

FARM Africa and SOS Sahel International/ UK Participatory Forest Management Programme (PFMP)



Community Based Tourism as an Alternative Livelihood Option, in Chilimo Forest Site

**The Goal of PFMP is to ensure environmental
sustainability through Community based natural
resource management systems**

Final report

based on 2 field trips:

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Glossary & Acronyms:

- CBO:** Community Based Organisation – the most common being funeral savings schemes sometimes known as Idir.
- CBT:** Community Based Tourism, a form of tourism which is managed by communities and is for their benefit. It can include partnerships with private investors.
- CDF:** Community Development Fund, run by the community from CTE profit;
- CTCO:** Community Tourism Coordination Office.
- CTE:** Community (run) Tourism Enterprise.
- Ecotourism:** A term that is used to mean tourism that is protecting of the environment. It should also be a tourism that is in harmony with the local population, but this is often not the case.
- Dergue:** Name given to the communist regime that took power in Ethiopia following the 1974 revolution, and was finally overthrown by the EPRDF (Ethiopian People’s Revolutionary Democratic Front) forces in 1991.
- FMG:** Forest Management Group (sometimes referred to as Forest Users Group).
- NGO:** Non Governmental Organisation, registered as an Association in Ethiopian Law.
- P.A.** Peasant Association or Kebele – the lowest level of government, below Woreda level.
- Woreda:** Local administrative district, with various government departments.

Organisations acronyms:

- CPP:** Centre for Peace and Prosperity, a local NGO.
- EFCOT:** Ethiopian Forum for Community Tourism, working name for a group supporting the development of CBT, in the process of becoming registered.
- EWCP:** Ethiopian Wolf Conservation Programme, NGO working across Ethiopia where populations of Ethiopian Wolves exist to seek their conservation.
- EWNHS:** Ethiopian Wildlife and Natural History Society, a local NGO involved in conservation.
- FARM Africa:** British NGO working on Natural Resource Management in Ethiopia
- GTZ:** German Government Development Organisation
- SC-UK** Save the Children – UK, British NGO working for the benefit of Children
- SOS Sahel:** British NGO (currently becoming a local NGO)
- TESFA:** Tourism in Ethiopia for Sustainable Future Alternatives, a local NGO under registration process, working with local communities in the field to develop their capacity and infrastructure to host tourists.

Project Acronyms:

- PFMP:** Participatory Forest Management Programme (FARM Africa and SOS Sahel)
- MDP:** Meket Development Programme –Now ended (SOS Sahel in North Wollo)
- IFMP:** Integrated Forest Management Programme (GTZ Adaba Dodola, Bale)

1. Background:

1.1 Chilimo:

Chilimo Forest is a large remnant of indigenous forest to the west of Addis in West Shoa Zone of Oromiya Region. The Woreda town on the edge of which the forest lies is Ginche, Dendi Woreda (Dandii in Oromifa). Ginche is a mere 90km from Addis, although the road is not that good.

1.2 History and deforestation:

Chilimo Forest is said to have come into being in the 19th century during the reign of the Emperor Menelik when the area was conquered. Later it was given as a present to Haile Selassie's wife for the birth of his son. From the 1920s onwards saw-mills were introduced to the area. With them came workers of a variety of ethnic backgrounds. By the beginning of the Dergue era this was seen as unsustainable use of the forest and the mills were dismantled (c.1975). However the people who came to work on them along with their families never left. In the early 1980's the official forest area was 22,000ha in size. However with the end of saw-milling the population had to begin clearing land for agriculture in order to create alternative livelihoods. It was then that the forest began to shrink fast. The official forest area had shrunk to 12,000ha by the end of the Dergue regime. As happened all over the country with state forests, with the collapse of government when the Dergue fell, the forests were open to massive cutting. Within a few years Chilimo forest was reduced to around 5,000ha.

Now it has been estimated in terms of tree coverage to be 3,780ha, although it covers an official area of 5,000ha. Thus it can be seen that destruction of the forest has continued. Project staff admit that illegal tree cutting happens in significant amounts when ever the populations living around the forest face hardship (food insecurity), as sale of wood can make easy money. Thus the forest must generate income for those in and around it in order to give them an incentive to protect their resource. Tourism is seen as a major potential for generating income from standing forest and thereby encouraging the local population to protect this resource.

1.3 FARM Africa/SOS Sahel PFMP:

The current project began in September 2002, taking over from the previous FARM Africa project: Shoa Joint Forest Management Project 1999-2001. PFMP (Participatory Forest Management Project) has worked in a collaborative way to assist the communities in and around the forest to form Forest Management Groups (FMGs)¹. There are currently 9 FMGs with two or three more to be formed. They are divided into two larger groups, one to the west of the road that dissects the forest called Galisach Chilimo, the other to the east called Gaji Tio. These groups are likely to become cooperatives representing the individual FMGs in their area, although there is some talk of making the FMGs the cooperative unit².

¹ Also know as Forest User Groups, but this does not imply the management and thus responsibility to manage the natural resources.

² The woreda offices feel that it is too much work for them to provide service to a larger number of small cooperatives, hence the two bigger groups. However the communities would prefer to manage their own small cooperatives and it would be more manageable this way for them.

Each FMG has a series of committees to manage their different activities. Foremost is the executive committee comprising of 5 persons, but there are also committees on credit and savings, forest protection, forest development, education and training, and finally on auditing.

2. Community Based Tourism (CBT):

2.1 What is CBT:

Recently a number of new alternative forms of tourism have emerged with a variety of new labels to describe them³. Too many of them have however failed to address the key issue that the host community should not only benefit but be put in a position to have a say and influence on the tourism developing in their area. Thus the term community based tourism (CBT) has come into some currency. It does not mean that it is not ecotourism (however that term is defined) but that it emphasizes the importance of giving the community not just some benefit but control of the enterprise.

It is important to affirm that in CBT care for the environment is paramount. Indeed the core aim of the work in Chilimo is to protect the indigenous forest with its full biodiversity. However it is now widely recognized that the only people that can do this are the very people who live in and around the forest (identified by FARM Africa as the primary Forest Users. In addition CBT is committed to protecting the cultural and social well-being of the host community.

An agreed (if lengthy) definition agreed at a recent workshop run by FARM Africa, organised by EFCOT⁴ is:

“Community based tourism is fulfilling, culturally sensitive sustainable tourism to help secure the economic and social well being of communities. Communities include elderly, women, youth, etc. all who participate in designing, management and benefit from and share the cost of the tourism.”

2.2 CBT in Ethiopia:

To date in Ethiopia there is no fully functioning CBT enterprise. The nearest is in the forested mountains above Adaba-Dodola (Bale) run by GTZ IFMP. However this activity faces a number of problems mainly due to issues of long term sustainability not being properly considered at the outset. The tourism activity has been totally dependant on GTZ to sustain it and GTZ are now looking for a private tourism operator to come in and take over. However it seems that they do not see enough margins in the business to take it over and run it while still supporting the community involvement.

In Ethiopia, FARM Africa pioneered the concept of alternative tourism that benefits the community with their ecotourism site at Bishangari (Lake Langan) in the 1990s. However due mainly to the illegality of NGO's making

³ Eco-Tourism, Sustainable tourism, Responsible Tourism, Cultural Tourism, Adventure Tourism, Agro-Tourism, Nature Tourism, and many more.

⁴ Workshop held on 10th & 11th April at the Ghion Hotel, Addis Ababa: “Community Based Tourism: Options for Sustainable Livelihoods”

money even if that was ploughed into development activities, the project was shut down by the Oromiya government a few years after it began. It is now reopened as a private business, marketed as a top end ecolodge⁵.

For a few years SOS Sahel was piloting a different kind of CBT model in Meket Woreda, North Wollo Zone of Amhara Region. Here the concept had been to develop simple trekking camps which fully cater (food, drinks, guides etc). One is partially built but due to funding constraints the work was stopped at then end of 2002. However SCUUK has now taken this pilot up with encouragement from the Netherlands Government (original donor of SOS Sahel in Meket). SCUUK is about to begin working with TESFA (Tourism in Ethiopia for Sustainable Future Alternatives) a local NGO set up to build communities capacity to host tourism, to take this work forward.

Other Organisations planning to develop CBT as an alternative livelihood strategy in Ethiopia (often to achieve a conservation goal) include:

- The Ethiopian Wolf Conservation Programme (EWCP) in both Bale, possibly linking to the Adaba Dodola trekking camps, and in various locations north of Addis where there is important biodiversity to protect;
- Centre for Peace and Prosperity (CPP), currently developing a CTE on the outskirts of Bahir Dar with a Kebele on the shores of the Blue Nile;
- Ethiopian Wildlife and Natural History Society (EWNHS), considering using CBT as a mechanism for conservation.

2.3 EFCOT's vision of CBT development in Ethiopia:

This has been laid out at the aforementioned EFCOT workshop and at their meetings. The idea is to create a central body: EFCOT that can look after some of the activities that are done in the private sector. If a private sector develops a lodge or product out of Addis, such as Ecolodges' Bishangari Lodge on Lake Langano and Village Ethiopia's Belen Lodge in Afar, they will most likely create an entity in Addis with an office to look after bookings, marketing and other central activities.

EFCOT is suggesting that as a formalised Association they too could look after their members' interests in just the same way. In addition EFCOT would be a mechanism for the CTEs to work together, sharing information, ideas, costs and by coming together having a louder voice in national debates on policy, in addressing operators outside Ethiopia and so forth.

EFCOT would initially represent those working with communities to assist them in developing the communities capacity and infrastructure ('Implementing Agencies'). Once these implementing agencies have successfully set up CTEs and one assumes are beginning to exit, EFCOT would be able to represent the CTEs perhaps through their CTCOs (Community Tourism Coordination Offices). Thus EFCOT will evolve from being an NGO run organisation to one representing CTEs and run by community representatives. At the same time EFCOT should move away from reliance on donor funding as percentage contributions from the growing level of tourists visiting CTEs puts money into EFCOTs coffers.

⁵ Bishangari Lodge is run by Ecolodges PLC and charges approx \$100USD per night per person.

In the long term, it is possible to envisage a number of CTE clusters around Ethiopia in the various regions all with their CTCOs and all as members of EFCOT. Ethiopia by this stage will be on the global map as a unique trekking and cultural tourism destination – with diverse landscapes and cultures to visit.

3 Potential of Chilimo Forest for CBT

3.1 The Forest's potential:

The forest contains a wide range of indigenous trees including Juniper, Olive, Podocarpus, Hagenia Abyssinica, Pygeium Africanum, Fig, and Acacia. This makes for an attractive forest not only for the experts but also the non experts. There is a variety in colour and form to the canopy, which is visible from many vantage points, and it does encourage a wide variety of wildlife.

The forest is not that extensive, and the tourist will find that a few hours walk can take them out of the forest. However it is slightly bigger than Menegesha Suba (which claims about 2,500 ha of original forest and a further 1,000 ha under plantations⁶), and Menegesha attracts a significant number of day visitors and some campers. Menegesha is about 35km from Addis on a good road, and offers camp sites with long drop toilets and a lodge at the base.

In addition there are regimented plantations in the forest of exotic tree species of eucalyptus⁷ and of an evergreen cypress⁸ of dark green foliage, often alongside paths and roads. These are not that attractive, and perhaps a screen of appropriate indigenous trees should be planted between the path and the plantation and some mix of indigenous trees within the plantation too to break it up. The guides should also be trained to give information on the plantations, particularly about the economic and social need for fast growing trees.

3.2 Wildlife:

Birdlife is of particular interest, as it draws a specialist market in that can be more reliable than the more usual tourist groups. Reports have been compiled for FARM Africa detailing the numbers of birds found. Among the mammals found in the forest, the most important from a tourism view point is probably the Black and White Colobus monkey. Its other relatives: the baboon and Vervet monkey can also be seen. Less visible mammals such Menelik's bushbuck could also help draw tourists, especially if some form of water hole might be established to allow more chance of sightings. It is said that leopards live in the forest, probably true as they are excellent at keeping away from people and are nocturnal hunters. Hyena's are, as ever in Ethiopia, present and likely to be heard whooping. Reports⁹ are there also of another cat, it's local name is Dalga Anbessa. This is possibly the caracal (Felis Caracal) or African lynx; although this is unclear as only the Amharic name is given. Some questioning of local farmers suggests Dalga Anbessa is not found in Chilimo. From the same interview it seems that bushpigs, other antelope and various members of the polecat/stoat family are found in Chilimo.

⁶ From Menegesha-Suba Stae Forest brochure- printed in 2002 with the assistance of GTZ.

⁷ Eucalyptus Golbalus

⁸ Cuperus Lustonia

⁹ In a report on non-timber forest product – 1997 – by Tsegaye Semunigus for FARM Africa

3.3 Transport Logistics - getting to and from Chilimo:

The proximity to Addis will allow for weekend trips for the population in Addis, largely the expatriates who are always looking for interesting ways to spend their weekends and local vacations. This is going to be key in making the CBT viable. However the current state of the road is not ideal. Our return trip to Addis saw us held up in a total jam for an hour close to the point where the Ambo road meets the as yet incomplete ring road. If this happens to many tourists there will be a distinct drop in enthusiasm for Chilimo. Thus the improvement in the road condition will hugely effect the viability of the product.

The nearest airport is of course Bole International. Bus services will be low grade due to the road condition. The service will probably improve with the road's upgrading, but Ethiopian bus services are only used by the budget backpacker due to the lack of any comfort, safety or accessibility (advance booking is not possible and most buses leave at dawn from the big cities). The most feasible access is by hiring a vehicle. Currently this would be most comfortable in a landcruiser, but this will be expensive as operators charge upwards of \$100USD per day. In the future, with the road's upgrading, minibuses will be feasible and this will be both cheaper and more comfortable for groups of over 3 or 4 people. Private minibuses will also ply the road offering a faster alternative to buses.

3.4 Chilimo as part of a tourist itinerary:

Operators often talk about their tourist itineraries in terms of a route or circuit. However if Chilimo made a close and refreshing weekend break it would have the ability to stand alone for residents in Addis. This can work to attract a steady flow of tourists through the year to keep a couple of camp/tukul sites busy enough, but to attract the tour operators it needs to be part of an itinerary on a tourism circuit.

The Crater Lakes: Wanchi and Dendi

These lakes, particularly Wanchi have been visited by tourists for a long time. They are both situated in their own small massif (remnant volcanic cone) to the south of the road from Ginche to Ambo.

Recently GTZ LUPO (Land Use and Planning in Oromiya) began to engage in the Wanchi crater with the local community and a private investor from Ambo who was beginning to develop a lodge and facilities on the crater rim. The development was harmful to the environment and did not help the community much and so GTZ have tried to engage with the investor encourage the development to move along Community Based Eco Tourism lines.

Unfortunately it seems that the investor has been unwilling to change her practices to benefit the wider community in the crater rim and to protect the environment (the crater slopes have been badly eroded due to an unworkable road that the investor put in to the lake shore).

Dendi lake has not had the attention that Wanchi has had. It is currently reached by a 16 km dirt road in poor condition from the small town of Asgori itself some 13km west from Ginche. There is no indigenous forest around the lake, indeed one feels it is rather bare although there are some small stands of Eucalyptus. The lake consists of two craters that have merged to form a figure of eight, which makes for quite an interesting shape. From its rim one gets a

Other attractions in the area will help draw tourists to Chilimo and allow the development of such an itinerary. Possibilities include Lake Wenchi (near Ambo itself some 30 km

further west) and the crater lake of Dendi.

Ambo itself has its attractions notably the hot springs that are run by and across the road from the Ethiopia Hotel.

Ambo is in fact a pleasant town to visit with a good infrastructure. It currently attracts a busy weekend trade in Addis Ababans looking for a break from Addis. The newly privatised Ethiopia Hotel, with its huge old Italian style

The **Teltele Falls** are indeed only a few kilometres from town, and are currently being developed by GTZ with funding from the Finland Embassy and private stakeholders. The aim is to develop a tourist attraction and a farm in the Teltele valley to gain an income for both the private stakeholders and the local community. The current attraction consists of the two falls Teltele (a river flowing from Wanchi Crater) and Huluka (from Dendi Crater)

The plan is to develop coffee houses run by the community and a main visitors' site with a restaurant, paths, four gojo bets (tukuls) for accommodation and a campsite. Plans also exist to protect the degraded valley sides from overgrazing and allow them to regenerate. This project differs from the intended activity in Chilimo in that private investors are part of the Teltele project. This means some profit will go to them and some to the community. In Chilimo all the profit will be for the community, but it also throws more upon the community in terms of capacity building, and means that there is no private finance to go alongside the development funding that will be needed. However the two projects are both aiming at the betterment of the community and are involving the communities in the activities, and so long as in the case of Teltele this involvement is meaningful and real, both should be considered as Community Based Tourism. It will be important for both projects to cooperate and share information and experience

rooms, is often full on weekends. Near to Ambo are other attractions including the Guder and Teltele Falls .

For Chilimo to be truly on a tourism circuit there would need to be other major attractions further west. At present there is nothing to the west beyond Ambo that is likely to become a major attraction, although there is a growing number of visitors heading west from Addis.

View of Wanchi to the west.

It is unclear what attractions could be developed in the lake. The water will be cold even if it is free of bilharzias, and therefore unsuitable for any watersports that involve getting wet! Boating might be a possibility. It should also be remembered that the lake shore will lose the sun. Perhaps the main attraction of the area of Dendi is the agricultural landscape that after a long climb suddenly gives way to what is a spectacular lake. It may be possible to organise horse back treks from Chilimo/Ginche to Dendi crater. From there the tourists might go on to Wanchi crater and thence down into Ambo. However it is far from clear if the length of time involved in such an undertaking would justify the effort on the part of the tourists.

An alternative to increase the viability of Chilimo to tour operators organising tourists itineraries would be to increase the activities and attractions offered at Chilimo. It is not that easy for existing operators to include Chilimo in their itinerary as it would involve missing out somewhere else: Harar or Gondar, or on southern trips it might mean not making it across the Omo river from Mago to Omo Park. Thus Chilimo is in competition with these other attractions/destinations. One benefit is that it could be done in a short time as an optional fill at the end of a trip.

Yet another alternative is to look at a new form of tourist market. At the moment Ethiopia's main markets are the adventure/tribal tourist to the south and the cultural/heritage tourist to the north. As yet Ethiopia is not a trekking

destination, although trekking is offered primarily in the Simiens¹⁰. Other destinations: Nepal, Pakistan and Peru to name a few, are trekking destinations, often mixed with culture. If on a three day trek a series of cultural areas of interest could be visited along with flora and fauna, it may be an interesting product in itself. Much of the other CBT product that is likely to come 'on-line' in the next 12 months is trekking orientated. Thus it will be vital to market these new options well to entice tourists to Ethiopia who are looking for this kind of product. One advantage with the trekking type of itinerary is that many costs are reduced (there is less transport and no big hotels) and one of the constraints faced by Ethiopian Tourism is the high cost of the local airfares, ground transport and hotels when following the conventional itineraries.

The Chilimo trek could take a few nights in the forest, especially with a cultural element, but the forest is quite small and would be unlikely to keep people for more than two days. However it may be possible in the future to look at a trek that follows the escarpment edge that Chilimo is on from Addis Alem to the east (nearer to Addis Ababa) all the way to Ambo, ending at Teltele. This could be an option to explore in the future to make the 'Chilimo Trek' more of a complete experience in itself.

4. The Community:

4.1 Who are the Community:

The community of Chilimo forest is being defined through the activities of PFMP along with the Natural Resource Office at Dendi Woreda and the forest users themselves. Based on the carrying capacity of the forest only the closest communities have been able to be included in the primary users group, which are to become the FMGs.

The current FMGs are

Gaje	365 households (h/h) (facing some problems as too big)
Tio	68 h/h
Kersa Alati	86 h/h
Chilimo	155 h/h
Galessa	189 h/h
Werebo	186 h/h
Gare Masalemia	102h/h

To be formed

Goben	est. 130h/h
Dano Agesagibe	est. 150h/h
Gerfita	est. 220 h/h
Yudokashina	est. 250 h/h (prob. to be divided into two)

¹⁰ Many tour groups include a trek in the Simien Mountain National Park to break up the visits to monuments on the northern itinerary (Historic Route).

Approx total 1,990 h/hs. Will in all likelihood increase to at least 2,000 h/hs.

These communities are farming people of slightly varied ethnic origin, although the big majority are Oromo. Almost all are Orthodox Christian. Their Churches are all outside the forest area. Some households live within the forest boundary, but most live around the edge. They are members from 7 P.A.'s (Kebeles), but whole P.A.'s are not included in the FMGs. There are a number of CBO's within the communities such as the Idir.

4.2 The Communities' use of the forest:

The forest has been a source of legal gathering firewood (dead wood gathering is legal, tree cutting is not), and animals can be grazed in the forest. In addition illegal cutting (poaching as it is known in the project) goes on, with good timber being taken out for furniture making and more general cutting for firewood. Large scale clearing of forest does not seem to be a problem at this time as it is illegal and highly visible and the person clearing the land will have no entitlement to use the land. However ploughing on the perimeter does occur, slowly pushing at the edge of the forest (see photographs attached).

4.3 Capacity of the Community

The local community are farmers and not business people. However they do live on the edge of the Woreda town where there is a vibrant weekly market on Thursdays. PFMP are helping them form into committees to manage the forest and are training them on various elements of management: decision making, financial etc. The community when asked are also aware that in regards to tourism they do not have the necessary skills and plainly asked to be given them.

The following areas are the basic skills requires:

- Management (Committee, finance and people)
- Guiding (English speaking, forest knowledge, flora and fauna identification, local cultural knowledge)
- Service skills
- Cooking and cleaning (including hygiene)

Marketing skills are kept separate as marketing will need to be done from Addis¹¹.

The community identified that there are a number of students that passed grade 12 at school. We met with two: Ajamo Gamachu and Abyot Ababa. They already have a little English and one assumes a broader education. They **may** make suitable trainee guides. These key informants also informed us that they all have a deep knowledge of the forest and just need training to help to communicate it to the tourists. This was born out during my trek accompanied by project guards (from the local community) who did seem to have a knowledge about birds and trees.

In addition the community identified a local woman – the wife of one of the farmers near to the offices, who was working for FARM Africa as a cook in the original phase of the project. She has some skills and at the suggestion of the key informants who identified her, she may make a good person to train up to be able to train other women.

¹¹ Information about marketing is found on page 20.

Undoubtedly the building of capacity within the community to successfully run tourism activities will be the main challenge. A huge emphasis will need to be placed on this area. However the community do seem to be ahead of some that I have worked with and do have a grasp of what tourists might want to see. In a key informant interview they stated that they thought tourists might like to learn about their culture, how they live and what they eat, about the forest and plant and animal types. They also talked about being able to sell materials made from grass, gourds, pottery and animal skins.

5. Potential Tourist Infrastructure:

5.1 Accommodation:

There are two possibilities in Chilimo: one being the development of the old lodge which is currently serving as the offices for the FARM Africa project; the second being the development of camps in the forest probably with tukul style accommodation (as opposed to tented camping).

5.1.1. The Imperial Hunting Lodge – Chilimo

This lodge was built by Haile Selassie for his wife and is in quite good condition and just needing a minimal amount of work to become usable. It is a simple wooden floored lodge with a large veranda, with seven rooms, two bathrooms and a kitchen. However its grandeur should not be over-stated as it is not an old palace of the type tourists can stay at in some countries such as India. It is built in an attractive style and is interesting for its history, but for tourists coming from abroad it could easily be a disappointment if over hyped. In addition the training accommodation, the new building built by FARM Africa to the west of the old lodge detracts from the lodge's position with forest views around.

Never the less it has a great potential to be developed into luxury accommodation with ensuite bathrooms and traditional 'imperial' style furnishing to give a theme in-keeping with its history. It could, in some way house a museum showing visitors how Imperial life looked some 75 years ago along with some pictures and information on the areas social history, and yet provide excellent accommodation, with a good restaurant and service.

The new building behind it with its utilitarian style accommodation could be developed to provide extra accommodation at a lesser cost. Currently it consists of a training room, 2 simple single bedrooms and 4 bedrooms with bunk beds (dormitory style). There is a bathroom with blocks of showers and toilets, a kitchen and a store room. The whole place is filthy and needs a thorough clean but is largely unused, or little used. In the kitchen the stove has never been used, it still has polystyrene on it and the power flex does not reach the socket.

The question is how such a luxury accommodation could be run by the community. Ultimately to provide the level of service and cuisine that luxury accommodation requires it may be necessary to bring in a private operator. This could be handled in a number of ways including:

- Lease out: whereby the community assuming they are given the ownership of the lodge can lease it to an operator for a fixed period (say 20 years). In return they will receive payment – an annual fee, possibly a per tourist/night

fee, probably some employment guarantee and perhaps some agreement to buy certain fresh produce from the community too.

- Hire in expertise: whereby the community given ownership of the lodge recruit a lodge manager and a cook, and pay the necessary salary, but keep the profit. This is more risky as they will assume the risk, but if successful they will take more profit.
- Partnership: a cross between the two above systems, whereby the community enter into a partnership with an operator, with each partner having its obligations and share of the profit.

This all assumes that the community will be given the lodge to use as they see fit, which has been indicated to be the case. The question arises which community: Chilimo FMG, Galisach Chilimo Cooperative, or the combined FMGs over the two cooperatives: Galisach Chilimo and Gajitio? Evidently it will create great jealousies if the beneficiaries are too narrowly defined. The question may be how widely can the benefits be spread? If the benefits of employment are given to members of Galisach Chilimo, but the financial benefits are spread through the all FMGs through the two cooperatives this may be fairer. After all there is only one lodge. This decision should not be made by the project alone but in consultation with the community.

The above development options for making the lodge a luxury accommodation are for the future. Meanwhile the lodge, used as an office up until the time of the consultant's field visits, is now being left in favour of Ginche offices with the Woreda Natural Resource office. The lodge will be used more occasionally now by project staff, but it can be anticipated that this will become less and less. So some immediate use of the lodge would be sensible.

With Chilimo currently about two hours from Addis Ababa, many weekend visitors are likely to leave Addis at around 4-5pm on a Friday and so arrive in Chilimo between

6 and 7pm. This will too late to head off into the forest, and so if they could be accommodated in the lodge this would be a big benefit and a source of some income for the community.

5.1.2. Forest Camps

The advantage of developing accommodation in the forest is that it will give the tourist a much more 'part of nature' experience. Imagination can be used in the development of the camp. Local style huts can be built for accommodation, using the rectangular huts of Galessa with their thatched roves as the model¹². Key will be use of local materials and skills so that not only are costs kept down but the community be able to maintain and repair the camp. The most logical material to use is Eucalyptus wood, as it can be from the wood lots that the communities manage. It is fast growing and renewable, and within the communities know-how. However local construction with eucalyptus is not common for housing because termites eat the underground wood¹³. This will be solved by using a concrete foundation and ensuring that the poles are sunk in a concrete base.

An alternative to using eucalyptus is to use mudblocks but not only is this a technology that is foreign to Chilimo, but it uses only good quality soil and much water. Thus its environmental benefits and costs need to be further looked at

¹² The traditional house style in Galessa (where the original inhabitants live) are huge round houses built out of Juniper wood, with very high roves, also wooden, with a thatch on top. These use too much wood, and as a result the new style is a graceful rectangular house, with a lower roof and thus less wood.

¹³ Juniper is termite resistant and can stand for many decades.

before it can be chosen as the best material. It should also be noted that mud will be needed to act as a plaster in the wooden construction too, although it will be much less mud.

A tree top bar and restaurant should be built to give tourists a view from where they eat a drink. Birds would be much more visible, and a vista over the forest may be possible. If water can be brought to the camp by pipe from the nearest water source it may be possible to include a small drinking place for wildlife which could attract the likes of the Menelik Bushbuck and Colobus Monkey to the edge of the camp.

Each camp should be equipped to accommodate from 6-8 tourists (two accommodation tukuls). If groups are bigger they can split into two camps. This will minimize the environmental and cultural impact of tourism on a local area and community and ensure that the benefits are more equitably spread around the forest community. If tourists come in large groups any chance of creating a host/guest atmosphere is lost.

5.2 Toilets:

Toilets are a critical issue with tourists. They tend to be the low point of most tourists experience in Ethiopia. It is possible to turn this on its head and make a toilet that tourists will talk about positively. The key elements from the tourists view are that they are clean and odourless. From an environmental view they should also safely deal with any risk of polluting the environment with possible pathogens. As such we can make use of the design being planned in North Wollo: a urine separating, self composting toilet. Mixing urine and faeces is in fact the main cause of the bad odour associated with typical long-drop pits. Urine itself is a powerful fertilizer full of nitrates and other nutrients. Put onto plants it will burn leaves, but fed into the soil near the roots it will promote fast growth. If faeces composts as it slowly feeds down a pipe emerging after a year or more, having had other organic matter fed into the pipe as well, it will come out as a safe soil conditioner¹⁴. Based on this information the toilet should be built on a raised platform, with a urine separator fitted, taking the urine off in a hose pipe to be fed into the soil to promote growth of local indigenous trees planted around the camp. A seat can be built over a hole which allows the faeces to drop into a pipe at an appropriate angle (created by having a 3 meter pipe, dropping approx 1.5 meters).

5.3 Protected Forest Areas:

As a mechanism for encouraging communities to preserve forest from the damaging effects of grazing animals and leave it in a relatively untouched way to regenerate, it should be possible to make a per head entry charge for tourists into such a stretch of forest. Within the forest could be camp sites and in addition picnic and observation sites. These latter sites should be built in locations where there is something of particular interest to see, probably either birds or animals, but possibly views. A charge perhaps 15ETB per visitor could be levied. Such a charge would be in place of a general entrance fee, and as the protected area becomes bigger so it could be raised to perhaps a maximum of 50ETB per visitor (Perhaps based on ETB5 per 100Ha). Thus there is no automatic fee which the community gains for just allowing tourists into the forest, they have to undertake to preserve it. The exact requirements on the community for so doing would be something that forest and community experts should discuss with the community, but perhaps it could allow for some cut and carry harvesting of grass and some collection of fallen wood, but no grazing. However some areas should be left completely untouched.

¹⁴ Faeces if composted to temperatures of 50°C for 12 hours or 46°C for a week will become completely safe. Only Roundworm eggs can survive a year in the soil, but will die if they are heated above 40°C for any length of time. Taken from 'The Humanure Handbook' by J.C.Jenkins.

5.4 Horse riding:

As in many parts of Ethiopia and especially Oromiya, the keeping and riding of horses is extremely common. Key informants advised that particularly in Galessa there were strong and big horses. They also advised that saddles, bridles and stirrups were locally made. Horse riding can be handled in two ways. The first is as a cultural activity that might aid trekking. This is what currently is offered in the Bale Mountains by GTZ IFPM. The horses are local, the equipment (saddle, bridle and stirrups) are local and the horses are trained to respond to the local style of riding. It is generally uncomfortable as compared to European style riding and will not usually be as exhilarating. However the cost inputs are low. Horses will be fed more or less as normal for the area and the equipment is cheap. The reality with this is that tourists will pay 'local' prices for the activity (20-30ETB/day). This is the most appropriate model for Chilimo in the initial phase.

If foreign equipment and horse methods were bought in it would be conceivable to charge much higher rates. However horses would need to be trained and fed better diets and expensive equipment (a saddle alone costs upwards of £300 UK pounds). If the product was good, specialized horse trips could be marketed for an all inclusive charge of £100 per day or more (1300ETB/day) per person, depending on the marketing strategy. This level of service and product provision could only be thought of as a future possibility at this stage due to the level of financial and technical inputs.

5.5 Bird watching/specialist ornithologist visits:

This is a specialised market, and ornithologists will travel big distances and often put up with discomforts in order to see a species they have never seen. Trips are organised and marketed by specialist companies to important sites in the world. Ethiopia with its large number of endemic (only found in Ethiopia) species is a relatively important destination. If a site is close and accessible to Addis Ababa, and has good comfortable accommodation at sites where one could see the birds it will be a big plus. The tours will normally come in with their own guides, and so any CTE guides would serve as local knowledge and could use visits to build their own knowledge (perhaps having had some training from an Ethiopian expert).

To be able to capitalise on this market sector, a good ornithologist should be invited to corroborate the lists that exist of "Common Birds in the Forest"¹⁵ which may prove unreliable. Following this the specialist tour operators (both the in-country ground agent and the foreign operator) should be contacted with the relevant details and invited to check it out. EFCOT is likely to pursue this specialised market on behalf of its members once some product is made available.

¹⁵ In the aforementioned report on non-timber forest product by Tsegaye Semunigus for FARM Africa 1997.

5.6 Cultural visits:

As a means to increase the value to the tourist, additional attractions need to be investigated. One of Ethiopia's potential selling points is its rich and varied culture, much dwelt on by the posters of the various tourism bodies. However real contact with these cultures is very minimal and difficult in the current model that Ethiopia sells.

The modern tourist comes in many different forms. Some are looking for a relaxing time, but they do not come to Ethiopia as beaches and luxury comforts are better sought elsewhere; others will be looking for big game viewing, but they are better advised to go to the big parks in Ethiopia's neighbours to the south (especially Kenya, Tanzania, South Africa and Namibia). Ethiopia is a tourist destination for its ancient cultural sites (monuments) and the associated mystery behind them (principally Lalibela and Axum). Cultural tourism in terms of strange tribes and their stranger garb brings most of the tourists to the south. The general mystery and exotic nature of Ethiopia is also part of the draw that is made up of a mish-mash of tourists' preconceptions: Land of Emperor Haile Selassie, and the Queen of Sheba, of the fictitious Prester John, of biblical famines, of Orthodox worship. These and other images all combine in the travel brochures to draw a tiny number of tourists to Ethiopia.

Once here, it is often expressed that what is lacking is cultural *contact*. Meeting tourism professionals: the tour guides, hotel waiters etc is not cultural contact. Even in the GTZ IFPM run ecotourism in the Bale Mountains there is no contact with the local culture: guides tell you of the tree species, and horse drivers help you on and off horses, you pay the hut keepers and then its good night to the tourists. But what of their culture?

If an insight into the local culture can be given it is likely to be one of the most memorable experiences of the tourists' trip. In Meket Woreda, North Wollo, where SOS Sahel piloted CBT¹⁶, in the suggestion and comment forms when asked what was the most interesting part of the tour, all the tourists mentioned the experience of rural life as a major part of the attraction. Thus visits to people's houses for a coffee ceremony can be included, as optional with some demonstration of the utensils in the house (eg: hand grinding stones). In addition seeing food preparation and agricultural activities can also be fascinating to tourists. The list can be quite long, and tourists should be able to pick and chose what they want to see. Many activities are seasonal, some are not undertaken on Saints' days, others are related to particular holidays, but at any time some cultural exposure will be possible.

It would be recommendable to look at what can be done at the camp site, perhaps some cooking techniques and methods can be demonstrated. Agricultural activities would mostly need to be seen outside the forest (unless like bee-keeping it is done in the forest). A camp could be established above the forest perhaps at Galessa which could be a cultural camp, specifically designed to show tourists certain cultural aspects of life. In the evening a dance and music show could be performed for tourists. In the day cultural sports like gooks (a cultural equestrian game with one mounted 'warrior' with a spear giving chase to another possibly with a shield), could perhaps be staged on a weekly basis.

In this there is the issue of authenticity. There are two sides to this issue: the first being that the community should not feel it is devaluing their own culture, the second that the tourists should feel it is genuine and not being performed purely to detach them from their money. It will require close discussion with villagers as to what can be done and what can not. What is genuinely acceptable to be performed, demonstrated and shown to guests, should be established

¹⁶ Now being continued by TESFA as part of SC-UK's Cash for Development Programme.

and in regards to something like Gooks, what the participants would enjoy. If the community are enjoying performing and there is no residual feeling that it is wrong for them to do it, the tourists will also feel good, and will not feel it to be a 'fleecing' mechanism.

6. Institutional Infrastructure:

6.1 The Community-run Tourism Enterprises (CTEs):

The basic CTE would, in Chilimo, logically be based around a Forest Management Group (FMG) which as we have seen typically comprise of 100-200 households. As the FMGs may be set up as cooperatives, this will provide the basic institution for the CTE too. The CTE will need a community tourism management committee and a manager operating under the committee. The committee would delegate the day to day management responsibility to the manager who would need to be a paid staff of the CTE. Along with a guard (probably revolving between 2-4 individuals) the manager would be the only full time employee of the CTE. Other staff would be paid only when work was done: guides, cooks, cleaners etc.

Salaries and wages would be responsibility of the CTE to calculate and would be up to them to pay. This is crucial as the CTE members must see that the enterprise is theirs. Helping the community to feel ownership will be key to the process succeeding.

Within the FMG cooperative structure will be the equivalent of an AGM structure whereby all members can call a meeting and make democratic decisions. This structure should also be the ultimate decision maker for CTE issues, particularly regarding use of the profits from the tourism (see below) and other contentious issues. Transparent fair running of the CTE will be essential to ensure a relatively harmonious and ultimately successful enterprise. As a result attention will be needed to ensure that the by-laws are both fair, all encompassing and thorough.

6.2 The Community Tourism Coordination Office (CTCO):

In order to coordinate the activities and services of a cluster of CTEs a CTCO will be needed either in Ginche or perhaps in Ambo¹⁷. Ideally this office may cover other Community Tourism Operations set up in the area, as the more CTEs within its remit the more cost effective its services can be. The main responsibilities of a CTCO will be:

- a) to provide a booking link between Addis and the CTEs so that the CTEs know when tourists are coming and their numbers in order to prepare for them;
- b) to assist tourists to go from the town to the CTEs, meeting the bus/car, and ensuring that on transport is facilitated;
- c) to provide guides to accompany the tourists from their office or from a fixed point nearer the CTEs on to their visit to the CTEs;
- d) to periodically inspect CTEs to ensure standards are maintained (Q.A.);
- e) to ensure that guides also collect Q.A. information during tourist visits;
- f) to assist CTEs in improving standards and providing basic ongoing training (at a time in the future when FARM Africa has pulled out);

¹⁷ In the future it may be expedient to move the CTCO to Ambo if a local cluster of CTEs is developed in the zone (West Shoa) however while it is serving Chilimo alone it would make more sense for it to be set in Ginche so long as a good telephone connection can be set up.

6.3 Ethiopian Forum for Community Tourism (EFCOT):

In Addis an institution provisionally known as EFCOT (Ethiopian Forum for Community Tourism) is in the process of being formed with the aim of assisting and representing communities involved in tourism and their implementing agencies (ie: in the case of Chilimo FARM Africa IFPM)¹⁸. This organisation is proposing to assist communities in the following areas:

- a) to provide a booking service;
- b) to provide marketing;
- c) to provide some technical assistance to CTEs in development and advise on capacity building;
- d) to lobby and advocate donors, government and other NGOs to improve the environment for CBT in Ethiopia in terms of policy, legislation and general understanding of CBT;
- e) to provide a networking/information sharing base;
- f) to do/commission research on best practice and other areas of CBT.

These two institutions will be important to enabling any CBT development in Chilimo forest to operate independently of FARM Africa when PFMP exits from Chilimo. They are key to commercial sustainability.

7. CTE Income:

7.1 Payment systems

It is proposed that a CTE charges approximately \$25-35USD per 24 hour period that tourists are hosted by them, with a half day rate of 50% as often tourists arrive one morning and leave the following evening, consuming 36 hours worth of services. In addition catering for 1 tourist is much more expensive per head than a group of 4. As a result a sliding scale of charges would be appropriate. Initially charges could be set as follows:

# of tourists	charge	income for CTEs/tourist
1 tourist:	300ETB	180ETB
2-3 tourists:	250ETB	150ETB
4> tourists:	220ETB	132ETB

However if the CTCO office and EFCOT are to function sustainably they need to be paid for out of this money. It is proposed that of the above charges 15% goes to EFCOT and 25% goes to the CTCO.

The income to the CTE should first be used to cover labour charges and costs, then the remaining should be divided into two accounts, one for repair, maintenance and improvements, and the other for a community development fund (CDF) for which the community will decide how it will be used. The project staff should encourage the community to assign it to a community project. This will be critical to ensure that there is a benefit that really gets to all members

¹⁸ See Section 2, Community Based Tourism for more on the vision of EFCOT for CBT in Ethiopia

of the community. In Chilimo where all the communities are close by each other, it may be that the CDF funds should be pooled into the larger community as facilities are likely to be shared. Facilities may be grinding mills, clinics, schools, water source development or other beneficial developments for which the community feel a need.

An entrance fee into Chilimo is another alternative money raiser, but if money is raised by entry fees into protected forest areas (see above), it is too much to charge the tourists a general entry fee and a daily stay charge on top.

7.2 Extra income possibilities:

If the community tourism enterprise (CTE) is going to be feeding and supplying the tourists with services these will have to be bought in (unless the CTE communally produces and provides it¹⁹) with the result that someone will be paid for it. Food stuffs such as fruit, vegetables, eggs, meat, milk, and butter will be needed. This could be bought at the local market or from Ambo, or even Addis, but to maximise local benefits they could be bought directly from a local producer. If there is no local producer, local communities with suitable land could be facilitated to begin production. Vegetable growing is indeed one area that PFPM is currently animating and training for in Chilimo. Improved poultry is another intervention PFPM are planning.

Some products will be needed from outside but can be charged for as an extra such as bottled drinks. The sale of these could be another income generating side for either the CTE or an enterprising individual or group of individuals.

As already mentioned additional services such as provision of horses to ride or a garry²⁰ to take tourists to the forest edge, could be developed as additional income earners. If a garry was used it may need improved suspension.

Once tourists are staying in a community run tourism enterprise, there will be extra opportunities to earn an income. Most tourists are looking for some souvenirs to take home as presents or as something to remind themselves of their stay. As such they would rather buy a product from a community and location where they had a good experience than from a souvenir shop in the capital where they have no connection. However this is providing that the quality and price are acceptable.

There are a number of different crafts and products that could be developed for the tourist market. Some examples would be:

Agricultural products: honey, coffee, animal skin products (hides)

Traditional crafts: gabis, pottery, basketry, gourds, wood carving.

New ideas: Candles from the wax.

These areas would inevitably need skills inputs and some creativity in packaging to make them successful, but there is an opportunity that needs to be grasped.

¹⁹ They could decide to have a communal vegetable garden, raise communal chickens or the like to increase the community development funds. If this is their interest it should be encouraged.

²⁰ A Garry is a two wheel horse drawn vehicle used to carry people and sometime cargo in many parts of Ethiopia including Ginche.

8. Marketing Overview:

Marketing is one of the key areas for which EFCOT will be needed. The responsibility should be handed over to them, but a clear idea of what is needed is helpful.

8.1 Initial Phase

In the initial phase local marketing will be sufficient to attract enough tourists to provide a good test bed for the product and services offered at Chilimo. During this period two camps should be established. These could achieve reasonable levels of occupancy during a piloting period. The visitors would then be primarily expatriate workers living in Addis and their families. Many expatriate residents also have a steady flow of visitors who are looking for interesting places to visit. Chilimo would fill that need nicely. These visitors are more aware of Ethiopia's culture and will be generally more sensitive than those coming on tour groups, and will possibly be more forgiving of mistakes and service 'slips'. In addition they may be easier to get good feedback from, allowing plans for improvements and up scaling to take into account tourists' comments.

Early informal discussion with key operators should be undertaken at this stage to get a better understanding of when brochures go to print, of their needs and concerns, and in regards to specialist operations like ornithologist trips, to check into the feasibility.

8.2 Later Phase

In a later phase more aggressive marketing will be needed to attract people from Europe and beyond. EFCOT plans to develop a website and a brochure of CTEs available. Visits to selective trade fairs will be important as will contact with the media and selected tour operators, many of which are now trying to establish 'green credentials' such as Responsible Tour Operator, which all contain a component of environmental responsibility and community benefiting. At this point it will become important to begin to create an image abroad of Ethiopia as a trekking and cultural destination. As such some free or 'at cost' trips will need to be offered to journalists and other VIPs.

8.3 Payment for Marketing

FARM Africa should be aware that a budget will need to be allowed for EFCOT to perform these services now and in the future, until such a time as Chilimo is generating sufficient tourism revenue that the percentages allow EFCOT to sustain its services from this. It should also be reiterated that as EFCOT will be performing these services for other 'customers' it will be a cost effective service that they will offer, as compared to a 'Do It Yourself' approach. The alternative will be to pick a tour operator and pay them to do it or offer them a cut (which is tantamount to the same thing as it will be from the community's profits that they are paid). The risk with this approach is that by using one tour operator it will be difficult to persuade others to book Chilimo, whereas EFCOT can remain neutral.

9. Action Plan for Chilimo site

Initially tourists will be brought into Chilimo in small numbers through January and February to pilot the possibility and bring in some income for the FMGs. These tourists will either stay in the Lodge or in the forest camps in tents, or hopefully both. Their reactions and comments will be sought before moving ahead with the scheme.

9.1 Staffing

If PFMP is to assist the community to implement CBT and develop their own CTEs a team member will need to be recruited for the activity. This staff member is referred to as CBT facilitator. As the team does not have the capacity to take this extra work on at this team it is proposed that somebody is recruited from within the West Shoa area, if not from Dendi Woreda itself. This person should be young and energetic and experience will not be too important however certain skills will be important;

- Good spoken English (other languages will be useful) and communication skills;
- Able to build a good relationship with the community;
- Knowledge / interest in flora and fauna, and in the 'outdoors' experience;
- Willingness to camp with tourists;
- Sufficiently physically fit and ready to trek.

It might be hoped that such a combination would be from a university graduate (perhaps at Ambo?). Instead of this CBT facilitator being an employee of FARM Africa PFMP, he/she should be employed by the community for a year to help them develop their CBT programme. PFMP would provide guidance and capacity building. The PFMP staff would oversee his/her work but this would not be too onerous on their time. This would mean that the CBT Facilitator should be included in the funding requested by PFMP for the Chilimo CBT component, and as he/she will not be a staff of the project but a community employee, it may be looked upon more favourably in addition to building towards a sustainable future.

In addition a consultant, (probably an expatriate) with skills to identify and maximise potential for tourism in the area, and to develop a CTE will be needed.

The CBT facilitator's duties will be to animate communities to make them aware of what is involved and what will be required of them to set up a CTE. In this he/she will work closely with the consultant and the community. Once the tourists start coming he/she will act as guide and on the job trainer for the community guides and camp managers.

9.2 Phase I activities (Dec 2003 – Sept 2004)

Stage 1: Research and animation – Dec/Jan 03/04

Locate potential camp sites – consultant and CBT facilitator

A potential site has been established in Galessa FMG at N:0905436/E038101126 (UTM 37P 0408661/ 1004977), at an approx. altitude of 2780m amsl. It is a point where the old road that follows the forest bottom from the Chilimo offices, until in the Galessa FMG it fords the river, and climbs in switchbacks the hill up toward the road. At the coordinates given above the road emerges into a clearing of largely Juniper. The clearing is large enough for a number of tents. There are one or two Olive trees in the clearing, and at the front side of it and around it are Hagenia, Podocarpus and other species. The walk from the Chilimo Lodge can be done in 45 minutes if the walker is

fit. With stops it could take anything from one to two hours. The walk up from the ford is likewise a ten or fifteen minute walk (five for a local person).

Benefits of the site:

Great view to the west across the forest the walker has probably walked (or will walk) through. This view affords a sunset and later light into the evening²¹. The site has good forest around it, and yet a sizable clearing for building structures. It is near enough the top road that materials can be hauled down the hill reasonably easily. It is on the old road through the forest that, once cleared will give tourists a good path for walking or riding. Colobus monkeys have been seen a few yards from the site in the early morning, and were heard at night.

Concerns about the site:

There is no water in the small side ravine to the south of the site, and the main river below (west) the site is some way away and is much lower. It may be possible to track the source of the permanent river below the site and if it is high enough up the alley side to pipe the water across to the site. Also the proximity of the top road is worrying because there is a steady stream of trucks and buses (with music blaring) using this road in both the evening and early morning. It is quite close to the homesteads in Galessa and it may be possible to hear dogs barking at night.

Alternative Sites:

While the above site makes a great camping site for tents, there may be better alternatives for constructing a tukul camp. One strong contender is the point on the old forest where it fords the river below the site mentioned above

Benefits:

This site is tucked away deeply in the forest, little or no sound from the road or village should come to the camp. It is by the river and so not only gives the tourists accessible water, but is likely to be a place where animals come to drink. There is a great mix of tree types to be seen.

Concerns about the site:

It does not have great views and will not offer a sun set, however by building a tree top platform, perhaps selecting trees up on the side of the slope it may be possible to give visitors a view over the canopy and perhaps enough to see something of the evening sky. There is not such a good camping spot for tents although there is a glade that could be used. In addition the spot is much more remote from accessibility to transport, however if the forest road is cleared and in one or two spots is repaired it may be possible to get a four wheel drive in with construction materials.

The potentials of the two sites need to be accessed through overnight stays so that a fair judgement can be made between the two places.

²¹ An easterly aspect affords early morning light and warmth (when most tourists are in bed still) but leaves the site darker and colder as dusk approaches, (when most tourists are active).

Next steps in phase: I

Discuss with the community (Galessa FMG) at the site to set up a management committee, agree that the land can be used for tourism and structures built on it, and formally request PFMP for assistance – PFMP team (Dec 03):

It is probable that the management committee would be the executive committee at least in the first instance. As the land has a communal right not a household right the issue of the land is easier, but the community still has to agree that they will allow the construction of tourist buildings there. The community then need to make a formal written request to PFMP for assistance with the development and agree what inputs they themselves can put into the construction.

Check out water sources in area, and any interesting flora/fauna possibilities - PFMP team with the community (Dec 03):

How high up does the stream run that the road fords (as mentioned above)? Is it high enough to feed to the clearing mentioned as a potential camp site? Is it a spring emerging from below ground with clean water²²? Are there any special trees in the area? Do any animals drink at the stream?

Base line survey undertaken – PFMP team with the community (Jan). In order to be able to measure the effectiveness of the CBT to improve incomes it is important that PFMP conduct some simple baseline surveys with the local community to access income levels, attitudes to the use of the forest, attitudes towards tourism, feelings about their own culture etc

Trail clearing: clear old road through forest from Chilimo to Galessa of the thick undergrowth that in places covers it. This road if cleared will make a good trail for tourists to walk through the forest on. Clearing it will not involve cutting any major trees as the road is overgrown with bush and bramble. Some branches should be cleared, especially if horses are to be used – perhaps up to a height of 2.5 meters. This road goes through some beautiful sections of forest, and is a good way for tourists to see the forest. Other such roads, such as the offshoot of the Chilimo – Galessa road that I was informed goes to Werebo (Junction at approx. N0905.124. E03809.298) should be checked and if attractive cleared.

Clean and prepare the Lodge for guests:

The lodge needs preparing and equipping for guests. Beds, bedding and towels need to be made available, and initially two to three bedrooms prepared. A dining room table and six chairs should also be available (possibly the library table). The bathrooms need a thorough clean and a check to ensure it is in working order. Make sure there is kitchen materials (pots and pans etc), crockery and cutlery for guests to use. Other equipment may include hurricane lamps, kerosene, candle holders (local pottery ones?), candles, matches, toilet paper, soap, washing up liquid and kitchen towels. In addition there should be cleaning materials for washing bedclothes, cleaning the bathrooms, and cleaning (waxing?) the floors.

²² It will need laboratory testing in Addis Ababa

The training accommodation with its bathrooms and kitchen should also be given a good clean in case they are to be used too.

Proposal prepared and presented to donors for funding to allow the CBT development to go ahead. See budget below.

Stage 2: Preliminary capacity building and test visits - Jan/Feb 2004

Initial community service staff appointed – the community supervised by PFMP team (Jan);

The first staff needed will be guides, cooks/cleaners and guards. Ideally four guides should be chosen, if possible to include two women as well as two men²³. The basis for choosing the individuals should include spoken English, interest in the forest (flora/fauna) and in walking in it, and sociability. The guides should be selected from across the Galisach Chilimo cooperative. Six women can be chosen as cook/cleaners to receive training, three for the lodge and three for Galessa camp. The basis for choosing the individuals should include: expertise and interest in cooking, adaptability and readiness to learn new skills (youth!), and the ability to give the time to the activity. These women should be chosen from the relevant FMGs.

The FMGs should decide how many guards are needed per site. One should be on duty at all times, but they might like to rotate the job between 2-4 guards to spread the income benefits.

On the job training for the guides and cooks - consultant and PFMP team arrange (Jan/Feb):

Initially some basic training will be delivered, followed by some adhoc on the job training with the initial tourist visits. More structured training to follow later.

CBT facilitator recruited and given initial training on community development, participatory forest management and on CBT - consultant and PFMP team arrange (Jan/Feb)

Initial tourist visits with tourists camping at the agreed sites start early in the new year. This puts some income into the CBT coffers and helps demonstrate to the communities that CBT can create income – consultant (possibly) and CBT facilitator guide initial visitors(Jan/Feb);

Revenue begins to accrue, and can be used towards purchasing local materials for the construction (Feb);

Continued capacity building - consultant and CBT facilitator arrange on the job training becomes a significant part of this (Feb onwards);

Customer comments collated and feedback – CBT facilitator (As tourists visit).

Stage 3: On going capacity building and construction - March- May 2004

1st site is constructed supervised by CBT facilitator with technical input from the consultant, further camp sites are identified;

Capacity building of management intensifies - supervised by CBT facilitator with input from the consultant;

²³ This is partly to try to create a proper gender balance in activities that are new and do not already have a strong cultural gender assignments (such as cooking and guarding), but also as some tourists will be female, and in some cases will be interested (as may men be) in the cultural activities and perspectives of women, it will add a benefit for the tourists.

Stage 4: CTE begins full operation (once construction completed, hopefully before the 2004 Krempt season):

Regular Tourist visits begin – on the job training by the CBT facilitator;

Cultural ideas pioneered and tested - by CBT facilitator with input from the consultant;

M&E – the community & CBT facilitator;

Customer feedback collated by the CBT facilitator.

Stage 5: Evaluation (Once Krempt 2004 starts and tourists stop visiting):

Full evaluation – by the PFMP team and consultant (Late June – early July 2004)

Workshop held - by the CBT facilitator (late July 2004?);

Detailed plan for Phase II agreed - consultant and CBT facilitator (Aug/Sept 2004);

9.3 Phase II Oct-Sept 2004/5

Scaling up and further development will be dependant on the evaluation (Stage 5, phase I). However if the evaluation is positive finds that:

- Tourists like the product in general even if there are specific problems
- That the community are still keen to develop the CTEs
- That the environment is not being negatively impacted in a way that can not be reversed
- That the financial benefits are or can be sufficient to take the CTEs forward

Then it will be probable that the further development of the CBT activity in Chilimo should go on.

This will include plans to:

- Develop further sites;
- Increased capacity building and improvement of services (in line with the evaluation and customer feedback);
- Plans to increase the cultural product offered;
- Investigating how to make Chilimo of interest to specialist operators such as Ornithologist groups.;
- Developing craft skills;
- Developing other activities to generate extra income (horse riding, garries etc);
- Increased marketing.

10. Draft Budget:

10.1 Extra Staffing	unit	Cost/unit	total cost
CBT facilitator	9 months	3,000	27,000
Additional costs	9 months	450	4,050
Consultant (100 GBP/day)	20 days	1500	30,000
Taxation (35%)	20 days	525	10,500
Additional costs (perdiem/transport etc)	20 days	250	5,000
Total			76,500
10.2 Preparing Lodge for guests			1,000ETB
10.3 Building/construction	Quantity	Unit cost	total cost
Tukuls	2	6,500	13,000
Viewing platform/restaurant	1	3,500	3,500
Ecosan toilet	1	1,200	1,200
Shower Unit	1	500	500
Guards hut	1	800	800
Cooking hut	1	1,000	1,000
Hire of Foreman/month	2	1,000	2,000
Total			22,000
Materials	Quantity	Unit cost	total cost
Bedding (2lg, 2 med, 2 small)	6	N/A	6,500
Chairs/tables		N/A	1,500
Windows (glass/shutter)	8	500	4,000
Doors (wooden)	4	800	3,200
Lighting (lamps & candle holders)	5 each		180
Crockery			500
Cutlery			160
Cooking equipment			160
Plastics			200
Toilet equipment			500
Shower equipment			300

Miscellaneous(plants & missing materials)			300
Total			17,500
Capacity Building (training in Addis)	4 cooks	2,000 +p/d	10,000
Workshop			50,000
Grand Total			177,000

i. Appendices

i.a. Consultancy itinerary and meetings held:
22nd October

10.00: Briefings with Obbo Olani;

10.30: Briefing with Obbo Olika;

11.00: Drive on perimeter road with Olika and community representatives who take us into the forest near the road to gain some views.

14.00: Check Ginche facilities: Hotels Fasika and Mobil

15.30: Meet Woreda officials, share the idea of CBT and of the consultancy

17:00 Drive to Ambo, check out and stay at Ambo Hotel (under new management)

23rd October

08:00 Search for Teltele Agro-ecotourism site, find falls but fail to find any 'site'.

09:00 Try to meet head of Zonal office for Tourism in Ambo

10:00 Meeting at Chilimo project site of Galisach group (Cooperative), present idea of CBT and the aims of the consultancy (Obbo Olika facilitated)

14:00 Trek through the forest bottom from offices to road in Galessa

24th October

08:50 Trek from forest bottom up to Gage FMG on the road (guided by project guards). Met by vehicle approx 11:15

14:00 Brief with Obbo Olani

14:30 Key informant interview with community members

16:00 Drive back to Addis with other team members

1st December

09:00 Meet with Obbo Kassa (Woreda N.R Office)

10:00 Debrief with Obbo Olani;

10:45 Debrief with Obbo Olika;

11:30 Look round Hunting Lodge

14:00 Visit Galessa – check local accommodation styles, hold small key informant interview.

17:00 Drive to Ambo, Try to meet with GTZ Teltele project leader: Joachim

2nd December

Delayed in Ambo

Arrive in Ginche at 11:30

- 14:00 Key Informant interview at Chilimo (Obbo Tasama)
- 15:00 Check where old forest roads emanate from the old saw mill near offices
- 16:00 Trek to possible camp site in Galessa, a 1 hour walk through the forest
- 19:00 Meet other project staff on Galessa and set up camp below the road (above proposed camp site)

3rd December

- 07:00 investigate the proposed camp site with Obbo Olani, Olika, Daniel and Tesfaye
- 08:30 breakfast in Ginche
- 09:30 Drive to Dendi Crater to see its tourist potential (arrive approx 11:00)11:00
- 13:00 Lunch in Ginche / depart for Addis Ababa approx 15:00

i.b. Meeting with Woreda Officials

Date: 22nd October Venue: Woreda Offices, Ginche

Present:

- Obbo Nedesa Damessa - House Speaker for the Woreda, Acting Administrator in absence of Obbo Berhanu Dabilla
 - Obbo Tamrat Biri - Acting head of Rural Development Coordination in absence of Obbo Mengistu Merga
 - Obbo Kassu Abebe – Natural Resource Administration Head
 - Obbo Olika – PFMP
 - Mark Chapman
-

Mark presented the concept of CBT and the scope of the consultancy. All agreed that it was a good idea and that the Woreda administration should support it. Obbo Kassu felt that it should be called Community Based Eco-tourism. I explained that it was an environmental tourism but that we used the term CBT to emphasis the importance of the community participation. Kassu still felt that the term should be Community Based Eco-tourism as it was with the GTZ Wenchi project, which he was involved with. He also pointed out that Dendi crater was an important tourism site in the area, and recommended that we should visit it. It is apparently 24 km on a poor road from ‘Askori’. GTZ Lupo should have their original report on the two crater lakes – Dendi and Wenchi, produced about 5 years ago

They also informed us of an Agro Ecotourism development that was started at Teltele in Ambo that was privately funded and had some government people involved.

i.c. Visit to Zonal office for Tourism in Ambo

Date: 23rd October Venue: Zonal Offices, Ambo

Present: Adde Mullu Geremawu & Mark Chapman

Wait from 08:25 until 09:00 to see someone.

The head of the tourism office, Obbo Delessa was not available, instead I met the only council member in: Adde Mullu Geremawu, who I later discovered was head of Women's Affairs. Communication was not easy but I gave her a few points to brief Obbo Delessa on regarding Chilimo and the consultancy. I later asked Obbo Olika to follow up and brief the Zonal office.

i.d. Meeting at Chilimo project site of Galisach or Galessa/Chilimo group (Cooperative), present idea of CBT and the aims of the consultancy (Obbo Olika translated)

Date: 23rd October Venue: Building near PFMP Offices, Chilimo

Present:

Tesema Jobora – Chilimo FMG – Galessa/Chilimo Coop Chairperson

Gazahyn Tasew – Gare FMG - Galessa/Chilimo Coop Secretary

Gire Ifa – Warebo FMG - Galessa/Chilimo Coop Vice Chairperson

Bekele Chaldchisa – Galessa FMG - Galessa/Chilimo Coop Education training

Kebede Deressa – Galessa FMG - Galessa/Chilimo Coop Credit and Saving

Degaga Geletu - Kersa Alati FMG - Galessa/Chilimo Coop member

Hipasa Benti – Werebu FMG - Galessa/Chilimo Coop Auditing

Ilf-agid Teshome – Gare FMG - Galessa/Chilimo Coop Education Training

Abera Gemechu – Chilimo FMG - Galessa/Chilimo Coop Forest Protection

Adde. Woret Guta – Gare FMG - Galessa/Chilimo Coop member

Obbo. Olika – PFMP – Assistant Community Development Officer

Mark Chapman – Consultant on CBT

Mark introduced himself and presented information on the consultancy and CBT, focusing on the idea that CBT is hard work, that it may provide a source of income, like any other cash crop, if the work is done. Mark pointed out that it needs some external inputs to enable the crop to be harvested: regional peace being one, and it will not make participants rich – they will still be farmers, but can provide some extra benefits. Mark stressed that they will need to give tourists a good service or they could choose to visit another place.

The representative made various statements of support including;

That there was peace in the area (Chilimo) and so tourists will be very safe;

That farmers need to generate incomes from the natural resources;

That they need assistance to run tourism as it is new to them;

That the project started encouraging farmers to plant eucalyptus trees, which is now providing a good income for those that did it. They hope this will also be true for tourism and they therefore want us to move forward;

Begging is not normal in the area so tourists will not be disturbed

Good horses are available

There are some people who have completed 12th grade and could become guides.

The meeting ended after these statements were dealt with as the farmers wanted to finish their other meeting business and then get off to the Ginche weekly market.

i.e. Key informant interview with community members (Obbo Olani translated)

Date: 24th October

Venue: outside PFMP Offices, Chilimo

Present:

Garomsa Leta, Abab Dubbe, Tesema Jobora (Chilimo FMG Chairman), Tadele Shur, Tura Mulata, Ajamo Gamachu (completed 12th grade), Abyot Ababa (completed 12th Grade, committee member [Chilimo?]), Obbo Olani, Mark Chapman

Mark introduced himself, CBT and the consultancy. He also went through the basic skill areas that the community will need to run a tourism enterprise:

- Management, committee running and finance
- English
- Cooking/hygiene
- Interest in flora, fauna and the environment
- Interpersonal skills

Mark pointed out that training was needed, but that some people may have special skills that can already be built on.

The informants pointed out that every one knows the forest

Regarding food production I was informed that the wife of one of the Chilimo members worked for FARM Africa running a canteen in the previous project, and has some education in this area. They suggested she could be trained and then train others.

The informants were asked about what activities tourists might like. They responded:

To learn about the culture, community, forest, plant types, even insects and species of plants from grass to trees, even local food types. They even said if they liked bush meat and they got permission they would hunt it for tourists. They said that tourists can study and that they would accept tourists with a smiling face.

Mark explained about trekking as an activity, and that the flora and fauna, especially birds will be of interest.

Regarding the other activities:

Horses, (available)

Saddle and tack making (confirmed they are made locally)

Garry (no one owns one from the FMGs they suggested they could get one through credit and savings in the future

Gooks – they confirmed this would be possible.

In terms of sellable materials the informants mentioned gourds, items made from grass, animal skins and pots.

The general feeling was that they were all very supportive and encouraging of the idea of CBT and welcomed the intervention. They will cooperate with it.

i.f. Meeting with Oromiya Culture and Tourism Commissioner

Date: 29th October

Venue: Oromiya Offices, Addis Ababa

Present: Mohammed Burka, Mark Chapman

Mark informed Obbo Mohammed about the Chilimo consultancy and discussed the idea. Obbo Mohammed advised that this was in line with Oromiya policy and was supportive of the idea.

i.g. Visit to houses and Key informant interview with community members from Galessa (Obbo Olika translated)

Date: 1st December

Venue: Galessa village

Present: Werkneh Lemma (Galessa); Gurmessa Koricha (Werebo); Tafa Mulleta (Werebo); Mirgisa Gurmessa (Werebo); Ababe Werkinah (Galessa); Argew Chala (Galessa); Obbo Olika; Mark Chapman

Visit to houses – two old style house were visited. They were both round and very large with high rooves, darkened by decades of smoke. The oldest was said to be 10 years old but is more likely to be around 60-70 years old and was built by the current occupants grandfather. Both houses used juniper for the construction and needed a lot of wood. The oldest one has 12 wooden pillars around the central pillar to support the roof. The other one had a thick central pillar with numerous supports coming from it at a 45 degree angle to support the roof. Both houses were used for livestock inside – one exclusively now. This style uses far too much wood to be useful as a tourist model, but there may be a possibility of tourists visiting such a house as part of a cultural visits.

We then visited a more recent style of house: a thatched rectangular house. Again this used juniper but much less. Juniper is termite resistant and eucalyptus is not, however if the eucalyptus is set in concrete that should stop the termites eating the wood beneath the ground. This hut measured approximately 8 meters across and 5.5m deep. This could be a good model for tourist tukuls. The house was divided into two rooms, again the perfect design for tourist accommodation.

In the meeting that followed I gave a brief explanation of CBT and the concept for Chilimo. They offered to work for free, one talked of the Adabe Dodola experience which he had visited as being positive. Generally they were very positive about the idea.

They estimated that a house such as the one we visited would cost 3,000ETB for wood, rope and grass.

i.h. Meeting with Obbo Tasama, Chairman of Galisach Chilimo Cooperative

Date: 2nd December 2003.

Venue: Chilimo

Present: Tasama, Olika, Mark

Asked to estimate the cost of building an 8 x 5meter house, came up with a price of 4,000ETB without cement but including labour, wood, grass, rope and mud.

He felt that the idea of protected forest areas for which tourists paid to enter was a good one. He also felt that the existing executive committees could handle the extra tourism work.

I presented the idea that a camp built in one FUG may be staffed by inhabitants of that FUG, but that guides should come from wherever the best ones were found within the area (Chilimo Forest) and that the profits should be for the greater community (perhaps the cooperative). HE felt that this was OK. We also informed Tasama about the current proposed site in Galessa, and asked him for feedback and any ideas. I also pointed out that CBT will involve women and that we needed to get their views and ideas too. He agreed to assist with this

i.i. Meeting with GTZ Teltele Project leader

Date: 16th December

Venue: GTZ Offices, Bole Road, Addis Ababa

Present: Joachim, Mark

Joachim briefed me on the details of the Teltele project, a public (GTZ/DED Finland Embassy) private (Investors) partnership, from which it is anticipated that the community will benefit. While the Teltele site can be visited no structures have yet been built and no charges are yet made. The agreement with the Finland Embassy was just signed.

i.j. Annex 7 Accommodation report :

i.j.1. Ginche

There are two main hotels: the modern Fasika and the old Mobil.

Fasika charges 10ETB/night for a small square room with reasonable beds, tiled floor and painted cement walls. The rooms open out into an outside passageway with no space, looking right onto the rooms in front. At the end of the passage way is a wash point, a cold shower and a toilet. The toilet was locked as it was full and needed emptying. The only alternative was a rickety old shack at the bottom of the property – not a pleasant area and not to be attempted at night!

Mobil charges 8ETB/night for similar sized rooms. There are two compounds, the first behind the bar/restaurant with parking in it, the second beyond the first with a nice garden in it. Some of the older rooms have lovely wooden floors (Italian period?) Some beds are OK some not so good (Wire sprung and soggy beds). There is a hot shower available for 3ETB, and a building with 4 long-drop toilets in it, two locked and the other two unpleasant.

i.j.2. Ambo

Ambo has a full selection of tourist quality accommodation. Most interesting is the old Ethiopia Hotel in the centre of town. This hotel has just been taken over (Sept 03) by Million, who has already invested in its upgrading. The new manager Wro Rahel is energetically trying to ensure her guests are at home there.

They offer three classes of rooms:

1st class rooms are upstairs above the reception and are vast rooms with wooden floors, ensuite bathroom and large beds. New bedding and mattresses have been put in, along with working fittings.

2nd class rooms also have ensuite bathrooms wooden floors and ceilings, but smaller. New bedding and mattresses is again a welcome feature. The rooms are not as well finished but are still very good. The beds are smaller, a bit small for a double.

3rd class rooms share bathroom facilities – 1 bathroom to two bedrooms, and are still well appointed.

Foreigner prices are approximately double that of the local prices:

Room class	1 st	2 nd	3 rd
Local prices	57 ETB	29 ETB	25 ETB
Foreigner prices	103 ETB	78 ETB	51.25 ETB

The hotel also runs the thermal pool on the other side of the road and the new management has lots of ideas to develop the facilities further. The restaurant is unexciting, but perhaps better than the average government hotel.

There are other hotels in Ambo including the new Abebech Metafaria which is preferred by Ethiopians. It should be noted that it may be difficult to get a room on a weekend, and so tourists should be advised to book in advance. This is due to the popularity of Ambo as a weekend resort among Addis Ababans.

i.k. Annex 8 Other CBT/Ecotourism in Ethiopia & Lessons learned from them and from experiences outside Ethiopia

From Meket Experience with SOS Sahel MDP

1/ What is the community? This is the first key question once one has located a suitable location in terms of scenery, proximity to other attractions, other CTEs and to the road. What community structures exist there, a debre (parish) a desh (village), a gott (smaller village/hamlet)? Are there any community based organisations such as a Kire (Wollo equivalent to the Idir, a funeral savings scheme) which are strong enough and respected enough to pull a community together? How many households are there in each one of these divisions and organisations? The process of discovering this information is critical to the decision process as to what and who to work with, and due attention must be given it at the start.

2/ The success of the process will be depend on the ability of the project staff to demonstrate that the CTE will be wholly owned by the community. This will mean that from the start the community can not be rushed into things, that due time must be given to going through correct processes, that where possible the staff will need to throw back questions to the community rather than impose there ideas on them, and that as soon as practicable budget and decisions are transferred to the CTE committee, albeit with safeguards attached.

3/ The project staff will need to recognise that the issue of which persons land is given over for use by the CTE and how that person/s will be compensated is a delicate one. While the Woreda and the Kebele (with whom relations need to be kept good) can come in and demand this piece of land is given and that compensations is right, if the community do not feel it is fair there will be endless problems. From the beginning a procedure needs to be discussed and agreed upon.

4/ While internationally current best practice in CBT suggests that communities involved should have to invest their own time and money into developing a CBT infrastructure this is unworkable in the poverty of North Wollo and probably most of Ethiopia. Poverty levels are crushing and most villagers are already involved in making choices about whether their last few birr go on medical costs or food items. To expect such a farmer to work for two weeks freely that alone pay for part of a 75birr quintal of cement is unrealistic. The approach chosen is to agree proposals and contracts with communities in which they select what they can provide freely, the rest needs to be invested from outside.

5/ Feed back from the tourists who visited the first site as a pilot proves that the basic product is of great interest to tourists who are willing to pay reasonable prices for the experience.

From GTZ IFMP in Dodola, Bale

In the mountains above Dodola GTZ set up a series of basic trekking huts and trekkers pay a local hut keeper for each night's accommodation, and a guide and horse owners/drivers for their services. It has become quite popular with expatriate residents. However this project has recently been subject to much discussion and questioning as GTZ now wishes to pull out. However they have been marketing the product, organising tourists from their offices in Dodola,

have been using their staff as guides and they have energetically enforced high standards. Consequently if they pull out there is little hope of the product being able to survive, and it will just fall into ruin. So GTZ have been negotiating with private entrepreneurs to join forces with the community but have (as far as the author is aware at the time of writing) been unable to succeed.

Thus this highlights the importance of sustainability being considered from the start in particular the means to market, book and maintain standards of the product once NGO support is finished. Therefore a clear exit strategy should be in place.

In addition when GTZ started the tour operators in Addis who were consulted had a very poor understanding of Ecotourism and the expectations of visitors in the industry in Ethiopia. Advice was given that flush seat toilets were needed for tourists, and mules then carried porcelain toilets into the mountains which then consume vast amounts of water and especially as they drain and sometimes leak into the old pit latrines (which are much dryer by nature), risk polluting the ground water. Therefore it is apparent that a process of educating the tour operators is important when dealing with what are for Ethiopia new and unusual concepts in the market.

From Bishangari – FARM Africa

This tourism location was first developed by FARM Africa as a means of raising money to then plough back into the local community. This was illegal (the laws are currently under revision) and ultimately this led to the closure of Bishangari. This emphasises the need to comply with legal requirements and develop good relations with government stakeholders.

From CBT projects outside Ethiopia

Although Ethiopia is undoubtedly unique some lessons can be drawn from experiences abroad. One is the need to have a central organisation/association to draw the various enterprises together and provide support such as marketing and training. In Kenya for example, there is no such organisation and communities that try to tap into the lucrative tourism market find themselves squeezed by the operators on whom they rely upon to bring tourists, and they have no means to market themselves independently.

In addition, again with examples drawn from Kenya, it can be seen that partnerships between communities and private investors can be very rewarding as they give commercial expertise and access to the market, but communities can be easily exploited and taken advantage of. There are example of partners (normally operators) contracting to give the community a flat fee in Kenyan Shillings per bed sold, on the understanding that there were to be a large number of beds, and then the operator only develops a handful of bed accommodation to keep it exclusive, thereby charging far higher rates (foreign currency). The community loses out in terms of quantity of bed/fees and in devaluing local currency.

If this is added to the experience of GTZ LUPO and IFPM in their dealing with private investors we can see that such partnerships are not easy to get right as the private investor has his/her investment to worry about and will not be as concerned for the community.