

Bale Eco-Region Sustainable Management Programme (BERSMP) of FARM-Africa, SOS Sahel Ethiopia and Oromia State Forest Enterprises Supervising Agency



The Bale Eco-Region Sustainable Management Programme (BERSMP) has been operating in the Bale Massif since the end of 2006 and aims to bring local communities into a central role in sustainable natural resources management supported by government services, across the whole Bale Massif.

The programme is supported by the Irish, Netherlands and Norwegian embassies.

Implementation of Shaya Community Based River Management – Eco-Tourism

Goba woreda, Bale zone

Consultancy report presented to BERSMP

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Introduction

Ecotourism /CBET development in Ethiopia is getting increasing interest and attention. Different stakeholders including non-Governmental organizations (NGOs), tourism planners, Government organizations, donor agencies, and community and the private sector are taking part in ecotourism / CBT initiatives. The Bale Eco-Region Sustainable Management Program (BERSMP) has taken several deliberations with relevant actors since its establishment in late 2006 with strong desire to look for optional income generating schemes for the local community through the introduction of ecotourism /CBT activities in the context of Participatory Natural Resource Management. Hence, it was found necessary to bring in experiences of other similar in-country initiatives (for example Adaba-Dodola and Ecotourism around Wenchi Crater Lake) at the beginning to supplement existing knowledge. The Bale mountains are endowed with natural beauty: attractive landscapes, wildlife, terrestrial birds, forest and rivers for sport anglers thus having a huge potential for CBET.

The purpose of this mission is to assist and provide with ideas and concrete steps on how to implement ecotourism /CBT with trout fishing enterprise in order to:

- Improve the livelihoods of the communities
- Promote the engagement of the private sector partners
- Enhance the sustainable utilization of natural resource through managing the Shaya River and protect it from pollution by community participation and increased sense of ownership.

Accordingly, a practical strategy and guideline for the implementation is prepared including issues such as considerations before commencing ecotourism/CBET activity (step 1), followed by the assessment of CBET products to be developed (step2), further on to the third step of planning the detail outline of the ecotourism/ Community Based Eco-Tourism product, which then leads to the starting of the project (Step 4) and finally to the last step of implementing and operating the project. Each steps includes a set of

leading questions and methods to use for decision-making as well as practical examples and experiences.

During the sport fishing set-up planning meeting on 24th August 2007, the practical examples and experience of the two CBET projects (Adaba-Dodola and eco tourism around Wenchi Crater Lake) was presented.

Ecotourism /CBET definition

There is no universal definition existing for the CBET/ Ecotourism. It is Possible to define as travel to natural areas that the culture and the environment is conserved while sustaining the well-being of the local community. Communities include elderly, women, youth, and etc. all that participates in designing, management and benefit from and share costs of the tourism activities.

The Bale Eco Region Sustainable Management Program has a strong aim at community development, sustaining the Natural resource and the well being of the local people by organizing community based river management group along the Shaya River. Shaya River is potential for rainbow and brawn trout fishing operation and can be attractive for the anglers, trekkers and hikers.

Shaya Community Based River Management Group (SCBRMG)

The shaya Community Based River Management Group/Association could comprise 4kebeles (Sinja,Burkitu,Waltaii Azira and Hora Boqa). They are settled along the Shaya river, outside of the Bale Mountains National park. For three days (25 - 27th of August, 2007), training was conducted on sport fishing and Ecotourism/ CBT experiences and its implementation steps. The training was provided to the selected Shaya River management group. Also random transect walk was conducted to observe villages, forest and the Shaya river situation. It was observed together with the river management group

that the Shaya River has high prospective for sport fishing with its marvelous scenic and eye-catching environment.

During the three days trainings, it was further observed that the site is potential for the CBT/ ecotourism destination if it is combined with special interest tourism, hiking, trekking, canyon, Bird-watching and wildlife observing at the Shaya forest and Seneti plateau. As this is adjacent to the BMNP, it needs to be discussed with the National Park if the Sahya Community Based River Management can provide service to visitors inside the park.

Also during the training the objectives of community based ecotourism and Models of CBT from the experience of Adaba-Dodola and Ecotourism around Wenchi Crater Lake was presented to the Shaya Community Based River Management group and the private partner Obbo Salamon.

The objective of Community Based Eco-Tourism

The objective is to contribute to community development and sustaining the well being of the local people through provision of alternative income and employment for local communities and the full participation of management of tourism resource. Some major outcomes include:

- Broaden the distribution of benefit from tourism to the local people
- Lead to empowerment of local communities
- Provide a sense of ownership at a community level of the industry.
- Lead to the development and strengthening of institutions especially at community level.
- Strengthen community identity and sense of pride .eg. Cultural value
- Improve the living standards of communities through site development eg. Infrastructure, access
- Contribute to broader Scio-economic goals eg. Poverty reduction, employment generation

- Boost the local economy through multiplier effects
- Enhance conservation of natural areas and cultural heritage

The models of CBT

The involvement of the community within the CBT can be at different levels. The involvement of only some community members is the lowest community participation, as it is the case of private businesses employing local people and local people selling handicrafts to visitors or tourism enterprises.

When communities are granted a concession by private tourism businesses to operate, in return for fee and share of revenue the higher involvement of community is achieved. The other form of CBET is when individuals or parts of a community, with links to the broader community, run their own small tourism business. The last form/model is a community owned and run enterprise; this is the highest form of community participation.

According to the existing situation of tourism activity in the country all the above forms of ecotourism initiatives that involve community exist and can be divided into three Categories

- Community based ecotourism
- Community- private based ecotourism and
- Private based ecotourism

See the following experiences

Model 1: Community based ecotourism

→ The whole community is involved in the project.

Example: “Trekking in the Bale Mountains” (Adaba-Dodola):

Since 1997, the communities in Adaba and Dodola districts of the West Arsi Zone (former Bale Zone) are undertaking ecotourism with the support of GTZ. Accommodations, horse renting, guiding and providing meals are those activities where the communities are actively taking part. GTZ supported the community technically and used to play a crucial role of capacity building for the service providers.

The income from the ecotourism initiatives directly goes to the individuals that provide the services and the village communities’ benefit from a community fund from bed rent. The income is used for community development e.g. building of schoolrooms, fences, etc.

Model 2: Private community based ecotourism

→ Joint Venture between community or some of its members & business partners.

Example: “Ecotourism around Wenchi Crater Lake”:

Initially in the year 2000, the communities around Wenchi Crater Lake, in partnership with a private business, started running ecotourism. The private investor showed interest to provide accommodation for the visitors, while at the same time conserving the environment.

The services that the community members provide include guiding, horse renting and boat renting to tourists. GTZ plays the role of facilitating and capacity building.

The partnership with the private investor has not proven to be successful, so that the tourism activity is now solely managed by the registered “Wenchi Ecotourism Association” (WETA) comprising of the service providers. Therefore the project is now organised and operating according to model 1.

Model 3: Private-based community based ecotourism

→ A private business exclusively owns and runs ecotourism. For the communities living in the operating area, income opportunities arise through direct employment or other income benefits like leasing of land, selling of food and souvenirs to the business or directly to tourists.

Some private owned ecotourism businesses support local communities directly through community funds or donations to support sustainable development in the area.

This model is not an exact CBET form as per definition but rather a form of ecotourism, supporting community development to some extent, with little or no community participation and right of co-determination.

According to the above mentioned examples, the Bale Eco Region Management Program can implement model 2. Of course the necessary caution needs to be taken in engaging the private sector as experience shows from Wenchi ecotourism project, that private investor partner who signed the tripartite agreement (WETA, an investor and woreda administration), ignored the agreement and stopped the activity. There seems to be a good start in the Shaya river management group and the candidate investor, as there is a high interest from both sides.

It was noted during the discussions with the investor that he is highly interested in securing the plot of land for him and his relatives. Actually this is not bad but because of lacking exposure and knowledge in partnership rights and obligations of tourism businesses care should be taken in case he thinks to quit after securing his land/plot?

According to the tourism partnership with community there are two types of criteria for bringing in the potential investor.

Ideally, the local entrepreneur should fit the following description:

- Experienced in dealing with foreigners
- Management skills in both day to day operations and more structural administration

- Experience in tourism, tourist needs and expectations
- Trusted by the local (River management group) population, but not too close to be too vulnerable for social/informal pressures
- Committed to the community aspect of the tourism project
- A guaranteed long term commitment to the project
- Not too occupied with other commercial activities

Professional tourism partner description

1. Well-established within the tourism industry (either as an experienced tourism operator or in operating lodge – type accommodation specifically focused on tourism)
2. Knowledgeable on foreign tourism (tourist needs, different market niches, etc.)
3. Experience in constructing and operating tourism facilities
4. Experience and contracts in middle class tourism, especially group tours
5. Experience and contracts in the area of special interest tourism
6. (If there is going to be trophy hunting background for helping to develop trophy hunting, either directly as professional hunter, or indirectly through cooperation with a professional hunter)
7. If there is going to be trout fishing;) background and knowledge to help develop trout fishing
8. Interest and commitment for community involvement in tourism

At least the above-mentioned description should be used when seeking potential tourism partner. Regarding the BERSMP the above descriptions especially the 1st description might be partially applied. With the three days advices and discussions with the entrepreneur (Obbo Salomon) it was not difficult to know that he is completely new for tourism business. If the program could help him with different trainings and awareness he looks honest and good potential for the designed tourism project. Because he was born in the area and knows the community, (he told us that his father is well respected by the surrounding community or the River management group and that is why his and his

relatives' plots have not been disturbed and touched) this could be an advantage. The only thing that could be a problem for him is to legalize such a vast plot of land (approximately 10 hec.) area as an additional for him. Otherwise he is interested to cooperate and work with the project and the river management group.

In this regard, the BERSMP staff needs to follow the following training outlines and examples:

1 Training

Providing training is one of the most important components that should be given great attention since it is a major factor to contribute to smooth and qualified operation of the tourism project with the Shaya community Based River Management group/Association.

The question remains, what kind of training should be offered, which methods should be used and how much is needed? The amount of training needed depends very much on the existing tourism experience within an area and the level of education of the participants. A training needs assessment should be conducted in advance to better know where training is needed. Even though it is most important to train the direct participants, training should as well be provided for other stakeholders and local people residing in and around the planned operating tourism area.

Suggested general training for all stakeholders including the private investor

- General tourism knowledge
- Specific information on CBET/ecotourism
- Sustainable use of natural resources
- Tourism standards
- Benefits of community involvement and cooperation
- Experience exchange visits within the country (also outside of the country for the government stakeholders, partner investor and project staffs if necessary)

- Ecotourism planning and management e.g. spatial planning, institutional aspects, policies and regulations, financial instruments, supportive measures, issues
- Environmental management e.g. zoning, visitor management, environmental technologies and management
- Tourism impact
- Conflict resolution mechanisms

General training for the local people not directly involved in tourism activities:

- Tourism hospitality
- Use of local resources for developing tourism products and handcraft design
- Selling of local products
- Cooking and hygiene according to visitor standards

Specific training for service providers:

General training:

- Visitor treatment and hospitality
- Importance of and what makes up quality services
- Cultural studies

According to exemplary services offered:

Guiding: language and communication skills, guiding skills, biodiversity, species, indigenous knowledge on culture, fish and river history, plants, birds and mammals and identification techniques, first aid

Offering accommodation: housekeeping, cutlery training, cooking, serving, and reception of guests

Providing riding animals (e.g. horse, mule, donkey, camel): handling and caring of animals, necessary gear and standards, animals' health

Business/office management: office running, book keeping, handling bookings, computer and internet skills, telephoning, language and communication skills, marketing this is especially needed for the river management group executive bodies and the private investor

Methods for conducting training:

- Informing lectures
 - Practical workshops
 - Field training
 - On the job consultation/training
 - Experience exchange/Exposure visits
 - Workshops
 - Consultative and skill upgrading meetings
 - Conducting a mock tourism day to test the feasibility of future tourism activities (Members will realise the demands, pressures and opportunities associated with hosting tourists → incorporate the findings in the planning process)
- Consider language difficulties when conducting training

Example of the GTZ supported CBET projects:

Different training units accompanied the project members throughout the development. As a starting point, essential training for familiarisation with CBET and specific training for service provider groups could be conducted. This included awareness creation workshops and experience exchange tours for the community and partner government departments to different tourism sites, which helped to understand the concept of ecotourism and to see what it really looks like in practice.

Very useful were consultative meetings and on the job trainings by the GTZ staff during daily operation, to provide input where difficulties arose. This form of practical training helped the services providers to gain an understanding of how to cope with different

situations.

During the development process it proved necessary to upgrade some of the skills on a regular basis. Another reason for revising trainings was the difficulty of getting all members to attend a conducted training, as during operation of the tourism business, some members were always busy working. This requires that training sections are planned to achieve highest participation possible and are being repeated.

2 Management and administration

As CBET is a business, professional management and administration are important components to run the project and guarantee its viability.

This requires (office) management and administration personal to take over tasks like:

- Bookkeeping and financial management
- Developing working plans
- Handling visitor bookings and registrations
- Clarifying responsibilities
- Writing and monitoring of the plan of operation and business plan
- Developing the product according to market trends
- Marketing the product

As the Shaya River management community originally are not familiar and capable of this task, different options for managing and administrating the project can be considered. One option is to train certain River management community member's right from the beginning for the specific task. A further, very advisable option is to apply someone externally e.g. as general manager, office manager or secretary, who can bring the experience and qualities needed into the project (working with the nominated investor could be an option) and as a third option can train the community in the long run by the project e.g. training on the job. These options require a broader extend of infrastructure, like basic office infrastructure and equipment e.g. office, furniture, telephone line, etc., firstly for daily operation and secondly for long-term activities like marketing.

A fourth option could be to outsource management and administration to a private investor e.g. hotel owner or tourism operator in the area. Therefore, as it was recommended above the 2nd model of **Private community based ecotourism the Fourth option can be exercised by the project**

Example of the two CBET projects supported by GTZ:

In the case of the GTZ supported projects, this element was not probably thought through when the first tourism activities started in the Bale Mountains.

In the case of “Trekking in the Bale Mountains”, training in office management was given to the local guides. With this task the guides were overstrained to manage the day-to-day business, like handling of bookings, on their own.

Based on the experience, a different approach was undertaken at “Ecotourism around Wenchi Crater Lake”. Management tasks were distributed among the association members, forming the organisational structure of chairperson, vice chairperson, secretary, accountant, control and auditing and cashier. The office infrastructure was kept as simple as possible to minimize problems that cannot be handled by the community themselves. For example, no electronic devices are used. Instead, simple organisational methods and processes were taught to the members during training units. Bookings are handled through a hotel in Ambo town, where minimum basic infrastructure exists to fulfil these tasks and through frequent contact with the tourism project, information exchange is assured.

3. Potential challenges

Regarding the CBET, more and particular challenges could exist

- Local community involvement in tourism activity (the interest could be high but could be difficult to involve all community members)
- Biggest income from tourism is often ending up in Addis.

- Low-level awareness of the potential of CBET as an alternative income generation options to rural community by the government, the community themselves, and the private sector.
- Lack of tourism expertise and know-how and limited information exchange and experience sharing.

Even though many challenges left for CBET one should not undermine the tourism potential of Bale, Shaya River together with the readiness of the local community for facing the challenges as mentioned above.

Potential conflicts

- Too many people would want to provide service for tourist and benefit
- Kebeles who are not benefiting directly could complain
- River management group members those close to the river could complain that the investor gives employment opportunity to his relatives only and etc.
- Community members those settled along the minor tributaries and main tributaries and many others

Obviously, it is not possible to involve every body directly as tourism service provider and the project cannot make everybody happy. The big challenge for any community oriented tourism project is always how to establish fair criteria for who is and who is not to benefit from tourism, how to let as many people as possible share in the tourism revenues in a direct way, and how to keep this whole processes manageable.

Also for the Bale Eco –Region Sustainable Management Program this dimension could require more attention. Clearly a balance has to be found between ease of management and the community participation, particularly considering the engagement of the local entrepreneur or tourism investor from the area/outside.

4. Revenue sharing

Revenue can be generated from different sources. One way is directly through visitors' payments such as service charges, entrance fee or purchases of handcrafts, information material or food, guiding, accommodation, trout fishing, hiking and other activities. Income generation within the tourism project can result from membership registration

fee, penalty payments and community fund contribution of all members. Also it is essential to elaborate a transparent price system for the different services to assure the Revenue is shared equally among the community.

Transparency can be created if visitors pay the necessary payments directly to the service providers for the services they have been offered or benefit share has to be clearly stated for visitors to see. The best way of Revenue sharing is to widen the community participation in tourism service activity. Therefore, an income generation scheme should be set up in a way to assure self-operation of the project by the community and benefit sharing equally in future. This includes the initiation of a saving mechanism. The Shaya Community Based River Management group needs to establish a plan to spread the benefits equally among each service providers. Service provider who offers a service to the visitor should not keep the entire amount of the income earned. A part of it should go to the community and tourism fund.

Eg. Home stays cost 50 ETB per person per night, a meal 10 ETB and a guide 50 ETB per day. From this income received, from the home stays and guides 15 % goes to the tourism fund, and another 5 % to the community Development Fund (CDF). 80 % remains in the family. From food earnings 5% is paid to the Community Development Fund, 15% of the income made by the sale of hand craft or hand made clothes goes to the women's group and 5% goes to Community Development Fund.

The tourism fund could be used to develop activities for the visitors in and around the villages/kebeles.

The community development Fund (CDF) could enable the members/villagers to buy and install facilities like a telephone, solar cells or support family in disasters, Build School, health centre and etc.

Organizational structure

Shaya Community Based River Management Group/ Shaya River Management Association could be a voluntary community based organization that is established by the members drawn from among the different groups and service providers those could be listed under membership bylaw and each group could have limited number of members who voluntarily agree to be registered as a member. Chairperson

- Vice chairperson
- Secretary
- Accountant
- Control and auditing
- Cashier
- Members

Forming a legal association could help to reduce conflicts between different stakeholders and among individuals of tourist service provider groups.

Once the legal framework is established it is important to monitor that the government takes due account of the specific nature of the groups and is flexible in giving them legal recognition. There might be one problem that could encounter the BERSMP, which is the lack of a proclamation in the country giving legal entity to associations/group as in the case of Forest User Groups.

Shaya Community Based River Management Group/Association shall be the recognized member of the following service providers:

- A. Horse providers
- B. Horsemen/assistants for packing / riding horses
- C. Guides
- D. Nursery & Forest management group
- E. Fish farming group (could be at their backyard or suitable places along the River)

- F. Stuck-up /anglers Group this is very important for the development and management of the trout fish.
- G. Women group
- H. Cattle breeding /fattening group
- I. Bee keeping group
- J. Handcrafts group
- K. Cultural show group
- L. Elders group is important (as story tellers, conflict mediators and negotiators with the investor or among themselves)

To avoid unnecessary conflicts among the above service providers and to establish a base for smooth benefit sharing among the Shaya Community Based River Management/tourism actors, supplementary to the legal organisational setting, by-laws and codes of conduct should be developed for each service provider group and for the tourists. This assures that everyone knows his/her rights, responsibilities, tasks and working relations. The codes of conduct ensure the quality of the services provided to the tourists and regulate the interaction between the tourists and the host community. It assures quality of service provision and appropriate behaviour by tourists towards the host community and within the natural setting.

Physical structure

1 Developing Shaya Community Based tourism infrastructure

Appropriate infrastructure is very decisive for the functioning of the ecotourism business along the shaya River and in the shaya forest which is adjacent to the BMNP and important for widening the market segment. The Shaya Community Based River Management should give attention to the following questions before developing tourism infrastructure in the area :

- Which infrastructure is required, what is existing, what needs to be developed or improved?
- How much are we able to invest, how much is necessary?
- Who does the infrastructure belong to?
- Who is responsible for maintaining the infrastructure?

The required infrastructure is related to the designed product that should be offered and according to the need assessed (already existing and non-existing infrastructure) during the feasibility study. Infrastructure investment plays a big role in this aspect as well. On the one hand, the scope of the project sets the costs (e.g. offering a sophisticated product, special activities needing specific infrastructure, day visitors only or offering accommodation). On the other hand, the tourism development situation of the area is decisive (e.g. access to the area, walking trails, accommodation). In order to construct economical viable infrastructure, as one has to keep in mind that the product should benefit the community in the long run, durable, high quality local materials should be given preference to poor quality and low-cost ones.

A further aspect to concentrate on before commencing construction is ownership regulations of the infrastructure. The ownership of certain infrastructure, e.g. camps or the ownership of the whole ecotourism physical structures as well as the responsibilities for keeping the standard have to be defined and agreed upon with the whole community to prevent conflicts. In order to guarantee good functioning infrastructure, regular maintenance has to be organised.

2. Fishing village Physical structure by the investor

The private partner Ato Solomon has interest to work with the community and construct tourism infrastructure on his private plot. The plot is very appropriate with a good view and it is close to the river and ideal for trout anglers and hikers. However, such kind of base camp village would require the involvement of experienced investor in the industry.

The existing candidate entrepreneur has very little experience in tourism business and could be difficult and big challenge for him and for the project. Therefore, the Bale Eco-Region Sustainable Management Program should invest time and cost in coaching and providing trainings in all aspects. (eg. Establishing contacts for him in the tourism market, familiarise with tourism market products, knowledge of working with the organized river management group and other stakeholders and etc.)

The village base camp structure could relatively be simple local style round tukul, built of local materials (wood, mud, grass roofs) polished up with flush toilet, running water, a concrete floor and a plastic cover below the grass roof. The following type of structures can be seen as an example.

- The round 4-person tukuls would have 2 rooms (one with only a double bed, plus a bigger one with a bunk bed and table and chairs (diameters 5m, surface about 20m²). The round 2-person tukuls would only have one room with a double bed (diameter 4,4m, surface about 15m²).
- Additional tukuls required for the camp office/ as visitor centre office, (15m²) handicraft Shop (3m²) for manager residence (20m²)
- The restaurant /bar would also be made of local materials and will have a closed section of 40m² (including a kitchen and storage) plus an open section with grass roofed veranda) in addition to the tukul also 8 simple grass roof shelters for camping would be made, plus a toilette / bathing facility 12 m².

More can be done as the plot is quite enough to facilitate different services and activities like tree bar, sport games, especially children focused and adults as well and etc.

Women participation in tourism activity

Women are advised to form a women's group as they usually initiate the production and sale of handicrafts. This helps to increase their employment opportunities and broadens income distribution. Quite often, women also play a central role in CBT by taking care of guesthouses and cooking traditional meals for visitors, thus offering them additional

source of income. However, the women should get an introduction in hygienic cooking, which in the long term helps not only the tourists but also the women's family.

Women participation in tourism activity is not limited in cooking and taking care of visitors' guesthouse only but they have a big share in managing and coordinating activities in tourism, they are also traditional caretakers of the natural environment. The Shaya community Based River Management women group is very active and are interested in tourism activity. They can serve their organization in decision-making or leadership roles and also as a customer care. Because it is important that visitors always feel safe and secure. If the welcoming ceremony is warm and well organized by the women group villagers, the visitors may feel comfortable and soon lose their anxiety and irritability.

In general gender equity will be one of the major issues that would be considered and promoted to ensure the participation of women in all development activities and decision-making roles in economic and social affairs that affect them.

Conclusion and recommendation

The Bale Eco-Region Sustainable Management Program is aiming to improve the Livelihoods of the people living in the 4 kebeles/villages (Sinja, Burkitu, Waltaii-Azira and Hora Boqa) along and around the Shaya River in the Goba woreda of Bale zone through participatory and community Based River management program. It was clearly stated by the river management group that they are highly interested in promoting ecotourism activity connecting with trout fishing activity and protecting and managing the Shaya River basin and the natural forest. This has a high potential for the community participation and implementation of the project through participatory approach. The candidate, private partner, /Ato Solomon also has big interest and ideas to work with the community in the area, and he needs trainings and advice from the project to minimize his fears on the tourism industry which is a new business direction for him. During the consultancy meeting, different experience of tourism industry business has been discussed with him to familiarize him with the concept of ecotourism and the tourism business. (Also it is widely elaborated in the report manual/training outline for the Bale

Eco-region Sustainable Management Program staffs, for the implementation of the eco-tourism/CBT as an alternative income generating schemes for the River management groups.)

Recommendations

To widen the tourist activity as stated above and amplify revenue for the community it is necessary to work with Bale Mountains National Park and enter documented agreements. (It will be good to create a combined destination.)

1. Connect the market with the near by destinations such as Dinsho wildlife, Soff Omar Cave, Dire-Shekana Hussein, Wabe-Shabale gorge for viewing and canoe and Weib River for anglers.
2. In the future, consider developing circuited tour through Harena forest, Dolomana, Borena Negele and Moyale (biking /car), and a possible 2nd circuit through Gasara Dere-Shakana Hussen, Machara and Harar (by car). This could attract adventure lovers.
3. To realise the objective, it is important to get connection with overseas tour operators and local tour organization (TESFA, LINTOS Livelihood and Nature Tour Operating Service and others) with clear agreements that they agree to support and pay certain amount to the Community Development fund.
4. Establishing transparent price system is important and to organize it in a central payment system. This could help the tourists and ease to mange the income.
5. Need to establish tourism steering committee and members could be Kebele Administration, Woreda Administration, Woreda tourism office, Zonal tourism office, Agricultural and Rural Development office (Natural resource department), Cooperative office (essential for legal certification) and Oromia Culture and Tourism Bureau.
6. Develop professional agreement document for the investor and the community /RMG and need to reach concessus on a workshop,
7. Organize tripartite agreement (Woreda, RMG and Private investor)
8. Organize training for the steering committee members (experience share visits and awareness creation)
9. Develop criteria for selecting guides and other service providers

10. Bringing in external knowledge and experience from abroad through consultancy or sponsoring practitioners or experienced volunteers.
11. Need to explore the additional tourism activity and wildlife, bird and plant study
12. Need to handle the tourism activity as a fulltime job and assign one staff who can facilitate service providers and work with stakeholders especially with the private investor, Woreda and Zonal tourism representatives.
13. Support the investor (Obbo selemon) in legal matters, preparing site sketch and plan for the fishing village Hub structures.
14. Organize different trainings for the service providers and stakeholders as stated in the report.
15. Need to develop bylaws for each service providers and general bylaws with the consultation of the cooperative office because it is important for the facilitation of certification.

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