



Ecotourism Concept: Development and Promotion of Ecotourism in the proposed Lake Tana Biosphere Reserve

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I. Introduction

Located within the Amhara National Regional State in the North West of the Ethiopian highlands, Lake Tana is a biodiversity, cultural, and historical hotspot. The fertile region with its thousands of years of cultural history is of national and international significance for biodiversity and cultural landscape heritage. The lake is Ethiopia's biggest and most elevated fresh water lake and as the source of the Blue Nile represents the water tower of Africa. Its water resource is the fundament for agriculture and fishing and feeds the surrounding wetlands. The ancient monasteries, unique coffee culture, protected forests and impressive bird and wildlife also make the lake a popular tourism destination with international and domestic tourists alike. However, increasing pressure on ecosystems and their natural resources resulted in massive land degradation, erosion, and eutrophication of the lake with considerable effects on flora and fauna. Additionally, the lack of proper preservation techniques has results in the degradation of the monastery structures, frescos, and relics found around the lake.

The biodiversity and cultural significance coupled with the environmental and preservation threats positions Lake Tana as an ideal location of the development of a United Nations Educational, Scientific and Cultural Organization Educational (UNESCO) Biosphere Reserve. UNESCO Biosphere Reserves (BR) aim to create balanced relationships between people and nature and to encourage sustainable development. BRs leverage networking, share learning, maintain ecological and cultural diversity and secure ecosystem services for human well-being to create suitability. Through the network of BR around the world, UNESCO aims to build capacity in the management of complex social-ecological systems. Together the natural and cultural assets and the crucial needs for conservation provide the foundation and need for the proposed UNESCO Lake Tana Biosphere Reserve (BR).

The Nature and Biodiversity Conservation Union (NABU) is supporting the development of the Lake Tana UNESCO BR in order to conserve valuable habitats and cultural features and foster regional sustainable development. As a key element in the development of the BR, this document will serve as The Lake Tana Ecotourism Concept to guide the development of ecotourism in the BR. It is a tailor-made implementation plan and methodology for the development and marketing of ecotourism products in the Lake Tana BR. The concept includes enterprises structures, capacity building needs, feasibility of funding, suggested benefit sharing mechanisms to be endorsed by communities, a budget, and timeline for implementation.

II. Ecotourism Concept Background

NABU, The Nature and Biodiversity Conservation Union, is implementing the project 'For people and nature – Establishment of a UNESCO BR at Lake Tana, Ethiopia' jointly with Michael Succow Foundation from 2012 up to 2015. Lake Tana area which belongs to the higher catchment area of the Blue Nile River is located in the Amhara National Regional State (ANRS) in the North West of the Ethiopian highlands (10°58'-12°47' northern latitude/ 36°45'-38°14' eastern longitude). The target area covers the lake adjacent areas which are part of the catchment area and comprises the three zones of West Gojam,

South Gondar, and North Gondar (divided into 10 Woredas including Bahir Dar City administration and more than 135 Kebeles).

Within the BR development, one goal is to expand and diversify tourism in the Lake Tana area to include ecotourism through nature-based tourism products. The goal will be achieved through tourism product development which builds the appreciation and incentives for conservation, develops new jobs, creates income generation opportunities through appropriate services and businesses and preserves local knowledge on natural resource management where appropriate. NABU has already worked with partners and consultants to assess and select potential ecotourism products in the destination, develop business plans with the communities, and create a strategy for ecotourism development and promotion in the proposed Lake Tana Biosphere Reserve through a tested ecotourism development methodology.

III. Lake Tana Environment & Tourism Potential

Lake Tana is the biggest fresh water lake in Ethiopia and is the source of the Blue Nile River that journeys through South Sudan and becomes the Nile River flowing through Sudan and Egypt. The lake is a key resource for agricultural production, fishing, and wetland maintenance. The wetlands form a crucial part of the Lake Tana ecosystem providing bird hibernation sites for migratory European birds, breeding grounds for the endemic wattled crane and the black-crown crane, and breeding grounds for local fish populations. The lake is home to hippopotami, crocodiles, monitor lizards, mountain pythons, and a range of endemic fish species. The shores of the lake also boast over 100 tree species including numerous endemic species and the wild coffee trees that provide an important source of income for communities.

Lake Tana is a vital source of water and agricultural productivity. The surrounding lands have been used for agriculture and fishing for thousands of years. Small holder agriculture represents the majority of livelihoods in the area, about 80% of the local population. Communities also engage in fishing, livestock breeding, small scale producing industries, and tourism activities. Although there is a strong rural-urban interaction with seasonal migration and trade, 43% of the population around the lake is living in bare poverty. However, tourism is becoming an increasingly important source of income for communities.



Figure 1: Reed harvesting for market day in Zeghie Peninsula

Bahir Dar and Lake Tana are already key stops along Ethiopia's most popular tourist itinerary, the Northern Historic Route. The route typically includes visits to Addis Ababa, Bahir Dar, Tiss Abay, Lake Tana, Gonder, Simien Mountains National Park, Axum, Hawzeen, and Lalibela. The World Bank

estimated that about 77% of international leisure tourists to Ethiopia participate in the Northern Historic Route. Information collected by the Bureau of Culture, Tourism and Parks Development in Bahir Dar found that over 84,000 local and international visitors travel to Bahir Dar each year, spending more than 55 million Ethiopian Birr.¹ Approximately 40% of the visitors are international and 60% are local.² Additionally, the Bureau has found an increasing trend in arrivals of both domestic and international visitors to Bahir Dar (see **Figure 2**), substantiating the potential of Lake Tana as emergent destination.

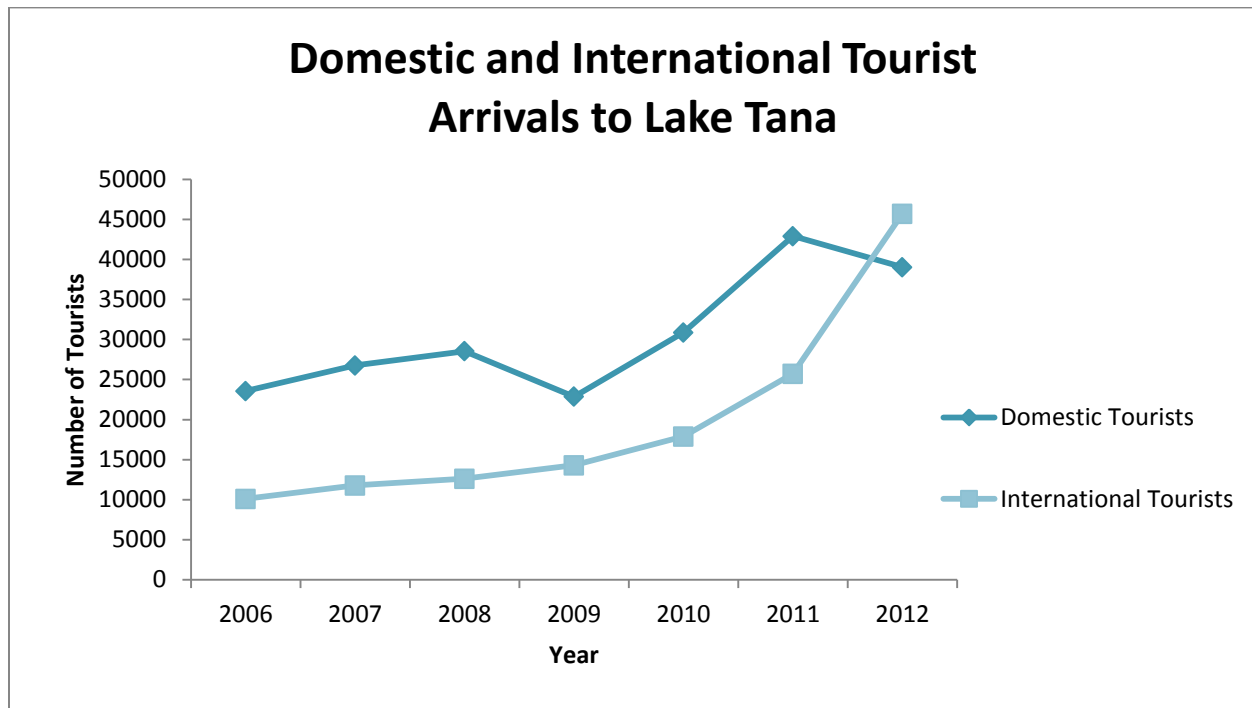


Figure 2: Domestic and International Tourist Arrivals to Lake Tana
Bureau of Culture, Tourism, and Parks Development

Lake Tana’s position as a key tourism destination is a crucial advantage for the surrounding communities. Tour operators will be more willing to integrate new products into their itineraries if they are familiar with the destination and its services and do not need to include additional transit time (e.g. time spend in a car or airplane). Further, Lake Tana is a popular destination with expatriate tourists, who are usually willing to try new products, are more forgiving with poor service during a start-up phase, and control important “word-of-mouth” marketing channels.

These market advantages are coupled with rich natural and cultural tourism assets in communities around the lake. Biodiversity hotspots, bird habits, natural forests, and wetlands provide a foundation for ecotourism development. The unique cultures and histories of the communities can contribute to

¹ Bureau of Culture, Tourism, and Parks Development. 2011. *Lake Tana Tourism destinations Management and Networking Development Plan*. World Bank Niles Beles Integrated Water Resource Development.

² This percentage did not hold for 2013 figures but final data is not available for this year.

robust tourism products that satisfy the demands of major tourism markets. Additionally, communities have knowledge of tourism and understand its potential to impact their livelihoods. Together, the available tourism assets, the ready and accessible market, and the eager communities generate a high potential for ecotourism development in Lake Tana.

However, the economic and environmental situation of the communities around Lake Tana is at risk due to limited access to income generation and livelihood activities and an inability to successful access tourism markets. This in turn has put further pressure on an already fragile ecosystem through unsustainable farming, fishing, and harvesting practices. In order to improve the livelihoods of the communities in the project area, tourism stakeholders must work hand in hand with the community members and government partners to help the community develop ecotourism products and further links to the existing tourism activities. The major obstacle facing increased economic activity through tourism is a general lack of capacity and understanding of tourism in the program areas, as well as a lack of connectivity and networking among stakeholders and linkages to the tourism value chain. This has prohibited the communities from successfully developing and marketing tourism products. To help mitigate these obstacles, tourism stakeholders must work with community members to enhance their capacities to develop and manage tourism products. It will provide start up support, link community initiatives to financial assistance, ensure initiatives are market driven (for example, linked to tour operators and hotels), as well as link products to their respective sales channels. These activities will assist the community in building sustainable businesses and employment opportunities in ways that utilize and protect biodiversity assets.

IV. Analysis of Potential Destinations

There are a range of destinations surrounding Lake Tana that could offer a variety of ecotourism experiences if properly developed. Through research and community engagement, the following ten key destinations for ecotourism development were identified including:

- Zeghie Peninsula
- Blue Nile Falls
- Debre Mariam
- Gorgora
- Kibran Gabriel and Entos
- Tana Qirkos
- Deke Island
- Daga Estifanos
- Bahir Dar City including the Negede Woito community
- Fogera Flood Plain

These destinations were assessed to analyze their potential for ecotourism development. Each destination was visited by tourism development experts and assessed with a set of criteria to determine its ecotourism product development potential and readiness for development. Each destination was then ranked based on scores derived from the criteria in order to identify the destinations with the most potential for ecotourism development. Based on the assessment and rankings, the destinations where

plotted onto a graph (**Figure 3**) to highlight the destinations with the most potential and the highest level of readiness for destination development.³

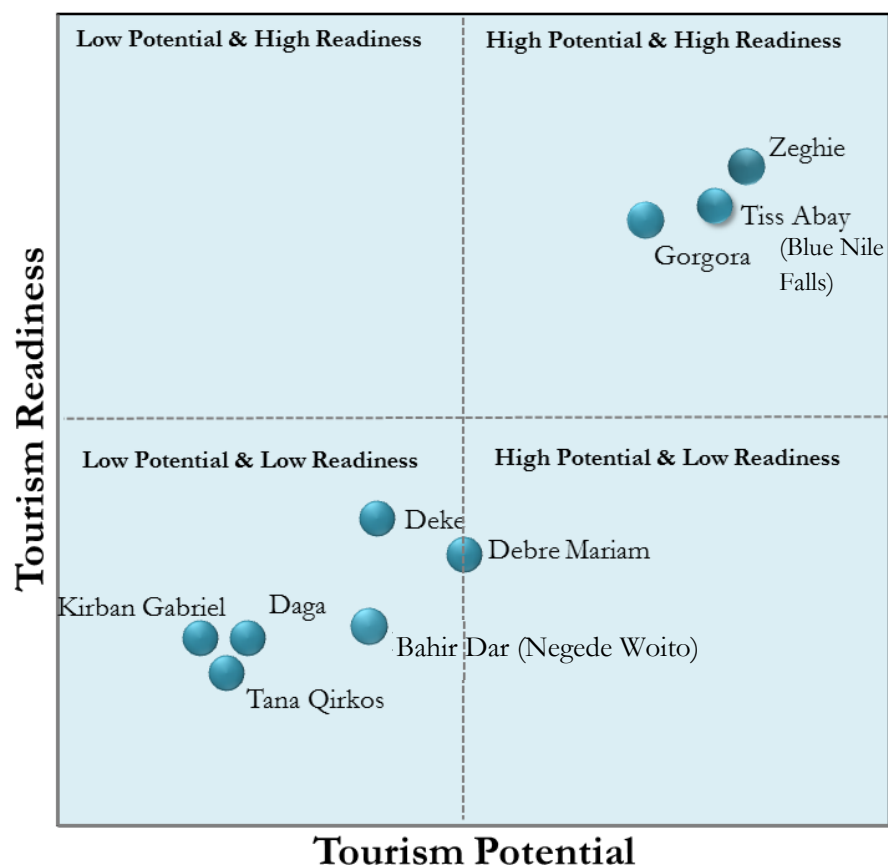


Figure 3: Lake Tana Ecotourism Assessment Results

Destinations in the top, right hand quadrant, Zeghie Peninsula, Tiss Abay, and Gorgora, were identified as those that have the most potential for tourism development and the highest level of readiness to receive support through ecotourism development initiatives. These destinations were shortlisted for further investigation and market verification. The market verification process included consulting inbound tour operators to ensure that any new ecotourism products developed will be marketable to existing and dominate market channels. It should be noted that 85% of leisure tourists to Ethiopia come through tour operators and their buy-in at the beginning of a project is essential.

Zeghie Peninsula

The Zeghie Peninsula has the highest potential among the destinations in the Lake Tana area. It is a key attraction on Lake Tana and a sizeable percentage of tourists to Bahir Dar already visit Zeghie to view the monasteries. Initial potential products and interventions that could be developed include:

³ Note that Fogera Flood Plains is not included on this chart since the assessment team was not able to visit the site due to inaccessibility at the time of assessment.

community restaurant, campsite, craft sales, interactive coffee tour, birdwatching, trekking/hiking, and artisan enterprise development and demonstration.

All product improvements and developments were welcomed by the majority of the tour operators. Overall, the tour operators noted a need to diversify and expand product offerings around Lake Tana to increase the length of stay. The craft demonstration area and organization of the vendors was also stressed by the tour operators as a necessary improvement. Finally, the interactive coffee tour was highlighted by tour operators as an excellent idea that would significantly improve the visitors' experiences.

However, there are also serious challenges to cohesive destination development in Zeghie. Currently there is little coordination among stakeholders, which has caused tension between community members and local guides. Further, there are too many community members providing the same service (craft sales and chai/buna sales) with little diversification in product offerings. Based on input from tourism experts, tour operators, hotel owners, government representatives as well as from previous studies, specific challenges to destination development include:



Figure 4: Traditional paintings sold in Zeghie Peninsula are popular tourist souvenirs.

- **Existing guide association:** Although the existence of a guide association means that tourism has been developed to some extent, the current association does not have a good relationship with the community. The community sees the guides as the only ones that are benefitting from tourism and the community does not feel that they are sharing this benefit. The guide association will need to be incorporated into a larger scale ecotourism cooperative on Zeghie to ensure benefit sharing and coordination. However, the guides may be reluctant to do this, so it will take time and needs government pressure to succeed. Additionally, tour operators have noted the lack of knowledge of the guides, especially language proficiency and product knowledge, which will need to be addressed to grow tourism in Zeghie.
- **Harassment of tourists:** The craft vendors line the trails from the jetty to the monasteries and constantly harass tourists asking them to purchase a craft item. If a tourist stops at one stall, a vendor from another stall will try to lure them away to their own stall. This creates a negative environment for the tourist who usually does not buy anything because they feel threatened.
- **Too many vendors:** Currently there are too many craft vendors (110 plus) selling handcrafts of more or less the same kind to the tourists. They have saturated the market and are limiting each other's sales opportunities by harassing the visitors.
- **Past association failure:** The government has tried to organize the craft vendors in the past without success. Previously, the government organized the vendors into more than five associations which continued to offer the same services in direct competition with each other. They continued to harass tourists, trying to pull them toward one craft area versus the other.

The associations were not well organized and did not take community input into account during the planning process. Ultimately, the associations dissolved and now the members are vending individually. Tourism development stakeholders must work with these community members to better understand their needs and gain their commitment to establishing a competitive industry without tourist harassment.

- **Poor food and beverage infrastructure:** Currently, the offerings of Chai Buna and associated foodstuffs are not supplied in a hygienic way that gives confidence to the tourist to buy them. Hygiene and sanitation are key issues for the successful implementation of the community restaurant. Tour operators cannot risk their tourists becoming ill on the trip and will avoid eating at a restaurant that cannot guarantee acceptable hygiene standards. Proper and intensive training and monitoring will need to take place in Zeghie in order to make food supply a successful business.
- **Poor infrastructure:** The existing infrastructure in Zeghie is not sufficient for tourists. The trails need improvement and there is a critical need for a proper, tourist quality toilet. Additionally, tour operators are not pleased with the current boat service to Zeghie and feel that the prices are too high for the level of service.
- **Low artisan skills:** Although there are a number of artisans in Zeghie and a long tradition of craft making, the current skills of artisans are very low. Tourism development stakeholders will need to provide coordinated training and production development skills to the artisans in order for them to be successful in the tourist market.
- **High investment costs:** Zeghie is a key destination in the Lake Tana area and the proposed products will require a high level of investment in both infrastructure and training. However, if successful, Zeghie can stand as an example and model for future destination development around the lake.
- **Low community benefit of trekking and bird watching:** Developing hiking/trekking trails and bird watching will increase the number of tourists to the peninsula and lengthen their time of stay. However, these products have little wide scale community benefit outside of the guide association.
- **Lack of overnight accommodation:** Currently there is no overnight accommodation on the Zeghie Peninsula which limits the amount of time tourists can spend in the communities. Proper development of a camping facility would assist in increasing the length of stay of visitors.

Gorgora

Gorgora is well positioned to be developed as a destination. It is located between Bahir Dar and Gondor and is accessible by both road and water transport. Additionally, with the expansion of the Kim and Tim Lodge, the improvements at the Gorgora Port Hotel, and the construction of two other new lodges in the area, quality accommodation will soon be available. Potential products and interventions in Gorgora could include: cultural village tour, guide association development, and artisan development project.

The idea of creating a village tour was received well by all tour operators. If it is developed properly, it will give an opportunity of seeing the local way of life and culture while increasing community income and tourist length of stay. The destination also has great potential for bird watching. Overall, Gorgora

was the destination that excited the tour operators the most as it is under developed but well placed along the Bahir Dar – Gonder route. With the expansion accommodation and the planned creation of an asphalt road from Gondor to Gorgora, the destination has potential to grow quickly. Working with the community at this early stage will be crucial to ensuring a positive visitor experience and community benefits from tourism.

Gorgora currently has a low number of tourists visiting each year. The communities in the area have little awareness of the potential of tourism and are not sensitized to tourists needs. This has led to harassment of tourists by children, which creates a negative environment for tourists. Additionally, community members in the area have low English skills and are not trained for the tourism industry. This site has potential but would require significant training and investment in the community in order to be a successful destination. In Gorgora, the tour operators mentioned the lack of good accommodation and the rough road that leads to Gorgora from Gondar. Fortunately, accommodation is expanding with two new lodges under way and a new asphalt road is currently under construction. The tour operators normally arrange tours to Gorgora by boat as a Lake Tana crossing cruise (from Bahir Dar to Gondar or vice versa) however the tour operators may stop this tour since the price of boats transport is increasing. Currently, tourists only spend few hours in Gorgora before heading to Gondar.

Tiss Abay

Tiss Abay is another key destination in the Lake Tana area. Most tour operators include a visit to the Blue Nile Falls in their itineraries. The landscape in the area is beautiful and initial potential product development ideas include: community restaurant, craft sales and demonstration area, tej making experience, and artisan enterprise development. The idea of establishing a community restaurant is



Figure 5: The Blue Nile Falls with a full flow

supported by tour operators as the vast majority of the visitors are local. Here the international visitor will also have a chance to taste a local cuisine. It will also reduce the effort of bringing packed food which is usually cold at the time of eating. The craft demonstration area will give opportunities for the local artisans economically and artistically. Guides here have to be trained and graded as their knowledge, ethics and performance varies greatly between individuals. There was some interest in the tej making tour but safety issues were raised.

However, there are also real challenges to tourism development in Tiss Abay. The chief among these challenges is the inconsistent flow of the waters to the Blue Nile Falls. Despite the presence of the new, higher power hydroelectric facility upstream, the government still occasionally diverts water to the original, smaller hydropower plant leaving the waterfall with little water. If Tiss Abay is to develop as a world class attraction, the issue of diverting water from the waterfall should be resolved. If this does not

happen, tour operators are likely to remove Tiss Abay from their itineraries. Additional challenges to destination development for the above mentioned products include.

- **Hygiene and sanitation:** Similar to Zeghie, a community restaurant in Tiss Abay will need high quality hygiene and sanitation skills which will require training and monitoring.
- **Existing Associations:** The local government has already helped the community to organize into 4-5 associations for the sale of chai/buna. These associations have chai/buna bets along the trail. However, their locations are too close to each other and the trail is not long enough to merit multiple stops. Tourism development stakeholders will need to work with all of the associations to build a more comprehensive product which includes existing beneficiaries through a more competitive approach.
- **Existing Tour guide Association:** The feedback from the tour operators' consultation about the tour guide association at Tiss Abay was very negative. The tour operators complain about lack of knowledge, lack of language skill and above all lack of professional discipline and poor customer care. This has to be corrected by using both training and enforcing law and order. Tourism development stakeholders can work on this in partnership with the Bureau of Culture, Tourism, and Parks Development and government stakeholders at all levels.
- **Child labor:** Currently women send their children out to meet tourists to sell them handcrafts. Not only does this harass the tourists but many tourists consider it to be child labor which casts a negative light on the destination. Any development efforts will carefully avoid promoting child labor.
- **Safety issues:** Bringing tourists to local tej bets could create safety issues since local customers can become aggressive when drunk. Additionally, when investigating the potential for the tej tour, the team was met with a lack of interest by the tej bet owner.

In Tiss Abay the challenge raised by all tour operators is the hassle from the local tour guides and their lack of knowledgeable. This was noted as the issue which needs immediate action by the concerned authority. The tour operators feel that the guides try to extract money from the tourist without providing sufficient service or by imposing unnecessary services. Tourists have encountered situations where the guide will physically support them during the hike, without the tourist's permission, and then later claim an exorbitant fee for this unsolicited service. Additionally, the local children contribute to the unfriendly environment and hassle of the tourists. They follow the tourist and pester them for items like pen or money or try to sell them craft items. Although some tourist may pity the children and purchase items from them, these activities keep children from attending school and child labor is increasingly becoming an issue.

There are two ways to reach the waterfall – a hiking trail or crossing the Blue Nile River above the waterfall. Tour operators see the hiking trail to the waterfall as a challenge. Considering that the main tourist market consists of 55-65 year olds, the current trail is not suitable for the majority of visitors to Ethiopia. The trails needs leveling and solid step in some parts to ease access.

The key issue, address by all concerned parties, is the fluctuation of the volume of the waterfall, where the water volume significantly decreases for a part of the tourist season due to its diversion for hydroelectric power generation. Local authorities need to work with public sector stakeholders to resolve this issue. Without resolution on this issue, Tiss Abay has little potential as a long term tourist destination.

V. Strategy for Ecotourism Destination Development

Based on the assessment, the feedback from the tour operators and the available resources, initial ecotourism development efforts should focus on Zeghie Peninsula as a key step in promoting tourism in the BR. Additionally, in order to improve the overall destination, support for the improvement of destination services in Bahir Dar is needed to build the capacity of the service providers and increase the effectiveness of the Tourism Information Center in town. It is recommended that the ecotourism concept be implemented in three phases:

Phase 1: Assessment and Business Planning

All ecotourism development should be based on a firm foundation of knowledge about the destination. This knowledge can be gathered through a destination assessment to understand the potential and readiness of specific communities to develop ecotourism along with market verification of the assessment results. From the assessment results, specific communities with strong potential can be identified and prepared through community based business planning. NABU conducted an ecotourism assessment of the Lake Tana area in 2013. Based on this assessment, the Zeghie Peninsula was identified as the community with the most potential and readiness for tourism development. In coordination with consultants, NABU then implemented participatory business planning with the communities to determine the structure and details of the ecotourism businesses.



Figure 6: Community business planning session on Zeghie Peninsula

Phase 2: Pilot Project in Zeghie Peninsula

Zeghie Peninsula is a key destination in the Lake Tana area and a significant percentage of visitors to Bahir Dar already visit the area to see the monasteries and other natural attractions. This has created a community with knowledge of the tourism sector and readiness to welcome visitors into their lives. Together the strong potential and high level of readiness positions Zeghie Peninsula as a prime destination for a pilot project. It is recommended that a 2 year pilot project be implemented in Zeghie Peninsula to develop ecotourism businesses, products and services with the communities. The pilot project will be managed by an implementing agency that has experience in ecotourism development.

During the pilot project, the implementing agency should partner with the Bureau of Culture, Tourism, and Parks Development and other tourism stakeholders in the area to build their capacity to develop tourism in other destinations around Lake Tana. This pilot project will impact approximately 255 direct beneficiaries and 1,250 indirect beneficiaries through ecotourism business development, capacity building, and overall destination development. Details on the expected number of beneficiaries and recommendations on beneficiary selection are included in **Appendix A**.

Phase 3: Expanded Destination Development

During the pilot project, it is recommended that partners fine tune the project methodology to be more aligned with the local context. Once the pilot project is complete, partners will work with the local and regional government to replicate this methodology throughout the Lake Tana area to continue to build the BR.

Tourism Product Development

Product development and diversification is an important part of maintaining and developing the competitiveness and sustainability of a destination. As a key tourism destination in Ethiopia, the tourism stakeholders around Lake Tana have already grown the foundation of a tourism sector to provide basic services and experiences. However, global trends in the travel and tourism industry indicate that tourists are seeking more authentic and integrated experiences from their vacations, driving a need for product development in Lake Tana. This product development should focus on unique experiences that allow tourists to have authentic interactions with communities and nature.

In the process of developing the UNESCO BR, it should be ensured that these new tourism experiences increase income generation and improve livelihoods for the communities around Lake Tana. The tourism products are all linked to conservation through their businesses practices (e.g. local, sustainable sourcing, waste reduction, etc.) and through a profit sharing mechanism that channels profits back into community development and conservation programs. The essence of all of the tourism enterprises and products is to build knowledge, awareness, and value of nature within the community so that they understand the need to conserve their natural resources for future generations.

Based on the assessment and consultations with area stakeholders, the development of four new cooperatives in Zeghie Peninsula will be supported in Phase 2 of the project creating five tourism products. These include:

- **Gedame Zeghie Craft Trade Cooperative** will sell locally produced crafts in a safe, secure, and attractive environment. It is recommended that there be one cooperative to sell crafts throughout the peninsula with multiple sales areas.
- **Zeghie Andinet Craft Producers Cooperative** will produce eco-conscious craft products to be sold to tourists and will provide interactive demonstration tours on their skills.
- **Ura Community Restaurant and Coffee Tour Cooperative** will manage a community restaurant serving tourists and will provide interactive coffee tour that illustrates the entire process of coffee farming, harvesting, and processing.

- **Ararat Ecotourism Cooperative** will manage a campsite on Ararat and provide basic food services.

Sample product itineraries are included in **Appendix B**.

Although these cooperatives will function independently, they will be overseen by the **Zeghie Peninsula Ecotourism Association**. The association will include representatives from all of the new cooperatives, the Zeghie tour guides association, the Ura Monastery Administration, Mehal Zeghie Georgis Monastery Administration, and the local government along with other necessary stakeholders. It will oversee all tourism activities, including the tour guides association and the monastery administration on the Zeghie Peninsula. They will be in charge of conflict resolutions among community members and tourism stakeholders and will provide guidance for all cooperatives. They will be the main point for all coordination and should lead tourism development in Zeghie in a sustainable manner.

The association will function as a committee that manages and plans destination growth. The committee will meet on a quarterly basis and as needed to ensure coordination of all tourism activities on the Zeghie Peninsula. The association will begin by developing a set of by-laws that are approved by all tourism stakeholders and legally register. The role of the association laid out in the by-laws should include:

- Conflict resolution between stakeholders, community members, and cooperatives
- Marketing and promotion of the entire Zeghie Peninsula with each cooperative fairly and equally represented
- Collect information on tourist arrivals and other tourism data
- New product development as the destination grows
- Annual planning with individual cooperatives to ensure financial sustainability and adequate reinvestment of funds into infrastructure and business development
- Management of profits that are contributed for the community development and conservation funds with input from all cooperatives.

Tools for Income Generation

Tourism product development will focus on increasing income for communities, improving livelihoods, and ensuring conservation of natural resources. The tools and tactics for income generation through tourism product development will be tested and honed during the pilot project. The pilot project will focus on a community based approach with high levels of community engagement and ownership. This will ensure long term sustainability and commitment of the community to their new tourism businesses and overall destination development.

Major activities and trainings will be overseen by an implementing agency and executed by consultants and experts as necessary. The ongoing technical support and follow-up through a consistent presence in the community should be provided through the implementing agency, an organization that manages the project and process. The success of the project will depend directly on the relationship and trust built between the implementing agency and the community. Regular meetings with community elders and

representatives will be required to ensure strong and open communication. Additionally, government representatives will be involved throughout all of the activities and community engagement meetings to build their capacity in community based tourism and ecotourism development. The pilot project will be a learning experience for destination and the local and regional governments. During the process they will reflect upon each set of activities to better understand its impact and effectiveness.

Tools for Tourism Enterprise Development

During the pilot project efforts should be focused on developing three tourism businesses and one handcraft business. The tourism businesses include:

- Gedame Zeghie Craft Trade Cooperative will sell locally produced crafts in a safe, secure, and attractive environment.
- Ura Community Restaurant and Coffee Tour Cooperative will manage a community restaurant serving tourists and will provide interactive coffee tour that illustrates the entire process of coffee farming, harvesting and processing.
- Ararat Ecotourism Cooperative will manage a campsite on Ararat and provide basic food services.

The methodology will employ a range of tools for the development of these businesses including:

- Community engagement & awareness
- Infrastructure development & equipment procurement
- Training
- Follow-up technical assistance
- Marketing & promotion

Below is the tourism enterprise development concept which includes activities, marketing, and implementation recommendations. The principal objective of this concept is to build the capacity of the tourism cooperative staff in the Zeghie Peninsula to provide high quality tourism services and experiences. Ultimately the activities will assist the tourism cooperatives to more successfully and effectively manage their enterprises, respond to business opportunities, and create and maintain market links.

Community Engagement & Awareness

The pilot project should begin with a thorough baseline assessment of community income, education levels, and household employment. This will assist in measuring the success of the pilot project once it is complete. Indicators that are easy to replicate and measure in other destinations around Lake Tana should be selected. The baseline assessment should be conducted by a trusted individual that has a strong and honest relationship with the community to ensure accurate results. During this baseline assessment, the implementing agency will begin to raise awareness of the project, its activities, and the benefits of tourism through personal conversations and interviews.

Community Sensitization Workshops: The project should include community sensitization workshops to ensure the support and full engagement of beneficiaries and the larger community in the project. These

workshops will acquaint community members with a general overview of tourism's benefits, the new reality of having visitors in their communities, and the need to have positive interactions with tourists. During the workshops, both the positive and negative impacts of tourism and the need to treat tourists as respected guests should be discussed. The workshops should include both direct beneficiaries and general community members since tourists will inevitably interact with both.

Hiring of Community Staff for Enterprises: The quality of ecotourism business staff will have a great impact on the success or failure of the business. Hiring decisions must be made based on merit rather than favoritism with those being hired having real skills and talents. The hiring process must be entirely transparent with thorough documentation so as to avoid potential conflict within the community (i.e. why did the business select one person versus another person).

The hiring/selection process for specific jobs or roles within the business should include:

1. Work with the community committee to create a job description and realistic job criteria (required and preferred) that is widely posted throughout community.
2. Work with the community to create a job application form to be filled out by job applicants, as well as place and person responsible for collecting application forms. The person collecting the application forms will have a sign-in sheet as proof of receipt of the applications.
3. Form official committee of community members and project staff to evaluate and short-list job applications according to jointly elaborated evaluation scale. The project staff will keep a record of all scores on the evaluations scale in hard copy.
4. Interview short-listed candidates with each committee member and present project staff giving a score to the each candidate according to jointly elaborated evaluation scale. In the case of community managers, a written examination testing English language and math skills should also administered and evaluated. Test examples are included as **Appendix C**.
5. Project staff will then tally and average committee members' scores for each candidate, thus determining those who would be hired.
6. Post list of those selected and evaluation scores for each candidate illustrating the decisions process being the hiring.

Project hiring will occur throughout the pilot project starting with the selection of managers and executive committee members.

Business Registration: Communities will need support to formally launch and register the business. Details on the business structure, management and profit sharing should be thoroughly explained and



Figure 7: Scores for potential guides are posted during staff hiring for the Lephis Forest Ecotourism Cooperative.

enterprise members should be trained in their executive committee, management or other roles as applicable. Follow up technical assistance during the registration process will be needed to ensure that it has been completed.

Organization of Church Services: Coordination with the churches and monasteries on Zeghie Peninsula is needed to consolidate the administration of tourist visits. It is proposed that tourist purchase one pass that allows them to visit all monasteries on the island. This will relieve pressure and tension between monasteries and help support monasteries that do not receive as many tourists. The revenue from the tourist pass can be administered by a joint committee of representations from all monasteries and churches on the Peninsula. The development of this scheme will need external support to be implemented but the church must lead the process and take ownership of the new pass system. The Zeghie Ecotourism Association can also assist in the management of the pass in partnership with the church.

Infrastructure Development & Equipment Procurement

Infrastructure development should begin immediately after community engagement. The implementing agency will identify and contract an architect with strong experience in designs that reflect local cultural heritage/architecture. Then local contractors will be selected to build infrastructure according to the architectural plans. Communities will donate labor and If possible local construction materials as contributions to the formation of the cooperative. This will be essential to the construction and improvement of numerous hiking trails. For the development of hiking trails, it will be necessary to contract an expert in trail development and construction. Follow up with the local constructions team is necessary to ensure progress is occurring.

The specific infrastructure to be developed in the pilot project in Zeghie will include:

- **Community restaurant:** The community restaurant will be a structure that reflects traditional/local architecture and heritage but has modern and clean surfaces. The floors should be concrete and easy to clean with a convenient hand washing station for tourists. The



Figure 8: The community run restaurant on Tulu Gudo Island in Lake Ziway was built in the traditional style but left open so tourists can enjoy the view.

restaurant structure should be open to the air, allowing for good ventilation and natural light. The kitchen area should be partial separated but open to the dining area so that tourists can watch the cooks prepare the food. This will reassure them that the food is clean and hygienically prepared. For environmental sustainability, the kitchen should have proper waste disposal areas and water run off areas.

- **Community campsite:** The community campsite will be located in Ararat on the hill top overlooking the lake. The campsite can be rustic but well situated. The campsite will include 6 sleeping platforms for tents that include roofs to

protect the tents from rain and direct sun heat. It will also include an open area for eating and preparing food and a campfire area. The campsite will include an eco-toilet with a western style, wooden toilet seat and rustic shower facilities. The toilet will be locked and only used by tourists. The campsite will include a small storage area for tents and other items. Overall, the campsite should blend into the natural surroundings and reflect the heritage of the area.

- **Toilets for visitors:** At least two new toilets for tourists will be built near the monasteries and accessible by all visitors. They will be reserved for tourists alone and not used by the public. A sanitation expert will be hired to develop an environmentally friendly toilet. A system will be created for everyday cleaning and sanitation of the toilets.
- **Craft sales areas:** The craft sales area will be a structure that reflects traditional architecture and heritage but has modern and clean surfaces. It will be a structure that can be secured at night to protect the products against theft. The structure will include furnishings for the proper display of crafts as well as a cashier's desk for the sale of products. It should be well lit with natural light and have an open and airy feeling so as not to constrict tourists. The space should be able to accommodate up to 15 tourists at a time.
- **Craft demonstration areas:** The craft demonstration area will be open and include areas for all types of craft production including looms, pottery kiln areas, blacksmithing areas, etc. There will



Figure 9: View from campsite location on Ararat hill top in Zeghie Peninsula.

be a small, but well-constructed and attractive shed for storage of tools and products. Low stone walls will be built for demarcation and as a seating area for visitors.

- **General infrastructure:** In addition to specific buildings and structures, there is a need for trail development and improvement, dry waste collection systems, and the placement of waste/litter bins along trekking routes.



Figure 10: Craft sales area on the shore of Lake Ziway.

Training

Training is perhaps the most important element of this ecotourism concept. Continual and intensive training will be given to the community members to prepare them to successfully launch and implement their businesses. Training will be delivered mostly by consultants in partnership with local and regional government, Ethiopian training institutions and locally-based NGOs. Through the resulting knowledge transfer, the government and organizations will then be able to deliver the trainings during Phase 3 of the project and beyond. When possible, the implementing agency will utilize well-qualified international volunteers to add value to formalized training programs and provide continued instruction and guidance in order to fill the skills gap in areas such as language training, culinary practices, and guiding and interpretation. It is important to stress that the training courses will be geared towards communities and adapted to the local context. Partnerships with local NGOs will help in adapting the approach and materials to the targeted communities, including the language of delivery.

There will be a major emphasis on training given the communities' lack of skills and experience in service provision. Training courses will be extensive, with an emphasis on the quality of the training course rather than the overall number of recipients trained. In order to increase sustainability of these efforts, several measures will be taken. First, a Train the Trainers format will be utilized as much as possible to reach a wider audience and promote sustainability. Second, many of the courses will be delivered in collaboration with local institutions so as to increase their capacity to deliver such courses in the future.

Tourism Operations and Management Course: Each community product will have one business manager, who will require extensive training in areas such as tourism business operations, reservations management, basic accounting, costing & pricing, marketing, retail store operations, human resource management, etc. The objective of the course is to provide managers of community-based tourism enterprises with the skills and tools needed to lead the businesses in a profitable and sustainable manner. This four-week course has been created by Solimar International, a tourism development and marketing organization, during the Ethiopian Sustainable Tourism Alliance⁴ to give community members the basic skills needed to run a small business.⁵ An outline of this course is attached as **Appendix D**. With the knowledge gained during the course, the participants will be a benefit to hundreds of community members that will benefit from the tourism enterprises in their community. The Tourism Operations and Management course can only be implemented by local or international experts that have been trained in the methodology.

⁴ The Ethiopian Sustainable Tourism Alliance (ESTA) was a five year (2008 – 2013) project of the United States Agency for International Development (USAID-Ethiopia). Implemented by a consortium of US-based development organizations and Ethiopian partners, the project aimed to achieve biodiversity conservation through ecotourism development in select communities in the Central and Southern Rift Valley of Ethiopia.

⁵ During the ESTA project, local Ethiopian tourism experts were trained to conduct this training program allowing for further implementation within Ethiopia. Utilizing a Train the Trainers format, the information can be further disseminated by the trained group, which will include staff of the implementing agency and government partners as well as two participants from each of the community products.

Guide Training: Community members possess a wealth of knowledge regarding the local terrain, culture, history and wildlife. However, they will require training in basic guiding techniques to prepare them to provide an informative and enjoyable experience for international and domestic tourists. The training will include script development and training on plant and wildlife species identification. Guides will also require training in safety and first aid to help ensure that they are prepared for emergency situations. Two separate guiding courses will be implemented, one for Zeghie guides and one for Bahir Dar guides. Each course will be two weeks long, with one week focusing on guiding theory and the second week focusing on practice and guide script development. The guide training will be implemented by local consultants that have experience in guide training and script development for community based ecotourism projects.



Figure 11: Experienced and trained guides are the heart of any destination.

Bird Watching Guide Training: In addition to standard guide training, Zeghie will need specific training to develop valuable bird watching guide services. The course will begin with one week to teach bird watching guiding basics. The second week of training will be delivered in-situ to focus on developing specific knowledge of local bird species and their habitats. Six months later a one-week follow-up course will be offered to refresh the guides' knowledge and to test their skills. The birdwatching training will be conducted by a local Ethiopian birdwatching expert that has experience in guide training.

Customer Service: Community members that formally interact with tourists should be able to provide high quality experiences. A brief, three-day customer service training will be implemented for all staff from all community tourism businesses in Zeghie. The course will be developed and delivered by local consultants.

Food and Beverage Training: Training in food preparation and handling, food presentation, and hygiene/sanitation will be necessary to ensure the safety and quality of visitors' experience in several of the intervention communities. Therefore, a two-week course will be organized in which select members in the community restaurant and campsite businesses will participate. The course can be developed and delivered in collaboration with either UH or CTTC or implemented by a local or international expert.

Marketing Training: Marketing will depend on strong linkages with tour operators and other tourism stakeholders such as lodge and hotel owners. Business and product managers should have a solid understanding of how to independently market their products to potential clients. A brief, three-day marketing course will be offered to managers from all community tourism products. The course will be developed and delivered by a local consultant with experience in tourism marketing, community development and training.

Boat Operations Training: In order to improve the boat service on Lake Tana, a key element to the Zeghie Peninsula experience, Ethiopian Shipping Lines SC. (ESL), an authorized trainer, and the Ethiopian Maritime Affairs Authority (Maritime Authority), the certifying agency for all boat-training courses in Ethiopia, will train Lake Tana boat operators and owners. The Maritime Authority and ESL developed a custom course for small boat owners and operators under the ESTA project. The course focuses on safety and operations of small, lake-bound boats. Before this training was created, the only maritime training programs were aimed at large, seafaring vessels.

The training will be held with all boat owners and operators of small tourism boats on Lake Tana. The training includes both theoretical and practical sections, allowing trainees to understand and gain experience in each element of the course. It is composed of four different training topics including:

1. Personal Survival Technique (PST)
2. Personal Safety and Social Responsibility (PSSR)
3. Fire Prevention and Fire Fighting and
4. Elementary First Aid



Figure 12: The boat operations training in Lake Ziway ensured tourists were safe during their lake tour.

Visitor Information Center Management Training: The visitor information center in Bahir Dar is lacking trained manpower to provide information services for visitors. In order to make use of this center effectively, it is important to train the staff to supply relevant, timely and accurate information to the visiting public. Therefore, training will be provided for all local tourism information officers. The training will be developed and implemented by a local consultant.

Follow-Up Technical Assistance

As the Zeghie community still has a low capacity to deliver high quality tourism services, considerable support will be provided to ensure they are able to offer quality service to tourists. While training should provide a strong foundation, the newly acquired knowledge must be reinforced and deepened through technical assistance. Additionally, consistent and ongoing technical assistance, provided by the implementing agency staff, volunteers, and consultants, will ensure that other on ground activities, such as infrastructure development, is being effectively implemented.

Much of the success of the community enterprises will hinge upon the performance of the managers trained in the “Tourism Operations and Management Course”. The managers will need ongoing technical assistance in order to face the many challenges associated with launching and running a tourism enterprise. Such assistance will be provided on a day-to-day basis by the implementing agency and the local and regional government representatives that also participated in the course.

Marketing & Promotion Strategy

The selection of Zeghie Peninsula and the specific tourism products was based on feedback obtained through inbound tour operator and hotel owner consultations. This market driven approach will mean that tour operators will be primed for the launch of the products and will be ready to integrate them into their itineraries. However, continual engagement with the private sector throughout the product development process will be necessary to keep the tour operators interested and updated. A full marketing strategy is included in the **Tools for Destination Marketing** section below that includes:

- Market outreach
- Branding
- Collateral material development
- Online promotion

Tools for Handcraft Sector Development

During the pilot project efforts will be focused on developing one handcraft business and three tourism businesses. The handcraft business is:

- Zeghie Andinet Craft Producers Cooperative will produce eco-conscious craft products to be sold to tourists and will provide interactive demonstration tours on their skills.

The methodology will employ a range of tools for the development of these businesses including:

- Artisan capacity building
- Handcraft product development and design
- Building and strengthening market links

It is important to note that development activities in the tourism and handcraft sectors will vary widely. Although the activities will run parallel to each other and require coordination, training, capacity building and marketing activities will be separate for each. The key differences between the value chains and development activities for these two sectors were explained in detail the interim report. The section from this report is included in **Appendix E** for reference.

Below is a handcraft development concept which includes activities, marketing and implementation recommendations. The principal objective of this concept is to build the capacity of artisans in the Zeghie Peninsula to develop locally produced craft products with sustainability harvested raw materials. Ultimately the activities will assist artisans to more successfully and effectively manage their craft enterprises, respond to business opportunities, and create and maintain buyer relationships.

Artisan Capacity Building

Currently, artisans in Zeghie Peninsula are not able to adequately respond to tourist expectations on product, price and customer service. Increasing their business capacity within the tourism market is essential to build sustainable handcraft markets. Capacity building will cover a range of topics and elements of the artisan business and will be continual throughout the length of the pilot project.

Market Readiness Workshop: The artisan development component of the project will start with a practical, hands-on business management workshop. Topics covered in the workshop will include: current product and color trends for primary and secondary tourist markets, local tourism and green market trends, the product development process, packaging and promoting products, costing and pricing, buyer expectations, customer service, building buyer relationships, and small bookkeeping. As part of the training, artisans will visit at least one retailer in Bahir Dar or Gondor to begin to gain expectations around product development, quality control, pricing and customer service for both tourism retailers and tourists and create market links. This workshop will be implemented by local and international consultant with experience in artisan development, handcraft marketing and training of low literacy participant.

Business Registration Support: The initial Market Readiness Workshop will also provide a platform for the development of the artisan enterprises within the larger ecotourism cooperatives. Details on the business structure, management and profit sharing will be thoroughly explained and artisans will be trained in their executive committee, management or sales roles as applicable. The process of enterprise formal registration will also be initiated during the training. Follow up technical assistance will be provided during the registration process to ensure that it has been completed.

Follow up Technical Assistance on Business Management: Throughout the course of the project, the implementing agency will continue to provide technical assistance through contracted experts. Experts will work with artisans to continue to their business skills in areas such as:

- Order delivery
- Business expansion
- Quality control
- Customer service
- Leadership
- Financial management and accounting

The technical assistance will give the artisan a clear understanding of running a successful business. It will arm the artisans with practical knowledge and useful tools to tackle their immediate and long term business challenges.

Tourism Training: Many artisans have a thorough lack of understanding of the tourist market and tourist behavior. Since tourists will be the main target market for handcraft production on Zeghie Peninsula, artisans must understand the tourist market. This short 2 day training will be provided by experts hired to explain the tourist market value chain, tourist demands and expectations and how to properly interact with tourists. This training will specifically target the set up and implementation of the artisan demonstration area.

Customer Service Training: All artisans that formally interact with tourists should be able to provide high quality experiences. A brief, three-day customer service training will be implemented for all artisans and vendors on the Zeghie Peninsula. The course will be developed and delivered by local consultants.

Marketing Training: An expert will provide marketing training to artisans on Zeghie Peninsula. The marketing training will provide detailed strategies on developing market linkages, creating promotion and marketing materials and displaying their products in the craft sales and demonstration areas. Artisans will learn about the importance of business promotion in their community and how it leads to more exposure in the market and eventually more sales. Product sheets and catalogues for each artisan association will be developed based on artisan input and ideas.

Product Development

The principal objective of this component is to stimulate the development of locally produced, environmentally sound, marketable and culturally appropriate handmade products through market-driven product development design and technical assistance. There are many prospects for the strengthening of existing handcrafts and building upon traditional practices to develop new products throughout Ethiopia and in Zeghie Peninsula. However, an initial assessment of the handcrafts in Zeghie Peninsula revealed certain challenges facing local artisans, including:

- Lack of locally produced souvenirs specific to destinations. Most products are sourced from Bahir Dar wholesalers on consignment.
- Limited product variety and categories coupled with a lack of trend based design and product innovation.
- Quality of and access to sustainable and high quality raw material – cotton and clay can be found in local market meanwhile yarn is often imported.
- Poor customer service and sales techniques applied by vendors, results in low sales and harassment of tourists.
- Limited market access. Need to connect suppliers to buyers, at present there are only a few hotels that sell handcrafts and despite being consistent buyers, there is too much dependency



Figure 13: Traditional craft sold in Zeghie.

on petty traders to reach outside markets. Product innovation is key to maintaining buyer links.

- Lack of sales network both at destination levels and to the critical hub in Addis for both tourist and export opportunities.
- Quality of packaging and information about products is weak.
- Cash only points of sale limits purchases.
- Limited access to a basic education and relatively low education levels. Quality management is not as easily conceptualized and enforced in rural areas.

- Lack of equipment
- Lack of networking among crafts people (e.g. exposure of rural weavers to better quality weavers usually based in Addis).
- Limited financing for those with minimal collateral

Selected artisans in Zeghie Peninsula will be supported to develop strong community enterprises, improve locally produced handcrafts and create strong forward and backward linkages. Product development is the key to jumpstarting tourist sales. Product development will be inspired by local traditions, environmentally sustainable raw materials that are locally accessible, and by ecotourism and cultural heritage-based product offerings.

Eco-effective Craft Production: The ecotourism concept seeks to promote sustainable handcraft production, enabling the craft sector to more strategically contribute to community conservation efforts. An eco-assessment of the artisans' production systems and raw material usage will be conducted by experts to identify and begin to close some of the gaps in ensuring more eco-effective products that meet the demands of both environmentally concerned tourists and the ever-growing number of ethical buyers, while beginning to reduce any negative "footprints" artisanal production can have on the environment. The assessment will identify necessary technical assistance and opportunities for the introduction of new and appropriate technology and cost effective techniques to create cleaner production systems (e.g. disposal of waste water from dyeing and production of textiles). Technical assistance will then be offered to assist craft enterprises to implement recommendations from the environmental risk assessment in preparation for product development and design assistance.

With eco-effective products and well thought out marketing campaign, artisans can be directly involved in conservation efforts through promoting the donation of a determined percentage, for example, from the sale of craft to planting trees and/or contributing to a community funds.

Skills Development: In preparation for product development and design workshops and based on the results of the eco-assessment, local production experts should be contracted to provide skill upgrading training to the selected Zeghie artisans. The skills workshops will be intensive training sessions to build the quality and technique of the artisans to prepare them for creating new, marketable designs. Although most of the artisans know how to create basic design in their medium of choice, the purpose of these training will be to provide them with better techniques in handling the raw materials in order to develop higher quality and more uniform products. The training will be conducted by a master artisan trainer, enabling students to learn and improve quickly, particularly from each other. The specific skills development workshops will depend on the results of the eco-assessment but will likely include:

- Wood carving technique development
- Metal-smithing technique development
- Cotton processing and natural dye techniques (if applicable)
- Handloom technique development
- Painting raw material development and technique development

Product Development and Design: Experienced designers will be contracted who understand the locally accessible raw materials, have extensive experience working with artisans in rural Africa and knowledge of today's market demands to work with selected artisans in the Zeghie Peninsula. The designers will partner with artisans to create new designs and enhance existing ones. Product development is essential to business growth and sustainability. Even in a tourist market where repeat buyers are often minimal, innovation linked to tourist offerings is essential in order to ensure maximum sales for the artisans and the families they support, as well as continue to generate sales from Ethiopians tourists, business people and expatriate communities who frequent the tourist areas.

Successful product development starts with what exists, in terms of raw material availability, cultural design motifs and heritage and the specific skills and techniques of the artisans, yet responds to the needs of the target market, in this case ecotourism. Packaging is especially a key aspect of the tourist market, enabling consumers to purchase ready gifts for their friends and family, while at the same time increasing artisans' sales. Ensuring that the products remain authentic but are able to respond to today's market demands increases the probability of a sale. This has been done successfully all over the world and indeed validates one's culture as dynamic and creates room for contemporary Africa.

Building and Strengthening Market Links

Zeghie Peninsula artisans can be linked to community conservation through using locally and sustainable produced raw materials and through donations or profit sharing to community conservation funds. However, the key to the success of these conservation issues will be to create financially sustainable businesses that provide artisans with regular income through maintained market linkages. These sustainable market links are driven by an artisan's capacity to manage her or her business to meet buyer demands in quality and product design at a competitive price with excellent customer service.

Creating market linkages will be achieved by strengthening and educating along the entire value chain, from raw material producer to artisans to consumer, with an emphasis on those activities which strengthen community-based artisans. A contributing objective is to increase market access through developing and expanding locations where artisans can showcase and sell their goods. These include destination sales points, eco-lodges, resorts, hotels, airports, gift fairs, and Addis Ababa-based retailers and periodic craft fairs.

Market Link Development: The key market development will focus on the tourist link within the Zeghie Peninsula. In coordination with the tourism component, open, welcoming, clean and friendly artisan sales points and open-air artisan demonstration areas will be developed. Not only will this provide a sales point for authentic, locally produced crafts but it will also be a tourism attraction itself. The newly development products with appropriate and appealing packaging will be displayed in an attractive and accessible manner in the sales area. Tourists will be able to purchase crafts without being harassed or having to haggle about the price thus improving the tourists' experience and creating a welcoming and profitable environment.

However, if artisan production is sufficient, broader linkages with tourist and domestic market outlets can be created for the Zeghie Peninsula artisans. Through a combination of marketing missions, particularly artisan visits to hotel and resort retailers as part of the business training workshop and Addis-based buyer incentive trips to production sites, the implementing agency will ensure that key buyer links will be forged that will foster long-term business relationships that will continue beyond the life of the program. Some key hotels/lodges and other tourist points of sale at destination sites have already been identified, along with other new opportunities developing that will form the foundation for strengthening market links.

Artisans in destinations will also be supported to access annual craft bazaars in Addis Ababa with higher quality and innovative product in order to ensure a higher level of success from craft production and additional markets beyond destination tourism. This will be critical to ensuring long term sustainability of artisan enterprises.

Branding, Promotional Materials & Packaging: Key to the market link development is the creation and usage of appropriate and attractive branding for the artisans and destination. Marketing and design experts should work with artisans to create an attractive brand with the artisans and community. The brand will reflect the area's cultural and natural heritage and important elements of the community's society. The branding should be very simple using 3-4 colors maximum and able to be replicated easily in digital and print form with clear and understandable images.

The branding will then be used to create promotional materials for the artisan enterprises and products in order to enhance the sale. Promotion materials can include artisan catalogues, sell sheets, business cards and a presence on the website.

The brand will also be used to create appropriate and attractive packaging for the products. Packaging acts as a "point of sales" technique to encourage tourist to purchase the products. Packaging will depend on the specific products development during the product development and design workshops but will likely include hang tags, price tags, artisan stories, materials to group or pack products (e.g. hand dyed cotton yarn to bundle three bracelets together), etc. A study conducted by ABC Carpets and Home illustrated that customers are willing to pay up to 20% more for the same product if it has appropriate packaging and an artisan story attached to it.



Figure 14: A hangtag for a traditional tapestry in Lesotho explains the artisan's story.

Through a more strategic approach to marketing, artisans will begin to reflect a more formal engagement with the market, strengthen buyer confidence and thus lead to longer term relationships with buyers and consumers.

Establish Sales Networks: The implementing agency will work with partners to establish and build a sales network that will form a foundation for long-term commitment and opportunity for both producers and buyers. A mutual flow of information between the producer and the buyer will provide opportunity for important market feedback, product innovation, and customer satisfaction.

Tools for Destination Marketing

As a part of the Lake Tana Biosphere Reserve Project, ecotourism in the destinations around Lake Tana will need to be promoted, starting with the pilot project in Zeghie Peninsula. It is recommended that five community ecotourism products in Zeghie Peninsula be developed that will improve community benefit from tourism and protection of environmental assets. The marketing strategy will guide specific activities to promote the soon to be develop community ecotourism products in Zeghie Peninsula and then later ecotourism throughout the Lake Tana area.

Clients

The primary clients of this marketing strategy are the five community products that will developed in the pilot project. These clients will need support to reach the target markets through effective marketing. Additionally, this ecotourism concept seeks to support the image of Ethiopia as a destination in the global marketplace with through their project. By diversifying tourism product offerings and leveraging the below marketing activities, the ecotourism concept will increase the awareness of Ethiopia as a destination that offers community based nature and culture tourism.

Market Analysis

Ethiopia's tourism industry has, over the past several years, been one of the fastest growing in the world. The demand for tourism services in Ethiopia has increased at an average annual rate of just under 10% since 1995, resulting in arrivals between 226,200 and 427,286 in 2009. In 2011, Ethiopia saw its international arrivals increase to approximately 523,000.⁶

Currently, the largest tourist draw for leisure travelers is the Northern Historic Route, which encompasses UNESCO World Heritage sites in the towns of Lalibela, Axum, and Gondar. The second most popular set of attractions is the cultural tour of South Omo, home to two-dozen distinct tribes that have managed to maintain their strong cultural traditions. Nearly all tourists who come for the historical and cultural tours also include visits to the country's national parks on their itineraries. While Ethiopia's parks do not contain wildlife in the same quantity as countries such as Kenya and Tanzania, they do boast a large number of endemic species such as the Ethiopian wolf, Walia ibex, and Mountain nyala. Ethiopia is also considered one of the continent's premier bird watching locations, with 17 endemic species and 15 near-endemic species (shared only with Eritrea). The bird watching market, while

⁶ UNWTO (United Nations World Tourism Organization). 2013. Tourism Factbook. Available online at <http://www.e-unwto.org/content/v486k6/?v=search>.

currently small, is growing very rapidly. The Ethiopian highlands also supply extraordinary landscapes and excellent opportunities for trekking, yet another expanding tourist market.

Ethiopia's current tourism market is heavily reliant on foreign package tours. More than 85% of all tourists to Ethiopia come as a part of a group through tour operators. Package tourists are international tourists including both leisure tourists as well as conference and business visitors on excursions. The vast majority of international leisure tourists are part of a package tour which typically lasts 1-2 weeks. Although most of them use outbound tour operators in their home countries, their tours are managed and implemented on ground by local inbound tour operators. Often, these local tour operators have significant sway with outbound tour operators on the specific itinerary and service providers that are included in the package tours.

Prior Market Engagement

Through initial stakeholder involvement, NABU initiated relationships with local inbound tour operators and Bahir Dar hotel owners. NABU conducted several meetings in Bahir Dar to engage with local private sector stakeholders to gather their feedback and inform them about the project. Additionally, during the destination assessment, NABU consultants spent significant time meeting with inbound tour operators to gather their feedback on potential tourism destination and product development. These interviews offered opportunities not only to learn about market demands but also to begin the marketing process by building buy in and enthusiasm from inbound tour operators from the start. The tour operators provided a range of feedback but there was an overwhelming interest and potential to bring tourists to Lake Tana destinations in the future.

Target Market Segments

With these points in mind, the **local inbound tour operators are the primary market segment** since they have considerable influence over the integration of the Lake Tana products into Ethiopian package tour itineraries. The marketing strategy will target them through direct selling using the online promotion and marketing collateral (see below).

Additionally, **expatriate, returned diaspora and domestic tourists are primary market segments**. There is a very large community of foreign expatriates living in Addis Ababa and other regional cities. Most work for a number of UN agencies headquartered there, the African Union, international NGOs and several large national and regional corporations. Additionally, there is a growing population of return diaspora. This often wealthy segment has an appreciation for western style tourism experiences but is also keyed into authentic Ethiopian experiences. Finally, within the domestic market there are upper-class Ethiopians that, like returned diaspora, have increasing wealth. They are starting to be interested in tourism experiences in rural areas, specifically associated with religious sight-seeing.

Expatriate, returned diaspora and domestic tourists tend to travel to destinations within a three-hour drive of Addis Ababa on weekends and destinations further afield during holidays. Although much smaller than the package tourist market, this market can respond to new products quicker and is often less demanding in terms of customer service and quality. Research indicates that this segment is

interested in culture and history and looking for new destinations and products. The marketing strategy targets these market segments through collateral materials, online promotion, social media and public relations.

As a **secondary market, the marketing strategy targets outbound tour operators and free independent travelers (FITs)**. Outbound tour operators based in both the US and Europe work in partnership with inbound tour operators in Ethiopia to create established itineraries and market to package tourists. The marketing strategy targets the outbound tour operators through relationships with the inbound tour operators as well as online promotion and collateral materials. Targeted mailings should be conducted with collateral materials to the outbound tour operators that currently market Ethiopian tours.

As part of the outbound tour operator market segment, the marketing strategy specifically targets the **birdwatching market**. Birdwatchers book either through outbound tour operators or directly with local Ethiopian tour operators. The marketing strategy suggests targeting them through both online promotion and by integrating products into Ethiopian package itineraries.

Finally, as a **tertiary market, the marketing strategy targets the Ethiopian Diaspora in the United States and Europe**. The marketing strategy suggests working with Ethiopian associations, local organizations and the Ethiopian Embassies to spread the word about the new products. This will mostly be done through a circulation of electronic and hard copy collateral materials.

Branding

In order to develop Lake Tana and the Zeghie Peninsula as destinations within Ethiopia and within the Northern Historic Route, tourism marketing experts should be engaged to develop a branding for Lake Tana and the tourism and artisan enterprises in Zeghie Peninsula in partnership with the community and other relevant stakeholders. The experts will conduct branding workshops with the newly established community enterprises in a participatory manner so that the brand will reflect the unique and important elements of each community. Working through a standard methodology, the experts will educate the community members about the meaning and importance of a brand and provided them with examples of other community tourism brands from around the world. After, the community members will select colors, motifs and symbols that they consider essential parts of their enterprises and cultures. Using the information collected from the communities, the experts will develop multiple logos for each community. These will be taken back to the enterprises and the community members will select their preferred logo. See **Figure 15** as an example of a community based tourism enterprise brand developed through this methodology.



Figure 15: Example of a community based tourism logo and brand

In addition to creating logos and brands, important elements of the marketing process, the branding workshops will allow the communities to gain a greater sense of the importance of marketing and the meaning of a brand. The participants learn the concept of branding, how different materials would be used to promote their products to different target markets, and the process of logo design. The process will allow them to refine their own vision of their products, successfully identifying what is unique about each one and determining how best to convey that to potential visitors.

Marketing Mix

The ecotourism enterprises will focus on providing unique, high quality tourism experiences. The products were selected and will be developed based on market feedback and demand and the enterprise staff and service providers will be trained through intensive courses. Since the enterprises will rely on obtaining and retaining customers through excellent service, it will be important for the enterprises to continue to provide business development support to the enterprises. The marketing mix addresses the “Four Ps” of marketing including:

- **Product:** A product is the good or service that is provided to a customer. The details of the product can position it more or less positively in the marketplace. Enterprises need to ensure that their products meet customer demand to ensure a good position in the market.
- **Price:** The price is the amount of money that a customer pays for the product. Price determines the enterprise’s profit and will affect demand for the product. The price should be set high enough so that it covers all direct and indirect costs and allows for sufficient profit but low enough so that the product is competitive in the marketplace.
- **Place/Distribution:** Distribution refers to the way in which the product is brought to the end consumer. In the Ethiopia tourism industry, the majority of tourists visit the country through international tour operators (known as outbound tour operators). Tourists book tours with outbound tours operators who then subcontract with inbound tour operators (local operators) who then partner with services providers like hotels, restaurants, car rental agencies, etc. The cooperatives are considered service providers that provide a specific tour service.
- **Promotion:** Promotion includes all the methods of communication that the enterprises will use to provide information about their products such as advertising, public relations, direction sales and sales promotion.

Product

The ecotourism enterprises seek to provide high quality tourism experiences. Their unique position as community based ecotourism enterprises that provide direct benefits to the environment and communities as well as exceptional tourism experiences will help the enterprises to compete within the Ethiopia tourism market. Additionally, the uniqueness of the products themselves will be a selling point for tour operators seeking to differentiate their product offerings.

Price

Based on extensive benchmarking, the implementing agency will help the enterprises to determine product prices that are responsive to market demands and in line with competitors offering similar services. Prices will be calculated to ensure fair wages to enterprise staff and service providers and

provide sufficient profit for a reinvestment fund as well as set aside a percentage of profits for a community development fund. Prices will be set during the Tourism Operations and Management Course and updated before product launch.

Distribution

The system through which bookings for the ecotourism products can be made by tourists is demonstrated in **Figure 16** below. In Ethiopia, package tourists who book their trips through tour operators represent the vast majority of tourists. When Ethiopian inbound tour operators organize these package tours, they will book directly with the community enterprise managers.

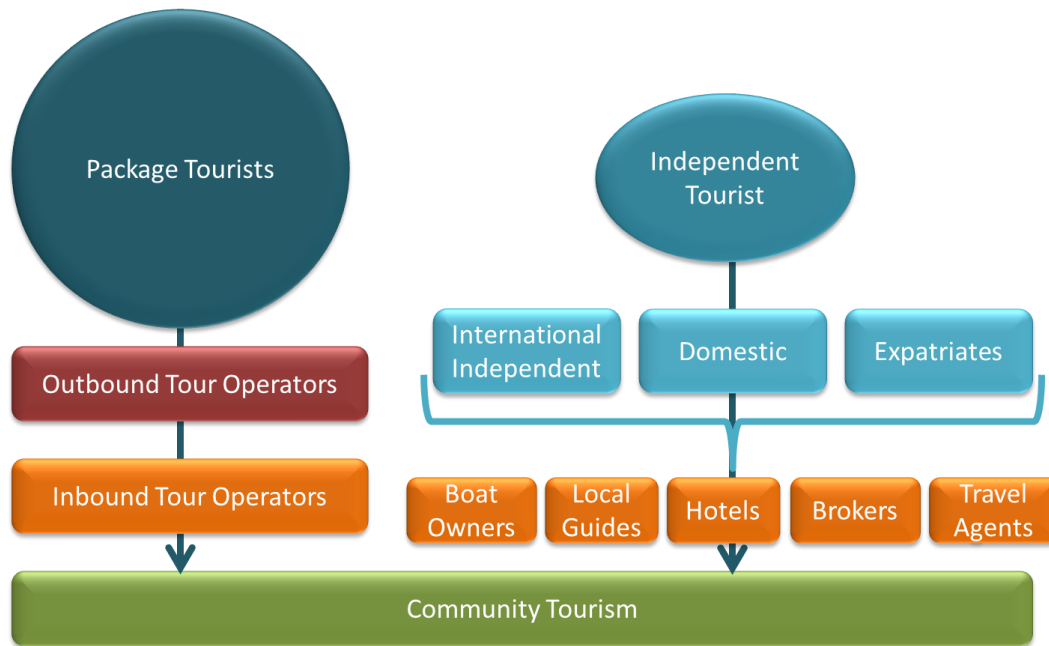
A smaller percentage of tourists to Ethiopia are independent tourists. Those can be sub-divided into three groups: FITs or international independents (those living in other countries that come to Ethiopia and prefer to travel on their own), expatriates, and Ethiopians (including both returned diaspora and domestic tourists). Some of these segments will need the assistance of an inbound tour operator and others will attempt to make bookings directly with the community enterprise managers. If the managers can speak sufficient English and telecommunications remain good, all independent tourists will likely book directly with the enterprise manager. If managers cannot take bookings from English speaking tourists, the enterprises may need to seek a reservations agent through an open competition. The reservations agent could receive a commission on bookings to assist bookings. This reservations agent should be an inbound tour operator that has been awarded an annual contract.

In some cases, FITs will be able to make reservations directly with the community enterprises and in other cases they may need to use the reservation agent or an inbound tour operator. FITs will be able to book directly with the communities that have access to e-mail and English speaking managers who can respond accordingly. In other cases, FITs could book through a reservations agent. In some of these cases, tourists may want to book a full tour package with the reservation agent.

As for the expatriates market, some could book directly with the communities. These would be those who are booking with communities that have English-speaking managers. Others would book through the reservations agent or an inbound tour operator.

In the case of the Ethiopian market (returned diaspora and domestic tourists), all tourists could make direct reservations by phone because of their ability to speak Amharic. Therefore, the reservations agent or inbound tour operator will likely not be involved.

Figure 16: Methods for Booking Community Tours



Promotion

Promotion will play a significant role in spreading the word about the ecotourism products and attracting tour operators, expatriates and FITs. However, due to the nature of the Ethiopian tourism industry, the enterprises should rely more heavily on public relations, events and brand management rather than traditional advertising.

Direct Selling: With a large percentage of tourists coming through inbound tour operators, their support of the ecotourism products is essential. Additionally, due to the competitive and somewhat non-responsive nature of the Ethiopian tourism industry, direct selling and marketing will be a crucial element of the marketing strategy. All of the below tools will be used to introduce the enterprises and the details of the products to inbound tour operators and hotels/lodges. The enterprises, with the support of the implementing agency and the Zeghie Peninsula Ecotourism Association, will work both with individual inbound tour operators and hotels/lodges as well as through the Ethiopian Ecotourism Association and the Tour Operators Association. By presenting at annual meetings and using association mailings lists, the partners can continue to raise awareness of their products. In order to encourage inbound tour operators to sign on to selling the ecotourism tours and hotels/lodges to promote them, the partners will need to spend time directly marketing these products through follow up phone calls, emails and meetings. This will be an ongoing activity throughout the duration of the project.

Familiarization (Fam) Trip: Related to direct selling activities, the partners will host fam trips for inbound tour operators to visit and experiences the products. The fam trip will be targeted at inbound tour operators and hotel/lodge owners that have been involved as key stakeholders with the project and relevant press. The fam trip will introduce the invited inbound tour operators, hotel/lodge owners

and press representatives to the ecotourism products. Additionally, the partners will allow for a formal feedback session so that the inbound tour operators and hotel/lodge owners can provide the enterprise staff and service providers with specific feedback on the experience.

Online Promotion: Travelers today rely heavily upon the Internet and other electronic resources to research and book their vacations. However, there is little information on the Internet about Ethiopian tourism and a need for a comprehensive website. With this in mind, the Ethiopian Sustainable Tourism Alliance developed the *Roots of Ethiopia* website, the first community tourism website In Ethiopia, (www.rootsofethiopia.com) to be a definitive source on community based tourism in Ethiopia. The website has incorporated search engine optimization (SEO) to increase the search ranking of keyword phrases relevant to Ethiopian community, nature and culture based tourism. The website is currently owned and managed by the Ethiopia Ecotourism Association and Travel Ethiopia, an inbound tour operator.

Due to the high cost of developing, launching and maintaining a high quality website targeting international tourists, it is recommended that the ecotourism enterprise partner with Roots of Ethiopia to develop a comprehensive micro-site on the www.rootsofethiopia.com. They will be able to leverage the current success and traffic of the Roots of Ethiopia website while having an independent micro-site highlighting only the Lake Tana products. See <http://rootsofethiopia.com/en/guassa> for an example of such a micro-site for Frankfurt Zoological Society's Guassa Community Conservation Area tourism destination. The creation of micro-site will cost approximately US\$1,500.

Alternatively, the tourism stakeholders in Lake Tana can create their own independent website for the larger Lake Tana area. However, it should be noted that this will cost around US\$20,000 with annual hosting and maintenance fees of US\$250 that must be paid for the life of the website.

Events: The partners will plan events to launch the new tourism products and invite government officials, private sector, press and other relevant stakeholders. Public events such as these draw important press attention which will market to key expatriate and domestic market segments. The partners will take advantage of other events planned by the government or organizations to promote the tourism products.

Collateral Materials: Printed collateral materials will be developed to inform the market about the product. In the case of the travel trade, sales sheets will be

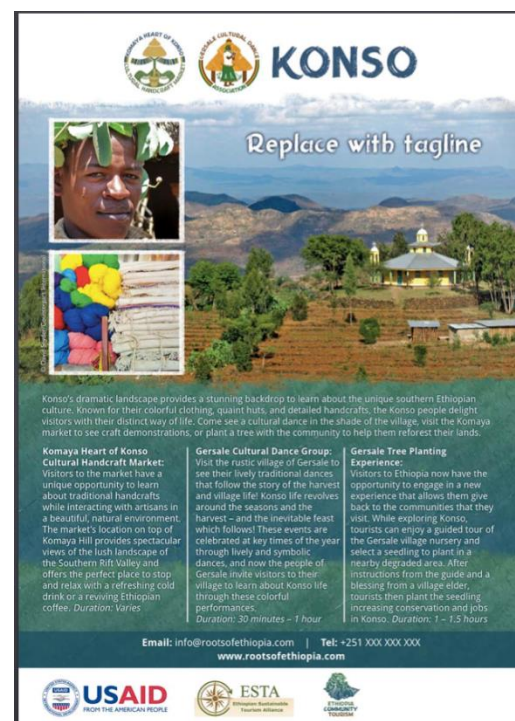


Figure 17: Example of a tourism marketing poster.

developed. Explaining the product in the language of the travel trade, including itineraries, prices, contact information these materials can be distributed to both domestic and international tour operators, either in electronic format or in person at trade events. In order to attract independent tourists, particularly Addis-based domestic tourists and expatriates, brochures will be printed and distributed at strategic points. Additionally, tour operators can use these materials to market their tours that include the ecotourism products. Collateral materials will be designed so that they can be printed or distributed electronically. Specific collateral materials may include:

- sell sheets
- A4 sized posters
- brochures
- Full sized posters adapted from A4 sized poster design

The partners will also update, print and distribute the map developed during the assessment and business planning stage of the project.

Collateral Material Distribution: The following outlines the distribution plan for the marketing materials based on the target market:

Inbound Tour Operators (ITOs) and Hotels/Lodges⁷:

- Posters, distributed to key ITOs and hotels/lodges
- Sell sheets provided to key ITOs and hotels/lodges
- Brochures provided to key Addis Ababa and Bahir Dar hotels/lodges
- Electronic sell sheets send to key ITOs and hotels/lodges

Expats, Returned Diaspora and Domestic Tourists:

- Electronic cover letters and sell sheets to travel guide publishers

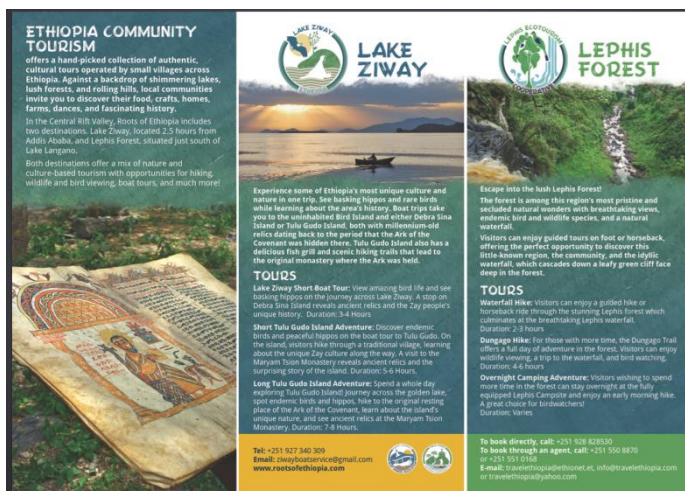


Figure 18: Example of a tri-fold brochure for tourism promotion.

- Brochures provided to key Addis Ababa and Bahir Dar hotels
- A4 posters at restaurants, cultural center and regular expatriate hangouts
- Electronic brochures to expat listservs, forums and blogs
- Electronic brochures to community liaison offices at Addis Ababa based embassies
- Electronic brochures to NGOs and other donor agencies based in Addis Ababa
- Large posters and brochures provided to visitor information centers (VIC): Addis Ababa VIC and new airport VIC

⁷ A list of all inbound tour operators can be obtained from the Ministry of Culture and Tourism.

- Large poster and brochures provided to regional, zonal and woreda tourism offices
- Brochures and A4 posters at periodic events: NGO bazaar, Craft bazaar, Diplomatic bazaar, Jazz Festival, etc.

Outbound Tour Operators (OTOs):

- Targeted mailing to OTOs in existing database including:
 - Cover letter
 - Sell sheets
- Brochures at trade fairs, distributed by the Ministry of Tourism

Free Independent Travelers (FITs):

- Electronic cover letters and sell sheets to travel guide publishers
- Brochures provided to key Addis Ababa and Bahir Dar hotels
- A4 posters restaurants and cultural centers
- Large posters and brochures provided to visitor information centers (VIC): Addis Ababa VIC and new airport VIC
- Large poster and brochures provided to regional, zonal and woreda tourism offices

Ethiopia Diaspora:

- Brochures provided to Bahir Dar hotels
- A4 posters restaurants and cultural centers
- Electronic brochures send to diaspora associations, organizations and the Ethiopian embassy
- Large posters and brochures provided to visitor information centers (VIC): Addis Ababa VIC and new airport VIC
- Large poster and brochures provided to regional, zonal and woreda tourism offices

Advertising: Although advertising will not be a main activity, the implementing agency and partners can look into the cost of placing ads in key publications in Ethiopia. These ads will mostly target the Inbound tour operators and Hotel/Lodge Market, the Expat/Returned Diaspora Market and the FITs who are currently in Ethiopia. Potential publications include: What's out, Zoma, Addis Life, Luxury, Fortune, Capital, etc.

Public Relations: Positive media coverage raises awareness about destinations and experiences and can lead to direct leads and enquiries. Journalists and media outlets are approached constantly by destinations and tourism providers and asked to feature their products, so it is important to have a carefully targeted approach to gain their attention. When implemented strategically, public relations activities can be one of the most cost-effective means of promoting a destination.

Specific media outreach activities will be timed to coincide with product development launches and include:

- Develop a list of targeted international and domestic media

- Travel guidebooks: Bradt Guide & Lonely Planet
- Magazines: Afar
- Local newspapers and publications: Zoma, What's Out, Addis Life, etc
- Online outlets: Off the Radar, TIES, etc
- Local television
- Trade publications
- Develop press releases and stories to pitch to targeted media
- Generate media coverage
 - Targeted press coverage of events
 - Press releases
 - Press visits to specific events
 - Leverage press placement in social media outlets

Following press outreach or attendance at events, it is critical to follow up with each journalist to ensure favorable editorial placement.

Social Media: Social media can play an important role in marketing and promotion of a tourism destination. However, social media requires strong technical skills, access to the internet and constant updating. Since there is little computer literacy in Zeghie Peninsula and poor access to the internet, social media activities are not recommended. However, if this changes, targeted activities can include:

- **Facebook.com:** There can be one Facebook.com account for all of the Lake Tana tourism and handcraft enterprises which will be regularly updated. The account can be used to post tour highlights, information, news updates, destination facts, special events, tourist reviews and updates from managers.
- **YouTube.com:** A Lake Tana youtube.com channel can be created with videos showing tourists what each enterprise has to offer as well as raw footage. Each video uploaded will include geo-tagging, keyword tags and descriptions with links to the website to help drive traffic and ultimately increase bookings and enquires. Travelers will be invited to comment on the videos or post their own. Additionally, managers can link relevant videos from other channels to their channel to increase views.
- **TripAdvisor.com:** TripAdvisor.com is the largest travel review website in the world and is an excellent outlet on which to post and make quarterly updates for each enterprise. Additionally, managers should be sure to look at the reviews and ratings and respond to negative reviews.
- **Flickr:** Without high quality, high-resolution images, marketing and public relations strategies have a lower chance of success. The implementing agency can work with managers and the Ecotourism Association to teach them how to use Flickr including: cataloguing existing photos on Flickr with titles, descriptions and geo-tagging

Sustainable Tourism Awards: Sustainable tourism awards can showcase the products and their practices in international press venues. The public relation value of these awards can be significant. The

implementing agency will create a list of relevant sustainable tourism awards and help managers apply for them during Phase 3 of the project.

Access to Destination Information

Tourism information centers (TICs) act as a crucial source of information and marketing within a destination. The main purpose of a TIC focuses on providing services to visitors at all levels including domestic, regional and international tourists as well as assisting tourism services providers to network within the sector. With appropriate marketing and service provisions, TICs can assist in the overall development of the tourism sector. Some general recommendations on improving tourism information centers are included below. Most of these recommendations can be implemented by tourism information officers with little or no additional funding. Specific recommendations for the Bahir Dar Tourism Information Centre, the main tourist information source in the Lake Tana area, are included in **Appendix F**.

Market Research

In order to successfully service visitors, TICs must first understand their market base including accessing national level statistics on tourist arrivals and understanding market segmentation. Key areas for TICs to address include:

- Understanding the specific visitors, including non-tourists, that will likely use the center for information services
- Understanding market segments at the national level and addressing how the TIC can fulfill each segment's specific needs
- Understanding the type of information that each market segment needs including accommodation, travel information and timing, attractions, cafes/restaurants, booking services, etc.
- Understanding when tourists need access to information including addressing information access in after hours and on the weekend.

The Bahir Dar TIC can gather some of this information through secondary research provided by the Regional Bureau of Culture, Tourism and Park Development. More specific market research requires the Bahir Dar TIC to implement their own data collection. Information collection systems can range in complexity from a simple visitors book to a survey. However, the most important element of a data collection system is ensuring that tourists are inputting data and that TIC staff are analyzing the data on a regular basis. Additionally, the TIC will need a strong operational system in place that assist staff in analyzing the data and empowering and incentivizing them to make changes based on the results.

Customer Service Training

Like any business, customer service is a key element of success in TICs. The Bahir Dar tourism information officers should be well trained in providing high quality customer service to a range of visitor types. Key elements of customer service include available and friendly staff with good product knowledge. The tourism information officers should visit area attractions so that they have firsthand experience of Lake Tana area products. Additionally, TIC management needs to ensure that staff have

access to professional development trainings to improve their skills such as management, data collection, customer service, tour guiding and other tourism services.

Location, Accessibility and Design of the TIC

The physical structure of a TIC is an important element to its success. Although the Bahir Dar TIC is located in a beautiful historic structure, the structure is not central to tourist hotels and the signage is poor. Additionally, the structure has not been well maintained and the garden area is overgrown. In order to make the TIC more attractive to tourists, the structure interior and exterior should be renovated to provide a clean presentation. Additionally, modern and well-designed signs should be placed at the gate as well as at key turn off points along the road. This will help tourists find the TIC.

In the interior of the TIC, the design should be based on the expected market usage and the services provided. Adequate space should be provided for all service offerings and specific designs should be considered. However, it is also important to create a flexible space that can grow with the TIC and the destination. In terms of the aesthetic design, it should remain functional but connected with visitor's expectations of the destination. Within the structure, the space should be arranged to assist in the flow of visitors and guide them through the available services encouraging exploration. Other considerations include appropriate interior signage to guide visitors to the building as well as to identify the purpose of the structure.

On the exterior, the structure should be open and inviting to potential visitors. The gate should remain open during all operational hours to welcome visitors. The guard should have a clean and well-kept appearance and a uniform since he will be the first impression that visitors have of the TIC.

Alternatively, the government could develop a small and attractive kiosk in the high tourist traffic areas, like bus stations, to provide better access for tourists. The kiosk should be attractive, clean and well-kept and modern with good branding and signage. They should be easy to find and within walking distance from hotels and other tourism attractions frequented by the target market. The kiosk should be open during early morning and evening hours as well as weekend when tourists are seeking information. This is especially important for the expatriate market that typically visits Lake Tana only on weekends when the current TIC is closed.

Business Focus

Although the Bahir Dar TIC is structurally situated under a government body and financed through public funds, it is important that it functions with a business oriented attitude than acting as one activity of public service. Not only will this ensure the efficient delivery of services to tourists, it can also assist in subsidizing some of the operational costs of the TIC, allowing public funds to be re-allocated to other tourism initiatives.

The Bahir Dar TIC should have clear systems in place. Staff should develop systems and management should review, evaluate and modify, if necessary, systems on a regular basis. Specific systems include:

- Business Plan and Marketing Plan including a mission statement, vision, organizational plan, description of products and services, competitive analysis, financial features, etc.
- Financial Feasibility Plan including demand, cash flow and profit and loss analyses
- Annual Financial Plan and Budget
- Operational Systems and Policies
- Sustainability Plan
- Human resource development and professional development systems

These plans and systems, particularly the business and marketing plans, should be reviewed and updated on a regular basis to reflect changes in the market. Planning should occur in coordination with the government and private sector.

Diverse Information Exchange Processes

Tourists from different market segments and countries will respond to information sources in a variety of ways. Older tourists may need more support from staff while younger tourists will be more eager to use technology to find information. In order to reach all market segments, TICs should use a diverse range of information exchange processes that are based on market research. Information exchanges processes can include:

- Brochures
- Notice boards
- Posters
- Maps
- Looped audiovisual presentations
- Static interpretive displays

Additionally, information exchange processes should be sure to adequately market the destination. The TIC should focus on the processes that provide the highest value for tourists while conveying the marketing message clearly.

Most of these materials can be collected from hotels, tour operators, attractions, etc for little or no cost to the TIC. Tourism information officers just need to contact stakeholders and pick up the materials and then display them in an attractive, orderly and clean manner. Display racks for brochures can be purchased cheaply from local carpenters.

Involved in Local Communities and Industries

Although the Bahir Dar TIC is government run and focused on external clients, it must maintain involvement in the local communities and industries. It is important for TICs to continually network with local stakeholders so that they have up to date information about their destination and can communicate the TIC's contribution to the local and national economy. Additionally, local stakeholders must be aware of the TIC's services and status. Advisory committees or working groups can often fulfill this need and provide strategic involvement of both the tourism industry and the local government.

Advisory committees should include government stakeholders, industry representatives and community members.

Crime Management

There have been increasing incidents of crime on tourists in Bahir Dar. The incidents range from petty theft to aggravated assault and rape of tourists. These crimes are serious and the government must take action to curb their occurrence. One key element to dealing with crime against tourists is to create a safe and secure place for tourists to report this incident. The TIC could provide this space given adequate training. Tourism information officers often have better English skills and experience dealing with foreigners. They may be more sensitive to the needs of a tourist than the police. Additionally, the TIC should offer follow up services to ensure that the criminal is brought to justice. Often criminals that enact crimes against tourists go unpunished because tourists are not able to wait for the court to process the case and they often cannot return to stand witness during the trial. The TIC could act as a representative of the tourist in this case providing evidence and the tourist's written testimony. In order to develop this system, an expert in tourism police development should be contracted.

Best Practices from Ethiopian Ecotourism Projects

Although the tourism sector in Ethiopia is still relatively small, it is growing. Visitor arrivals in Ethiopia have increased consistently since 2001, from a total of 148,000 to 523,000 in 2011.⁸ Conferences tourists comprise 50% of the market and business tourists another 15.5% with the remainder made up by transit and visiting friends and relatives (VFR) travelers.⁹ Despite a wealth of cultural and natural tourism resources, there are challenges, constraints, and issues that need to be addressed as tourism is developed in Ethiopia. The governing policy and regulatory framework is still in the process of being developed for tourism and the provision of infrastructure and tourism facilities is limited and currently constrains the effective movement and numbers of tourists around the country. The tourism private sector is still nascent and the image of the country is poor.

In terms of private sector development, Ethiopia's international image remains a major obstacle. Other challenges include difficulties in obtaining loans for ecotourism ventures and lodges, and shortages of trained, local staff. There are currently few linkages between lodges and neighboring communities, and visitors have limited opportunities to view local handcraft production and purchase locally made crafts. Few tourism offerings link attractions together to provide integrated or focused tours which maximize a destination's potential, outside the historic areas in the north.

Examining existing Ethiopia projects and models in Ethiopia provides a foundation of best practices and lessons learned from which tourism stakeholders can draw to develop ecotourism in Lake Tana. These points were gathered from the four major ecotourism development projects in Ethiopia including: Tesfa

⁸ UNWTO (United Nations World Tourism Organization). 2013. Tourism Factbook. Available online at <http://www.e-unwto.org/content/v486k6/?v=search>.

⁹ Mitchell, J and Coles, C. (2009) *Enhancing private sector and community engagement in tourism services in Ethiopia*, Overseas Development Institute

NGO, the Ethiopian Sustainable Tourism Alliance, Adaba Dodola Ecotourism site and the Frankfurt Zoological Society's Guassa Community Conservation Area.

Community Participation: Ecotourism development initiatives need strong community buy-in from the community from the beginning to be sustainable. The best ways to create buy-in include:

- Creating a structure of community representatives that can make decisions on behalf of community
- Empowering the community to make key decisions by educating them on tourism and conservation issues
- Ensuring the community's ideas drive the business planning session process. This means that the community is fully behind the tourism product idea and business structure and that they are not being imposed upon them from outsiders.
- Having communities contribute their own time and materials to the development process and infrastructure building.

Involving Local Partners: Establishing relationships with local NGOs or other partner institutions in the development process is a crucial element of sustainability. The local partner can create initial links, help establish trusting relationships, build community capacity, and assist with implementation activities. It is important to engage these local partners for sustainable follow-up. Such partners could include:

- NGOs
- Local Government
- Associations
- Private sector organizations
- Civic society associations
- Universities and other training institutions

Transparent Beneficiary Selection: An exhaustive, highly-transparent process must be used for hiring of all positions within the ecotourism enterprise. This should involve a joint effort with the community committee/structure to create hiring criteria, job descriptions, job applications forms, interview questions, and evaluation for scoring interviews.

Market-based Approach: A market-based approach must be utilized in ecotourism enterprise development. All efforts will be in vain if market demand for products does not exist. Key activities include:

- Conducting market research with tour operators and perhaps even directly with tourists (budget permitting)
- Engaging tour operators early to ensure they see potential in destination/products
- Conducting a financial feasibility study for each potential product
- Creating market-based pricing (in part through competition analysis)

Community Communication: An awareness creation event and frequent follow-up communications with community are critical. This will help avoid or at least temper misunderstandings, rumors, elevated expectations, and disappointment over delays.

Training: Training must be thorough and continual. Initial training courses must be substantial in terms of length and depth, but also must be reinforced through refresher trainings, follow-up technical assistance, and a lot of practice. Qualified volunteers can be invaluable for day-to-day follow-up activities.

Tangible Results: Tangible results early in the project will help to promote confidence among key partners and beneficiaries. Pairing artisan development with tourism product development is one way to obtain quick tangible results with a community.

Marketing: Do not wait for products to be finished to start marketing. Producing high-quality materials takes a lot of time. Also, marketing to tour operators needs to incorporate the significant lead time they need to incorporate products into itineraries.

Technical Expertise

This Ecotourism Development Concept and Marketing Strategy contain a set of ambitious plans for the proposed two year pilot project. The success of the implementation will rely directly on the quality of technical expertise and support that the communities and enterprises receive from the partners during this project. In order to complete the training, marketing and technical assistance activities in the implementation plan during the short project timeline, the implementing agency will need to work with technical expert that have direct experience in implementing those activities in Ethiopia.

Development work in Ethiopia is often hindered by community conflict or unforeseen challenges or changes in the local context. The implementing agency will need to continually check in with the communities, local government and priests to ensure that communications if flowing properly and that the community understands the project goals and activities. The implementing agency will most likely need to hold meetings with the community on a regular basis to discuss project updates and upcoming activities. Therefore, it is advised that the implementing agency has at least one full time staff member dedicated to community engagement and follow up. The success of entire project will depend on the relationship that the implementing agency forms with the community. Without a strong, open and honest relationship, the community will not take ownership of the project and sustainability will be threatened.

Additionally, a number of the training and technical assistance activities may need follow up. Continual support on a daily basis is often required for communities to internalize information learned during training courses. The implementing agency should consider developing relationships with organizations that provide long term volunteers that could implement some of this technical assistance. One such organization is the Peace Corps Volunteers. The partners can lobby to sponsor an education volunteer in Zeghie. They would need to pay for lodging for the volunteer but the expertise and support provided by

the volunteer would far outweigh this small investment. Alternatively, the implementing agency can consider hiring an international intern through an open process. Again, the implementing agency would need to cover housing and a small stipend for food but the expertise and effort provided by international interns are incredibly valuable.

Investments & Budget

Based on the above recommended Ecotourism Development Concept, Marketing Strategy and Handcraft Development Concept, a budget for the two year pilot project was developed. A summary budget is included below for reference and the full budget is attached in **Appendix G**. The budget reflects the need to contract local and/or international experts for the majority of technical implementation. Creating long term contracts for multiple activities with individual consultants or consulting firms may decrease the overall cost of implementation as well as provide continuity throughout the project building trusting relationships between consultants and communities. It is expected that the community members that become part of the cooperatives will invest in the project by contributing labour for infrastructure development. The partners can also consider investments from prominent community members or business owners in Bahir Dar if additional funding is needed. However, these businesses should be considered investors, not owners of the business, and roles for their involvement as business advisors should be created. Full plans for repayment of their original investments should be analysed to ensure their feasibility.

Summary Budget for Two Year Pilot Ecotourism Development Project	
Tourism Technical Assistance	€ 49,405
Infrastructure Development for Ecotourism Enterprises*	€ 44,668
Lake Tana Tourism Marketing	€ 25,554
Handcraft Development Technical Assistance	€ 78,439
Total Cost	€ 197,065
*Infrastructure Development line includes funding to support the launch of businesses. Detailed budgets are included in the business plans.	

Implementation Plan for the Ecotourism Strategy

Based on the above recommended Ecotourism Development Concept, Marketing Strategy and Handcraft Development Concept, an implementation work plan or schedule was developed for the two year pilot project. The implementation work plan is included below and reflects the need for the implementing agency to contract local and/or international consultants/contractors for the majority of technical implementation. Creating long term contracts for multiple activities with individual consultants or consulting firms will decrease the amount of time spent on the contracting process and allow the implementing agency and consultants to focus on developing the community.

Pilot Project Implementation Work Plan									
Tourism Component									Potential Implementer
Activity	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	
Community Sensitization									NABU
Hiring of Community Staff									NABU
Business Registration									NABU
Infrastructure Development									Architect
Hiring Managers									NABU
Tourism Operations & Management Course									Tourism Consultant
Guide Training									Guiding Expert
Bird Watching Guide Training									Birding Expert
Customer Service Training									Tourism Expert
Boat Operations Training									Ethiopia Shipping Lines
Visitor Information Center Training									Tourism Expert
Hygiene & Sanitation Training									Health Expert
Food & Beverage Training									Chef or CTTI
Marketing Training									Tourism Expert
Follow Up Technical Assistance									NABU/Tourism Expert
Branding									Marketing Expert
Collateral Material Development & Distribution									Graphic Designer Marketing Expert
Website Development									Web development firm
Direct Selling									Marketing Expert
Fam Trip									Marketing Expert/NABU
Events									NABU
Advertising									Marketing Expert
Public Relations									Marketing Expert

Artisan Component									Potential Implementer
Activity	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	
Business Registration									NABU
Eco-Assessment									Artisan Eco-Expert
Artisan Market Readiness Workshop									Artisan Training Expert
Follow up Technical Assistance									NABU
Skills Development									Master Artisan
Customer Service Training									Artisan Expert
Tourism Training									Tourism Expert
Marketing Training									Artisan Marketing Expert
Product Design Workshops									Designer
Branding									Designer
Packaging Development									Designer
Collateral Material Development									Designer
Collateral Material Distribution									NABU
Market Link Development									Artisan Marketing Expert
Establishing Sales Networks									Artisan Marketing Expert

Expanded Destination Development

The pilot project will begin in 2014 and will be followed by another phase of the project to further develop ecotourism around Lake Tana. The following are initial recommendations on expanding the ecotourism and handcraft development concepts to other destinations in Lake Tana. However, these recommendations should be reviewed upon completion of the pilot project to ensure that they are still valid.

Continued Technical Assistance

During Phase 3, continued technical assistance and follow up for the ecotourism enterprises on the Zeghie Peninsula will be needed. The partners should be prepared to check in on the enterprises, provide conflict resolution and refresher training courses if necessary. Ecotourism enterprises have a long start-up period and it will take 2-3 years after launching for these businesses to become profitable. The communities are likely to become frustrated during this transition process and continued support by the partners will be critical to sustainability.

Secondary Site Development

Zeghie Peninsula was identified as the destination with the most potential and readiness and was therefore selected for the pilot project. During the next phase, it is recommended to target Gorgora, Tiss Abay, Deke Island and Debre Mariam for destination development. Additionally, some initial recommendations for the development of the Fogera Flood Plains have been included.

Gorgora

Gorgora is well positioned to be developed as a destination. It is located between Bahir Dar and Gondor and is accessible by both surface and water transport. Additionally, with the expansion of the Kim and Tim Lodge, the improvements of the Gorgora Port Hotel and the construction of two other new lodges in the area, quality accommodation will soon be available. Gorgora currently has a low number of tourists visiting each year. The communities in the area have little awareness of the potential of tourism and are not sensitized to tourists needs. This has led to harassment of tourists by children, which creates a negative environment for tourists. Additionally, community members in the area have low English skills and are not trained for the tourism industry. This site has potential but would require significant training and investment in the community in order to be a successful destination.

Gorgora Market Feedback: In Gorgora, the tour operators mentioned the lack of good accommodation and the rough road that leads to Gorgora from Gondar. Fortunately, accommodation is expanding with two new lodges under way and a new paved road is currently under construction. The tour operators normally arrange tours to Gorgora by boat as a Lake Tana crossing cruise (from Bahir Dar to Gondar or vice versa) however the tour operators may stop this tour since the price of boats transport is increasing. Typically, tourists only spend few hours in Gorgora before heading to Gondar.

The idea of creating a village tour was received well by all tour operators. If it is developed properly, it will give an opportunity to see the local way of life and culture while increasing community income and tourist length of stay. Tour operators specifically mentioned papyrus boat making demonstration (not

boat rides), injera making and fish farming as potential stops in the village tour. The destination also has great potential for bird watching. Overall, Gorgora was the destination that excited the tour operators the most as it is under developed but well placed along the Bahir Dar – Gondar route. With the expansion of Kim and Tim Lodge and the construction of other lodges in the future, the destination has potential to grow quickly. Working with the community at this early stage will be crucial to ensuring a positive visitor experience and community benefits from tourism.

Gorgora Development Recommendations: The proposed products, a village tour and guide association development, require small start-up capital and the destination has local champions that will support community development and act as a market link. However, tourism awareness in the community is a critical issue that must be addressed at the beginning of the project since harassment by local children is already a problem.

Necessary Interventions: Tourism awareness training and sensitization, guide training, marketing, etc.

Recommended products: Interactive village tour, guide association development and artisan enterprise development.

Tiss Abay

Tiss Abay is another key destination in the Lake Tana area. Most tour operators include a visit to the Blue Nile Falls in their itineraries. The landscape in the area is beautiful and there is room for product development. However, there are also real challenges to tourism development in Tiss Abay. Chief among these challenges is the inconsistent flow of the waters to the Blue Nile Falls. Despite the construction of the new, higher power hydroelectric facility upstream, the government still occasionally diverts water to the original, smaller hydropower plant leaving the waterfall with little water. If Tiss Abay is going to be developed as a world class attraction, the issue of diverting water from the waterfall should be resolved. If this does not happen, tour operators are likely to remove Tiss Abay from their itineraries.

Additional challenges to destination development include:

- **Hygiene and sanitation:** Similar to Zeghie, any food service products in Tiss Abay will need high quality hygiene and sanitation skills which will require training and monitoring.
- **Existing Associations:** The local government has already helped the community to organize into 4-5 associations for the sale of chai/buna. These associations have chai/buna bets along the trail. However, their locations are too close to each other and the trail is not long enough to merit multiple stops. The partners will need to work with all of the associations to build a more comprehensive product which includes existing beneficiaries through a more competitive approach.
- **Existing Tour guide Association:** The feedback from the tour operators' consultation about the tour guide association at Tiss Abay was very negative. The tour operators complain about lack of knowledge, lack of language skill and above all lack of professional discipline and poor customer care. This has to be corrected by using both training and enforcing law and order. The partners

can work on this in partnership with the Culture and Tourism offices and other relevant government stakeholders (e.g. polices) at all levels.

- **Child labor:** Currently, women send their children out to meet tourists and try to sell them handcrafts. Not only does this harass the tourists but many tourists consider it to be child labor which casts a negative light on the whole destination. Any development efforts will need to be careful about avoiding child labor.

Tiss Abay Market Feedback: In Tiss Abay the challenge raised by all of interviewed tour operators is the hassle from the local tour guides and their lack of knowledgeable. This was noted as the issue which needs immediate action by the concerned authority. The tour operators feel that the guides try to extract money from the tourist without providing sufficient service or by imposing unnecessary services. Tourists have encountered situations where the guide will physically support them during the hike, without the tourist's permission, and then later claim an exorbitant fee for this unsolicited service. Most of the tour operators noted that the guides in Tiss Abay were rude and unhelpful to tourists. Additionally, the local children contribute to the unfriendly environment and hassle of the tourists. They follow the tourist and pester them for items like pen or money or try to sell them craft items. Although some tourist may pity the children and purchase items from them, these activities keep children from attending school and child labor is increasingly becoming an issue.

There are two ways to access the waterfall – by boat across the Blue Nile River above the waterfall and by a hiking trail. The tour operators also see the hiking trail to the waterfall as a challenge. Considering that the main tourist market consists of 55-65 year olds, the current trail is not suitable for the majority of visitors to Ethiopia. The trails needs leveling and solid step in some parts to ease access.

The key issue, address by all concerned parties, is the fluctuation of the volume of the waterfall, where the water volume significantly decreases for a part of the tourist season due to its diversion for hydroelectric power generation. Local authorities need to work with public sector stakeholders to resolve this issue. Without resolution on this issue, Tiss Abay has little potential as a long term tourist destination.

The product ideas include: a community restaurant, a craft demonstration and sales area and a tej making tour. The idea of establishing a community restaurant is feasible as the vast majority of the visitors are local. Here the international visitor will also have a chance to taste a local cuisine. It will also reduce the effort of bringing packed food which is usually cold at the time of eating. The craft demonstration area will give opportunities for the local artisans economically and artistically. Guides here have to be trained and graded as their knowledge, ethics and performance varies greatly between individuals. There was some interest in the tej making tour but safety issues were raised.

Tiss Abay Development Recommendations: The critical element to successful and sustainable tourism in Tis Abay is addressing the issue of the variable flow of the waterfall. This is a high level government issue that must address before engaging with community development. If the waterfall flow can be fixed (or scheduled), the tour operators see potential for the long term development of this destination.

However, guide training and trail development should be addressed before or alongside product development.

Necessary Interventions: Coordination on waterfall flow, guide training/grading, trail development, etc.

Recommended products: Community restaurant, craft demonstration area, tej making demonstration

Deke Island

Deke Island, located in the center of Lake Tana, currently receives tourists but only few in number. The island boasts the beautiful Nargra Selassie Church and a quaint village. The male only Daga Estphanos Monastery is also located on a nearby island. Although the community is open to tourism development and eager to receive assistance, the distance to the island via boat is a major challenge. The boat ride takes approximately three hours and costs 3,000birr. Tourists with little time in their itineraries are often hesitant to spend this much time and money on a single destination. Further, there are no facilities on the island for tourists including a lack of accessible toilets and proper eating establishments.

Necessary Interventions: Market verification, improvement of boat transport and lowering boat transport prices, English language skills, guide development, community development, etc.

Recommended products: Interactive village tour, artisan enterprise development, handcrafts demonstration or classes.

Debre Mariam

A visit to Debre Mariam Island is usually included at the end of the standard one day boat tour of Lake Tana. However, many visitors are tired by the time they reach Debre Mariam and are not interested in interacting with the community, purchasing crafts or listening to the explanation of the monastery. With the development of the Zeghie Peninsula, partners hope to keep visitors in the Lake Tana area longer allowing for a full day visit to Zeghie Peninsula and then a second day visit to another destination in the area. With this plan, the partners can develop further activities on Debre Mariam to engage tourists for a longer visit when. However, the island needs further training and development to meet tourist demands including English language skills and better interactive tourism products.

Necessary Interventions: Market verification, English language skills training, jetty improvement, sustainable papyrus harvesting techniques, guide training, etc.

Recommended products: Papyrus boat making demonstration, artisan enterprise development, garden tours, hippo spotting from the shore.

Fogera Flood Plains

The Walala and Shesher areas of the Fogera Flood Plains have some potential for tourism development in Phase 3. However, the partners must do thorough market research after the pilot project to determine the true validity of this potential. It is recommended that the partners take the top birdwatching tour operators to the area as both a market link activity and a market verification activity. At the moment, these birdwatching tour operators are not interested in integrating the Fogera Flood

Plains into their itineraries because they do not see its value.¹⁰ In order to verify and demonstrate its value to the tour operators, the partners should consider an initial fam trip to the area with key tour operators.

If the tour operators verify that they can integrate the area into their itineraries, then the following interventions are recommended. **Community sensitization workshop:** Since this area has had little tourism, interventions must begin the development process with intensive sensitization workshops. These workshops will help the communities understand the potential advantages and disadvantages of tourism development and how they should interact with tourists.

- **English language training:** Since the area has little exposure to tourists, there are few people with English language skills. Developing language skills with young people from the community interested in becoming guides should be a focus. This can be done through local or international volunteers.
- **Community tourism cooperative development:** Once there is a basic understand of tourism and English language skills are being developed, the partners should work with the community to conduct participatory business planning to create a community ecotourism cooperative. This will include profit sharing mechanisms approved by the community.
- **Guide group development & training:** The key product in Fogera Flood Plains could likely be bird watching and nature based activities. Guide will be the essential part of this product. The partners will work with the community cooperative to select and train guides. Since there has been little exposure to tourism, guide training will be intensive.
- **Birdwatching training:** After the guides have been trained in basic skills and theory, the partners should contract a bird watching expert to provide intensive birdwatching guiding training.

Necessary Interventions: Market verification, English language skills, community sensitization, guide group development and training, etc.

Recommended products: Cooperative development, guide development and birdwatching

Ecotourism Concept Refinement

Before the beginning of Phase 3, the partners should review and revised the ecotourism concept used for Phase 2 implementation. Learning from the implementation of the pilot project will allow for greater success in this third phase of project implementation.

For Phase 3 implementation, the partners should begin with market verification of the new destinations and product idea. This could be done during the final fam trip of Phase 2. Then the partners should conduct participatory business planning all of the new destinations to engage with the community and encourage their ownership of the project. Experience sharing trips to Zeghie Peninsula will also help communities understand the benefits of the project. Finally, the partners can implement development according to the revised and improved ecotourism concept as outlined above.

¹⁰ Although the area is known as a habit for migratory European birds, tour operators have stated that bird-watching tourists have little interest in seeing these types of birds sine most birdwatching tourists are European.

Marketing & Promotion

During Phase 3, the partners should continue to implement the marketing strategy from phase 2. Branding and collateral material development will need to be improved and replicated for the new destinations. Additionally, the partners should host more fam trips and events to further the promotion and awareness of the wider destinations. If the Phase 2 marketing strategy is successful, the destination will be gaining a larger market presence and promoting the new destinations will be easier.

VI. General Recommendations

Ecotourism development has the potential to play a key role within the Lake Tana Biosphere Reserve. The diversity and accessibility of natural environments and resources in the area provides the destination a solid foundation for ecotourism development. Importantly, Lake Tana is already a well-known tourism destination and is integrated into the Northern Historic Route, Ethiopia's most popular tourist itinerary. Communities around Lake Tana have some knowledge of tourism, understand its potential, and are eager to tap into the industry.

However, ecotourism development in Lake Tana will undoubtedly come with challenges. Although communities have some exposure to tourism, they have little real understanding of the types and quality of services that international tourists desire. Ecotourism development in Lake Tana will require in-depth community engagement and long term and continuous capacity building. Additionally, ecotourism development in the Zeghie Peninsula, the selected destination for the pilot project, will need to be supported by overall destination development of the entire Lake Tana area. Supporting organizations and services in Bahir Dar, such as the tour guiding and boat service, will need to be improved in line with international standards. Improvements in access to information will also be needed to adequately promote new ecotourism products in Zeghie Peninsula and other areas.

Tourism stakeholders in the proposed Lake Tana Biosphere Reserve area should consider some general recommendations as they move forward:

- Full community engagement will be essential to ensure that the community has bought in to the project and cooperatives. As the owners of these cooperatives and the managers of the whole destination, their input and education is the key to success.
- Since Lake Tana is a popular tourism destination with existing services providers, stakeholders will need to resolve standing issues and ease current tensions with the tourism service providers. Due to previous development efforts that were not aligned with community interests, certain community groups have been underrepresented or excluded from the development process while other groups, such as the tour guides and the monasteries, have reaped most of the benefits from tourism. This has generated tensions between the guides and the rest of the community creating trust issues.
- Any community development project must take steps to maintain a good relationship with the community. This requires consistent communication with community members and leaders. Often communities will misunderstand a project's goal or will hear second-hand information that is not accurate. This can create tension between the community and implementing agency

which will delay activities. Regular community meetings and communication will aid in the effectiveness of the project.

- As a service providing business, a tourism enterprise must maintain high quality products. This requires strong managers and community leaders that are able to build trust with the cooperative members, resolve conflict within the community, and build the skills of the enterprise members. Building strong managers takes in depth training, mentorship, and leadership skills development.

Ultimately, ecotourism development in Lake Tana has the potential to energize communities around the lake, adding to their livelihoods and protecting their natural resources. However, the ambitious implementation plan and schedule laid out in this Ecotourism Concept will require a strong attention to detail, ample human resources, and continual community engagement.

VII. Appendices

Appendix A – Suggested Beneficiary Chart and Recommendations on Beneficiary Engagement

Appendix B – Sample Product Itineraries

Appendix C – Manager Hiring Test Examples

Appendix D – Outline of Tourism Operations and Management Training Course

Appendix E – Tourism versus Handcraft Development

Appendix F – Recommendations for the Bahir Dar Tourism Information Center

Appendix G – Preliminary Budget for the Pilot Project (attached as a separate Microsoft Excel file)

Appendix A - Suggested Beneficiary Chart and Recommendations on Beneficiary Engagement

Destination	Proposed Enterprise	Recommended Number of Direct Beneficiaries	Type of People	Remarks
Zeghie Peninsula	Community restaurant & Coffee Tour	30 People	A portion of the people working as craft vendors	Normally they do not have gainful business or very scant from the current trade
Zeghie Peninsula	Campsite	20 people	A portion of the craft vendors and the other organized groups indicated by the peasant Association Chair person	Normally they do not have gainful business or very scant from the current trade
Zeghie Peninsula	Craft Sales and Demonstration Area	20 People	People currently working as artisans in the vendor group and some of organized groups indicated by the peasant Association Chair person	Normally they do not have gainful business or very scant from the current trade. Some of the current vendors should be incorporated into the other cooperatives.
Zeghie Peninsula	Artisan Development	60 People	People that currently have artisan skills organized into groups based on skills: painting, metal workers, basket weavers, wood carvers, etc.	These people must already have craft skills. The project does not have sufficient funds or time to train artisans that do not have existing skills.
Zeghie Peninsula	Guides	14 People	Legal guides that are part of the association	Guide training, script development, etc
Zeghie Peninsula	Priests	10 People	Priests that are involved with presenting the churches & artifacts to the tourists	Customer service and artifact preservation/handling
Bahir Dar	Boat Owners & Operators	70 People	Boat owners & Operators that are part of the existing association/cooperative	Boat operations training, management training
Bahir Dar	Guides	20 People	Legal Bahir Dar Guides	

Government	Tourism Information Officers	5 People	Tourism Information Officers from the Bahir Dar and Tis Abay officers
Government	Bureau of Culture and Tourism	3 People	
Government	City Office of Culture & Tourism	3 People	
TOTAL			
Direct Beneficiaries	Trainees	255	Direct beneficiaries that are employed by enterprises or trained by the program.
Indirect Beneficiaries	Household Members	1250	Household members will benefit from increased household income earned by the direct beneficiaries. Based on the quote of 4.9 persons per household from the Feasibility Study for a Lake Tana Biosphere Reserve, Ethiopia 2012.
	Kebele Members	10,512	All kebele members will benefit from profit sharing mechanisms in the business plans. There are 3 kebeles in Zeghie: Ura and Azewa (4,012 people combined) and Mehal Zegie Yiganda (4,500 people).

The above chart includes recommended number of beneficiaries per business or group. However, the reality on ground may require changes to be made to the number of beneficiaries during project implementation. The implementing agency will work with the community, government and other stakeholders to ensure the decisions made are in the best interests of the community.

Recommended Beneficiary Selection Process

For the business planning sessions, there is a need for the implementing agency to identify beneficiaries within the destination. Since it is likely that the business will be organized into one overarching ecotourism cooperative for the entire Zeghie Peninsula, there is not a need to segment beneficiaries into individual activities (restaurant, campsite, craft sales area, etc.) at this time. The process of “hiring” beneficiaries into specific activities should occur after business plan development in order to ensure full community participation and harmonization.

For this initial selection process, the implementing agency should work with the local government leaders, priests and elders. The community should lead the process to ensure ownership and transparency. The implementing agency can guide the process but should not make decisions for the community. At this point, the implementing agency should identify two beneficiary groups for the business planning sessions:

- **Ecotourism Cooperative:** 60 beneficiaries who will be later separated into the restaurant and coffee tour (30 people), campsite (20 people), and craft sales area (20 people).

- **Craft Cooperative:** Approximately 60 beneficiaries that currently have artisan skills organized into sub-groups based on skills: painting, metal workers, basket weavers, wood carvers, etc.

All beneficiaries should be residents of the local kebeles and should be citizens in good standing with the law and the community. It is suggested that all beneficiaries in Zeghie meet the following criteria:

- Long and positive history in the community
- Age between 18 and 40 (suggested)
- Residence in a Zeghie peninsula
- Not a beneficiary of other components of NABU project or other similar projects
- Responsible, hardworking and proved effort to bring about change in his living
- Honesty and trustworthy
- Interest and willingness to contribute his/her own time for the benefit of the enterprise without payment
- Willingness to serve the enterprise if elected in Executive committee without payment
- Good knowledge of the Islands cultural, historical and natural attractions and respects the social and cultural values of the community
- No criminal record
- Able to follow the enterprise's by-laws
- Believes in gender equality
- At least able to read and write (suggested)
- Small or unproductive land owners and among low annual income earners
- One family member per household (with some expectations allowed on a case by case analysis)

Zeghie Tourism Enterprises

Currently there are 110 plus people in Zeghie working as vendors. These people cannot be cut out of destination and enterprise development. If they are not involved, they will retaliate by sabotaging the development process by setting up competing businesses that copy our services. They should be considered key stakeholders in this process and places for them in one of the enterprises (tourism or craft) should be a priority. Beneficiaries for this enterprise should be selected from among the existing craft and food vendors first. If there are additional spots in the enterprise, the implementing agency should work with the government to select additional people.

Zeghie Artisan Enterprises

Beneficiaries should be selected in partnership with the kebele government. Only artisans that currently have skills should be selected. Lack of access to raw materials or tools should not disqualify artisans from joining.

Bahir Dar Area

Although the consultants will not do business planning with these groups since they are not community based tourism enterprises, the implementing agency should consider the selection of beneficiaries for:

- **Guides:** Only guides that are currently registered, certified and legal should participate in the program. If guides have any outstanding issues with the law, they should not be involved in the

program. Bahir Dar guides must have conversational English skills in order to participate in the program. All trainings with these guides should be in English only. Leaders of the guides (chairperson or manager) should be selected for the tourism and operations training at a later point. A full hiring process will be included in the final report for the procedure on how to select capable leaders.

- **Boat Owners & Operators:** All boat owners and boat operators should be included in the boat operations training. It is important to include all those that drive boats in the trainings and not just the boat owners. Leaders of the boat service association (chairperson or manager) should be selected for the tourism and operations training at a later point (if not already selected by the association). A full hiring process will be included in the final report for the procedure on how to select capable leaders.

Government

- **Tourism Information Officers:** Given the limited number of tourism officers, all officers, including those in Tiss Abay, should be trained in all Train the Trainer programs to build the capacity of local government in tourism development.
- **Bureau of Culture & Tourism:** Participants in the program should be directly involved in tourism development in the Lake Tana area and should have an interest to participate in the program. Preferably participants should be those engaged with field work.
- **City Office of Culture & Tourism:** Participants in the program should be directly involved in tourism development in the Lake Tana area and should have an interest to participate in the program. Preferably participants should be those engaged with field work.

Appendix B - Sample Product Itineraries

Visitors to Zeghie Peninsula will be able to partake in a number of different tour options which will be coordinated by the Zeghie Peninsula Ecotourism Association. All cooperatives will work with the Zeghie Peninsula Ecotourism Association to manage the flow of visitors to the handcraft sales area. Visitors will likely being their experience on Zeghie Peninsula by visiting one or more of the monastery with an official local guide. The below product descriptions are suggested itineraries but they must be tested during the guide training to ensure the timing and schedule is reasonable. They should also be verified with the market. It is recommended that all tours to Zeghie Peninsula stop at the cooperative sales area and the option of including launch is offered.

Product 1: Craft Half Day Trip – Interactive Handcraft Demonstration Tour

Illustrative Product Description

Visitors will meet their local community guide at the Zeghie Ecotourism Association Office and then proceed to their monastery of choice with the guide. The guide will explain the history and culture of the peninsula, providing an overview of the traditional natural resource management practices along the way. Once in the monasteries, the guides will interpret the stories of the priests and their ancient way of life. The monasteries and churches and their well-preserved frescos were built during the early and later medieval periods and launched a unique religious culture in the area. The area became a center for religious paintings, writing, building, and monastic life.

After, visitors will walk back to the handcraft demonstration area to learn about the colorful handcraft traditions of the area and to even try their hand at making a treasure of their own. The wood carvers will explain how they prepare and shape local wood into creative pieces. Adventurous tourists can try their hand at making souvenir with guidance and instructions from the artisans. Leather artisans will demonstration the process of softening, preparing and weaving the leather into bags, saddles and bridles with interpretation provided by the trained guide. Metal smiths that shape the traditional crosses and pendants seen throughout the country will demonstrate their skills over the fire and visitors can request custom made piece. Basket weavers, calabash carvers and embroiders will also be available to demonstration their intricate skills and teach tourists a new skill. And finally the famous Zeghie painters will describe the process of mixing paints and preparing the hides for work. Tourists can try to create their own painting inspired by the monastery frescos. This exchange of information allows tourists to learn new skills from local people and create meaningful memories of Ethiopia that will last a lifetime.

After visitors will head to the handcraft sales area to browse a range of products and select a special souvenir of their experience. The visitors have the option to enjoy a freshly cooked traditional lunch at the open air community restaurant. The meal will end with an Ethiopia coffee ceremony using coffee grown right on the Zeghie Peninsula or a taste of local tej.

The Monasteries & Craft Demonstration Trip will have a total duration of approximately 3 hours without lunch.

Sample Itinerary

Half Day Tour – Monasteries and Handcraft Demonstration

9:00 am: Arrive at the guide office and meet your guide

9:10 am: Visit 1 or 2 monasteries to see the medieval frescos and learn about ancient Christian traditions

10:30 am: Learn a new skill at the handcraft demonstration space
 11:45 am: Pick out a souvenir or gift at the Zeghie Handcraft Shop
 12:00 pm: Enjoy a fresh lunch at the open air restaurant or depart

*This is a sample itinerary. Tourists can consider visiting the Ura, Azwa, Mahal Zeghie, Georigis or Betre Mariam monasteries.

Target Markets

- Foreign package tourists
- Independent tourists
- Expatriates tourists
- Domestic tourists

Product 2: Coffee Half-day Trip – Monasteries & Interactive Coffee Tour

Product Description

Visitors will meet their local community guide at the Zeghie Ecotourism Association Office and then proceed to their monastery of choice with the guide. The guide will explain the history and culture of the peninsula, providing an overview of the traditional natural resource management practices along the way. Once in the monasteries, the guides will interpret the stories of the priests and their ancient way of life. The monasteries and churches and their well-preserved frescos were built during the early and later medieval periods and launched a unique religious culture in the area. The area became a center for religious paintings, writing, building, and monastic life.

After a quick break, visitors will begin the experiential coffee tour. A trained guide will lead the community into the forest to learn about traditional coffee cultivation and harvest practices. While traditional farmer demonstration how to select and harvest coffee berries from the trees, the guides will explain the history and importance of coffee to the Zeghie community. Then visitors will move the production area, where community women will demonstrate how the coffee berries are dried in the sun and then stored in for sale to the market. The women will then teach the tourists how the coffee is roasted over the fire and how the skin is removed by tossing the beans in the air. Each tourist will have their own pan and fire to roast their own bean. Then women will demonstrate how to grind the beans while the tourists grind their freshly roasted beans. Tourist will then learn how to make Ethiopian coffee in the traditional *jebena* over the open fire. The tour will culminate with a traditional coffee ceremony where the tourists can taste their very own Ethiopian coffee. This exchange of information allows tourists to learn new skills from local people and create meaningful memories of Ethiopia that will last a lifetime.

After visitors will head to the handcraft sales area to browse a range of products and select a special souvenir of their experience, perhaps a bag of roasted Zeghie coffee beans! The visitors have the option to enjoy a freshly cooked traditional lunch at the open air community restaurant. The meal will end with an Ethiopian coffee ceremony using coffee grown right on the Zeghie Peninsula or with a taste of local tej.

The Monasteries & Interactive Coffee Tour will have a total duration of approximately 3 hours.

Sample Itinerary

Half Day Tour – Monasteries and Interactive Coffee Tour

9:00 am: Arrive at the guide office and meet your guide
 9:10 am: Visit 1 or 2 monasteries to see the medieval frescos and learn about ancient Ethiopian Christian traditions
 10:30 am: Learn the art of making Ethiopian coffee. Roast, grind and brew your very own Zeghie coffee.
 11:45 am: Pick out a souvenir or gift at the Zeghie Handcraft Shop
 12:00 pm: Enjoy a fresh lunch at the open air restaurant or depart

*This is a sample itinerary. Tourists can consider visiting the Ura, Azwa, Mahal Zeghie, Georgis or Betre Mariam monasteries.

Target Markets

- Foreign package tourists
- Independent tourists
- Expatriates tourists
- Diaspora
- Domestic tourists

Product 3: Full-day Trip: Monasteries, Handcraft Demonstration and Interactive Coffee Tour

Illustrative Product Description

Visitors will meet their local community guide at the Zeghie Ecotourism Association Office and then proceed to visit their monastery of choice with the guide. The guide will explain the history and culture of the peninsula, providing an overview of the traditional natural resource management practices along the way. Once in the monasteries, the guides will interpret the stories of the priests and their ancient way of life. The monasteries and churches and their well-preserved frescos were built during the early and later medieval periods and launched a unique religious culture in the area. The area became a center for religious paintings, writing, building, and monastic life.

After, visitors will walk back to the handcraft demonstration area to learn about the colorful handcraft traditions of the area and to even try their hand at making a treasure of their own. The wood carvers will explain how they prepare and shape local wood into creative pieces. Adventurous tourists can try their hand at making souvenir with guidance and instructions from the artisans. Leather artisans will demonstration the process of softening, preparing and weaving the leather into bags, saddles and bridles with interpretation provided by the trained guide. Metal smiths that shape the traditional crosses and pendants seen throughout the country will demonstrate their skills over the fire and visitors can request custom made piece. Basket weavers, calabash carvers and embroiders will also be available to demonstration their intricate skills and teach tourists a new skill. And finally the famous Zeghie painters will describe the process of mixing paints and preparing the hides for work. Tourists can try to create their own painting inspired by the monastery frescos.

After visitors will head to the handcraft sales area to browse a range of products and select a special souvenir of their experience. The visitors will enjoy a freshly cooked traditional lunch at the open air community restaurant. The meal will end with an Ethiopia coffee ceremony using coffee grown right on the Zeghie Peninsula or a taste of local tej.

After a quick break, visitors will begin the experiential coffee tour. A trained guide will led the community into the forest to learn about traditional coffee cultivation and harvest practices. While traditional farmer demonstration how to select and harvest coffee berries from the trees, the guides will

explain the history and importance of coffee to the Zeghie community. Then visitors will move the production area, where community women will demonstrate how the coffee berries are dried in the sun and then stored in a *gota*, a traditional container for coffee beans. The women will then teach the tourists how the coffee is roasted over the fire and how the skin is removed by tossing the beans in the air. Each tourist will have their own pan and fire to roast their own bean. Then women will demonstrate how to grind the beans while the tourists grind their freshly roasted beans. Tourist will then learn how to make Ethiopian coffee in the traditional *jebena* over the open fire. The tour will culminate with a traditional coffee ceremony where the tourists can taste their very own Ethiopian coffee. This exchange of information allows tourists to learn new skills from local people and create meaningful memories of Ethiopia that will last a lifetime. The Full Day Tour will have a total duration of approximately 6.5 hours.

Sample Itinerary

Full-day Trip

9:00 am: Arrive at the guide office and meet your guide

9:10 am: Visit Ura monastery to see the medieval frescos and learn about ancient Christian traditions*

10:30 am: Learn a new skill at the handcraft demonstration space

11:45 am: Pick out a souvenir or gift at the Zeghie Handcraft Shop

12:00 pm: Enjoy a fresh lunch at the open air restaurant

1:00 pm: Learn the art of making Ethiopian coffee. Roast, grind and brew your very own Zeghie coffee.

2:30 pm: Visit Azwa Mariam monastery*

3:30 pm: Depart

*This is a sample itinerary. Tourists can also consider visiting the Mahal Zeghie, Georgis or Betre Mariam monasteries.

Target Markets

- Foreign package tourists
- Independent tourists
- Expatriates tourists
- Diaspora
- Domestic tourists

Product 4: Immersive Zeghie Peninsula Experience - Full Day and Overnight Trip

Product Description

Visitors will meet their local community guide at the Zeghie Ecotourism Association Office and then proceed to visit their monastery of choice with the guide. The guide will explain the history and culture of the peninsula, providing an overview of the traditional natural resource management practices along the way. Once in the monasteries, the guides will interpret the stories of the priests and their ancient way of life. The monasteries and churches and their well-preserved frescos were built during the early and later medieval periods and launched a unique religious culture in the area. The area became a center for religious paintings, writing, building, and monastic life.

After, visitors will walk back to the handcraft demonstration area to learn about the colorful handcraft traditions of the area and to even try their hand at making a treasure of their own. The wood carvers will explain how they prepare and shape local wood into creative pieces. Adventurous tourists can try their hand at making souvenir with guidance and instructions from the artisans. Leather artisans will

demonstration the process of softening, preparing and weaving the leather into bags, saddles and bridles with interpretation provided by the trained guide. Metal smiths that shape the traditional crosses and pendants seen throughout the country will demonstrate their skills over the fire and visitors can request custom made piece. Basket weavers, calabash carvers and embroiders will also be available to demonstration their intricate skills and teach tourists a new skill. And finally the famous Zeghie painters will describe the process of mixing paints and preparing the hides for work. Tourists can try to create their own painting inspired by the monastery frescos.

After visitors will head to the handcraft sales area to browse a range of products and select a special souvenir of their experience. The visitors will enjoy a freshly cooked traditional lunch at the open air community restaurant. The meal will end with an Ethiopia coffee ceremony using coffee grown right on the Zeghie Peninsula or a taste of local tej.

After a quick break, visitors will begin the experiential coffee tour. A trained guide will led the community into the forest to learn about traditional coffee cultivation and harvest practices. While traditional farmer demonstration how to select and harvest coffee berries from the trees, the guides will explain the history and importance of coffee to the Zeghie community. Then visitors will move the production area, where community women will demonstration how the coffee berries are dried in the sun and then stored in a *gota*, a traditional container for coffee beans. The women will then teach the tourists how the coffee is roasted over the fire and how the skin is removed by tossing the beans in the air. Each tourist will have their own pan and fire to roast their own bean. Then women will demonstrate how to grind the beans while the tourists grind their freshly roasted beans. Tourist will then learn how to make Ethiopian coffee in the traditional *jebena* over the open fire. The tour will culminate with a traditional coffee ceremony where the tourists can taste their very own Ethiopian coffee. This exchange of information allows tourists to learn new skills from local people and create meaningful memories of Ethiopia that will last a lifetime.

With the energy from the coffee tasting, visitors will hike to Ararat hill top to watch the beautiful sunset over Lake Tana with a refreshing cold drink. Visitor can enjoy a simple dinner over the open fire place and retire to their well-appointed tents for a restful night sleep.

Birdwatcher and wildlife lovers can rise early in the morning for a hearty breakfast and then enjoy a hike in the forest and near the lake to catch glimpses of a range of native birds or wild boars, antelopes, civets, monkeys or even a wild rabbit or to watch the sunrise.

The Full Day Tour & Overnight Stay will have a total duration of approximately 1.25 days.

Additional hiking tours and activities can be arranged for those interested in staying longer.

Sample Itinerary

Full-day Trip & Overnight Stay

Day 1

9:00 am: Arrive at the guide office and meet your guide

9:15 am: Visit Ura monastery to see the medieval frescos and learn about ancient Christian traditions*

10:30 am: Learn a new skill at the handcraft demonstration space

11:30 am: Pick out a souvenir or gift at the Zeghie Handcraft Shop

12:00 pm: Enjoy a fresh lunch at the open air restaurant

1:00 pm: Learn the art of making Ethiopian coffee. Roast, grind and brew your very own Zeghie coffee.

2:30 am: Visit Azwa Mariam monastery*

3:30 pm: Depart

Day 2

6:00 am: Breakfast with the sunrise over glossy Lake Tana for early morning bird and wildlife watching

6:30 am: Early morning bird and wildlife watching hike

8:30 am: Visit another beautiful monastery or depart Zeghie Peninsula

The entire itinerary can be done on day 2 for those that arrive in the evening.

*This is a sample itinerary. Tourists can also consider visiting the Mahal Zeghie, Georgis or Betre Mariam monasteries.

Target Markets

- Birdwatchers
- Foreign package tourists
- Independent tourists
- Expatriates tourists
- Diaspora
- Domestic tourists

Appendix C – Manager Hiring Information

Oral Interview Questions

- What interests you about this job and why did you apply?
- Tell us a little about your past experiences and how you feel that these will help you in the manager position.
- What is your experience with the tourism industry, if any?
- What have you learned from your past mistakes?
- What did you like or dislike about your previous job?

- What is your greatest weakness and strength?
- How will your greatest strength help you perform?
- Who is the most influential person in your life? Why?
- Do you consider yourself to be a leader and why?
- Are you a hard worker? Explain.
- Describe your relationship with the local community and government.
- How do you handle stress and pressure?
- What motivates you and how do you motivate other people?
- What do you find are the most difficult decisions to make?
- Do you prefer to work independently or on a team? Give some examples of teamwork.
- What is the best thing you have done for your community?

- What are your expectations for this job?
- What challenges are you looking for in a position?
- Why are you the best person for the job?

- Are you willing to work on evenings, weekend and holidays?
- Is there anything I haven't told you about the job or company that you would like to know?

Manager Hiring Written Math Test

Name:

Date:

Kebele:

Telephone:

Solve the following problems (do not use a calculator!)

1. Write this number in words 157802
2. Round 36,993 to the nearest thousands
3. $227 + 398 =$
4. $456 + 29 =$
5. $67 - 34 =$
6. $503 - 269 =$
7. $24 \times 12 =$
8. $80 \times 7 =$

9. $32 \div 4 =$
10. $250 \div 15 =$
11. $1/2 + 3/4 =$
12. $7/9 + 2/3 =$
13. $5/6 + 4/9 =$
14. Circle the larger number 5.43123 5.43013
15. Circle the larger number
 - a. $1/2$ or $1/3$
 - b. $2/3$ or $3/4$
 - c. $3/5$ or $4/9$
16. What percent of 100 is 80?
17. What is 35% of 40?
18. What is 43% of 53?
19. A group of three tourists has booked a horseback riding tour. The tour price is 200 EBT per person. What is the total price that you will charge the group?
20. You have made 10,000 EBT in gross profit in January 2011! But you still have to pay your staff (1,500 EBT), electricity bill (200 EBT), marketing costs (250 EBT) and water bill (50 EBT). How much money do you have left over in the month of January?
21. A group of five tourists has booked a boat tour, lunch and guided hike. The price per person for the tour is 600 EBT. The cost of the tour is 100 EBT for the boat driver, 50 EBT for boat gas, 100 EBT for the guide and 50 EBT for each person for lunch. How much money do you have left over after you have collected the money from the tourists and paid for all of the tour expenses.

Manager Hiring Written Test

1. Imagine that you are the manager of the eco tourism enterprise and that you hear that one of your staff members is overcharging tourists for water and snacks at the refreshment stand. How do you address this situation?
2. Imagine that you are the manager of an eco tourism enterprise that provides guided hikes through a forest. One hour into a three hour tour hiking tour, one of the tourists falls and breaks his ankle. How would you handle the situation?
3. Imagine that you have been hired as the manager of the eco tourism enterprise. After a tour is complete, a client enters the reservation office and begins to complain about the quality of the experience. He is very upset and will not calm down. What would you do in this situation?

Written Math Test Answer Key

1. In Amharic
2. 37,000
3. 625
4. 485

5. 33
6. 234
7. 288
8. 560
9. 8
10. 16.667
11. 1 and $\frac{1}{4}$ or 1.25
12. $\frac{13}{9}$ or 1 and $\frac{4}{9}$ or 1.444
13. $\frac{23}{18}$ or 1 and $\frac{5}{18}$ or 1.2778
14. Circle the larger number 5.43123 5.43013
15. Circle the larger number
- d. $\frac{1}{2}$ or $\frac{1}{3}$
- e. $\frac{2}{3}$ or $\frac{3}{4}$
- f. $\frac{3}{5}$ or $\frac{4}{9}$
16. 80%
17. 14
18. 22.79
19. 600
20. 8,000
21. 2,500

Appendix D – Outline of Tourism Operations Management Training Course

First Training Session
Introduction
Course Introduction
Manager and Mentor Roles and Responsibilities
Sustainable Tourism 101
Best Practices in Tourism
Tourism Conversation Strategies
Customer Service 101
Human Resources
Job Descriptions
Hiring and Firing Staff
Enterprise Management & Legal Issues
Registering your Enterprise
The Board of Directors & the General Assembly
Internal Decision Making & Communication Mechanism
Profit Sharing
Drafting the By-Laws
Financial Procedures Part 1
Financial Procedures Introduction
Financial Terms and Formulas
Determining Tour Costs
Bank Account Management
Basic Tour Procedures
Managing Reservations
Tour Service Orders
Receiving Payments
Liability Waivers and Medical Forms
Client Feedback, Information and Testimonials
Checklists
Second Training Session
Introduction
Review and Presentation of Tourism Ops Manuals
Financial Procedures Part 2
Financial Terms Refresher
Determine Tour Prices
Updating Tour Prices
Making Payments

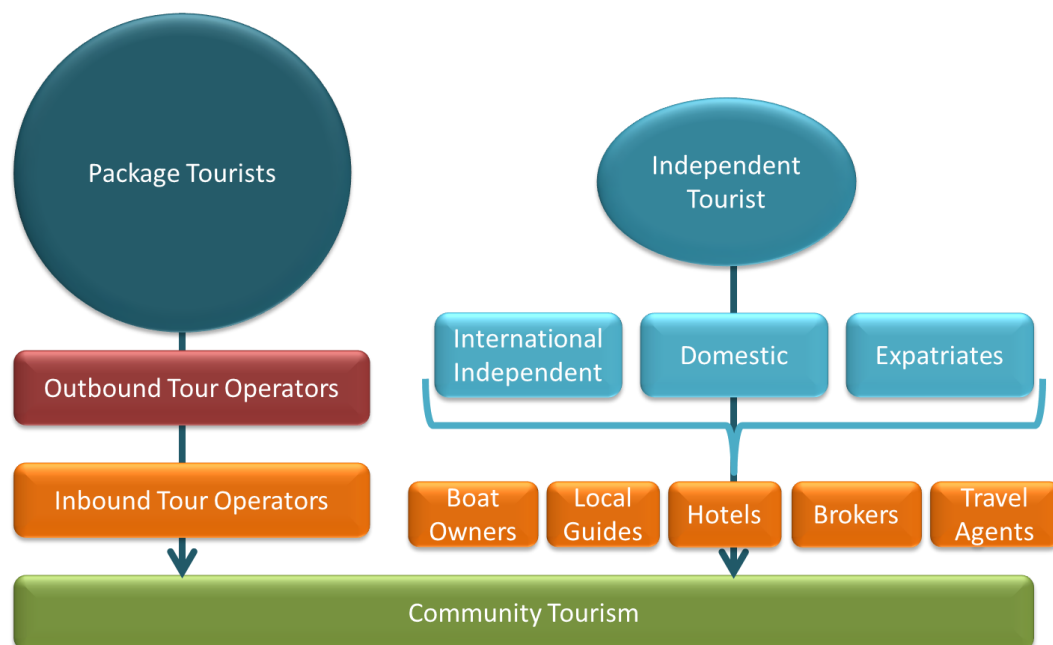
Managing the Revenue & Expense Journal
Bank Account Journal
Taxes & Insurance
Practice Time!
Financial Reporting and Planning
Monthly Financial Reporting
Annual Operating Plan
Annual Operating Budget
Human Resources
Staff Training Techniques
Staff Assessment
Office Policies
Conflict Resolution – Staff
Conflict Resolution – Clients
Detailed Trip Procedures
Emergency
Equipment and Food check
Policies & Contracts
Reservations, Payment and Cancellation Policies
Contracts

Appendix E - Tourism versus Handcraft Development

It is important to note that development in the tourism and handcraft sectors will vary widely. Although the activities will run parallel to each other and require coordination, training, capacity building and marketing activities will be separate for each.

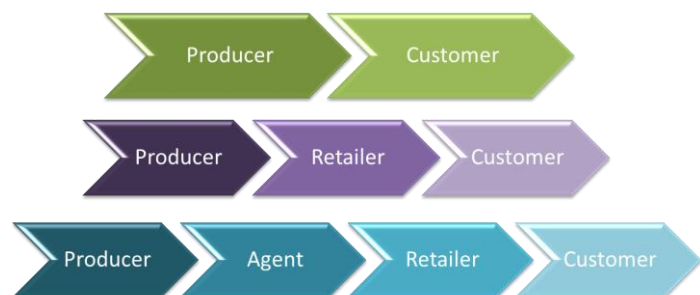
Some of the key differences between the two sectors can be seen through their value chains. The tourism value chain relies on inbound and outbound tour operators, guides and hotels to link the tourist with the ecotourism enterprise.

Multiple Tourism Market Challenges



Whereas, within the craft sector raw material providers, producers, craft agents, retailers, wholesalers and vendors must all work together to create a functioning value chain. Additionally, within the tourism market, artisans reach the end customer through a variety of challenges which can complicate the pricing and distribution of products.

Craft and tourism development projects require different sets of activities and different areas of expertise in order to build capacity and successfully reach markets. The below chart provides some details on the different types of activities required for each sector.



Multiple Craft Distribution Challenges

Activity	Tourism Development	Craft Development
Awareness Raising	Complex sector that is relatively new to the community	Traditional concepts and easy to communicate to the community.
Product Development	Overarching concept that happens occasionally on a long term basis.	Product and market specific process that happen regularly (every 3-6 months).
Business Development	Complex process with new ideas and structures. Require strong expertise in SME development and management.	Standard process which can be done by local stakeholders with community input. Cooperatives or SME office has the skills to do this.
Training	Tourism specific training: <ul style="list-style-type: none"> • Management • Guiding • English language • First Aid • Boat Operation • Bird Watching • Costing & pricing for service products 	Craft specific training: <ul style="list-style-type: none"> • Product development and design • Market research • Artisan skill up-gradation • Display & merchandising • Costing & pricing for item based product
Marketing	Market to inbound and outbound tour operators, guide books, hotels, etc. Collateral materials are needed: posters, brochures, maps, etc.	Market to vendors, tourists, hotels, Addis Ababa and Bahir Dar retailers, etc. Collateral materials: artisan catalogue
Implementation of Development Activities	Tourism enterprise development typically requires a more complicated business structure which takes time to create. There are usually high infrastructure costs involved and a long startup period where the business makes little or no income. Additionally, intensive training and long term mentorship are required to be successful.	Craft development is typically easier to initiate with quick results at the beginning. Artisans are easier to organized but often require skill up gradation. The highest costs to craft development are external product design assistance and equipment purchases.

Appendix F - Recommendations for the Bahir Dar Tourism Information Center

The Bahir Dar Tourism Information Center is the only official point of information for tourist in the city. Unfortunately, the center is not reaching its full potential due to its hard to find location, poor signage, and insufficient systems and services. The information center at Bahir Dar is lacking services and facilities/infrastructure to provide high quality services. These include:

- Facilities
 - Lack of proper toilet facilities for visitors (current facilities are not well located and not to international standards)
 - Need for electric maintenance
 - Need for landscaping and fence and wall maintenance on the compound
 - Need for signboards both directional and at the office
 - The center has no proper functioning computer or printer
- Information Services
 - Has no internet connection
 - No webpage or social media presence
 - Lacks simple Bahir Dar city map
 - Need to upgrade the current brochure
 - Need to provide other information services such post cards and other display materials
 - Need for promotional and informational materials located in various areas of Bahir Dar that inform tourists about the information center.¹¹

The most important element of improving the tourism information center will be to train and empower the tourism information officers. The officers should be trained in internet usage and how to manage a social media page for destination marketing and tourism promotion. A simple website on SquareSpace or Wordpress can be developed to act as a hub of general information. Additionally, marketing materials (brochures, posters, etc) can be collected from area hotels and attractions and displayed in an attractive and accessible manner.

One of the key challenges for the information center is the lack of proper signage. Its current location is not on near the main jetty or hotel areas and is therefore infrequently visited by tourists. Often, tourists do not know that the information center exists. In order to rectify this, the information center must increase its signage and promote its location and services. Additionally, the information center should consider developing small kiosks at the airport and in high tourist traffic areas in Bahir Dar (e.g. the jetty, the main intersection, etc.). The airport is the main port of entry to Bahir Dar for many international tourists and an information kiosk at the airport will assist in capturing the market as they enter the destination. Additionally, small kiosks will not add significantly to the budget since they can be staffed only during regular flight times and do not require full offices. Rather than can be mobile/portable kiosks that include a well-informed information officer with a range of brochures.

¹¹ Examples include stickers which can be posted in hotels and airport to indicate the location and function of information office.