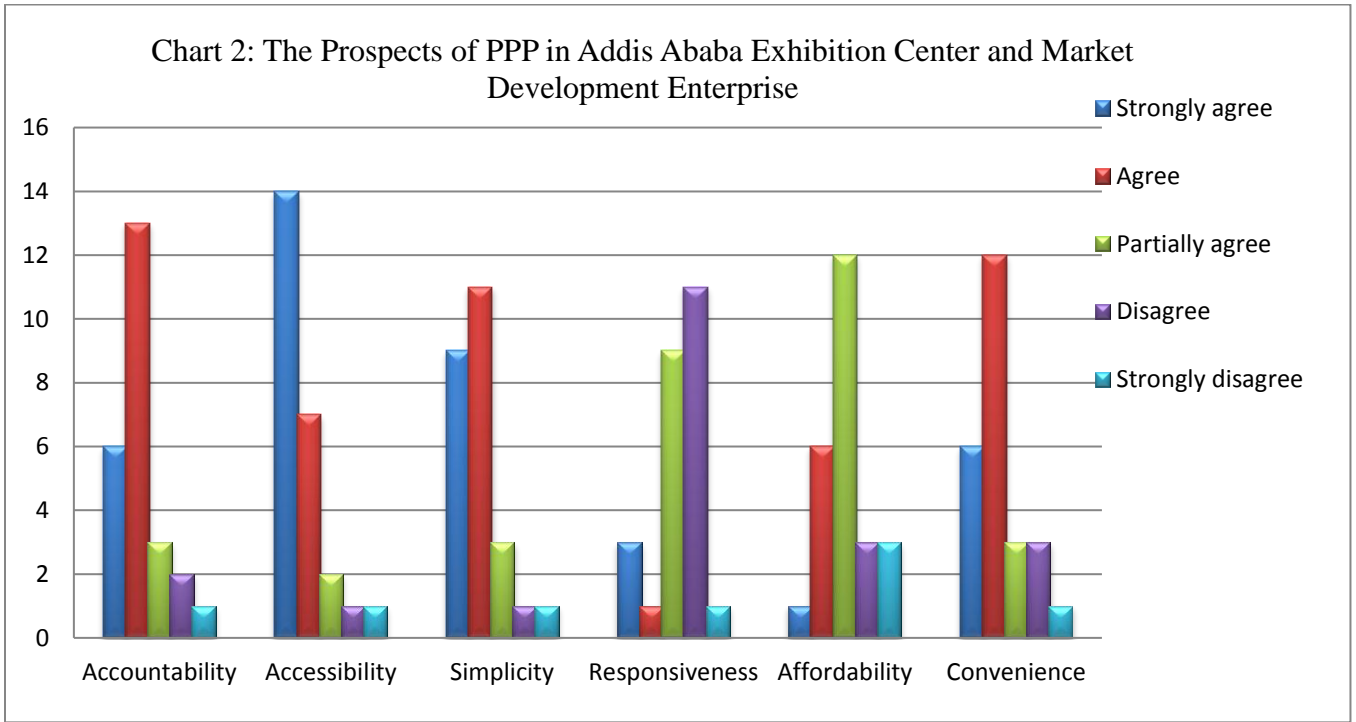
	Mean	Std. Deviation	Sig. (2-tailed)
index of the current	.7771	.14475	.000
index of the past	.2229		

Source: survey result (2016)

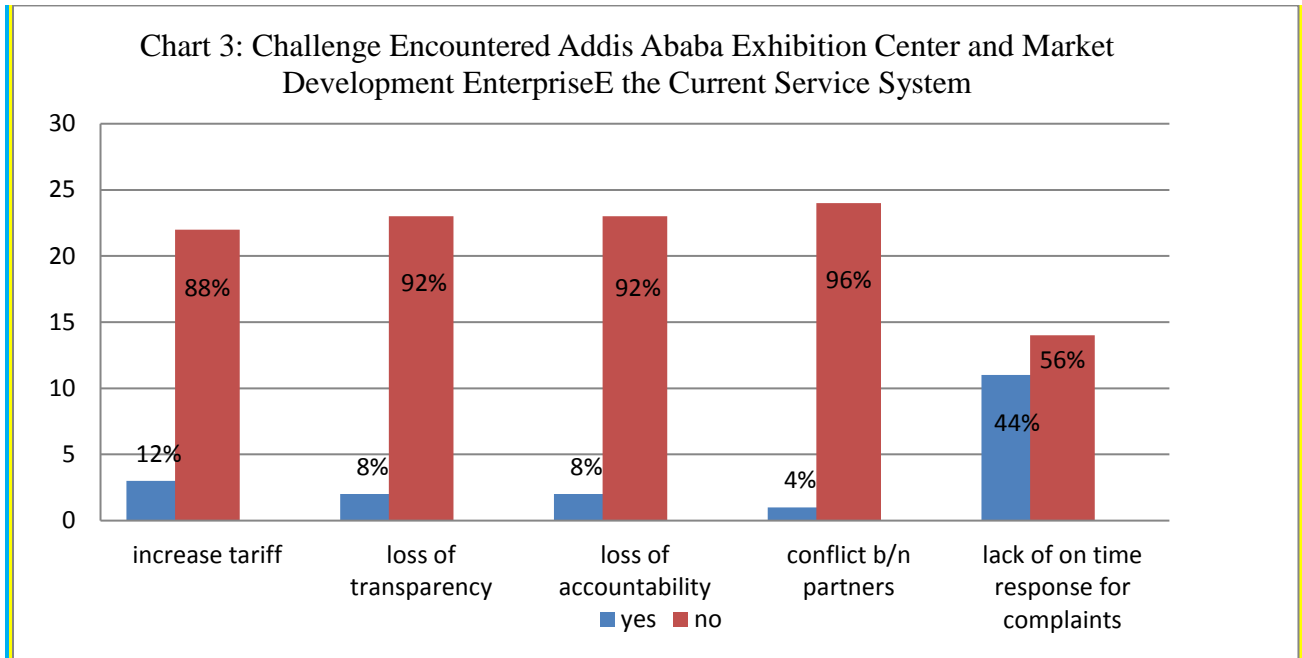
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Source: survey result (2016)



Source: survey result (2016)



Source: survey result (2016)