



CBI
Ministry of Foreign Affairs

Ethiopia Tourism: Linking communities with markets

Business Case document

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CBI – Centre for the Promotion of Imports from Developing countries



Business Case overview

Country of Implementation	Ethiopia
Sector of Implementation	Tourism
Sustainability challenge / opportunity	Generating jobs and income for local communities in Ethiopia, creating opportunities to safeguard / improve their natural environment and socio-cultural structures.
Long term vision for the sector (related to sustainability challenge)	Local communities are integrated into the tourism value chain and reap benefits from this integration. There is an institutional eco-system supporting and enhancing this integration.
Key target group(s) for impact	X Local communities (with special attention for women and youth)
Overall ambition of the project	Integrate local communities in the tourism value chain by developing Best Practices with both Tour operators, communities and the Ethiopian government in developing, managing and marketing community products and to support the establishment of an institutional ecosystem that allows for scaling-up these Best Practices.
Project outcomes	- Tour operators, communities and local government jointly develop quality community products for EU clients. - Tour operators and communities market new or higher quality community products for EU clients as an element in longer stay and regional itineraries. - Tour operators have the capacity to engage communities in product development. - Best Practices have been developed for communities / community supporters on organizing community products in such a way that it brings benefit to all community members regarding income, natural environment and socio-cultural structures. - A blueprint has been developed for a coordinated community tourism development and management system. - A local stakeholder takes the lead in scaling-up Best Practices from the project, based on a financial sustainable business model.
Contribution to the SDGs	SDG 8.5 Decent work for all women and men SDG 8.9 Policies to promote sustainable tourism that creates jobs and promotes local culture and products SDG 12 Ensure sustainable consumption and production patterns SDG 17 Partnership for the goals
Implementation period	2025-2028
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Date of approval by Management Team	10 October 2024

1. Background – knowing the scope

- This Business Case (BC) builds on the work done in the CBI project Ethiopia Tourism 2019-2024 and will focus on increasing the integration of local communities into the tourism value chain, by means of linking Community-Based Tourism (CBT) products with markets. The central Sustainability Opportunity for this BC is: Generating jobs and income for local communities in Ethiopia, creating opportunities to safeguard / improve their natural environment and socio-cultural structures.
- The CBI Ethiopia Tourism 2019-2024 project focused on the increase of leisure tourism from generating EU markets while building the foundations for a sustainable and durable sector. The focus in the 2019-2024 project was on:
 - Increasing professionalism tourism sector-wide
 - Promoting sustainable tourism practices sector-wide
 - Tourism product diversification
 - Increasing visibility on international tourism markets
 - Increasing tourism sector collaboration and coordination
- Results from the 2019-2024 project show good progress in the skills levels of a selected number of tour operators, while at the same time a sharp decline in the business volume of the companies. During the current CBI Ethiopia Tourism project 19 inbound tour operators have been trained and coached. Of these, 5-8 will act as front-runners in the new project.
- The project showed potential for further development of the community tourism products, especially to fill in the missing link with the markets. Ethiopia has a huge potential for community tourism, while at the same time the need for a system which enables Ethiopian stakeholders to push for responsible community tourism development.
- Due to political instability in different regions in Ethiopia during the recent years, there was a strong decline in tourism. In 2024, European governments advice against visiting a large part of Ethiopia, including hotspots like Lalibela and Gondar. As a mediation strategy, this BC focusses on preparing for the future, on establishing the right conditions that will enable growth in the CBT-segments once the situation improves.
- In principle the project is planned to take two years. The work will focus on the development of a local system managed by Ethiopian stakeholders and most of the work in the communities in the rural areas will be done by Ethiopian experts. This avoids international travel and creates robustness to continue activities in situations of security instability. However, the political situation may lead to temporary postponements of activities and delays. As mediation measure, this BC is written contains the possibility to temporarily put the project on hold, with a maximum of 4 years in total.
- Community tourism travellers share many characteristics with adventure tourists and Europe (specifically Germany, the UK, France, the Netherlands and Spain) is an important generating market. European tourists are motivated by authentic and immersive experiences, want to avoid the negative impacts of travel and want to know that their money directly benefits the communities they visit. (www.cbi.eu/market-information/tourism).

Community-Based Tourism – CBT: definition, principles and issues

- Community Based Tourism (CBT) is tourism activity, community owned and operated, and managed or coordinated at the community level that contributes to the well-being of communities through supporting sustainable livelihoods and protecting valued socio-cultural traditions and natural and cultural heritage resources (ASEAN Community Based Tourism Standards, 2016). In practice, however, full community ownership is difficult to achieve, and communities need private sector partners to drive product development and marketing.
- For a community to benefit from tourism, according to the same ASEAN standards, the following principles should be used:
 - Involve and empower community to ensure ownership and transparent management
 - Establish partnerships with relevant stakeholders (Including access to markets, to funding and to capacity building)
 - Gain recognised standing with relevant authorities
 - Improve social well-being and maintenance of human dignity
 - Include a fair and transparent benefit sharing mechanism
 - Enhance linkages to local and regional economies
 - Respect local culture and tradition
 - Contribute to natural resource conservation
 - Improve the quality of visitor experiences by strengthening meaningful host and guest interaction
 - Work towards financial self-sufficiency

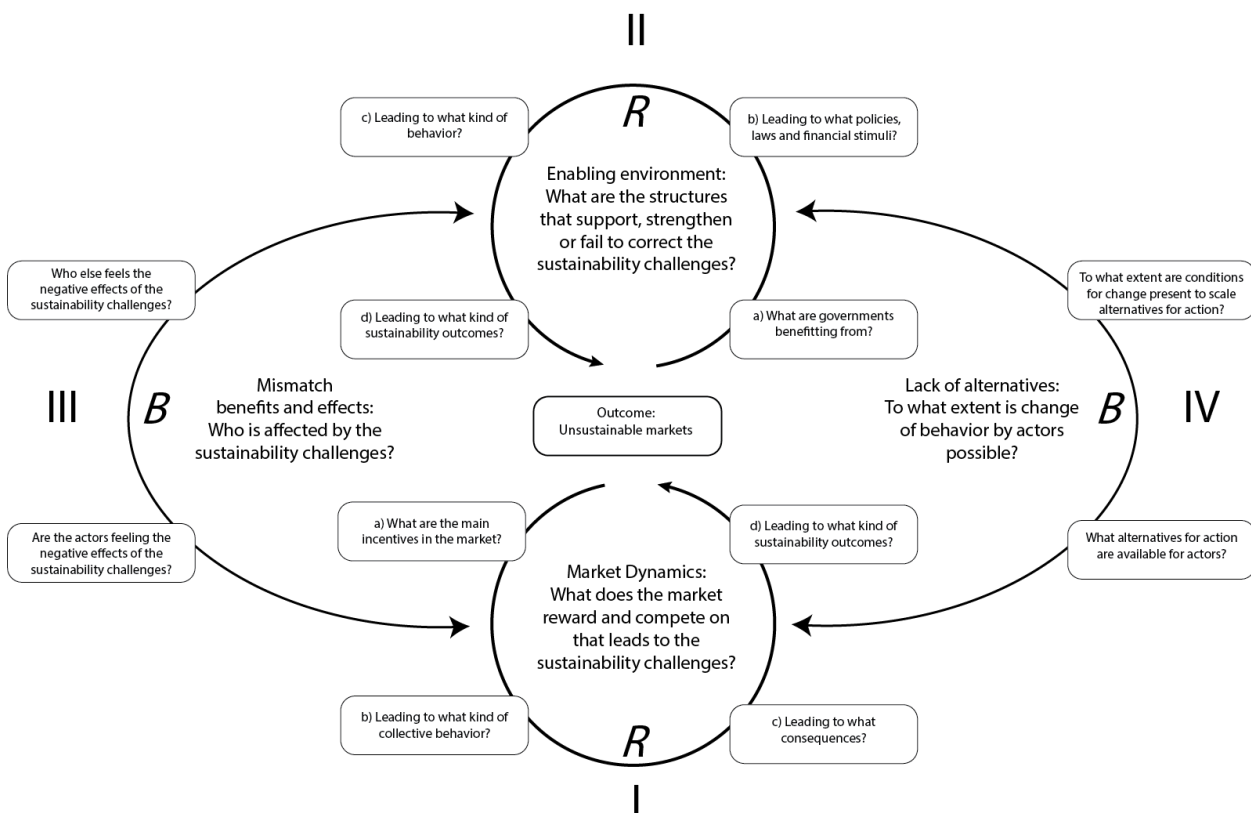
- Furthermore, most successful CBT activities have higher stakes in domestic and regional tourism.

2. Understanding system behaviour – what is the issue?

2.1 What is the issue?

Local communities are not sufficiently/rightly integrated into the tourism value chain. This means that local communities do not sufficiently (optimally) benefit from tourism (more jobs, more income, improved natural environment, strengthened socio-cultural structures) or even experience the negative effects of tourism (deteriorated natural environments and socio-cultural structures).

2.2 What system behaviour leads to the issue?



Loop	Questions	Assessment
Loop 1: Market Dynamics <i>What does the market reward and compete on that leads to the sustainability challenge?</i>	<i>a) What are the main incentives in the market?</i>	- General focus in VC on limited number of “proven” / relatively safe products / itineraries. - Focus on standard vehicle roundtrips without community engagement. - Costs for vehicle / driver rent are very high and absorb largest part of budget, which does not leave much room for investment in engaging communities and developing community products. - Competition on price, internally and internationally. - Lack of stability causes risks to lose investments in new product development.
	<i>b) Leading to what kind of collective behaviour?</i>	- Actors do not invest in development of new products as this involves financial risks. Developed successful products may be quickly copied by competitors. - Most of the Tour Operators segment in Ethiopia do not engage with communities in product development.
	<i>c) Leading to what consequences?</i>	- Pressure on margins. - Negative disruptive effect of non-engaged tourism on visited communities (uneven income distribution, passive attitude towards visitors, internal conflicts, in some cases alcohol abuse)
	<i>d) Leading to what kind of sustainability outcomes?</i>	- Economic sustainability issues: lower profitability, less resources for investment - Social sustainability issues: benefits of tourism are reaped by a limited number of VC actors, local communities are not benefitting from tourism or even face social disruption because of extractive tourism. - Environmental sustainability issues: communities value less the natural environment as it does not provide income and carry out / tolerate economic activities that are harmful to the environment (cut trees, cattle grazing, poaching) - When country stability returns, environmental sustainability issues may occur, like unbalanced division of tourism streams leading to over-tourism in certain tourism hotspot resulting in pressure on the environment.
Loop 2: Enabling Environment <i>What are the structures that support, strengthen or fail to correct the sustainability challenge?</i>	<i>a) What are governments benefitting from?</i>	- Influx of foreign currency through foreign visitors to well-established Ethiopian tourism products - Tourism sector provides jobs - Tourists generate income at community level.
	<i>b) Leading to what policies, laws and financial stimuli?</i>	- The little budget earmarked for tourism promotion is directed to these well-established products. - Government policy is to develop more community products. Lack of skills and staff hinder implementation. - Government lacks budget to invest in infrastructure, community development, services levels, marketing, etc.
	<i>c) Leading to what kind of behaviour?</i>	- Government prioritises the well-established tourism products.
	<i>d) Leading to what kind of sustainability outcomes?</i>	- Government has difficulties to develop more CBT products offer benefiting communities. - Investments in tourism do not benefit communities and cannot guarantee equitable income distribution in communities.

**Loop 3:
Mismatch
benefits and
effects**

*Who is
affected?*

**Loop 4:
Lack of
Alternatives**

*To what
extent is
change
possible?*

<i>Are the actors feeling the negative effects of the sustainability challenges?</i>	- Tour operators face pressure on margins - Local communities are not able to develop and market products and therefore face difficulties in integrating into the VC and benefit from expenditures of tourists. - Local communities are not able to increase the quality levels of their products because of lack of knowledge, benchmarks and support from government and private sector.
<i>Who else feels the negative effects of the sustainability challenges?</i>	- Local community members experience negative effects of extractive tourism: "zoo"-tourism, pressure on natural environment and resources.
<i>What alternatives for action are available for actors?</i>	- Product diversification by Tour operators based on market demand from sustainability-oriented customers. - Development of quality-assured community products by local communities and marketing these products through tour operators or directly through digital channels - Community engagement to be able to offer higher quality products.
<i>To what extent are conditions for change present to scale alternatives for action?</i>	- There is an existing EU market demand for community products. - There is a front-runner group of willing and able tour operators that can develop the marketing of community products on international markets - The Ministry of Tourism is willing to support the development of the community tourism segment

2.3 How big is the issue?

As a result of the current political instability tourism has gone down in Ethiopia, but even before that, the community tourism segment was already underdeveloped in comparison to other destinations. There is no active umbrella organisation for community tourism, there are no Codes of Conduct for practitioners describing how community tourism should be done in the right way and there is only limited support available. This means that there are only a few local tour operators that do community tourism in a good/relatively good way. In general tourists are driven around along the highlights. Communities are included in the itineraries, but in many cases in a very informal and opportunistic way, without real involvement of the communities nor reflecting on possible negative effects of the visits.

2.4 At what level does it happen?

The issue happens at community level. On the one hand, opportunities for income and job generation are missed. At the other hand, the unorganised way community visits take place leads to tensions within the communities, as some members benefit while others don't. Lack of community engagement can lead to "zoo"-tourism, passiveness and unwanted social behaviour (e.g. alcohol abuse).

2.5 What are the root causes?

Underlying / root causes for the limited integration of local communities into the tourism value chain include:

- Local tour operators do not have incentive to invest in community product development.
- Communities do not have resources and knowledge to develop / manage / improve community products.
- Communities do not have access to markets.

- International generating tourism markets are not sufficiently aware of the community tourism opportunities in Ethiopia.
- Lack of quality/professionalism of community products creates risks for tour operators offering these products to international clients.
- Lack of sufficient support from government to private sector to successfully develop and market community products.
- Lack of incoming tourists to Ethiopia due to the political instable situation in part of the country hinders communities to further develop their tourism products.

2.6 What is the long-term vision for the sector?

Local communities are integrated into the tourism value chain and reap benefits from this integration. There is an institutional eco-system supporting and enhancing this integration.

3. Understanding the sector

3.1 The value chain



Ethiopia is a destination for the cultural and adventurous traveller (EU are important generating markets for these segments). As CBT fits well in with these interest groups it has good potential for development. However, currently there is a limited number of CBTs and in Ethiopia there is no organization that can support CBTs. A lot of the work must be done by tour operators on tourism product development and packaging. However, after Covid-19 and the current political instability, the private sector has limited capacity and funding available to work with existing and new communities.

4. Solution design and systemic theory of change

4.1 Solution design: how could the problem and its root causes be addressed?

Starting point options for further finetuning.

Topic and underlying root cause(s)	Target group for impact	Incentives to change	Existing solutions and their maturity level	Solutions that should (still) be addressed and by whom	Target groups for action	Players who can support change
Local tour operators do not invest in community product development, due to: - perceived risks on quality not meeting customer requirements - Lack of adequate legal structures for CBTs. - Lack of resources (finance, knowledge, support) - Low visibility of product offer in generating markets	Communities, local inbound tour operators	Improved quality of products and processes Available and accessible support structures Increased interest from generating markets in products	Several donors (GIZ, USAID, Frankfurt Zoological Society) have been involved with Community Tourism since the 1990's. The main product was linked to mountain treks, communities offering accommodation and horses rental. Most initiatives ceased to exist after termination of the donor project. UK originated NGO Tesfa started promoting community tourism early 2000's along the same model of communities offering accommodation along trekking routes. In 2010 Tesfa transformed into a tour operator. Covid-19 and the current troubles has had a devastating effect on tourism. However, due to intensive support by a few dedicated tour operators (notably Tesfa, Simien, Anbessa) and the created sense of ownership within the communities several initiatives still function or	- Organize visibility of product offer internally and on regional and international markets. Show the business case for CBT products. CBI, GIZ - Establish a clear regulatory framework for CBTs, including alternative legal structures (currently they are or state-run or are an association/found ations) to make CBTs less vulnerable to (arbitrary) governmental interventions. - MoT supported by a multi-stakeholder WG supported by CBI.	Local inbound tour operators Communities MoT Local authorities Service providers	European outbound tour operators Development partners notable GIZ
Communities do not have resources and knowledge to develop / manage / improve community products	Communities	Market linkages, direct or through tour operators		- Establish a system for destination management,	Local inbound tour operators Communities	Local authorities

		Available and accessible support structures	are to restart when the situation improves. Maturity level The maturity level of solutions regarding integrating communities in the tourism value chain is in Phase 1: Inception.	including training, to guide new community initiatives for communities who want to open to tourism. MoT, supported by CBI - Equip tour operators to be able to train, coach and support communities in product development and marketing. CBI	Service providers MoT	Development partners
Communities do not have access to markets.	Communities	Proven interest from generating markets in community products		- Eco-system for training and coaching of communities to show their product online and in the Addis based private sector. CBI - Training and coaching to tour operators to market and sell travel packages in the EU and regional markets. CBI	Local inbound tour operators Communities European outbound tour operators	MoT Development partners

4.2 Systemic theory of change



4.3 Project approach and solution pathways. Starting point options for further finetuning.

1. Product Development

This pathway entails the quality of the product and of the processes. Regarding community product quality the approach is to design a feed-back mechanism in which the market actors provide feed-back, which is used by communities and tour operators to adjust the product and upgrade the quality. With regard to the product development process, the focus is to safeguard a just division of benefits of tourism within the community.

Steps:

- a. Identify and select around 4 communities with promising product offer, in direct alignment with the Ethiopian Ministry of Tourism and its policy for community tourism development.
- b. Support the communities with bringing the quality of the products to a minimal level required for European market introduction and organization within the community. This will be done by training and coaching by local experts, involving local tour operators. In this step the foreseen institutional owner at national level of the community tourism development process (Ministry of Tourism) will be narrowly involved and trained on the job.
- c. Train selected tour operators (5-8 CBI alumni and potential other tour operators with experience in community tourism) on community tourism product development using the cases of the selected communities and where relevant good practices from other destinations. Again, involve the institutional owner in this step.
- d. Organise a Fam-trip for the trained tour operators to the trained communities. Collect feed-back from tour operators and use this for fine-tuning the product together with the communities.
- e. Involve European buyers to provide feedback about the desired product quality via European tour operator association using existing contacts and interest for Ethiopia, for example with the Netherlands' association for smaller outbound tour operators VVKR, the German Forum Anders Reisen, and the German association for east Africa specialists ASA.

2. Enabling Environment – Scaling

This pathway aims to create an institutional structure that supports the development of community tourism in Ethiopia and which should be able to grow the number of successful community product introductions on international markets after the CBI project has ended.

Important elements in this are: 1. Develop a system for destination management with a step-by-step approach for CBT product development, 2. Support a multi stakeholder working group for CBT development and relevant issues for example CBT standards finetuned to the Ethiopian context, and alignment with the UNWTO Best Tourism Village criteria. 3. The production, collection and showcasing of CBT good practices, both internally like the expat market and to outside markets, 4. Organize services that enable the scaling of Good Practices (e.g. coaching / training), 5. Tune rules and regulations to the needs of successfully developing the CBT segment,.

It is key to identify an organization that is willing and able to drive the process. The MoT would, in theory, be the obvious candidate, seen their central public role in the sector and having community inclusion as one of their priorities. Furthermore, the structure must be financial sustainable, and a sound business model must be developed. The project will focus on developing this model together with the relevant stakeholders.

3. Product Marketing

In this pathway tour operators and communities will be given the tools to attract more visitors to the communities. This includes the division of roles and tasks between the communities and tour operators. Community focus on online marketing and local markets, whereas tour operators focus on international markets.:

- a. Marketing plan and training (communities, tour operators)
- b. Training digital marketing (communities, tour operators, hotels, national and subnational organisations)
- c. Event participation (ITB, road shows)

4.4 Key potential project partners

- Willing and able tour operators from the current CBI Ethiopia Tourism project (CBI alumni), plus other tour operators already offering community products
5-8 tour operators from the current CBI project are willing and able to promote community tourism. In addition, there are possibly 2-4 other willing and able tour operators in Ethiopia.
- Ministry of Tourism of Ethiopia
The MoT has been actively involved with the current CBI project. One of their priorities is to better include communities in the tourism value chain. The MoT would be the logical partner to lead, manage and coordinate the enabling environment and be the driver for scaling.
- Local Authorities
Local authorities, specifically the regional staff of the Ministry of Tourism, play an important role in facilitating CBT on the ground and must therefore actively taken along in the project.
- GIZ office Addis Ababa
As part of their overarching program on employment creation, GIZ started a tourism component in 2024 which will select 2 or 3 communities in which to support SMEs with their tourism service offer like guides, restaurants, and handicrafts. At the same time, GIZ supports the marketing towards the internal expat market and if the security situation allows the international markets.
- ETOA / STOA
These two tour operator associations may play a role in scaling. During implementation it must be assessed how they can contribute to the project objectives..

4.5 Exit strategy

Starting point options for further finetuning.

The exit strategy is built around: 1. A system for destination management for community tourism products. 2. Scaling up of the number of community products that are jointly developed by communities and tour operators and that are marketed internationally and 3. Scaling up of the number of inbound tour operators that market the products. Pathway 2 explicitly deals with the development of a system to manage new community product development. This system is a key element in the exit strategy. In order to proof its functioning, scaling up of the number of community products and tour operators is required. Key roles are for the institutional owner (envisioned for the Ministry of Tourism), tour operators offering CBT products, and for Ethiopian service providers who have the expertise to develop new CBT products.

Starting with the identification of a first group of frontrunner companies (done) and of community products to be (further) developed and brought to market, new companies and products may be added during the run time of the project. The knowledge and skills regarding how to develop and market community products must be nested in the sector in a structure led by a stakeholder that has the willingness and ability to drive the promotion of community tourism. Partners and tools in this system are best practices, CBT standards, UNWTO Best Tourism Village criteria, codes of conduct (for tour operators, community members and tourists), training materials, service providers, local authorities, development partners, etc.

The preferred leader of the structure is the MoT, for a number of reasons:

- It is their mandate to promote community tourism
- MoT are the regulators of the sector, responsible for rules and regulations in the sector
- MoT includes the function of national Tourism Board and is responsible for destination marketing
- MoT have national and international visibility
- MoT have resources both in kind (people) and in cash that could be attributed to managing the structure and carrying out activities. Having a financial sustainable business model for the structure is key and it is not to be expected that the costs can be entirely covered by the private sector.

The objective for the end of the project is to have a core group of tour operators and communities that have the capacity to enter the European market with community based tourism products from Ethiopia, and actually are successful in doing so. In addition, a structure has been formed that can and will drive the future scaling.

The main assumptions of the project regarding scalability opportunities are:

1. A stakeholder can be identified that is able and willing to drive the scaling strategy.
2. It is possible to develop a financial sustainable business model for carrying out the scaling strategy.
3. Tour operator front runners can be identified
4. Community front runners can be identified

5. Working with front runner tour operators and communities leads to development of best practices that can be used for attracting new entrants.
6. Sector stakeholders are willing and able to develop CBT standards and to adjust rules and regulations concerning CBT.
7. Potential runner up tour operators and communities are interested to follow the example of the front runners
8. The market provides room for scaling. The political situation does not deteriorate and should improve for achieving impact and scaling.

Sustainable Market Transformation

The central Sustainability Opportunity of this BC is "Generating jobs and income for local communities in Ethiopia, creating opportunities to safeguard / improve their natural environment and socio-cultural structures." This BC focuses on solutions of integrating communities in the tourism value chain.

As mentioned in 4.1 The maturity level of solutions regarding integrating communities in the tourism value chain is in Phase 1: Inception. Solutions consist mainly of donor initiatives. During the project, Phase 2 (Competitive Advantage) and Phase 3 (Pre-competitive collaboration) activities will be conducted. These include developing sustainable business models, engage value chains (up- and down-stream), establish a long-term vision, reward front-runners, show-case good practices, form an industry platform and communicate a joint non-competitive agenda. The objective of the project is to take the solution from Phase 1 to end of Phase 2, beginning of Phase 3.

4.6 High-level project indicators

High level project indicators

System change - Vision	Local communities are integrated into the tourism value chain and reap benefits from this integration. There is an institutional eco-system supporting and enhancing this integration	
<i>Integrated local communities</i>	Local communities cooperate with local tour operators and supporting partners in developing and marketing community products aligned with European market requirements. Local tour operators actively market community products to European clients.	
<i>Institutional Eco-system</i>	A coalition led by one or more local stakeholders drives the development of the community tourism segment in Ethiopia by supporting and coordinating product development and marketing initiatives, developing and sharing best practices and advocacy towards local, national and international partners. The functioning of the institutional eco-system is based on a financially sustainable business model.	
Program component	Quantitative indicator	Qualitative indicator
<i>Product development</i>	# of tour operators capable to engage with communities to develop CBT products	To what extent is the engagement between TOs and communities and product development following the principles of CBT?
	# of communities capable to develop products (organize, deliver the products, engage community members)	
	# of community products that are ready to be marketed	
<i>Product Marketing</i>	# of tour operator able to market community products	
	# of communities able to market community products	How are communities involved in marketing of community products?
	# of community products that are successfully marketed in Europe	
	# of visitors that visit the communities because of the project's activities	
<i>Enabling Environment</i>	1 stakeholder has been identified that is willing and able to drive the institutional eco-system	

	1 blueprint has been developed for a coordinated community tourism development and management system	
	1 set of CBT standards has been developed	What are the principles on which the standard is developed?

For a more elaborate Result Monitor, please see Annex 3.

5. Risks and assumptions

5.1 Possible unintended negative effects of export or project interventions

Possible unintended negative effects of exports or project interventions

Possible unintended negative effects	Impact on envisaged project outcome	Prevention/Mitigation strategy
Increased profitability of community tourism may induce community members to focus on tourism solely and abandon current economic activities .	Excessive dependency on tourism threatens resilience of community members	Awareness creation on this risk. Design measures together with communities to prevent this risk.
Gender: Increased profitability of community tourism may lead to men taking control of activities previously done by women.	Fair distribution of tourism benefits is not achieved	Involve women in designing project activities with a gender lens. Stress the importance of having women actively participating in and benefitting of tourism activities, as an ethical, a business efficiency and market preference issue.
Increase in community tourism may bring risks of harmful practices (alcohol abuse, sex tourism, formation of gangs that harass tourists) that may disrupt household and community structures.	Fair distribution of tourism benefits is not achieved	Work with tour operators and communities on codes of conduct and strategies to avoid these negative effects to occur.

Increase in income from community tourism may lead to a larger income divide and tensions in the community.	Fair distribution of tourism benefits is not achieved	Use best (and worst) practices from other regions in highlighting the importance of a fair divide of benefits and work on developing a model.
Labour: Increase in community tourism may lead to increase in informal jobs and child labour.	Fair distribution of tourism benefits is not achieved	Define on basis of national legislation and international agreements what qualifies as child labour and exclude products with child labour from further participation. Stress the importance of (more) formal jobs as an ethical, a business efficiency and market preference issue.
Youth: dominant group of elder men in the community appropriate the revenues of tourism at the expense of less powerful youth.	Fair distribution of tourism benefits is not achieved	Involve youth in design project activities with a youth lens. Stress the importance of having youth actively participating in and benefitting of tourism activities.
Climate: increase in international travel leads to higher CO2 emissions	No impact on project outcomes	None

5.2 Key assumptions and potential risks for the project

Likelihood of risk materialising: 5 = almost certain, 4 = likely, 3 = possible, 2 = unlikely, 1 = rare.

Impact on project: 5 = severe, 4 = major, 3 = moderate, 2 = minor, 1 = negligible

Assumption	Risk	Impact on envisaged project outcome	Total risk score (LxI)	Prevention or mitigation strategy
The security and safety situation in Ethiopia will not deteriorate in the short run	The security and safety situation deteriorates to such a level that project activities cannot be carried out anymore and tour operators are not able to conduct their business	Activities must be stopped until situation improves. Delay will occur and the project may even be stopped entirely. Tour operators may become bankrupt or dormant because of lack of tourists.	3 x 5 = 15	– select those regions that are least affected – postpone activities if necessary – works as much as possible with local experts with ties with the communities

The security and safety situation in Ethiopia will improve in the medium term	The security and safety situation does not improve in the medium term.	Boundaries on the further development of tourism are put. There is less/no interest in scaling. Stakeholders will lose interest in driving the system	$3 \times 4 = 12$	– focus on safeguarding the cases that have been developed during the project.
A group of able and willing tour operators to drive community tourism can be identified	Identified frontrunners do assess the risks of investing in community tourism as too high	Project outcomes are not reached	$2 \times 5 = 10$	– Involve EU niche tour operators (VVKR, Forum anders Reisen, etc) to show market potential and provide incentive for investment. – Look for possible co-investors (private, NGOs, government)
A stakeholder can be identified that will lead in developing a supportive eco-system	No stakeholder can be interested to lead the process for fear of lack of willingness other stakeholders to actively engage and not being able to develop a financial sustainable business model	The projects outcomes stay limited to the tour operators and communities trained in the project.	$3 \times 4 = 12$	– Focus on strengthening the ties within the trained tour operators (and communities) group and explore if they can take up this role (on a smaller scale).
The MoT is willing and capable to actively support the project	The MoT does not give priority to the development of community tourism and does not allocate resources	The projects outcomes stay limited to the tour operators and communities trained in the project.	$3 \times 4 = 12$	– Focus on strengthening the ties within the trained tour operators (and communities) group and explore if they can take up this role (on a smaller scale).
Communities that are willing to be trained can be identified	Communities do not see added value of participating in the project	Project outcomes are not reached	$1 \times 5 = 5$	– Bring in market players (EU and local tour operators) to create awareness on market opportunities.

6. Implementation phase

6.1 Activities. Starting point options for further finetuning.

2024

- Consult with MoT on detailed scope and activities of the project.
- Start European tender procedure.
- Start-up Basic Training on CBT service levels or digital marketing via online or local experts.

2025

- Support the MoT to formulate a strategy on establishing a CBT management eco-system within MoT
- Support MoT to establish and coordinate a working group on CBT management, and to hold multistakeholder sessions
- Training of higher and middle management of MoT including regional directors to implement the strategy for CBT management
- Distant Guidance follow-up on ecosystem, destination management system development
- Desk research on distribution of responsibilities and benefits in communities doing CBT
- Peer group with European buyers of CBT products
 - Get information on challenges when packing CBT products. Discuss joint action in the project.
- Work session with front runner tour operators on marketing and CBT product development, 6-8 front-runner TOs
- Identify second mover tour operators and offer training and awareness sessions on CBT product development, marketing, and market analysis skills
- Training of (Ethiopia based) trainers in basic tourism services skills for communities and follow-up to the trainers via Distant Guidance
- Basic Training in two selected communities (first batch), by newly trained Ethiopian trainers
- Every 3 months Basic Training to newly selected CBTs (second batch) (Q3-Q4 2025)
 - Test the developed format
 - 2 Trainings each CBT
- Fam trips tour operators to first batch CBTs.
- Institutional development missions. (Distant Guidance ecosystem via online sessions and meetings between missions)
 - April & October
 - Developing the ecosystem.
- Digital Marketing Training to tour operators and communities:
 - via existing online training module adapted to the Ethiopia context
 - if needed mission by international expert
 - assessment if training of local digital coaches is achievable
 - including training of Ministry staff to showcase CBTs products in their national digital marketing
- ITB Berlin 2025 showcasing community products from Ethiopia by tour operators
- Possibility to develop 'Code of Conduct' CBTs booklet for tourists, tour operators and community members, if feasible with local experts for low costs.

2026

- Digital Marketing Training to tour operators and communities
- Training and working sessions with front runner and second mover tour operators (TAM)
 - 2 times
 - Market linkages and product strategy.
- Distant Guidance tour operators on market linkages
- Basic Training to first and second batch of CBTs
 - Every 3 months
 - By local trainers
- Fam trips tour operators to second batch CBTs.
- Institutional development missions, training of trainers follow-up, Distant Guidance
 - 2 times
 - Develop ecosystem
- ITB Berlin 2026 showcasing community products from Ethiopia by tour operators
- Road show UK, Germany or other target market, presenting community products from Ethiopia by tour operators
- Refresher and Specialized topics Digital marketing training tour operators and communities
 - Including training of local digital coaches.

2027

- Basic Training in selected communities by newly trained Ethiopian trainers project.
- Distant Guidance tour operators on market linkages
- Institutional development missions, training of trainers follow-up, Distant Guidance
- Market entry activity, to be determined.

2028

- After-care activities – time reserved in case project activities are put on hold due to security situation. To be determined.

