



SIMIEN MOUNTAINS NATIONAL PARK GENERAL MANAGEMENT PLAN (2020-2030)



Financially and technically supported by: KfW Ethiopia's Biodiversity and Conservation Management Programme

Compiled by the Simien Mountains National Park Site Core Planning Team in collaboration with relevant stakeholders



Abbreviations and acronyms

ADA	Austrian Development Cooperation
ANRS	Amhara National Regional State
BSC	Balanced Scored Card
BP	Business Plan
CBOs	Community Based Organizations
EFWPD	Environment, Forest and Wildlife Protection and Development Authority
EWCA	Ethiopian Wildlife Conservation Authority
EWCP	Ethiopian Wolf Conservation Programme
GMP	General Management Plan
IUCN	International Union for the Conservation of Nature
JICA	Japan International Voprpration Agency
KfW	Kreditanstalt für Wiederaufbau
MEA	Millennium Ecosystem Assessment
M&E	Monitoring and Evaluation
masl	meters above sea level
METT	Management Effectiveness Tracking Tool
MO	Management Objective
OP	Operational Goal
PA	Protected Area
PAC	Park Advisory Committee
PPP	Public Private Partnership
SCPT	Site Core Planning Team
SMART	Specific, Measurable, Attainable, Realistic, Time-bound
SMNP	Simien Mountains National Park
UMGRP	University of Michigan Gelada Research Project
UNESCO	United Nations Education, Scientific and Cultural Organisation
WHS	World Heritage Site

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Foreword

Foreword to be compiled by the DG once the GMP has been validated so that its validation may be referred to in the Foreword

1 EXECUTIVE SUMMARY

The process that has been followed to compile this General Management Plan (GMP) for the Simien Mountains Nation Park (SMNP) has been according to global best practice and has thus been highly consultative. It is based on a thorough understanding of all the natural, social, economic and governance dynamics that influence the management of the Park, both internally and externally. From this understanding it must be emphasised that the future and integrity of the Park and its important biodiversity features hangs in the balance. If this GMP, with a timeframe of 10 years, i.e. 2020 – 2030, is not implemented well and to the full, the many negative dynamics that are compromising its integrity will cause it to cross thresholds of unacceptable change. The Parks capacity to deliver vital life-supporting ecosystem goods and services will be lost, together with its capacity to host the endemic wildlife species that are iconic for the country, as well as its unique landscape, all of which currently underpin the nature-based tourism industry of Ethiopia. In addition to these impacts will be massive opportunity costs that are passed on to society, particularly the multitudes of subsistence communities who live adjacent to the Park.

The 2015 study by Dr Hugo van Zyl has revealed that the Park’s annual value is **ETB 2,861,218,607 (close to 2.9 billion Ethiopian Birr)**. This figure is based on the quantification of a suite of nine ecosystem goods and services produced by and delivered from the Park. Acknowledging that many of these values will be difficult to realise, there is one value that is absolutely tangible, i.e. the annual value associated with tourism, which was estimated at **ETB 285,192,749**. In 2015 when these values were estimated, the Park’s budget was approximately **ETB 1.5 million**. Based on the full suite of goods and services used by Dr van Zyl, the return on investment gave Ethiopia just more than **ETB 1907 to 1**. Working just off the tourism related figure only the return on investment to the country in 2015 was just more than **ETB 190 to 1**.

On the basis of the detailed and careful planning that was carried out to produce this GMP for the SMNP, budgets for the next three years were determined and which are substantially greater than the ETB 1.5 million that has been allocated to the Park thus far. The table below provides a summary of the budgets for 2020, 2021 and 2022 against each of the six management objectives and M&E budget. It also provides an indication of the return on investment.

Management Objective	Budget in ETB		
	2020	2021	2022
Natural resource management	8,220,100.00	7,320,950.00	5,891,200.00
Revenue generation and benefit sharing	27,145,366.67	36,194,766.67	31,845,066.67
Research	1,005,100.00	1,955,200.00	1,955,200.00
Collaborative management	1,938,166.67	2,788,386.67	3,130,886.67
Capacity development	13,285,733.33	33,686,966.67	18,853,766.67
Financial sustainability	0.00	0.00	0.00
Sub-total	51,594,466.67	81,946,270.00	61,676,120.00
M&E	766000.00	978000.00	978000.00
TOTAL	52,360,466.67	82,924,270.00	62,654,120.00
RETURN ON INVESTMENT	5.45	3.44	4.55

Management Objective	Budget in ETB		
	2020	2021	2022
RETURN ON INVESTMENT (9xEGS)	54.64	34.50	45.67

From the above it can be seen that although the budget allocations are an order of magnitude greater than what has traditionally been allocated, the Return on Investment remains significantly positive. While the van Zyl report provides the figures from which this positive picture has been generated, it clearly warns against the risks of not providing the indicative budgets. Not only is the SMNP a UNESCO World Heritage Site, but it is a very important tourism destination and attraction for the country with many of the Ethiopian Airlines aircraft bearing names directly related to the Park. Should the inadequate budget allocation persist, it is likely that this jewel in the country's crown will begin to lose its lustre and become increasingly unattractive to tourists. Therefore, both this value and the overall ecosystem goods and services value of the Park will become progressively diminished and related opportunity costs will have to be carried by the marginalised and subsistence communities affected by the Park.

While the annual budget allocation by the central government is growing year on year, it remains inadequate. However, the potential exists for the required budget to be significantly augmented through the enormous support from the German Cooperation under their Conservation and Sustainable Use of Biodiversity in Ethiopia Programme through the German Development Bank (KfW) over the four years of 2019 to 2023). A total of € 4.5 million (approximately ETB 158 billion) has been budgeted under the project and € 3 million (approximately ETB 105 billion) from the Austrian Development Agency (ADA). Portions of this have been dedicated to the management of the SMNP and this GMP will be used to guide allocations. However, while this is good news in the short-term, it is critical that the Ethiopian government take serious note of the fact that the SMNP is an asset that delivers substantial returns on investment and that increasing government support must be planned to prevent a funding vacuum once the current donor programme comes to an end.

From a management perspective the Park and its Stakeholders have derived a statement that reflects where they wish to see the Park in 2030. This Shared Vision states:

By 2030, in partnership with communities and other stakeholders, the unique biodiversity, culture, and landscape of the Simien Mountains National Park are conserved, and the critical ecosystem goods and services are maintained as drivers of sustainable economic development for the benefit of all.

Following on from the formulation of this statement, the Stakeholders unpacked it into a framework of six prioritised Management Objectives (MOs) which carry the same ten-year timeframe and are as follows:

1. In partnership with communities, ensure the conservation of biodiversity, sustainable use of natural resources, and protecting ecosystem services from external pressures and climate change. (56)

2. Ensure that the Park and the surrounding areas have the capacity to generate enough economic activities through improving and diversifying its products and services as well as marketing and promotion. **(46)**
3. Develop research based and integrated natural, cultural and religious assets management, utilization, promotion and law enforcement for sustainable conservation and use. **(44)**
4. Ensure community and stakeholder partnership for effective conservation management. **(15)**
5. Strengthen shared governance of SMNP through improved capacity, adaptive processes, effective security. **(12)**
6. Work to enhance the financial sustainability of the SMNP on an on-going basis. **(8)**

The numbers in brackets represent the votes allocated to each Management Objective through a process whereby the stakeholders were asked to individually select their top three. The purpose of this prioritisation process was to provide the Park Management with an idea of how limited resources could be allocated if the required budget for implementation of the GMP was not provided. Notwithstanding this exercise, the stakeholders agreed unanimously that each of the Management Objectives are equally important and that the current status calls for all of them to be fully implemented.

The GMP Framework, as represented by the Shared Vision and Management Objectives, was further refined by the Site Core Planning Team (SCPT), into 27 Operational Goals and 147 Management Actions. While the GMP Framework carries the long term timeframe of ten years, the Management Actions are to be implemented in the short-term timeframe of 3 years from January 2020 to December 2022. The Operational Goals carry a medium-term time frame that bridges the long-term of the framework with the short-term of the actions. Both the Operational Goals and Management Actions must be reviewed on an annual basis and amended according to implementation realities, limitations, opportunities and the lessons learned through implementation. The Shared Vision and Management Objectives derived through the stakeholder engagement process may be revised when the GMP reaches its ten year term at the end of 2029.

The format that has been followed and the content of this GMP provides the Park Management with a tool for directing all that is required to work, on a daily basis, towards the achievement of the Shared Vision. It is also a tool for the Head Quarters of EWCA, whose personnel are frequently listed in the Management Actions, to understand the depth of support they need to provide to the Park. More than anything this GMP needs to be used to make the case for a drastic increase in salaries for the Park staff, and an increase in the operating budgets for enhancing their capacity for the implementation of the Management Actions. Figure 1 provides an illustrative overview of the GMP and how the hierarchical levels relate to each other.

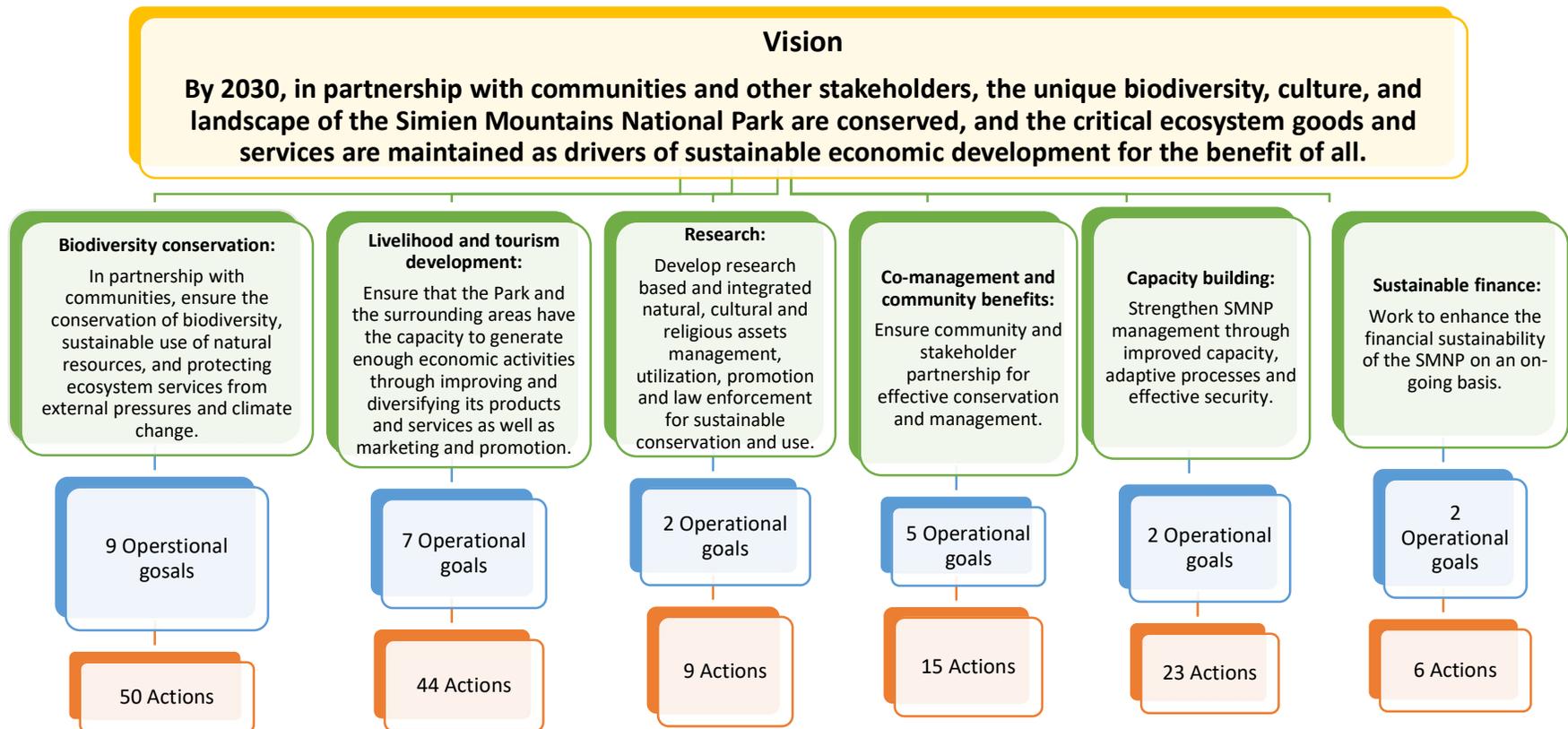


Figure 1: Overview of the GMP

2 INTRODUCTION

2.1 The Purpose and Scope of this General Management Plan

The primary purpose of this General Management Plan (GMP) is to layout the long-term Vision for the Simien Mountains National Park (SMNP) for the year 2029 and to provide the detailed guidance as to how this will be achieved over the next ten years. The GMP consists of a well-defined hierarchy of management statements from the broad Management Objectives which are unpacked into comprehensive Operational Goals and associated Management Actions which provide practical and effective guidance and support for the Park management and partners to secure and effectively and efficiently utilise human and financial resources. The Operational Goals (OGs) and Management Actions (MAs) are carefully designed to be implemented and regularly delivered by the Park management and partners. The staffing, financial and procurement requirements are included in the GMP to serve administration undertakings. The existing legal and policy formulations and internationally signed convention are also presented in the document in order to illustrate that the GMP was derived will be implemented in respect of them. More importantly, it provides robust information to guide the process of undertaking conservation and management measures in the SMNP and its surroundings.

The time frame of the GMP as presented in the Vision and Management Objectives (MOs) is for the long-term of ten years, i.e. from 2020 – 2029. The Management Actions are established for the short-term of three years i.e. from 2020-2022, but must be reviewed on an annual basis. The Operational Goals provide the bridge between the long-term framework of the GMP and the annual Management Actions and must also be reviewed on an annual basis, although it is unlikely that they will change much over the short-term, but rather over the medium-term. The process of reviewing and developing Operational Goals and Management Actions must be driven and championed by the Park management and supported by EWCA Head Quarters, while fitting the legal and policy framework for the Park and the Organisation.

The geographic scope of the GMP is the SMNP and its immediate surroundings, ultimately the Buffer Zone. Active stakeholder involvement is a key to accomplish the desired conservation and management objectives in the SMNP and therefore the process to derive the GMP has been highly consultative and implementation will be in collaboration and partnership with affected communities and stakeholders. Neighbouring communities traditionally view the Park as a resource base, thus successful biodiversity conservation efforts in the SMNP are highly dependent on positive engagement with the surrounding communities. The primary purpose of this GMP and the planning process is to ensure that the SMNP is fully integrated into the social and economic context of the affected communities in the hope of reducing the pressure on the Park and reconciling the existing resource use competition.

2.2 The Legal and Policy Framework

Ethiopia has signed several conservation articles and conventions at global level including the Convention on Biological Diversity (CBD), the United Nations Sustainable Development Goals (SDGs), the Convention to Combat Desertification (UNCCD), UN Framework Convention for Climate Change (UNFCCC); the Conservation of Migratory Species of Wild Animals (CMS) and the Agreement on the Conservation of African - Eurasian Migratory Water birds (AEWA). The country is also a member of international and regional networks working on anti-wildlife trafficking such as the Lusaka Task Force,

the Convention on International Trade in Endangered Species of Wild Flora and Fauna (CITES), Horn of Africa Wildlife Enforcement Network (HAW-EN), and the International Fund for Animal Welfare (IFAW).

In 2007 the Wildlife Development, Conservation and Utilization proclamation came into force under proclamation number 541/2007 to backstop the country's internationally significant protected areas and wildlife species and to ensure that they are properly managed by the Federal Ethiopian Wildlife Conservation Authority (EWCA). The proclamation has two foremost objectives; firstly, to conserve, manage, develop and properly utilize the wildlife resources of Ethiopia; and secondly to create conditions necessary for discharging government obligations assumed under treaties regarding the conservation, development and utilization of wildlife in Ethiopia.

This proclamation facilitates the development, conservation and utilization of Ethiopian wildlife resources. Under the wildlife conservation areas and hunting activities (part two of the proclamation) conditions are clearly presented to designate Protected Areas (PAs) into the Federal Government administration. Since the SMNP qualifies for two of the four establishment conditions, namely (i) PAs of national and global significance and known to have representative ecological zones and embrace immense diversity of wildlife and (ii) PAs inhabited by the endemic and endangered species. Since 2008 the SMNP has been under the management of EWCA. In 2014, the Park underwent a participatory re-demarcation process and was re-gazetted under the Council of Ministers Regulation No. 337/2014.

2.3 The Planning Process

The process of updating the GMP for SMNP followed a consultative and participatory approach through engaging stakeholders in the entire process according to global best practice as put forward by the World Commission on Protected Areas (WCPA) of the International Union for the Conservation of Nature (IUCN) (Thomas and Middleton, 2003 and Vasilijević et al, 2015). The Ethiopian Wildlife Conservation Authority (EWCA) has adopted the participatory and holistic protected areas planning practice to ensure a high level of stakeholder involvement in the planning process and ownership of its products.

The process is built upon and has used all current information of biodiversity and ecological processes and patterns such as species distributions and ecosystem services, as well as socio-economic dynamics from both the inside and outside of the SMNP, to form the basis for the planning process.

The Monitoring and Evaluation Plan (M&E) will guide the design of strategies to undertake routine assessment to evaluate the impact of the GMP and its ability to achieve the Management Objectives and the Vision. The M&E plan is a key component of adaptive management and highlights the information or data needed to be collected to monitor implementation progress and track intended results.

Further to M&E assessment, management effectiveness will be assessed using the protected area Management Effectiveness Tracking Tools (METT) developed by World Wildlife Fund for Nature (WWF) and the World Bank (Stolton *et al.*, 2007) to gauge how effectively the SMNP is being managed and the extent to which it is protecting its core values and working towards the achievement of the

Shared Vision. The primary steps involved in an iterative planning process that adopts the active adaptive approach of learning by doing, is reflected in Figure 2.

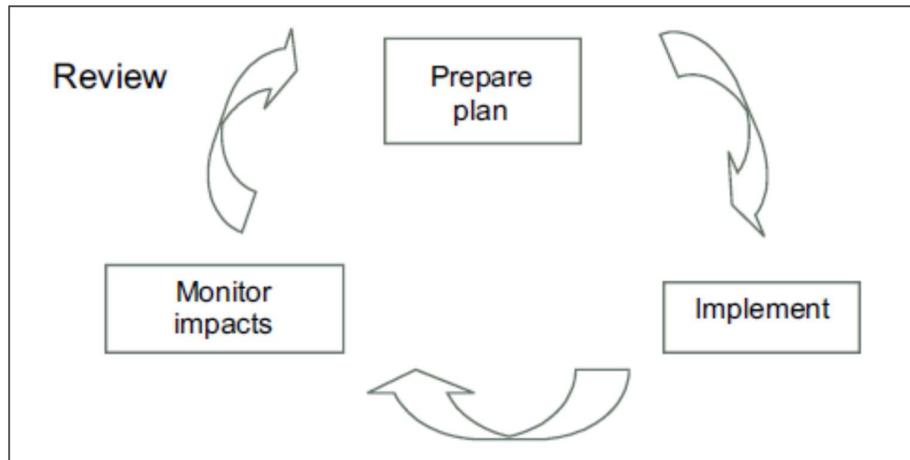


Figure 2: The Cyclic process of protected area management planning (Thomas and Middleton, 2003)

Below are the various steps that have been taken in the process of developing this GMP:

- Prior to the first Site Core Planning Team (SCPT) meeting, community consultation workshops were undertaken in five Woredas of the SMNP (Adiarkay, Beyeda, Debark, Janamora and Telemet), and Grazing Pressure Reduction conferences were also conducted in 25 Kebeles of three Woredas (Beyeda, Deberk and Jamamora). Together with these, socio economic assessments in 42 Kebeles provided significant insight to the process.
- The SCPT was formed consisting of representatives from EWCA Head Quarters, SMNP, Regional Environment, Forest and Wildlife Protection and Development (EFWPD), African Wildlife Foundation (AWF) and Ethiopian Wolf Conservation Programme (EWCP) to guide and drive the process.
- The SCPT conducted its first meeting in October 2018 and reviewed relevant literature. A field visit to the SMNP and neighbouring areas was conducted to contribute to a **situational analysis** looking at natural, social, economic and governance dynamics influencing Park management from both within and external to the Park.
- The SCPT used the situational analysis report to **identify stakeholders** associated with the management dynamics.
- In December 2018, a **stakeholder engagement workshop** was conducted to develop the **GMP framework**, comprised of a Shared Vision and prioritised Management Objectives.
- In March and June 2019 the SCPT refined the GMP framework into S.M.A.R.T. **Operational Goals** and specific **Management Actions**.
- Following the outline of S.M.A.R.T. Operational Goals and specific Management Actions the SCPT developed a **Zonation Plan**, a **Monitoring and Evaluation Plan**, a **Procurement Plan** and a **Business Plan**; and collated these into a **draft GMP**.
- These were further reviewed and refined by the SCPT in January 2020 and the draft GMP was circulated to stakeholders for review and comment.
- Thereafter the **final GMP** was produced for presentation to and **validation** by stakeholders.

The Site Core Planning Team at their meeting in June 2019 is pictured in Figure 3 and the January 2020 meeting in Figure 4.



Figure 3: The Site Core Planning Team – June 2019



Figure 4: The Site Core Planning Team – January 2020

The group of stakeholders who met for the Stakeholder Engagement Workshop in December 2018 is pictured in Figure 5.

The names of the people who participated in the planning process are captured in Annex A – the SCPT, and Annex B – the stakeholders who attended the stakeholder engagement workshop.



Figure 5: Key stakeholders who attended and participated in the stakeholder's workshop

2.4 How to use the GMP

Once validated the GMP is to form the basis upon which all management is implemented on and related/adjacent to the Park. Any management actions falling outside the framework of the GMP will need to be well motivated and subjected to prior approval. Park management must be regulated, guided, assessed and monitored on the basis of the GMP. The Chief Warden is to use the GMP as the basis for regular Park management meetings where progress against each management action is assessed and reported on. Each Management Action in the GMP (see Section 7) has an indication of the “measure of achievement”. It is important that the Chief Warden ensure that each official designated as being accountable for implementation of the Management Actions delivers on these outputs.

The overall impact or outcome/s of the GMP will be measured on the basis of the Monitoring and Evaluation Plan (see Section 8). It is important that the Monitoring Actions in this section of the plan remain unchanged for the full duration of the GMP to ensure consistency of assessment. Any changes will compromise this consistency and this must be avoided, even if, for example, new technologies are introduced.

The GMP framework must remain unchanged for its full ten year life-span. Towards the end of 2029 a stakeholder workshop must be convened where performance against the GMP must be assessed within the context of natural, social, economic and governance dynamics that have evolved since the 2018 stakeholder workshop, and a new GMP framework must be established that reflects the lessons learned, both successes and failures, as well as the realities of the circumstances within and adjacent to the Park.

The Operational Goals and Management Actions must be reviewed by the Planning Team towards the end of 2020. If appropriate, Operational Goals may be amended, but it is likely that most of them will remain unchanged for the life-span of the GMP. The Management Actions are more likely to be revised and amended, particularly if these are once-off actions. Repeatable actions such as regular meetings, patrols, surveys, etc. may well remain unchanged. Potential changes to the Management Actions may be in the titles used for the designated officials and more accurate time and financial budgeting.

The Park's information management system, both hard copy and electronic, should be amended to reflect the structure of the GMP, allowing for the capturing and storage of correspondence, data, information and reports under the appropriate headings and sub-headings.

3 DESCRIPTION OF THE SIMIEN MOUNTAINS NATIONAL PARK

3.1 Historical Perspectives

The world-famous dramatic vistas and landscape of the Simien Mountains are the result of millennia of severe erosion of a formerly immense volcanic landscape. This volcanic landscape was the result of tumultuous tectonic upheaval that started 75 million years ago when magma from the Earth's core raised up an 800 kilometre-wide dome of the Arabian-Nubian Shield spanning, what is today, the Ethiopian Highlands and the Arabian Peninsula.

This uplifting was followed by profound fracturing of the earth's crust, and an outpouring of huge quantity of basalt lava which, with a low viscosity, spread out in layers over a huge area. These layers built up over time to approximately 3,000 metres deep. The bedrock for these layers of basalt is Mesozoic stone and limestone from 250 million years ago that formed a 500m thick cover over the original Precambrian crystalline basement.

Between 40 – 25 million years ago this area of northern Ethiopia saw the emergence of four shield volcanoes (Kieffer et al. 2004) named Choke, Gugufu, Guna, and Simien. The Simien shield formed 30 million years ago and covered 5,000 km², with a base approximately 100 kilometres in diameter, approximately the same size as the base of Hawaii's Mauna Loa volcano (on the sea floor). Shield volcanoes are so-called as they form a shallow, shield-like profile from lava being continuously deposited in layers over a large area. This shape is in contrast to the stratovolcanoes such as Mount Kilimanjaro. On many of the exposed cliff faces it is easy to see the sequence of individual layers of flood basalt lava.

The core of the Simien shield volcano centred on a peak which is today known as KidusYared, with the surrounding peaks including Bwahit (4,430 masl), RasDejen (4,533 masl), and Silki (4,420 masl), having been peripheral cones on the slopes of the main volcano.

SMNP also features many "magmatic dikes" that are formed when magma flows into a fracture in the rock and then solidifies as a sheet intrusion. A dike is always younger than the rocks that contain it and they are usually nearly vertical, or at a high angle. The clearest example of a magmatic dyke is the narrow stone plinth that tourists cross to access the viewpoint of the Jinbar waterfall (see Figure 6). There are many examples of dikes, throughout SMNP, especially around KedusYared.

Starting approximately 25 million years ago, this dome split into three as tectonic movements, involving the Somali and Nubian plates pulling away from the Arabian Plate, created the Great Rift Valley. To the west, one part formed the Ethiopian Highlands. The second section formed the mountains of the southern Arabian Peninsula to the east. Approximately 11 million years ago, the central section descended, creating the rift that separates Africa from Arabia, resulting in the Afar depression that includes the Danakil depression, the Red Sea and Gulf of Aden.



Figure 6 : An example of a magmatic dyke near the view point of the Jinbar waterfall (© Kevan Zunckel)

The result of these massive geological upheavals is that the Ethiopian Highlands are the largest contiguous area of its elevation in the African continent, with little of its surface falling below 1,500 masl and including the RasDejen summit at 4,533 masl. This plateau is described as “the Roof of Africa” due to its height and expansive area. These highlands comprise 39.4% of the Eastern Afromontane biodiversity hotspot (CEPF, 2012).

3.2 Protected area status

The Simien Mountains has always been highly regarded for its spectacular scenic and natural beauty and as an important wildlife area. Starting in 1944, the area was managed as a royal hunting ground by the Department of Forestry, Game and Fishery under the Ministry of Agriculture that was created the same year. In 1966, a core area of 136 km² was declared as one of the two national Parks in Ethiopia along with Awash National Park(ANP) and gazetted in 1969. Based upon SMNP’s internationally important geological and wildlife values, it was declared a UNESCO World Heritage Site in 1978. The UNESCO WHS status still only applies to the original 136km² although the protected area was expanded to the west to include Limalimo and Mesarerya wildlife reserves in 2003 and east to include the peaks, Silki, KidusYared and RasDejen in 2007, bringing the total area of SMNP to 412 km². It is the only natural world heritage site in Ethiopia.

Figure 7 illustrates the original and newly extended areas of the Park.

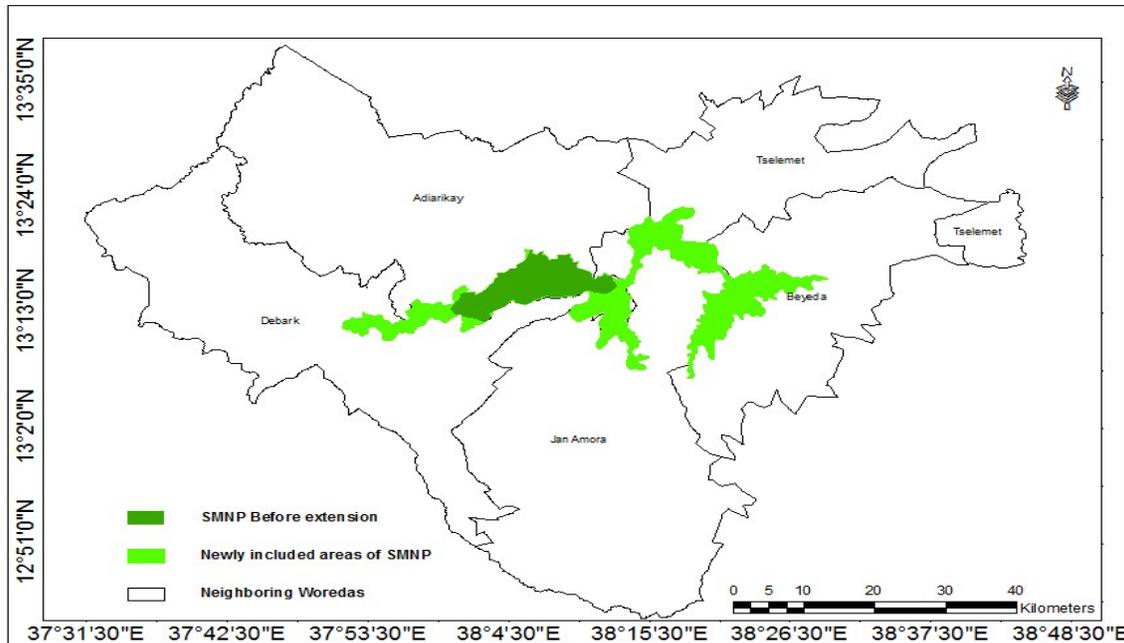


Figure 7: Map of SMNP showing areas of extension. (AWF, 2015).

3.3 Location and Extent

The SMNP, located in North Gondar Zone of the Amhara National Regional State (ANRS), 870km north of Addis Ababa, approximately 110km northeast of Gondar and with the entrance at Limalimo being 7km from the town of Debarq where the Park Head Quarters are located. It lies within the five Woredas of Adiarkay, Beyeda, Debarq, Janamora and Telemet, and borders 42Kebeles.

Formal management of the Park began with the establishment of the first national institution: Department of Forestry, Game and Fishery within the Ministry of Agriculture, in 1944. At that time, the concept of wildlife conservation was viewed as primarily the regulation of wildlife hunting. Thus, prior to 1960s the current area of SMNP was managed as a controlled hunting area and regarded as a Royal hunting ground (Falch and Keiner, 2000). Later, as land use pressure and hunting activities increased in the country, the need to conserve the resources through the establishment of wildlife conservation areas became apparent. The Ethiopian Delegation who attended a UNESCO General Conference held in Paris in 1962, presented Ethiopia's position to manage and develop national Parks and wildlife reserves in a better conservation status and to secure the preservation of their flora and fauna, provide centres of biological and ecological research, and contribute to the growth of the national economy, especially through the development of tourism and game cropping. Thereafter, two UNESCO missions visited the country in 1963 and 1965 and based on their findings, the SMNP was formally established in 1966.

3.4 Values

The SMNP has supreme ecological, economic, cultural and historical values. These values are proven attractions for tourism and could serve as important educational and research resources. In its current and relatively pristine condition, the Park produces and delivers a suite of vital life supporting goods and services that underpin the resilience of the social and economic livelihoods of adjacent communities, as well as those further afield.

3.4.1 Natural Values

The magnificent landscape scenery, stretching from the tip of lowland forest (at 1900 masl) to the Peak of RasDejen Mountain (4543masl); with vegetation ranging from montane forest, shrubland to sub-afro-alpine and afro-alpine zones; hosts a diversity of unique habitats and wildlife species. It's highest peak Mt. Ras Dejen, at 4543masl, is the height peak in the country and the fifth highest in Africa (see Figure 8).



Figure 8: Looking east towards Ras Dejen from Chennek within the Simien Mountains National Park (© Kevan Zunckel)

More than 1200 plant species have been recorded to date of which three are endemic to the Park, i.e. *Festuca gilbertiana*, *Rosularia simensis* and *Dianthus longiglumi*. Furthermore, four of these species are listed as threatened and 82 have medicinal properties. They are grouped into 78 genera and 52 families. Important plant species include *Ficus sur*, *Erica arboria*, *Lobelia rynchopetalum* (Giant Lobelia) (see Figure 9), *Festuca gilbertiana*, *Juníperos Procera*, *Cordia africana*, *Hagenia abicinica*, *Podocarpus falactus*, *Hypericum revolutum*, *Helicricium sp.*, *Olea africana*, *Prunes africana*, and *Ekebergia capensis*.

A total of 35 mammal species are found in the Park including 21 large and 14 small mammals (rodents and shrews). Of these, four large mammals, six rodent species and one shrew species are endemic to Ethiopia. Some of the large mammals in the Park include the Walia Ibex, Ethiopian Wolf, Gelada monkey and Menelik's Bushbuck, all local endemics; and other charismatic mammals such as Leopard, Klipspringer, Common bushbuck, Black and White colobus monkey, Anubis and Hamadryas baboons, Jackal, Hyraxes, Spotted hyena, and Caracal. Photos on the front cover of this GMP illustrate the Walia Ibex, Ethiopian Wolf, Gelada monkey; also known as the bleeding-heart monkey or the gelada baboon.



Figure 9: *Lobelia rhynchopetalum* (Giant Lobelia) with the dramatic landscape of the Simien Mountains in the background
(© Kevan Zunckel)

Avian diversity includes 137 species of birds recorded in the Park. However, observations by the Park staff give a higher figure of 182 species and there may be over 200 species in all (Falch and Keiner, 2000). Of these, six are endemic to Ethiopia namely the Abyssinian catbird (*Parophasma galinieri*), Ethiopian Siskin (*Serinus nigriceps*), Ankober serin (*Crithagra ankoberensis*), Spot-breasted lapwing (*Vanellus melanocephalus*), Abyssinian woodpecker (*Dendropicos abyssinicus*) and Abyssinian longclaw (*Macronyx flavicollis*). The Lammergeyer (*Gypaetus barbatus*), Red-billed croucher (*Pyrhacorax pyrrhocorax*), White-collared pigeon (*Columba albitorques*), White-winged cliff-chat (*Thamnota semirufa*), Rüppell's chat (*Pentholaea melaena*), Wattled Ibis (*Bostrychia carunculata*), Thick-billed raven (*Corvus crassirostris*) and Tawny eagle (*Aquila rapax*) are among the ecologically important bird species. The number of insect, amphibian and reptilian species are yet unknown in the SMNP.

The habitat diversity of the Park is illustrated in Figure 10 where the various natural and transformed land covers are depicted.

3.4.2 Hydrology

The Simien mountains are an important water catchment area from which a number of tributaries (including Zarima, Inzo, Ansiya and Buya rivers) rise and drain into the Tekeze river, which is a critical water source for downstream irrigation and livelihoods in the Humera area and the Sudan. Except for the Tekeze and Blue Nile/Abay Rivers, rivers in North Gondar are seasonal, flowing for only 3 to 6 months of the year and only after rainfall events. Thus, as the most upper catchments areas of tributaries to the Tekeze River are in the Park, it has an important role in maintaining perennial river flow. Overuse of this system would make the water flow seasonal, increase flooding risk and decrease dry season water availability. Thus, conservation and management of this watershed will maintain vital ecosystem processes that also contribute to ensuring food and livelihood security of the population residing in the catchment area and far beyond the Park boundaries, both regionally and internationally. These features are illustrated in Figure 11.

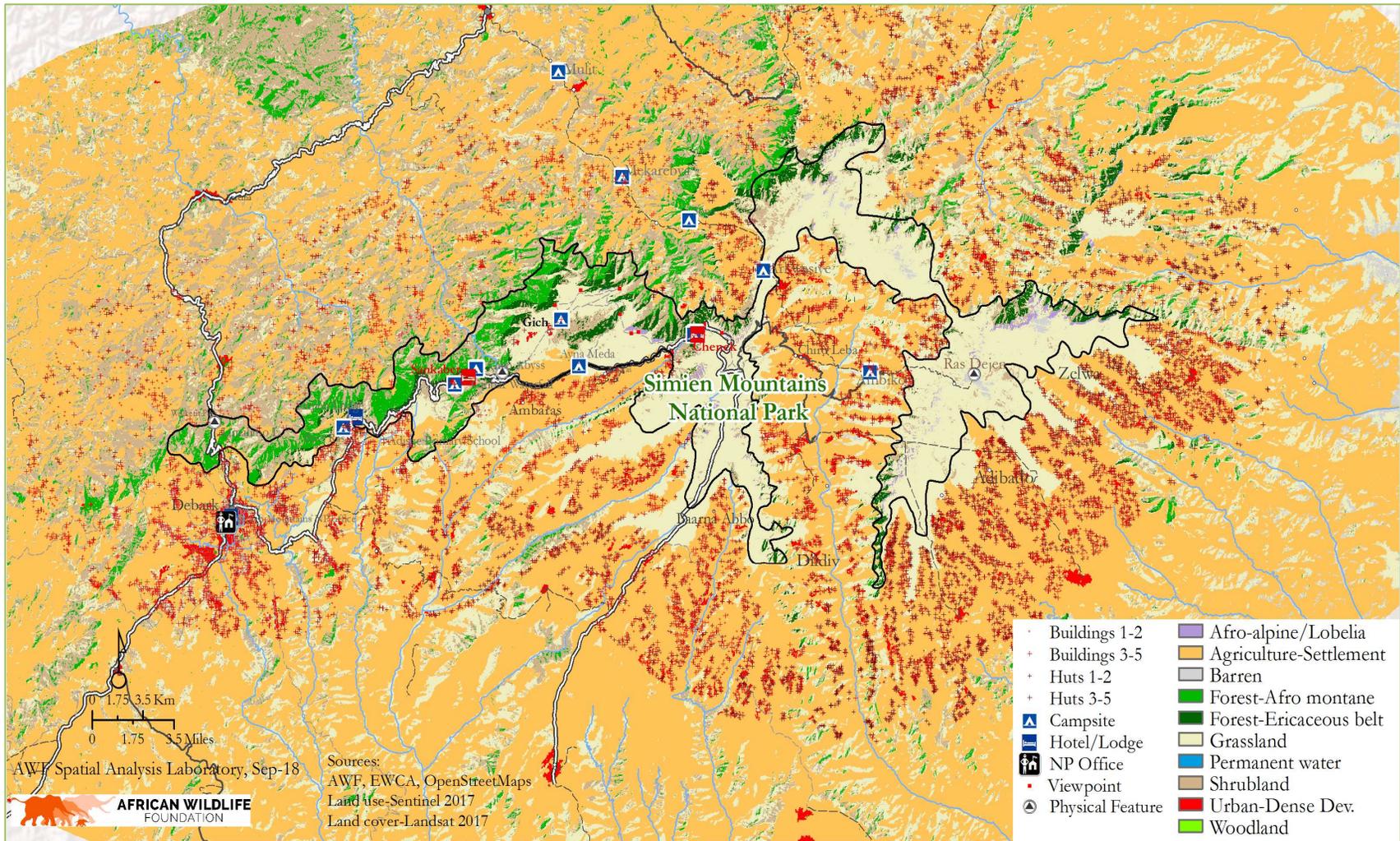


Figure 10: The land cover types of the Simien Mountains National Park

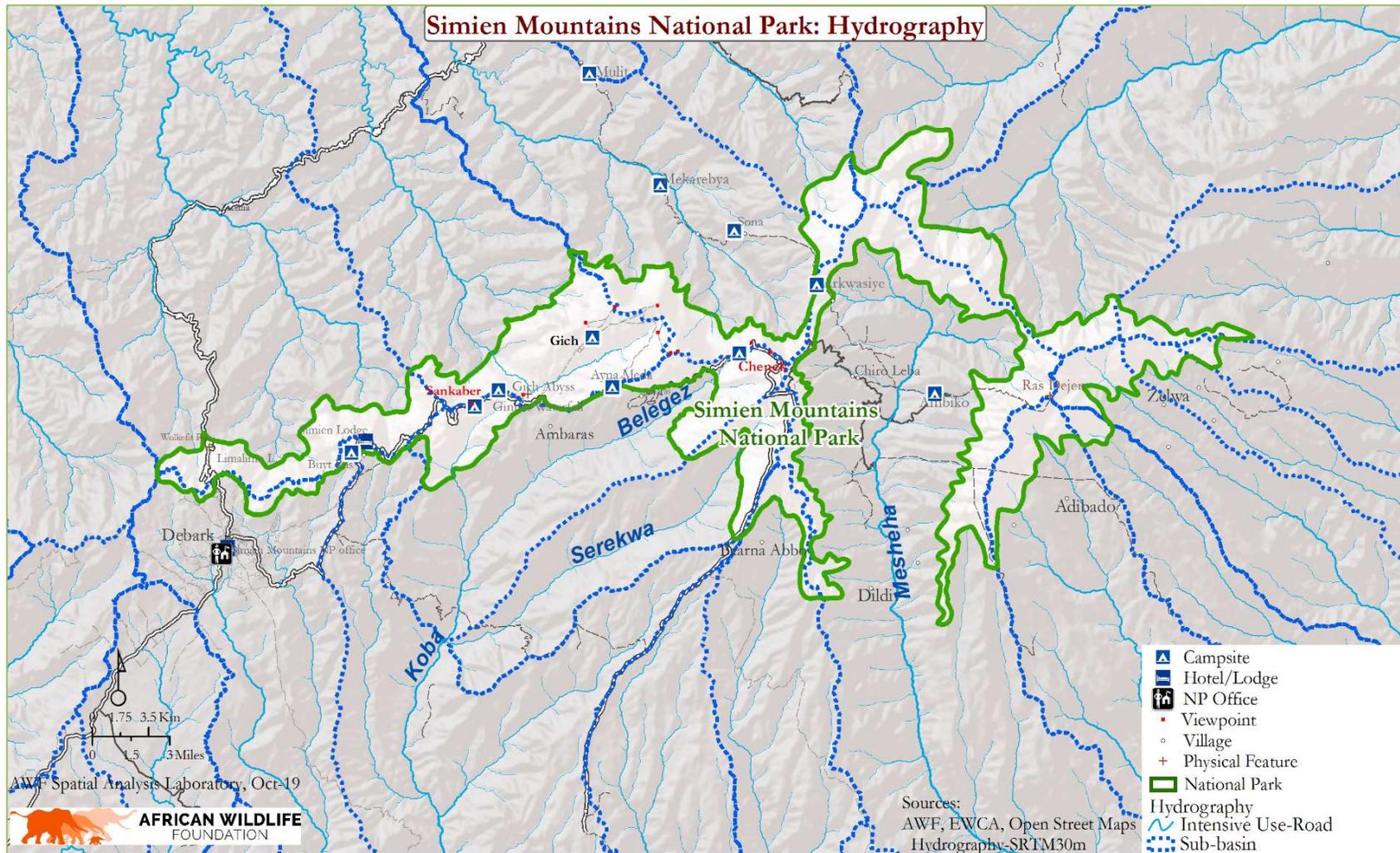


Figure 11: The hydrology of the Simien Mountains National Park

3.4.3 Scenic Values

The dramatic landscape of the Simien Mountains is mainly the result of volcanic activity ('Hawaiian-type') with the outpouring lava during the Oligocene period (approximately 40-25 million years ago). This volcanic activity resulted in area's steep escarpment extending in a SW-NE direction between 2,000 and 4,000 masl. Subsequent erosion has further delineated the highland plateau leaving deeply incised lowland valleys, gorges, and jagged mountain peaks. When not cloaked in mist or cloud, the cliffs of the escarpment offer outstanding views in all directions. In addition, the road that runs along the Limalimo escarpment, and which was built during the brief period of Italian occupation, offers spectacular views as you climb towards Debarq from Shire Endesilase and across the Tekeze valley.

3.4.4 Cultural Heritages

There are many religious sites in and around the Park, especially in Beyeda and Janamora. Others of great significance are:

Waliakend and KidusYared (spiritual sites)

Walia Ibex originally inhabited and are still frequently seen in many areas of Bwahit, Silki and around the Waliakend area in the Ras Dejen. There is a legend that Saint Yared brought the Walia Ibex, carrying his holy books, to the Simien Mountains. As a result the Walia Ibex is important in the folklore and oral literature of the Simien communities.

Old trade route (Axum-Lalibela)

The Simien Mountains are surrounded by ancient cultural centers like Aksum, Lalibela and Gondar. Axum and Lalibela are six walking days north of Simien and eight walking days southeast of Simien, respectively and SMNP was originally part of the old trade and pilgrimage routes between Aksum, Lalibela, Mekele and Gondar. The cultural history of SMNP and the local people inhabiting this area are thus enshrined in the areas importance as a part of this trading history that is much a part of Ethiopia's history as a nation. This history is as important to preserve as the other exceptional resource values of the Park.



Figure 12: A tourist drinking from one of the many sites of holy water along the old trade route (left) while another takes time to walk a portion of the route (right) (© Kevan Zunckel)

Additional historical, cultural and religious sites in and around the Park include Deresege Mariam, Beyeda-Eyesus, Debir Mariam, FinzeraraTekelehaymanot, Serebar Bale Egzaber and AbahanTsadkan. The holy water (*Tsebel*) sites, which include ChenekMedehanialem, Aba SadikAmba, and Aba Samuel, are usually used by neighbouring and distant Ethiopian Orthodox Christian followers.

3.4.4 Socio Economy

Tourism benefits

Tourism generates Park revenue as well as profitable domestic industries, hotels, restaurants, transport services, souvenirs, and other services (e.g. scouts, cooks, porters and guides). It can therefore significantly improve the quality of life of the communities living around the Park and reduce the dependence (and hence pressure) on the Park's natural resources. Hence, this GMP includes a management objective that will bring about improved management of Livelihoods and Tourism development and related activities. The SMNP is one of Ethiopia's major destinations for visitors from abroad, thus, bringing in foreign currencies, which are essential for economic development at both national and local levels. Tourism has shown significant improvements in terms of benefiting both the Park and the enablers at national and local level. Tourist numbers have increased from 14,016 in 2009/2010 to more than 25,000 in 2018/19. Income generated from tourism is about **ETB 7 million** to central treasury in 2018/2019 and more than **ETB 27 million** to locally established community businesses.

Climate stabilization

The conservation and preservation of the resources and ecosystem processes in the Park has a stabilizing effect on the eco-region, including the Park and the surrounding degraded areas (Nievergelt et al, 1998). Vegetation cover has a major role in regulating soil temperatures and temperatures from the soil to 2m above the surface, as well as water retention and, hence, downstream hydrological dynamics. Vegetation cover, especially forest and other areas with large woody biomass, is also a regulator of local and global climate change through carbon sequestration, moisture retention and temperature regulation. It is also partially the case that the potential for already degraded areas to recover is determined by the biodiversity protected in the Park as these species and populations provide a source of genetic diversity, seed dispersal and migration.

Climate change reference site

The Simien Mountains, as part of a highland ecosystem, are one of the most vulnerable on the planet to the earliest effects of global and local climate change and, with no higher areas available for biodiversity to migrate as temperatures increase. Thus, the SMNP provides an ideal and important reference site for monitoring climate change and validating climate prediction models before effects are observed more widely. This 'early warning system' is also critical for devising mitigation measures to protect natural resources and ecosystem processes that are likely the first to be affected by global warming and, hence, reduce the future risk to communities that depend on them.

3.4 Ecological zones

In their comprehensive book, Puff & Nemomissa (2005) state that there are two vegetation types, Afroalpine Vegetation in the highlands and Afromontane Vegetation in the lowlands, with the Ericaceous forests as a transition zone between the two. However, because of the altitudinal range of SMNP, three major habitat types are recognised:

1. Montane Forest (1,900 - 3,000 masl)
2. Sub-Afroalpine/Ericaceous Belt (2,700 – 3,700 masl)
3. Afroalpine (3,700 – 4,533 masl)

Montane Forest (1,900 - 3,000 metres)

Dominated by juniper trees (*Juniperous procera*), together with *Hagenia abyssinica*, *Olea africana*, *Cordia africana*, *Szygium guineense*, and *Ficus* species, these montane forests occur on the lower reaches of the escarpment in the norther and western areas of SMNP. In some forest part, understory is dominated by *Solanum sessilistellatum*, that, although indigenous to Ethiopia, is considered invasive in SMNP; the Abyssinian rose (*Otostegia integrifolia*), endemic to the Arabian Highlands in Yemen, *Rosa abyssinica*, yellow primrose *Primula verticillata*, *Urtica* or nettles, and herbs such as *Thymus* and *Alchemilla*.

These diverse forests house a plethora of biodiversity within SMNP. Anecdotal reports suggest that the area of these forests have been significantly reduced through pressure from grazing, clearing for agriculture, and human settlements. Conserving the remaining forest patches is vital, although some, as in Figure 13, remain inaccessible and are important refugia.



Figure 13: Montane forest in the Simien Mountains National Park (© Kevan Zunckel)

Sub-Afroalpine/Ericaceous Belt (2,700 – 3,700 metres)

This belt of Giant Heather (*Erica arborea*) is widely distributed in southern and Eastern Europe, North and East Africa and a few countries in West Asia (Harvey & Barstow, 2017) and has a conservation status of Least Concern according to the IUCN Red List. However, because of slow reproductive and growth rates, it is at risk of over harvesting for fuelwood and building material, as well as illegal grazing within the forests impacting on regeneration. Therefore, their threat status locally may well be greater than that given to the species globally.

In Ethiopia, *E. arborea* is mostly found on the steep escarpments of SMNP, although there are stands of *Erica* forests scattered on the high plateau within the Park. In parts of the Afromontane area and at altitudes greater than 3000masl, there are stands of *E. arborea* that reach 5 meters in height (see Figure 14).



Figure 14: *Erica arborea* or Giant Heather near Sankabar at an elevation of 3200 masl (© Kevan Zunckel)

Afro alpine (3,700 – 4,533 metres)

This high altitude habitat is characterised by the giant lobelia *L. rhynchopetalum*, which is endemic to the Ethiopian Afro alpine ecoregion and is one of the 21 giant lobelia species of eastern Africa (see Figure 14). This species is an example of adaptive radiation on individual mountains in Eastern Africa (Geleta, M. and Bryngelsson, T. 2012).

These dramatic, perennial plants, with their inflorescence, can reach up to 12 meters tall and are most prominent and noticeable in the Afro alpine part of the Simien and Bale mountain ecosystems. The plant has an unbranched stem with a large pith and thick and leathery leaves. Along with being frost tolerant, these features are considered adaptations to the high altitude tropical environment. Once the plant has flowered and set seed, it dies, leaving a tall hollow and dried-out stem. The seed capsules contain a huge number of tiny yellow seeds that are easily dispersed by wind.



Figure 15: Giant lobelia (*Lobelia rhynchopetalum*) at 3800masl (© Kevan Zunckel)

The Afro alpine habitat, known locally as “guassa”, has an understory comprised of *Festuca* grass, and everlasting flowers, or *Helichrysum* species. The understory is home to extremely high densities of Alpine small mammals that dominate the cold and seemingly bleak plateau. These rodents perform key ecological functions, grazing the grasslands and overturning soil and mixing in organic matter, helping recycle nutrients. These rodents are, in turn, the primary prey of the Endangered Ethiopian Wolf (*Canis simensis*).

4 SITUATIONAL ANALYSIS

A detailed situational and stakeholder analysis was undertaken by the SCPT from the 21st to the 24th of October 2018. The sustainability development approach was used to assess the external and internal dynamics related to natural, social, economic and governance factors influencing the management of the SMNP. The presence of charismatic wildlife and unique landscapes, together with cultural and historical settings contribute to both biodiversity and cultural conservation significance of the SMNP and its surroundings.

Although there are a numbers of threats to the integrity of the Park, the ecological monitoring reports reveal the heathy habitats, functioning ecosystem and a stable population trend for key species such as the Walia Ibex, Ethiopian Wolf and Gelada Monkey. However, effective and sound scientific conservation measures that are socially acceptable are needed in order to tackle existing conservation threats in the SMNP. The recently updated Tourism Development Plan provided detailed insight and recommendations based on global best practices and regional context speaking to the development and management of tourism according to global standards. The presence of two high-end lodges, the Simien and Limalimo lodges have significantly contributed to the development of tourism in the Park. They are established on the basis of concession agreements with EWCA.

Despite the presence of unique wildlife and landscapes, poor information and management systems have impacted on the delivery of good tourism and information services. The absence of regular capacity building of staff is a key shortfall to proper implementation of the GMP. Partners such as KfW, AWF and the Austrian Development Agency (ADA) are being expected to provide financial and technical supports to the implementation of the GMP until the end of 2022. Medium to long-term financial sustainability needs to be established as indicated in management objective six and the Business Plan (BP) (see Section 9) to address this challenge. The situational analysis report is provided in the Annex C.

5 VISION AND MANAGEMENT OBJECTIVES

The Vision and Management Objectives provide the framework for the GMP and need to remain unchanged for its ten year lifespan (2020 - 2030).

5.1 Vision

The Vision that was derived at the Stakeholder Workshop in December 2018, in consultation with relevant stakeholders and is in answer to the question “what do we want the Simien Mountains National Park to look like ten years from now?” is as follows:

By 2030, in partnership with communities and other stakeholders, the unique biodiversity, culture, and landscape of the Simien Mountains National Park are conserved, and the critical ecosystem goods and services are maintained as drivers of sustainable economic development for the benefit of all.

required.

- **...in partnership with communities and other stakeholders**, implies that in order to enhance efficiencies it is essential that the Park reaches out to strategic partners who can assist and

contribute to implementation of many of the management actions. For example, the police and the military can assist with training and equipping of Scouts, as well as law enforcement; research institutions and Universities can assist with providing guidance and research capacity; local administrations can contribute to ensuring the sustainable use of rangelands adjacent to the Park as well as ensuring good relationships with adjacent communities. Its ultimate aim is to ensure collaborative management with local communities and relevant stakeholders.

- **...unique biodiversity, culture, and landscape**, as can be seen in the description of the values of the Park in Section 3.4, there are particular biodiversity, cultural heritage and landscape features that require particular management attention to ensure that they persist. While most biodiversity features will persist where ecological functionality is maintained, there are those features that require additional investment.
- **...maintaining the critical ecosystem services**, referring to the protection of critical ecosystems to enhance the numerous ecosystem goods and service provision to the neighbouring community and beyond. The significant ecological zones in the SMNP discussed in Section 3.4, are the principal ecosystem goods and service providers. The strategic location of the Park on the watershed of a number of important water catchments is recognised in its capacity to deliver important water related ecosystem goods and services, together with a suite of others that are tangible and intangible, quantifiable and unquantifiable.
- **...a driver for sustainable economic development**, Ethiopia has shown fast economic growth in the past few years and this is expected to continue. Economic development needs to be sustainable; balancing the natural, cultural, social and governance components of the environment within which the Park is located. The SMNP and its neighbours play a vital role in ensuring sustainable economic development of both the Park and the surrounding community and at large.
- **...benefit of all**, the Park generates many tangible and intangible benefits that are of local, national and global significance. Aspects such as global warming and climate change as well as the persistence of rare and endangered species are all of global significance, while access to natural and cultural resources is important for local communities. The significant contribution well managed natural areas can make to social well-being and resilience has been widely published and accepted and the SMNP does this in many ways.

5.2 Management objectives

The next step in the development of hierarchical management statements was the unpacking of the Vision into Management objectives. Six Management Objectives were derived and are listed in order of priority. The prioritisation process was part of the Stakeholder Workshop and provides an indication of what the stakeholders see as being of greatest importance. The numbers in brackets are the number of votes that each Management Objective received in the prioritisation process.

- 1 In partnership with communities, ensure the conservation of biodiversity, sustainable use of natural resources, and protecting ecosystem services from external pressures and climate change. **(56)**
- 2 Ensure that the Park and the surrounding areas have the capacity to generate enough economic activities through improving and diversifying its products and services as well as marketing and promotion. **(46)**

- 3 Develop research based and integrated natural, cultural and religious assets management, utilization, promotion and law enforcement for sustainable conservation and use. **(44)**
- 4 Ensure community and stakeholder partnership for effective conservation management. **(15)**
- 5 Strengthen shared governance of SMNP through improved capacity, adaptive processes, effective security. **(12)**
- 6 Work to enhance the financial sustainability of the SMNP on an on-going basis. **(8)**

Despite the outcome of the prioritisation process, the stakeholders agreed that in order to secure the integrity of the Park, it is essential that all six Management Objectives be implemented as per the GMP and that resources need to be secured to ensure that this happens.

Acknowledging the overlaps between the Management Objectives it was necessary to focus them as follows:



6 Zonation

The zonation of the Park largely followed the guidelines provided by Thomas and Middleton (2003) although some adaptations were necessary based on some entrenched terminologies and realities on the ground. The zones that were identified and the agreed definitions for the SMNP are listed and discussed below and are illustrated in the map in Figure 16. Where zones overlap, those of greatest impact are given preference. For example public roads are zoned as Intensive Use Zones and these cross over and impact on the other zones. Figure 16 illustrates the locality and extent of the various zones within the Park.

6.1 Core Areas

Core Areas are zoned as such as they contain outstanding, special or unique values – e.g. historic, cultural and important natural areas such as montane forest, afro alpine and sub afro alpine as the critical habitat for Walia Ibex, Ethiopian Wolf, Menelik's Bushbuck, Gelada Monkey and Leopard. These all include home ranges for these species and which should be given priority for protection and intensive conservation management. The representative sites in SMNP include the Gich plateau, Chennek and Bwahit areas, and mountain escarpments of the entire areas from Limalimo to Ras Dejen Mountain and surrounding areas which have values that dictate their designation as core areas.

Permitted activities may be low level and strictly controlled tourism access, research and management access for the sake of providing interpretative services, patrolling and monitoring. Specific management actions aimed at ensuring the persistence of the values of these Core Areas are essential. The development of infrastructure to support and control visitors may be required, such as pathways, board walks, interpretive signage, etc.

The **benefits** that accrue from these core areas are the protection of outstanding historical, cultural, and natural values and assets that will increase the persistence of the key species, improve ecological functionality, enhance income through tourism and maintain value for local communities.

Prohibited activities in these zones are resource extraction (quarry, sand, grass cutting, logging, beekeeping, hunting, grazing, medicinal plants, and other activities prohibited by law) and permanent constructions (e.g. roads other than trails, lodges, and settlements).

6.2 Limited Use Zone

Limited use and/or development would be permitted in this zone, but must not be detrimental to the special or unique values of the Park. An important purpose of this zone is to cater for certain types of recreational use, thereby relieving pressures on core areas. In all cases use and/or development should have minimal impact and serve only the immediate users of the designated area.

In the case of SMNP the balance of the Park other than Core, Intensive Use, and Sustainable Community Use zones falls under the Limited Use Zone. These include the grassland areas and sites where communities harvest medicinal plants as these are large areas. Due to their paramount ecological significance, some afro-alpine festuca grassland areas are also utilized by local communities so that they also fall under this zonation.

Permitted Activities in the Limited Use Zone are low level tourism with a focus on guided and self-guided access on tracks and trails, as well as one or two high-end luxury serviced camps. Other tourism infrastructure such as camp sites, viewpoints and signage may be permitted. From a management perspective activities will include research, resource management such as fire management, invasive plant control, restoration actions, patrolling and monitoring. Some strictly controlled resource extraction may be allowed such as the harvesting of grass on a 'cut and carry' basis as well as bee keeping.

Benefits from areas zoned as Limited Use will be the protection of outstanding historical, cultural, and natural values and assets through broad ecosystem and habitat management, thus also enhancing ecosystem functionality and the persistence of the key species as indicators. Enhanced income generation from tourism and improved relationships with neighbouring communities will also be realised.

Prohibited activities include any form of resource extraction such as quarrying, sand mining, logging, hunting, and other activities prohibited by law). Permanent constructions, such as public roads and communication towers would be inappropriate in areas zoned as Limited Use.

6.3 Intensive Use Zones

In many more strictly protected areas, this zone would be inappropriate. Its purpose is to accommodate major roads, hotels, staff accommodation, Park management and service facilities. The goal should be to avoid creating zones of this kind in or near areas containing special or unique values or that exemplify an ecosystem type. In many protected areas, the current trend is to move more intensive development to areas outside the boundary altogether.

In the case of SMNP, the main road that extends from Debark to Janamora and Beyeda (until the realigned road is opened), the road from Jamamora to Beyeda (not expected to be realigned in the short-term) are zoned in Intensive Use. Existing lodges such as Limalimo and Simien lodges, and future lodges, telecommunication towers and powerlines, existing settlements (until resettled) and water points on the periphery are other disturbance agents that are zoned as Intensive Use.

Permitted Activities are management infrastructure such as offices and staff accommodation, security outposts, access control points, visitor facilities such as lodge and an interpretative centre; access roads that serve both management and visitors as well as the public; communication infrastructure such as communication towers; and power lines. Where settlements occur in the Park at present they should be zoned as Intensive Use but with a view to resettlement outside the Park, the rehabilitation of the areas and their re-zoning. All developments and activities accommodated in this zone must be developed and managed according to sound environmental management principles that minimise their impact on the Park and its values.

Benefits would be mainly associated with access to and through the Park, and the increased potential for income generation through Public Private Partnership (PPP) agreements related to tourism developments and activities, as well as enhanced management.

Prohibited activities would be the usage of horns or sounds while driving, driving beyond the speed limits (30 km/hr) and outside of permitted times (18h00 to 06h00), littering, driving beyond designated roads and disrespect for wildness and wildlife which results in road-kills. The setting of fire is prohibited as is the collection and removal (trafficking) of plants or animals or any parts thereof, alive or dead. The transporting and carrying of fire arms through the Park is limited to Park staff authorised to do so. No domestic pets are allowed to accompany staff, visitors and/or the public into the Park. These rules will be communicated by signpost and brochures, and apply throughout the Park and across all zones.

6.4 Sustainable Community Use Zones

These are very small existing pockets of cultural and sacred/religious sites in the Park to which local communities have strong attachments. Allowing access to these sites is a matter of human right to neighbouring communities who have link to the sites. In SMNP these include holy water (*Tsebel*), Sacred sites, and old churches, which are in the peripheral parts of the Park.

Permitted activities relate specifically and are limited to access for religious and cultural purposes. Strictly controlled visits by others such as tourists may be accommodated as long as this does not compromise the spiritual and cultural values of these sites. Management activities related to the preservation of these sites, the control of access, research and monitoring may be permitted. The development of infrastructure specifically aimed at managing access may be permitted. This may even include traditional food and beverage facilities to service visitors if this fits within the context of the site.

Benefits would relate to the maintenance of cultural heritage features while enhancing relationships with neighbouring communities and opportunities for income generation from tourism.

Prohibited activities would be anything that may compromise the spiritual and cultural significance of the sites such as loud music (unless this is part of a religious or cultural activity), graffiti that would deface the sites, the removal of artefacts and disrespectful behaviour.

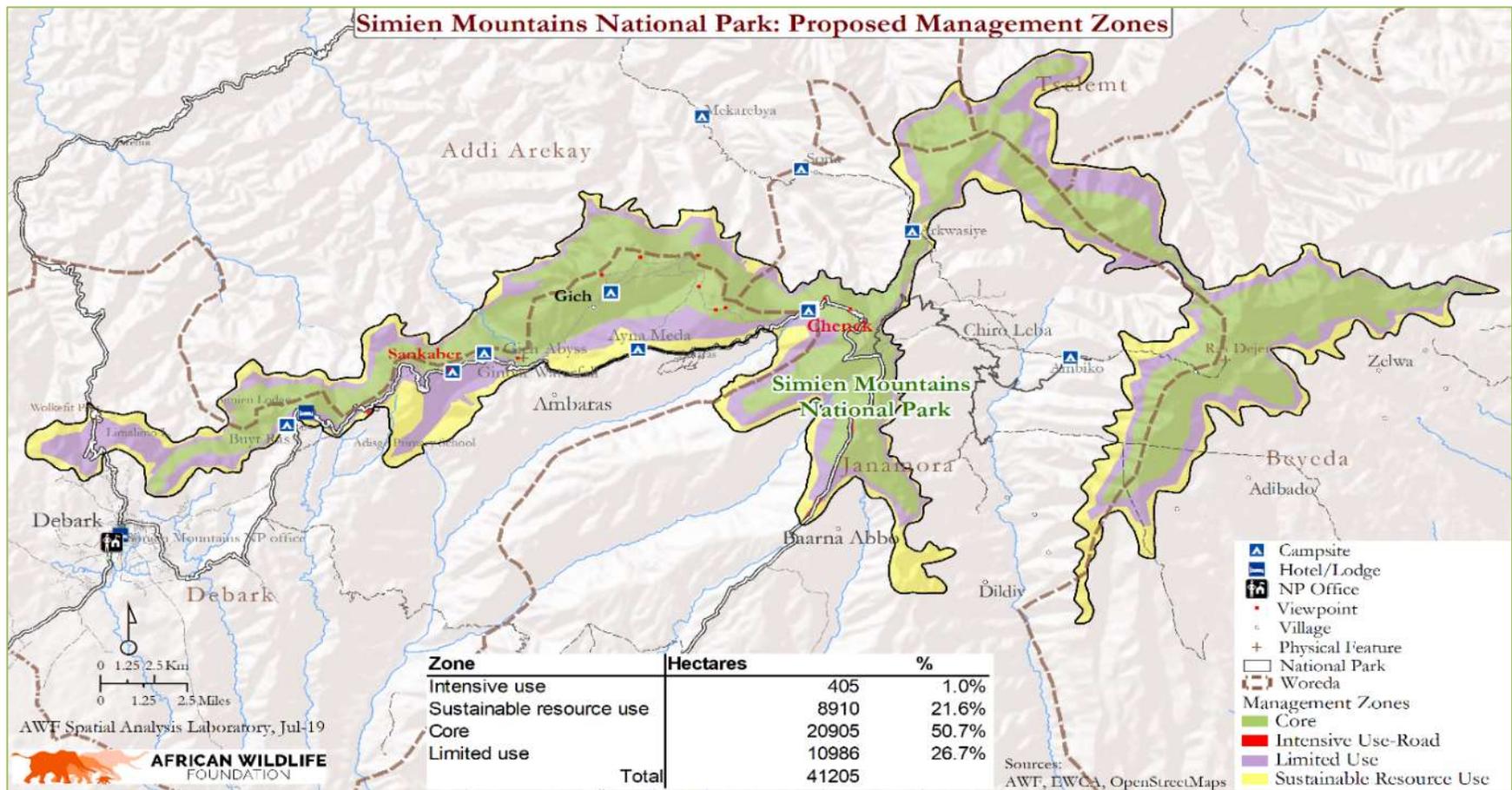


Figure 16: The management zones of the SMNP

7 Operational Goals and Management Actions

The ten year GMP framework was refined by breaking down each of the Management Objectives into a series of Operational Goals according to the S.M.A.R.T. rule, i.e. each Operational Goal is specific, measurable, attainable, realistic and time bound. Importantly the formulation of these statements has recognised and worked with the tension created between that which is realistic based on available resources, and that which is realistic based on the realities of the conservation needs. In other words if these statements were restricted by the limited availability of resources and were not stretched or challenged by the need to achieve conservation targets, management effectiveness would continue to be compromised. It is therefore essential that every aspect of this GMP be supported to the fullest extent.

The breakdown of each Operational Goal into a series of Management Actions has provided the detail at a level at which Park Management will be able to take day-to-day management decisions and track their implementation, holding designated officials accountable. Where actions are allocated to positions that are currently vacant, the Chief Warden and the other two Wardens must ensure that the actions are delegated appropriately.

The principle of delegation to the lowest possible position has been applied throughout. Additionally resource allocation has been applied carefully to ensure that management efficiencies are built in to the GMP. Any reduction in resource allocation will therefore impact on Park Management’s ability to implement the GMP to the full.

The timeframes applied to the Management Actions are in quarters beginning at the 1st quarter of 2020 and ending at the 4th quarter of 2022. It is imperative that the Management Actions are revised within the 4th quarter of 2022 to ensure that a new Action Plan is derived for the next period of at least 12 months, but no more than 36 months.

The Operational Goals and their Management Actions are presented below within the framework of their respective Management Objectives from Table 2 to Table 7. Park Management has access to these tables in MS Excel format which will enhance their capacity to revise and amend them when appropriate. A summary of the Management Objectives and their related Operational Goals is provided Table 1 below.

Table 1: A snapshot of the GMP's Management Objectives and Operational Goals

MANAGEMENT OBJECTIVE 1: In partnership with communities, ensure the conservation of biodiversity, sustainable use of natural resources, and protecting ecosystem services from external pressures and climate change
Operational Goal 1.1: Revise, update and implement the Grazing Pressure Reduction Strategy to attain 92% of 22000 ha grazing-free and halt livestock encroachment into the Park by the end of 2022 and on an on-going basis.
Operational Goal 1.2: Improve resource protection through strengthened law enforcement to reduce the incidence of illegal activities within the SMNP and its buffer zone to a frequency of once/week by the end of 2022.
Operational Goal 1.3: Develop and implement a fire management strategy to prevent the incidents of non-management fires in the SMNP by 2023 and on an on-going basis.

Operational Goal 1.4: Ensure the containment of legal settlement and agricultural areas in the SMNP and prevent the encroachment of illegal settlement and agriculture in the Park (100%) and its buffer zone (80%) through implementation of the national Community Engagement Strategy on an on-going basis and by 2030.
Operational Goal 1.5: Following the guidance of EWCA Head Quarters and UNESCO guidelines, establish the SMNP Buffer Zone by Feb 2022 and ensure its maintenance on an on-going basis.
Operational Goal 1.6: Prepare the re-nomination dossier and follow up the nomination of the expanded Park areas by UNESCO by the end of 2022.
Operational Goal 1.7: Ensure that by the end of 2030, 50% of the degraded areas within the SMNP are substantially rehabilitated to the point that they are capable of optimally delivering watershed services.
Operational Goal 1.8: Address the cross-breeding and disease threats to the Ethiopian Wolf in the SMNP as per the national Ethiopian Wolf Conservation Strategy to ensure that the population will increase by 60% of the current population size by 2030.
Operational Goal 1.9: Develop and implement a solid waste management strategy to substantially reduce the incidence of solid waste pollution in the SMNP by 2022 and on an on-going basis.
MANAGEMENT OBJECTIVE 2: Ensure that the Park and the surrounding areas have the capacity to generate enough economic activities through improving and diversifying its products and services as well as marketing and promotion
Operational Goal 2.1: Plan for tourism product development and diversification to ensure highest experience for tourists in Beyeda, Janamora, Telemt and Adirkay by end of 2023
Operational Goal 2.2: Undertake tourism marketing and promotion on an on-going basis so as to increase the tourist numbers by 60% by the end of 2030
Operational Goal 2.3: Improve the capacity of local tourism service providers (local guides, cooks, militias, ecotourism association members and hotel owners and employees) to enhance the quality of service delivery and to increase satisfaction of the tourists on an on-going basis.
Operational Goal 2.4: Strengthen and implement visitor's management systems to enable tourism businesses, track visitors, and enforce protocols by the end of 2020 and on the ongoing basis.
Operational Goal 2.5: Develop tourism infrastructure such as ticket office, trails, campsites, viewpoints and community lodges by the end of 2023 according to best practice guidelines provided by KfW disposition fund and maintain on an on-going basis.
Operational Goal 2.6: Investigate and facilitate agreements to establish Payment for Ecosystem Services (PES) opportunities and agreements by the end of 2021 and ongoing.
Operational Goal 2.7: Ensure the development and implementation of alternative livelihood opportunities for local communities to significantly reduce dependency on the natural resources of the Park and to enhance their livelihoods on an on-going basis.
MANAGEMENT OBJECTIVE 3: Develop research based and integrated natural, cultural and religious assets management, utilization, promotion and law enforcement for sustainable conservation and use.
Operational Goal 3.1: Secure research partnerships to address urgent research needs covering the natural, cultural and socio-economic research components of the SMNP and its surroundings, and facilitate the development of research partnerships by end of 2020 and on an on-going basis.
Operational Goal 3.2: Undertake long-term research designed to provide management recommendations to secure the integrity of the populations of Walia ibex, Gelada monkey and Ethiopian wolf in the Park and adjacent areas, as well as the vegetation dynamics and cover change of Afro alpine and sub Afro alpine plant species.
Operational Goal 3.3: Undertake long-term research designed to provide management recommendations to secure the integrity of the populations of Walia ibex, Gelada monkey and Ethiopian wolf in the Park and adjacent areas, as well as the vegetation dynamics and cover change of Afro alpine and sub Afro alpine plant species.
MANAGEMENT OBJECTIVE 4: Ensure community and stakeholder partnership for effective conservation and management.
Operational Goal 4.1: Strengthen the Park Advisory Committee (PAC) and ensure that quarterly meetings are held at the Kabele level and bi-annually at the Woreda level.
Operational Goal 4.2: Establish and maintain pro-active mechanisms and partnerships with law enforcement agencies in order to enhance law enforcement within the Park on an on-going basis.
Operational Goal 4.3: Ensure the management of Human-wildlife conflict occurrences and implement identified HWC mitigation techniques as and when needed on an on-going basis
Operational Goal 4.4: Develop and use a structure to strengthen collaboration and partnerships with NGOs, CSOs, CBOs, tertiary institutions and donor agencies by the end of 2021 and on an on-going basis
Operational Goal 4.5: Facilitate processes to enhance community livelihoods through the identification of beneficiaries and the provision of incentives, such as potable water, fuel efficient stoves, etc., on an on-going basis and according to the guidance provided by the national Community Engagement Strategy.

MANAGEMENT OBJECTIVE 5: Strengthen SMNP management through improved capacity, adaptive processes and effective security
Operational Goal 5.1: Develop and maintain Park infrastructure such as outposts, sub headquarters, radio network etc. for effective Park operations in SMNP by 2030.
Operational Goal 5.2: Ensures that skills development activities are addressed to develop highly functioning human resources in the SMNP by 2022 and on an on-going basis.
MANAGEMENT OBJECTIVE 6: Work to enhance the financial sustainability of the SMNP on an on-going basis.
Operational Goal 6.1: Initiate, contribute to and participate in efforts to create the legal and policy framework that will stimulate and allow a business approach to the management of the Park on an on-going basis.
Operational Goal 6.2: Establish and maintain a high work ethic that ensures optimum efficiency in every aspect of park management on an on-going basis.

7.1 Management objective 1: Biodiversity conservation

Table 2: Operational Goals and Management Actions for Management Objective one

Milestone	1.1 Revise, update and implement the Grazing Pressure Reduction Strategy to attain 92% of 22000 ha grazing-free and halt livestock encroachment into the Park by the end of 2022 and on an on-going basis.													Measures of achievement/output								
	Actions required	Responsibility	Who is required to cooperate	# of days	What resources are required	Cost in ETB/year																
						2020	2021	2022	2020			2021			2022							
									Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4		
Grazing plan implemented	1.1.1 Continue to implement the existing GPRS through awareness creation using existing liaison structures.	Community and Tourism Warden	Ecology Expert Community Expert Chief Scout and the Scouts Community Leaders Woreda and Kabele Administrators		No additional budget required.																Minutes of liaison structures confirm the discussion and distribution of awareness raising material.	
	1.1.2 Continue to implement the GPRS through regular law enforcement actions/patrols as covered in OG 1.2.	Protection and Monitoring Warden	Ecology Expert Community Expert Legal Expert Chief Scout and the Scouts Community Leaders Woreda and Kabele Administrators		No additional budget required.																	Scout reports
	1.1.3 Facilitate an expert workshop, including a field assessment, to review, revise and update the GPRS.	Protection and Monitoring Warden	Ecology Expert Community Expert Legal Expert Chief Scout and the Scouts	15	Field assessment: Per diems for Experts (6 people * 10 days * ETB 300) Travel (1400km * ETB20/5) Expert workshop: Per diems for Scouts (6 people * 5 days * ETB 450) Travel (ETB 200 * 5 people)	38,100.00																Draft revised GPRS
	1.1.4 Distribute the draft revised GPRS to relevant stakeholders for review and comment through the Kabele level PAC.	Protection and Monitoring Warden			No additional budget required.																	PAC minutes confirm discussion and distribution of the draft revised GPRS
	1.1.5 Produce a final version of the revised GPRS for presentation to stakeholders for validation.	Protection and Monitoring Warden	Ecology Expert Community Expert Legal Expert Chief Scout and the Scouts	2	No additional budget required.																	Final version of the GPRS
	1.1.6 Present the revised GPRS to the Kabele PACs for validation.	Protection and Monitoring Warden			No additional budget required.																	PAC minutes confirm presentation and endorsement of final GPRS
	1.1.7 Arrange and facilitate a workshop with relevant stakeholders to review existing bylaws against the requirements of the revised GPRS.	Protection and Monitoring Warden	Ecology Expert Community Expert Legal Expert Chief Scout and the Scouts Community Leaders Woreda and Kabele Administrators Wordea and Kabele Legal Experts	10	Per diem (100 people * 4 days * ETB450) Travel (ETB 200 * 100 people) Catering (100 people * 2 days * ETB150)		230,000.00															Bylaws amended according to revised GPRS requirements
	1.1.8 Implement the revised GPRS using existing structures for awareness creation and law enforcement	Community and Tourism Warden	Ecology Expert Community Expert Chief Scout and the Scouts Community Leaders Woreda and Kabele Administrators		No additional budget required.																	PAC minutes and Scout reports
	Sub total						38100	230000	0													

1.2 Improve resource protection through strengthened law enforcement to reduce the incidence of illegal activities within the SMNP and its buffer zone to a frequency of once/week by the end of 2022 and on an on-going basis												
Illegal activities halted	1.2.1 Maintain effective patrolling system to control illegal activities. Patrolling is on foot for 8 hours/day from each outpost. The Protection and Monitoring Warden will visit the outposts and accompany the Scouts once a month. Ensure that patrolling takes place according to the Standard Operating Procedure developed for EWCA.	Protection and Monitoring Warden	Chief Scouts Scouts	720	Per diem - Scouts (100 people* 720 days* ETB 50) Travel - Scouts (86400km*ETB20/5) Per diem Warden (2 people * 2 days/month * ETB300) Travel for Warden (200km*20/5)*36	3,998,400.00	3,998,400.00	3,998,400.00				Patrol reports
	1.2.2 Follow up and support patrolling efficiency applying new information and technology where relevant on a quarterly basis.	Ecological Expert	Chief Scouts Scouts	36	Per diem 7 Ecologists (7*300*36) Travel (2500km/5)*18	29,200.00	29,200.00	29,200.00				Patrol reports
	Sub total					4,027,600.00	4,027,600.00	4,027,600.00				
1.3 Develop and implement a fire management strategy to prevent the incidents of non-management fires in the SMNP by 2022 and on an on-going basis.												
Human induced fire managed	1.3.1 Establish and maintain a system of recording all fire incidents in terms of their spatial extent, date and time and cause.	Protection and Monitoring Warden	Chief Scouts Experts Scouts CSO	10	Per diem (15 people* 10 days* ETB 300) Travel (1200km*20/5)	49,800.00	49,800.00	49,800.00				Annual fire report
	1.3.2 Develop a fire management strategy through facilitating an internal expert workshop.	Protection and Monitoring Warden	Experts CSO	5	No additional budget required.							Fire management strategy
	1.3.3 Arrange and host training for trainers in fire management and protection to be held in Debarik.	Protection and Monitoring Warden	Experts CSO	10	Per diem (4 woreda officials*10*300) Travel (ETB 200 *4 people) Trainer (ETB 2000 * 10 days) Per diem 16 park staff (16*10*450)	104,800.00						Training certificates
	1.3.4 Plan for the fighting of fires through the provision of a budget for Park staff to be equipped and to get to and to fight any fires that may occur. Note that this is an estimate based on the fire history of the Park.				90	Per diem (10 people *90*300) Travel (1200km/5)*18 Equipment (ETB200000)	474,800.00	274800	274,800.00			
Sub total					629,400.00	324,600.00	324,600.00					
1.4 Ensure the containment of legal settlement and agricultural areas in the SMNP and prevent the encroachment of illegal settlement and agriculture in the Park (100%) and its buffer zone (80%) through implementation of the national Community Engagement Strategy on an on-going basis and by 2030.												
Agricultural and settlement expansion managed	1.4.1 Use Scout patrol records to identify all settlements within the Park.	Tourism and Community Warden	Experts Chief Scouts	3	Per diem (4 people* 3 days* ETB 450) Travel (500km*ETB20/5)		7,400.00					Settlement data
	1.4.2 Conduct household survey within the identified settlements in order to inform a resettlement plan.	Tourism and Community Warden	Chief Scouts Scouts	25	Per diem (10 person*25*300) Travel (1500km*20/5)		81,000.00					Survey report
	1.4.3 Arrange for and facilitate a 3 day workshop in Debarik with key stakeholders in order to prepare resettlement action plan.	Chief Warden	Park Experts Woreda Administration Zone Administration Woreda Land Administration and Use	10	Per diem (10 people* 3 days* ETB 450) Travel (ETB200 * 6) Catering (ETB150 * 15 people)		16,950.00					Resettlement plan
	1.4.4 Organize four consultative meeting in each villages to reach on consensus to undertake voluntary resettlement	Chief Warden	Regional Land administration and Use Woreda Administration Zone Administration Woreda Land Administration and Use CSO Chief Scouts	12	Per diem (10 people* 12 days* ETB 300) Refreshment (80 people * ETB 150) Travel (2000km*20/5)		56,000.00					Minutes of Understanding, reports
	1.4.5 Monitor voluntary resettlement in areas of Limalimo, Kebero, Michbign, Argin villages	Tourism and Community Warden	Chief Scouts Scouts	30	Per diem (1 person * 30 days* ETB 300) + (12 people * 30 days *ETB 50) Travel (2000km*20/5)		35,000.00					Resettlement reports
	1.4.6 Enhance the demarcation of the Park boundary through the installation of new beacons and the renewal of the existing beacons.	Chief Warden	SMNP technical staff, rangers, Woreda and Kebele officials	100	100 beacons*6000 ETB/beacon (all inclusive cost) Per diem (1 person* 100 days* ETB 300)		630,000.00					New and improved beacons in place
	1.4.7 Ensure that Scout patrols are preventing new settlements and encroachment of any kind into the Park.	Protection and Monitoring Warden	Chief Scouts Scouts		No additional budget required.							Patrol reports
Sub total					-	791,350.00	35,000.00					

1.5 Following the guidance of EWCA Head Quarters and UNESCO guidelines, establish the SMNP Buffer Zone by Feb 2022 and ensure its maintenance on an on-going basis.												
Connected ecological units created	1.5.1 Conduct assessment of potential areas for the establishment of three community conservation areas	Ecology Warden	Technical staff Woreda Land and Environment office Agriculture Kebele officials CSO	30	Per diem (10 people* 30 days* ETB 300) Travel (1400km*20/5)	95,600.00						Assessment report
	1.5.2 Organize and facilitate stakeholder consultative meetings in respective Kebeles	Chief Warden	Technical staff Woreda Land and Environment office Agriculture Kebele officials CSO	10	Per diem (10people* 10 days* ETB 300) Travel (1400km*20/5) Refreshments (60 people * ETB50)	38,600.00						MoU and reports
	1.5.3 Delineate the proposed community conservation area boundaries and gather any other relevant information necessary to inform the proclamation of the areas.	Ecology Warden	Technical staff Kebele officials CSO	15	Per diem (6 people* 15 days* ETB 300) Travel (1400km*20/5)	32,600.00						Map of proposed community conservation areas and additional relevant information
	1.5.4 Prepare, submit and follow up legal document for gazettment of new areas.	Chief Warden	Legal Experts (HQ and Park) Ecology Warden	10	No addition budget required							Legal documents submitted
	1.5.5 Organize three workshops in respective Woredas for the inauguration of the new community conservation areas	Chief Warden	Technical staff Woreda Land and Environment office Agriculture Kebele officials CSO	12	Per diem (10 people * 3 days * 3 meetings*300) Travel (2500km*20/5) Catering (90 people * ETB 50)	41,500.00						Record of meeting resolutions and media statements
	1.5.6 Introduce and discuss the need for the establishment of a buffer zone at the Kabele level PAC meetings.	Chief Warden	Technical staff		No additional budget required.							PAC minutes reflect the discussion and resolution
	1.5.7 Conduct 42 community consultations workshops for buffer zone establishment and produce agreed minutes.	Community Warden	Technical staff Woreda Land and Environment office Agriculture Kebele officials CSO	126	Per diem (15 People from EWCA, region, zone, park) Per diem (7 from each woreda) Per diem (200 people from each kebele) Per diem (15 task force members from each kebele) Travel (2500km/5)*18	222,400.00	444,800.00					Meeting records
	1.5.8 Produce a map of the agreed buffer zone and a report on the establishment process and include this in a re-nomination dossier for submission to UNESCO	Chief Warden	Technical Staff EWCA HQ Legal Expert	10	No additional budget required.							Contribution integrated into the re-nomination Dossier
	1.5.9 Undertake Social Process Framework development through the technical support of a consultant	Chief warden	consultant and PMT members	70	Disposition Fund of the project	2500000.00						Framework being utilised by the Park management on a routine basis
Sub total					2,500,000.00	430,700.00	444,800.00					
1.6 Prepare the re-nomination dossier and follow up the nomination of the expanded Park areas by UNESCO by the end of 2022.												
Nomination Dossier	1.6.1 Organize and undergo refresher training on UNESCO nomination dossier preparation in Debarq.	Ecology Warden	Park Technical Staff UNESCO Representative	5	Catering (10 people for 5 days @ ETB 150/day)		7500					Training completion certificates
	1.6.2 Prepare draft nomination dossier	Ecology Warden	Park Technical Staff Director Park Planning	10	No additional budget required.							Re-nomination dossier
	1.6.3 Ensure that all relevant stakeholders are informed of the re-nomination dossier through presentations at the two PAC levels and the Stakeholder Forum meetings.	Chief Warden			No additional budget required.							PAC and Forum minutes reflect confirmation of the presentation and stakeholder feedback
	1.6.4 Submit the re-nomination dossier to UNESCO.	Director Park Planning			No additional budget required.							Copies of al relevant correspondence
	Sub total					-	-	7,500.00				

Restored ecological components and specially adaptive species managed												
1.7 Ensure that by the end of 2030, 50% of the degraded areas within the SMNP are substantially rehabilitated to the point that they are capable of optimally delivering watershed services.												
1.7.1 Map the degraded areas in the Park and prepare an ecological restoration plan.	Protection and Monitoring Warden	Ecologist Scouts	20	Per diem (4 people* 20 days* ETB 300) Travel (1700km*20/5)	30,800.00							Ecological restoration plan
1.7.2 Manage and maintain the existing nursery site and increase production of indigenous seedlings from reforestation in the Park.	Protection and Monitoring Warden	Technical staff	78	Overall ETB 200000 for site Per diem (2 park staff every 2 weeks, i.e. 2 people * 78 days * ETB 300) Travel (200km/visit)*20/5	236,400.00	36,400.00	36,400.00					Nursery records
1.7.3 Develop one new nursery site noting that all works related to this development will be carried out in-house and not be out-sourced.	Protection and Monitoring Warden	Technical staffs CSO	100	Nursery (1 sites* ETB 300,000/site) Per diem (2 park staff every 2 weeks) Travel (200km/visit)*20/5		354,600.00	54,600.00					New nursery complete and producing indigenous seedlings for reforestation
1.7.4 Undertake reforestation actions as per the ecological restoration plan	Protection and Monitoring Warden	Ecologists Scouts	90	Per diem (3 people* 90 days* ETB 300) Labor cost (15*90*150) Travel (1000km*20/5)	96,500.00	96,500.00	96,500.00					Report
1.7.5 Implement soil conservation measures as per the ecological restoration plan.	Protection and Monitoring Warden	Ecologists Scouts	60	Per diem (3 people* 60 days* ETB 300) Labor cost (20 days*40 people *150) Travel (1000km*20/5)	140,000.00	140,000.00	140,000.00					Report
1.7.6 Control invasive species as per the Ecological Restoration Plan	Protection and Monitoring Warden	Ecologists Scouts	30	Per diem (3 people* 30 days* ETB 300) Labor cost (15*30*150) Travel (500km*20/5)	96,500.00							Report
Sub total					600,200.00	627,500.00	327,500.00					
1.8 Address the cross-breeding and disease threats to the Ethiopian Wolf in the SMNP as per the national Ethiopian Wolf Conservation Strategy to ensure that the population will increase by 60% of the current population size by 2030.												
1.8.1 Undertake regular monitoring actions as specified in the EWCP action plan. Observations made by Scouts on their patrols will be augmented by quarterly monitoring actions by the Park Experts.	Ecological Monitoring and Protection Warden	Technical Experts Scouts EWCP Wolf Monitoring Wolf Ambassador	104	Per diem Experts (ETB300 * 10People * 20days * 12 quarters) Travel (500km*20/5)*12	248,000	248,000	248,000					Monitoring data stored, analysed and reported on a quarterly basis
1.8.2 Undertake disease prevention measures through the implementation of a vaccination programme as per the EWCP action plan.	Ecological Monitoring and Protection Warden	Woreda Veterinary Experts (6) Kabele Veterinary Experts (35) Regional Veterinary Expert Wildlife Veterinary Expert Scouts (10 Camp Leaders) EWCP Veterinary Team	30	Per diem (6 people* 30 days* ETB 300)*3 Travel (2000km*20/5)*3	62,000.00	62,000.00	62,000.00					Report with records of the numbers of dogs vaccinated and the localities.
1.8.3. Raise awareness and create partnerships with neighbouring livestock owners and communities to gain support for the conservation of the wolves through the Kabele PAC meetings.	Community Expert	EWCP Education Officer Technical Experts Chief Scout		No additional budget required.								Minutes of PAC meetings record discussions and resolutions.
1.8.4. Ensure that any domestic dogs found in the Park are culled through equipping and training the Scouts accordingly and with agreements with the neighbouring communities as addressed at Kabele PAC meetings.	Chief Scout	Community Expert Camp Coordinators Scouts		No additional budget required.								Patrol reports
1.8.5. Establish and maintain strategic partnerships with relevant administrations, government departments, the EWCP and AWF to assist in the implementation of the above actions. Use the Woreda PAC Stakeholder Forum meetings to achieve this.	Chief Warden	Ecological Monitoring and Protection Warden Dept of Agriculture at Woreda level Police and military at Woreda level EWCP AWF		No additional budget required.								Minutes of PAC meetings record discussions and resolutions.
Sub total					310,000.00	310,000.00	310,000.00					

1.9 Develop and implement a solid waste management strategy to substantially reduce the incidence of solid waste pollution in the SMNP by 2022 and on an on-going basis.												
Waste effectively disposed	1.9.1 Research waste management in other PAs and develop a Standard Operating Procedure for waste management, as well as new rules and regulations pertaining to the handling of waste by visitors.	Tourism Expert	Protection and Monitoring Expert Community Expert	10	No additional budget required.							Waste Management SoP approved by Chief Warden.
	1.9.2 Train all relevant staff in the implementation of the SoP and ensure that it is implemented on an on-going basis.	Tourism Expert	Chief Scout Scouts	10	Per diem (2 people * 10 days * ETB300) Travel (1400km*20/5)	11,600.00						Staff performance contracts amended to record commitment to waste management.
	1.9.3 Plan for and upgrade waste disposal facilities at all outposts and tourism sites (camps, view points, picnic areas).	Tourism Expert	Support staff	60	Per diem (4 people * 50 days * ETB300) Travel (3000km*20/5) Materials (cement, stone, poles, bins, etc. approx ETB400000) Labour (20 people * 50 days * ETB150)		311,000.00	311,000.00				Waste management facilities upgraded at all tourism sites and outposts.
	1.9.4 Collect and transport waste out of the Park to a recognised waste disposal facility on a monthly basis and maintain a record of the nature and volume of waste disposed.	Tourism Expert	Support staff	180	Per diem (2 people * 180 days * ETB300) Travel (1400km*20/5)	103,200.00	103,200.00	103,200.00				Waste disposal records.
	1.9.5 Research, initiate and oversee waste beneficiation projects in the Kabeles surrounding the Park using the PAC to introduce the idea and then hosting two day training workshops in each Kabele. Projects will be monitored and supported when staff visit Kabeles for PAC meetings and by Scouts when they pass through Kabeles on their patrols.	Community Warden	Tourism Expert Chief Scouts	120	Per diem (4 people * 90 days * ETB300) Travel (3000km *20/5) Training costs (ETB 50 * 10 people/Kabele * 2 days)		165,000.00					Waste beneficiation reports
Sub total					114,800.00	579,200.00	414,200.00					
TOTAL					8,220,100.00	7,320,950.00	5,891,200.00					

7.2 Management objective 2: Livelihood and tourism development

Table 3: Operational Goals and Management Actions for Management Objective two.

2. Ensure that the Park and the surrounding areas have the capacity to generate enough economic activities through improving and diversifying its products and services as well as marketing and promotion												
2.1 Plan for tourism product development and diversification to ensure highest experience for tourists in Beyeda, Janamora, Telemt and Adirkay by end of 2023												
Tourism products and service improved	2.1.1 Procure the services of a consultant and oversee, and participate in a study to assess the new potential tourism products in Beyeda Janamora, Adirkay and Telemt Woredas and update the existing tourism products in Debarq, Janamora and Adirkay Woredas (natural, cultural and historical) on continues basis	Community and Tourism Warden	Tourism expert Culture and Tourism Office from the respective Woredas Wildlife Utilization Directorate CSO Consultant Audio Visual expert from communication office	50	Consultants ETB 300000 Per diem (30 days * 7 people * ETB 300) Travel (3000km*ETB20/litter/5km)	375000						Consultant report and recommendations
	2.1.2 Facilitate the development of the identified tourism products by promoting the opportunities, hosting and investor conference and entering into concession agreements with private sectors investors as per the assesment report and Tourism Development Plan and ensure the enhancement of benefits of the local commuunity through shares, employment opportunities and service provisions opportunities.	Community and Tourism Warden	Tourism expert Culture and Tourism Office from the respective Woredas Legal expert	40	Legal fees ETB 100000 Investor conference ETB 500000 Promotional matrials ETB 100000		700000					Concession agreements
	2.1.3 Carry out quarterly supervision visits to existing tourism products in and around the Park to ensure that concession and other agreements are being adhered to.	Community and Tourism Warden	Tourism expert (2) Legal expert	80	Per diem (5 people* 80 days* ETB 300) Travel (5600km/SI)*20	142400	142400	142400				Supervision reports
	2.1.4 Organize an annual workshop with tour operators and eco-lodges to ensure the diversified products are included to be packaged to improve the economic opportunities of the SMNP and its surrounding communities and that there is a positive and constructive relationship between the operators, owners and the Park	Chief Warden	Community and Tourism Warden Tourism Experts (2) Tourism Experts from EWCA HQ Ministry of Culture and Tourism (2) Tourism Ethiopia Culture and Tourism Bureau	10	Per diem (60 people* 3 days* ETB 450) Travel (ETB 5000/Person)*40 Catering (ETB 300/Person)*60*3 days	335000	335000	335000				Conference proceedings
	Sub Total					852,400.00	1,177,400.00	477,400.00				
2.2 Undertake tourism marketing and promotion on an on-going basis so as to increase the tourist numbers by 60% by the end of 2030												
Enhanced marketing and promotion	2.2.1 Procure the services of a professional service provider to update the existing SMNP website, including an online booking system, and maintain the information delivery to visitors.	Community and Tourism Warden	Tourism Experts PR and Information Technology Directorate Professional service provider		Website development and hosting = approximatly ETB 300000	300,000.00						Updated website and hosting agreement
	2.2.2 Provide training for three tourism experts to regularly provide online information and updating of the website	Community and Tourism Warden	Tourism Experts	15	Trainers fee @ approximatly ETB 100000 Per diem (3 people* 15 days* ETB 300)		113,500.00					Trained Experts and up to date website
	2.2.3 Annually undertake promotion of the tourism products of SMNP using national and local medias (AMMA, EBC, FBC, Walta etc.)	Community and Tourism Warden	Tourism Experts	15	Air time fee 3600 per minute*60 minutes	216,000.00	216,000.00	216,000.00				Media broadcasts
	2.2.4 Annually update information flyers for distribution to visitors at the information centre.	Community and Tourism Warden	Tourism Experts	10	Printing cost 10000 flyers per year * ETB 20/leaflets	200,000.00	200,000.00	200,000.00				Published Flyers
	2.2.5 Update and publish the SMNP guide book for sale to tourists at the visitors centre. Note that the current guide book is sold ETB 200 so the return on investment is 1:1.	Community and Tourism Warden	Park Experts (4) Senior guides(3) NGOs CSOs	15	Printing cost 5000 Guide book * ETB 200/book	1,000,000.00						Published guide book
	2.2.6 Carry out an assesment of all tourism products, destinations and infrastructure in and around the Park and produce a tourist map for visitors, obtainable at the Visitor Centre at ETB500/map and print 25000 maps which provides a return on investment of 3:1.	Community and Tourism Warden	Tourism experts GIS specialists	20	Per diem (4 people*15 days* ETB 300) Travel (1400*20/S) 25000 maps * ETB 150	3,773,600.00	3,750,000.00	3,750,000.00				Updated map reproduced annually

2.5 Develop tourism infrastructure such as ticket office, trails, campsites, viewpoints and community lodges by the end of 2023 according to best practice guidelines provided by KfW disposition fund and maintain on an on-going basis.												
Tourism products and service improved	2.5.1 Procure the services of a tourism specialist to development a tourism infrastructure master plan for the existing and new tourism facilities and attractions.	Tourism Warden	Tourism Expert Consultant	60	Overall cost	500000						Tourism master plan
	2.5.2 Undertake and develop an Environmental and Social Management Framework for the Park (including all infrastructure) Through the services of an international consultant	Chief warden	tourism expert, consultant, PMT members	65	Disposition Fund of the project	2,500,000						Framework being being utilised by the Park management on a routine basis
	2.5.3 Plan for and procure a contractor and the materials to develop a ticket office at Adarkay and oversee the construction.	Tourism Warden	Tourism Warden Adi arkay Woreda Admin Supporting staff CSO	40	Overall cost	500000	500000					Construction completed to specifications
	2.5.4 Plan for and develop five new trekking routes in Adarkay, Janamora, Beyeda and Telemt covering approximately 320 km.	Tourism Warden	Tourism expert Rangers Supporting staff CSO	40	Overall cost	1,066,666.67	1,066,666.67	1,066,666.67				New trekking route completed
	2.5.5 Plan for and develop and improve 12 viewpoints and picnic sites in Debark, Janamora and Adarkay woredas	Tourism Warden	Tourism expert Rangers Supporting staff CSO	40	Overall cost	200000	200000	100,000.00				Improved view points and picnic sites
	2.5.6 Plan for and develop 6 new eco camping sites with toilets in Adarkay Woreda.	Tourism Warden	Tourism expert Rangers Supporting staff CSO	40	Overall cost	1,500,000.00	1,500,000.00	1,500,000.00				Developed Eco camps
	2.5.7 Plan for and implemet the improvement of the visitor centre at the Park HQ in Debark.	Tourism Warden	Tourism expert Rangers Supporting staff CSO	20	Overall cost	1500000	2000000	1,500,000.00				Standard of visitor centre improved according to plan
	2.5.8 Plan for and develop a museum/interpretive centre at Park HQ in Debark to prolong the time visitors spend at the HQ.	Tourism Warden	Tourism expert Rangers Supporting staff CSO	20	Overall cost	2500000	2500000					Museum/interpretive centre completed according to plan
	2.5.9 Improve and maintain the existing trekking routes, about 200 km, in Debark, Janamora and Adarkay woredas on an annual basis.	Tourism Warden	Tourism expert Rangers Supporting staff CSO	60	Overall cost	200000	200000	200,000.00				improved trekking route
	2.5.10 Eplan for and procure the contractors required to establish 5 new community lodges at Argin, Aynameda, Beyeda, Janamora and Adi arkay.	Tourism Warden	Tourism expert Rangers Supporting staff CSO Woreda and Kabele Administrators	120	Overall cost	8000000	8000000	9,000,000.00				Developed community lodges
Sub Total					18,466,666.67	15,966,666.67	13,366,666.67					
2.6 Investigate and facilitate agreements to establish Payment for Ecosystem Services (PES) opportunities and agreements by the end of 2021 and ongoing.												
PES scheme established	2.6.1 Contract a resource economist to investigate the potential for PES oportunities in the park using Van Zyl report as a point of departure	Community and Tourism Warden	Park experts, Consultant	60	Consulting fee ETB 500000 Perdiem (5 people *10 days* EETB 300) Travel (2000km *20/5)		523000					Consultant report
	2.6.2 Identify and approach ecosystem service buyers (particularly the REDD+ Project) according to the ecosystem service valuation and financial analysis, with in the context of national policy on PES.	Community and Tourism Warden	Wildlife utilization Directorate, Park expert, Legal expert	15	No additional cost							Reports of potential buyers
	2.6.3 To facilitate to PES brokerage process to reach agreemnt with potential buvers	Community and Tourism Warden	Wildlife utilization Directorate, Park expert, Legal expert	30	Perdiem (4 people * 20 days *ETB 300) Travel 3200km * 20/5			36,800.00				PES agreements
Sub total					-	523,000.00	36,800.00					

2.7 Ensure the development and implementation of alternative livelihood opportunities for local communities to significantly reduce dependency on the natural resources of the Park and to enhance their livelihoods on an on-going basis.												
2.7.1 Procure the services of a consultant to revise the Gich livelihood restoration plan to include all vulnerable households.	Community Warden	Community experts	20	Consultant fees	300,000.00							Revised document
2.7.2 Implement the revised Gich community livelihood restoration plan.	Community Warden	Community experts Zone Admin Mayor office	120	According to the current document the budget is ETB 4.5 million to support 37 Households. If this is increased to 215 HHs the budget will be aproximatly ETB 26 million.		13000000	13,000,000.00					Implemntation progress report
2.7.3 Procure the services of a consultant to develop a livelihood development strategy for neighbouring communities.	Community Warden	Community experts	30	Consultant fees		450,000.00						Developed stategy
2.7.5 Implemnet identified livelihood activities as per the livelihood strategy	Community Warden	Community experts	120	According to the document								Implemntation progress report
2.7.6 Link identified livelihood options with potential partners through the stakeholdeer engagement forum	Community Warden	Community experts	20	No additional budget required.								Reflected in the minutes of the meeting and partnership
Sub Total					300,000.00	13,450,000.00	13,000,000.00					
TOTAL					27,145,366.67	36,194,766.67	31,845,066.67					

7.3 Management objective 3: Research

Table 4: Operational Goals and Management Actions for Management Objective three.

3. Develop research based and integrated natural, cultural and religious assets management, utilization, promotion and law enforcement for sustainable conservation and use													
3.1 Secure research partnerships to address urgent research needs covering the natural, cultural and socio-economic research components of the SMNP and its surroundings, and facilitate the development of research partnerships by end of 2020 and on an on-going basis													
Integrated research conducted	3.1.1 Review all passed and current research outputs and identify research needs on the basis of this GMP and produce a research needs portfolio within the context of EWCA HQ research policy and guidelines.	Chief Warden	Wardens CSO EWCA HQ Research Directorate	10	No additional budget required.							Research portfolio of opportunities	
	3.1.2 Identify potential research institutions who may be interested in carrying out research in the Park and invite them to a SMNP Research Workshop.	Chief Warden	wardens (3) Park experts(3) AWF	10	No additional budget required.							Proof of Correspondence	
	3.1.3 Arrange for and facilitate a research workshop aimed at securing partnerships with research institutions and securing their commitment to the research needs previously identified.	Chief Warden	wardens (3) Park experts(3) AWF EWCP HQ Research Directorate UMGRP UoD	10	Per diems (10 people * 3 days * ETB450) Travel (ETB500 * 10 people) Catering (ETB150 * 20 people * 3 days)	27500							Research partnership agreements
	3.1.4 Secure research agreements with partners who undertake to carry out research according to the portfolio of opportunities and contribute to, participate in and oversee the research projects.	Chief Warden	wardens (3) Park experts(3) AWF Research partners	60	Per diem (6 people* 5 days/quarter * ETB300) Travel (1200km/quarter*ETB20/5)	27600	55200	55200					Research progress reports, final reports and/or publications
	3.1.5 Assimilate all research outputs into a recording system and ensure that research findings and recommendations are inform and are integrated into the revision of the SMNP GMP on an annual basis.	Chief Warden	wardens (3) Park experts(3) AWF Research partners	10	No additional budget required.								Research record system and findings and recommendations integrated into revised SMNP GMP
Sub total						55,100.00	55,200.00	55,200.00					
3.2 Undertake long-term research designed to provide management recommendations to secure the integrity of the populations of Walia ibex, Gelada monkey and Ethiopian wolf in the Park and adjacent areas, as well as the vegetation dynamics and cover change of Afro alpine and sub Afro alpine plant species.													
Management recommendations for threatened endemics	3.2.1 Design and undertake long-term research to provide management recommendations to secure the integrity of the populations of Walia ibex in the Park and adjacent areas.	Protection and monitoring Warden	Ecologist(3) EWCA HQ (2) AWF Research institutes	120	Estimated overall cost	300,000.00	600000	600,000.00					
	3.2.2 Design and undertake research to provide management recommendations to secure the integrity of the populations of Gelada Baboon in the Park and adjacent areas.	Protection and monitoring Warden	Ecologist(3) EWCA HQ (2) AWF Research institutes	60	Estimated overall cost	100000	200000	200,000.00					
	3.2.3 Design and undertake long-term research to provide management recommendations to secure the integrity of the populations of the Ethiopian Wolf in the Park and adjacent areas.	Protection and monitoring Warden	Ecologist(3) EWCA HQ (2) AWF Research institutes	90	Estimated overall cost	250000	500000	500,000.00					
	3.2.4 Design and undertake long-term research into the vegetation dynamics and cover change of Afro alpine and sub Afro alpine plant species, including the impacts of climate change.	Protection and monitoring Warden	Ecologist(3) EWCA HQ (2) AWF Research institutes	60	Estimated overall cost	300,000.00	600000	600,000.00					
	Sub total						950,000.00	1,900,000.00	1,900,000.00				
TOTAL						1,005,100.00	1,955,200.00	1,955,200.00					

7.4 Management objective 4: Co-management and community benefits

Table 5: Operational Goals and Management Actions for Management Objective four.

4. Ensure community and stakeholder partnership for effective conservation and management.												
4.1 Strengthen the Park Advisory Committee (PAC) and ensure that quarterly meetings are held at the Kabele level and bi-annually at the Woreda level.												
PAC strengthened	4.1.1 Organize, attend and participate in Kabele quarterly meetings and provide secretarial services to support the meetings at Beyeda, Debarq, Janamora, Adirkay and Telemit Woredas. Ensure that all resolutions are captured in minutes and relevant bylaws.	Chief Warden	Warden Chief Scout Woreda Admin CBOs Kebele Admin Elders	60	Per diem (158 people* 3 days* ETB 300)/meeting Travel (1400km*ETB20/liter/5km)/meeting Catering (ETB50/person/meeting)	622,800.00	622,800.00	622,800.00				Meeting minutes.
	4.1.2 Organize, attend and participate Woreda bi-annual meetings and provide secretarial services to support the meetings to be hosted by the Park at HQ in Debarq. Ensure that all resolutions are captured in minutes.	Chief Warden	Wardens Zonal Admin (3) Woreda Admin (3) Park Wardens Debarq Town Admin (2) CBOs (2)	8	Per diem (34 people * 4 days* ETB 450)/meeting Travel (1400km*ETB20/liter/5km)/meeting Catering (ETB400/person/meeting)	160,800.00	160,800.00	160,800.00				Meeting minutes.
	4.1.3 Park Experts and Scouts to follow up implementation of agreed actions from the Woreda and Kabele PAC meetings. Note as far as the Scouts are concerned, this will form part of their regular patrols. Note also that this will cover the core business of the Experts allowing 20 days/quarter/Expert.	Chief Warden	Park Experts (3) Chief Scouts	240	Per diem (4 people* 240 days * ETB 300) Travel (1000km*ETB20/liter/5km)/quarter)	292,000.00	292,000.00	292,000.00				Field report and meeting minutes reflecting the feedback from the Experts.
	Sub total					1,075,600.00	1,075,600.00	1,075,600.00				
4.2 Establish and maintain pro-active mechanisms and partnerships with law enforcement agencies in order to enhance law enforcement within the Park on an on-going basis.												
Strong and effective partnerships with law enforcement agencies	4.2.1 Arrange and facilitate a quarterly workshop with relevant security agencies from the Woredas in order to ensure that they are up to date with all relevant legislation and legal issues pertaining to the management of the Park. The meeting will be held at the Park HQ and will be over one day with the aim of building relationships between the Park and the agencies.	Chief Warden	Director Legal Affairs Park Legal Expert Protection Warden Chief Scouts (1/Woreda) Justice (2/Woreda) Court (2/Woreda) Police and Security (2/Woreda) Land Admin Head (1/Woreda) Zonal Peace and Security (2) Zonal Police Head Zonal Justice Head Zonal Court Head	12	Per diem (40 people * 4 days * ETB450) Travel (1400km * ETB20/5km*2 vehicles) Catering (57 people * 2 days * ETB150)	401,200.00	401,200.00	401,200.00				Mou with security and aw enforcement partners and meeting minutes.
	4.2.2 Establish bylaws at Kabele level as these relate to the management of the Park and ensure that they are compatible and assist in the implementation of management actions. This action will be implemented through the existing Community Task Force at Kabele level where Park Experts will negotiate the necessary bylaws and present these through the PAC at Kabele level for approval. Half of the Kabeles will be targetted for this three year planning period and the other half in the next three year planning period. This will take 5 days per Kabele and 20 Kabeles will be targetted.	Community Warden	Legal expert Technical Staff Chief Scouts Scouts Community Task Force members	35	Per diem (1 driver+2 Experts + 2 Scouts)*ETB300*5days/Kabele Per diem *10 Community Task Force Members*ETB100)*5 days/Kabele Travel (1400km*ETB20/5km)	120,666.67	120,666.67	120,666.67				Compatible bylaws
	4.2.3 Request information brochures providing information on wildlife management policies and laws from EWCA HQ and disseminate brochures to all relevant law enforcement agencies who are partners with the Park in implementing wildlife and natural resource management legislation. Also produce information brochures on the community bylaws for distribution to the law enforcement agencies.	Protection Warden	Legal expert Chief Scouts	5	Printing of brochures (approximately 500 brochures)	20000	20000	20,000.00				Information brochures produced and distributed.
Sub Total					541,866.67	541,866.67	541,866.67					

4.3 Ensure the management of Human-wildlife conflict occurrences and implement identified HWC mitigation techniques as and when needed on an on-going basis												
HWC mitigated	4.3.1 Identify HWC incident areas, collect and analyse relevant data and produce summary report quarterly. Note that data will be gathered by Scouts during their day to day work and patrols and therefore this does not require additional budget.	Community Warden	Experts Chief Scouts	20	Internal cost							HWC reports
	4.3.2 Respond to HWC incidents as per the National HWC Strategy	Community Warden	Experts Scouts	30	Per diem (5people* 30 days* ETB 300) Travel (1200km*ETB20/5)	49,800.00	49,800.00	49,800.00				HWC reports
	Sub Total					49,800.00	49,800.00	49,800.00				
4.4 Develop and use a structure to strengthen collaboration and partnerships with NGOs, CSOs, CBOs, tertiary institutions and donor agencies by the end of 2021 and on an on-going basis												
Partnerships established and maintained	4.4.1 Facilitate a process to hold an inception meeting for the development of a SMNP Partners Forum through the identification of existing and potential partners and inviting them to a partners workshop.	Chief Warden	Wardens Zonal Admin Experts (both Park and AWF) PMT	5	No additional cost							Identified partners
	4.4.2 Arrange, host and facilitate the SMNP Partners Forum inception meeting in Debarok over two days with a view to develop a Terms of Reference for the forum and set a process in motion that will enhance collaboration and effective partnerships into the future.	Chief Warden	Wardens Zonal Admin Experts (both Park and AWF) PMT	10	Refreshment (ETB 200/person)*30people *2days	12,000.00						Record of workshop resolutions and partnership agreements.
	4.4.3 Arrange, host and facilitate bi-annual meetings of the partners forum at Debarok	Chief Warden	Wardens Zonal Admin Experts (both Park and AWF) PMT	10	Refreshment (ETB 200/person)*30people *2days		24,000.00	24,000.00				Meeting minutes.
	Sub Total					12,000.00	24,000.00	24,000.00				
4.5 Facilitate processes to enhance community livelihoods through the identification of beneficiaries and the provision of incentives, such as potable water, fuel efficient stoves, etc., on an on-going basis and according to the guidance provided by the national Community Engagement Strategy.												
Community livelihood improved	4.5.1 Develop a community engagement and livelihood enhancement strategy that is unique to the Park but within the context of the national strategy. Use the PAC at Kabele and Woreda levels to consult communities on the strategy and to ensure that it is endorsed by them.	Community Warden	Park Experts (3) Chief Scouts Community Director	30	No additional cost							Community livelihood strategy for the SMNP.
	4.5.2 Undertake an assessment to develop potable water systems in 13 Kebeles (Abergina, Argin Jona, Sakba, Barna, Matba (2), Selwa (2), Abare, Melba Qara, Gwayint, Atere, Ayteter, Lori) as alternative source of water for both human and livestock consumption. Four assessments will be done in 2020 and 11 in 2021.	Community Warden	Park technical staff General services staff Woreda technical expert Chief Scout	75	Per diem for Experts and Chief Scouts (3 people * 75 days * ETB300) Travel (2000km * ETB20/5)	26,000.00	57,500.00					Potable water system assessment report.
	4.5.3 Facilitate the construction of the water facilities based on the recommendations provided from the assessment and noting that some may need to be out-sourced and other developed with the communities. Four will be constructed in 2021 and six in 2022 prioritised based on the assessment. Park staff play a supervisory role in this action.	Community Warden	Park technical staff General services staff Woreda technical expert Chief Scout Community leaders	180	Per diems (4 people * 3 days/visit * 6 visits per site * 10 sites) Travel (1500km *20/5) Construction costs per site (ETB200000)		806,720.00	1,206,720.00				Potable water systems constructed and operational.
	4.5.4 Facilitate and oversee the replication of the fuel-efficient earth stove pilot project to 10 villages and 1000 households through the development of 5 groups who have the capacity to build the stoves in the target villages and households (Abergina, Argin Jona, Adsgie, Milligebasa, Sakba, Barna, Atgeba, Dibil, Matba and Selwa). The training of the groups will take place in Debarok over a week and 50 people will be trained (5/Kabele).	Community Warden	Park technical staff General services staff Woreda technical expert Chief Scout Community leaders	125	Training: Per diem (52 people * 7 days * ETB300) Travel - publi transport (ETB150 * 50 people) Overseeing of implementation: Per diem (2 people * 120 days * ETB300) Travel (15000km *20/5) Fee for the builders (ETB450/stove)	232,900.00	232,900.00	232,900.00				Trainers and trained and fuel efficient stoves developed.
	Sub total					258,900.00	1,097,120.00	1,439,620.00				
TOTAL					1,938,166.67	2,788,386.67	3,130,886.67					

7.5 Management objective 5: Capacity building

Table 6: Operational Goals and Management Actions for Management Objective five.

5. Strengthen SMNP management through improved capacity, adaptive processes and effective security												
5.1 Develop and maintain Park infrastructure such as outposts, sub headquarters, radio network etc. for effective Park operations accomplishments in SMNP by 2030.												
Park infrastructure improved	5.1.1 Identify, prioritize and carry out an assessment of infrastructure maintenance and development gaps in SMNP. The services of a consultant will be procured to assist with this. This consultant will be the same person who examines both the Park management infrastructure as well as the tourism infrastructure needs.	Chief Warden	Wardens Experts Chief scouts Supporting staff Consultant Community leaders	20	per diem (6people*90days*ETB300), Travel (2000km*20/5km) + ETB500000 consulting fees	544,000.00						Assessment report, minutes, Sketch of the site
	5.1.2 Use the consultant procured for 5.1.1 to produce an infrastructure development plan for SMNP, based on the assessment, for all types of infrastructures and facilities that are important for effective Park management.	Chief Warden	Consultant	10	Consulting fees as budgeted above							Development plan documents
	5.1.3 Plan, procurement and supervise maintenance of the existing HQ and construction of one additional block in the compound of HQ at Debark town.	Chief Warden	Wardens Planning Supporting staff Development and protection directorate	30	Overall cost		6,000,000.00					Maintained and constructed offices, reports and hand-over minutes
	5.1.4 Plan, procure, and supervise the development of two sub HQs in Beyeda, and Janamora Weredas (including entrance gates, visitor centre, solar power and internet access).	Chief Warden	Wardens Planning Supporting staff EWCA engineer	30	Construction cost - ETB 5,500,000/sub HQ Per diem for supervision (4 people*12trips*3days*ETB 300) *2HQ Travel (1500 km*20/5km)	5,546,200.00	5,546,200.00					Constructed subHQ, two gates and two visitor centres, reports and hand-over minutes.
	5.1.5 Plan, procure, supervise and develop two medium check points at Limalimo and Gultu to improve park management by reducing illegal movement and activities through these roads.	Protection Warden	Ecology and Tourism Experts Chief scouts Supporting staff	30	Construction cost (2 check points * 100,000/check point Per diem for supervision (3 people *3 round/check point*2days* ETB 300)*2check points Travel (600 km*20/5km)	106,600.00	106,600.00					Two constructed check points
	5.1.6 Plan, procure, supervise and develop 10 new outposts at Sakiba (kosoch got), Dibil (Tekerk), Miligebsa (tefir malifa), Debir, Argin, Mecheka, Angoba ras, Selwa, Melba kara, and Tekete lebeta. Note that two outposts by 2020, three outpost by 2021 and three outposts by 2022 and the rest of two will be implemented up to 2030.	Chief Warden	Protection Warden Chief scout Supporting staff EWCA engineer	30	Construction cost (eight outposts* ETB 3,000,000/outpost) Per diem for supervision (4 people*6 round/outpost*3days*ETB 300)*8 outposts Travel (1500 km*20/5km)	8,059,600.00	8,059,600.00					Eight constructed outposts, reports and handovering minutes.
	5.1.7 Plan, procure and supervise the removal of Chenek and Sankaber outposts to clear the old buildings from the core wildlife habitat and rehabilitation of the old sites.	Chief Warden	Protection Warden Experts Chief scout Supporting staff	30	Demolition (two outposts*ETB 50,000/outpost per diem for superviion (2people*10day/outpost*ETB300)*2outposts Travel (1500 km*20/5km)		59,000.00	59,000.00				Field report and photo
	5.1.8 Plan, procure, supervise the maintenance of the existing 100 km road from the park entrance gate to Bwahit junction by 2021 and 2022, and an on going basis.	Community Warden	Community experts Supporting staff Zonal road authority department	60	Construction cost for 100 km (ETB 3000/hr *60days *10hr per diem for time keeper and supervisor (2 people*60days*ETB300) Travel (1500 km*20/5km)		921,000.00	921,000.00				Field reports and maintained road
	5.1.9 Plan, procure, supervise and develop one new bridge over Jimbar river. Note that construction Starting from 2021	Chief Warden	Community experts Supporting staff Zonal road authority department	20	Construction cost (ETB 2,000,000) per diem for supervisors (2 people*20days*ETB300) Travel (500 km*20/5km)		2,002,000.00					Constructed bridges and reports, photos.
	5.1.10 Plan, procure, supervise the services of a specialist service providers to establish an improved radio network. Note that the network needs to connect head quarter with 19 existing outposts in the park,	Chief Warden	Protection Warden Supporting staff EWCA Engineer	20	Overall cost	1,000,000.00	4,000,000.00					Established radio networks.

7.6 Management objective 6: Sustainable Finance

Table 7: Operational Goals and Management Actions for Management Objective six.

6. Work to enhance the financial sustainability of the SMNP on an on-going basis.												
6.1 Initiate, contribute to and participate in efforts to create the legal and policy framework that will stimulate and allow a business approach to the management of the Park on an on-going basis.												
Amended legal and policy framework	6.1.1 Considering that SMNP is the flag-ship Park of EWCA, liaise with the EWCA DG on a regular basis to assist in anyway possible in the amendment of he legal and policy framework of the organisation to create investor confidence and the ability to retain generated income.	Chief Warden			No additional budget required.							Record of correspondence and an amended legal and policy framework.
	6.1.2 Maintain accurate records of all income generated by the Park and provide regular reports to the EWCA DG highlighting the return on investment.	Finance Expert			No additional budget required.							Up to date and accurate financial records and a quarterly return on investment reeport.
	Sub total											
6.2 Establish and maintain a high work ethic that ensures optimum efficiency in every aspect of park management on an on-going basis.												
Efficient financial management	6.2.1 Ensure that the financial management of the Park is maintained at a high standard.	Chief Warden	Auditor Finance Expert Finance Director		No additional budget required.							Up to date and accurate financial records.
	6.2.2 Hold monthly management meetings where the GMP is used as the basis to track management effectiveness and hold officials accountable.	Chief Warden	All senior and management staff of the Park		No additional budget required.							Meeting minutes and monthly entries in the GMP spreadsheet
	6.2.3 Host an annual management effectiveness tracking workshop for all Park management	Chief Warden	All senior and management staff of the Park		No additional budget required.							METT report
	6.2.4 Host an annual review of the GMP and produce a revised three year action plan and annual budget, taking the outcome of the METT assessment into account.	Chief Warden	All senior and management staff of the Park		No additional budget required.							Updated and revised GMP three year action plan and annual budget.
	Sub total											
TOTAL												
GRAND TOTAL MANAGEMENT OBJECTIVES						51,594,466.67	81,946,270.00	61,676,120.00				

8 Monitoring and Evaluation

Monitoring and Evaluation (M&E) is essential in order to assess the extent to which implementation of the GMP is effective towards the achievement of the Management Objectives and the Shared Vision. This M&E plan has designed to provide the data and information needed to measure the outcomes and impact of implementation of the GMP. It has taken cognisance of the limited capacity and resources available and is therefore considered to be efficient and yet sufficiently robust to support meaningful evaluation and reporting.

Each of the actions listed under the Operational Goals in Section 7 have specific indicators that must be used to track implementation of the actions via their outputs. However, the monitoring actions listed and described below are designed to measure their collective impact or outcomes, and to complete the management planning cycle. While the management actions listed under the Operational Goals will be subject to regular revision and updating, the monitoring actions must remain as described here for the life span of the GMP, i.e. ten years. This is critical as consistent implementation of the monitoring actions facilitates meaningful comparison of subsequent data sets and the determination of trends. It is the understanding of the trends that enables Park management to know if what they are doing is having the desired effect or not and to adapt the management actions accordingly.

The detailed requirements of each monitoring action have been captured below and together with relevant detail as per the action planning template as presented in Table 8. This detail is to be used by Park management to oversee and implement the M&E requirements of the GMP in the same way as implementation of the GMP is tracked as described in Section 2.4 and 7. The detail provided below must be read together with the information provided in Table 8.

There is therefore an emphasis on the need to monitor the dynamics of the Park's key biodiversity features, vegetation types and ecosystem services, the tourism impacts and Community partnership and benefit sharing and the relationship between the Park and its immediate neighbours. To this extent there are seven monitoring actions related to the Park's biodiversity, habitats and threats, two monitoring acting related to tourism management and three monitoring actions related to community partnerships and benefit sharing. The discussion below provides additional information as to the monitoring processes and protocols that are to be followed, and detail pertaining to the personnel and resource commitments and timeframes is captured in Table 8. In the interests of consistency and continuity these descriptions are the basis for the monitoring actions and should remain unchanged for the life span of this GMP.

8.1 Monitoring and Evaluation of Biodiversity, Habitat and Threats

The overarching goal of Management Objectives 1 is to ensure the conservation of key biodiversity resources in the SMNP which directly contribute to the healthy functioning of ecosystems and the resilience of local communities.

Monitoring biodiversity, habitat and threats are considered as critical undertakings. Under this monitoring action inventories of key biodiversity features such as the Walia Ibex (*Capra walie*), Ethiopian Wolf (*Canis simensis*), Gelada Monkey (*Theropithecus gelada*) and Menelik's Bushbuck (*Tragelaphus scriptusmeneliki*); and tracking the population dynamics of other wild animals

including Leopard (*Panthera pardus*), Common bushbuck (*Tragelaphus sylvaticus*), Olive Baboon (*Papio anubis*), Hamadryas baboons (*Papio hamadryas*), Black and White colobus monkey (*Colobus guereza*) and rodent species are critically important. In addition to this, monitoring of the floristic components is also important, while the effectiveness of habitat rehabilitation, resource protection, the application of research recommendations and successful threat reduction strategies will be measured through the population trends of the key species mentioned here. The detail methods and applications are presented below.

8.1.1 Vegetation Map

The SMNP has three major vegetation types afro alpine (>3700 masl), sub-afro alpine (2700 - 3700masl) and montane forest (1900 -3000 masl). The production of a vegetation map of the SMNP is very significant to determine the extent and condition of these vegetation types and this will be produced once every three years. It will be derived from the interpretation of up to date high resolution satellite images using GIS and remote sensing. Ground truthing of this map will take place through the interpretation of the data gathered from the plant inventory surveys as specified below.

8.1.2 Vegetation Condition Assessment

Identification of plant species in the SMNP will be determined using permanent plots of varying size with a focus on the Afro alpine, Sub-afro alpine and Forest vegetation types. Details of the assessment approaches for these vegetation types are as follows:

- Afro alpine - 10mx10m plots at 200m interval between plots along transects, the distance between transects being 400m and the direction of transects to be perpendicular to the contour.
- Sub-afro alpine (Erica belt)- 10mx20m plots at 300m interval between plots along transects, 100m distance between transects and the direction of transects to be perpendicular to the contour.
- Forest - 20x20m plot, 100m between plots along transects, 300m distance between transects and the direction of transects to be perpendicular to the contour.

Surveys needs to be carried out during the wet season with annual surveys being conducted in the core areas, surveys in the limited development zone done every the other year and one survey in three years in the intensive use and sustainable use zones.

Photographic records of each species recorded in each plot should be captured and whenever unidentified species are found, suitable specimen should be collected and pressed for later identification. Photos of each plot should be captured from a fixed point and in the same direction for each monitoring action. These fixed point photos will provide additional and visual evidence of any changes that occur in the plots and the vegetation types being monitored.

The details below should be captured in the data recording sheet and digital recordings will be established once the required equipment is procured:

- Habitat type and plot position;
- Species identification with abundance and distribution;
- Height and diameter measurement;
- Number of individuals in the plot;
- Age structure; and
- Percentage of plot with exposed soil.

8.1.3 Monitoring of Key Biodiversity Features

The four key species in the SMNP are Walia Ibex (*Capra walie*), Ethiopian Wolf (*Canis simensis*), Gelada Monkey (*Theropithecus gelada*) and Menelik's Bushbuck (*Tragelaphus scriptusmeneliki*). To monitor the population dynamics of these key species a block counting methods will be used. Since the species have different home ranges, distribution and movement patterns; the numbers of blocks and their sizes will vary. Wet and dry season counts are mandatory to investigate the detail ecological dynamics of the species and the blocks remain the same during wet and dry season counts. The size and numbers of blocks for each species are determine using Google Earth and Arc GIS as the habitat and distribution of the three key species are known from previous monitoring undertakings. However, there have been no monitoring undertakings on Menelik's Bushbuck in the past, thus, the block number and size have been determined using local knowledge from scouts and experts of the Park.

The monitoring teams are to consisting of two people with one as an observer and the other a data recorder per block. Monitoring should be done from 06:00 - 10:00 am and 04:00 - 06:00 pm for all species except the Ethiopian Wolf. Each species will be surveyed independently and will take approximately four days each (two for travel and orientation and two days for surveying). Other observed sympatric and co-occurring animals should be recorded for detail analysis of habitat overlap and association of species. Information such as Block number, GPS coordinates for each observation, survey start and end time, name of observed wild animals, sex (male or female) of animals, age structure (adult, sub adult, juvenile and calf), group size, activity during time of observation, e.g. resting, foraging, grazing, fleeing, etc.), habitat type, time of observation, weather condition, condition of the animals e.g. good, moderate or poor and other necessary information should be recorded on the datasheet.

Gelada monkey

The Gelada Monkey has a relatively wide distribution throughout the Park and also occurs outside the protected area. A total of 53 blocks having the same size, 2.8km*2.8km, covering a total area of 415km² will be established for the purpose of monitoring this species.

Ethiopian wolf

The Ethiopian Wolf have a restricted range and occur in dispersed patches in the afro alpine habitats of the SMNP, particularly in the Gich plateau, Bwahit and Sebat minch areas and mostly in the eastern areas of the Park. A total of 43 blocks(1.8km ×1.8km) covering an area of 150km²will be surveyed. Unlike other key species the Wolves are very curious to human activity therefore block monitoring should be done from 06:00 - 10:00 am and 04:00 - 07:00 pm.

Walia Ibex

Monitoring the Walia Ibex population is vital for the SMNP. The Walia's are considerably distributed in the afro alpine habitat and 47 blocks (1.5 km ×1.5km) covering a total of 105 km² will be used to survey the specie.

It is important to note that all of the above survey blocks overlap to a certain extent and observations of all species will be recorded during these surveys, despite the focus of each individual survey.

Menelik's Bushbuck

The population of Menelik's Bushbuck, in the SMNP is not known at present although their distribution appears to be concentrated around the Sankaber Camp site. Surveys of this species will be undertaken using 10 blocks (1km ×1km) covering a total of 10km² and data gathered will be used to determine the ecological requirements, conservation status and population dynamics of the species.

8.1.4 Survey of other Large Mammals

Other large mammal species considered important for monitoring purposes are common bushbuck, leopard, black and white colobus monkey and Anubis and Hamadryas baboons. All observations of these species made during the surveys of key species will be recorded for evaluation. In the Lowland areas not covered by the above surveys, a block counting method will be used, except leopard, and these blocks will total 20 and will be 1km². Camera traps will be used to assess the population status and distribution of leopard. Surveying will be conducted during both the wet and dry seasons. All relevant data as described above should be recorded.

8.1.5 Small Mammal Survey

As small mammals are a major prey species for Ethiopian wolf, raptors, and other carnivores in the SMNP, monitoring their population dynamics is crucial. Primarily the live trapping method will be used including (Sherman and Pitfall traps). Aluminium box trap, rectangular cage trap, plastic transparent trap or ground containers of 30 cm above ground will be used for shrews. A total of 49 Sherman traps (5.5x6.5x16 cm) will be set per grid at every 5 m interval between points in grassland and from 10 – 15meters interval in woodland habitat type during both seasons. The grids will consist of seven rows and seven columns as per Linzey and Kesner (1997). The traps will be baited with peanut butter and barley flour. Traps will be covered with leaves and grasses to prevent the death of rodents from cold weather and to avoid damage to traps by other wild animals.

The traps will be checked twice a day, early morning (between 06h00 and 07h00) and late afternoon (between 17h00 and 18h00). Animals caught from 06h00-18h00 will be recorded as day trappings and those caught from 18h00-06h00 the next morning as night trappings. Each trapped animal will be captured alive, identified, marked by toe clipping and released back to the site from where it was trapped (Linzey and Kesner, 1997; Clausnitzer, 2003). Information such as weight, sex, approximate age (juvenile, sub-adult and adult) based on their weight, coat colour (Bekele, 1996) and reproductive condition (for females: Imperforate or perforated vagina and for males: scrotal or abdominal testes) will be recorded. Furthermore, tail length, ear length, and hind foot length and incisor type at lower jaw (grooved or un-grooved) will also be recorded for identification purposes. Each survey will last for three to five days of trapping.

8.1.6 Avian Survey

Avian survey should be conducted using a point count method with a radius of approximately 25m. Data gathered in this way may be augmented using mist nets and recordings of opportunistic bird sightings. Birds can be identified either visually, or by their calls. The point counting method is a systematic search of a fixed area and for a fixed time, through standing at a series of points to identify birds seen or heard. Points will be placed at intervals of 200m and photos, sound recordings and field guides will be used to aid and ensure the accuracy of identification. Annual diversity monitoring will be conducted during the wet and dry season in each vegetation type and at an intensity that will ensure at least 20% of the Parks surface area is covered.

8.1.7 Threat monitoring

Threat dynamics will be monitored using various methods which are appropriate for each threat, i.e. fire, grazing, agricultural expansion and settlement, which are significant threats to the integrity of the SMNP.

The incidence of **non-management fires** will be monitored through the recording of each fire incident during the peak fire season, i.e. February – April. Each fire incident will record the locality, extent, time and type of ignition, duration of the burn and fire behaviour (hot or cool burn), weather conditions at the time of the fire. This monitoring will be carried out by the Park's Ecologists. The qualitative and spatial data will be stored and analysed to provide annual fire reports which discuss the number, frequency and extent of non-management fires, as well as providing an ecological interpretation of their impact, noting that this may be either negative or positive depending on circumstances.

Grazing pressure will be monitored through the recording of all livestock encroachment incidents into the Park. Where livestock is encountered the following data will be recorded: locality, size of the area over which the livestock are grazing, date and time of observation, the type and numbers of livestock, vegetation type within which they are found and a subjective comment on its condition with notes on impacts such as trampling, terracing and/or erosion, the number and identity of herders in attendance and their response to enforcement measures implemented, e.g. compliant, obstructive, violent, etc. This activity will be conducted on a continuous basis by the Scouts as part of the regular patrolling and the Park's Ecologists will visit grazing hot spots on an annual basis to assess the condition of the vegetation and use this data to augment their annual grazing pressure reports.

The degree of **agricultural expansion** and **illegal settlement** will be monitored in the same way as above with the Scouts recording the incidence and extent of these, together with the additional information pertaining to the social aspects of each, i.e. the numbers and identities of the people involved and their response to law enforcement action. Again the Park's Ecologists will visit hot spot areas on an annual basis to assess and record the impact of these activities on the integrity of the vegetation types.

8.1.8 Habitat rehabilitation

All rehabilitation efforts will be monitored to assess their effectiveness in both the dry and wet seasons. Baseline data for each rehabilitation effort must be comprehensive and accurate recording all details of the effort. This must include fixed point photos of which the fixed point must be carefully selected so that subsequent photos will clearly illustrate the effectiveness of the efforts. Appropriate monitoring techniques must be applied in addition to provide data that will measure the effectiveness quantitatively, e.g. gully erosion rehabilitation must measure the amount of sediment that is trapped, reforestation efforts must measure the extent to which recolonization of the vegetation type is successful, etc. Information such as the location and extent of the rehabilitation effort, GPS points, and species recovered, condition of the areas (good, moderate or poor) and other key information need to be collected, stored and evaluated.

8.2 Monitoring and Evaluation of Tourism Impact

The foremost goal of Management Objective 2 is to enhance income generations opportunities to improve the livelihoods of neighbouring communities and to significantly reduce their direct

dependent on Park resources through the facilitation and management of tourism. The aspects associated with tourism are the provision of a management system that includes booking and the tracking of tourist data and a measure of satisfaction, the provision and maintenance of supporting infrastructure, facilitating and overseeing private investments in both destinations and activities, and managing the environmental impact. As far as impact is concerned, it is hoped that this will primarily be positive, but can also be negative, and both aspects will be monitored and evaluated.

8.2.1 Tourism Management System

Monitoring the tourism aspect is vital in order to meet global standards. Tourism service provision has a direct impact on tourist satisfaction. Data on tourist flows will be collected on a daily basis at the tourism information centre at Park headquarters. Note that this aspect has been covered under the Operational Goal 2.4 and specifically Management Actions 2.4.3 and 2.4.4.

8.2.2 Tourism Infrastructure

The available tourism infrastructure should also be monitored and evaluated to ensure that it is maintained in a good and serviceable condition. This will be achieved through the detailed assessment of all tourism infrastructure using a standard checklist and immediately after the peak tourism season. The data captured during this assessment will inform an annual evaluation report that is used to plan for the maintenance of all tourism infrastructure so that it is in a good condition well before the onset of the next peak season. In addition to this the survey will assess the extent to which the tourism pressure impacts on the integrity of the Park and thus inform visitor management strategies.

8.2.3 Private Sector Partners and Service Provider Performance

The establishment and operation of all private sector partner investments must be monitored at least twice a year to ensure that they meet their concession agreement requirements and the operational standards. In addition to this private sector partners must collect visitor data to pass on to the Park for analysis together with all other visitor data. These partners will be held to global sustainability standards both in terms of the establishment of their facilities and/or activities, as well as their operation. Where possible, they must be encouraged to seek and retain internationally recognised certification.

Tourism service providers such as ecotourism associations, local guides, cooks, militias, and information services needs to be monitored as their services have collective impact on tourist satisfaction. Bi-annual assessments of these service providers will be conducted to ensure that they are meeting the required standard. Reference to these will also be included in all tourist surveys to ensure that visitors have the opportunity to record information and comments that related to the service providers which have enabled their visit to the Park.

8.3 Monitoring and Evaluation of the Effectiveness of Collaborative Management and Benefit Flows to Neighbouring Communities

This monitoring and evaluation seeks to measure the impact of both Management Objectives 2 and 4, i.e. economic benefits and community engagement. It is recognised here that tourism is likely the greatest source and direct benefits to neighbouring communities and that this has been covered in the preceding Section 8.2 and therefore this Section picks up on the monitoring and evaluation of other benefit flows as well as the effectiveness of collaborative management efforts. It must be noted

here that the Park's capacity to produce and deliver benefits is currently compromised due to the collective impact of the threats that are currently prevalent. As the Park regains its ecological integrity through the effective implementation of this GMP, the monitoring actions related to this objective will need to be increased.

Data to measure the extent to which communities benefit directly from the Park will be gathered continuously by Human Resources in terms of community members employed either permanently or temporarily, inclusive of job descriptions, duration of employment and wages paid. Other data related to indirect benefits will be gathered annually from the Kabele PAC meetings and from specific groups trained by the Park in alternative livelihoods. Questionnaires designed to gather the required data need to include the following:

- Number of households in each Kabele;
- Household demographics (ages, genders, education level);
- Income level and sources of income and livelihood strategies;
- Types and numbers of livestock owned and where they graze/forage;
- Knowledge of and attitudes towards the Park;
- Park visits – where and how often;
- Reasons to access the Park, e.g. visit cultural site, harvest a resource, grazing of livestock, etc.;
- Type and source of energy used; and
- Source of water.

The data from the completed questionnaires must be captured electronically in an Excel spreadsheet and saved to facilitate annual evaluation and reporting.

The extent to which collaborative management is facilitated and its success in engaging with neighbouring communities will be measured and assessed through the extraction of relevant information from the minutes of Woreda and Kabele level PAC meetings, and correlation of these with patrol reports from the Scouts and ecological assessments from the Park Experts as per Management Action 4.1.3. A specific report related to this aspect will be compiled on an annual basis.

8.4 Monitoring and Evaluation of the Effectiveness of Stakeholders Partnerships and Capacity Development

The 'Means of Verification' provided for each of the Management Actions that pertain to the two Management Objectives related to these aspects will provide sufficient evidence of completion. The impact of these actions will however be seen through trends determined from the annual assessment of Management Effectiveness and the application of the WWF/World Bank Management Effectiveness Tracking Tool. This aspect has been covered in Management Action 6.2.3. No further M&E actions are therefore required to measure the impact of these objectives.

Table 8: The Monitoring and Evaluation Plan for the Simien Mountains National Park

Monitoring and Evaluation of Biodiversity, Habitat and Threats																				
Monitoring action	Who is the team leader	Who are the team members	What resources are required					What are the time frames												Measure of achievement/output
			Number of days	Item	Cost (ETB)			2020			2021			Dry 2022						
					2020	2021	2022	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
Inventory and survey of the flora of the Park within the four vegetation types and the production of a vegetation map. Annual surveys in the core zones, bi-annual in the limited use zones and tri-annual in the intensive use zones.	Protection and monitoring warden	Ecologist	60	Per diem (5 people* 60 days* ETB 300) Travel (2000km/5l)*20 Laboratory cost	108000	196000	196000	■				■				■			Survey data, fixed point photos, annual evaluation report and up to date vegetation map.	
Monitoring of Walia Ibex ,Ethiopian Wolf, Gelada Monkey and Menelik's Bushbuck twice a year during the wet and dry seasons.	Protection and monitoring warden	Park Experts, Scouts partners	45	Per diem (8 people* 45 days* ETB 300) Travel (4000km/5l)*20	248000	248000	248000	■	■			■	■			■	■	Survey data, photos and annual evaluation reports per species.		
Large mammal surveys carried out annually and beginning in 2021.	Protection and monitoring warden	Park Experts, Scouts, partners	30	Per diem (12 people* 30 days* ETB 300) Travel (4000km/5l)*20		124000	124000					■				■		Survey data, photos, camera trap footage and annual evaluation		
Wet and dry season surveys of small mammals in grassland and woodland habitats.	Protection and monitoring warden	Ecologists (6)	30	Per diem (3 people* 30 days* ETB 300) Travel (4000km/5l)*20	86000	86000	86000	■	■			■	■			■	■	Survey data, photos and annual evaluation reports per species.		
Annual wet and dry season avian survey from fixed points.	Protection and monitoring warden	Park experts (ecologist)	30	Per diem (4 people* 30 days* ETB 300) Travel (4000km/5l)*20	74000	74000	74000	■	■			■	■			■	■	Survey data and annual evaluation reports		
On-going monitoring of non-management fires, grazing pressure, cultivation and settlement within the Park. Budget and resource requirements are for the Park Experts who will verify findings by the Scouts, whose budget is covered under Operational Goal 1.2 and Action 1.2.1.	Protection and monitoring warden	Experts, Scouts, community guards	30	Per diem (6 people* 30 days* ETB 300) Travel (2000km/5*20)	62000	62000	62000	■	■	■	■	■	■	■	■	■	■	Patrol and verification data, photos and annual threat evaluation report.		
Monitoring of all rehabilitation efforts during the wet and dry seasons of every year.	Protection and monitoring warden	Ecologist, Scouts	45	Per diem (6 people* 30 days* ETB 300) Travel (2000km/5l)*20	124000	124000	124000	■	■			■	■			■	■	Baseline and subsequent monitoring data, fixed point photos and annual evaluation report.		
Sub-total					702000	914000	914000													
Monitoring and Evaluation of Tourism Impact																				
The establishment and implementation of a tourism management system has been covered under the Operational Goal 2.4 and specifically Management Actions 2.4.3 and 2.4.4.																				
An annual assessment of the condition of all tourism infrastructure within the Park undertaken after the peak tourist season.	Protection and monitoring warden	Tourism Expert	20	Per diem (4 people* 20 days* ETB 300) Travel (2000km/5l)*20	32000	32000	32000	■				■				■		Annual tourism infrastructure condition assessment report		
Carry out an annual performance assessment of private sector tourism partners and tourism service providers.	Tourism and Community Warden	Tourism Expert	20	Per diem (4 people* 20 days* ETB 300) Travel (2000km/5l)*21	32000	32000	32000		■			■				■		Annual tourism partner and service provider performance assessment report.		
Sub-total					64000	64000	64000													

Monitoring and Evaluation of the Effectiveness of Collaborative Management and Benefit Flows to Neighbouring Communities												
Annually assess the direct impact of the Park on neighbouring communities in terms of direct full-time and part-time employment opportunities and express this in financial terms.	Human Resources	Park Experts Chief Scouts	10	No additional budget required	0	0	0					HR report on employment statistics related to neighbouring communities.
Prepare and distribute socio-economic questionnaires to community representatives at Kabele level PAC meetings on an annual basis. Questionnaires may be distributed in the 3rd quarter and collected again in the 4th quarter. Capture the data from all the completed questionnaires and produce an evaluation report.	Community Expert	Chief Warden	10	No additional budget required	0	0	0					Socio-economic questionnaires completed, data captured and stored, and an annual evaluation report compiled.
Annually review and collate findings and reports from Scouts and Ecological Experts who follow up on the implementation of actions agreed to at Woreda and Kabele level PAC meetings as per Management Action 4.1.3.	Protection and monitoring warden	Chief Scouts Ecological Experts	10	No additional budget required	0	0	0					Annual evaluation report reflecting the effectiveness of collaborative management arrangements.
Sub-total					0	0	0					
TOTAL					766000	978000	978000					

9 Procurement plan

In compiling the procurement plan the approach to human resources procurement was to accept that the budget is available for all existing and vacant positions, including possible salary increments, and that the financial resources for this will be provided by Central Treasury over and above the budget requirement for implementation of this GMP.

In some instances Management Actions have been identified that relate to the assessment of procurement requirements. These aspects have not been included in the Procurement Plan to avoid duplications. It is assumed that once these assessments have been completed, as per the timeframes in the GMP, and that approvals are granted, the financial resources will be secured.

The procurement plan excludes those items that are regularly supplied through the Central Treasury allocation, e.g. uniforms and standard office consumables. A summary of the procurement requirements for the Park for the period of 2020 – 2022 is provided in Table 9 while the detailed procurement requirements are included in Appendix D. The source of funds for these procurement requirements is discussed in Section 10.2 below.

Table 9: A summary of the procurement requirements for the SMNP for the period 2020 to 2022.

Procurement (2020 - 2022)	
Category	Total amount required (ETB)
Extracted from budget	
Moveable assets	200000.00
Human resources	549000.00
Professional services	29257200.00
Fixed assets	118180000.00
Operational costs	97145584.67
Sub-total	245331784.67
Additional to budget	
Moveable assets	41,804,000.00
Human resources	5,588,928.00
Sub-total	47,392,928.00
GRAND TOTAL	292,724,712.67

It is critical that the Chief Warden and his support staff immediately begin to operationalise the procurement requirements as per EWCA's standard procurement guidelines to ensure that all requirements are timeously secured and that unnecessary delays are avoided.

10 Business plan

The purpose of the Business Plan (BP) is to move the Park towards financial self-sufficiency and donor independence. The overarching premise applied to ensure that this is achieved would be based on two key factors. Firstly, the enhancement of operational efficiencies and secondly, optimising income generation within the bounds of sustainability and the legal and policy framework for the existence and management of the Park. Further to this the latter would need to provide the enabling

environment and a EWCA guideline document entitled “A Business Plan Development Tool for Protected Area Managers in Ethiopia” (EWCA, 2011) was applied to test this. The outcome of the test was a clear indication that, at both the organisational and Park levels, the recommendations are as follows:

Institutional capacity: “There is no institutional capacity for a Park BP [and] relevant policies and legislation need to be reformed before initiating any Business Planning process[es].”

Site level capacity: “The Park has little [to] no capacity at this time and the Business Planning process should be deferred.”

This section is therefore primarily focussed on presentation of the budget and to provide some suggestions as to how financial sustainability may be achieved in the future when the legal and policy framework make this possible.

10.1 Budget Requirement January 2020 – December 2022

The budget required to implement the Management Actions presented in Section 7 and the Monitoring and Evaluation Actions presented in Section 8 for the three years 2020 to 2022 is a total of **ETB 245,331,784.67** (two hundred and forty five million, three hundred and thirty one thousand, and seven hundred and eighty four Birr). A summary of the budget is included in Table 10 and from here it can be seen that while this is a substantial investment and in orders of magnitude greater than the current allocation, it has a significantly positive return on investment (RoI). Where this has been calculated on the tourism value alone, the RoI for the three years is 5.45:1, 3.44:1 and 4.55:1 respectively. Where a broader suit of ecosystem goods and service values are considered, the RoI values increase by an order of magnitude. This emphasises the significant value of the SMNP as a national and international asset.

Table 10: A summary of budget requirement to implement Management and Monitoring Actions of the SMNP for 2020.

Management Objective	Budget in ETB			Sub-totals	% of total budget
	2020	2021	2022		
1. Natural resource management	8,220,100.00	7,320,950.00	5,891,200.00	21,432,250.00	9%
2. Revenue generation and benefit sharing	27,145,366.67	36,194,766.67	31,845,066.67	95,185,200.00	39%
3. Research	1,005,100.00	1,955,200.00	1,955,200.00	4,915,500.00	2%
4. Collaborative management	1,938,166.67	2,788,386.67	3,130,886.67	7,857,440.00	3%
5. Infrastructure and capacity development	13,285,733.33	33,686,966.67	18,853,766.67	65,826,466.67	27%
6. Financial sustainability	0.00	0.00	0.00	0.00	0%
Sub-total	51,594,466.67	81,946,270.00	61,676,120.00	195,216,856.67	
M&E	766000.00	978000.00	978000.00	2,722,000.00	1%
Additional procurement items				47,392,928.00	19%
TOTAL	52,360,466.67	82,924,270.00	62,654,120.00	245,331,784.67	100%
RETURN ON INVESTMENT (Tourism)	5.45	3.44	4.55		
RETURN ON INVESTMENT (nine EGS)	54.64	34.50	45.67		

10.2 Sources of Funding

There are two primary sources of funding for the Park for this first three year action planning cycle of the GMP and these are central treasury and donors. The annual budget allocated for the Park in 2018/19 (2011 E.C) budget year was about **ETB 2,121,639** excluding salaries. As can be seen from the

budget detail provided in Section 10.1 above, this is substantially less than the total that is required for the first year of the Management and Monitoring Actions in this GMP, i.e. **ETB 52,360,466**.

Donors and implementing partners such as the KfW, JICA, ADA, UNESCO, AWF and EWCP are implementing several activities towards the conservation and management improvement of the SMNP. At this point in the process it appears that the bulk of the donor contributions may come from KfW and ADA, but EWCA and the Park are urged to link up and strengthen relationships with others partners to ensure that they are able to secure the support needed. The breakdown of funds between these two primary sources shows that a significant amount of the budget for 2020 will be coming from donors while the shortfall will need to be covered by Central Treasury. This is illustrated with the related monetary values in Table 11 below although it does not provide a clear picture as the budget amounts reflect that required for the three years of implementation from 2020 to 2022, while the contributions from donors are indicated for 2020.

It must be noted that these contributions have been secured in the absence of this GMP and now that it has been concluded and a clear picture exists of the actual budget needs of the Park, donors and government alike will be in a better position to decide on where to allocate funds and the amounts thereof. The figures in this table are therefore open to further negotiation and consideration by all funding sources.

Table 11: A proportional breakdown of funding sources to support the GMP for SMNP

Procurement category	Total amount required (ETB)	Donor funding for 2020 in % of budget	Budget amount secured for 2020
Extracted from budget			
Moveable assets	200000.00	UNESCO and KfW 100%	200000.00
Human resources	549000.00	KfW 50%	274500.00
Professional services	29257200.00	UNESCO, KfW, Walia Project 100%	29257200.00
Fixed assets	118180000.00	KfW 75%, other donors 15%	100453000.00
Operational costs	97145584.67	KfW 20%	19429116.93
Sub-total	245331784.67		149613816.93
Additional to budget			
Moveable assets	41,804,000.00	KfW 80%	33443200.00
Human resources	5,588,928.00		0.00
Sub-total	47,392,928.00		33443200.00
GRAND TOTAL	292,724,712.67		183057016.93
BUDGET SHORTFALL			109,667,695.73

From the above it appears as if the budget requirement for 2020 is exceeded by donor funding alone. However, this may not be an accurate reflection as commitments have been made in the absence of the actual budget requirements, as stated above. Therefore it is essential that this GMP be used to secure clarity from all funding sources as to how much and for what will funding be allocated. However, it must be emphasised at this point that the aim of this business plan, and in particular the discussion related to making the case in Section 10.3.3 below, should be for the proportional funding sources to become increasingly less donor dependent with the government investing to secure the integrity of the asset and for the sake of significant returns.

10.3 Funding Strategies

10.3.1 Enhanced Operational Efficiency

The first and probably the most important step to reduce barriers system-wide is to develop a comprehensive training programme for managers at all levels covering the governmental/EWCA system of accounts and budget procedures. Added to this is the need to develop and implement appropriate management guidelines, which include policies and defined standards of performance. Since EWCA is a relatively new organisation, most staff, not directly involved with the finance system, have not had the background or experience in working with the accounting procedures and/or have not been involved in the preparation of estimates leading to budget formulation. Acquisition of this basic knowledge will assist in the implementation of efficient financial management.

The short-term planning framework applied in EWCA makes it extremely difficult to justify and apply business-planning principles, which may rely on longer-term horizons in order to achieve the benefits. A number of these constraints come about as a result of government policies, which place financial planning with central agencies responsible for Ethiopia's financial planning as a whole. Accordingly, EWCA management relies on short term planning and annual budgets rather than addressing its financial needs on a business like footing. Through the revision of the current processes it will be possible to address the barriers to efficient operation and take action accordingly.

Enhanced operational efficiency is simply good business practice and would also reflect the implementation of management of the highest standard. It is essential that this be demonstrated as a means to provide 'investor confidence'. The latter relates to any source of funding where the funders will be more likely to release funds when they are confident that the funds will be managed well and efficiently.

10.3.2 Securing government funding

Government budgets in most countries represent the principle source of funding for PAs. The Ethiopian government has committed itself to the development and maintenance of a protected area system with a long-term aim of conserving appropriate areas for wildlife populations. This commitment represents a public service undertaking in the same way that governments fund health, education and other public services.

Although, the annual budget allocation by the central government is growing year on year, the level of this investment is still far from adequate. The SMNP received **ETB 2,121,639** as an operational budget for the year 2018/19, excluding salaries. Proportionately this amount equates to just more than 4% of the budget needed to effectively manage the Park in 2020. The allocated budget is about 30% of the direct revenue collected from tourist to the central treasury of the same year, which implies that even under these suboptimal conditions, the Park still provided a RoI of 3.3:1.

It is essential that the concept of the Park being a national and international asset be driven home aggressively by senior management in EWCA and that the Park retain accurate income and expenditure figures to be able to present an accurate assessment of the RoI. This aspect has already been alluded to in the discussion in Section 10.1 where it has been shown that the RoIs for the first three years of this GMP prove to be substantial (see Table 10). Table 12 below shows the values of nine ecosystem goods and services derived from the resource economic study undertaken by Dr Hugo van Zyl in 2015 (van Zyl, 2015).

Table 12: Annual values associated with some ecosystem goods and services in and from the SMNP (Van Zyl, 2015).

Ecosystem goods and services	2015 value in ETB
Grazing	44,368,800
Harvesting	25,461,600
Medicinal plant harvesting	2,732,243
Watershed protection	35,857,120
Biomass carbon stock	2,122,907
Carbon stocks	2,461,977,706
Pollination and pest control services	1,404,282
Tourism	285,192,749
Existence and cultural	2,101,200
TOTAL	2,861,218,607

10.3.3 Enhanced Income Generation Opportunities

In addition to the arguments presented above, the Management Planning Team identified a number of opportunities where income generation by the Park may be enhanced. These are listed and discussed briefly below. Even though EWCA and the Park are currently unable to hold on to and reinvest this income, efforts to enhance income generating opportunities will also serve to generate investor confidence, as with enhanced operational efficiencies.

10.3.3.1 Tourism Revenue Retention Scheme

Tourism has shown significant improvements in terms of benefiting both the Park and the enablers at national and local level. Tourist numbers has increased from 14,016 in 2009/2010 to more than 25,000 in 2018/19. Income generated from tourism was just more than **ETB 7 million** to central treasury in 2018/2019 and more than ETB 27 million to locally established community businesses. According to van Zyl (2015) the SMNP is valued at approximately **ETB 285,192,749** annually in relation to tourism. The recently produced Tourism Development Plan (TDP) for the SMNP has indicated the best global practices regarding tourism development in the SMNP and its surrounding and it is essential that the opportunities identified in this plan are implemented as soon as possible.

10.3.3.2 Payment for Ecosystem Services

The concept of ecosystem services has been developed to build human understanding of the value of natural resources and the extent to which human wellbeing is dependent on the persistence and sound management of protected areas. The Millennium Ecosystem Assessments (MEA) describes ecosystem services as services provided by the natural environment that benefit humans such as food, clean air, food, water, fibre and the cultural services that provide benefit to people through recreation, natural site appreciation and others are the well-known ecosystem services (MEA, 2005). According

to the report other ecosystems services such as the regulation of the climate, purification of air and water, flood protection, soil formation and nutrient cycling are critical contributions to social and economic resilience.

The work of van Zyl (2015) provides the basis for a number of opportunities related to the potential trading in ecosystem services. While some such as livestock grazing and carbon trading are unlikely to be realised, even in the medium term, it is important that this work be investigated further to ensure that all possible options are explored to the fullest.

10.3.3.3 Donor programmes

Funding through international donors and partners include the German Development Bank (KfW), United Nations Educational, Scientific and Cultural Organization (UNESCO), African Wildlife Foundation (AWF) and the Austrian Development Agency (ADA) which has under pinned the development of SMNP in recent years. It has provided for the development of several new facilities and the provision of infrastructure in and around the Park.

Donations by private individuals are a feature of funding in many protected areas worldwide and can be an important source of revenue under the right conditions. However, there are many competing organizations for public donations in Ethiopia and without proper planning and effort, it is unlikely that a programme aimed at eliciting public donations via simply a donation box or public appeal would be successful. Clearly, the situation in Ethiopia needs to be properly understood, and the opportunities evaluated. However, taking into account the relatively low levels of income in Ethiopia and the low profile of protected areas generally, it is not expected that an appeal for private donations would be successful at this time. To the extent possible, it is proposed that every measure be taken to ensure a continuation of the donor programme and to obtain funding from sources such as KfW, Global Environment Facility (GEF), UNESCO and others. Donors have shown, and continue to demonstrate, a willingness to assist in funding PAs, particularly if they provide benefits for the local population and this should be fostered to the full extent possible. However, it will be essential for EWCA and the Government of Ethiopia generally to develop a coherent approach to attract further donor funding. Hence, it becomes essential for EWCA to clearly establish its PA objectives and strategies in order to place priority funding needs before donors, giving the best opportunity to succeed.

It is emphasized here again though that while there is a huge dependence on donor funding at the moment, every effort must be made to persuade government to invest in increasing measures to ultimately be able to cover most of the budget requirements necessary to demonstrate effective management of the Park.

10.3.3.4 Trust fund

In many developing countries trust funds have proven to be a successful means of attracting donor funding for use in PAs. It is likely that such a fund will be vital to meet the financial needs of EWCA in general and of the Park. The fund has the potential to provide supplementary support additional to governmental resources, particularly under the current budget shortfalls and short-term budget cycles.

10.3.3.5 Conservation Fund

The AWF have unparalleled experience in establishing tourism enterprises which directly contribute to conservation efforts across Africa. Limalimo lodge was established in this way and a conservation levy of US\$10 per visitor per night is collected by AWF and used to fund conservation efforts in the Park. Similarly, Simien lodge is paying 3% of its profits as a conservation levy to EWCA. There are several opportunities for concession enterprise development to be established in the near future and to obtain more conservation support for the Park.

10.3.3.6 Other Fees

EWCA charges US\$1,000 for outside researches, US\$9,000 for land-based filming, and US\$15,000 for air-based filming. Some effort to market the Park as a venue for these activities may be worthwhile.

10.3.3.7 Offsets

Development projects in and adjacent to the Park which are unable to avoid or mitigate their impacts should offset these by investing in the management of the Park. Such offsets would need to be negotiated during the environmental assessment phase of such projects, but may also be negotiated retrospectively where large projects have already been completed.

10.3.3.8 Penalties

Related to the above are penalties, or fines. With the high level of illegal activities currently prevalent in the Park, this is potentially a significant source of income. It would need careful implementation as it has the potential of increasing levels of animosity between the Park and adjacent communities.

10.3.4 Alternative Sources

Alternative sources of funding that are not market based are further donor funding and potential corporate sponsorships. These are not sustainable sources of funding and while they potentially offer relief from budget shortfalls, they should be viewed strictly as short-term options.

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Annexures

Annex A: Planning Team

Name	Organization	Role	Contact
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Tilahun Teklu	EWCA	Northern PAs coordinator	ttilahun34@gmail.com
ZinashTeferi	EWCA	Ecologist	Zinuteferi17@gmail.com
Mezgebe Seyum	EWCA	Community officer	mezgebeseyoum@yahoo.com
Abraham Mariye	ANRS EFWPDA	Director PAs management	abrahammarie@gmail.com
Abebaw Azanaw	SMNP	Chief warden	abebawazanaw2013@gmail.com
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FissehaKassye	SMNP	Planner	
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Zelege Tigabe	AWF	Program manager	ZAbuhay@awf.org
Beleyneh Abebe	AWF	Community officer	BAbebe@awf.org
Tibebu Yelemfrhat	AWF	Ecologist	TSimegn@awf.org
Simeneh Admasu	AWF	Project officer	SNamaga@awf.org
GetachewAssefa	EWCP	Coordinator	
LeykunAbune	GITEC	SMNP coordinator	abunie@biodiversity-ethiopia.gitec-consult.com
WondemunegnMekuria	SMNP	Ecologist	

Annex B: Relevant Stakeholders

Name	Last Name	Place of work	Organization	Position
Dagne	Mamo	Addis Ababa	Environment Commission	Director
Tesfaye	Zelege	Addis Ababa	EWCA	Director Finance and Administration
Birhane	Yessuf	Addis Ababa	EWCA	Director Women Affairs
Mitiku	G/Micheal	Addis Ababa	EWCA	Director legal affair
Endale	Tafa	Addis Ababa	EWCA	Director
Mesfin	Haileselassie	Addis Ababa	EWCA	Senior researcher
Ashebir	Weyesa	Addis Ababa	EWCA	Director
Kahsay	G/Tensae	Addis Ababa	EWCA	Director Community Service
Tilahun	Teklu	Addis Ababa	EWCA	Northern PAs coordinator
Girma	Timer	Addis Ababa	EWCA	Director PA development
Elfnesch	Woldeyes	Addis Ababa	EWCA	Director Wildlife Utilization
Nakachew	Birelew	Addis Ababa	EWCA	Public Relation Expert
Sisay	Getachew	Addis Ababa	ETO	Director
Yisfalegn	Habte	Addis Ababa	ETO	Destination Development Director
Kassaye	Wami	Addis Ababa	EWCA	Senior researcher
Ayelech	Gugessa	Addis Ababa	EWCA	Director Human resource
Abiot	Hailu	Addis Ababa	EWCA	Senior researcher
Tewdros	Bayilegn	Addis Ababa	EWCA	Director
Dr. Zelalem	Tefera	Addis Ababa	Born Free Foundation	Country Director
Dereje	Kassa	Adiarkay	Culture and Tourism Office	Head
Gashaw	Molla	Adiarkay	First Instance Court	Chair person
Awoke	Ayelegn	Adiarkay	Justice Office	Head
Selomie	Mamuye	Adiarkay	Culture and Tourism	Planner
Tilahun	Mezgebu	Bahir Dar	Culture and Tourism	Expert
Magignet	Melkamu	Bahir Dar	Land Administration	Socio Economist
Abraham	Mariye	Bahir Dar	EFWA	Wildlife Director
Ashagere	Melkamu	Bahir Dar	Land Administration	Expert
Dr.Girma	Eshete	Bahir Dar	University	Ass Professor
Woretaw	Demise	Beyeda	Agriculture	Head
Feleke	Asmare	Beyeda	Police	Head
Shegaw	Tigabu	Beyeda	Tourism	Head
Sewalem	Alebachew	Beyeda	Militia	Head
Tesfaye	Melese	Beyeda	Security	Head
Tesfahun	Yirdaw	Beyeda	First Instance Court	Chair person
Bimir	Wonde	Beyeda	Justice Office	Head
Bisetegn	Belayneh	Beyeda	Land Administration	Head
Kenaw	Asefa	Beyeda	Administration	Head
Dr. Alistair	Pole	Debank	AWF	Director Land Conservation

Name	Last Name	Place of work	Organization	Position
Belayneh	Abebe	Debark	AWF	Community Officer
Simeneh	Namaga	Debark	AWF	Project Officer
Tibebu	Simegn	Debark	AWF	Ecologist
Tilahun	Kassa	Debark	AWF	Finance Officer
Zelege	Tigabe	Debark	AWF	Program manager
John	Watkin	Debark	AWF	Chief Technical Advisor
Taye	Yamrote	Debark	Security	Officer
Hawltu	Abeyu	Debark	SMMMS	Coordinator
Webie	Tezera	Debark	Police	Head
Selamyihun	Mulat	Debark	Agriculture Office	Head
Dagnachew	Tsehay	Debark	SME	Head
Molla	Seyum	Debark	SME	Head
Moges	Ayele	Debark	Ecotourism Association	Manager
Sewenet	Berihun	Debark	Militia	Head
Awoke	Tekabe	Debark	Justice Office	Prosecutor
Tarekegn	Belayneh	Debark	Mayor Office	Head
Mebratu	Berihun	Debark	Culture and Tourism	Head
Banchiamlak	Mengistu	Debark	Administration	Head
Mender	Tayto	Debark	North Gondar Culture and Tourism	Expert
Endaye	Demessie	Debark	Mayor Office	Mayor
Worku	Lemlemu	Debark	North Gondar Administration	Chief Administration
Kasahun	Abetew	Debark	Land Administration	Head
Mirkuzie	Wassie	Debark	Administration	Head
Anteneh	Agezew	Debark	University	Research and Community service Director
Yedilfara	Adinew	Debark	University	lecturer
Adino	Abuhay	Debark	Cooks	Head
Alelegn	Mekeda	Debark	Militia	Head
Solomon	Alebachew	Debark	Militia	Officer
Bihonegn	Elizsiged	Debark	Police	Head
Melkamu	Abuhay	Debark	Mayor Office	Head
Kasahun	Direse	Debark	First Instance Court	Expert
Alebachew	Molla	Debark	Culture and Tourism	Hotel Controller
Tamene	Aduye	Debark	Culture and Tourism	Group leader
Aklilu	Barke	Debark	Simien Lodge	Manager
Nigussie	Alew	Debark	Ecotourism Association	Member
Yalealem	Fantahun	Debark	Culture and Tourism	Head
Kasahun	Engidaw	Debark	First Instance Court	Chair person
Maru	Biyadegelign	Debark	SMNP	
Abebaw	Azanaw	Debark	SMNP	Chief Warden
Baye	Yidegu	Debark	SMNP	Community Expert

Name	Last Name	Place of work	Organization	Position
Azanaw	Kefyalew	Debark	SMNP	Officer
Sisay	Mekunent	Debark	SMNP	Tourism Officer
Abebe	Mengesha	Debark	SMNP	Lawyer
Sisay	Yeshanew	Debark	SMNP	Community Expert
Wondemagegn	Mekuria	Debark	SMNP	Ecologist
Ali	Reta	Debark	SMNP	Tourism Officer
Endalkachew	Seraw	Debark	SMNP	Ecologist
Asrat	Kassa	Debark	SMNP	Finance head
Ammanuel	Ashagere	Debark	SMNP	Community Expert
Lakew	Melkamu	Debark	SMNP	Tourism Officer
Fiseha	Kassaye	Debark	SMNP	Planner
Fasika	Nigusse	Debark	SMNP	Ecologist
Nigist	Birhanu	Debark	SMNP	Finance
Tigist	Mequanenet	Debark	SMNP	Auditor
Tigist	Getachew	Debark	SMNP	Human resource
Alemenesh	Fitregese	Debark	SMNP	Tourism Officer
Birhan	Mewosha	Debark	SMNP	Chief scout
Tadesse	Yigzaw	Debark	SMNP	Community and Tourism Warden
Sharmi	Sen	Sankaber	UMGRP	Researcher
Eddy	Wild	Sankaber	UMGRP	Field research assistance
Getachew	Assefa	Debark	EWCP	Project leader
Genenew	Agitew	Gondar	University	Lecturer
Ayelegn	Mesafinit	Gondar	University	Lecturer
Amare	Tadesse	Janamora	Culture and Tourism	Head
Getachew	Geto	Janamora	Justice Office	Head
Degu	Mequanent	Janamora	Police	Head
Abuye	G/Hiwot	Janamora	Security	Head
Derebe	Melese	Janamora	Land Administration	Head
Webie	Zewdu	Janamora	Administration	Head
Melese	Adeadlew	Janamora	Agricultural Office	Head
Hillesellasi	Adissie	Janamora	First Instant Court	Head
Dessie	Baye	Janamora	Militia	Head
Dejen	Azene	Telemet	Culture and Tourism	Officer
Alemaw	Alemeshet	Telemet	Land Administration	Officer
Markeshaw	Dametew	Telemet	First Instant Court	Head
Yegna	Nega	Telemet	Administration	Head
Gashaw	Engidaw	Telemet	Security	Head
Taye	Birhanu	Telemet	Justice Office	Head
Jejaw	Atne	Telemet	Agricultural Office	Head
Chombe	Taye	Telemet	Police	Head

Annex C: Situational and stakeholder Analysis of the SMNP

DESCRIPTION OF MANAGEMENT DYNAMIC	SOURCE OF RELEVANT INFORMATION	RELATED STAKEHOLDERS, CONTACT DETAILS AND POTENTIAL ROLE
Natural – Internal		
<ul style="list-style-type: none"> Vegetation structures, composition and distribution with their different habitat types creates unique assemblages of plant species. Could be managed differently based on ecology and use opportunities. Festuca dominated areas could use habitat management tools, as well as invasive species encroachment control. Affected habitats of the Gich plateau can include reforestation. 	Professor SileshiNemomissa’s published article on Plants of the Simen: a flora of the Simen Mountains and surroundings, northern Ethiopia.	Professor SileshiNemomissa snemomissa@gmail.com
<ul style="list-style-type: none"> Diversity of plant species in which having high potential of carbon Storage, climate change mitigation potential and medicinal values. 	HabtamuAssaye and Zerihun Asrat’s publication on Carbon Storage and Climate Change Mitigation Potential of the Forests of the Simien Mountains National Park, Ethiopia. Tibebu Simegn published on onForest Carbon Stocks in Lowland Area of Simien Mountains National Park: Implication for Climate Change Mitigation.	Both HabtamuAssaye and Zerihun Asrat can be used for further references. zerasrat@yahoo.com Tibebu Simegn TSimegn@awf.org
<ul style="list-style-type: none"> Flora diversity key to support bee keeping and reconstruction of historical sites for bee keeping (reintroduction of the traditional value of honey and fighting against adulterated honey). 	The previous General Management Plan 2009-19 and World Heritage Nomination document have provided the information. Abraham Mariye and Bekele Zerihum are the potential available expertise to explain the issue.	Abraham Marye abrahammarve@gmail.com
<ul style="list-style-type: none"> Threats relate to climate change, over utilization and habitat degradation have threatening the endemics and endangered plant species and the ecosystem functioning of the SMNP. Thus, active restoration mechanism needed to restore the degraded areas and enhance ecosystem functionality. 	SMNP annual reports Abebaw Azanaw to talk about the threats in the SMNP.	Abebaw Azanaw Chief Warden SMNP abebawazanaw2013@gmail.com
<ul style="list-style-type: none"> Maintaining key habitat is crucial for the conservation of key species such as rodent habitat is critical for the survival of the rare Ethiopian Wolf, Afro alpine habitat for the endangered Walia Ibex. As habitat degradation due to grazing pressure is severely affecting both species. 	Professor Afework Bekele has published a numbers of articles on small rodent species and Zelealem Tefera (PhD) PhD dissertation and associated published articles are valuable for further reference. MeseleYihun and Afework Bekele’s publication on Habitat Quality Assessment of the Ethiopian Wolf in the Simien Mountains National Park, Ethiopia	All the researchers will be reachable for further reference Professor Afework Bekele of Addis Ababa University, Ethiopia afeworkbekele@hotmail.com Zelealem Tefera (PhD) ztashenafi@gmail.com MeseleYihune mesyih@yahoo.com

<ul style="list-style-type: none"> Maintaining the habitat of Walia Ibex and maintaining human cause pressures are basic. 	EWCA, SMNP	
<ul style="list-style-type: none"> Lack of sufficient studies on geology and scenic values of the areas have undermine the value of the Park. 	The previous General Management Plan 2009-19 and World Heritage Nomination document have provided the information.	Abraham Mariye and Bekele Zerihum are the potential available expertise to explain the issue.
<ul style="list-style-type: none"> Sites of historical significance such as Waliakend 	Hugo Van Zyl (PhD) an independent economic researcher technical report on Economic value of Ethiopian PAs.	hugovz@mweb.co.za
<ul style="list-style-type: none"> Sites of religious significance such as Kidusyared 	Hugo Van Zyl (PhD) an independent economic researcher	hugovz@mweb.co.za
<ul style="list-style-type: none"> Hydrological values with great scenic beauty. 	Hugo Van Zyl (PhD) an independent economic researcher	hugovz@mweb.co.za
<ul style="list-style-type: none"> Non-timber forest products such as food and fodder that may be made available for consumptive utilization e.g. fruits 	HabtamuAssaye from college of Agriculture and Environmental Sciences, Bahir Dar University.	habtamuasaye@yahoo.com
<ul style="list-style-type: none"> Many historical sites must be identified and protected as representation of the history of the local people (ethnobotanical significance and co-existence with the natural environment – reconstruction of cultural landscapes. 	The previous General Management Plan 2009-19 and World Heritage Nomination document have provided the information.	Abraham Mariye and Bekele Zerihum are the potential available expertise to explain the issue.
<ul style="list-style-type: none"> Invasive plants – need control strategies. 	The previous General Management Plan 2009-19 and World Heritage Nomination document have provided the information	Abraham Mariye and Bekele Zerihum are the potential available expertise to explain the issue.
Natural – External		
<ul style="list-style-type: none"> Climate change in terms of mitigation and adaptation responses 	The previous General Management Plan 2009-19 and World Heritage Nomination document have provided the information.	Abraham Mariye and Bekele Zerihum are the potential available expertise to explain the issue.
<ul style="list-style-type: none"> Invasive plant species that occur outside the Park, inclusive of parasitic species 	The previous General Management Plan 2009-19 and World Heritage Nomination document have provided the information.	Abraham Mariye and Bekele Zerihum are the potential available expertise to explain the issue.
<ul style="list-style-type: none"> Human impacts such as grazing, deforestation, agricultural expansion around the Park. This includes tourism pressure 	The previous General Management Plan 2009-19 and World Heritage Nomination document have provided the information.	Abraham Mariye and Bekele Zerihum are the potential available expertise to explain the issue.
<ul style="list-style-type: none"> Human wildlife conflict and associated negative developments is needs to be identified and addressed. 	<i>MeseleYihune, Afework Bekele, Zelealem Tefera have published an article on Human-wildlife conflict in and around the Simien Mountains National Park, Ethiopia</i>	It is advisable to communicate with the researchers particularly contacting MeseleYihune of Debre Markos University is a plus. mesyih@yahoo.com
<ul style="list-style-type: none"> High population density in adjacent areas of the Park has caused resource competition and poor resource management 	AWF's socio economic survey report 2019 is the best document to refer	Babebe@awf.org
<ul style="list-style-type: none"> Poor land use management and implementation as a risk for communal land loss 	AWF's socio economic survey report 2019 is the best document to refer	Babebe@awf.org
<ul style="list-style-type: none"> Less reforestation and afforestation planning and implementation of neighboring community within communal and private sites 	AWF's socio economic survey report 2019 is the best document to refer	Babebe@awf.org

Social – Internal		
<ul style="list-style-type: none"> High pressure from adjacent communities to extract resources such as grass, fire wood extraction and other purposes. 	Park office report	Consulting Ababaw Azanaw and TadesseYigzaw (community and tourism warden) will be useful in gather robust information.
<ul style="list-style-type: none"> Agricultural and settlement expansions inside and adjacent boundary of the Park have significantly affecting the conservation endeavors of the Park. 		
<ul style="list-style-type: none"> Since the development and implementation of Grazing Pressure Reduction Strategy (GPRS) grazing pressure has reduced significantly. There is a need to reconcile the various land use systems and conservation through participatory approaches. 	AWF GPRS document has mapped the various land use activities	Zelege Tigabe will be the lead person to be consulted. Zabuhay@awf.org
<ul style="list-style-type: none"> Regular community awareness raising and engagement activities are vital to improve management of the Park 	Park office	Consulting Ababaw Azanaw and TadesseYigzaw (community and tourism warden) will be useful in gather robust information.
<ul style="list-style-type: none"> Capacity building to Park staff is needed and supply of adequate equipment will contribute to management effectiveness 	AWF's METT assessment unpublished report in 2017 and 2018.	Simeneh Namaga has assessed the management effectiveness of the Park in 2017 and 2018 and provided significant recommendations to improve the management. snamaga@awf.org
<ul style="list-style-type: none"> Development of sufficient infrastructure for Park operation and tourism development is highly required in the SMNP. 	AWF's METT assessment unpublished report in 2017 and 2018.	Simeneh Namaga snamaga@awf.org
<ul style="list-style-type: none"> Voluntarily community resettlement needs to be undertaken in Limalimo, 	Park office	Abebaw Azanaw
Social – External		
<ul style="list-style-type: none"> Creating alternative livelihood activities outside the Park to reduce pressure on biodiversity of the Park 	EWCA	
<ul style="list-style-type: none"> Positive attitudes by the local community and local government authorities towards the SMNP 	Park office	
<ul style="list-style-type: none"> Absence of suitable buffer zone intervention and management to reduce pressure on core area 	Park office	
<ul style="list-style-type: none"> Settlement, cultivation, deforestation, hunting and habitats fragmentation creating pressure 	Park office	
<ul style="list-style-type: none"> Special extractive use interests on rare and endangered species (Ethiopian Wolf trophy) 	Park office and EWCA wildfire trafficking directorate	

<ul style="list-style-type: none"> Human – wildlife conflict mainly with leopard, gelada and absence of compensation for damaged or lost property will lead the locals to revenge the wild animals. 	EWCA Human wildlife conflict manual	
Economic – Internal		
<ul style="list-style-type: none"> The blessed endemic wildlife species and unique landscape endowment to the SMNP has pulled thousands of tourists to the area and this is expected to grow together with proper tourism development efforts in the SMNP. 	EndalkachewTeshome (PhD) and EndalewDemissie have made detail assessment of tourism development issues in the SMNP and published a number of articles.	Meeting EndalkachewTeshome (PhD) of the University of Gondar is very important for further sustainable development plans in the future. endalkay@gmail.com
<ul style="list-style-type: none"> Ecosystem services (grazing, watershed protection, tourism and recreation, harvesting of natural products, carbon emission, existence and cultural values, medicinal plants, pollination and pest control). However, demonstrating the values of the Park is needed to leverage conservation benefits. 	Dr.Hugo’s technical report on the Economic Value and Potential of Protected Areas in Ethiopia in 2015 has outlined the outcome for nine systematically identified ecosystem service types.	Hugo Van Zyl (PhD) hugovz@mweb.co.za
<ul style="list-style-type: none"> Tourism and associated benefits to local economy needs to be properly studied 	EndalkachewTeshome (PhD) and EndalewDemissie published article	EndalkachewTeshome (PhD) endalkay@gmail.com
<ul style="list-style-type: none"> Presence of diverse tourism products to be experienced such as Kidusyared, RasDejen etc. 	Updated Tourism development plan of the SMNP	John Watkin jwatkin@awf.org Simeneh Namaga Snamaga@awf.org
<ul style="list-style-type: none"> Livelihood improvements projects and support to Gich community 	AWF	Zelege Tigabe zabuhay@awf.org
<ul style="list-style-type: none"> Inadequate job opportunities for locals in terms of both permanent and temporary employment 	Park office beneficiaries report	Abebaw Azanaw Chief Warden abebawazanaw2013@gmail.com
<ul style="list-style-type: none"> Week promotion of the tourism potential of the Park. 	Park office report	Abebaw Azanaw and Azanaw Kefyalew senior tourism officer can explain the challenges to tourism development in the SMNP
<ul style="list-style-type: none"> Poor tourism facilities such as camping sites, trekking routes, community lodges, toilet, and picnic sites are hampering the visitor’s experience in the SMNP. 	Updated Tourism development plan of the SMNP	John Watkin jwatkin@awf.org
<ul style="list-style-type: none"> Poor infrastructure design (road, power cable) 	Park office report and updated Tourism development plan of the SMNP	Abebaw and John

<ul style="list-style-type: none"> Poor service (information centre, guiding, cooks, militias) 	This can easily accessed from various websites mainly the trip advisor in which visitors remarked their experience in the SMNP	The Park office, North Gondar zone culture and tourism office and AWF can explain the quality of services in the SMNP
<ul style="list-style-type: none"> Poorly designed benefit sharing scheme (tourism activities accumulated only in Debarke) 	Park office report	Abeba Azanaw and Tadesse Yigzaw to elaborate the issue in detail
<ul style="list-style-type: none"> Unable to use Park revenue to local use (revenues to go to central treasury) 	EWCA report	Elfesh Woldeyes Director for Wildlife Utilization in EWCA HQ to explain tourism revenues and allocation schemes in PAs of Ethiopia zelelew@yahoo.com
<ul style="list-style-type: none"> Poor collaboration with key stakeholders such as Universities, tour operators, airlines and hotels in Addis, Bahir Dar etc. 	EWCA	
<ul style="list-style-type: none"> Entrance and camping fee needs to be reviewed, the charge for making film either from ground or air is not encouraging wildlife filmmakers. 	EWCA	
Economic – External		
<ul style="list-style-type: none"> Northern tourism circuit and the three world heritage sites Gondar, Axum and Lalibela will provide supreme experience for natural/wildlife, historical and cultural visitors. 	Endalkachew Teshome (PhD)	
<ul style="list-style-type: none"> Providing energy saving stoves is required to villagers to those highly depends on Park natural resource for energy. This will reduce fuel consumption and improve the health of the local communities. 	Park office	
<ul style="list-style-type: none"> Strengthening local tourism associations and enhance their capacity in providing services to tourists is crucial 	EWCA	
<ul style="list-style-type: none"> The power cable inside the Park needs to be moved and aligned with the newly constructed tarmac road outside the Park 	EWCA	
<ul style="list-style-type: none"> Introduction of conservation agriculture practice concept needed to allow adjacent communities to grow economically valuable fruits 	EWCA and AWF	
Governance - Internal		
<ul style="list-style-type: none"> Presence of Wildlife Development, Conservation and Utilization Policy and Strategy, Proclamation, Regulation and guidelines at national level 	EWCA	Girma Timer Director girmatimer@gmail.com
<ul style="list-style-type: none"> Updating the existing Wildlife Development, Conservation and Utilization Policy and Strategy, Proclamation, Regulation and guidelines at national level 	EWCA	Girma Timer
<ul style="list-style-type: none"> Presence of draft legal framework at national level to be approved by the parliament and council of ministers 	EWCA	Girma Timer

• The first Park was officially gazetted by the NegaretGazeta of 31 October 1969 next Awash national Park	EWCA	Girma Timer
• Regulation No. 337/2014 to provide re-gazettal of Simien Mountains National Park	EWCA	Girma Timer
• Presence of draft boundary modification dossier for nomination to be approved WHC	EWCA	Girma Timer
• Absence of benefit sharing mechanism as the income generated from tourism goes to the central treasury	AWF, EWCA	Zelege Tigabe, ElefeneshWoldeyes
• Absence of conservation fee release	AWF, EWCA	Zelege Tigabe, ElefeneshWoldeyes
• Partnerships with university and research institutes nationally and internationally to increase the understanding of the ecosystem is increasing	Park office	Abebaw Azanaw
• Having visible GPRS to reduce pressure of domestic grazing in the Park	Park office	Abebaw Azanaw
• Tourism development plan to fulfil the gaps in lack of accommodation facilities and inadequacy of skilled man power in the field and insufficient infrastructure	Park office	Abebaw Azanaw
• Lack of agreed Buffer zone around the periphery of the Park which is supported by legal framework	Park office	Abebaw Azanaw
• Agricultural practices in the core habitats of the Park by outside community members	Park office	Abebaw Azanaw
• Gaps in law enforcement on the ground (unarmed rangers, and without required field equipment like uniform that fit with the area air conditions, weapons, etc.)	Park office	Abebaw Azanaw
• Quick turn over of trained Park staff due to low salaries and absence of incentives	Park office	Abebaw Azanaw
• Gaps in monitoring and evaluation	Park office	Abebaw Azanaw
• Presence of partners (AWF) and donors (KfW) to support the management	Park office	Abebaw Azanaw
• High attention of local and federal governments for the betterment of the Park	Park office	Abebaw Azanaw
Governance - External		
• Good follow up from UNESCO on management progress of the property	UNESCO	WHC decisions
• The Park was included under world heritage list in 1978	UNESCO	UNESCO website
• Better attention of the federal and regional Governments towards improving the Park management and conservation	Park office	Abebaw Azanaw

<ul style="list-style-type: none"> The collaboration of the Park neighbouring community and various stakeholders at local level is improving over time 	Park office	Abebaw Azanaw
<ul style="list-style-type: none"> Presence of Park advisory committees at kebele, woreda and zonal but need to be strengthened and effective 	Park office	Abebaw Azanaw
<ul style="list-style-type: none"> Presence of steering committee at Woreda level supported by law 	Park office	Abebaw Azanaw
<ul style="list-style-type: none"> Presence of tourism service providing community based organisations 	Park office	Abebaw Azanaw
<ul style="list-style-type: none"> The Park is found within one zone and region which makes the Park management relatively easy 	Park office	Abebaw Azanaw
<ul style="list-style-type: none"> The Park is surrounded by 5 Woredas and 44 Kebeles which makes difficult the work in addressing the interests of the community in remote areas of the Park. The Kebeles from the Debark side are getting good benefit from the tourism activities compared to others 	Park office	Abebaw Azanaw
<ul style="list-style-type: none"> Total population/ households of the 44 Kebeles surrounding the Park and the 5 Woredas more than 250,000 and 50,000 respectively 	Park office	Abebaw Azanaw
<ul style="list-style-type: none"> Integration and collaboration with different key stakeholders in the management of Park (lodges and hotels and other stakeholders in and around the Park) 	EWCA	Girma Timer
<ul style="list-style-type: none"> Absence of land use planning at the country level (under development) 	EWCA	Girma Timer
<ul style="list-style-type: none"> High turnover of Zonal, Woreda and Kebele leaders 	Park office	Abebaw Azanaw
<ul style="list-style-type: none"> Gaps in political commitment of government higher officials in supporting the Park 	EWCA	Girma Timer

Annex D Procurement lists

Procurement - extracted from Management Actions				
Action #	Item	Qty	Cost/item	Total/item
Moveable Assests				
1.3.4	Fire fighting equipment	1	200,000	200000.00
Sub-total				200000.00
Human resource				
1.7.4	Labour - reforestation	15*90	150	202500.00
1.7.5	Labour - soil conservation	20*40	150	120000.00
1.7.6	Labour - invasive species	15*30	150	67500.00
1.9.3	Labour - upgrade waste disposal facilities	20*50	150	150000.00
5.1.11	Labour - signposts	30	300	9000.00
Sub-total				549,000.00
Professional Services				
1.3.3	Fire management training	10	2000	20000.00
1.5.9	Social Process Framework	1	2500000	2500000.00
1.7.2	Upgrade and maintain existing nursery	1	200000	200000.00
1.7.3	Develop new nursery	1	300000	300000.00
2.1.1	Identify and plan for new tourism products	1	300000	300000.00
2.1.2	PPP agreements - legal support	1	100000	100000.00
2.2.1	Website development and hosting	1	300000	300000.00
2.2.2	Website management training	1	100000	100000.00
2.2.4	Printing - information flyers	10000*3	20	600000.00
2.2.5	Printing - guide books	5000	200	1000000.00
2.2.6	Printing - maps	25000*3	150	11250000.00
2.2.9	Filming of marketing documentary	1	500000	500000.00
2.3.1	Training of local guides	1	150000	150000.00
2.3.2	Training of cooks	1	200000	200000.00
2.3.3	Training ecotourism association members	3	80000	240000.00
2.3.4	Training - community guards	4*2*3	300	7200.00
2.3.5	Training - product owners and staff	1	30000	30000.00
2.5.1	Tourism Master Plan	1	500000	500000.00
2.5.2	Environmental and Social Management Framework	1	2500000	2500000.00
2.6.1	Resource economist - ecosystem services review and quantification	1	500000	500000.00
2.7.1	Revision of Gich livelihood restoration plan	1	300000	300000.00
2.7.3	Livelihoods development strategy	1	450000	450000.00
4.2.3	Printing - brochures for law enforcement	3	20000	60000.00
5.1.1	Infrastructure Master Plan	1	500000	500000.00
5.2.1	Training - Scouts - ecological monitoring and patrolling	3	1350000	4050000.00
5.2.2	Training - technical staff - ecological monitoring, wildlife management and conservation tools, tourism development and community outreach	3	450000	1350000.00
5.2.3	Training - support staff - finance management	3	50000	150000.00
5.2.4	Training - drivers - mechanical skills	12	5000	60000.00
5.2.5	Training - technical staff - diplomas*3, BSc*3, MSc*3 and PhD	1	1040000	1040000.00
Sub-total				29257200.00

Development and Maintenance of fixed assets				
1.4.6	Boundary beacons	100	6000	600000.00
1.9.3	Upgrade waste disposal facilities			400000.00
2.5.3	Develop a ticket office at Adarkay	1	500000	500000.00
2.5.4	Develop five new trekking routes in Adarkay, Janamora, Beyeda and Telemt	1	3200000	3200000.00
2.5.5	Develop and improve 12 viewpoints and picnic sites in Debark, Janamora and Adarkay woredas	1	500000	500000.00
2.5.6	Develop 6 new eco camping sites with toilets in Adarkay Woreda	1	4500000	4500000.00
2.5.7	Improve visitors centre at Debark	1	5000000	5000000.00
2.5.8	Develop museum and interpretative centre at Debark	1	5000000	5000000.00
2.5.9	Maintain existing trekking routes	1	600000	600000.00
2.5.10	Develop 5 * new community lodges	5	5000000	25000000.00
2.7.2	Implement the revised Gich community livelihood restoration plan	1	26000000	26000000.00
4.5.3	Construction of community water points	10	200000	2000000.00
5.1.4	Development of two sub HQs in Beyeda, and Janamora Weredas	2	5500000	11000000.00
5.1.5	Develop two medium check points at Limalimo and Gultu	2	100000	200000.00
5.1.6	Develop 8 * new outposts	8	3000000	24000000.00
5.1.7	Demolish and rehabilitate Chenek and Sankaber outposts	2	50000	100000.00
5.1.8	Maintainance of road from the park entrance gate to Bwahit junction	1	1800000	1800000.00
5.1.10	Development of radio network	1	5000000	5000000.00
5.1.11	Signposts	30	20000	600000.00
5.1.12	Maintainance of the existing potable water facilities at 6 outposts	6	40000	240000.00
5.1.13	Development of new potable water for 10 outposts	10	20000	200000.00
5.1.14	Development of a workshop at HQ	1	1500000	1500000.00
5.1.15	Development of mounting steps to access Adarmaz and Muchila outpost roads	2	120000	240000.00
Sub-total				118180000.00
TOTAL				148,186,200.00
GRAND TOTAL (extracted + additional)				195,579,128.00

Procurement - additional to Management Actions			
Item	Qty	estimated budge	Funding source
Moveable asset			
Binocular	20	6000	120,000.00
GPS	40	16000	640,000.00
Digital camera	4	70000	280,000.00
Tent	140	5000	700,000.00
Sleeping bag	140	2000	280,000.00
Mattress	140	2000	280,000.00
Bag	140	2000	280,000.00
Warm clothe and shoe	140	10000	1,400,000.00
Raincoats	140	500	70,000.00
Torches	140	500	70,000.00
Power banks	140	1000	140,000.00
Laptops	15	50000	750,000.00
Field guide book (mammals, reptiles, plant (7 Volume), bird, Wilderness guardian)	12	2000	24,000.00
Printers and Scanners	6	10000	60,000.00
Power generator	3	50000	150,000.00
Display	4	50000	200,000.00
Vehicle	5	3000000	15,000,000.00
Desktop	15	15000	225,000.00
LCD	3	35000	105,000.00
Cooking material	40	16000	640,000.00
Furniture	3	100000	300,000.00

Drone	2	100000	200,000.00
Motor bike	10	100000	1,000,000.00
Dumbstruck and others	3	5000000	15,000,000.00
Range finder	10	3000	30,000.00
Trap camera	20	2000	40,000.00
Telescope	2	100000	200,000.00
First aid kit	140	3000	420,000.00
Fire equipment	30	50000	1,500,000.00
Bike	20	10000	200,000.00
Furniture in outposts	30	50000	1,500,000.00
Sub-total			41,804,000.00
Human Resources			
Community Scouts ETB 1370/month	42		2,071,440.00
Fee collector ETB 2197/month	3		237,276.00
Office assistance ETB 2197/month	3		237,276.00
Guard ETB 1243/month	6		268,488.00
Cleaner ETB 1068/month	3		115,344.00
Tourism Officer ETB 2748/month	3		296,784.00
Camp Cleaner ETB 300/day	72		648,000.00
Driver ETB 2197/month	5		395,460.00
Cashier ETB 2197/month	3		237,276.00
Machine operators ETB 6000/month	3		648,000.00
View point cleaner ETB 300/day	7		75,600.00
Nursery sites assistance ETB 1243/month	8		357,984.00
Sub-total			5,588,928.00
TOTAL			47,392,928.00