



CHEBERA CHURCHURA NATIONAL PARK

GENERAL MANAGEMENT PLAN

(2020-2030)



Implemented by



CHEBERA CHURCHURA NATIONAL PARK

GENERAL MANAGEMENT PLAN (2020-2030)

Compiled by:

The Chebera Churchura National Park Management Planning Team in consultation with relevant stakeholders

Abbreviations and acronyms

BP	Business Plan
CCNP	Chebera Churchura National Park
EWCA	Ethiopian Wildlife Conservation Authority
EWCP	Ethiopian Wolf Conservation Project
GIZ	Deutschen Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH
GMP	General Management Plan
HCC	Human-carnivore-conflict
HEC	Human-elephant-conflict
HWC	Human-wildlife-conflict
IUCN	International Union for the Conservation of Nature
KfW	Kreditanstalt für Wiederaufbau
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
SDPASE	Sustainable Development of the Protected Areas System of Ethiopia
SMART	Specific, Measurable, Attainable, Realistic, Time-bound
SNNPR	Southern Nations, Nationalities, and Peoples' Region
UNESCO	United Nations Education, Scientific and Cultural Organisation

Table of Contents

FOREWORD.....	1
APPROVAL PAGE.....	2
EXECUTIVE SUMMARY.....	3
1 INTRODUCTION.....	5
1.1 <i>The Purpose and Scope of this General Management Plan</i>	5
1.2 <i>The Legal and Policy Framework</i>	6
1.3 <i>The Planning Process</i>	9
1.4 <i>How to use the GMP</i>	11
2 DESCRIPTION OF THE CHEBERA CHURCHURA NATIONAL PARK.....	12
2.1 <i>Historical Perspectives</i>	12
2.2 <i>Location and Extent</i>	13
2.3 <i>Values</i>	14
2.3.1 <i>Natural Heritage</i>	14
2.3.2 <i>Cultural Heritage</i>	17
2.3.3 <i>Socio-economic</i>	18
3 SITUATIONAL ANALYSIS.....	19
4 VISION AND MANAGEMENT OBJECTIVES.....	21
4.1 <i>The Vision</i>	21
4.2 <i>Management Objectives</i>	22
5 ZONATION.....	23
5.1 <i>Core Areas</i>	24
5.2 <i>Wilderness Zones</i>	24
5.3 <i>Limited Use Zone</i>	25
5.4 <i>Intensive Use Zones</i>	25
5.5 <i>Traditional Use Zones</i>	26
5.5.1 <i>Medicinal Plants, Spices and Honey</i>	26
5.5.2 <i>Access to Hot Springs</i>	27
6 OPERATIONAL GOALS AND MANAGEMENT ACTIONS.....	28
6.1 <i>Management Objective 1: Building Capacity for Effective Management</i>	30
6.2 <i>Management Objective 2: Biodiversity and Ecosystem Management</i>	55
6.3 <i>Management Objective 3: Collaborative Management</i>	63
6.4 <i>Management Objective 4: Benefits to Affected Communities</i>	71
6.5 <i>Management Objective 5: Cultural Heritage</i>	77
7 MONITORING AND EVALUATION.....	82
7.1 <i>Population Dynamics and Habitat Characteristics of Large and Medium Mammal Species</i>	83
7.2 <i>Vegetation Type Dynamics</i>	84
7.2.1 <i>Relative Distribution of Vegetation Types</i>	85
7.2.2 <i>Composition and Structure of Vegetation Types</i>	85
7.3 <i>Biodiversity Inventories</i>	86
7.4 <i>Water Catchment Services</i>	86
7.5 <i>Community Livelihoods and Awareness</i>	88
8 PROCUREMENT PLAN.....	95
9 BUSINESS PLAN.....	95
9.1 <i>Budget Requirement January 2020 – December 2020</i>	96
9.2 <i>Sources of Funding</i>	97
9.3 <i>Funding Strategies</i>	98
9.3.1 <i>Enhanced Operational Efficiency</i>	98
9.3.2 <i>Making the Case for Government Funding</i>	99
9.3.3 <i>Enhanced Income Generation Opportunities</i>	99
9.3.4 <i>Alternative Sources</i>	101
10 REFERENCES.....	101

List of Figures

FIGURE 1. BUFFALL CONFORTEED BY RED-BILLED OXPECKERS. BY ZERUBABEL WORKU (GIZ-BFP)	5
FIGURE 2. THE CYCLIC PROCESS OF PROTECTED AREA MANAGEMENT PLANNING (THOMAS AND MIDDLETON, 2003)	9
FIGURE 3. THE STAKEHOLDER WORKSHOP TO DEVELOP THE CCNP GMP FRAMEWORK.	10
FIGURE 4. THE CCNP GMP PLANNING TEAM INCLUSIVE OF PARK, REGIONAL AND FEDERAL OFFICIALS.	10
FIGURE 5. LANDCAPE SCENERY OF CCNP. BY ROSS McCANN (GIZ-BFP)	12
FIGURE 6. THE LOCATION OF THE CHEBERA CHURCHURA NATIONAL PARK	13
FIGURE 7. THE LOCALLY ENDEMIC FISH SPECIES - GARA CHEBRA	14
FIGURE 8. HARVEY’S DUIKER (LEFT) AND ELEPHANT AT THE SHOSHEMA CAMP SITE (RIGHT)	14
FIGURE 9. WOODED GRASSLAND (LEFT) AND WOODLAND (RIGHT) VEGETATION TYPES THAT OCCUR ON THE PARK	15
FIGURE 10. MONTANE (LEFT) AND RIPARIAN FOREST (RIGHT) VEGETATION TYPES THAT OCCUR ON THE PARK.	15
FIGURE 11. THE OMO RIVER AT THE SOUTH EASTERN SECTION OF THE PARK.	16
FIGURE 12. LAKE BAHAEA	16
FIGURE 13. WILD COFFEE (LEFT) AND WILD GINGER (RIGHT)	17
FIGURE 14. WILD ENSET (FALSE BANANA)	17
FIGURE 15. THESE ARE EXAMPLES OF TRADITIONAL FARM IMPLEMENTS STILL IN USE TODAY.....	18
FIGURE 16. A TUKUL ADJACENT TO THE PARK BOUNDARY. BY ROSS McCANN (GIZ-BFP)	18
FIGURE 17. TRADITIONAL BEEHIVES IN CCNP. BY ZERUBABEL WORKU (GIZ-BFP)	19
FIGURE 18. COLOBUS MONKEY IN CCNP. BY ZERUBABEL WORKU (GIZ-BFP).....	21
FIGURE 19. THE MANAGEMENT ZONES OF THE CHEBERA CHURCHURA NATIONAL PARK	23
FIGURE 20. HIPOPTHAMUS IN CCNP. BY ADANE TSEGAYE (CCNP).....	28
FIGURE 21. SIGNS OF LOGGING AND TIMBER EXTRACTION IN CCNP. BY ZERUBABEL WORKU (GIZ-BFP)	82
FIGURE 22. RIVERS AND STREAMS IN AND AROUND CHEBERA CHURCHURA NATIONAL PARK	87

List of Tables

TABLE 1: THE LEGAL AND POLICY FRAMEWORK WITHIN WHICH THE CCNP GMP IS NESTED.	6
TABLE 2: A SNAPSHOT OF THE GMP’S MANAGEMENT OBJECTIVE AND OPERATIONAL GOALS.....	29
TABLE 3: OPERATIONAL GOALS AND MANAGEMENT ACTIONS FOR MANAGEMENT OBJECTIVE 1	31
TABLE 4: OPERATIONAL GOALS AND MANAGEMENT ACTIONS FOR MANAGEMENT OBJECTIVE 2	55
TABLE 5: OPERATIONAL GOALS AND MANAGEMENT ACTIONS FOR MANAGEMENT OBJECTIVE 3	63
TABLE 6: OPERATIONAL GOALS AND MANAGEMENT ACTIONS FOR MANAGEMENT OBJECTIVE 4	71
TABLE 7: OPERATIONAL GOALS AND MANAGEMENT ACTIONS FOR MANAGEMENT OBJECTIVE 5	77
TABLE 8: THE DETERMINATION OF PLOT NUMBERS PER VEGETATION TYPE	85
TABLE 9: PLANNING DETAIL FOR THE MONITORING AND EVALUATION OF THE ECOLOGICAL INTEGRITY AND THREAT STATUS OF THE CHEBERA CHURCHURA NATIONAL PARK	90
TABLE 10: PROCUREMENT PLAN FOR THE CHEBERA CHURCHURA NATIONAL PARK FOR THE PERIOD 2019 – 2020.....	95
TABLE 11: A SUMMARY OF THE BUDGET REQUIRED TO IMPLEMENT THE MANAGEMENT AND MONITORING ACTIONS OF THE CHEBERA CHURCHURA NATIONAL PARK GMP FOR 2019 AND 2020.	96
TABLE 12: A PROPORTIONAL BREAKDOWN OF FUNDING SOURCES TO SUPPORT THE GMP FOR CHEBERA CHURCHURA NATIONAL PARK	98
TABLE 13: ANNUAL VALUES ASSOCIATED WITH SOME ECOSYSTEM GOODS AND SERVICES IN AND FROM THE CHEBERA CHURCHURA NATIONAL PARK (FIGURES DERIVED FROM VAN ZYL, 2015)	99

Foreword

Chebera Churchura National Park (CCNP) is among the youngest formally gazetted National Parks in Ethiopia. It has relatively intact ecosystems compared to most other national parks in the country. The park and its surroundings host important ecological, cultural, and hydrological features. It is important water catchment from where 55 rivers and streams originate and flow into the Omo-Gibe basine. The hydrology and watersheds in and around CCNP have important ecological services for ongoing and planned development activities and pastoral communities downstream.

The fauna diversity is composed of 40 large and medium sized mammals including four out of the big five game species with a healthy population of African Elephant, Buffalo, Leopard and Lion. Except for rhino (which is nationally extinct), all other big games are thriving well in the park. Other mammal species include the endangered African Wild dog (hunting dog), Giant Forest hog, Cheetah, Hippopotamus, Crocodile and 18 species of small mammals (e.g. rodents) of which one is endemic. Avian records show 137 species with six being endemic to Ethiopia and Eritrea. It is not yet well explored enough, for instance, two mammalian species, Weyns' Duiker (*Cephalophus weynsi*) and Harvey's Duiker (*C. harveyi*) were recently recorded in the Park which were not recorded in Ethiopia before; as well as one new cyprinid fish species, new to science and endemic to Ethiopia named "Gara chebra" recorded recently.

The vegetation is represented in four categories - wooded grassland (62%), montane forest (29%), riparian forest (3%) and woodland (6%). So far 106 woody plant species were identified in a single survey, of which six (*Millitiaferugeni*, *Vepris daneli*, *Solanecio gigas*, *Cussonia ostini*, *Erythrina brucei* and *Rhusglutinosa*) are endemic to Ethiopia. The area is one of the remaining rain forests in the country. The park provides vital resources to local communities, hence a gene bank to crops and spices like wild "enset", coffee, Ethiopian Black Cardamom and medicinal plants. There is ever growing human-wildlife conflict.

Even though the park has the lowest human-foot print; the nature of the ecosystems is very fragile with a broader domino-effect. Having this in mind, we have prepared this General Management Plan (GMP) with the involvement of affected communities, local and federal authorities, private sector, conservation practitioners and partners. The Southern Nations Nationalities and People's Region (SNNPR) Bureau of Culture, Tourism and Sport extends its utmost appreciation for all the stakeholders involved; particularly, the German Cooperation - Biodiversity and Forestry Programme, the Ethiopian Wildlife Conservation Authority (EWCA), Wollayita Sodo University, the Ethiopian Biodiversity Institute and local administrations for supporting the GMP process.

We would like to assure all our partners that our bureau with determination of the regional government has taken a management decision to allocate and lobby potential partners to secure the required resources to put the GMP activities into practice.

Ato Sentayhu Welde Michael

Head of the Southern Nations Nationalities and People's Region (SNNPR)

Bureau of Culture, Tourism and Sport

Approval Page

The Southern Nations Nationalities and People's Region (SNNPR) has approved this General Management Plan to be implemented in Chebera Churchura National Park.

Signature

Date

Seal

Executive Summary

The process that has been followed to compile this General Management Plan (GMP) for the Chebera Churchura Nation Park (CCNP) has followed 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 management of the Park, both internally and externally. From this understanding it must be emphasised that the future of the Park is uncertain. If this GMP, with a timeframe of 10 years, i.e. 2020 – 2030, is not implemented well and to the full, the negative dynamics that are compromising its ecological 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 wildlife species that currently underpin the nature-based tourism industry of Ethiopia and the marketing of the country in general. In addition to these impacts will be massive opportunity costs that are passed on to society, particularly the marginalised communities who live adjacent to the Park.

The Park is a significant asset to the Ethiopian people. A 2015 study undertaken by the resource economist Dr Hugo van Zyl revealed that the Park's annual value is approximately ETB 240,000,000 (figures extrapolated from the Bale and Omo National Parks and exclude the carbon value which is substantial but difficult to realise). This figure is based on the quantification of a suite of ecosystem goods and services produced by and delivered from the Park. Given that the Park requires a budget of just less more ETB 8 million for the 12 month planning period, the return on investment is ETB 30 to ETB 1. However, if the carbon values are included the return will exceed ETB 1,000 to ETB 1.

From this it can be seen that the Park is clearly a national asset in which it would be wise to invest. Presently the level of this investment is far inadequate, i.e. approximately 8% of what is needed. In recognition of both its potential value and the need to arrest the current rate of depreciation, 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 THE CHEBERA CHURCHURA NATIONAL PARK WILL BE RECOGNISED AS ONE OF AFRICA'S TOP PROTECTED AREAS THROUGH THE EFFECTIVE AND COLLABORATIVE MANAGEMENT OF ITS NATURAL AND CULTURAL HERITAGE AND THE SUSTAINED FLOW OF BENEFITS TO AFFECTED COMMUNITIES AT ALL LEVELS

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

- Ensure the Park has the capacity to undertake effective management (49).
- Ensure the integrated biodiversity and ecosystem conservation of the natural heritage of the Park (46).
- Develop and implement appropriate structures and mechanisms to ensure the collaborative management of the Park at all levels (45).
- Ensure the sustained flow of benefits to affected communities at all levels (35).

- Ensure that the cultural heritage features of the Park are protected while being accessible for utilisation and development relative to their respective sensitivities (6).

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 four. 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.

The GMP Framework, as represented by the Shared Vision and Management Objectives, was further refined by the Planning Team, into 28 Operational Goals, 117 Management Actions and ten Monitoring Actions. While the GMP Framework carries the medium-term timeframe of ten years, the Management Actions are to be implemented in the short-term timeframe of 12 months from January 2020 to December 2020. Before the end of this short-term planning period the Management Actions must be revised and for the next short-term planning period of at least one year but no more than two, and building on the lessons learned and experiences of the previous annual action planning period.

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 towards the achievement of the Shared Vision. It is also a tool for the Regional Authority, 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 budget to ensure that they have the capacity to implement the GMP. Nothing short of a ten-fold increase in the annual budget is required.

Given that each Management Action was carefully constructed by the Management Planning Team, with external facilitation providing a constant check to ensure efficiencies were being applied at all times, allocation of the all-inclusive budget requirement of **ETB 8.08 million for the 12 month period of this GMP's Management Actions**, must be seen as an imperative for the future of the Park. Considering that this increase in the budget requirement will provide Ethiopia with a **return on investment of at least ETB 24 for every ETB 1 invested**, this will be a wise investment indeed.



Figure 1. Buffal conforted by Red-billed oxpeckers. By Zerubabel Worku (GIZ-BFP)

1 Introduction

1.1 The Purpose and Scope of this General Management Plan

It is the purpose of this General Management Plan (GMP) to set out the management approach and goals for the Chebera Churchura National Park (CCNP). It provides a framework for decision making to be applied for the next ten years, i.e. from 2020 - 2030. More specifically the GMP:

- Provides a defendable and robust basis upon which management actions are implemented on a daily basis;
- Guides the staffing structure for the Park and the support it requires from Head Quarter as well as strategic partners;
- It is the basis from which budgets and procurement plans are compiled;
- It can serves to bring cohesion to the Park management team as each member can see that what they are doing contributes to the achievement of a bigger picture;
- It fulfils legal, policy and international convention requirements;
- It serves as a basis from which strategic decisions can be taken, for example when resources are limited and priorities need to be identified;
- It provides a structured opportunity and process to involve all relevant stakeholders and generate a sense of shared ownership and responsibility for the Park;
- It provides a baseline from which progress can be measured and management effectiveness tracked;

- It provides a basis upon which people can be held accountable and performance can be assessed; and
- It is a demonstration of the extent to which the planning process has explored and is sensitive to the full natural, social, economic and governance context within which the Park is located.

The scope of the GMP in terms of time is two-fold. Firstly, its framework as represented by its Vision and Management Objectives is for the medium term of ten years, i.e. from 2020 – 2030. The refined Operational Goals and Management Actions derived from the framework are for the short-term and are valid from January 2020 until December 2020. Towards the end of 2020, these components must be revised and an updated short-term series of Operational Goals and Management Actions must be determined for the next annual planning cycle.

The geographic scope of the GMP is the CCNP and its affected communities. It is recognised that the Park cannot and must not be managed in isolation and it is the intention of this GMP and the planning process, to ensure that the Park is fully integrated into the broader social and economic environment within which it is located.

1.2 The Legal and Policy Framework

Ethiopia has relatively strong and a sound set of policies, strategies and legislation, when it comes to managing wildlife and natural resources. These stands are maintained by the Environmental Policy, and the Wildlife Development, Conservation and Utilization proclamation no. 541/2007. More detail is provided indicating relevant laws and policies at the international, national and regional levels as captured in

Table 1: The legal and policy framework within which the CCNP GMP is nested.

INTERNATIONAL CONVENTIONS AND AGREEMENTS	
TITLE	DESCRIPTION/ RELEVANCE TO CCNP GMP
Convention on Biological Diversity (CBD), 1994	The Convention provides for the conservation and sustainable use of biodiversity. Biological diversity is defined as “the variability among living organisms”, including “diversity within species, between species and of ecosystems”
The United Nations 2030 Agenda of Sustainable Development Goals (SDGs)	Promotes the sustained usage of resources by the current generation without compromising the needs of the future generations.
The Conservation of Migratory Species of Wild Animals (CMS), 1979/2010	Aims to conserve terrestrial, aquatic and avian species throughout their range of migration.
The Agreement on the Conservation of African Eurasian Migratory Water birds (AEWA), 2010	An independent intergovernmental treaty which aims to conserve migratory water birds across their entire flyways over range countries in Europe, parts of Asia and Canada, the Middle East and Africa.
The Convention to Combat Desertification (UNCCD)	Aims to protect the lands from sever catastrophe that leads to barren and arid regions.
World Heritage Convention (WHC), 1989	Provides for the identification and conservation of sites of outstanding universal value from a natural or cultural point of view, to be included in the World Heritage List.

UN Framework Convention for Climate Change (UNFCCC) network	Environment Its goal is saving and protecting the world from adverse environmental disasters through support and collaboration.
Nagoya Protocol (2012)	The Nagoya Protocol on Access to Genetic Resources and their Fair and Equitable Sharing of Benefits Arising from their Utilization
The African Convention on the Conservation of Nature and Natural Resources (signed in 1969 but not ratified yet)	The overall objective of the original convention is the conservation and management of animal and plant species and their environment
International Union for Conservation of Nature (IUCN)	The basic goal is to increase the number of protected and conserved areas that are effectively managed and deliver conservation outcomes
Lusaka Agreement on cooperative enforcement operations directed at illegal trade in wild fauna and flora (1994)	It was initiated in order to facilitate the efforts of different national law enforcement agencies in eliminating illegal trade in wild flora and fauna.
The Convention on International Trade in Endangered Species of Wild Flora and Fauna (CITES), 1973	Aims to ensure that international trade in specimens of wild animals and plants does not threaten the survival of the species, requiring the establishment of a permit system for certain imports and exports.
Horn of Africa Wildlife Enforcement Network (HAW-EN)	A regional cooperation of the horn of Africa countries to combat illegal wildlife trafficking
The International Fund for Animal Welfare (IFAW)	IFAW is an international NGO to support the efforts of governments on wildlife crimes
NATIONAL	
The Environmental Policy (1997)	The overall goal of the policy is to improve and enhance the health and quality of life of all Ethiopians and to promote sustainable social and economic development through the sound management and use of natural, human-made and cultural resources and the environment as a whole
The National Biodiversity Strategy and Action Plan (NBSAP) (2005),	The goal of the Strategy and Action Plan is to ensure that “effective systems are established that ensure the conservation and sustainable use of Ethiopia’s biodiversity, that provide for the equitable sharing of the costs and benefits arising therefrom, and that contribute to the well-being and security of the nation
Ethiopian Wildlife Policy and Strategy (2007)	The main objective is to create a conducive environment whereby the country’s wildlife and their habitats are protected and developed in a sustainable way, and to enable the sector to play an important role in the economic development of the country and this is replica of the mission of the Ethiopian Wildlife Conservation Authority (EWCA).
The Tourism Development Policy (2009)	Aims to ensure identification and development of all types of tourist destinations in Ethiopia for sustainable tourism development
The Forest Policy and Strategy (2006)	The stated basic aim of the Forest Policy is to meet public demand in forest products and foster the contribution of forests to the economy by appropriately conserving and developing them.
The Water Policy and Strategy (2001)	The overall goal of Water Resources Policy is to enhance and promote the efficient and equitable utilization of the available water resources for significant socioeconomic development on a sustainable basis.
The Wildlife Development, Conservation and Utilization proclamation no. 541/2007.	Aims to ensure sustainable development, conservation and utilization of wildlife resources in the country

Wildlife Development, Conservation and Utilization Regulation no. 163/2008	As a tool to implement the proclamation no. 541/2007, it aims to ensure sustainable development, conservation and utilization of wildlife resources in the country
The Ethiopian Climate Resilience Green Economy (CRDE) Strategy (2012)	The goal is to take prevention, mitigation and adaptation measures to climate change and its impacts
REGIONAL AND LOCAL	
SPNNRS Conservation policy and strategy (2007)	Aims at conserving and protecting the natural resources , basically the wildlife protected areas of the region
Forest policy of SPNNRS,()	The basic goal of this policy is mainly to conserve, develop and sustainable use of the resource.
Tourism Revenue Sharing Regulation (161/2015)	It aims at sharing the income (collected from different tourist attractions) to communities and attraction sites in order to benefit the community and enhance development.
Land Use Administration Proclamation (110/2007)	Ensuring the sustainability of land at all levels.
Regulation no:32/2005	Ensuring conservation and management of Chebera Churchura National Park for the benefit of the country, the region and local communities.

1.3 The Planning Process

The process that has been followed to produce this GMP has been based on global best practice as put forward by the International Union for the Conservation of Nature (IUCN) (Thomas and Middleton, 2003; and Vasilijević et al, 2015). This process is on-going and iterative and near the end of its life-span, the GMP must be reviewed, revised and updated in its entirety. It has been compiled on the basis of the best information available at the time and with the knowledge that implementation of each management action will be tracked and assessed for its effectiveness. In addition to this the Monitoring and Evaluation Plan (see Section 8) will assess the impact of the GMP and its ability to achieve the Management Objectives and the Vision. Lessons learned along the way will be fed back into the process to ensure continuous improvements. The principle of 'active adaptive management' has thus been applied in this process and must be upheld as the GMP is implemented (see Figure 2.).

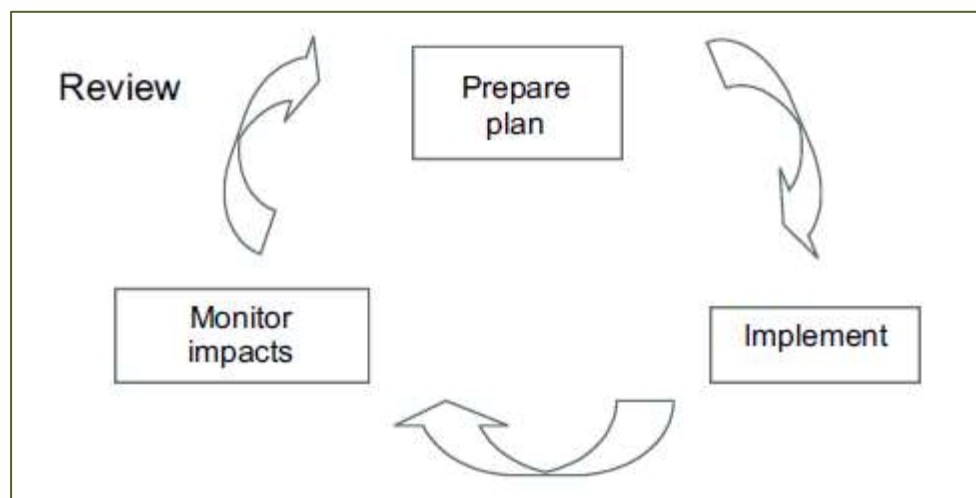


Figure 2. The cyclic process of protected area management planning (Thomas and Middleton, 2003)

Specifically, the process has followed a series of planning steps beginning in April 2019 and terminating in September 2019 and which were as follows:

- Selection and mandating a **planning team** consisting of relevant officials from the Regional Head Quarters and from the CCNP.
- In March and April 2019, the planning team reviewed relevant literature and had a workshop to do a **situational and stakeholder analysis** based on the four pillars of sustainability, i.e. looking at the natural, social, economic and governance dynamics influencing the management of the Park.
- In the 1st week of April 2019 a **stakeholder engagement** workshop was facilitated to develop the **GMP framework** through sharing information, developing a Shared Vision; unpacking this into Management Objectives and arranging these in order of priority (see **Error! Reference source not found.**).



Figure 3. The stakeholder workshop to develop the CCNP GMP Framework.

- The final outcome of the stakeholder workshop was for the planning team to obtain a mandate from the stakeholders to refine (unpack) the GMP framework into S.M.A.R.T. **Operational Goals** and specific **Management Actions**.
- The planning team met in Jimma from 28 May to 7 June 2019 (see) to undertake the refinement of the GMP framework and the components of the GMP, i.e. a **Zonation Plan**, a **Monitoring and Evaluation Plan**, a **Procurement Plan** and a **Business Plan**; and to collates these all into a **draft GMP**.



Figure 4. The CCNP GMP Planning Team inclusive of Park, Regional and Federal officials.

- Finally, the draft GMP was circulated to stakeholders for their **critical review** and revised and finalised before being presented back to them for **validation**.

1.4 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.

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 of correspondence, data, information and reports under the appropriate headings and sub-headings.



Figure 5. Landscape scenery of CCNP. BY Ross McCann (GIZ-BFP)

2 Description of the Chebera Churchura National Park

2.1 Historical Perspectives

Before the establishment of the park the area was known as Kulo-Konta Controlled Hunting Area and legal elephant hunting had been carried out until the fall of the Derg regime. The area was upgraded to a National Park in 2005 at the request and with the participation of the local communities and administrators of Dawro zone and Konta Special Woreda.

The principal ethnic groups found around CCNP are Dawro and Konta Nationalities. Other minority groups include Tsara, Menja, Mena and Bacha. Dawro ethnic group inhabits the eastern highland and few areas of the south eastern lowland areas. These people do not make extensive use of the lowlands except along the periphery. Konta ethnic group occupies the north and north western highland areas. Churchura farmers inhabit the southern lowland. The Konta Koisha and Delba kebele farmers occupy the southwestern lowland area, adjoining the park area. Recently, there are people from Hadia and Wolaita ethnic groups inhabiting the area through a government resettlement program in the southwestern part surrounding the Park.

Mixed agricultural practices are the sole livelihood of the majority of the inhabitants around the park area. The people practice traditional agricultural system that combines perennial and annual cultivation and livestock rearing. Thus, the land-use practice is predominantly traditional shifting cultivation and livestock rearing. Shifting cultivation is common in the south and south-western lowlands on the undulating and rolling plains around the Park. Once farmed, the area is abandoned for 3-5 years without cultivation. This land use system is more serious especially in and around forest

reserves close to human settlements. Permanent crops harvested in the area include cereals, fruits, *enset* and vegetables. *Enset*, sorghum and maize are the major staple crops, and are mainly used for household subsistence. Coffee and honey are the major income earning products of the area. A wide range of fruits and vegetables are also cultivated both for subsistence and for sale. Teff is cultivated mainly for cash. The minority groups of people also lead their livelihood by collecting and selling wild honey, spices, wild coffee and edible roots of some of the wild plants from the forests.

2.2 Location and Extent

Chebera Churchura National Park (CCNP) is located in the southwestern part of Ethiopia, in the SNNPR Administrative Region. The Park is located between Dawro Zone and Konta Special Woreda, about 427 km and 475 km southwest of Hawassa and Addis Ababa, respectively. It covers an area of 1410 km² and lies between the coordinates 36° 27'00" - 36° 57'14" E and 6° 05'05" - 7° 08'02" N, bordered by Konta Special Woreda to the north, Omo River to the south, Dawro Zone to the east and south east, and Agare High mountains and Ouma River the west. The location of the CCNP is illustrated in.

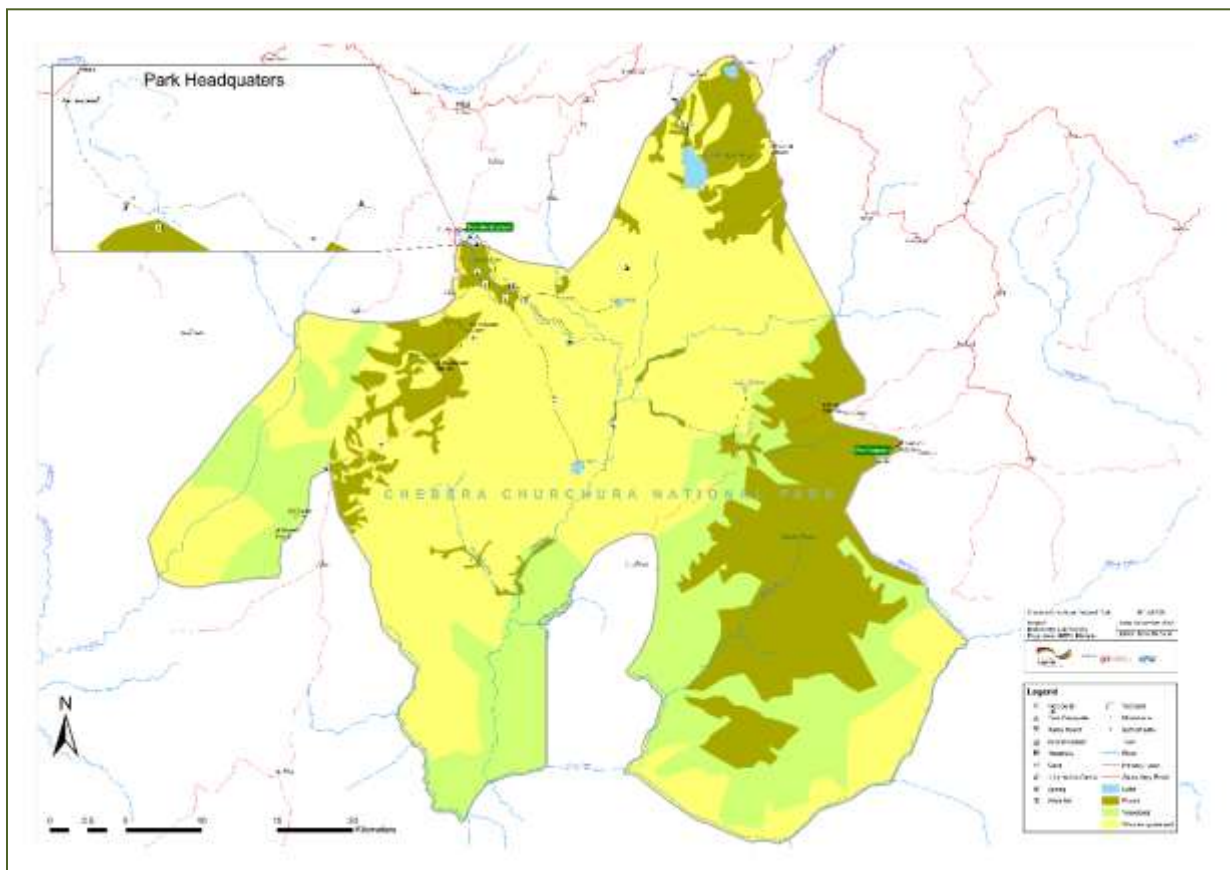


Figure 6. The location of the Chebera Churchura National Park

2.3 Values

2.3.1 Natural Heritage

Chebera Churchura National Park is known to possess almost one third of the country's total elephant population (see **Error! Reference source not found.**) and a high diversity of flora and fauna. Presently the following have been recorded to occur on the Park:

- 106 woody plant species were identified in a single survey, of which 6 (*Millitiaferugeni*, *Vepris daneli*, *Solanecio gigas*, *Cussonia ostini*, *Erythrina brucei* and *Rhusglutinosa*) are endemic to Ethiopia.
- 40 large and medium sized mammals including four of the big five game species with the exception of rhino;
- 18 species of small mammals of which one is a country endemic; and
- 137 species of bird of which six are endemic to Ethiopia.

Two mammalian species, Weyns' Duiker (*Cephalophus weynsi*) and Harvey's Duiker (*C. harveyi*) (see **Error! Reference source not found.**) were also recently recorded in this National Park and which were not officially recorded in Ethiopia before. The Park is also the only home in the world for an endemic species of fish "*Gara chebra*", which is named by Chebera Kebele of the National park (see **Error! Reference source not found.**).



Figure 7. The locally endemic fish species - Gara chebra



Figure 8. Harvey's Duiker (left) and Elephant at the Shoshema Camp Site (right)

The vegetation cover of the area is categorized into four major types; wooded grassland, woodland, montane forest and riparian forest. The wooded grassland is the most abundant of all and accounts for 62.5% of the park. It covers most of the undulating landscapes above the floor of the valleys and gorges. Although the grass species show local variation, the dominant grass species includes the elephant grass (*Pennisetum* sp.). The tree species are deciduous and include *Combretum* sp. in association with *Terminalia albiza*. The woodland habitat covers about 8% of the total area while the

riparian forest habitat covers only 3% of the total area of the Park. The wooded grassland and woodland vegetation types are illustrated in **Error! Reference source not found.**



Figure 9. Wooded grassland (left) and woodland (right) vegetation types that occur on the Park

The montane forest habitat covers about 29.5% of the total area of the park. Dominant tree species include *Juniperus procera*, *Podocarpus falcatus* and other broad-leaved species. Montane forest vegetation occurs in the eastern and north-western highlands of the park. It is dominated by tree species and characterized by a crown cover of up to 50% and has a multi-storied structure. Climbers and saprophytes are important floristic components of the habitat. The dominant trees are *Podocarpus* sp. and *Juniperus* sp.

Riparian forest covers about 40 km² and occurs along the courses of the Zigna, Shoshima, Wala, Tikurwuha, Mensa and Oma rivers, as well as other small seasonal tributaries. This habitat is characterized by a mixed vegetation type composed of large trees and herbaceous species. Dominant plant species in this habitat are *Ficus* sp., *Phoenix* sp., *Costa* sp., *Albizia grandibracteata*, *Chionanthus mildbraedii*, *Grewia ferruginea*, *Aspilia mossambicensis*, *Arundo donax* and *Ehretia cymosa*. Hydrology



Figure 10. Montane (left) and riparian forest (right) vegetation types that occur on the Park.

The CCNP is located in the upper catchment of the Omo River (see **Error! Reference source not found.**) and has more than 55 annual and perennial rivers and streams that drain the highlands in and around CCNP with the main tributaries being the Shoshema, Zigina, Mensa, Ouma and TikurWuha Rivers. These rivers join the Dawro zone part of the Park and then flow to the Omo River which forms the southern boundary of the Park. Many of the local communities in the catchment are dependent on these aquatic systems for their livelihoods in addition to their significant contribution to the countries mega projects like Koysha Hydro Electric Dam and Kuraz Sugar Factories which are located in the lower catchment of the Omo River on route to its final destination in Lake Turkana, Kenya. The proportion of the Omo River catchment that is in the Park ensures the delivery of critically important water catchment services such as reduced flood risk, the maintenance of dry season base flow and the improved quality of water in the Omo River.



Figure 11. The Omo River at the south eastern section of the Park.

There are six small and medium sized crater lakes (Shita, Keribela, Koka, Chofore, Bahaea and Koka (see Figure 11. The Omo River at the south eastern section of the Park.

) located in the southeast, west, northwest and northern part of the Park. Being crater lakes these water bodies have no inlet or outlet. Moreover, the Park is known to possess many hot and cold springs that have cultural and medicinal values.



Figure 12. Lake Bahaea

In addition to the ecosystem services produced by the Park, such as clean air, water and soil conservation; the park produces a wide varieties of ecosystem goods such as wild plant species that have economic values and which are used for human consumption and also serve as a gene bank. Examples of these are wild spices like ginger, wild coffee, 'inset', 'chat' (*Catha edulis*), the roots of many plant spp. and medicinal plants (see **Error! Reference source not found.** and **Error! Reference source not found.**). Moreover, in its current relatively pristine condition, the Park contributes to climate regulation and resilience at both a global and a local scale, through providing a carbon



sequestration and storage service.

Figure 13. Wild coffee (left) and wild ginger (right)



Figure 14. Wild Enset (false banana)

2.3.2 Cultural Heritage

CCNP is situated in place where multi-cultural and multi-ethnic groups are found with various traditional attributes known to attract tourists including traditional dance, traditional musical instruments such as *Hitsetse* and *Dinke*, clothing and iron smelting by indigenous *Tsara* community; cultural sites (e.g. Agare Michael and Tocha Medhanealem old church/monastery) and traditional house construction. Moreover, their traditional resource management system has gone back since time immemorial which should be scaled up and backed by scientific approaches while keeping their needs and aspirations (see **Error! Reference source not found.**). Other cultural and historical features and attractions are caves and defensive walls.



Figure 15. These are examples of traditional farm implements still in use today.

2.3.3 Socio-economic

As already mentioned the Park is in a relatively pristine condition and as such has the capacity to produce and deliver the full suite of ecosystem goods and services that have benefits at the local, national and global scales. It is therefore an asset that contributes to the resilience of local livelihoods as well as contributing to the resilience of economic investments that are of national significance, such as the dam and sugar projects in the lower Omo River catchment.



Figure 16. A tukul adjacent to the park boundary. By Ross McCann (GIZ-BFP)



Figure 17. Traditional Beehives in CCNP. By Zerubabel Worku (GIZ-BFP)

3 Situational Analysis

In addition to the information provided in Section 3.3 on the natural and cultural heritage features of the Park, which are seen as significant strengths and opportunities for the Park, there are also some socio-economic aspects that present as strengths and opportunities. Primarily these relate to the relatively low population density around the Park and the relatively natural state of much of the surrounding land. Despite there being serious incidents of human-wildlife-conflict, there is generally a positive relationship between the Park and its neighbours.

In addition to are some significant socio-economic opportunities such as the proximity of the Park to the city of Jimma and its airport which is approximately 180km away and provides for tourism access. The development of the Koyisha (Gibi 4) dam and hydroelectric scheme downstream of the Park and in the Omo River offers huge opportunities for the 'trading' in watershed services, particularly reduced sediment loads in the Omo River and the prolonging of the lifespan of the development.

The most significant threats to the Park are related to capacity and management infrastructure development needs. The discussion on the budget requirements for implementation of this GMP in the first annual planning cycle (see Section 10) shows that the Park currently receives less than 10% of what is needed. This has implications on the management team's ability to secure the integrity of the Park, particularly as this relates to the realisation on income generating opportunities and the flow of benefits to its direct neighbour and other affected communities. The Park's organisational structure is inadequate, under-equipped, under-skilled and significantly under-paid. The Park boundary is poorly described in the declaration and poorly demarcated on the ground leaving it open to both unintended

and deliberate illegal access. While this threat is currently manifesting at a relatively low level, the risk is that without a clear boundary description and demarcation, it may escalate.

The Park's limited management capacity also poses a serious threat of the HWC incidence escalating and impacting on the relatively harmonious relationship that it enjoys with its neighbours. Without this lack of capacity being adequately addressed, the full potential of the Park to have a significant positive impact both locally and further afield, will not be realised. As a result, its integrity as a wildlife sanctuary and a national asset will be eroded and the opportunity costs will be high.



Figure 18. Colobus Monkey in CCNP. By Zerubabel Worku (GIZ-BFP)

4 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.

4.1 The Vision

The Vision that was derived at the Stakeholder Workshop in May 2019, in consultation with relevant stakeholders and is in answer to the question “what do we want the Chebera Churchura National Park to look like ten years from now?” is as follows:

BY 2030 THE CHEBERA CHURCHURA NATIONAL PARK WILL BE RECOGNISED AS ONE OF AFRICA’S TOP PROTECTED AREAS THROUGH THE EFFECTIVE AND COLLABORATIVE MANAGEMENT OF ITS NATURAL AND CULTURAL HERITAGE AND THE SUSTAINED FLOW OF BENEFITS TO AFFECTED COMMUNITIES AT ALL LEVELS

The Vision may be explained by breaking it up into its components as follows:

- **By 2030** – this indicates the ten-year lifespan of the GMP at which time a revision will be required.
- **... recognised as one of Africa’s top protected areas ...** - is a carry-over from the existing vision and expresses the fact that the Park has the potential for this recognition through its size, shape and values.
- **... through effective management ...** - embraces the criteria encompassed in the WWF/World Bank Management Effectiveness Tracking Tool and the desire to see these criteria implemented in the management of the Park such that its annual assessment of management effectiveness will show continual improvement to the point that it exceeds the global best practice score of 67%.
- **... through collaborative management ...** - acknowledges that the Park is not an island and that its management is impacted on by a variety of related stakeholders who need to be engaged at increasing levels of collaboration to facilitate joint decision making, responsibility and accountability.
- **... its natural and cultural heritage ...** - as can be seen in the description of the values of the Park in Section 3.3 there are significant natural and cultural heritage values that require particular management attention to ensure that they persist. While most biodiversity features will persist where ecological functionality is maintained, there are also features that require additional investment. From an ecosystem perspective the strategic location of the Park in the catchment of the Omo River 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.
- **... the sustained flow of benefits to affected communities at all levels ...** - the Park generates many tangible and intangible benefits that are of local, national and global significance. In this regard the communities affected by the existence and management of the Park range from the local to the global scale. 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 has been widely published and accepted and the CCNP does this in many ways.

4.2 Management Objectives

Five Management Objectives (MOs) were derived from the ‘unpacking’ of the Vision 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 MO received in the prioritisation process.

1. Ensure the Park has the capacity to undertake effective management (49).
2. Ensure the integrated biodiversity and ecosystem conservation of the natural heritage of the Park (46).
3. Develop and implement appropriate structures and mechanisms to ensure the collaborative management of the Park at all levels (45).
4. Ensure the sustained flow of benefits to affected communities at all levels (35).
5. Ensure that the cultural heritage features of the Park are protected while being accessible for utilisation and development relative to their respective sensitivities (6).

It is important to note that the top four MOs each obtained a high proportion of the votes illustrating a relatively equal emphasis on their importance. However, the fifth objective related to cultural

heritage received very few votes. This does not suggest that the Park lacks features of cultural heritage value, but rather that cultural heritage as a discipline, was not given exposure during the workshop. This must be seen as a weakness of the process and therefore cultural heritage must receive as much attention as possible in the implementation of this GMP.

These management statements are further broken down into S.M.A.R.T. Operational Goals and specific Management Actions that are presented in Section 7.

5 Zonation

The zonation of the Park largely followed the guidelines provided by Thomas and Middleton (2003) and the descriptions provided under each sub-section below have been taken from this work. In addition to this the recently compiled guidelines for the zoning of national parks in Namibia have also been used to guide the content of the descriptions below (MET, 2019). The zones that were identified and the agreed descriptions for the CCNP are listed and discussed below and are illustrated in **Error! Reference source not found.** Where zones overlap, those of greatest impact are given preference as they require the greatest management input. For example, roads zoned as Intensive Use Zones cross over and impacts on the other zones.

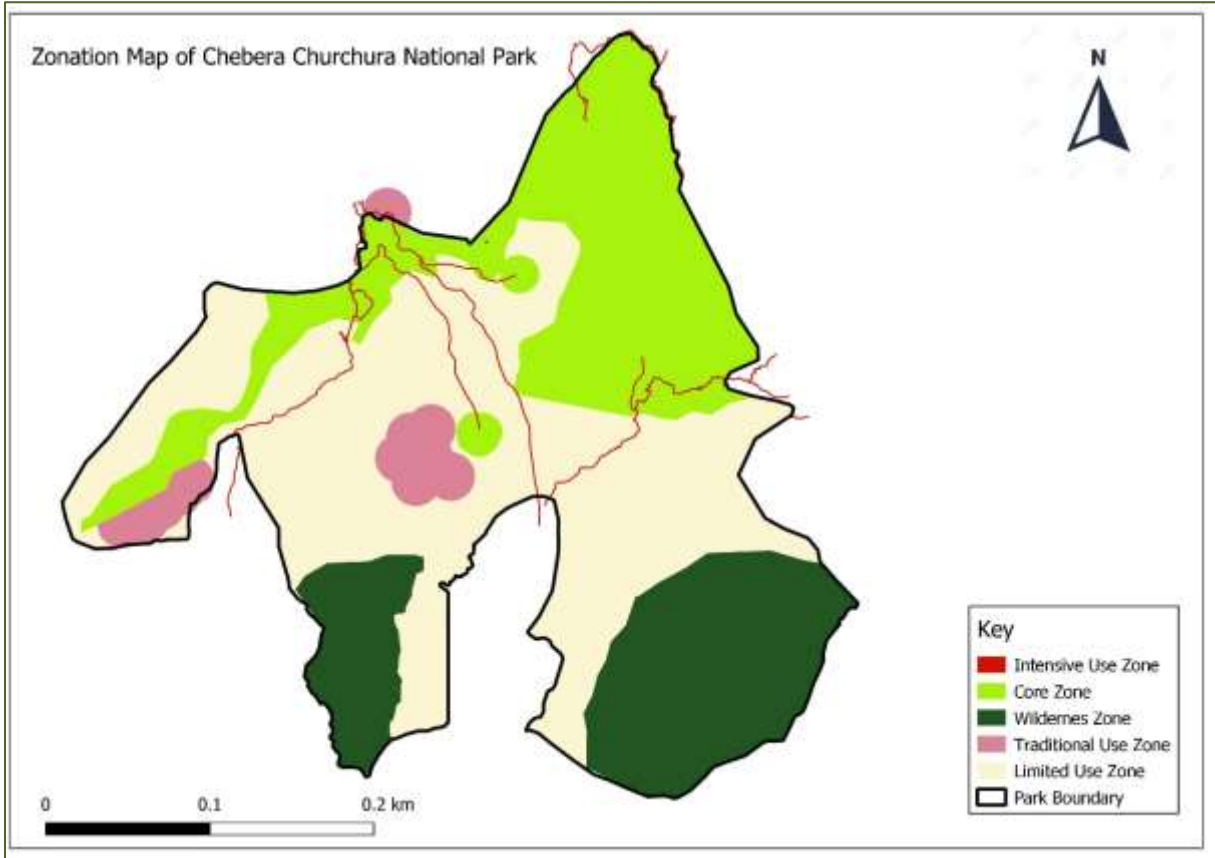


Figure 19. The management zones of the Chebera Churchura National Park

5.1 Core Areas

Core Areas are zoned as such as they contain outstanding, special or unique values and are listed and described below.

Hot Springs - Five hot springs are included as core zones namely Shoshima, Nech wuha, Hagie, Bogdia and Mulmule hot springs.

Crater Lakes - There are six crater lakes within the Park boundaries namely Lake Keribela, Lake Shita, Lake Koka, Lake Bulo, Lake Chofore and Lake Bahi.

Dry Season Elephant Range - As elephants are considered a key stone species of the park and are susceptible to poaching, as well as being the cause of serious HWC, their dry season home range is zoned as a Core Zone to facilitate priority management intervention.

Caves - There are five caves within the Park known as Kodo, Adino, Degela, Dia and Gita. They are zoned as Core Zones as access needs to be strictly controlled. Limited access and use related to the harvesting of wild honey and other related traditional uses will be permitted for local communities. Low level and strictly controlled tourism access, research and management access is will also be permitted.

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. Seasonal access by local communities to harvest wild honey and medicinal plants will be allowed but strictly controlled. Specific management actions aimed at ensuring the persistence of the values of these Core Zones will also be permitted. 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 Zones are the protection of outstanding cultural and natural values and assets that will increase the persistence of the key species, improve ecological functionality, enhance income through tourism and maintain values for local communities.

Prohibited activities in these zones are resource extraction other than wild honey and medicinal plants, and permanent constructions other than those required to facilitate access, interpretation and the control of movements.

5.2 Wilderness Zones

In these zones, roads and infrastructure development should be excluded, and manipulative management techniques prohibited as natural processes dominate. Under normal circumstances, trails and perhaps a few, basic camping sites would be permitted – but their nature, number and extent should be strictly controlled and they should be temporary with no sign of them being there after they are packed up.

There are two areas within the boundaries of the Park that meet the above definition and they are located between Adabacho and the Omo river (North east: Gelo and Mensa rivers, South: Omo river, West: Benja river, Northwest: Churchura Kebele); between Okeshe and Omo river (East: Zigna River, South: Omo River, West: Delba Okeshe, North: Tikur wuha). It is important to note that while these areas extend to the Park boundary in places, the land use and cover adjacent to these areas and outside the Park is of the same character and are therefore highly compatible with this zoning.

Permitted activities: Management interventions should be limited to safety and security requirements, access control, research and monitoring, but could include restorative interventions where necessary. Roads and all forms of infrastructure should be excluded with both management and visitor access limited to foot and/or horseback. Access should be contained through the provision of walking/hiking trails with both management and visitors carrying all that is needed to sustain their visit, both into and out of the area. This will include all equipment necessary for camping and the preparation of food and beverages. The making of fires should be discouraged unless they are required as a precaution against potential human-wildlife-conflict. In such cases the collection of fuel wood should be over a dispersed area and of a volume that is the minimal requirement to maintain a small fire throughout the night. No other forms of consumptive utilisation will be allowed in these zones.

The **benefits** of these zones will include those ecosystem services common to the supporting services (biodiversity, photosynthesis, nutrient cycling and soil formation), cultural services (sense of place, aesthetic and spiritual values, tourism, research and education), regulatory services (drought mitigation, erosion control, carbon storage and sequestration, flood attenuation, water purification, climate regulation and pollination) and provisioning services (fresh water and fuel wood).

5.3 Limited Use Zone

In the case of CCNP the balance of the park other than Core Areas, Wilderness -, Intensive Use -, and Traditional Use Zones are designated as a Limited Use Zone. Limited use 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 wilderness and core areas. In all cases any developments should have minimal impact and serve only the immediate users within the zone.

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 some 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 medicinal plants and wild honey, which are seasonal activities discussed under Section 6.5.

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, while the production and delivery of ecosystem goods and services will be enhanced.

Prohibited activities include any form of resource extraction other than that mentioned above. Permanent constructions such as public roads and communication towers would be inappropriate in areas zoned as Limited Use and should be restricted to the Intensive Use Zone.

5.4 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 case of CCNP, the aspects that fall into this zonation are roads and out posts. The Park Head Quarters, entrance gate, guest house and other related structures are outside the Park boundary.

It may be necessary to amend the zoning of the Park at a later stage if and when additional management and/or tourism infrastructure is identified for development. In this case the description provided below is relevant.

Permitted Activities are management infrastructure such as offices and staff accommodation, security outposts, access control points, etc.; visitor facilities such as a lodge or two and an interpretative centre, access roads that serve management and visitors as well as the public, communication infrastructure such as 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 and the rehabilitation of the areas. 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. Such impacts must be contained within the areas zoned for these features.

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

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 wilderness and wildlife which results in road-kills. The lighting of fire is prohibited unless in areas specifically designated for such. The collection and removal (trafficking) of plants or animals or any parts thereof, alive or dead, is also prohibited. 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.

5.5 Traditional Use Zones

These are two areas within the Park where access is permitted for the harvesting of specific natural resources on a seasonal basis, i.e. implying both a spatial and temporal zoning, and one other where access is facilitated to a hot spring that is on the edge of the Park and that is utilised by the local community and their livestock throughout the year.

5.5.1 Medicinal Plants, Spices and Honey

The area which is zoned as traditional use is found at the western corner of the Park bounded by the Omo River, Mulmule spring and Delba Kebele in the West, North and East respectively. Additionally, the dry season elephant home range (Core zone) and limited use zones serve as a boundary. The second area is located at the central part of the Park within the Limited use zone. The nearest Kebele to this area is Churchura located at the Southeast. Access to this area for the collection of selected medicinal plants, spices and wild honey for house hold consumption will be permitted on seasonal basis.

5.5.2 Access to Hot Springs

One hot spring (Shoshima) which is located outside of the park is zoned as traditional use by virtue of its social and cultural value for the local community. Access through the Park is to be facilitated with minimal impact on the Park. Although the hot spring is outside of the Park's legal boundary it is the access that is zoned to ensure control and mitigation of impacts associated with the movement of people and their livestock. Based on an agreement with the local community the Park is involved in the management and development of the area.

Permitted activities relate specifically and are limited to access for religious and cultural purposes, including the watering of livestock. 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 site. Management activities related to the preservation of the site, 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 20. Hipopothamus in CCNP. By Adane Tsegaye (CCNP)

6 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 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 2020. It is imperative that the Management Actions are revised within the 4th quarter of 2020 to ensure that a new Action Plan is derived for the next period of at least 12 months, but no more than 24 months, as already explained in Section 2.4.

The Operational Goals and their Management Actions are presented below within the framework of their respective Management Objectives. 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 in Table 2 below.

Table 2: A snapshot of the GMP's Management Objective and Operational Goals

MANAGEMENT OBJECTIVE 1: Ensure the Park has the capacity to undertake effective management
Operational Goal 1.1: Ensure that skills development needs of all Park staff are addressed by the end of 2022 and maintained on an on-going basis
Operational Goal 1.2: Ensure that all the management infrastructure needs have been addressed on the Park by the end of 2030 and that existing management infrastructure is maintained on an on-going basis
Operational Goal 1.3: Ensure that all Park staff are fully equipped with all that is required to ensure optimum functionality by the end of 2022
Operational Goal 1.4: Ensure that the Park is appropriately staffed, both in terms of the organisational structure and the numbers, by the end of 2023
Operational Goal 1.5: Ensure that appropriate incentives, insurance cover and legal support for Park staff dealing with dangerous and risky situations are in place by the end of 2023
Operational Goal 1.6: Significantly increase the integrity of the Park boundary both in terms of its description as well as its demarcation by the end of 2022
Operational Goal 1.7: Ensure the on-going application of the GMP to guide all management actions of the Park
MANAGEMENT OBJECTIVE 2: Ensure the integrated biodiversity and ecosystem conservation of the natural heritage of the Park
Operational Goal 2.1: Develop and implement management measures designed to reduce the impact of elephant on the vegetation of the Park and neighbouring communities within the context of the actions stated in the national elephant action plan by the end of 2020 and then on ongoing basis
Operational Goal 2.2: Develop and implement management measures designed to reduce the impact of carnivores on their prey species and neighbouring communities within the context of the actions stated in the national lion, cheetah and wild dog actions plan by the end of 2020 and then on ongoing basis
Operational Goal 2.3: Undertake the spatial and qualitative survey of the vegetation types and main ecosystems in the park by 2022 to serve as a baseline for further monitoring as per the M&E framework
Operational Goal 2.4: Annually assess, identify and outsource research priorities as these relate to the management of the Park's biodiversity and ecosystems
Operational Goal 2.5: Follow-up and ensure mega projects are operating in environmentally friendly manners and implementing their CSR and EIA related to CCNP on ongoing basis
Operational Goal 2.6: Design and implement studies into the status and impact of fire and invasive plant species on the integrity of CCNP; and propose affordable fire and invasive plants management techniques by 2023 with recommendations being implemented on an on-going basis thereafter
Operational Goal 2.7: Ensure ecosystem connectivity between the park and its surroundings by supporting Forest Landscape Restoration (FLR) and sustainable land management initiatives promoted by stakeholders on ongoing basis
Operational Goal 2.8: Annually assess, identify and outsource research priorities as these relate to the management of the Park Investigate and rate the level of HWC and put in place innovative HWC mitigation measures on ongoing basis as these relate to species other than elephant and the carnivores
MANAGEMENT OBJECTIVE 3: Develop and implement appropriate structures and mechanisms to ensure the collaborative management of the Park at all levels
Operational Goal 3.1: Strengthen and maintain existing internal collaboration structures and mechanisms between staffs and departments of the Park office by 2020 and on an on-going basis
Operational Goal 3.2: Assess and improve stakeholders list and mapping, and existing collaboration structures and mechanisms by 2020
Operational Goal 3.3: Establish and implement the required collaboration structures and mechanisms with relevant stakeholders to enhance opportunities and mitigate negative impacts related to the Park by 2021 and ensure their ongoing implementation
Operational Goal 3.4.: Utilise the collaborative structures and mechanisms to ensure that stakeholders remain aware and up to date on all aspects related to the values and management of the Park on an on-going basis
Operational Goal 3.5.: Ensure biodiversity and ecosystem conservation management issues are incorporated and/or mainstreamed into local, regional and national development plans on an on-going basis
MANAGEMENT OBJECTIVE 4: Ensure the sustained flow of benefits to affected communities at all levels
Operational Goal 4.1: Produce a plan for the upgrading and maintenance the Shoshema Camp Site, and implement by the end of 2020

Operational Goal 4.2: Ensure that current construction projects related to tourism infrastructure are completed on time and according to specifications
Operational Goal 4.3: Commission and contribute to a study and the production of a Tourism Concept Development Plan by the end of 2021 and market the development and operational opportunities to the private sector on an on-going basis there after
Operational Goal 4.4: Commission and contribute to a resource economic study and an ecosystem services review by 2022 and ensure relevant management actions are implemented on an on-going basis so as to enhance the delivery of these benefits
Operational Goal 4.5: Identify and facilitate the development of alternative livelihood options and value chain activities for local communities on an on-going basis
MANAGEMENT OBJECTIVE 5: Ensure that the cultural heritage features of the Park are protected while being accessible for utilisation and development relative to their respective sensitivities
Operational Goal 5.1: Identify and properly document the cultural heritage features of the Park by the end of 2020
Operational Goal 5.2: Develop a plan for the development and utilisation of the identified cultural heritage features by the end of 2021 and ensure their protection on an ongoing basis
Operational Goal 5.3: Develop awareness creation resources for the cultural heritage features by the end of 2021 and ensure that stakeholders have access to these on an ongoing basis
Operational Goal 5.4: Ensure that the plan for the development, promotion and utilisation of the identified cultural heritage features is integrated into Operational Goals 4.3 and 4.5 by the end of 2021

6.1 Management Objective 1: Building Capacity for Effective Management

Table 3: Operational Goals and Management Actions for Management Objective 1

MANAGEMENT OBJECTIVE 1:										
Ensure the Park has the capacity to undertake effective management										
OPERATIONAL GOAL 1.1:										
Ensure that skills development needs of all Park staff are addressed by the end of 2022 and maintained on an on-going basis										
What actions are required	Who is accountable for implementation	Who is required to cooperate	What resources are required							What is the measure of achievement
			Number of days	Item	Cost (ETB)	1st 2020	2nd 2020	3rd 2020	4th 2020	
1.1.1. Improve financial management related to audit outcomes through ensuring that the Financial Manager attends short courses offered by the Regional Finance Bureau and the Federal Management Institute	Chief Warden	Financial Manager Finance officers Auditors Purchaser Cashier Head of Public Fincance in the Region Training Team Leader in the Management Institute	25	Travel (ETB600 x 5 people for round trip) Training costs (ETB1000/person/day including accommodation and meals) Per diem for travel days (ETB206 x 4 days) x 5 people	132120					Training certificates confirming successful completion of the course for all 5 staff
1.1.2. Improve HR management through ensuring that the HR Manger receives training from short courses offered by the Regional Public Service Bureau in Hawasa	Chief Warden	HR Officers x 2 Regional Public Service Bureau - Director of HR Development	15	Travel (ETB500 x 2 people for a round trip) Per Diem for trainees (ETB202 x 2 people x 19 days)	18676					Training certificates confirming successful completion of the course both staff
1.1.3. Send the Chief Warden on a short course on Park Management at the Mweka Wildlife Management College	Chief Warden	HR Officer Short course presenter/s	15	Travel (approx total = ETB10000 x 2) Training cost inclusive of accommodation and meals (ETB5000/day) (US\$185/day @ ETB28 to US\$1)	95000					Training certificate confirming successful completion of the course

1.1.4. Facilitate refresher training-of-trainers in law enforcement/military training for the senior Scouts who have already been subjected to training, through the review of their training manual on site, including weapons handling, communications, data gathering, intelligence gathering, crime scene behaviour, etc.	Chief Warden	Those Scouts who have been on the Law Enforcement level 1 and 2 training and who are certified as trainers x 3 EWCA Expert in Wildlife Trafficking HR Officer	10	No additional budget needed as this is on site and EWCA Expert participates on their own budget except refreshments (ETB100 x 4 people x 10 days)	4000			Letter of confirmation from the Chief Warden
1.1.5. Facilitate on-site training of Scouts by the trainers from 1.1.4. 50% in 2nd quarter and 50% in 4th quarter	Chief Scout	Trainers x 2 Scouts HR Officer	15	Travel (ETB300 x 36 Scouts) Per diems (ETB123 x 51 Sscouts x 15 days) Refreshments (ETB25 x 51 x 15) Printing and binding (ETB50 x 51 manuals) Additional payment for the trainers (ETB1500 x 3 Scouts x 30 days) Training uniform (ETB1000 x 51 Scouts)	312570			Letter of confirmation from the Chief Warden placed on personal files
1.1.6. Plan for training in HWC situations for the Scouts in 2021	Chief Scout	Senior Wildlife Expert	5	No additional budget needed as this is on site	0			Plans for HWC training in place for 2021
1.1.7. Translate the Human Elephant Conflict Mitigation Manual into Amahric and replicate for all Scouts	Senior Wildlife Expert	Chief Warden Park Experts Trained Scouts GIZ Expert	10	Refreshments (ETB100 x 10 people) Printing and binding costs (ETB100 x 51)	15100			Translated manual printed and bound

1.1.8. Plan for Scouts training re wildlife monitoring inclusive of GPS, cameras, etc. to be delivered in 2022	Chief Scout	Senior Wildlife Expert	5	No additional budget needed as this is on site	0				Plan for training Scouts in wildlife monitoring for 2022
1.1.9. Plan for training in basic computer skills for support staff, e.g. excel,	HR officer	Technical Staff x 5 Chief Scout HR Data Expert Finance x 5 Regional office IT Experts	5	Refreshments (ETB100 x 14 people x 5 days)	7000				Plan for training in computer skills in place
1.1.10. Plan for and implement training in wildlife and ecological monitoring including the technological requirements related to equipment and software (SMART) and data analysis through on the job training using EWCA and Regional experts and the EWCA standard ecological monitoring protocol which includes training manuals	Wildlife Management Expert	Biologist x 2 Natural Resource Management Expert Chief Scout EWCA Monitoring and Research Experts x 3 Regional Wildlife Experts x 2	15	Travel for field training (1000km / 5km/liter x ETB20/liter) Per diem for 5 people (ETB171 x 5 x 5 days) Refreshments (ETB100 x 9 people x 5 days) Printing and binding of manuals (ETB50/manual x 5 people)	13025				Training plan, manuals and letter of completion on personal files
1.1.11. Arrange for training in research methods, scientific writing, and the writing of proposals for senior Park Experts at the Hawasa University's Wondogenet College of forestry and Natural Resources for 2021	Chief Warden	Park Experts x 4	5	No additional costs required	0				Training plan in place

1.1.12. Plan for and implement training using outside experts from Wolayta Sodo University and EWCA to build the knowledge of the Park experts on the biodiversity and ecology of the Park (species id, wildlife disease, etc.), as well as ecosystem dynamics inclusive of invasive alien species and fire management	Chief Warden	Park Experts x 4	15	No cost for planning Professional fee for trainers from the University (ETB1000/day x 2 lecturers) Travel - fuel (1000km / 5km/liter x ETB20/liter) Per diem for driver (ETB171 x 12 days) Refreshments (ETB100 x 7 people x 10 days)	33052					Letters of completion on personal files
1.1.13. Plan for the training in community engagement and participation for community experts, including HWC, in 2021	Senior Expert responsible for community engagement	Park Experts x 3 Chief Scout	5	No additional costs required	0					Training plan in place
1.1.14. Keep track of the skill levels of all staff and identify opportunities for enhancing these	HR officer	Park Experts x 4 Chief Scout Chief Warden	10	No additional costs required	0					Up to date personal records in terms of training received and training needed
Sub-totals			155		630543					

OPERATIONAL GOAL 1.2:

Ensure that all the management infrastructure needs have been addressed on the Park by the end of 2030 and that existing management infrastructure is maintained on an on-

What actions are required	Who is accountable for implementation	Who is required to cooperate	What resources are required							What is the measure of achievement
			Number of days	Item	Cost (ETB)	1st 2020	2nd 2020	3rd 2020	4th 2020	
1.2.1. Develop an infrastructure development plan based on an inventory of existing infrastructure and which indicates development needs in order of priority and spread across the ten year time frame of the GMP. This action may require the responsible staff to carry out field work to assess potential development sites.	Chief Warden	Wildlife experts Finance officers chief scout HR officer Construction enginner from Zone Building Deisgn and Control Office	10	Travel - Fuel to take and return the expert form zonal office (400km / 5km/liter x ETB20/liter) Per diem for the enginner including travel days (ETB171 x 12 days) x 1 people Perdiem for driver (ETB147 x 4 days) Refreshments (ETB100 x 6 people x 10 days)	10240					Infrastructre development plan document in place
1.2.2. Develop and implement a maintenance plan to ensure all existing infrastructure is kept fully functional	Chief Warden	For Planning preparation Wildlife expert Finance officers chief scout Construction enginner from Zone Building Deisgn and Control Office	5	Travel - Fuel to take and return the expert form zonal office (400km / 5km/liter x ETB20/liter) Per diem for the enginner including travel days (ETB171 x 7 days) x 1 people Perdiem for driver (ETB147 x 4 days) Refreshments (ETB100 x 5 people x 5 days)	5885					Infrastructure maintenance plan document

MANAGEMENT OBJECTIVE 1:

Ensure that the Park has the capacity to be effectively managed through strong co-governance structures, mechanisms and partnersh

OPERATIONAL GOAL 1.1:

Ensure that internal management structures and mechanisms are in place to facilitate effective implementation of the GMP and day to day management of th

What actions are required	Who is accountable for implementation	Who is required to cooperate	What resources are required			What are the tim			
			Number of days	Item	Cost (ETB)	3rd 2019	4th 2019	1st 2020	2r 20
1.1.1. Hold weekly Park Management Committee meetings using the GMP as the basis for the agenda and reporting	Chief Warden	Finance Head HR Head Planning Expert Ecological Monitoring and Protection Warden	12	Standard office equipment	0				
1.1.2. Support and participate in the Organisational Development process supported by GIZ as and when this happens	Chief Warden	All Park staff	Detail currently unknown but there will be no budget implications						
Sub-totals			12		0				

OPERATIONAL GOAL 1.2:

Ensure that the Park Advisory Committees are developed as the key structures and mechanisms to ensure co-governance with relevant and key stakehold

What actions are required	Who is accountable for implementation	Who is required to cooperate	What resources are required			What are the tim			
			Number of days	Item	Cost (ETB)	3rd 2019	4th 2019	1st 2020	2r 20

1.2.1. Revise and update the Regional Directive for the Woreda and Kabele PACs in relation to the GMP stakeholder engagement process	Chief Warden	Regional Wildlife Protection Director	15	Standard office equipment and no additional budget required	0				
1.2.2. Develop MoUs to strengthen the links between Park stakeholders and the Woreda and Kabele PACs at the 1st meetings of the PACs	Chief Warden	Regional Wildlife Protection Director Ecological Monitoring and Protection Warden	10	Standard office equipment and no additional budget required	0				
1.2.3. Convene and manage a full PAC meeting once a year inclusive of relevant stakeholder representatives up to a maximum of 80 people.	Chief Warden	Regional Wildlife Protection Director Ecological Monitoring and Protection Warden Community Expert Tourism Expert Woreda Administrators	10	Per diem (80 x ETB 163) Travel (10 x ETB 672) + (70 x ETB 300) Venue hire and refreshments (80 x ETB 40) + ETB 500	141080				

<p>1.2.4. Convene and manage Woreda PAC meetings once a quarter meeting at the Woredas on a rotational basis up to a maximum of 45 people. Meetings are held over 3 days with a day either side for travel.</p>	<p>Chief Warden</p>	<p>Ecological Monitoring Warden Planning Expert Technical Experts depending on the agenda Financial Expert</p>	<p>6</p>	<p>Per diem for Woreda reps(45people x ETB163x5days) Travel for Woreda reps (45 x ETB 300) Refreshments (52 x ETB40) Per diem for Park staff (163ETB*7*5)/quarter Travel (ave 200km/6*17ETB)/quarter</p>	<p>351160</p>				
---	---------------------	--	----------	--	---------------	--	--	--	--

1.2.5. Convene and manage Kabele PAC meetings once a quarter. Meetings to be held at Kabele Centres x 7. Park staff to travel to centres. Park teams will consist of approximately 5 people and will travel to the Kabele centres the day before the meetings. The Park staff will be divided into 7 teams of 5 so that the meetings are held at the same time as far as possible. These meetings will be preceded by orientation for all Park staff to ensure that everyone fully understands the issues and can represent the Park fully	Chief Warden	Ecological Monitoring Warden Technical Experts Chief Scout Scouts	24	Per diem for Kabele reps (100ETB*12reps*5Kabeles*4days)/quarter Per diem for Park staff per Kabele centre (163ETB*5people*4days)/quarter Travel for Park staff (ave of 200km*/6liters per km*17ETB)/quarter/Kabele centre	187360				
Sub-totals			65		679600				

OPERATIONAL GOAL 1.3:
Ensure the relevant Park staff have the skills necessary for ecological and wildlife monitoring by the end of 2020 and on-going

What actions are required	Who is accountable for implementation	Who is required to cooperate	What resources are required			What are the timeframes			
			Number of days	Item	Cost (ETB)	3rd 2019	4th 2019	1st 2020	2nd 2020

1.3.1. Selected Park Experts to attend GIZ training in the use of monitoring tools, techniques and data interpretation	Chief Warden	Ecological Monitoring and Protection Warden 4 x relevant Experts from the Park and/or Region	10	All costs to be covered by GIZ inclusive of per diem, travel, accommodation	0				
1.3.2. All relevant Park staff to be trained in ecological monitoring tools, techniques and data interpretation with the trainers applying the training as a team in two subsequent training sessions	Ecological Monitoring and Protection Warden	Trained Experts All Scouts Balance of Experts	20	Per diem (16 x Scouts @ ETB 92 each for 10 days) Refreshements (20 x ETB 40 for 10 days) Travel (16 x ETB 150)	50240				
1.3.3. All Park Wardens and Experts to ensure that they remain up to date with advances in their respective disciplines through a national study tour	Chief Warden	Wardens and Experts x 4	15	Per diem for 6 people over 10 days @ ETB 163/person Travel (1000km / 6km/liter) x ETB17/liter)	14243				
1.3.4. All relevant Park staff to ensure that they remain up to date with advances in their respective disciplines through subscribing and reading scientific publications	Chief Warden Wardens and Experts		12	Subscriptions (6 x ETB 2000/subscription)	12000				

1.3.5. All relevant Park staff to ensure that they remain up to date with advances in their respective disciplines through attending conferences/workshop and the presentation of papers when available	Chief Warden	Wardens and Experts x 4	10	Conference fee (approx ETB 10000) Travel (approx ETB 10000) Accom and subsistence (approx ETB 20000)	200000				
Sub-totals			30		276483				

OPERATIONAL GOAL 1.4:
Ensure that all Park staff have other relevant skills to effectively and efficiently implement their responsibilities related to the implementation of the GMF

What actions are required	Who is accountable for implementation	Who is required to cooperate	What resources are required			What are the times			
			Number of days	Item	Cost (ETB)	3rd 2019	4th 2019	1st 2020	2nd 2020
1.4.1. Facilitate training in MS Office packages for all Technical Experts and 3 x Support staff and Chief Scout (assuming all participants have been equipped with computers)	Human Resource Expert	All Technical Experts x 12 Chief Warden Ecological Monitoring and Protection Warden Financial Expert Accountant Auditor Chief Scout	10	Professional trainer (ETB 4000/day x 10 days) Travel (ETB 17 x 120 liters) Refreshments (ETB 40 x 20 people x 10 days)	50040				

1.4.2. Facilitate training in basic English language skills for Technical Experts	Ecological Monitoring and Protection Warden	Technical Experts	10	Professional trainer (ETB 4000/day x 10 days) Travel (ETB 17 x 120 liters) Refreshments (ETB 40 x 13) Follow up training packages from British Council (ETB 3000 x 12)	78560				
1.4.3. Use the three Scouts who have been trained as trainers to deliver law enforcement training including the use of radios to the new Community Scouts	Ecological Monitoring and Protection Warden Trained Scouts x 3	New Community Scouts x 44 Technical Experts x 6	10	Per diem (ETB100 x 53 people x 12 days) Travel (ETB 150 x 47) Refreshments (ETB 40 x 53 x 10)	91850				
1.4.4. Ensure that training in human wildlife conflict resolution is delivered to relevant Park staff	Ecological Monitoring and Protection Warden	Community Expert Wildlife Protection and Development Expert Wildlife Utilisation Expert Chief Scout Camp Coordinators x 12	2	Trainer fees (ETB 4000/day for 5 days) Travel (ETB 3000) Per diem (ETB 107 x 12 x 4 days)	28136				
Sub-totals			32		248586				

OPERATIONAL GOAL 1.5:

Ensure that Park has the necessary equipment and that the management infrastructure is developed and maintained by the end of 2020 and on a

What actions are required			What resources are required	What are the tim
---------------------------	--	--	-----------------------------	------------------

	Who is accountable for implementation	Who is required to cooperate	Number of days	Item	Cost (ETB)	3rd 2019	4th 2019	1st 2020	2nd 2020
1.5.1. Liaise with the Woreda Road Office to upgrade the 19km access road to the Park from Mekane Selam	Chief Warden	Woreda PAC	10	Standard office equipment and no additional budget required	0				
1.5.2. Liaise with the Woreda Road Office to develop 20km of new road to connect the Park with the Magdela Road	Chief Warden	Woreda PAC	10	Standard office equipment and no additional budget required	0				
1.5.3. Maintain 4km of the 10km of Park management tracks	Planning Expert	Community Expert	50	ETB 24k/km using local labour Tools (shovels @ ETB150 x 10, hammers @ ETB 500 x 5, pick axes @ ETB 200 x 10, wheel barrows @ ETB 2500 x 10)	146000				
1.5.4. Design and plan for the development of an entrance gate and 5 out posts for the Park inclusive of budgets and procurement requirements	Planning Expert	Finance Head	20	Professional architech (ETB 4000 x 10 days) Transport (1200km / 6km/l) x ETB 17/liter Per diem (ETB 163 x 10 days x 2 people)	46700				

1.5.5. Undertake an assessment of the equipment needs and produce a procurement plan for presentation to and resourcing by the Regional Office	Financial Head	All senior Park management	5	Standard office equipment	0				
1.5.6. Develop and implement a plan for the maintenance of fixed and movable assets	Chief Warden	Relevant support staff	10	Most costs associated with standard office equipment but with some ground truthing Travel ((185 km x 2) / 6km/liter) x ETB17/liter) Per diem (ETB 163 x 3 people x 5 days) Approx ETB 50000 for maintenance requirements	53493				
Sub-totals			105		246193				
OPERATIONAL GOAL 1.6: Plan for and complete the demarcation of the Park boundary before the end of 2020									
What actions are required	Who is accountable for implementation	Who is required to cooperate	What resources are required			What are the times			
			Number of days	Item	Cost (ETB)	3rd 2019	4th 2019	1st 2020	2nd 2020

1.6.1. Develop a plan to complete the demarcation of the Park boundary and submit to the Regional Office for approval and resourcing	Ecological Monitoring and Protection Warden	Planning Expert Financial Expert Regional Wildlife Protection Director Regional GIS Expert	20	Most costs associated with standard office equipment but with some ground truthing Travel ((185 km x 2) / 6km/liter) x ETB17/liter Per diem (ETB 163 x 3 people x 5 days)	3493					
1.6.2. Implement the demarcation plan	Ecological Monitoring and Protection Warden	Community Expert Chief Scout Planning Expert	Detail currently unknown							
Sub-totals			20			3493				
Total			252			1454356				

1.2.3. Develop and implement a plan to renovate the guest house building	Chief Warden	Head of Finance and Procurement Department of BCTS Enginner from Dawro Zone Building Design and Construction Control Department	60	Travel - Fuel (400km/5km/Literx EtB20/Liter) Per diem for expert (ETB171 x 1 x 12 days) X 3 Per diem for driver (ETB147 x 1 x 4 days) x 3 Tender Announcment EtB10,000 Maintenance of building EtB 600,000	619520			Renovated Guest house building
1.2.4. Monitor and track progress of the current road development projects and ensure that they remain on schedule and up to standard	Chief Warden	Wildlife experts Chief scout Scouts	15	Travel - Fuel (1000km/5km/Literx EtB20/Liter) Per diem for Chief Warden (ETB171 x 1 x 5 days), Per Diem for experts (ETB171 x 2 x 10 days) Per diem for Chief Scout and Scouts (ETB147 x 2 x 60 days)	25915			Monitoring report
1.2.5. Monitor and track progress of the current communication infrastructure development project and ensure that it remains on schedule and up to standard	Chief Warden		5	No additional budget required	0			Monitoring report

1.2.6. Develop and implement a plan to establish the Yarpo outpost	Chief warden	Head of Finance and Procurement Department of BCTS Enginner from Dawro Zone Building Design and Construction Control Department	280	Travel - Fuel (200km/5km/Literx EtB20/Liter)x 4 Per diem for expert (ETB171 x 1 x 12 days) X 4 Per diem for driver (ETB145 x 1 x 4 days) x 4 Tender Announcement EtB10,000 Construction cost for three blocks of 80sq.m	1223760					Constructed out post buildings
Sub-totals			375		1885320					

OPERATIONAL GOAL 1.3: Ensure that all Park staff are fully equipped with all that is required to ensure optimum functionality by the end of 2022										
What actions are required	Who is accountable for implementation	Who is required to cooperate	What resources are required							What is the measure of achievement
			Number of days	Item	Cost (ETB)	1st 2020	2nd 2020	3rd 2020	4th 2020	
1.3.1. Undertake an inventory of all existing equipment and develop an equipment procurement plan for years 2021 and 2022 such that all equipment needs are met	Chief warden	Finance head Store keeper Human resources officer	15	No additional costs required	0					Inventory report and precuerment plan
1.3.2. Procure 1x 4x4 vehicle suitable for the management needs and the Park terrain based on GEF6 agreement in place	Chief warden	Finance head Driver GEF6 Official	15	Per diem for 3 people (ETB206 x 3 x 15 days) Note budget for vehicle already secured from GEF6	9270					Suitable vehicle supplied to the Park

1.3.3. Procure uniforms, boots and sleeping bags for all the Scouts	HR Officer	Finance head Chief scout Store Keeper	15	Uniform and Boot for 56 people (ETB4000 x 56) Sleeping bag for 56 person (ETB800 x 56) Fuel (1000km / 5km/liter x ETB20/liter) Per diem for 4 people (ETB206 x 4 x 15 days)	285160			All Scouts are equipped with uniforms and sleeping bags
1.3.4. Procure 17 tents, 34 field mattresses and 34 backpacks	Finance Officer	Chief scout Store Keeper	15	Tents (ETB1600 x 17) Field mattresses (ETB1400 x 34) Backpacks (ETB1000 x 34) Fuel (1000km / 5km/liter x ETB20/liter) Per diem for 4 people (ETB206 x 4 x 15 days)	125160			17 tents, 34 field mattresses and 34 backpacks will be available for the Scouts
1.3.5. Procure 20 Kalashnikov assault rifles for law enforcement purposes. Note that budget for the rifles is already available and therefore is excluded from this Action Plan	Chief warden	Regional Bureau Director of Tourism Finance head Store keeper Chief scout	10	Fuel (1000km / 5km/liter x ETB20/liter) Per diem for 3 people (ETB206 x 3 x 10 days) Budget for rifles to come from the Regional Bureau	10180			20 Kalashnikov assault rifles will be available for the Scouts

1.3.6. Procure 3 laptop computers, 2 desktop computers, 2 printers (one colour)	Finance Officer	HR Officer Store Keeper	15	Laptop (ETB25000 x 3) Desktop (ETB20000 x 2) Printer (ETB14000 x 2) Fuel 1000km / 5km/liter x ETB20/liter) Per diem for 3 people (ETB206 x 3 x 15 days)	156270					Listed office equipment procured and allocated to relevant Park staff
1.3.7. Procure IT infrastructure accessories (routers, switch, hub, cables etc.)	Finance Officer	HR Officer Store Keeper	15	No additional budget required as budget already available	0					IT infrastructure installed in HQ
Sub-totals			100		586040					
OPERATIONAL GOAL 1.4:										
Ensure that the Park is appropriately staffed, both in terms of the organisational structure and the numbers, by the end of 2023										
What actions are required	Who is accountable for implementation	Who is required to cooperate	What resources are required							What is the measure of achievement
			Number of days	Item	Cost (ETB)	1st 2020	2nd 2020	3rd 2020	4th 2020	
1.4.1. Review and identify the gaps and limitations of the existing park structure and develop a staff structure unique to CCNP but based on the guidelines provided from the new organizational development process and structures of EWCA, Forest Enterprises, Regional Wildlife Management organizations and this GMP; and prepare a well motivated proposal for a new organizational structure and staffing, inclusive of salaries and incentives, for CCNP	Chief Warden	Three regional wildlife experts Senior park expert Chief scout One GIZ-BFP expert HR Officer	20	No additional costs required	0					Well motivated motivation submitted to HQ for approval and resourcing
Sub-totals			20		0					

OPERATIONAL GOAL 1.5: Ensure that appropriate incentives, insurance cover and legal support for Park staff dealing with dangerous and risky situations are in place by the end of 2023										
What actions are required	Who is accountable for implementation	Who is required to cooperate	What resources are required							What is the measure of achievement
			Number of days	Item	Cost (ETB)	1st 2020	2nd 2020	3rd 2020	4th 2020	
1.5.1. Establish and implement an annual event where staff are recognised and rewarded for good performance, over and above standard HR performance appraisal requirements	Chief Warden	Senior Experts Chief scout HR Officer	5	No additional budget required	0					Assessment criteria for staff rewarding and one event
1.5.2. Provide training and education opportunities for staff who consistently perform at levels above that which is required of them and which goes above and beyond the standard training needed to perform their tasks and offers them a stepping stone towards promotions and implement this from 2021 onwards	Chief Warden	Senior Experts Chief scout HR Officer								
1.5.3. Lobby for the approval and implementation of life insurance packages reflected in the regional wildlife protection, development and utilization proclamation	Chief Warden	Regional CT&S bureau head HR Officer	10	No additional budget required	0					Approved regional proclamation
Sub-totals			15		0					

OPERATIONAL GOAL 1.6: Significantly increase the integrity of the Park boundary both in terms of its description as well as its demarcation by the end of 2022										
What actions are required	Who is accountable for implementation	Who is required to cooperate	What resources are required							What is the measure of achievement
			Number of days	Item	Cost (ETB)	1st 2020	2nd 2020	3rd 2020	4th 2020	
1.6.1. Install the sections of boundary fences to address HWC in specific Kabeles as per negotiated agreements and as per the existing motivation and budget	Chief Warden	Konta special woreda chief administrator and Siri, Chebera and Yora kebele administrators. Two regional wildlife experts, Chief scout, two experts and chief warden	45	Two days workshop (1 woreda official: DSA - 3 x 300 ETB, and 3 kebele administrators, community members and police: Travel: 3 x 200 ETB. DSA - 9 x 3 days x 125 ETB. Park staff: 3 x 3 days x 300 ETB and Repellant chemical and fence (lumpsum:268000 ETB). Labor: 15 people x 15 days x 3 kebele x 150 ETB. Scouts - 2 x 3 kebeles x 300ETB. Two supervisor and driver from the park - 3 x 3 kebeles x 2 days kebeles x 300 ETB. EWCA expert - 1 x 10 days x 450 ETB and Travel - 3000 ETB. Regional experts with driver - 3 x 10days x 450ETB. Professional fee - 1 x 10 days x 2500	375,225					biological fence erecte

1.6.2. Improve the description of the Park boundary as it stands in the current proclamation so as to ensure that there will be no misinterpretation and/or dispute of exactly where the proclaimed boundary is on the ground	Chief Warden	Park Experts Chief scout and Scouts	30	Travel (1000km Per diems for Experts (ETB171 x 30 days x 4 people) Per diem for Scouts (ETB171 x 15days x 51 people)	155335				Improved description integrated into the current proclamation
1.6.3. Develop a plan, in close collaboration with neighbouring communities, for the improvement of the physical marking of the Park boundary (using a combination of fences, beacons, signage, etc.) so that there can be no dispute as to the exact position of the boundary on the ground, and submit it to HQ for approval and resourcing	Chief Warden	Experts Chief Scout	10	No additional cost required	0				Finalised plan submitted to Regional Office for approval and resourcing
Sub-totals			85		530,560				

OPERATIONAL GOAL 1.7: Ensure the on-going application of the GMP to guide all management actions on the Park										
What actions are required	Who is accountable for implementation	Who is required to cooperate	What resources are required							What is the measure of achievement
			Number of days	Item	Cost (ETB)	1st 2020	2nd 2020	3rd 2020	4th 2020	
1.7.1. Ensure that the GMP compilation process is completed, inclusive of stakeholder validation and official approval - currently in process to be completed by Sept	Chief warden	GMP Planning Team	5	No additional cost required	0					Validated and approved GMP
1.7.2. Use the approved GMP to ensure that the required budget and other resources are secured as soon as GMP is approved, i.e. in last quarter of 2019	Chief warden	Senior Experts Chief scout Finance Officer	10	No additional cost required	0					GMP budget secured
1.7.3. Use the GMP to guide, track and monitor all management actions related to the Park	Chief warden	Senior Experts Chief Scout Senior Support Staff	20	No additional cost required	0					Record of all monthly and quarterly management meetings within the GMP template
1.7.4. Use the GMP to identify and package proposals for additional funding to support its implementation	Chief warden	Senior Experts Finance Officer	45	No additional cost required	0					Funding proposals
1.7.5. Implement the M&E framework and communicate its findings to all stakeholders on a regular basis	Chief warden	Park Experts	10	No additional cost required	0					Evaluation reports

1..7.6. Undertake a management effectiveness tracking assessment using the WWF/World Bank METT process to establish a baseline against which annual assessments may be measured.

Chief warden

Park Experts
 Chief Scout
 Support Staff
 Key Regional officials
 Key EWCA officials

5

Refreshments
 (ETB100 x 12 people
 x 3 days)

3600



2020 METT s
 report sheet

Sub-totals

95

3600

Total MO1

845

3,636,063

6.2 Management Objective 2: Biodiversity and Ecosystem Management

Table 4: Operational Goals and Management Actions for Management Objective 2

MANAGEMENT OBJECTIVE 2: Ensure the integrated biodiversity and ecosystem conservation of the natural heritage of the Park										
OPERATIONAL GOAL 2.1: Develop and implement management measures designed to reduce the impact of elephant on the vegetation of the Park and neighboring communities within the context of the actions stated in the national elephant action plan by the end of 2020 and then on ongoing basis										
What actions are required	Who is accountable for implementation	Who is required to cooperate	What resources are required							What is the measure of achievement
			Number of days	Item	Cost (ETB)	1st 2020	2nd 2020	3rd 2020	4th 2020	
2.1.1. Planning for collaring, tracking and mapping elephant home ranges in 2021	Chief Warden	Park Experts Conservation Partners	10	No cost	0					Collaring proposal prepared and submitted to funding partners
2.1.2. Design and undertake biannual (dry and wet season) surveys to understand the abundance and distribution of elephants in the park as well as their habitat preferences and their impact on their preferred food plants.	Chief Warden	Park experts Chief scout Scouts	60	Perdiem: 4 Experts x 60 days x 171 ETB. 25 scouts x 60 days x 123 ETB. Fuel: 1000lt x 20 ETB. Dry cells : 10 GPS x 20 pair x 30 ETB	251,540					Survey data and report
2.1.3. Work with the relevant affected communities and Kabeles to map and document human-elephant-conflict hotspots areas and to identify effective and innovative mitigation measures	Chief Warden	GIS expert from EWCA Park experts Scouts Local leaders and Kabele Administrators	15	Perdiem: 4 Experts x 10 days x 171 ETB. 10 scouts x 10 days x 123 ETB. Community: 15 people x 10 days x 125 ETB. Fuel: 200lt x 20 ETB. GPS: 5 x 3 pairs x 30 ETB	61,090					Human-Elephant-Conflict Hotspots mapped and documented in a HEC Mitigation Plan

2.1.4. Implement the innovative and appropriate HEC mitigation measures from Action 2.1.4. and as specified and budgeted in Action 1.6.1.	Senior Park Expert	Park experts Chief scout Scouts	40	per diem for 4 experts X 40 days and for 10 scouts X 40 days 125 ETB	76560					Documented reports of HEC mitigation measures implemented
2.1.5. Implement standard patrolling and anti-poaching operations and gather relevant biodiversity data and community intelligence related to illegal activities related to elephants.	Chief scout	members of patrol team from surrounding kebeles and scouts	96	63 members of patrol team from surrounding kebeles for 8 days and 84 scouts for 8 days per month per diem of ETB125 each	1764000					Patrol reports including all observations, photos, GPS way points and tracks, and intelligence
2.1.6. Prepare a CCNP specific Elephant Conservation Plan within the context of the national elephant action plan	Senior Park Expert	Chief Warden Park expert Regional and Federal Experts Chief Scout Rep from relevant partners	10	Refreshment for 5 Park experts x 10dys X100 ETB, for 2 regional experts x 10 days x 100ETB, for 2 EWCA experts x10 X100 ETB, 1 expert from partners x10 days x 100 ETB	10000					CCNP elephant management plan completed and submitted for approval
Sub-totals			231		2163190					

OPERATIONAL GOAL 2.2: Develop and implement management measures designed to reduce the impact of carnivores on their prey species and neighboring communities within the context of the actions stated in the national lion, cheetah and wild dog actions plan by the end of 2020 and then on ongoing basis, inclusive of other problem species										
What actions are required	Who is accountable for implementation	Who is required to cooperate	What resources are required							What is the measure of achievement
			Number of days	Item	Cost (ETB)	1st 2020	2nd 2020	3rd 2020	4th 2020	
2.2.1. Design and undertake study on the prey-predator interactions including estimation on the abundance of both prey and predator populations in the park	Senior Park Expert	Park experts Regional and Federal Experts Partners	30	Perdiem: 4 experts x 30 days x 171 ETB. Dry cells: 5 GPS x 5 pair x ETB. 15 Camera traps x 2 pairs X 30 ETB. Fuel: 200lt x 20 ETB	26170					A detailed report on predator-prey interactions and the implications on the populations of both
2.2.2. Plan for and implement a study to understanding the driving forces behind human-wildlife-conflict, other than elephant, and map hotspot areas around the park, including consultations with affected communities and relevant experts to identify innovative and appropriate mitigation measures	Senior Park Expert	Chief Warden Park experts Regional and Federal Experts Partners Community representatives	25	Perdiem: 4 experts x 20 days x 171 ETB. Dry cells: 5 GPS x 5 pair x ETB. Fuel: 100lt x 20 ETB Refreshment for 5 experts x 5 days x 100ETB	18330					Report on HCC including recommendations on mitigation measures
2.2.3. Plan to implement the innovative and appropriate HWC mitigation measures in 2021	Senior Park Expert	Chief Warden Park experts Chief Scout	5	No additional costs required	0					HCC mitigation plan completed and submitted to HQ for approval and resourcing

2.2.4. Feed HWC information into the collaborative structures and mechanisms to ensure that surrounding communities are aware of the dynamics of HCC	Senior Park Expert	Park Expert Chief Scout	5	No additional costs required	0					Relevant information presented to affected communities at regular collaboration meetings
2.2.5. Prepare a CCNP specific Cheetah, Leopard, Wild Dog, and Lion Conservation Plan by 2021 inclusive of hosting an expert workshop in the Park	Senior Park Expert	Chief Warden Park experts Regional and Federal Experts Partners	20	Workshop refreshments at ETB100/person /day	3000					CCNP Carnivore Management Plan completed and submitted to HQ for approval and resourcing
Sub-totals			85		47500					

OPERATIONAL GOAL 2.3:

Annually assess, identify and outsource research priorities as these relate to the management of the Park's biodiversity and ecosystems

What actions are required	Who is accountable for implementation	Who is required to cooperate	What resources are required							What is the measure of achievement
			Number of days	Item	Cost (ETB)	1st 2020	2nd 2020	3rd 2020	4th 2020	
2.3.1. Identify research priorities that will provide the data and information necessary to support a better understanding and knowledge of the Park's biodiversity and ecosystems and package these as study opportunities for external researchers	Senior Park Expert	Chief Warden Park Experts	5	No additional costs required	0					Research priorities identified and packaged

2.3.2. Establish research partnerships with academic and research institutions and make the research opportunities known to these	Senior Park Expert	Chief Warden Park Experts	10	Travel (ETB1000 return trip x 2 Experts) Per diem (ETB206 x 10 days x 2 Experts)	6120					Agreements with institutions in place and external researchers secured for priority research projects
2.3.3. Monitor and participate in the implementation of the research projects and ensure that all data and reports are provided to the Park	Senior Park Expert	Chief Warden Park Experts Chief Scout	30	Travel (1000km / 5liters/km x ETB 20/liter) Per diem (ETB171 x 4 Experts x 20 days) Per diem (ETB123 x 20 days)	20140					Progress reports on research projects
Sub-totals			45		26260					

OPERATIONAL GOAL 2.4: Follow-up and ensure mega projects are operating in environmentally friendly manners and implementing their CSR and EIA related to CCNP on ongoing basis										
What actions are required	Who is accountable for implementation	Who is required to cooperate	What resources are required							What is the measure of achievement
			Number of days	Item	Cost (ETB)	1st 2020	2nd 2020	3rd 2020	4th 2020	
2.4.1. Collect and understand CSR and EIA documents from Koyisha HE dam project and ensure that its impact mitigation measures are implemented through engaging with the relevant project implementation contacts and visiting the development site	Senior Park Expert	Park Experts	10	Travel (500km / 5liters/km x ETB 20/liter) Per diem (ETB171 x 3 Experts x 5 days)	4565					Copies of EIA documentation available at the Park office, report on mitigation measures, including record of contact with development project staff and observations of implemented mitigation measures

2.4.2. To identify and establish partnerships with Gibe4 HEP and other upcoming projects and ensure that they implement their CSR and environmental impact mitigation strategies through engaging with the project contacts, obtaining and reviewing all relevant documents and following up on implementation of mitigation measures	Senior Park Expert	Park Experts	10	Travel (500km / 5liters/km x ETB 20/liter) Per diem (ETB171 x 3 Experts x 5 days)	4565					As above
2.4.3. Develop and implement guidelines whereby recognition may be given to projects that demonstrate responsible environmental management practices	Senior Park Expert	Park Experts	10	No additional costs required	0					Guidelines for the recognition of responsible environmental management practice
Sub-totals			30		9130					

OPERATIONAL GOAL 2.5:										
Design and implement studies into the status and impact of fire and invasive plant species on the integrity of CCNP; and propose affordable fire and invasive plants management techniques by 2023 with recommendations being implemented on an on-going basis thereafter										
What actions are required	Who is accountable for implementation	Who is required to cooperate	What resources are required							What is the measure of achievement
			Number of days	Item	Cost (ETB)	1st 2020	2nd 2020	3rd 2020	4th 2020	
2.5.1. Design and implement a study of the incidence, extent and frequency of fire and its role in the biodiversity and ecology of the park	Senior Park Expert	Park Experts Chief Scout Scouts Regional GIS Expert	20	Travel (1000km / 5liters/km x ETB 20/liter) Per diem (ETB171 x 4 Experts x 10 days) Per diem (ETB123 x 5 Scouts for 10 days)	16990					Study findings captured in detailed report

2.5.2. Based on the study findings propose and plan to implement appropriate fire management measures	Senior Park Expert	Chief Warden Park Experts	5	No additional costs required	0					Fire management plan completed and submitted to HQ for approval and resourcing
2.5.3. Undertake a survey to map the current status and distribution of invasive plant species to improve the understanding of their level of threat to the biodiversity and ecology of the Park	Senior Park Expert	Park Experts Chief Scout Scouts Regional GIS Expert	20	Travel (1000km / 5liters/km x ETB 20/liter) Per diem (ETB171 x 4 Experts x 10 days) Per diem (ETB123 x 5 Scouts for 10 days)	16990					Study findings captured in detailed report
2.5.4. Undertake research into and develop a plan to control the invasive plant infestations where necessary	Senior Park Expert	Chief Warden Park Experts	10	No additional costs required	0					Invasive Alien Plant management plan completed and submitted to HQ for approval and resourcing
Sub-totals			55		33980					

OPERATIONAL GOAL 2.6: Ensure ecosystem connectivity between the park and its surroundings by supporting Forest Landscape Restoration (FLR) and sustainable land management initiatives promoted by stakeholders on an on-going basis										
What actions are required	Who is accountable for implementation	Who is required to cooperate	What resources are required							What is the measure of achievement
			Number of days	Item	Cost (ETB)	1st 2020	2nd 2020	3rd 2020	4th 2020	
2.6.1. Collaborate with EBI/GEF project to implement ILDP interventions in the Gudumu catchment demonstration sites (as per the EBI manual)	Chief Warden	Park Experts EBI/GEF representatives Chief Scout Scouts	20	Travel (1000km / 5km/liter x ETB20 Per diem (ETB171 x 15 days x 2 Experts) Per diem (ETB123 x 15 days x 5 Scouts)	18355					Report on collaborative efforts

2.6.2. Establish partnerships with relevant government agencies, NGOs and the private sector (e.g. Salini) on the growing and provision of seedlings (30000)	Chief Warden	Park Experts	15	Travel - car rental (ETB5000/day for 3 days) Labour for loading and unloading of seedlings (ETB2000) Per diem (ETB171 x 2 Experts x 10 days)	20420				Partnership agreements in place and the number of seedlings distributed (aim for 30000)
2.6.3. Ensure that awareness of sustainable land management practice is taken to communities and Kabeles through the collaborative management structures and mechanisms	Park Experts	Chief Scout Scouts	10	No additional costs required	0				Record of awareness efforts in collaborative mechanisms, e.g. minutes of meetings and awareness discussions
2.6.4. Undertake a biodiversity and human-activity survey of the corridor between Kafa biosphere reserve and CCNP and produce a plan to secure the area to accommodate the movement of elephant in and out of the Park	Chief Warden	Park experts Chief scout Scouts	20	Per diem: 4 Experts x 20 days x 171 ETB. 10 scouts x 20 days x 123 ETB. Community: 10 people x 20 days x 125 ETB. Fuel: 200lt x 20 ETB. Dry cells: 20 camera traps X 6 pairs x 30 ETB	70,880.00				Elephant home range expansion feasibility report and plan
Sub-totals			65		109655				
Total MO 2			511		2389715				

6.3 Management Objective 3: Collaborative Management

Table 5: Operational Goals and Management Actions for Management Objective 3

MANAGEMENT OBJECTIVE 3: Develop and implement appropriate structures and mechanisms to ensure the collaborative management of the Park at all levels										
OPERATIONAL GOAL 3.1: Strengthen and maintain existing internal collaboration structures and mechanisms between staffs and departments of the Park office by 2020 and on an on-going basis										
What actions are required	Who is accountable for implementation	Who is required to cooperate	What resources are required							What is the measure of achievement
			Number of days	Item	Cost (ETB)	1st 2020	2nd 2020	3rd 2020	4th 2020	
3.1.1. Assess the existing park management system (both at administrative and technical levels), identify strengths and weakness, and recommend possible solutions for the limitations	Chief warden	Senior Experts HR officer Finance officer Chief Scout	5	No additional costs required	0					Updated Park management system document
3.1.2. Develop team charter (working agreement) and service standards for all departments and positions under it, and implement accordingly	Chief warden	Senior Experts HR officer Finance officer Chief Scout	5	No additional costs required	0					Work agreement and service standard of the national park for staff in general

3.1.3. Perform regular management team, department/section and staff meetings	Chief warden	Management team Technical team All staffs	32	Travel for TT & MT (2 expert x 12 times/year x EtB400 for round trip) Per diem for TT & MT(2 expert x 12 times/year x 6 days x EtB 171) Refreshment for TT&MT (EtB100x 10 people x 4 days) Travel for SM (32 staff x 4 times/year x EtB300 for round trip) Per diem for SM(32 expert x 4 times/year x 4 days x EtB 171) Refreshment for TT&MT (EtB100x 71 people x 2 days)	178376					Meeting minutes
3.1.4. Establish and strengthen human resource and property administration committees	Chief warden	HR Officer Procurement and Property Administration	20	No additional costs required	0					Minutes of meetings
Sub-totals			62		178376					

OPERATIONAL GOAL 3.2: Assess and improve stakeholders list and mapping, and existing collaboration structures and mechanisms by 2020										
What actions are required	Who is accountable for implementation	Who is required to cooperate	What resources are required							What is the measure of achievement
			Number of days	Item	Cost (ETB)	1st 2020	2nd 2020	3rd 2020	4th 2020	
3.2.1. Revise and improve the existing stakeholders list and map accordingly	Chief Warden	Senior Experts HR officer Finance officer Chief Scout	5	No additional budget required	0					Updated stakeholders database and map
3.2.2. Identify the existing collaborations, assess the collaboration structures and mechanisms, and redesign based on the findings of the assessment	Chief Warden	Senior Experts HR officer Finance officer Chief Scout	10	No additional budget required	0					Properly designed collaboration structures and mechanisms

3.2.3. Follow up the operations from 2.1.5. and conduct evaluation meetings at wereda and zone level	Chief Warden	Wildlife experts Chief Scout Scouts Finance officer (11x2 times) Task force members at wereda and zone level	3	Task force meeting at Zone: Trave Cost : Park vehicle (2 vehicles x 220km/5lt x EtB20), Wereda (4 Vehicles x 125km/5lt x EtB20), 6 people x 4 wereda x EtB160 Per diem: Zone representative (16 people x 1 day) Wereda representative (13 people x 4 wereda x 3 days), Park representative (12 people x 3 days) Refreshment: 127 participants x 1 day x EtB100 Task force meeting at wereda:Per diem: wereda representative 4 x(16 people x 1 day x EtB171) Kebele representative	186614					Minutes of meetings reflecting findings and recommendations for improvements
--	--------------	---	---	--	--------	--	--	--	--	--

3.2.4. Follow up the implementation of the MoU signed with Welayta Sodo University and ensure MoU is signed	Senior Park Expert	Wildlife experts	5	No additional cost required	0			Signed MoU
Sub-totals			23		186614			

OPERATIONAL GOAL 3.3: Establish and implement the required collaboration structures and mechanisms with relevant stakeholders to enhance opportunities and mitigate negative impacts related to the Park by 2021 and ensure their ongoing implementation										
What actions are required	Who is accountable for implementation	Who is required to cooperate	What resources are required							What is the measure of achievement
			Number of days	Item	Cost (ETB)	1st 2020	2nd 2020	3rd 2020	4th 2020	
3.3.1. Identify collaboration structures and mechanisms required in addition to those identified in 3.2.1 to be established with relevant stakeholders	Chief warden	Park Experts 3x Chief Scout	5	No additional budget required	0					Document produced and presented to the office
3.3.2. Establish and follow the structures and mechanisms needed to ensure regular (quarterly) and close collaboration with relevant stakeholders	Chief warden	Park Experts 3x Kabele administrator Kabela level task force x 7 3 x Park Scouts 10 x 4 Worede task force	60	Travel Park staff (600km/5*20) Kabele reps (ETB200*21 Kabeles*4people) Scouts (ETB200*51) Per diems: Park staff (ETB171*8staff*15days) Worede administrators (ETB171*10people*3woredas*5days) Kabele admin (ETB125*4people*21 Kabeles*5days) Scouts (ETB123*51Scouts*5) All costs covered by UNDP/GEF project	159435					MoUs and meeting minutes

3.3.3. Develop and sign MoU with higher educational institution (AAU) on possible collaborations (e.g research, training, community development activities)	Senior Park Expert	Chief Warden Park expert (1x) AAU, Biology department	10	Travel - Fuel from the Park to Addis 1000km / 5lt x EtB 20 per diem for warden, an expert and driver (EtB 171 x 3 x 15 days	11695					Signed MoU with AAU
3.3.4. Develop and sign a concession agreement with the Chebera Churchura Paradise Lodge that governs access to the Park, income due to the Park and responsibilities of the Lodge	Park Expert	Chief Warden Finance Officer Lodge owner	10	No additional cost	0					Signed concession agreement
3.3.5. Regularly follow up on the implementation of signed or established collaboration agreements and amend if necessary	Chief warden	Park experts 3x Chief Scout Finance Officer	20	No additional costs required	0					Up to date agreements
Sub-totals			105		171130					

OPERATIONAL GOAL 3.4:										
Ensure biodiversity and ecosystem conservation management issues are incorporated and/or mainstreamed into local, regional and national development plans on an on-going basis										
What actions are required	Who is accountable for implementation	Who is required to cooperate	What resources are required							What is the measure of achievement
			Number of days	Item	Cost (ETB)	1st 2020	2nd 2020	3rd 2020	4th 2020	
3.4.1. Develop biodiversity and ecosystem conservation mainstreaming guideline within the context of any that exist at national and/or regional level	Senior Park Expert	Park Experts	10	No additional costs required	0					Developed guideline document

3.4.2. Facilitate a review and validation workshop and establish technical team responsible to follow and support implementation of the guideline	Senior Park Expert	Park Experts Regional Experts Woreda Experts	6	Travel for woreda experts (15 people x ETB400 for round trip) Per diem for woreda experts including travel days (15 experts x 6 days x ETB 171/day) Refreshment for all participants (ETB100x 22 people x 4 days)	30190					Approved guideline and workshop report including implementation recommendations
3.4.3. Follow up of the implementation according to the guideline utilising the collaboration structures and mechanisms established for the Park	Senior Park Expert	Park Experts Regional Experts Woreda Experts	20	No additional costs required	0					Reference to mainstreaming minutes in collaboration meeting minutes
Sub-totals			36		30190					

OPERATIONAL GOAL 3.5: Utilise the collaborative structures and mechanisms to ensure that stakeholders remain aware and up to date on all aspects related to the values and management of the Park on an on-going basis										
What actions are required	Who is accountable for implementation	Who is required to cooperate	What resources are required							What is the measure of achievement
			Number of days	Item	Cost (ETB)	1st 2020	2nd 2020	3rd 2020	4th 2020	
3.5.1. Ensure that linkages between the collaborative structures and mechanisms are used for the creation of awareness as this related to all aspects of Park management and values	Chief Warden	Park Experts		No additional budget required	0					Awareness creation materials and opportunities related to collaborative structures and mechanisms fully utilised

3.5.2. Support existing school environmental clubs in order to function well	Senior wildlife Expert	Park Experts Chief Scout Scouts Schools teachers	40	Travel (1000km/5km per liter x ETB20/liter) Per diem (ETB171 x 20 x 2 x 5 people)	38200					Report on the school visits including the list of materials and supports given
Sub-totals			40		38200					
Total for MO 3			266		604510					

6.4 Management Objective 4: Benefits to Affected Communities

Table 6: Operational Goals and Management Actions for Management Objective 4

MANAGEMENT OBJECTIVE 4: Ensure the sustained flow of benefits to affected communities at all levels										
OPERATIONAL GOAL 4.1: Produce a plan for the upgrading and maintenance the Shoshema Camp Site, and implement by the end of 2020										
What actions are required	Who is accountable for implementation	Who is required to cooperate	What resources are required							What is the measure of achievement
			Number of days	Item	Cost (ETB)	1st 2020	2nd 2020	3rd 2020	4th 2020	
4.1.1. Prepare a plan for the upgrade and maintenance of the camp	Senior Expert	Park Expert Finance Officer	5	No additional budget required	0					Upgrade and maintenance plan completed
4.1.2. Implement the upgrade and maintenance plan.	Park Expert	Contractor Finance officer	5	Materials and contractor (approx ETB350000)	350000					Upgrade completed

4.1.4. Ensure that the camp site availability for tourists is made known via the Regional and EWCA websites	Park Expert	Relevant Regional and Federal officials	5	No additional budget required	0					Regional and EWCA websites updated with camp site details
Sub-totals			25		350000					
OPERATIONAL GOAL 4.2:										
Ensure that current construction projects related to tourism infrastructure are completed on time and according to specifications										
What actions are required	Who is accountable for implementation	Who is required to cooperate	What resources are required							What is the measure of achievement
			Number of days	Item	Cost (ETB)	1st 2020	2nd 2020	3rd 2020	4th 2020	
4.2.1. Assess the status of the projects and ensure that the projects are brought back on line on the basis of existing agreements and available budgets	Park Expert	Finance officer Project partners Contractors	10	No additional budget required	0					Status report
4.2.2. Monitor progress at least on a weekly basis	Park Expert	Finance officer Contractors	20	No additional budget required	0					Monitoring report
4.2.3. Ensure that any problems are addressed immediately so that the projects are not delayed	Park Expert	Finance officer Contractors	5	No additional budget required	0					All projects completed on time and to specifications
4.2.4. Ensure that the camp site availability for tourists is made known via the Regional and EWCA websites	Park Expert	Relevant Regional and Federal officials	5	No additional budget required	0					Regional and EWCA websites updated with camp site details
Sub-totals			40		0					

OPERATIONAL GOAL 4.3: Commission and contribute to a study and the production of a Tourism Concept Development Plan by the end of 2021 and market the development and operational opportunities to the private sector on an on-going basis there after										
What actions are required	Who is accountable for implementation	Who is required to cooperate	What resources are required							What is the measure of achievement
			Number of days	Item	Cost (ETB)	1st 2020	2nd 2020	3rd 2020	4th 2020	
4.3.1. Prepare term of reference for a specialist to develop of a Tourism Development Concept for the Park.	Senior Expert	Park Expert Fincance Officer	5	No additional budget required	0					ToR and tender documents
4.3.2. Facilitate a procurement process to secure the services of a national tourism specialist to develop the plan.	Finance Office	Regional tender committee	10	Travel (Finance Office x ETB600) Per diem (ETB202 x 5 days) Tender announcement (ETB15000)	17620					Tourism specialist procured - signed contract
Sub-totals			15		17620					

OPERATIONAL GOAL 4.4: Commission and contribute to a resource economic study and an ecosystem services review by 2021 and ensure relevant management actions are implemented on an on-going basis so as to enhance the delivery of these benefits										
What actions are required	Who is accountable for implementation	Who is required to cooperate	What resources are required							What is the measure of achievement
			Number of days	Item	Cost (ETB)	1st 2020	2nd 2020	3rd 2020	4th 2020	
4.4.1. Prepare term of reference for a resource economic study and an ecosystem service review of the Park.	Senior Expert	Park Expert Fincance Officer	10	No additional budget required	0					ToRs and tender documents

4.4.2. Facilitate the procurement processes to secure the services of the relevant international specialists to undertake these studies.	Finance Office	Regional tender committee	15	Travel (Finance Office x ETB600 x 2 trips) Per diem (ETB202 x 10 days) Tender announcement (ETB15000 x 2)	34230					Tourism specialist procured - signed contract
Sub-totals			25		34230					
OPERATIONAL GOAL 4.5:										
Identify and facilitate the development of alternative livelihood options and value chain activities for local communities on an on-going basis										
What actions are required	Who is accountable for implementation	Who is required to cooperate	What resources are required							What is the measure of achievement
			Number of days	Item	Cost (ETB)	1st 2020	2nd 2020	3rd 2020	4th 2020	
4.5.1. Undertake literature review to identify alternative livelihood options and value chain activities (e.g. bee keeping, fruit tree orchards, woodlots, spices, seed collection, etc.)	Senior Expert	Park Expert GIZ and/or GEF/UNDP Experts	5	No additional budget required	0					Report on sustainable living technologies identified
4.5.2. Undertake community consultations within neighbouring Kabeles to assess which of the identified opportunities would be acceptable and which Kabeles would be willing to work with the Park in implementation of the alternative livelihood activities	Senior Expert	Park Expert GIZ and/or GEF/UNDP Experts Community representatives Kabele administrators	30	Travel (1000km/5km/liter at ETB20/liter) Per diems (ETB171*3*30)	19390					Recordss og all community consultations

4.5.3. Utilise the findings from the above two actions to inform the development of a plan to introduce alternative livelihoods and value chain support into neighbouring Kabeles	Senior Expert	Park Expert GIZ and/or GEF/UNDP Experts	5	No additional budget required	0				Alternaitve livelihood plan
4.5.4. Identify relevant partners to assist with alternative livelihood and value chain support options and prepare funding proposals to secure financial and other support	Senior Expert	Park Expert Potential partners	20	No additional budget required	0				Funding proposals compiled and submitted to potential partners
4.5.5. Wherever there may be existing initiatives, provide as much support to these as possible using the existing and new collaborative structures and mechanisms	Senior Expert	Park Expert Community representatives Kabele administrators	20	An estimated allowance of ETB100000 to provide support, e.g. seedlings, growing medium, bee hives, etc.)	100000				Record of all support provided via collaborative structures and mechanisms
Sub-totals			80		119390				

OPERATIONAL GOAL 4.6: Identify and facilitate the development of sustainable living options for local communities on an on- going basis										
What actions are required	Who is accountable for implementation	Who is required to cooperate	What resources are required							What is the measure of achievement
			Number of days	Item	Cost (ETB)	1st 2020	2nd 2020	3rd 2020	4th 2020	
4.6.1. Identify low-level/simple technologies that promote sustainable living for rural communities, e.g. rainwater harvesting, fuel efficient stoves, sun stoves, solar water heating, eco-brick making and building, etc. and develop an understanding of how these can be applied locally.	Senior Expert	Park Experts	30	No additional budget required	0					Report on sustainable living technologies with recommendations for local application
4.6.2. In collaboration with communities create awareness of these sustainable living options and identify community-specific projects to introduce the appropriate (those technologies that are acceptable to the communities and will address management challenges to the Park) technologies. Utilise the collaboration structures and mechanisms for community consultations	Senior Expert	Park Experts Community representatives Kabele administrators	42	No additional budget required	0					Community-specific projects identified and agreed to with relevant community stakeholders

4.6.3. Develop funding proposals to secure the resources for the identified projects.	Senior Expert	Park Experts	15	No additional budget required	0					Funding proposals submitted to potential funders/donors
4.6.4. Follow up on funding proposals and initiate new ones where others fail	Senior Expert	Park Experts	10	No additional budget required	0					Record of all follow ups and new proposals submitted
Sub-totals			97		0					
Totals for MO 4			282		521240					

6.5 Management Objective 5: Cultural Heritage

Table 7: Operational Goals and Management Actions for Management Objective 5

MANAGEMENT OBJECTIVE 5: Ensure that the cultural heritage features of the Park are protected while being accessible for utilisation and development relative to their respective sensitivities										
OPERATIONAL GOAL 5.1: Identify and properly document the cultural heritage features of the Park by the end of 2020										
What actions are required	Who is accountable for implementation	Who is required to cooperate	What resources are required							What is the measure of achievement
			Number of days	Item	Cost (ETB)	1st 2020	2nd 2020	3rd 2020	4th 2020	
5.1.1. Prepare a plan for Identification and documentation of cultural heritages.	Senior Expert	Chief Warden Park Experts	5	No additional costs required	0					Plan completed and ready for implementation

5.1.2. Identify and categorize the cultural heritage features as per the plan.	Senior Expert	Park experts Zonal tourism expert Special Woreda tourism expert Regional tourism expert	30	Travel for data collection (1000km / 5km/liter x ETB20/liter) Travel Cost (ETB300 x 2 x 2peoples) Per diem for 6 people (ETB171 x 7 x 30 days)	43110				Identified and categorized heritage features
5.1.3. Compile a draft document of Identified and categorized heritages and distribute to stakeholders for further comments and revises and finalise the report once comments are received	Senior Expert	Park Experts	10	No additional costs required	0				Draft report, record of comments and final report
5.1.4. Properly document (Bind and laminate) the identified and categorized cultural heritage features	Senior Expert	Park expert Record officer	5	Binding and lamination cost (ETB100 x 50)	5000				Printed and bound report
5.1.5. Store and dispatch the final document for stakeholders	Record officer	Park expert	10	Per diem (ETB171 x 10 days) Travel Cost (ETB500 x 2)	2710				Documens will be stored and distributed Dispach letter
Sub-totals			60		50820				

OPERATIONAL GOAL 5.2: Develop a plan for the development and utilisation of the identified cultural heritage features by the end of 2021 and ensure their protection on an ongoing basis										
What actions are required	Who is accountable for implementation	Who is required to cooperate	What resources are required							What is the measure of achievement
			Number of days	Item	Cost (ETB)	1st 2020	2nd 2020	3rd 2020	4th 2020	
5.2.1. Prepare a plan and guideline for protection, development and utilization of cultural heritage features	Senior Expert	Park experts Chief scout 2 Regional experts	15	No additional costs required	0					Ready made plan and Guide line document
5.2.2. Facilitate controlled access for visitors and local communities to cultural heritage features as per the plan and guideline	Park Expert	Chief Scout Scouts	60	Travel (3000km / 5km/liter x ETB20) Per diem (ETB171 x 30) Per diem (ETB123 x 5 Scouts x 60 days)	54030					Visitor records and reports on condition of heritage features
5.2.3. Plan for the collection and curation of cultural heritage artifacts that reflect both the living and archaeological heritage of the Park and its surrounding areas as per the guideline and recognised standards for display in museums and information centers. This plan to be implemented from 2021 onwardss.	Park Expert	Regional Expert Chief Scout Scouts Zonal expert Special Woreda expert	10	Travel (ETB400 return trips x 5) Per diem (ETB171 x 12 x 5) Refreshments (ETB100 x 10 x 10)	22260					Heritage collection plan completed and submitted for approval and resourcing
Sub-totals			85		76290					

OPERATIONAL GOAL 5.3: Develop awareness creation resources for the cultural heritage features by the end of 2021 and ensure that stakeholders have access to these on an ongoing basis										
What actions are required	Who is accountable for implementation	Who is required to cooperate	What resources are required							What is the measure of achievement
			Number of days	Item	Cost (ETB)	1st 2020	2nd 2020	3rd 2020	4th 2020	
5.3.1. Prepare awareness creation materials specific to the cultural heritage features of the Park to be fed into the collaborative structures and mechanisms as these relate to relevant stakeholders. Utilise the report produced under Action 5.1.4. and 5.1.5.	Park Expert	Regional Expert	30	Estimated printing costs for pamphlets and brochures (ETB2 x 3000 flyers)	6000					Ready made awareness creation materials
5.3.2. Plan for additional awareness creation events if collaborative management structures and mechanisms are deemed inadequate to fulfil this need. Utilise the regular management meetings for this purpose.	Park Expert	park management team	3	No additional costs required	0					Record of decisions in the minutes of Management team meetings
Sub-totals			33		6000					

OPERATIONAL GOAL 5.4: Ensure that the plan for the development, promotion and utilisation of the identified cultural heritage features is integrated into Operational Goals 4.3 and 4.5 by the end of 2021										
What actions are required	Who is accountable for implementation	Who is required to cooperate	What resources are required							What is the measure of achievement
			Number of days	Item	Cost (ETB)	1st 2020	2nd 2020	3rd 2020	4th 2020	
5.4.1. Produce marketing and promotion strategy for cultural heritages that will be an input/incorporated with a tourism plan of the park	Senior Park Expert	Park Experts Regional tourism experts (2)	10	Refreshment (ETB100 x 5 x 10 days)	5000					Produced Promotion and marketing strategy
5.4.2. Initiate a process to identify and package the cultural heritage features as sources of income with active involvement of the local communities	Senior Park Expert	Park experts (2) Chief Scout Woreda representatives (4) Local community representatatives (8/two from each woreda)	5	Per diem (ETB171x 4 x 5days) Per diem (ETB123 x 8 x 5 days) Travel Cost (ETB300 x 12)	11940					Workshop report with features listed and recommendations for their commercialisation and utilisation
5.4.3. Promote cultural heritages on relevant federal and regional websites and social media and with tour operators and produce relevant promotional material that is for off-line promotion and is of a higher quality than those produced in Action 5.3.1.	Senior Park Expert	Chief warden Federal and Regional Tourism Experts Tour operators	10	Brochures (ETB5 x 2000) Booklets (ETB25 x 1000)	35000					All the mentioned promotion materials will be available
Sub-totals			25		51940					
Totals for MO5			203		185050					



Figure 21. Signs of Logging and Timber Extraction in CCNP. By Zerubabel Worku (GIZ-BFP)

7 Monitoring and Evaluation

The monitoring and evaluation requirements that have been identified and described in this GMP have been designed to provide the data and information needed to measure the extent to which implementation of the GMP Actions and Operational Goals contributes to the achievement of the Management Objectives and the Vision. They have taken cognisance of limited capacity and resources and are therefore considered to be efficient and yet sufficiently robust to support meaningful evaluation reporting. Likewise, not all the Management Objectives have monitoring actions as the collective impact will contribute to the desired outcomes for the Park, i.e. maintained ecosystem functionality, persistence of key features and the equitable flow of benefits. All that is in the GMP has been designed to ensure that the CCNP achieves these impacts.

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 annual 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 9. This detail is to be used by Park management to oversee implementation of the Monitoring and Evaluation requirements of the GMP in the same way as implementation of the GMP is tracked and as described in Section 2.4 and 7. The detail provided below must be read together with the information provided in Table 9. This detail provides additional information as to the monitoring processes and protocols that are to be followed, as well as the personnel and resource commitments and timeframes. 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, irrespective of any detail that might be lacking at this point in time.

In the identification of the monitoring actions required to measure the impact of this GMP it was recognised that the CCNP is currently in a relatively good condition with low levels of threats and substantial areas of surrounding land that is also of a similar condition and which allows movement of biodiversity beyond the Park boundary. There is therefore an emphasis on the need to monitor the dynamics of the Park's key biodiversity features, vegetation types and ecosystem services. In addition to this is the need to measure the extent to which management actions related to awareness creation and benefit sharing are securing a positive relationship between the Park and its immediate neighbours. To this extent there are four monitoring actions related to the Park's natural environment and one related to its socio-economic environment and these are described below.

7.1 Population Dynamics and Habitat Characteristics of Large and Medium Mammal Species

This aspect recognizes the fact that monitoring of large and medium mammals has been carried out on the Park since 2015 and therefore seeks to build on this work. The description provided here of the monitoring approach is therefore based on the existing approach.

Each of the four vegetation types in the Park are stratified into a transect density relative to the extent of each, visibility and topography. Stratification will be made possible by using aerial photography (scale 1: 30,000), satellite imagery information and EMA topography maps (scale 1: 50,000). Parallel transect lines will be 1500 to 2000 m apart and their ends will not be less than 1000 m from the habitat edge in order to avoid transition zones between vegetation types.

The surveys will be carried out in both the dry and wet seasons annually allowing for seasonal differences in the population size, distribution and habitat preference of large and medium sized mammals to be compared. Quantitative data will be collected on the population size, age and sex categories, habitat preference and distribution. The approach to this survey is after Ratti et al. (1983) and Brennan and Block (1996).

Transects for observation will be laid based on the four major vegetation categories of the park area as follows:

- Wooded grassland (844 km²) – 16 transects;

- Woodland (186 km²) – 6 transects;
- Montane forest (362 km²) – 11 transects; and
- Riparian forest (40 km²) – 5 transects

Based on the number of transects, patrolling teams will be established, each composed of five scouts and a wildlife expert. Daily monitoring data sheets, binoculars, GPS, camera, compass and radio for communication will also be assigned to a team to collect the necessary data. Teams will be skilled in the use of the equipment, the making of observations and the capturing of data.

Both direct and indirect animal counting systems will be employed. This includes direct wild animal observation and recording, indirectly based on their droppings, spoor, carcasses, and sounds.

The transect counts will be made to estimate species density and to take assessments on characteristic of the animal distribution in each habitat type. The timing of counts will be between 6:00 and 10:00 a.m. in the morning and between 4:00 – 6:00 p.m. in the afternoon. During the assessments, the level of threats and status of the habitats will be noted in addition to identity of observed animals, their sex and ages, time and activities.

Silent detection method will be practiced to minimize disturbances. During transect walking the observers will record the start and end time and GPS coordinates. Whenever wild animals are encountered, the observers record the time, GPS location, group size, animal-observer distance, transect-animal distance or perpendicular distance (PD), and habitat type.

Surveys will be conducted on transects at an average speed of 1 km/h in the Montane and Riparian forest and the woodland habitats; and at 1.5 km/h in the grassland habitats. The GPS co-ordinates of the starting and ending points of each transect are fixed for replication of the annual survey and GPS units will be used to keep the survey team on the transect routes.

The survey data will be used to calculate the population sizes of the observed species using the following formula: $D = N/2LW$, where D = estimated density of animals (or animal groups), N = number of animals seen, L = length of transect line(s) and W = perpendicular distance of animals seen. The population sizes for each of the vegetation types in the Park will then be estimated by multiplying the population density (D) for the transect area with total area of the vegetation type (A)

$N = D \times A$, where, N = total population size

D = Population density (individual per km²)

A = Total extent of habitat of the park (in km²).

Each dataset will be analyzed using SPSS software version 20.0. Population estimates of all large and medium mammals will be compared between the seasons and year on year using Chi-square test for independent sample ($P = 0.05$). Wet and dry season data will be compared between species and vegetation types in order to identify seasonal distributions differences

7.2 Vegetation Type Dynamics

There are two aspects related to the monitoring of vegetation dynamics on the Park with the first being at the broad scale of the four vegetation types and assessing their spatial extent and movements every three years. Secondly there is the annual surveying of the species composition and structure of the vegetation types.

7.2.1 Relative Distribution of Vegetation Types

This aspect is designed to determine if there are changes in the relative distribution of the four Park vegetation types as they might respond to dynamics such as use pressures and/or climate change. The survey approach is desktop backed up with targeted ground-truthing. The vegetation types will be delineated at desktop using the latest satellite imagery from the Ethiopian Mapping Agency which will be interpreted by the Park’s botanist with the help of a GIS specialist. Where there are doubts as to the distinction between the vegetation types, sites for ground-truthing will be identified and visited by the Park’s botanist where the uncertainties will be clarified and brought back to the desktop of the completion of the mapping exercise.

This process will be repeated every three years where and comparisons with the preceding map will be achieved through GIS overlays. Where changes are observed in the relative distribution of the vegetation types, ground-truthing sites will be identified to confirm these. The Park’s botanist will then discuss the changes with the Park’s technical team who will draw on the data and evaluation reports from the other monitoring actions in an effort to explain the changes.

7.2.2 Composition and Structure of Vegetation Types

The composition and structure of the four vegetation types will be surveyed on an annual basis using the same transects laid down for the monitoring of large and medium mammals on the Park. Plots will be evenly distributed along the transects so as to ensure a random selection of topographical variables within each of the vegetation types. The numbers of plots per vegetation type have been calculated based on the perceived biodiversity richness and proportional extent of each vegetation type as captured in Table 8. Each plot will include three sub-plots in decreasing area to cater for trees, shrubs and herbaceous plants as per the list below:

- Wooded grassland and Woodland = 50m x 50m for woody species, 20m x 20m for shrubs and 10m x 10m for herbaceous species; and
- Montane and Riverine Forest = 100m x 100m for canopy and epiphyte species, 20m x 20m for sub-canopy species and 10m x 10m for herbaceous species.

Table 8: The determination of plot numbers per vegetation type

VEGETATION TYPE	PROPORTIONAL COVER		% TRANSECT COVERAGE	MAX PLOT SIZE (M)	# OF PLOTS	PLOT DENSITY
	KM ²	HECTARES				
Wooded grassland	840	84000	0.0001	50 X 50	33.6	0.0004
Woodland	186	18600	0.0005	50 X 50	37.2	0.002
Montane Forest	362	36200	0.001	100 X 100	36.2	0.001
Riparian forest	40	4000	0.01	100 X 100	40	0.01

Plot positions will be identified on the map and GPS coordinates recorded to facilitate location in the field. Once the central point of each plot has been located, metal poles are to be driven into ground as permanent markers for the corners of the plots. Monitoring teams, which are to include a professional botanist from Addis Ababa University, will then record the following data:

- Description of the position of the plot in the landscape;
- Every plant species occurring in the plot (samples of unidentified species are to be pressed for later identification by the herbarium);
- For tree species – the height, diameter at breast height and canopy cover (m²);
- The absolute number of individuals in the plot for woody species and proportional cover for herbaceous species in estimated percentage cover;
- The age structure of the woody species;
- The sex ratio for monocious species; and
- An estimated percentage of the plot with exposed soil.

All data is to be gathered on field data sheets and captured and stored in an appropriate digital format for evaluation.

7.3 Biodiversity Inventories

Annual biodiversity inventories targeting lesser known species and using specialist from universities will be initiated in 2020 and the data gathered will be used to provide information on the biodiversity resources of the park. Through collaborative agreements, specialists from Addis Ababa University (AAU), Hawassa University, Wondo Genet College of Forestry and Natural Resources, Ethiopian Biodiversity Institute (EBI) and other relevant institutions will be invited to undertake annual inventories of the Park's biodiversity. The specialists will be required to design a reputable scientific methodology and conduct inventories on birds, amphibians, reptiles, insects, aquatic species and small mammals.

As this work will be aimed at building inventories of the lesser known species that occur on the Park, subsequent surveys will serve more to build on the inventories than provide a basis for determining trends. However, some of these species may be recognised as indicators of ecosystem health and may thus help to better understand the ecological wellbeing of the Park. The expert opinion of the specialists undertaking the inventories will contribute to the evaluation of the data sets from the other monitoring actions. Also, the park experts will engage in the surveys for knowledge transfer and skill development.

7.4 Water Catchment Services

Water quality sampling will be undertaken bi-annually at strategic points to assess the contribution of the Park and its streams and rivers to the quality of the Omo River. The laboratory services at Jimma University will be used to analyse the water samples which will be collected according to the protocol provided by the laboratory. Samples will be taken by a team including a Park Expert supported by Scouts and accompanied by a relevant representative from the Koisha Hydroelectric Power Project. Samples will be collected at the end of the wet and dry seasons and at localities listed below in order of priority:

- To illustrate the contribution of the watershed service from the Zigna River catchment, three samples need to be taken as follows:
 - from the Zigna River just before its confluence with the Omo River;
 - from the Omo River just upstream of the confluence; and
 - from the Omo River just downstream of the confluence.

- To illustrate the contribution of the riparian vegetation along the Omo River where it forms the Park boundary in the south east and the Benja River two samples need to be taken as follows:
 - immediately downstream of the confluence of the Omo Sub and the Omo River; and
 - immediately downstream of the confluence of the Benja and Omo Rivers.
- To illustrate the influence of the Park on the Kedibo River system two samples need to be taken as follows:
 - at the point at which the river enters the Park;
 - and then again just before it leaves the Park.

An alternative and/or additional approach to the taking and analysis of samples is to use The South African Scoring System (SASS) Version 5 Rapid Bioassessment Method for testing river health. The assessment of biota in rivers is a widely recognised means of determining the condition or 'health' of rivers, the technique is low tech and testing kits may be purchased from accredited sources in South Africa.

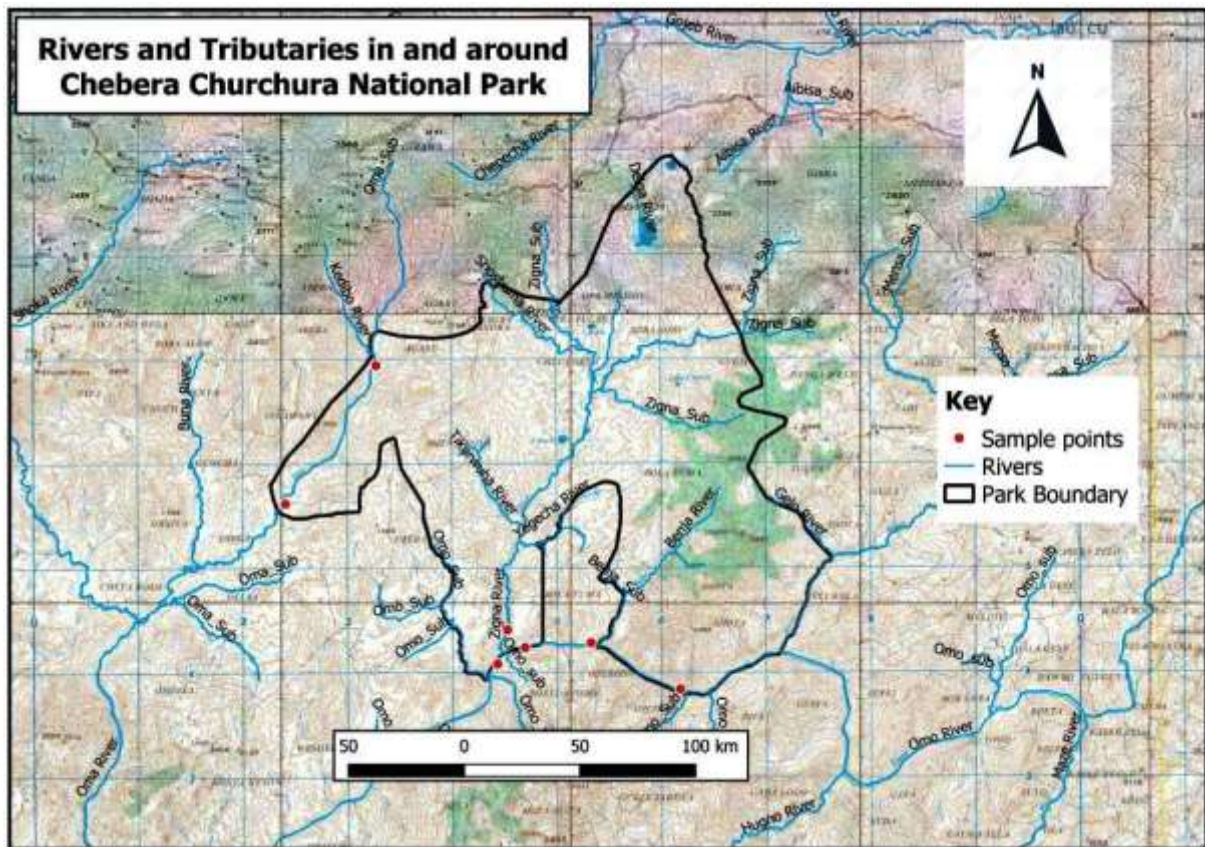


Figure 22. Rivers and streams in and around Chebera Churchura National Park

7.5 Community Livelihoods and Awareness

This aspect will be monitored and evaluated on the basis of survey data gathered from visitors, at Kebele meetings and from alternative livelihood groups trained by the Park to deliver services to visitors. Visitor data will be gathered on a continuous basis throughout the year and will include the following detail:

- Number of visitors in the group;
- Country/ies of origin;
- Reason/s for visiting;
- Length of stay and route/s to be travelled in Ethiopia;
- The amount of money paid (entrance fee, camping, car parking, guest house room rent, etc);
- How did they hear about the Park;
- Level of satisfaction; and
- Any comments and suggestions.

This data is to be recorded on prepared data sheets and then stored electronically in an Excel spreadsheet for evaluation and reporting purposes.

Data to measure the extent to which community's benefit from the Park will be gathered continuously by Human Resources in terms of community members employed either permanently or temporarily, or directly or indirectly, inclusive of job descriptions, duration of employment and wages paid. Other data will be gathered annually from the Kebele 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 Kebele;
- Household demographics (size, ages, genders, education level);
- Household members who have got job opportunity (including the type of job)
- Income level and sources of income and livelihood strategies;
- Hectare of cultivation land and type of crops growing;
- 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.

Human wildlife conflict data in the surrounding kebeles of the park is collected based on questionnaire survey which focuses on the prevalence and extent of incidence. The survey shall be conducted in two seasons (wet and dry). The questionnaire to be designed should include the following:

- Types of damage
- Frequency of damage

- Extent of damage
- Species and the problem animal/s (individual or group) responsible for the damage
- Traditional or modern mitigation measures implemented
- The reaction of the animals towards mitigation measures
- The people's reaction towards the animals
- Suggestions on mitigation measures to be implemented

The survey approach is to sample 10% of the households in each Kebele annually. Scouts will undertake the interviews per household covering approximately 10 households per day per Scout.

Survey data and analysis must be enhanced by the assessment/review of information coming from regular Woreda and Kebele meetings, i.e. the minutes looking at the frequency and content of discussions related to relevant issues such as HWC, livelihood opportunities, access to resources, etc.

Table 9: Planning detail for the monitoring and evaluation of the ecological integrity and threat status of the Chebera Churchura National Park

MONITORING ACTION 1: Population dynamics and habitat characteristics of large and medium mammal species - annual survey										
What actions are required	Who is accountable for implementation	Who is required to cooperate	What resources are required							What is the measure of achievement
			Number of days	Item	Cost (ETB)	1st 2020	2nd 2020	3rd 2020	4th 2020	
Implement improve transect survey approach to measure large and medium mammal population dynamics and habitat characteristics as detailed in Section 8.1. of the CCNP GMP	Chief Warden	Park Experts Chief Scout Scouts	40	Per diem for warden, experts and driver 6*20 days*2 season *171 ETB Scouts 51*20 days *2 season *123ETB GPS battery 10*30 ETB fuel 1000km/5 litter*20 ETB	296260					Survey data and evaluation report
Sub-total			40		296260					

MONITORING ACTION 2: Vegetation type cover dynamics										
What actions are required	Who is accountable for implementation	Who is required to cooperate	What resources are required							What is the measure of achievement
			Number of days	Item	Cost (ETB)	1st 2020	2nd 2020	3rd 2020	4th 2020	
Survey vegetation type changes – interpretation of aerial imagery every three years with ground truthing at sites showing changes as described in Section 8.2.1. of the CCNP GMP	Senior Park Expert	GIS specialist from Wondo Genet College Park Expert Scouts	30	Saterlite images ETB2000 To buy images in Addis - cost of fuel 250L*20 perdiem 2 person (ETB206*2 people 5 days) Ground truthing Travel (1000km/5*20Br Per diem (171Br*2*20)+(123Br*4*20) GIS specialist (10000Br)	39740					Park vegetation types mapped and ground truthed as baseline for subequent comparisons, as well as report detailing all the work required to produce the vegetation baseline map.
Measure flora species composition and structure of vegetation types of the Park through annual surveys of permanent plots in each vegetation type as described in Section 8.2.2. of the CCNP GMP	Senior Park Expert	Park Experts Chief Scout Scouts EBI botanist Regional expert	30	fuel 200lt*20 Per deim scout 10*20*123+4 experts*171*20+4*EBI botanist 171*24*3, +4GPS battrry 12*pair*30br +400br for rope Herberium identification (ETB200/specimen x 200 specimens)	122222					Survey data and evaluation report
Sub-total			60		161962					

MONITORING ACTION 3: Biodiversity inventories										
What actions are required	Who is accountable for implementation	Who is required to cooperate	What resources are required			1st 2020	2nd 2020	3rd 2020	4th 2020	What is the measure of achievement
			Number of days	Item	Cost (ETB)					
Annual biodiversity inventories targeting lesser known species and using specialist from universities and other relevant institutions as per the detail provided in Section 8.3. of the CCNP GMP	Chief Warden	Park Experts (2) Chief scout Scouts (5) Hawassa University Addis Ababa University Ethiopian biodiversity institute	30	Perdium (ETB123 x 6 x 30 days) + (ETB171 x 3 x 30) 6 x specialists x 10 days each x ETB3000/day	217530					Inventory reports Species checklist Georeferenced photographs
Sub-total			30		217530					

MONITORING ACTION 4: Water catchment service										
What actions are required	Who is accountable for implementation	Who is required to cooperate	What resources are required			1st 2020	2nd 2020	3rd 2020	4th 2020	What is the measure of achievement
			Number of days	Item	Cost (ETB)					
Water quality sampling at strategic points to assess the contribution of the Park and its streams and rivers to the quality of the Omo River (Jimma University) as per the detail provided in Section 8.4. of the CCNP GMP.	Senior Park Expert	Jimma University (WRM) Relevant expert from the Koisha hydroelectric power dam Park expert Scouts	30	Fuel (1300km/5km/lt*20ETB) Perdiem: 2 Experts x 30 days x 171 ETB.) 2 scouts x 30 days x 123 ETB.) driver x 30 days x 123ETB) Per diem for trip to Jimma University (ETB179 x 2 days x 1 driver)	42478					Survey data and evaluation report
			30		42478					

MONITORING ACTION 5: Community livelihoods and awareness (Section 8.5 of CCNP GMP)										
What actions are required	Who is accountable for implementation	Who is required to cooperate	What resources are required							What is the measure of achievement
			Number of days	Item	Cost (ETB)	1st 2020	2nd 2020	3rd 2020	4th 2020	
Develop visitors information data gathering sheet then collect the data needed and enter it in to excel sheet	Senior Expert	Experts (2x) Chief Scout Scouts	5	No additional cost required	0					Compiled report on visitors survey
Analyze and interpret visitors information of the park	Senior Expert	Experts (2x)	6	Refreshment (ETB100 x 3 people x 5 days)	2500					Compiled report on visitors survey
Conduct and analyze livelihood assessment survey in the surrounding kables based on the developed questionnaire	Senior Expert	Senior expert from the regional bureau Experts (3x) Cheif Scout Scouts (21x)	21	No additional cost required	0					Livelihood assessment report
Develop survey strategy including standard questionnaire for HWC assessment	Senior Expert	Senior expert from the regional bureau Experts (2x)	5	Refreshment (ETB100 x 4 people x 5 days) Printing (4000 pages x EtB1.00)	2000					ToR and Standard Questionnaire

Conduct and analyze dry and wet season HWC survey in the surrounding kables based on the developed questionnaire	Senior Expert	Senior expert from the regional bureau Experts (3x) Cheif Scout Scouts (21x)	21	Travel (1000km / 5lt x EtB 20); per diem (4 people including 2 scout / per kebele x 1 day in each kebele x 23 days including travel day x EtB171) (Dry season survey will be conducted with activity no. 3)	19732					Survey data and evaluation report
Sub-total			58		24232					
Total			218		742462					

8 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 the Region 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 that approvals will be granted and resources will be secured.

The procurement plan excludes those items that are regularly supplied by the Regional Office, e.g. uniforms and standard office consumables. For movable assets and professional services, the source of funding has mostly been identified as donor funding. Where it is known that GIZ are in the process of providing for items, these have been excluded. Otherwise where funds are needed from alternative donors, this has been indicated as such.

The procurement plan is presented in **Error! Reference source not found.**

Table 10: Procurement plan for the Chebera Churchura National Park for the period 2019 – 2020.

MO	FIXED ASSETS	MOVABLE ASSETS	PROFESSIONAL SERVICES	OPERATIONAL COSTS	TOTAL
1	1800000	839600	443750	549713	3633063
2				2389715	2389715
3				604510	604510
4	350000	100000	45000	26240	521240
5			46000	139050	185050
M&E	0	0	232000	510462	742462
TOTAL	2150000	939600	766750	4219690	8076040
% OF TOTAL	27%	12%	9%	52%	

9 Business Plan

The purpose of the Business Plan is to move the Park towards financial self-sufficiency and donor independence. The over-arching 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 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 recommendation is as follows:

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

Site level capacity: “The PA 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

9.1 Budget Requirement January 2020 – December 2020

The budget required to implement the Management Actions presented in Section 7 and the Monitoring and Evaluation Actions presented in Section 8 is a total of **ETB 8,079,040** (eight million, and seventy-nine thousand and forty Ethiopian Birr). A summary of this budget broken into the Management Objective, Operational Goals and Monitoring Actions is presented in Table 11. The detail related to how these figures were derived may be found in Table 3 to Table 9.

Table 11: A summary of the budget required to implement the Management and Monitoring Actions of the Chebera Churchura National Park GMP for 2019 and 2020.

MANAGEMENT ACTIONS - TIME AND BUDGET ALLOCATIONS			
GMP COMPONENT	NUMBER OF DAYS	BUDGET (ETB)	% OF TOTAL
MO1: CAPACITY AND EFFECTIVE MANAGEMENT			
OG 1.1.: Skills development	155	630543	
OG 1.2.: Management infrastructure	375	1885320	
OG 1.3.: Equipment	100	586040	
OG 1.4.: Organisational structure	20	0	
OG 1.5.: Incentives, insurance and legal support	15	0	
OG 1.6.: Park boundary	85	530560	
OG 1.7.: Application of GMP	95	3600	
SUB-TOTAL	845	3636063	45%
MO2: NATURAL HERITAGE INTEGRITY			
OG 2.1.: Elephant management	231	2163190	
OG 2.2.: Carnivore and problem species management	85	47500	
OG 2.3.: Outsource research priorities	45	26260	
OG 2.4.: External development project impact mitigation	30	9130	
OG 2.5.: Fire and invasive species	55	33980	
OG 2.6.: Ecosystem connectivity	65	109655	
SUB-TOTAL	511	2389715	30%
MO3: COLLABORATIVE MANAGEMENT			
OG 3.1.: Internal collaboration	62	178376	
OG 3.2.: Exiting external collaboration	23	186614	
OG 3.3.: Additional collaboration structures	105	171130	
OG 3.4.: Biodiversity mainstreaming	36	30190	
OG 3.5.: Awareness creation	40	38200	
SUB-TOTAL	266	604510	7%

MO4: BENEFITS			
OG 4.1.: Shoshema Camp Site	25	350000	
OG 4.2.: Tourism infrastructure	40	0	
OG 4.3.: Tourism Concept Development Plan	15	17620	
OG 4.4.: Resource Economic and Ecosystem Review	25	34230	
OG 4.5.: Alternative livelihoods	80	119390	
OG 4.6.: Sustainable livelihoods	97	0	
SUB-TOTAL	282	521240	6%
MO5: CULTURAL HERITAGE			
OG 5.1.: Identify and document	60	50820	
OG 5.2.: Development and utilisation	85	76290	
OG 5.3.: Awareness creation	33	6000	
OG 5.4.: Development, promotion and utilisation	25	51940	
SUB-TOTAL	203	185050	2%
MO TOTAL	2107	7336578	
MONITORING ACTIONS			
Population Dynamics and Habitat Characteristics of Large Mammal Species	40	296260	
Vegetation Type Dynamics	60	161962	
Biodiversity Inventories	30	217530	
Water Catchment Services	30	42478	
Community Livelihoods and Awareness	58	24232	
M&E TOTAL	218	742462	9%
GRAND TOTAL	2325	8079040	

While a separate procurement plan has been produced as presented in Table 10 and discussed in Section 9, it must be noted that the operational budget for the Park is inclusive of these procurement requirements and therefore it is essential that the full amount of just more than ETB 8 million is secured and made available for the implementation of this GMP for the period January 2020 to December 2020.

9.2 Sources of Funding

There are two primary sources of funding for the Park for this first action planning cycle of the GMP and these are Regional Treasury and donors. Of the latter there is the UNDP/GEF project supporting EWCA and GIZ. Two other donors have expressed interest in funding work in the Park but it is likely that these funding streams will only come on in the next annual planning cycle. The breakdown of funds between these two primary sources shows that 35% of the budget is required from the Regional Treasury and the bulk of 65% is to come from the donors. This is illustrated with the related monetary values in Table 12.

The aim of this business plan, and in particular the discussion related to making the case in Section 10.3.2 below, should be for the proportional funding sources to become increasingly less donor

dependent with the Regional Authority investing in increasing proportions in recognition of the returns.

Table 12: A proportional breakdown of funding sources to support the GMP for Chebera Churchura National Park

FUNDING SOURCE	AMOUNTS (ETB)	% OF BUDGET
GEF/UNDP		
Law enforcement	1764000	
Movable assets	444160	
Capacity building	450000	
Sub-total	2658160	33%
GIZ		
Fixed assets	600000	
Movable assets	100000	
Law enforcement	500000	
Ecological monitoring	500000	
Community livelihood activities	600000	
Capacity building	300000	
Sub-total	2600000	32%
Sub-total donor funding	5258160	65%
REGIONAL GOVERNMENT		
All components	2820880	35%
TOTAL	8079040	100%

9.3 Funding Strategies

From a pure business planning perspective and despite the fact that the Region and the Park lack the legal and policy framework to support creative financial sustainability initiatives, there are a number of strategies that offer movement towards financial self-sufficiency. These are listed and discussed briefly below with the first two options being immediately relevant within the current legal and policy framework.

9.3.1 Enhanced Operational Efficiency

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.

If a management effectiveness assessment were carried out on the Park, it is likely that under the current circumstances as described in Section 4, the score would be far below the optimum of 67%. There is therefore substantial room for improvement. The process of compiling this GMP has however retained a critical focus on integrating efficiencies into each of the Management and Monitoring Actions. Emphasis has also been placed on the need to work in partnership with strategic partners in the hope that they will be able to share the load and bring additional resources. Therefore, if the GMP

is implemented as it has been compiled, it can safely be assumed that operational efficiencies will be achieved.

9.3.2 Making the Case for Government Funding

It is encouraging to note that in addition to this GMP that provides a solid foundation from which The Regional Authority and the Park can lobby for an increased budget allocation, is the work of the Resource Economist Dr Nico van Zyl who worked within the brief of the SDPASE project to assess the economic value and potential of some of Ethiopia's Protected Areas. Some of the key findings of this work in regard to the Chebera Churchura National Park are captured in Table 13.

The way in which these figures have been derived for the Park, considering that Dr van Zyl's study did not include it in his valuation, was to extrapolate the values from those derived by him for the Bale and Omo National Parks. It has been assumed that these Parks have distinct similarities and the proportional size of CCNP has been used to derive values from both which have then been averaged.

From this it can be seen that if all of these values were realised, the Park would earn the Regional Authority a return on investment of ETB30 to ETB 1. Note that this excludes the carbon values considering the difficulties of realising these, but which would take the return on investment to over ETB1,000 to ETB1. From this it can be seen that the current value of the Park is substantial, even in its current under-resourced state.

Table 13: Annual values associated with some ecosystem goods and services in and from the Chebera Churchura National Park (figures derived from van Zyl, 2015)

NP	Size (ha)	Value of ecosystem goods and services						Totals
		Harvesting	Medicinal plants	Watershed	Pollination and pest control	Tourism and recreation	Existence and cultural values	
Omo	356600	121,244,000	28,152,965	243,416,125	15,144,489	670,478	21,396,000	430,380,657
Bale	220000	184,360,000	15,458,078	202,733,003	7,944,938	58,102,729	11,880,000	480,698,748
CCNP - Omo	0.40	48497600	11261186	97366450	6057796	268191	8558400	172,009,623
CCNP - BM	0.64	117990400	9893170	129749122	5084760	37185747	7603200	307,506,399
CCNP	141000	83,244,000	10,577,178	113,557,786	5,571,278	18,726,969	8,080,800	239,899,011
CCNP budget for 2020								8,079,040
Budget percentage against value								3.37%
Return on investment								29.69

Some important aspects that need to be highlighted here is that van Zyl (2015) has worked with a sample of the full suite of the ecosystem goods and services produced and delivered by the national parks. Therefore, the full value is greater than that calculated in his work. He also points out very clearly that under the current situation the value of this asset base will depreciate and that increasing investments are required to turn the situation around and to ensure that the full value can be capitalised on. This GMP concurs with his findings in this regard and urges for the case to be made for the allocation of the budget requirement specified in Section 10.1.

9.3.3 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 the Regional Authority 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.

9.3.3.1 Tourism

van Zyl (2015) shows that the tourism figures associated with EWCA show a positive trend up until 2014. While the situation in the Park is that the tourism numbers are very low at the moment, it has great potential and there are specific actions in the GMP aimed at capitalising on this potential and thus making tourism a meaningful source of income for the Park and the surrounding areas. As the tourism offering of the Park is improved it is important that realistic gate fees are charged and that the possibility of a community levy be investigated. Also, if there are opportunities for public-private-partnership agreements, care must be taken to ensure that these agreements are drawn up so that the return to the Park is fair and meaningful. Recently published IUCN guidelines related to concession should be referred to in this regards and these are easily accessible off the IUCN WCPA Protected Area Guidelines website.

9.3.3.2 Payment for Ecosystem Services (PES)

The work of van Zyl (2015) provides the basis for a number of opportunities related to this. 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. It must be noted too though that while the PES concept may not be applied within the context of the Park, its theory provides good substance for making the case as discussed in Section 10.3.2. The development of the hydroelectric dam downstream of the Park does offer realistic opportunities for adding value to the dam through reduced flood risk, reduced sediment loads in the Omo River, improved water quality and sustained dry season base flow. All of these watershed services are quantifiable and a PES agreement with the project is a strong feasibility.

9.3.3.3 Other Fees

The Park has significant biodiversity, cultural and scenic features that could draw lots of interest in terms of research and filming. Currently EWCA charges US\$1000 for outside researches, US\$9000 for land-based filming, and US\$15000 for air-based filming. Some effort to market the Park as a venue for these activities may be worthwhile.

9.3.3.4 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.

9.3.3.5 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 funds. It would need careful implementation as it has the potential of increasing levels of animosity between the Park and adjacent communities.

9.3.4 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.

10 References

- Brandolini, G.V. and Tekle, G. (2016). Sustainable Development of the Protected Areas System of Ethiopia (SDPASE): Terminal Evaluation Report. Atlas Award: 58768, GEF Project ID (Atlas project): 1239, Agency project ID: PIMS 494, Addis Ababa, May 30th, 2016.
- Ethiopian Wildlife Conservation Authority (EWCA), (2011). A Business Plan Development Tool for Protected Area Managers in Ethiopia. Compiled by Anouska A. Kinahan (PhD), Frankfurt Zoological Society, Bale Mountain Conservation Project, Bale Mountain National Park, Ethiopia.
- Hillman, J.C (1993). Ethiopia: Compendium of wildlife conservation information. Vol 1 and 2 NYZS. The wildlife conservation society international society international, New York and EWCO, Addis Ababa.
- Ministry of Environment and Tourism (MET) (2019). Guidelines for the Zoning of Protected Areas in Namibia. Directorate of Wildlife and National Parks, Ministry of Environment and Tourism, Windhoek, Namibia, April 2019.
- Petrides, G.A. (1961). Wildlife preservation and national parks in Ethiopia.
- Thomas, Lee and Middleton, Julie, (2003). Guidelines for Management Planning of Protected Areas. IUCN Gland, Switzerland and Cambridge, UK. ix + 79pp.
- van Zyl, H. (2015). The Economic Value and Potential of Protected Areas in Ethiopia. Report prepared by Dr Hugo van Zyl, Independent Economic Researchers, for The Sustainable Development of the Protected Areas System of Ethiopia (SDPASE) project and the Ethiopian Wildlife Conservation Authority (EWCA)
- Vasiljević, M., Zunckel, K., McKinney, M., Erg, B., Schoon, M., Rosen Michel, T. (2015). Transboundary Conservation: A systematic and integrated approach. Best Practice Protected Area Guidelines Series No. 23, Gland, Switzerland: IUCN. xii + 107 pp



Additional technical, financial and logistical supports for the preparation of the GMP were contributed from the following institutions; Ethiopian Wildlife Conservation Authority (EWCA), Ethiopian Biodiversity Institute, Wolaita Sodo University and Dawuro Zone and Konta Special Woreda Administrations.

