

# Table of Content

1	Introduction.....	6
2	Part One .....	8
2.1	General feature.....	8
2.1.1	Features of the region .....	8
2.1.2	Tourism features .....	16
2.2	Objective, Goal and Implementation Scope of the Development .....	26
2.2.1	Over all Objective of the program. ....	26
2.2.2	Over all Goal of the Program.....	26
2.2.3	Implementation Scope of the program .....	27
2.3	Priority areas of the program and existing opportunities of policy .....	27
2.3.1	Major priorities areas of the program.....	27
2.3.2	Prevailing Opportunities of policy /current situation.....	28
3	Part 2 Tourism Development Program .....	31
3.1	Capacity Building and information Organization & Service Provision System Reform Sub-Program.....	31
3.2	Community Based Tourism Development Sub-Program .....	36
3.3	Sub-Program study on improvement of Handicraft products supplied to Tourism Market.....	40
3.4	Improving Service Provision of Tourist Service Rending Institution and Study on Land Preparation & Incentive Mechanism for Investment Sub-Program. ....	45
3.5	Tourism Extension (expansion) and Marketing Sub-Program.....	52
3.6	Protected Areas Development Sub-programs .....	56
3.7	Identification, Registration & Demarcation of New Attractions and .....	61
3.8	Tourism Development Fund Study Sub-Program .....	68
4	Part 3 Tourism Program Action Plan .....	71
5	Part 4 Development & Capacity Building Projects, Study Ideas and Directives Details.....	79
6	Part Five Monitoring, Evaluation and Reporting System / Framework .....	82



## **Terminology**

**Tourism:** The journey ( Traveling) of people from their dwelling area to other places for vacation, recreation, duty, healthcare treatment, visit to relatives or other similar purpose including the continuous duration that ranges from 24 hrs to maximum of a year stayed at that destination ( place)

**Tourist:** Refers to a person traveling for any reason, out of his/her permanent place or country of residence to visit any other place or country, staying continuously for a period of at least 24 hrs and a maximum of a year, without involving in paid activities (professional work).

**Travel Agent:** Refers to an organization that arranges and sells tour for visitors as well as transport tourists to destinations and guide the tour.

**Tourist service provider organization:** Refers to an organization that provides such services as accommodation, restaurant, tour guide & travel agency, gift & souvenir ( handicraft ) shopping, night club and others that meant for the comfort and recreation ( refreshment) of guests

**Motel:** Is a fuel station located at the out skirt of a town along the high way with a garage and parking area for any vehicle, and that can provide all services available at a hotel.

**Lodge:** Is accommodation and restaurant service provider organization found at natural tourist attraction or rural areas and made of local materials & style having shape and decorations similar to local houses.

**Pension:** Accommodation service provider organization, with bed room and breakfast.

**Tourism:** The process of protection, development & promotion of natural environment for the socio-economic benefit and active participation of the community as a result of a sense of responsibility felt.

**Community based tourism:** Refers to an approach where by the community fully contributes its share and takes the lead role in the development of tourism resources of the locality to bring about positive change in the life style of the former as a result of income generated from the latter,

**Sustainable Tourism development:** Refers to the speeding up of assimilation of sustained developmental program, strong management and other tourism activities for maximization and wise utilization of the benefit accrued to the existing natural, cultural and historical resources without compromising that of the coming generation.

**National Park:** Refers to a terrestrial or water body delineated clearly and bounding in a habitat of wild animals that meant for the purpose of scientific studies, tourism and natural resource protection and development at large.

**Protected wild animals areas:** Refers to terrestrial or water body meant for the protection of wild animals, plants and landscapes ( landforms) thinking of promoting same to national park status in the future.

Controlled Hunting Kebele: Refers to a place where a given number of specific sex group (aged & male only allowed) of wild animals are hunted in a year based on a relative comparison of animal population vis-à-vis their habitat.

Ranch:

# 1 Introduction

Tourism industry is one of the economic sectors that found to be fast growing in the world time after time, which enabled to have the lead position in the global export trade. Generally tourism accounts for 11% of world wide product ( GNP) and 11% employment as result of 100,000 new job opportunities created by same sector annually. The importance of this sector for economic growth in particular and for development at large is reiterated by many.

The strive in tourism sector of our country, even if the benefit reaped from is said to be limited vis-à-vis the ( employment) opportunity created by the sector globally, has shown promising improvement due to the changes brought about as a result of reforms in organizational system and structures at each level of operation made in the last 15 years. Being part of the country at large, the size of visitors, both foreigners, and local, as well as revenue generated to south region are found to be increasing from time to time, though not as much expected as the change brought about in the sector during those year.

Given the potential resource the region is endowed with however, the revenue generated from this sector is not only very small in size but also said to be in significant in relation to its contribution to the development of regional economy ( at large) or benefiting the local community ( in particular).

In order to improve the share of the sector in the regional economy and benefiting the community, especially those dwelling around tourist

attraction localities, basic activities have been accomplished in the past few years. Among such accomplishments organization of an independent institution for (the promotion of) the sector, the preparation and implementation of tourism development policy, strategy, rules & directives could be mentionable. Added to, an operational system designed & adopted for sustained (continuous) and strengthened effort towards joint work with stake holders ( concerned bodies ), capacity building as well as monitoring and evaluation activities.

To make those initiatives more effective and to ensure the wise utilization of benefits from the sector however designing and implementation of sector development program especially based on policy elements and strategic vision approved as well as the existing situation of the sector-would be essential.

Given the above connotation, this regional tourism development program is prepared to be implemented in the coming ten years ( 2008 — 2017). The document, by and large, is composed of five parts. One describes the general features of the region and the sector therein, the scope of implementation and policy related opportunities. for the development of the sector. Part two is meant for presentation of the need for sub programs to be implemented in this coming 10 years, the objectives and Limitation of sub-programs, activities to be accomplished, expected outputs and implementation strategies thereof. Part three deals with implementation action plan while part four is for project ideas & studies. Finally, monitoring and evaluation mechanism is presented under part five.

## **2 Part One**

General feature, scope of implementation and policy related opportunities

### **2.1 General feature**

#### **2.1.1 Features of the region**

Southern Nations, Nationalities and people regional State (SNNPRS) is situated in south and south western part of the country, specifically located between 4<sup>0</sup>27'-8<sup>0</sup>30' N and 34<sup>0</sup>21' — 39<sup>0</sup> 11" E. It is composed of 13 zones, 8 special & 126 regular (134 in total) woreda as well as 20 town administration units, With a total geographic area of 110,932 km<sup>2</sup>, it is suggested that the region covers about 10% of the entire country. Looking at the landscape in the mean time, the south eastern and central part of the region fall in the great rift valley that bisects the country at large and, as a result of which, it exhibits different landforms with an altitudinal range of 376-4207 meter above sea level.

More than 56 nationalities are found in the region According to the statistical abstract produced by the regional bureau of population and statistics based on the result of country wide census carried out in 1996 (1998) the total population size of the region is estimated at about 14-5 million. Of this however, 93% is reported to live in rural areas while the remaining 7% is dwelling in urban areas of the region. In the mean time, the annual population growth rate, according to the regional office of population, is averaged to be 2.9% for the region at large while it is said to be 4.5 and 2.8% in the case of urban and rural areas respectively. This indicates that the extent of

rural-urban migration, looking for job (employment), is high and requires paying attention to. The region embraces places that are known country wide for their densely populated inhabitants. Generally, the average density of population per km<sup>2</sup> ranges from 18 to 536 persons. Referring to the medium term (5 years) action plan document of the regional bureau of finance and economic development, the regional gross domestic product (GDP) for the year 1997 ( 2004/5) was estimated at Birr 11-9 billion. To this size of GDP however, agricultural sector contributed about 64% followed by service and industry sectors with a respective share of 21 and 15% Therefore, it wouldn't be exaggeration if the overall development of the regional economy is said to be governed by the growth of gross product of agricultural sector. As indicated in the said document, the growth reported in the industry sector is attributed primarily to the high growth rate achieved in the construction sub-sector. The contribution of manufacturing sub-sector of industry to regional GDP is estimated at 4% only and, of which more than 90% is said to be the share of small and micro-enterprises. Hence, the contribution of medium and large scale industries to the regional economy is found to be very low. Generally speaking a part from the weak nature of the industry sector, the little attention given to small and micro-enterprise development resulted in denial of the benefit that can be reaped from the development of this sector. On the other hand, the agriculture sector which is contributing the lion share to the regional GDP is principally based on behind the time technology, small farm size and rain fed peasant farming with low level of productivity.

Out of the entire contribution of the service sector to the regional GDP, 20% is attributed to the performance of trading, hotels and

restaurants while real estate & private house renting followed by education and healthcare services shared 23%, 15 and 3% respectively. The remaining 39% however is covered by financial (banking & insurance) and other services. The role played by the trade sub-sector so far is also not as it is expected in the regional economy since it is tied up with traditional and behind the time systems of operation.

The per capital income of the region, estimated for the year 1994 (2001/2), was averaged to Birr 764.12 with an annual growth rate of 3.71% ( RB<sub>0</sub>FED). Similarly, the RB<sub>0</sub>FED reported that the per capital income of the region reached Birr 824.2 ( ibid)

Regarding the surface water resource of the region, there are three large lakes ( Awassa, Abaya & chamo) found in the great rift valley region that can be used for fishery, recreation and transportation. However, due to the undeveloped nature of the lakes, they couldn't provide services to the extent they are said to be potential for In addition, there exist about 9 perennial rivers of high discharge capacity despite most of them couldn't be made productive because of limitations in capacity to do so Further more, a number of natural hot springs are found in the region being used for medication (healthcare treatment) and recreation purposes. As far as mines are concerned, the region is endowed naturally with a range of minerals, especially gold and other precious stones expected to be abundant in the western part.

By and large, the existing natural resources of the region are potential for creating wide range of opportunities for the development of

agriculture and industry thereby deserve great attention vis-a-vis national and regional development plan.

The regional government is currently making a move with a special emphasis to alleviate (get out of) the problems of backwardness and chronic poverty, Notwithstanding the fact that the region is gifted with ecology suitable for extensive production of a spectrum of export products capable of generation foreign currency failure to fulfill preconditions for production and supply of those products in type, quality and amount demanded has denied the potential benefit that the region could have reaped from.

Looking at the infrastructural aspect of the region, land transport is predominantly important even though the limited expansion of road network thereby its draw back in the economy is perceived to be significant. According to rural roads authority of the region, about 4,949 kms of all weather road network existed in the region by the year 1997 (2004/5). Of this, however, 437 km is tarmac surfaced. On the other hand the density of road network per 1000 km<sup>2</sup> is averaged to be 43.5 km for the entire region, or 0.38 km per 1000 person otherwise

The importance of air transport to link remote and far apart places is belived to be far beyond considerable level. The existing situation of such means of transport in region however is not as such it is expected to be. The region, by and large, has got 6 air ports: Jinks, Mizan, Arba Minch, waka & Maji. And, of which only Arbaminch is up to international standard.

The document published on regional trade & transport sector for the year 1998 (2005/6) indicated that the telephone service provider stations found in SNNPRS are administered by three regions- South, South- West Oromia and Addis Ababa regions. Same source also indicated that, by the year 1997 ( 2004/5), there existed a total of 183 telecom service provider station in the region. Of which, however, 31 are automatic, 95 semi-automatic and 8 manual while 48 of them are ports ( pay stations) and 1 is rural radio Recently on the other hand, about 10 regional towns, including the capital Awassa, accessed to mobile telephone service. Mean while, all woreda towns in the region which currently are not accessing telephone service are expected to be served soon according to the federal government plan which is under implementation.

Computer and internet service, which are part & parcel of information technology, are expanding in some major towns of the region under the auspices of private investors and government institutions and, thereby, the number of users ( beneficiaries) is rising time after time. On the other hand, the regional government took the imitative of networking zones and woredas as well as region level government organizations in order to make use of modern information technologies. In addition, so as to enable exchanging information on education and other development aspects, school net and woreda net projects are being implemented in the region. It should be noted, however, that the problem of information & communication technology is sufficiently wide and deserves significant attention.

The document published on regional trade & transport sector for the year 1998 (2005/6) indicated that the postal service provider stations

found in SNNPRS are administered by three regions: South, South west Oromia and Addis Ababa regions. until the year 1997 (2004/5), there existed 99 such service provider stations in the region Of these, however, 18 are said to be permanent while 13 are regular agents and 68 are agents for service provision.

Regarding the distribution of electric power in the region, the regional office for mines and energy development agency indicated that out of 104 woredas ( according to previous administrative division) in the region 54 woredas accessed to ( benefited from) electric power by the year 1998 ( 2005/6). According to this sources, Wloaita, Gedeo and Kembata-Tembaro Zones as well as Alaba, Amaro, Burji, Derashe & Yem among soecial woredas are found to be beneficiaries of electric power. Similarly, 98 out of 154 towns in the region have also accessed to electric power supply. On the basis of this only 1.12 million ( or 7.57% otherwise) of 14.78 million people living in the region accessed to electric power supply

Looking at education service in the region, the statistical bulletin published by regional bureau of education {( 1998(2005/0)} indicated that there existed 237 kGs, 2,866 primary schools, 105 secondary schools, 2 primary level teachers' training institutes, 2 teachers' training colleges, 3 technical and vocational training colleges 18 technical and vocational training institutes and 2 universities by the end of 1997 (2004/5) in the private sector, on the other hand, a total of 30 training institutes ( 1 first degree level and 29 for 10+1, 10+2, & 10+3 levels) acquire acredition and/or pre-acredition certificate and became operational. As far as the education service coverage of the region is concerned, it is 1.7% for KGs, 78.7% for primary and 18.7%

for secondary schooling. Concerning the distribution of healthcare institutes in the region, the annual bulletin of ministry of Health on health and health related indicators for the year 1997 ( 2004/5) showed that 17 hospitals, 161 health stations, 256 clinics and 1,316 health posts provided healthcare services in the region at large. Regarding healthcare professionals coverage, a physician ( doctor) is for 136,695, a health officer is for 64,686, a senior nurse for 9,366, a junior nurse for 2,336 while an extension agent ( worker) is for 750 people living in the region. Moreover, according to the regional bureau of health, healthcare service coverage of the region at large has reached 50% by the year 1997 (2004/5).

Based on the information obtained from central statistics authority. the total population size, estimated for the year 1998 (2005/6), is said to be 14,903,000. Of this, however, the urban dweller is expected to be 1,277,000 and 635,000 of which are females. Meanwhile, 561,880 of the urban residents are found to be 10 or more years old and are thought to be economically active (capable of engaging in productive work). However, 109,004 of the entire economically active urban population is expected to be unemployed.

According to the regional bureau of water resources development, potable ( safe) water coverage of the region at large is 48% for the year 1997 (2004/5). It is however, said to be 45 and 60% in the case of rural and urban areas of the region respectively. So far as the type & number of portable water supply structures found in the region are concerned, a total of 6,344 such structures are reported to be functional. Of these, however, 1,304 are hand dug wells, 1,678 are

shallow wells, 421 deep wells, 2,686 are developed spring with distribution network.

The regional government is strengthening the decentralized administration based on rural development & industrial development policies and strategies of the federal government, by consulting the people, through implementation of civil service reform programs as well as devolution (delegation) of authority down to wordas and town administrations.

Given the suitable landscape and climatic features the region is endowed with, it possesses ( a wide spectrum of) tourist attractions of natural and historical nature and that a thought to be decisive for tourism development. The rift valley lakes, 5 national parks, 2 wild life protected areas, 6 controlled hunting kebeles are major among other natural tourist attractions found in the region. Apart from huge herds of different types, some endemic and endangered species of animals, birds and plants are found in places mentioned above. Moreover, different valleys, mountains, flat lands & escarpments, water falls, rivers and hot springs are found in the region.

Regarding cultural attractions, the region embraces more that 56 different types of nations & nationalities characterized ( differentiated) by their respective life style, language, culture, religion and history. Hence, the region is known to be “ museum of Nationalities”. And this mixture of diversity of culture, language and religion makes the region different from others of its kind in the country thereby to be of comparatively advantageous vis-à-vis competitiveness and preferability for tourism.

With respect to historical tourist attraction of the region, apart from places of palio-anthropological studies, there are grave yards, caves, monasteries, churches, mosques and ----- ( ትክል ድንጋይ ) which are said to be historically old aged.

By and large, notwithstanding the fact that the region possesses wide spectrum of historical, cultural and natural (tourist) resources, the benefits reaped from is very much limited. This, despite efforts have been made by the regional government and the community to relax the problems, is attributed largely to the scope and complexity of the problems (associated to tourism development). Hence, huge effort is required against such problems as rural & urban poverty & misery, unemployment, street life, commercial sex work, HIV/AIDS, food insecurity, healthcare & clean water coverage, etc... Specially, in ordered to make exhaustive use of the relatively better position of competitiveness of the region in tourism development, and to realize the considerable contribution of the sector towards poverty reduction drafting effective development program as well as an integrated strive for implementation there of would be unquestionable.

### **2.1.2 Tourism features**

#### Global features

Tourism, now a days, is one among fast growing economic sectors. For instance, the number of tourists in the world and the income generated from sad grown from 25.3 million and USD 2.1 billion in 1950 to 808 million and USD 655 Billion in 2005 respectively. Within those 55 years, the industry exhibited an average annual growth rate

of 1.8% in terms of both tourist movement and income generated globally.

Tourism is not only at the forefront of world export trade, but also shares 11% of gross national product (GNP) worldwide. Given the hundred thousand new job opportunities created annually by this sector, about 11% of employed people in the world are said to be engaged in tourism.

Given the growth trend of tourism industry, the global number of tourists is expected to rise from 808 million in 2005 to 1.6 billion in 2020. Similarly the revenue generated from this sector is also expected to grow from USD 655 billion in 2005 to USD 2 trillion by the year 2020. The average annual growth rate estimated for the year 2020, on the other hand, is about 4% for the number of tourist and 1.4% in the case of income generation.

In addition to the economic, social, political and cultural values of tourism, those benefits associated to protection of heritages and natural resources have increased for both developed and developing countries in the world. According to world bank report, among the top 20 developing countries which hosted high number of tourists in the year 2000, eight were found to be very poor countries. During same year, tourism was found to be source of foreign currency for 49 poor countries in the world.

Based on world tourism organization forecast, among regions of the world that expected to bring about high growth in tourism, Africa (wherein most of the poor countries found) is one with an annual

growth rate estimated at 5.5% Referring to same source above, tourism shares 3% of the GDP of 28 out of 49 countries of sub-Saharan Africa.

Past experiences in the sector have proved that the industry, by expanding small & medium scale ( business) organizations, can play significant role towards sustainable development, wise distribution of resources and poverty alleviation. Hence, as a result of the trust developed by governments of nations as well as international donors & financial institution, the attention paid to the development of the sector has grown significantly. This is equally important to other socio-economic sectors for reduction of poverty and speeding-up development in those developing countries like Ethiopia.

#### National (country) Features

Ethiopia is said to be one among few African countries known for prior involvement in tourism industry in the region. Due primarily to the negative image perceived about the country however, Ethiopia is still the least known as a tourist destination among others of its kind in Africa. While most African countries were struggling for freedom from colonialism, in the 1950s, basic preconditions for the establishment of modern tourism industry were found in Ethiopia. Between 1958 (1965/66) — 1966(1974/5), or during the last decade of Hailesilassie reign otherwise, the annual growth rate of the sector is reported to be about 12% which, by then, is said to be equivalent to that of such countries as Kenya.

During the end of 1950s (1960s) and the beginning of 1960s, (1970s), such countries as Kenya, Egypt, Morocco and Tunisia were among the few in Africa which carried out huge investments on tourism infrastructures that enabled them to reach at the currently prevailing good situation of tourism development. However, in spite of its earlier (prior) initiative for development of this sector, Ethiopia failed to sustain that effort. This problem was aggravated especially by the 1966 (1974) change in government that resulted in internal war (conflicts) recurrent drought & hunger persistent for about two decades continuously. In addition, as a result of the ideology of Derg regime, the development of the sector was forced to be too sluggish. During those times, the sector was denied of attention and meaningful support & promotion of investment. As a result, the tourist attractions of the country became prone to harm & danger, the existed development infrastructures couldn't be maintained timely there by exposed to further damage, service institutions were tied-up with backward and corrupt administration systems since they were under government management. Moreover, the limited effort made towards availability & involvement of trained ( skilled) human resource in the sector coupled with the negative image of the county due to incidences of war and hunger forced the development of the sector down ward.

Looking at the development situation of the sector during the last four years of the Derg regime ( 1987-90). in terms of tourist flow and income generation, the number of foreign visitor couldn't exceed 80,000 while the revenue generated was about USD 23.2 million ( Birr 48 million based on the then exchange rate).

During the last 15 years, since the 1983 (1991) government change, efforts that have been made to realize the socio economic development of the nation and implementation of huge investments on infrastructure set-up influenced the performance of the sector positively. However the absence of essential policy frame work to guide the growth and development of this sector has been found decisive issue during those years. In the mean time, the relative peaceful situation of the country observed during the past 15 years has contributed much to the increment of tourist in flow.

The improvement achieved could be justified by the size of tourist flow & income generated there from as it is reported for the year 1997/98 (2006) that is 227,389 tourists and USD 133 million ( Birr 1.1 billion) respectively.

Although the tourism development performance of the country is in its promising way, international and continental information indicated that a long journey is expected of the country with respect to wise utilization of the benefit from the sector, given the wide range of tourist attractions and opportunities there exist. For the purpose of comparison, our close neighbor, Kenya, which is beleived to have lesser tourist attraction potential than us, for instance, has generated about 500 million USD (Birr 4.2 billion) from this sector in 2005. Looking at the amount Ethiopia generated USD 133 million ( Birr 1.1 billion) during the same year, one can easily understand to what extent we are underutilizing the potential of the sector. Among other things attributed to this however, insufficient availability of infrastructures — not to mention the poor quality of those existing ones, lack of systematic and strengthened effort to wards changing

the negative image of the country, limited support and incentives provided to the promotion of investment in the sector, incompatibility of the existing human resource in the sector with respect to experiences & skills that the profession requires are mentioned to be majors. In the mean time, political and terrorist incidences, both within and out of the country, have also a draw back effect on the performance of the sector in general.

### **Regional Features.**

Because of the presence of a number of nations and nationalities exhibiting various cultural, linguistic, religious, life style, feeding, wearing, dancing and related values, Southern Nations Nationalities and Peoples region is known to be “ Museum of Nationalities” which makes it not only competitive but also preferred to other regions of its kind.

Apart from cultural tourist attractions the region has natural and historical attractions. Among other such attractive features the majors and worth mentioning are the rift valley lakes which can be used for navigation and recreation, national parks within which a range of bio-diversity as well as precious endemic wild animals & birds are found, beautiful and sensational rivers and water falls, fascinating landforms & healthily climate, chains of mountains, natural forests with touristic values, medicinal natural hot springs, stone ----- which are recorded to be world cultural heritage, places of anthropological studies, churches, mosques, monasteries as well as konso terraces which are appreciate globally for natural resource protection ( management)

Notwithstanding those facts however, problems observed in the country during the past many years have negatively influenced directly or indirectly and, thereby, the extent that the region has benefited from such potential is found to be very minimal.

In the recent past nevertheless, considering its potential role to maximize the economic, social and environmental benefits to the region, the sector has been given considerable attention and hence, promising initiatives to strengthen future competitiveness of the sector are taking place.

The regional tourism policy & strategy development & implementation, the drafting & approval of directives (guideline) for licensing and control of tourism service providing institutions, as well as five year strategic plan, and the various supports given to zone and woreda level implementing bodies are some of the initiatives mentioned above. Since the promotion works and dissemination of information at various levels of operation are attributable for increment of tourist flow, the region in this regards attempted to introduce and promote its tourist resources through various media and in cooperation with other partners at local & international levels as much as possible. This however is not thought to be sufficient. Similarly, a tourist information center is established and became functional at Awassa town which enabled the dissemination of various information through brochures & posters for better awareness of the general public.

Generally, as a result of such initiatives the flow of tourists and the revenue generated from have shown increment through time. For instance, the tourist flow in the region which was reported to be

122,270 for the year 1994 ( 2001/2) became 238,814 for the year 1998 (2005/6). Similarly, the income generated by the sector grew from Birr 7,002,005 in 1994(2001/2) to Birr 12.26 million in 1998(2005/6). Hence, the growth rate of the sector during the above period is estimated to be 16% in terms of tourist flow and 15% in the case of income generation.

On the other hands, for the promotion of both urban and rural centered tourism investment, the identification and demarcation works on land have been done. As a result, 47,681.4 hectare of land is demarcated and made available in 10 administrative zones of the region for interested investors in the sector

Out of this readily available investment land, some is already allocated to investors up on request. In the mean time, for better knowledge of investors about the prevailing potential of the region, tourism investment potential study has been carried out that came up with 50 project profiles & 200 project ideas. The out put of this study, apart from being organized in a convenient way to introduce the projects and ideas to likely investors, it was presented at a national investment symposium & exhibition. Added to, it is made available as a source of information for interested investors and is providing better alternatives for improved participation of investors in the sector.

With respect to local (inland) tourism promotion, efforts on establishment and strengthening of “ **Agerhin Iwek/** know your country” clubs have been made. Moreover, Maze, Chebera-Churchura, Mago and Omo parks acquired their legal entity after demarcation of the

boundaries of the respective parks with the participation of local communities.

As far as ensuring the local communities to benefit from tourism attraction is concerned, the purchase of two flour mills, the drilling of six water wells and the construction of one cultural articles (items) selling museum are accomplished. In order to capacitate the crocodile ranch, a motor boat has been purchased and made available for service.

Looking at the institutional organization on the other hand, the restructuring of tourism to be independent at a commission level and the effort made to fulfill its skilled human resource need relaxed to some extent the problems of shortage of human resource and lack of integrated work at both region & zone level of operation observed in the past. It is also expected to contribute a lot on the continuity of positive results to be recorded in the future, Related to this, on the other hand, is that a strong effort being made to establish regional tourism council which is thought to be important for the betterment of integrated work among region and zone levels of operation.

Moreover, the approval and implementation of this tourism development program, a part from being potential input for preparation of directives of tourist payment system as well as for the implementation of the policy and planned development activities in the sector, it is also important to ensure the sustenance of tourism development in the region. However, despite the above mentioned promising performances have been recorded, efforts to speed-up the

development of the sector are still observed to be hampered by sufficiently big problems and limitations.

Among such problems and limitations are:

- Limited capacity to introduce /promote the relative potential of the region on tourism sector, either at international or national level. And, underdevelopment of local (inland) tourism
- Under development of basic infrastructures at tourist destinations- either absence of structures or inconvenience of the existing ones.
- Lack of modern and up-to-standard information handling and dissemination method that failed to fulfill the interests of tourists to elongate (extend) the duration of stay at tourist destinations.
- Shortage of skilled human resource and capacity building trainings in tourism sector.
- Weak system of integration ( joint work) among parties concerned with the sector and, especially, attention still denied to the development of the sector at zone and woreda levels.
- Limited financial support available for investment in tourism sector and insufficient incentive mechanisms available thereof.
- Despite the growing size of tourist flow through time, the tourist service providing institutions in the region are said to be few in number, mostly providing below standard services and unevenly distributed.
- Immaturity of integrated system to control over and take measures against unlicensed investors as well as below standard service providers in the sector.
- Limited efforts made to improve the situation of existing tourist attraction so as to make more attractive & fascinating for visitors

as well as identification, delineation and development of new attractions in the region.

- Absence of possible supports to communities involved in the production and marketing of tourist targeted items so as to enable them to produce and supply good quality products.
- Absence of a mechanism by which communities around tourist attraction areas are made to share the benefit from tourism development that resulted in little participation of the community in the protection and development of attractions in their localities.

## **2.2 Objective, Goal and Implementation Scope of the Development**

### **2.2.1 Over all Objective of the program.**

The objective of the tourism development program springs from the development direction drafted in the tourism policy and is meant to ensure the possible contribution of the sector in the betterment of economic, social, cultural and natural performance of the region towards poverty reduction and improved economic development.

### **2.2.2 Over all Goal of the Program**

- For the purpose of wide and integrated promotion work, capacity building trainings and other supports to stakeholders which are found to be engines to sector development efforts, create favorable situation ( environment) to tourism investment, improve

integrated operations in the sector at all levels and enable up-to-standard service provision in the sector.

- Design a mechanism by which the income generated by the sector is improved and the community is benefited there from as well as ensure the sustained development of the sector.

### **2.2.3 Implementation Scope of the program**

The implementation scope or duration of the program is agreed to be ten years or 2000 (2007/8)-2009(20617) other wise. The program will be implemented by the regional commission of tourism, parks and hotels, tourism, parks and hotels desks of zones and special woredas as well as tourism team of Awassa town in collaboration with such partners as concerned parties in government structure, non governmental organizations, bi-and multi lateral organization, private organizations and the community at large.

## **2.3 Priority areas of the program and existing opportunities of policy**

### **2.3.1 Major priorities areas of the program**

- Improving the revenue generated from the sector through effective promotion and marketing works by making use of integrated and expanded advertisement techniques which enables to win the hearts of visitors deviating from the usual way of promotion & control of resources in the sector.
- Given the currently observed shortfall in competitiveness and quality of services provided by tourism service providing

institution, facilitate capacity building trainings and up-to-date information availability for owners and employees of such institutions so as to improve the quality of service offered and, thereby, extend the duration of stay of tourists in the region.

- Improve the awareness of the public about tourism so that the relationship and cooperation among the community and tourist attraction areas strengthened; design & implement a mechanism by which the protection and development of tourist attractions enhanced while the community is assured to benefit from tourism development and, hence, common understanding is created thereof.
- Promote investment in the sector by identifying and delineating sufficient potential areas for the purpose as well as facilitating access for different supports and incentives to potential investors by creating a means in collaboration with parties pertinent to the subject.
- Design, establish and operate tourism development fund to support (enhance) the sustainability of development of the sector.
- Carry out studies for the identification, delineation and registration of new tourist attraction areas; relax problems observed in infrastructure development of tourist attraction areas by looking for external support in collaboration with concerned bodies in the region.

### **2.3.2 Prevailing Opportunities of policy /current situation**

- Extensive implementation of capacity building programs in the country at large; the presence of wide opportunities to provide various trainings and awareness raising education; and the

presence of considerable support from humanitarian and other NGOs in this regard.

- The big attention given to road development program both at national and regional levels which is said not only to be basic for speeding-up tourism development but also important to get support for construction, maintenance and expansion of road networks which are found to be economically viable.
- The current commitment of the government to promote investment through supply of land as well as various ways of incentives would enhance the involvement of potential investors in the sector.
- The growth of availability and distribution of (information) communication technology and, with this regards, the effort of the government to take huge imitative to wards expansion of these technologies in urban & rural areas is thought to be important to create suitable environment for advanced way of advertisement and promotion works done in the tourism sector. Added to, getting support from humanitarian (aid) organizations in this regards is in its all likelihood.
- The expansion in size and distribution of the multi purpose support given to small and micro enterprises in order to make them strong and competitive businesses would help the effort being made in the production of sufficient and quality products of touristic items and looking for markets thereof.
- The presence of policy direction at federal level for the establishment tourism development fund involving in the integrated participation of various bodies that would pave the way for the realization of same at region level.

- The big attention to the celebration of the forthcoming Ethiopia millennium by the government, civic societies, and the community at large.

### **3 Part 2 Tourism Development Program**

#### **3.1 Capacity Building and information Organization & Service Provision System Reform Sub-Program**

##### The essence of the sub-program.

Although tourism sector is striving towards its mission with its limited capacity, shortage of skilled human resource and in-service training, office equipments as well as the recurrence of problems in information organization & operation systems couldn't allow the sector to be as effective as it is expected.

In order to market potential resources of tourism in the region and reap the possible benefits, availability of skilled personnel in the profession, organization of modern information centre with GIS, creation of good working environment that focuses on HIV/AIDS and gender as well as presence of stable organizational structure & smooth operational system are thought to essential. In order to insure the smooth operational system, it would be important particularly to implement, follow-up evaluate and improve the service rendering manuals which already are prepared at all levels of operation. These works, however, should be carried out in an integrated manner.

Generally identification and assessment of the limitations at all levels and an extensive work on operational (implementation) capacity building so as to abridge the gaps observed would enable the exhaustive utilize of the possible benefits of the sector to ensure the realization of development Hence, it is thought to be essential to incorporate the theme as a sub-program herein.

### **Goals of the sub-program**

- To double the implementation capacity of human resource in the sector
- To implement the five civil service reform sub-programs in an integrated manner.
- To provide awareness raising education to all employees in the organizational structure of the agency.
- To fulfill material equipment required for the efficient performance of the agency and three national parks
- To increase the number of modern (contemporary) information centers in the region up to 5.
  - To increase the number of professionals knowledgeable in modern information management systems in the Agency to 30
  - To improve the supply ( availability) of tourism information in such a way that it is consistent with the interests of visitors (tourists).
  - To provide the professionals of the agency, the local tour guides and the community with awareness raising education on HIV/AIDS & gender equity mainstreaming in to the tourism sector.

### **Problems ( Limitations) observed in Capacity Building efforts, information organization and service rendering.**

- Shortage of human resource & operational equipments
- Weak support to in service training for professionals.
- Absence of strong organizational and operational system.
- Absence of modern information management system, Professionals with sufficient knowledge and skill required thereof and lack of awareness of the community on the importance of supplying information that are said to be essential for timely and smooth provision of information service.

- Shortfall in awareness of the importance of HIV/AIDS and gender equity ( in the sector development).

#### **Activities to be executed**

- Arrangement of short, medium and long-term training programs for 50, 20 and 10% of employees of the agency respectively, which are working at all but region level of operation.
- Awareness raising education will be provided to all employees at all levels of operation on management, newly introduced or /and improved systems of operation, the sector development program as well as other operational issues.
- The strategic plan of the sector will be revised and implemented vis-a-vis the top management reform sub-program;
- The preparation and implementation of result oriented plan and measurements which is one part of evaluation mechanism for job performance and time management of employees under human resource development & administration reform sub-program will be carried out with strong emphasis; awareness raising about and implementation of the ethics principles & codes as per ethics program sub-program will take place. Efforts will be made on efficient and cost effective utilization of government financial resource in the sector with respect to expenditure administration and control reform sub-program.
- One fully equipped library will be established at (regional) office of the agency while office equipments and vehicles for field work will be provided to the newly established two national parks as well as Mago national park.

- An extensive, continuous and integrated works will be carried out at all levels on education, discussion and advisory services on HIV/AIDS and gender issues in relation to tourism development.
- An integrated study will be carried out on the identification of gaps in information acquisition, organization, management and dissemination as well as establishment of a uniform system of information management in the sector. In addition, rules (regulation), manuals, directives and formats required thereof will be developed.
- Five tourist destinations which are known to be of high tourist flow will be reorganized in a modern way based on studies and financial support obtained from external sources.
- Continuous efforts will be made on awareness raising to bodies of potential source of information regarding the reliability, use and essence of information at large.
- Tourist statistical bulletine, maps and tour guide books containing necessary ( and sufficient) information will be produced and made available for use.
- Short term training programs will be arranged to capacitate 30 professionals involved in information and documentation works.
- Work on registration of the size (amount), distribution and status of regional tourist attraction at large will be accomplished.

#### **Expected Out puts**

- Improvement in operation system & smooth provision of service
- Enhanced awareness of employees and improvement in work discipline.
- Creation of good (comfortable) working environment
- Availability of employees with sufficient professional knowledge & skills in information ( management).

- Replacement of the current behind the time style of information acquisition, organization, handling and distribution by modern and efficient system.
- Presence of information centers, which are strengthened with equipments of modern technology, at tourist destinations of high tourist flow.
- Availability of such tourist guide materials as bulletins (magazines), manuals, maps and other documents with details of sufficient information.
- Availability of fast and correct (reliable) information exchange mechanism (system).
- Creation of community which is aware of the importance of HIV/AIDS and gender issues and involved in intervention therein.

### **Implementation Strategy**

Activities incorporated in capacity building sub-program will be executed in collaboration with some key partners. Among such partners, however, regional capacity building bureau, training institutes, federal department of wild life, regional HAPCO, etc would be from governmental organizations. In the mean time, GTZ, AP,JAICA, etc are expected to be potential partners from NGO<sub>s</sub> while bi-and multi lateral organizations like UNEP are presumed to involve in the implementation of those activities.

Needless to say, a study on identification of short falls in the existing back ward information organization and service providing system is one important step to wards its betterment. Hence, this activity (study) will be realized in cooperation with higher education institutes and (pertinent) NGO<sub>s</sub> (to the subject). The other activity of big attention in the program period will be improvement of organization of information centers

including equipment with modern materials required for their operation. This will be executed jointly with embassies, private investors & higher education institutes and ( pertinent) NGOs from which support is expected in kind, financial and/or technical terms.

### **3.2 Community Based Tourism Development Sub-Program**

#### **The essence of the sub-program.**

It is generally believed that for the success of any economic development community is the spring board. Similarly, in order to speed-up and sustain the on-going tourism development in the region, the participation of the community is thought to be decisive. This is so because places of tourist attraction are mostly found where rural communities dwell and, hence, without the (active) and extensive participation of the later (community), success in the protection and development of the former (attractions) would be unthinkable. (Given the long past experience) the effort of government alone in the protection and development of historical, natural and cultural attractions couldn't bring about a sustained development (of the sector) in the region.

As a result, the role of the community vis-à-vis the protection & development of tourist attractions as well as reaping the benefit from was very minimal, which, intern, brought about a conflict (misunderstanding) between the local community and parities administering the tourist attractions with an ultimate impact of catastrophe against attractions. Therefore, enabling the community to engage in agro-and eco-tourism activities would allow to generate benefits, supplementary to cropping & animal husbandry, from the sector by hosting tourists.

On the above connotation, attention will be paid to the promotion of community based tourism so as to ensure the sustained development of the sector. In doing so, the community will be capacitated through various training programs, discussion forums and social organization so as to develop the sense of ownership and responsibility towards the resource as well as the benefit generated from. Hence, incorporating community based tourism development as a sub-program herein is believed to be necessary.

### **Goals of the Sub-Program**

- Implementation of community based tourism development project at 4 selected places.
- Promote the engagement of local communities in tourist attraction areas in agro-tourism so as to make them direct beneficiaries of the sector development.
- Promote eco-tourism as an alternative means of income generation for local communities in & around tourist attraction areas.

### **Problems (Limitations) in community Based tourism development.**

- Prevalence of illegal utilization and destruction of tourist attractions especially in protected areas, due particularly to failure to understand that attractions are resources of the public and the nation at large that should be preserved and transferred to the generations to come.
- Limited efforts made to involve the local community in the decision making process while demarcation of tourist attraction areas as well as other related issues.

- Minimal efforts made to ensure transparency in revenue collection and benefit sharing to the local community by the tourist attraction management.
- Absence of attempts to orient the local communities towards engagement in other alternative income generating activities than cropping and livestock husbandry.
- Insufficiency of information & experiences available regarding the sector at large.

### **Activities to be Executed**

- Continuous and integrated awareness raising training programs will be provided to (local) communities around four tourist attraction places, in collaboration with partners, so as to motivate the community to engage directly in eco-and cultural tourism activities.
- Experience sharing programs will be arranged for selected representatives of local communities of protected areas by organizing educational visits to places appreciated for community based tourism development in other neighbouring regions.
- Preliminary studies for the promotion of community based tourism development will be carried out at selected places, especially around protected and resettlement areas of the region. And, based on the results of this study, regulations (rules) and directives that would help the implementation of community based tourism development will be prepared.
- In order to enable the community to benefit from this sector through the introduction of community based tourism development, various project proposals will be prepared and

submitted to different donor organizations for possible financial support.

- An integrated follow-up programs will be put in to effect for the purpose of conservation of natural attraction and palces detineated for eco-tourism thereby making them potential source of income. In addition, this is meant for reduction of distuptions which are commonly observed around tourism resources.
- All prconditions necessary for involvement of local communitess around tourist attractions in agro-tourism development will be put in place.

### Expected Outputs

- The level of income and threby the living standard of local communities improved
- The community will start making use of othe alternative income generating schemes that are attributed (mainly) to its engagement in eco-tourism activities.
- The initiative of the local communities around protected areas for realization of community based tourism is enhanced as a result of exposure visit made for experience sharing.
- Positve relationship is created between tourist attractions and the local communities. Further more the experience of better protection & conservation of attractions by the community enhanced.
- Sufficent & Reliable information that enables the introduction of community based tourism in the region) will be acquired.

- Community members will benefit from alternative sources of income generation to improve their daily life as a result of involvement in agritourism development.

## **Implementation Strategy**

The regional tourism, parks & hotels agency at all levels of its operation (region, Zone, Special woredas) and in collaboration with organizations working at the very local level centering the community will facilitate availability of continuous awareness raising training as well as experience sharing visits to well experienced regions on eco-tourism as well as agro tourism & cultural tourism development.

Surveys meant for acquisition of information on eco-and agro-tourism development will be carried out in woredas and resettlement areas which are said to be potential in natural resources (wild life, ecology, landscape).

On the basis of the results of the survey however, such activities as organization of the community, drafting of project proposals as well as search for financial support from government, NGOs and international donor agencies will be executed for ultimate realization of benefits from eco-and agro tourism development that the community can enjoy with

### **3.3 Sub-Program study on improvement of Handicraft products supplied to tourism Market.**

#### **The Essence of the sub-program**

It is well known that a tourist who plans to visit a given place would incur in a significant amount of cost to purchase produces of cultural crafts and gift articles in order to memorize places he she

traveled across as well as stayed at for visit. Such expenditure is said not only considerable but also thought to be as big as the amount spent by a tourist on meals & accommodation (hotel) services during all the periods of travel to and stay at tourist destination.

Not with standing the fact that the region exhibits a sufficiently wide spectrum of diversity in cultural products of handicrafts, both the region in general and the local communities at tourist destinations in particular couldn't reap the benefits expected from such a wide opportunity. This is attributed primarily to the failure to supply those items in qualities & amount based on the interests of tourists, or the demand in the tourism market otherwise. Among other reasons for such failure, in the mean time, the majors are the absence of studies carried out to assess problems prevailing in the process of production and supply of those produces of handicraft to the tourism market as well as absence of skill improvement training schemes and other comprehensive supports meant for that segment of the community engaged in the said economic activity.

Therefore, carrying out a study aiming at the identification and assessment of problems prevalent in the production and marketing of cultural produces of handicraft is thought to be important to acquire basic information for action. Moreover, facilitating access for comprehensive support to individuals engaged in this economic activity in collaboration with small and micro enterprises agency and other concerned parties, is thought to be essential to ensure the realization of the potentially big contribution of the sector towards

sustainable reduction of poverty at large. Hence drafting and implementing of this sub-program is found to be necessary.

### **Goals of the Sub-program**

- To increase the amount of cultural produces and gift articles of handicraft, produced and supplied to tourism market in the region
- To incorporate the producers of cultural handicraft items and gift articles in the package program of small and micro enterprises promotion intervention.

### **Problems (Limitation) in the supply of produces of handicraft for Tourism (market).**

- Lack of awareness about the significant contribution of production & marketing of cultural artifacts and gift articles (souvenirs) in tourism to raise the level of incomes of individuals
- Lack of knowledge about produces of cultural artifacts that are identified to be profitable and of high tourist interest.
- Shortage, if not absence, of training schemes, credit and advisory services access mechanism as well as product selling & displaying places available for people engaged in this economic activity.
- Absence of chains or links of product route that would enable access to inland (national) and/or foreign (international) market opportunities, as well as shortage of information thereof.

### **Activities to be Executed**

- A continuous training on the potential importance of cultural artifact produces will be provided to local communities of tourist attractions & destinations
- A study aiming at the identification of produces of cultural artifacts which are said to be profitable and demanded by tourists, will be carried out and the information is submitted to small & micro-enterprise development agency so as to incorporate those products in the package program.
- A joint work with other concerned bodies will be carried out to facilitate access for skill improvement training programs, advisory & credit services as well as shopping, display and production area for individuals engaged in the economic activity.
- Efforts will be made to promote /advertise those cultural artifacts produced in the region through participation in the local and international trade fare (exhibition) events as well as by dissemination (broadcasting) of product information through various mass media (including the internet).

### **Expected Output**

- The awareness of the community about the economic importance of products of cultural artifacts and gift items associated to tourism is raised to a considerable level.
- Produces of cultural artifacts and gift items in the region are produced in sufficient amount and up-to standard quality to be supplied for tourism market.
- The level of income of the community, received directly from tourism sector, increased.
- New job opportunity supplementary to the regular means of livelihood will be created to the local community.

## **Implementation Strategy**

Ensuring the quality and size (amount) of cultural artifacts and gift items, produced in the region at large and at localities of tourist attractions & destinations in particular, to be up-to standard as well as in-line with the interests of tourist is thought to be critical. To do so, however, apart from organization and carrying out of training sessions for the purpose of raising the awareness of people about the economic importance of cultural artifacts & gift articles, a study will be carried out to generate knowledge on those products of considerable demand by tourists (types, place & time of production) as well as supply to the market for the maximum benefit they can generate. Then, the information, as an out put of the study, will be submitted to the regional agency of small & micro-enterprises development in order to embrace individuals engaged in those activities under the package program thereby ease their access to credit, training & advisory services as well as places for production, display and selling of their produces.

Moreover, project proposals will also be formulated and submitted to potential partners in search of financial and technical support for the betterment of access to the above mentioned services ( training, credit, advice...) for producers of cultural artifacts and gift items meant for tourism market.

With respect to searching for market points (out lets) for produces of cultural artifacts and gift articles, relationships thereby communications will be created with such tourist service providers as hotels and sovounier shops found at tourist attraction and destination areas. This will be further

strengthened to establish links and networks of marketing points. In addition, a project will be designed and implemented for the purpose of advertisement and promotion of those marketable items produced in the region.

### **3.4 Improving Service Provision of Tourist Service Rendering Institution and Study on Land Preparation & Incentive Mechanism for Investment Sub-Program.**

#### **The Essence of the Sub-programs**

One among other major preconditions for increment of tourist flow to the region as well as the income generated from tourism sector is the availability of tourist service offering institutes. Of various such institution however, those providing accommodation, restaurant and bar services are playing the dominant role vis-à-vis elongating the duration of time stayed by tourists at a given destination. Various studies made on the subject indicated that the share of expenditure of tourists on the above mentioned service usually exceeds 20% of the entire expenses. In order to make use of such an opportunity however, those service providing institutes in the sector should be sufficiently competitive and capable of providing up-to-standard and satisfactory services.

Meanwhile, most of tourist service providing institutions found in the region are observed to be in a serious problem with respect to offering up-to-standard services for their clients. Those institutions offering restaurant, bar and accommodation services are, for instance, highly challenged by problems of reception of guests, preparation & serving of meals as well as hygiene & cleanness. This is mostly due to shortage of skilled personnel & experience as well as lack of

awareness about In the case of institution offering tour & transport as well as other recreational services on the other hand, incompatible (unfair) charges of payment with the level of service given as well as problems associated with communication (language) and limited experience are found to be basic.

Therefore, to enable tourist service providing institution in the region improve the status of services they are offering in such a way that it is equivalent to the amount of money value tourists are paying, assessing the limitations in capacity and facilitating remedial measures of capacity building is essential in collaboration of other bodies pertinent to the subject. In addition, strong efforts on follow up and inspection of their operation juxtaposed with extending possible support would necessary.

Moreover as part of promotion of investment for the development of tourism sector, increment of the number of tourist service providing institution would not only help to relax the above mentioned problems with regard to the quality of service provided it is also believed to play a big role in the creation of additional employment opportunities. Given the wide scope of unutilized potential resource of the region in tourism sector, investment conditions are said to be more suitable and attractive in tourism than other sectors. Currently a number of local and foreign investors who perceived this suitable environment are engaged in tourism investment at various places in the region. Similarly, the number of those investors who showed interest in taking part thereof is also considerable by far. Hence, in order to attract further more investors interested in the development of the sector, it is thought to be necessary to accomplish preliminary

works in collaboration with parties concerned directly or indirectly in the subject.

Among other activities that deserve attention vis-à-vis creating suitable environment for promotion of tourism investment, priority is given to identification and delineation of investment areas for eco-tourism and other types both in urban and rural areas and design an incentive mechanism to motivate investors to take part in the sector development. Therefore, in order to fulfill these preconditions, planning the coordination of integrated joint work of the community and other concerned bodies and incorporating same as a sub-program herein is believed to be necessary.

#### **Goals of the Sub-program**

- Improve the quality and sufficiency of services provision of tourist services providing institutions in the region.
- To increase the number of local tour guides by 5 fold
- To expand the control & inspection work by 3 folds.
- Identify and delineate places potential for community based eco-tourism and other tourism investments on the basis of a study carried out thereof.
- To conduct a preliminary study aiming at designing incentive mechanisms necessary for the promotion of investment in tourism sector. And, get approval of the proposed mechanism from the relevant authority.

#### **Problems (Limitations) in Tourism Service Providing Institutions and Investment in Tourism Sector**

- Lack of attention paid to follow-up and control activities over tourist service providing institutions operations.
- Lack of professional skill among the current employees of tourist service providing institutions as well as absence of skilled professionals in the market.
- Lack of convenient organizational set up from tourist service providing institutions side for necessary communication with and/or to provide possible support to them.
- Identification and demarcation of land for investment in tourism regardless of its compatibility to the demand side as well as insufficiency of information to justify the suitability and/or legal status of those land demarcated for the said purpose.
- Absence of system that would enable a comprehensive participation (of stakeholders) to accomplish an integrated and join work.
- Absence of regional regulations to providing incentive for investment in tourism sector
- Limited promotion works done to attract investment in tourism
- Insufficiency of area delineated for investment and absence of guide map thereof.

### **Activities to be executed**

- Short term training programs will be organized and provided continuously to 3,200 owners and employees of tourist service providing institutions so as to enable them improve their service standard in terms of quality and sufficiency.

- Sample based follow-up and control over as well as providing support to the operation of tourist service providing institutions will be done at all levels of operation
- Awareness raising on directives of business licensing parameters (criteria) and control mechanism as well as implementation of the directive will be effected.
- 120 local tour guides will be selected from places of high tourist flow and trained on tour guiding profession, organized in to business associations as well as provided with support for capacity building.
- Based on the experience at federal (national) level, a mechanism of issuing professional license will be put in to effect for investors interested to engage in the business of tourist services in the region
- Preliminary study and information gathering will be carried out that would help the preparation of directives for standardization of tourist service providing institutions in the region
- Tourist service providing institutions are organized at their respective level of operation, various supports are provided to strengthen their joint effort and the association at large
- Study will be carried out on the identification of places potential for tourism investment both in urban & rural areas, The result, incorporating comprehensive information about the areas identified, will be forwarded to concerned body for demarcation and preparation of guide map. And, required works on follow-up and technical support will be carried out.
- A study will be carried out for assessment of problems in the process of implementation of incentive schemes for the

promotion of investment in tourism, suggested ideas on remedies are forwarded to concerned authority.

- Study will be carried out on the identification of special incentive schemes for the promotion of lodge construction and other rural investments, and proposals generated, submitted to authorized body for approval and put in to effect up on acceptance.
- Awareness raising works will be done for rural communities of tourist attractions localities regarding investments in tourism sector
- Regulations or directives will be prepared to handle proposals to invest in national parks and other protected areas
- Following-up the proper utilization of areas allocated for investment in the sector, and reporting of the observation to the concerned body.

### **Expected Output**

- The quality of tourist service providing institution improved
- Associations of local tourist guides established
- Associations of tourist service institution established
- The number of investors involved in investment on eco-tourism and other areas of the sector in urban and rural areas of the region increased.
- Study document containing suggestions on remedial solutions for implementation of incentive for investment in tourism sector in produced.
- Study document is produced on special incentive mechanism for investors interested to engage in lodge construction.
- Integrated operation enhanced.

## Implementation Strategy

- In cooperation with hotel & tourism management training institutes, regional health bureau and higher education institutes, short-term training will be provided continuously to build the capacity of owners and employees of tourist service providing institutions, local tour guides and associations of boat transport service providers on lakes. This would enable tourist service providing institutions to avoid their problems and be able to provide quality (up-to-standard) services to visitors. In the mean time, the cost of the intended trainings is expected to be covered by government, NGOs and tourist service providing institutions. Juxtaposed with capacity building efforts, control and inspection works on the operation of tourist service providing institutions will be carried out at all levels of operation and in collaboration with concerned bodies (town administration, health bureau, police) so as to sustain and improve the quality of service provided by those institutions
- Search for financial and technical support from relevant government and non-government organizations will be made for the purpose of studying the prevailing situations of existing tourist attractions in the region, protection and development of those attraction, as well as study on the identification, registration and organization of new tourist attractions. Moreover, the agency for tourism, parks and hotels will draft project proposals that would speed-up the development of attractions and will also look for financial & technical support for realization thereof. In collaboration with regional bureau of culture and information, study will be carried out for the identification and registration of cultural & historical attractions. Further more, study & information

gathering on natural attractions (of the region) will be done jointly with zone level tourism, parks & hotels desks, bureau of agriculture & rural development as well as environmental protection & rural land administration office.

### **3.5 Tourism Extension (expansion) and Marketing Sub-Program**

The essence of the sub-program

Now a days, tourism is one among other economic sectors know to be fast growing in the world. Given the economic importance of the sector, high level of competition is observed therein and, hence, sharing the potential benefit from this sector requires to be sufficiently competitive. Therefore, in order to be strongly competitive in the sector, priority should be given to up-to-standard and modern way of advertisement (promotion) and marketing of the tourism resources that the region has.

Tourism extension and marketing naturally requires skilled human power, (considerable) budget and comprehensively integrated efforts. While these are not fulfilled, effective promotion and marketing work can't be ensured and hence, the negative effect thereof would be pronounced with respect to increment and wise utilization of income likely to be generated from the sector. Therefore, the objective of this sub-program in the coming 10 years, would be facilitating the fulfillment of the above mentioned preconditions so as to advertise and find market outlets for tourism resources of the region through an extended, up-to-standard and continuous ways (means). This is expected to increase the regional tourist flow, the income generated from the sector as well as number of investor involved in the

development of the sector. To expand the practice of local tourism on the other hand, strengthening existing tour (Hgerihin in lwek/ know your country) clubs and establishment of new such clubs as well as designing and implementation of awareness raising methods will be areas of major focus.

### **Goal of the Sub-Program**

Through advertisement and promotion of the regional tourism resource in an expanded, continuous and up-to-standard way both at national and international levels:

- Raise the number of foreign and local tourists in the region from 238,814 in 1998 (2005/6) to 500,000 by the end of the program period.
- Raise the level of income generated from the sector from Birr 12.26 million in 1998 (2005/6) to Birr 25.4 million by the end of the program period with an annual growth rate of 20%
- Increase the number of investors engaged in tourism sector.
- Expand local (inland) tourism through establishment and strengthening of tour ( Hagerhin lwek / know your country) clubs.

Problems ( Limitations) in tourism promotion and marketing.

- Shortage of skilled human power in the profession
- Little attention given to the work of promotion and marketing thereby insufficient budget allocated thereof, despite the high expenditure demand by its nature.
- Failure to create a mechanism for comprehensive. cooperation for integrated works.
- Absence of timely and up-to-standard information that can be used for promotion purpose.

- Failure to carry out an expanded work on promotion that would enable to attract potential investors in tourism development.

### **Activities to be Executed**

- 10 regional symposiums will be organized in collaboration with zones & special woredas in the region as well as other partner organizations.
- The regional tourist attractions will be advertised by taking part in 10 exhibitions and 4 trade fares (symposiums) organized at national and regional levels.
- Efforts will be made jointly with ministry of culture & tourism and other partners to introduce (advertise) the region at an international exhibitions organized by countries known to be sources of tourists globally.
- Up-to-standard and timely information on tourist attractions, tourist service providing institutions and other related subjects Well be organized and printed out for advertisement and information dissemination purposes.
- Production of video films (documentaries) of up-to-standard quality for the purpose of advertisement and promotion of Regional tourist attractions
- International media agents, travel writers and tour organization will be invited to visit the region in order to depict the real image of the region to the international community.
- Awareness raising and motivation forums will be organized for the purpose of strengthening of the existing as well as establishment of new tour (Hagerhin Iwek / know your country) clubs in Various institutions and community segments.

### **Outputs Expected**

- Increment of tourist flow to the region
- Increment of income generated from the sector
- Increment of number of investor engaged in tourism sector
- Creation of a base to bring about a tourism development that enables the community to participate in and share benefit from the development.
- Expansion of local tourism and increment of community members aware of the importance of tourism.

### **Implementation Strategy**

Even if promotion and search for market for tourism resources of the region are primarily the duties of the agency, the comprehensive and integrated effort as well as huge financial capacity required for the work would demand the collaboration of other partners. Therefore, advertisement ( promotion) work on the regional tourism resource potential will be carried out through organization of one general regional symposium (exhibition) in collaboration with zone and special woreda level desks for tourism, parks & Hotels, regional bureau of culture and information, neighboring regional governments, development organization and tourist service providing institutions in the region as well as other government and non government organization pertinent to the subject. In addition, this will be backed up with participation in exhibitions, symposiums, trade fairs and bazaars organized by other regions and/or at a national level. Further more, to enhance increment of tourist flow to the region, a linkage with the federal ministry of culture and tourism will be created so as to enable the region to participate in international exhibitions and trade fairs in which the ministry is participating. And, project proposal will be prepared and submitted to potential donors to get financial support for the realization of the above intent.

In order to be able promoting the real image of the region as well as the tourism resource potential at a national and international levels, various & up-to-standard information on printed materials & short video (documentary) films will be produced and disseminated. Similarly, well know international media agencies, travel writers, travel agents and tour organizations will be invited to visit the region for same purpose. However, project proposals will be developed on search of external financial support.

To expand local tourism experience, on the other hand, an extended work will be done on the strengthening of the existing and establishment of new tour clubs in cooperation with zone and special woreda level desks (for the agency)

### **3.6 Protected Areas Development Sub-programs**

#### **The essence of the sub-program**

The presence of a number of water bodies as well as a considerable level of forest and plant coverage makes the region highly valuable for wild life resource it has. Studies confirmed that 119 mammals, 400 birds and many other species are existing in the region. Those species of mammals and birds share 43 and 47% of same in the country at large respectively. And, various studies indicated that the region has very high potential for tourism development as a result of the abundance and wide distribution of the above mentioned resources (REFAP, 1999; Tourism Potential survey, 2000).

Given the possibly huge economic, social and ecological benefit that can be reaped from those resources, there are 5 national park, 2 protected areas and 6 controlled hunting kebeles in the region. However, because the community was not given the opportunity to participate sufficiently in the demarcation of these protected areas, the community couldn't develop the sense of ownership of the said resources. Even if efforts are made on protection of these resources, there was not clear perception that those efforts were possible through financial resource generated from those protected areas. Hence, the community itself involved in such illegal activities as hunting, settlement, fire setting, and the likes which damaged and distructed the protected areas. As a result, the situation of wild life resource deteriorated at an alarming rate to the extent that some species are found to be highly endangered thereby registered in the global " Red Book"

Therefore, in order to protect, conserve and utilize, protected areas sustainably, a demarcation work which allows active participation of the community, in transparent and acceptable way needs to be done.

There should be study supporting the protection and development efforts as well as solving problems of protected areas. Moreover, efforts that would enable the community to benefit from protected areas so as to inculcate the sense of ownership and bringing up to a level of taking responsibility of protecting those resources should be strengthened.

By and large, to ensure the betterment of participation and benefit sharing of the local communities of protected areas, to enable the sustained conservation of protected areas for the purpose of environmental balance as well as increasing, annual income generated from eco-tourism expansion, the design and implementation of this sub-program is found to be necessary.

#### **Goals of the Sub-program**

- Among 200 thousand community members found around nine protection areas in the region, the number of those who are aware of the issue is raised by 5%.
- The current level of tourist flow, 61,072 tourist per year, is raised to 74,233.
- To increase the amount of income generated from tourists from Birr 1.147 million to Birr 1.72 million
- To accomplish the demarcation of six protection areas entirely.
- To increase the number of social service institutions at local community level from 2 to 21
- To expand the existing 300 km road network by 30% and maintenance of 40% of the existing road network in one of the old (existing) national parks.

#### **Problems (Limitation) in Protection Areas**

- Shortage of materials and equipment required for control and follow-up (law enforcement)
- Shortage of skilled (trained) human resource and no practice of implementation (making use) of management plan
- Weak infrastructural development and expansion
- Leniency of law enforcement and absence of integrated effort
- Destruction of wild life and habitats thereof

- Low level of awareness of community about the importance of protection areas

### **Activities to be executed**

- Integrated and up-to-date awareness raising educations, discussion and consultations forums (sessions) will be organized for 10,000 members of local communities residing nearby 9 protection areas, in collaboration with various bodies that thought to be concerned in the theme.
- 303 km new labour based dry weather road will be constructed and 291 km existing road network will get maintenance while 3 deep water wells (boreholes) are dug in national parks. In addition, electric power supply & communication (telephone/radio) lines installed for 2 newly established national parks.
- About 6 preliminary studies will be carries out on conflict resolution, wild life protection and development of the surroundings of their habitat,
- Study based delineation of boundaries will be done for Tama and Chelbi protected areas as well as for Murule, Wolshet sala, Sheko-bench and West Omo controlled hunting kebeles.
- Digging of 6 deep water wells, construction of 7 veterinary. posts (clinics), installation of 5 flour mills & construction of 3 health posts will be accomplished for local communities found in 21 kebeles.

### **Outputs Expected**

- The level of awareness of about 10,000 members of local communities around protection areas is raised vis-à-vis the importance of resources under protection.
- About 340 higher officials and 80 professionals of government organizations will get sufficient awareness
- 2 newly established national parks will be operational with infrastructure sufficiently developed.
- The size of tourist flow and, thereby, income generated will be increased.
- About 10,000 members of the local communities will be beneficiaries of various projects implemented in around protection areas.
- The size and distribution of wild animals will increase.
- The (average) number of wild animals illegally hunted will decrease.
- The boundaries of two protected areas and four controlled hunting kebele will be demarcated with the participation of the community.
- 6 documents of studies will be produced.

### Implementation Strategy

- The implementation of activities incorporated on this sub-program by and large is thought to be dependent on assuring the community to benefit from and, hence, to participate in the development of protection areas. This, in turn, would demand an integrated & joint efforts of bodies at zone, woreda and kebele levels as well as representatives of community in order to acquire (Organize necessary) information, raise the level of

awareness and other similar purposes, Moreover, strengthening the system of monitoring and evaluation of activities would be essential. Further more, communication and collaborations mechanism will be created so as to get technical and financial support from relevant government institutions (rural roads, water resource development bureau, pastoral areas development project, etc) NGOs (GTZ, AP, JAICA, IRC, WFP as well as multi-laretal organizations (UNEP, FAO, WFP,...) to insure the realization of those activities brought under this sub-program.

### **3.7 Identification, Registration & Demarcation of New Attractions and**

#### **Establishment & Expansion of Ranches & Farms Sub-Program**

##### **The essence of the Sub-program**

Tourism, in our contemporary world, is becoming an industry along side with those well known areas of development. Hence, with respect to the currently high economic, social and environmental benefits attributed to this sector as well as its potencial for generating benefits in the future, it would be decissive to work on balancing the supply and demands of its market so as to become competitive in the business.

The region is endowed with huge potencial for cultural, natural and historical attractions of tourists. With regards to proper development, organization and utilization of this potencial, however, a lot of work needs to be done. The currently observed flow of tourism is concentrated on the limited places of attractions only and said to be

very small with respect to the wide spectrum of tourism resource of the region at large. As a result, the benefit generated from the sector couldn't exceed from beneficiary communities in limited places. Among other reasons mentionable for this situation however, the majors are failure to identify and register new attractions based on studies, and lack of attention for organizational improvement & competence of some existing but neglected attractions by concerned implementing bodies at the respective levels of operation.

Therefore, study-based identification, registration and development of new attractions of natural, cultural and historical nature as well as improving the internal (operational) capacity of existing but neglected attractions so as to make them competent are thought to deserve big attention vis-à-vis increasing their number of tourist destination areas. Hence, incorporating what is said above in this sub-program is found to be essential.

On the other hand, the presence of a number of rift valley lakes makes the region very rich in crocodile and related resources. However, efforts made on proper study and, thereby, development of this resource in the sector has been very limited and insignificant. Therefore, in order to bring the sector up to a level of competence with respect to the demand of the global market, studying the potential size and distribution of the resource so that creating a favorable environment for the participation of not only government but also the private investors in the development of the sector is important juxtaposed with capacitating the human resource available for the promotion of sector development.

In the mean time, despite this (crocodile) farm is known to be new practice in our country, it is one of the few economic activities identified to be big sources of foreign currency earning. This role, however, is not well perceived by concerned bodies and, hence, the support required from various angles couldn't be accessed. Although the animal, naturally, is fast growing to be productive in short period of time, because of shortage of feed, prevalence of diseases and parasites resulted in stunting and death of the crocs bringing ultimately a negative effect on the farm at large.

Carrying out a study on the potential of the region for civate cat and ostrich farming and, thereby, organization of sufficient information to be available for and used by potential investors interested in the area will be the other area of focus for the betterment of the performance of this sub-sector, in addition to the crocodile farming

Therefore, to enhance and speed-up tourism development in the coming 10 years, the intent would be acquiring skilled professionals that can keep pace with the up ward change in science and technology & improving the currently adopted back ward farming system to a better and modern system. And, hence, by be abling to produce and supply up-to-standard quality of crocodile akin to the world market, better income can be secured which in turn would allow better management of animals in the farm creating a base for profitability and attractiveness of the sector in the country at large and in our region in particular.

### **Goal of the Sub- Program**

- To increase the number of existing natural attractions in the region by 6 folds, based on studies to be carried out.
- To increase the number of competent tourist service providing institutions in the region by 4 folds of the currently existent.
- To increase the level of income generated from sales of products & services (skin & visit) of existing crocodile ranch at a rate of 20% annually, given the average amount of annual income now is Birr 532,985.
- Carryout a study to produce information on the potential size and distribution of ostrich and civate cat resources in the region as well as to prepare project on ostrich farm.

#### **Problems (Limitations) in Studies on Attractions and Ranch Development**

- Lack of initiative for identification, registration, demarcation and development of new attractions based on studies rather than sticking on the existing well known attractions alone to be available for visitors with their prevalent situation.
- Failure to identify those existing attractions which can be developed & readied for visitors so easily and, hence, prioritized for improvement intervention.
- Absence of detailed information (document) showing the over all status of tourist attractions found in the region.
- Huge financial resource shortage required for modernization of (crocodile) farm so as to make it competent with respect of the prevailing demand of the global market.
- Attention denied from concerned bodies that the crocodile farm deserves since it is a new practice in the country and needs to be feasible and known (in the global market).

- Prevalence of diseases and death of crocodiles.
- Shortage of sufficiently skilled (trained) professionals in the field of work, and problems of exiting ones to keep pace with the development of science and technology through time thereby limited in capacity.
- Absence of information on current extent and distribution of resources required for ostrich and/or civate cat farming (ranch development) in the region
- Absence of sufficient information regarding such ranches and farms.

#### **Activities to be executed**

- A study will be carried out on existing but neglected attractions and 4 of which will be improved in their standard and made ready for visitors
- 6 new tourist attractions will be identified, registered and demarcated based on a study made for same.
- A study will be carried out on the identification of diseases & parasites of crocodiles as well as remedial suggestions there of so as to improve the growth rate and skin quality of crocodiles.
- Project proposals will be formulated and submitted to various donor organizations for the purpose of capacitating the existing crocodile ranch through strengthening the (internal) organization.
- Continuous short term professional education on wild animas protection and utilization will be given to professional and other employees of the ranch.

- A study on the extent and distribution of ostrich & civate cat resources will be done and a document on the output thereof will be produced & made available for interested users.
- To fulfill the materials required for the operation of ostrich farm to be established based on the study said above.

### **Output Expected**

- New tourist attractions will be identified and demarcated based on studies
- The number of visited attractions increased.
- Awareness on the utilization and management of attractions raised.
- Distribution of diseases and parasites of crocodiles decreased and supply of up-to-standard quality of skin is raised by 15% while the income generated from same is increased by 20%
- The crocodile farm is capacitated and strengthened with sufficient material equipment and increased number of employees trained on safe guarding (Low enforcement)
- Reliable information on the extent and distribution of ostrich and civate cat resources in the region will be gathered and organized.

### **Implementation Strategy**

Efforts will be made to look for technical and financial assistance from pertinent government and NGOs working in the sector so as to study the currently prevailing situations of already existing tourist

attractions in the region. In addition, new attractions of tourists will be identified, registered and organized to be readied for visitors on the basis of a study. The agency for tourism, parks and hotels will develop project proposals that would help to speed-up the development of tourist attractions and searches for financial support for realization of those proposals. In the mean time, the study on identification and registration of new cultural and historical attraction will be done in collaboration with regional bureau of culture & information. Similarly, same will be done for new natural attractions in cooperation with zone level tourism, parks & hotels desks, regional bureau of agriculture & rural development as well as the regional office of environmental protection & rural land administration.

In order to identify and prevent the diseases and parasites that deteriorate the quality of crocodile skin, a joint effort will be made by the department of parks development under regional Agency of Parks, Tourism and Hotels in cooperation with veterinary experts of Agriculture and Rural Development Departments at zone levels. On the other hand, training on wild life protection and management will be given by the department of parks protection & Development under the Regional Agency of Tourism, Parks and Hotels Project proposals, for improvement of organization of crocodile ranch with modern material equipment, will be developed and submitted to government organizations, NGOs, and other international donor agencies to get financial assistance

The study on the extent and distribution of ostrich and civate cat resources in the region will be carries out by the Department of

protection and Development of parks under Regional Agency of Tourism, Parks and Hotels in collaboration with wild life protection and Development Organization at federal level. And, the cost of the study is expected to be covered by the federal Organization of wild life protection & Development as well as other bodies working in the sector.

### **3.8 Tourism Development Fund Study Sub-Program**

#### **The Essence of the sub- Program**

As it is well known, tourism sector develops under the leadership of government and with a driving force of private investors as well as participation of other concerned bodies. And, hence, for the development of this sector the support of all stakeholders would be decisive. Since the sector was denied attention with respect to relaxing its problems for long time, an integrated effort of all concerned parties at their respective level of operation would be required to back-up the government effort to alleviate those problems & limitations in the sector.

Therefore, in order to undertake reliable study based on acquisition of information, consultation of and discussion with pertinent government bodies and knowledgeable professionals as well as consideration of national and international experiences on the issue, this sub-program is incorporated.

## **Goal of the Sub-Program**

- To carry out a study for establishment of tourism development fund

## **Activities to be Executed**

- Pertinent data will be collected from federal and regional offices of finance and economic development.
- Experience sharing visits will be done to regions & countries familiar with the issue.
- Relevant information will be gathered from various web sites.
- Discussion and consultative forums will be organized to digest the ideas and come up-with suggestions on commonly agreed decisions.
- The study will be commented and further developed by well experienced GOs & NGOs as well as professionals.

## **Expected Output**

A study document on establishment of tourism development fund, which is produced with the comprehensive participation of concerned parties and said to be acceptable, will be available.

## **Implementation Strategy**

The study on the establishment of the fund will be carried out based on acquisition of knowledge from more experienced governmental organizations and regions, as well as the technical assistance obtained

from humanitarian or aid organizations. The out-put of the study will be commented at respective levels and further developed to draft directive/ guideline for establishment of the fund. Since this activity is given a special emphasis at a federal level ministry of culture & tourism thereby included in its policy, this activity will be executed based on the experience of the federal ministry.

## 4 Part 3 Tourism Program Action Plan

Sr.No	Activity details	Meas Unit	quantity	Schedule									
				2000	2001	2002	2003	2004	2005	2006	2007	2008	2009
1	<b>Expansion &amp; Marketing</b>												
	Regional Symposium organization	No	10	1	1	1	1	1	1	1	1	1	1
	Participation in exhibitions & tradefares	No	8	1	1	1	1		1	1	1		1
	• In the country												
	• Abroad	No	2	1		1							
	Production & distribution of printed materials												
	• Brochour	Type	16	1	2	2	2	2	2	2	1	1	1
	• Megazine	Type	10	1	1	1	1	1	1	1	1	1	1
	• Poster	Type	40	4	4	4	4	4	4	4	4	4	4
	Production of documentary (Video) films of natural, cultural & historical attractions												
	• 90 minutes in English & Amharic'	No	3	1	1	1	1	1	1		1	1	1
	• 20 Minutes	No	8	1		1		1	1	1	1	1	1
	Invitation of well known news agents, travel writers & tour organizations to visit the region	particip ant	100	10	10	10	10	10	10	10	10	10	10

Sr. No	Activity details	Meas Unit	quantity	Schedule									
				2000	2001	2002	2003	2004	2005	2006	2007	2008	2009
2	<b>Tourist Service Providing Institutions</b>												
	Training of service providing institutions	No											
	• Tourist service providing institution owners.		3200	500	300	300	300	300	300	300	300	300	300
	• Tourist service providing institution employees.		240	20	40	20	20	20	20	20	20	20	20
	• Local tour guides		400	40	40	40	40	40	40	40	40	40	40
	• Recreation boat operators		200	20	20	20	20	20	20	20	20	20	20
	Follow-up, control and support on sampled tourist service providing institutions	Time	1993	200	200	200	200	200	100	200	200	200	293
3	<b>Information Service</b>												
	Strengthening information centers with equipment												
	• Computer	Centers	5		✓		✓	✓		✓			✓
	• Office equipment	"	5		✓		✓	✓		✓			✓
	• Audiovisual equipment	Lamp-sum			✓		✓	✓		✓			✓
	Preparation of statistical bulletin	No	2				1				1		
	Preparation of tourist information book	No	2	1					1				
	• In-service training for information experts	No of trainee	30	3	3	3	3	3	3	3	3	3	3
	• Awareness raising training for information suppliers	"	800	80	80	80	80	80	80	80	80	80	80

Sr.No	Activity details	Meas Unit	quantity	Schedule									
				2000	2001	2002	2003	2004	2005	2006	2007	2008	2009
	Study on identification of gaps & problems in information	No	2	1						1			
	Preparation of rules, directives and manuals	No	10	1	1	1	1	1	1	1	1	1	1
4	<b>Development of protection Areas</b> Awareness raising education, discussion and consultation forums												
	• With local community	No	10,000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000
	• Higher officials at zone and woreda levels	No	340	34	34	34	34	34	34	34	34	34	34
	• With professionals	No	80	8	8	8	8	8	8	8	8	8	8
	<b>Expansion of Infrastructure</b>												
	• Internal road construction	Km	340	34	34	34	34	34	34	34	34	34	34
	• Internal road maintenance	Km	306	30	30	30	30	36	30	30	30	30	30
	• Water well digging	No	3	-	1	-	-	1	-	-	-	1	-
	• Installation of electric power line	No of Park	2	-	1	-	-	-	-	1	-	-	-
	• Installation of radio/telephone line	"	2	1	-	-	-	-	-	1	-	-	-
	<b>Fulfilling field equipment</b>	Ls	Ls	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
	<b>Demarcation of boundaries</b>												
	• Protected Areas	No	2	-	1	-	-	1	-	-	-	-	-
	• Controlled bunting kebele	No	4	1	-	-	1	-	1	-	1	-	-

Sr.No	Activity details	Meas Unit	quantity	Schedule									
				2000	2001	2002	2003	2004	2005	2006	2007	2008	2009
	Carrying out studies												
	• Resolution of conflict between protected areas & local communities	No	6	1	-	1	-	1	-	1	1	1	-
	• Improvement of residence area	No	4	1	-	1	1	-	1	-	-	-	-
	• Species of precious wild animals	No	4	-	1	-	1	1	-	1	-	-	-
	• Economic importance of wild life to rural people	No	4	-	1	-	1	-	-	1	-	1	-
	• Expansion of community based tourism	No	6	1	1	-	1	-	1	1	-	-	1
	• Traditional link between wild animals & the community	No	6	1	-	1	-	1	1	-	1	-	1
	Implementation of community projects												
	• Digging drinking water well	No	6	1	1	1	1	-	1	-	1	-	1
	• Construction of veterinary post	No	7	1	1	1	1	1	1	-	1	-	1
	• Purchase of flour mill	No	5	-	1	1	1	-	1	-	1	-	1
	• Construction of health post	No	3	1	-	-	1	1	-	1	-	-	-

Sr.No	Activity details	Meas Unit	quantity	Schedule									
				2000	2001	2002	2003	2004	2005	2006	2007	2008	2009
5	<b>Capacity Building</b>												
	Training on civil service reform programs												
	• For top officials	Time	40	4	4	4	4	4	4	4	4	4	4
	• For professionals /experts	"	120	12	12	12	12	12	12	12	12	12	12
	<b>Professional training</b>												
	• Short - term		80	8	8	8	8	8	8	8	8	8	8
	• Medium - term		32	5	3	3	3	3	3	3	3	3	3
	• Long — term		14	1	2	2	2	1	2	1	2	1	2
	<b>Exposure visit</b>												
	• Abroad	No	20	2	2	2	2	2	2	2	2	2	2
• In the country	No	60	6	6	6	6	6	6	6	6	6	6	
Establishment of library	No	1	-	1	-	-	-	-	-	-	-	-	
<b>Fulfilling office equipments</b>													
• Computer	No	30	3	3	3	3	3	3	3	3	3	3	
• Various materials	LS	LS											
<b>Field equipments</b>													
• Digital Video camera		6	-	1	1	-	1	-	1	-	1	1	
• GPS		16	1	2	1	2	2	1	2	2	2	1	
• Binocular		-	-	-	-	-	-	-	-	-	-	-	
• Vehicle		2	1	1	-	-	-	-	-	-	-	-	

Sr.No	Activity details	Meas Unit	quantity	Schedule									
				2000	2001	2002	2003	2004	2005	2006	2007	2008	2009
6	<b>Tourism Investment</b>												
	Identification of investment areas based on study <ul style="list-style-type: none"> <li>• Rural</li> <li>• Urban</li> </ul>		60 120	6 12	6 12	6 12	6 12	6 12	6 12	6 12	6 12	6 12	6 12
	Study on incentive mechanism for investment <ul style="list-style-type: none"> <li>• In lodge construction</li> <li>• In other rural investments</li> </ul>	Doc	1 1	1 -	- 1	- -	- -	- -	- -	- -	- -	- -	- -
	Preparation of rules regulations for implementation of investment in protected areas	Doc	1	1	-	-	-	-	-	-	-	-	-
7	<b>Community Based Tourism</b>	Particip											
	Providing the local community, especially Women and youth, with short-term training on awareness raising	ant	250	25	25	25	25	25	25	25	25	25	25
	Exposure visits for community representatives to neighboring regions	Particip	100	10	10	10	10	10	10	10	10	10	10
	Preliminary study on expansion of community based tourism	Doc	10	1	1	1	1	1	1	1	1	1	1

Sr.No	Activity details	Meas Unit	quantity	Schedule									
				2000	2001	2002	2003	2004	2005	2006	2007	2008	2009
8	<b>Handicraft produces of tourism</b> Awareness raising education, especially for women & youth	Participant	200	20	20	20	20	20	20	20	20	20	20
	Study on identification of produces demanded by tourists	Doc	2	-	1	-	-	-	1	-	-	-	-
	Study on Market	Doc	2	-	-	1	-	-	-	1	-	-	-
	Organization of information and submission to small & micro enterprises agency	Doc	4	-	1	-	1	-	1	-	1	-	-
9	<b>Identification of New Attractions</b> Identify new attractions												
	• Natural attraction	No	4	1	-	-	1	-	-	1	-	-	1
	• Historical attraction	No	2	-	1	-	-	-	-	-	1	-	-
	Improvement of the level of standard of existing attraction												
	• Natural attraction	No	2	-	1	1	-	-	-	-	-	-	-
	• Historical attractions	No	2	1	-	1	-	-	-	-	-	-	-
10	<b>Ranch Development</b> Study on diseases & parasites of crocodiles	No	1	-	1	-	-	-	-	-	-	-	-
	Production of project document for strengthening the crocodile ranch with material equipment	No of project	3	1	1	1	-	-	-	-	-	-	-

Sr.No	Activity details	Meas Unit	quantity	Schedule									
				2000	2001	2002	2003	2004	2005	2006	2007	2008	2009
	Short term training for employees of the ranch	Rounds	4	1	1	1	1	-	-	-	-	-	-
	Study on Ostrich farm project	Round	1	-	-	-	-	1	-	-	-	-	-
	Study on civate cat farm project	Round	1									1	
	Supply of materials	LS	LS	-	✓	-	✓	-	-	✓	-	-	✓
11	Tourism Development Fund Preparatory works and experience sharing	LS	LS	-	✓	-	-	-	-	-	-	-	-
	Carry out studies			-	✓	-	-	-	-	-	-	-	-

## 5 Part 4 Development & Capacity Building Projects, Study Ideas and Directives Details

Sr No	Project Study ideas	Bodies expected to support	Places to be executed	Remark
1	<p><b>Projects</b></p> <p>Training and Awareness raising</p> <p>1.1 For tourist service providing institutions</p>	<ul style="list-style-type: none"> <li>• Ethiopian Travel Association</li> <li>• Regional Bureau of Health</li> </ul>	Zones and Special woredas	
	1.1 For professionals and other employees of crocodile ranch	<ul style="list-style-type: none"> <li>• The Agency</li> </ul>	Crocodile ranch	
	1.2 Awareness raising education for local communities at attractions of tourists	<ul style="list-style-type: none"> <li>• Selam project</li> <li>• The Agency</li> <li>• GOs &amp; NGOs</li> <li>• Development organizations</li> <li>• APs</li> <li>• SNV</li> </ul>	<ul style="list-style-type: none"> <li>• Protection areas</li> <li>• Tourist attraction areas</li> <li>• Localities of communities engaged in the production of handicraft produces</li> </ul>	
	1.4 Experience sharing / exposure visits	<ul style="list-style-type: none"> <li>• The Agency</li> <li>• GOs, NGOs</li> <li>• Development organizations</li> <li>• APs</li> <li>• SNV</li> </ul>	<ul style="list-style-type: none"> <li>• Regional Agency</li> <li>• Zone desks</li> <li>• Special woredas and Awassa town</li> <li>• Parks and ranch administrations</li> </ul>	

Sr No	Project Study ideas	Bodies expected to support	Places to be executed	Remark
	1.5 Skill improvement training <ul style="list-style-type: none"> <li>• For professionals ( Up-grading)</li> <li>• For employees of crocodile ranch</li> <li>• For Employees on information</li> <li>• For producers of handicrafts items</li> </ul>	<ul style="list-style-type: none"> <li>• Capacity building bureau</li> <li>• Higher education institutes</li> <li>• Vocational training institutes</li> <li>• Other aid organization</li> </ul>	<ul style="list-style-type: none"> <li>• Regional</li> </ul>	
2	Strengthening internal organization and material equipment <ul style="list-style-type: none"> <li>• For crocodile ranches</li> <li>• For tourist information centers</li> <li>• For protection areas and office of the Agency</li> <li>• For library organization</li> </ul>	<ul style="list-style-type: none"> <li>• The Agency</li> <li>• Capacity building bureau</li> <li>• Other aid organizations</li> </ul>	<ul style="list-style-type: none"> <li>• Crocodile ranches</li> <li>• Selected information centers</li> <li>• Protection areas</li> <li>• Office of the Agency</li> </ul>	
3	Infrastructure development and expansion	<ul style="list-style-type: none"> <li>• GOs &amp; NGOs</li> </ul>	<ul style="list-style-type: none"> <li>• Protection areas and other tourist attraction places</li> </ul>	
4	Community based tourism development	<ul style="list-style-type: none"> <li>• IRE</li> <li>• GTZ</li> <li>• Pastoral areas development project</li> </ul>	<ul style="list-style-type: none"> <li>• Protection areas</li> </ul>	
5	Tourist attractions expansion and advertisement /promotion	<ul style="list-style-type: none"> <li>• Ministry of culture &amp; tourism</li> <li>• Embassies</li> <li>• Tourist service providing institutions</li> <li>• GOs and NGOs</li> </ul>	<ul style="list-style-type: none"> <li>• Regional</li> </ul>	

Sr No	Project Study ideas	Bodies expected to support	Places to be executed	Remark
1	<u>Studies</u> On tourism investment	<ul style="list-style-type: none"> <li>• The Agency, SNV</li> </ul>	Selected areas (south Omo)	
2	On the extent & distribution of Ostrich resources	<ul style="list-style-type: none"> <li>• Federal government</li> </ul>	Selected areas	
3	On Community Based tourism	<ul style="list-style-type: none"> <li>• SNV, the Agency, NGOs</li> </ul>	Selected areas	
4	On new attractions	<ul style="list-style-type: none"> <li>• The Agency</li> </ul>	Regional	
5	On information organization	<ul style="list-style-type: none"> <li>• NGOs</li> </ul>	Regional	
6	On tourism development fund	<ul style="list-style-type: none"> <li>• Regional and federal finance</li> </ul>	Protection areas	
7	On wild life habitats & ecology	<ul style="list-style-type: none"> <li>• NGOs, CZHECK, IRC</li> </ul>	Protection areas	
8	On improvement of quality & standards of handicraft produces supplied to tourism markets	<ul style="list-style-type: none"> <li>• Regional Tourism, Parks &amp; Hotels Agency, and regional Small &amp; Micro-enterprise Agency</li> </ul>	Selected tourist attraction and destinations	
1	<u>Directives &amp; Regulations</u> Information organization & management		Regional	

## **6 Part Five Monitoring, Evaluation and Reporting System / Framework**

The effective implementation of this ten year tourism development program requires a systematic way of monitoring and evaluation of the work-on-progress. First of all, the program will be revised over time in order to be flexible with situations changing through time.

In order to insure keeping the right direction and achievement of the desired goals, clear mechanism of monitoring and evolution with indicators will be designed & adopted. Then, information will be organized on the possible contribution of the sector to the region and the community, as well as on the current situation of investors engaged in tourism sector. This would help to monitor and evaluate the change brought about in the sector, the contribution of private investors thereof, and the importance of the sector in the over all development of the region.

Since the goals and action plans in the program are presented in general, they should be planned in detail and incorporated in annual action plans as well as in result oriented plans. Moreover, they should be prepared in the form of projects and supported by studies so as to be implemented effectively and in the desired way. Since they are supposed to be included in the result oriented plan of the institution, they are expected to be identified as key tasks and main activities of the institute, divisions and employees.

The agency would take the over all responsibility of insuring that the execution of programmed activities by its departments is on the right track as well as following up, assisting, monitoring and evaluation of

implementation. Similarly, the agency is expected to assure the harmony of work both at zone and woreda level desks with that of the region. Moreover, an extended effort should be done by the agency with respect to cooperation with other partner bodies so as to get support in resources and create favorable environment for implementation of the program at large.

For the purpose of early identification of problems, as well effecting timely remedial measures, a periodical evaluation of implementation ( work-on-progress) will be carried out based on the regular implementation reports at the agency level. This, in the mean time, is believed to help significantly for the betterment of preparation, implementation and effectiveness of the next sector development program.