

**Federal Democratic Republic of Ethiopia
Ethiopia Wildlife Conservation Authority (EWCA)
Amhara National Regional State, Bureau of Culture and
Tourism (ANRS-BoCT)**

**Project on
Community Tourism Development
through Public-Private Partnership
in Simien Mountains National Park
and Surrounding Areas
Project Completion Report**

February 2016

JAPAN INTERNATIONAL COOPERATION AGENCY

**Hokkaido University
PADECO Co., Ltd.**

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Abbreviations and Acronyms

ADC	Austrian Development Cooperation
ANRS-BCTPD	Amhara National Regional State, Bureau of Culture, Tourism and Parks Development
B to B	Business to Business
B to C	Business to Consumer
C/P	Counterpart
CTMA	Community Tourism Management Association
DMO	Destination Management Organization
EWCA	Ethiopia Wildlife Conservation Authority
HRWG	Hotel and Restaurant Working Group
ICOMOS	International Council on Monuments and Sites
JCC	Joint Coordination Committee
JICA	Japan International Cooperation Agency
MoCT	Ministry of Culture and Tourism
NGO	Non-Governmental Organization
NSEWG	Natural and Social Environment Working Group
PCC	Project Coordination Committee
PDCA	Plan • Do • Check • Act
PDM	Project Design Matrix
SCC	Strategic Carrying Capacity
SDA	Simien Destination Area
SIMCOT-CA	Simien Community Tourism Charity Association
SIMCOT-MF	Simien Community Tourism Management Foundation
SIMCOTProject	Simien Community Tourism Project (common name of the project)
SIMCOT-MDP	Simien Community Tourism Management and Development Plan
SMNP	Simien Mountains National Park
SMF	Simien Mountains Field Museum
TO	Tour Operator
TOWG	Tour Operation Working Group
SWOT	Strength, Weakness, Opportunity and Threat
UNWTO	United Nations World Tourism Organization
VPWG	Village Product Working Group
WG	Working Group

Chapter 1 Project Implementation Policy

1.1 Project Background

Simien Mountains National Park (hereinafter, SMNP) was described in the world heritage list in 1978. However, the environment was damaged by the expansion of agricultural land (mainly barley and sorghum) as well as grazing, and the park was put on the list of the World Heritage sites in danger in 1996. To solve this problem, the Ethiopian Wildlife Conservation Authority (hereinafter, EWCA) and the regional government have been promoting voluntary immigration. The voluntary immigration of Gich village has already been agreed with its villagers and the relocation of a village called “Arkwasiye” has been completed. EWCA and the regional government are promoting an alternative livelihood project as an incentive for the relocation at the relocation destination in the buffer zone of the Park. Tourism is one of these alternative livelihoods and the Austrian Development Cooperation (ADC) has supported tourism development in the area so far. Income from tourism generated by the community in 2012 was 3,910,435 ETB (Simien Park office statistics / about 20 million yen). On the other hand, the people who are currently benefiting from tourism are only a part of the whole community. There are challenges in the quality improvement of the current services and marketing analysis towards realization of tourism that will benefit the entire community.

As for access to SMNP, there are flights from Addis Ababa to Gondar, followed by a 100 km drive from Gondar to Debarq, the entrance town to SMNP. The higher standardization roadwork from Gondar to Debarq supported by the World Bank has been completed, and the road is entirely asphalted. Given this plan, a rapid increase of tourism demand to Simien is predicted.

Though there is currently a gap between the number of visitors to Gondar and Simien, it is expected that the number of visitors to Simien will increase after the road condition is improved, thus the gap will be narrowed. Therefore, a socially, economically, and environmentally sustainable system to accommodate these visitors is urgently needed.

To resolve the challenges, the Ethiopian government requested technical cooperation from the Japanese government. Based on this request, JICA dispatched a “detailed planning study team” in April 2011 and JICA and the Ethiopian Government signed a Record of Discussion (R/D) for a technical cooperation project in August 2011.

1.2 Project Purpose

As the project title “Project on Community Tourism Development through Public-Private Partnership in Simien Mountains National Park and Surrounding Areas (hereinafter referred to as “the Project”)” indicates, the purpose of this Project is to support the realization of community tourism development, which can only be achieved through public-private partnership (PPP), and to substantiate a tourism development model that may also be applicable to the other national park areas in Ethiopia.

In addition to the university researchers (mostly from the Hokkaido University Centre for Advanced Tourism Studies) who have comprehensive knowledge on regional tourism development, the Project has invited tourism development specialists from the Japan Travel Bureau Foundation (JTBF), along with PADECO’s well-experienced private sector consulting skills. Implementation of international cooperation on tourism development through such collaboration, which has never been achieved before, adds a unique character to the Project.

The overall goal, project purpose, outputs and activities are shown in Table 1.1. These were revised according to the situation of the project site found after the Project started. Further,

following the mid-term review, revisions were made, mostly on the indicators. These changes were approved by the third Joint Coordination Committee (JCC).

Table 1.1 Overall Goal, Project Purpose and Outputs

< Overall Goal >
Local communities improve their level of livelihood and realize sustainable community tourism through increasing participation in tourism activities in.
< Project Purpose >
Mechanism for community tourism to benefit local communities is established through Public-Private Partnership (PPP) in, which is registered as a World Heritage Site.
< Output >
Output 1: Capacities of tourism related organizations are improved and their mutual cooperation is enhanced.
Output 2: Capacities of tourism marketing and promotion are improved.
Output 3: Capacities of discovering and developing tourism products are enhanced.
Output 4: SIMCOT Management and Development Plan (SIMCOT-MDP) are appropriately formulated through PPP and known by other national parks and reserved areas in Ethiopia as a model.
< Activities >
Activities 1 1-1 Survey and analyze the present situation of tourism development and tourism related organizations. 1-2 Organize forums for enhancing information-sharing and mutual cooperation among tourism related organizations. 1-3 Conduct seminars and training for capacity development of each tourism related organization.
Activities 2 2-1 Survey and analyze the present situation of tourism marketing and promotion. 2-2 Formulate a Marketing Strategy and Promotion Plan. 2-3 Develop tourism promotion materials.
Activities 3 3-1 Survey and identify potential tourism resources. 3-2 Develop tourism products by utilizing the identified tourism resources. 3-3 Explain tourism products to the tour operation companies (related to 2-3).
Activities 4 4-1 Review existing tourism related plans. 4-2 Draft SIMCOT-MDP. 4-3 Conduct trial implementation of the drafted Plan. 4-4 Evaluate and finalize the drafted Plan. 4-5 Hold national workshops to introduce the SIMCOT-MDP for other national parks and reserved areas.

1.3 Implementation Method and Achievement

1.3.1 Revision of PDM

(1) Redefining PDM and Objectively Verifiable Indicators

The redefining of PDM and means of verification were discussed and approved in the JCC held in June 2012. The redefining of PDM and objectively verifiable indicators were considered based on the baseline survey results which were implemented in fiscal year 2011, and discussion in the JCC, PCC and WG, considering the following points explained below. Please refer to Table 1.2 for the complete PDM.

• Overall Goal

Original Version	Revised Version	Reason for Revision
Local communities improve level of livelihood and realize sustainable community tourism through increases of local communities' participation in tourism activities in Simien Mountains National Park and surrounding areas.	Local communities improve level of livelihood and realize sustainable community tourism through increasing participation in tourism activities in Simien Mountains National Park.	The word "sustainable tourism" was changed to "community tourism". The content "community tourism" was kept in the sentence but the purpose was clarified and the final goal was focused on the "livelihood improvement of the local residents".

• Project Purpose

Original Version	Revised Version	Reason for Revision
Mechanism for the sustainable tourism development to benefit local communities is established through Public-Private Partnership (PPP).	Mechanism for the community tourism to benefit local communities is established through Public-Private Partnership (PPP) in Simien Mountains National Park, which is registered as World Heritage Site.	The same reason as the revision of the overall goal.

• Output 1

Means of Verification Original Version	Means of Verification Revised Version	Reason for Revision
1-1 Regular forums and meetings are held for each working group according to their annual plans	1-1 Working groups hold regular meetings according to their annual plans.	Indicator 1-1 and 1-2 were set because it was recognized that ownership and clarification of the purpose of the activity were necessary for main members

Means of Verification Original Version	Means of Verification Revised Version	Reason for Revision
1-2 Seminars and training are held for each working group according to project annual plans.	1-2 “Self evaluation of annual activities” and “Evaluation by participants on seminars and trainings” of each working group get more than 4.0 remark out of 5.0.	(WG members and trainees) who will be developing and managing the system. The system to manage community tourism which will be developed through enhancement of organizational mutual cooperation should be developed for the tourism based on the tourism resources in SMNP and surrounding areas and for the benefit of the local community. If the system leads to the realization of tourism with higher quality and the conservation of the natural environment and landscape, it is possible to obtain political (systematic) support from the national and local governments.

• **Output 2**

Output Original Version	Output Revised Version	Reason for Revision
Capacities of development and improvement for tourism promotion are enhanced.	Capacities of tourism marketing and promotion are improved.	It was clarified that the original output was not sufficient.
Means of Verification Original Version	Means of Verification Revised Version	Reason for Revision
2-1 xx numbers of tourism promotional materials are developed by the year 20xx.	2-1 By the end of JFY 2012, marketing and promotion strategy and plan are elaborated through marketing analysis of the SMNP.	For implementation with appropriate awareness of the necessity of holistic process, development of a marketing and promotion strategy and plan is indispensable.
2-2 Action plan for tourism promotion is formulated through PPP by the year 20xx.	2-2 By the end of the Project, 50% of relevant tour operating companies understands the tour operation policy of the Destination Management and Development Plan.	The indicator to evaluate the progress was set as a revised indicator rather than the original one.

• **Output 3**

Means of Verification Original Version	Means of Verification Revised Version	Reason for Revision
3-1 xx numbers of tourism products are developed by the year 20xx.	3-1 In 2014, 5% of the SMNP visitors buy new tourism product (mainly village tourism programs).	The linkage between the business plan explained above and tourism product development is important. Therefore the indicators to evaluate this, 3-1 and 3-2, were set, which quantify how frequently it is used and how well-known the product is, rather than the number of products developed.
3-2 Action plan for tourism product development is formulated through PPP by the year 20xx.	3-2 By the end of the Project, 50% of relevant tour operating companies understands the contents of the new tourism products.	

• **Output 4**

Means of Verification Original Version	Means of Verification Revised Version	Reason for Revision
4-1 Stakeholders' satisfaction level on the Destination Management and Development Plan exceeds xx%.	4-1 Members of PCC and Working Groups think that they have been enough involved in elaboration of Destination Management and Development Plan.	The degree of the participation of stakeholders as independent actions is more important than the quality of the developed plan because it means more when it is implemented.
4-2 National workshop on introduction of the Destination Management and Development Plan is held at least xx times.	4-2 National workshops on introduction of the Destination Management and Development Plan is held and evaluation of the plan get more than 4.0 remark out of 5.0 by the participants.	The evaluation by the target group to obtain an objective perspective indicating how much the Destination Management and Development Plan is applicable to other sites.

Table 1.2 Project Design Matrix (1st Revision)

Project Name: Project on Community Tourism Development through Public-Private Partnership (PPP) in Simien Mountains National Park (SMNP) and Surrounding Areas

Duration: Nov. 2011 to Oct. 2014 (36 Months)

Project Site: In and around Simien Mountains National Park and other areas

Target Group: (Private Sector) Communities of the Project Area, Tourism Related Organizations, etc. (Public Sector) Officers of Relevant Offices of EWCA and ANRS-BCTPD

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumption
<p>Overall Goal Local communities improve level of livelihood and realize sustainable community tourism through increasing participation in tourism activities in Simien Mountains National Park, a World natural heritage site.</p>	<p>By the year of 2021,</p> <ul style="list-style-type: none"> ✓ Number of local community members participating tourism activities is increased from 4,200 participants by 50%. ✓ A system of PPP to execute and operate community tourism works^(*A) ✓ A fund, which is used for management of tourism destination management, is established by contribution from local tourism revenue 	<ul style="list-style-type: none"> - Member lists of tourism relevant organizations and job delivery sheets - Hearing to relevant organizations and activity records - Records of SMNP office and EWCA 	<ul style="list-style-type: none"> • There is no change in the direction of the government policies on national park and tourism development. • Any negative factor that affects tourism activities in Ethiopia does not occur.
<p>Project Purpose Mechanism for the community tourism to benefit local communities is established through Public-Private Partnership (PPP) in a World natural heritage site Simien Mountains National Park, a World natural heritage site.</p>	<p>By the end of this Project,</p> <ol style="list-style-type: none"> 1. C/P personnel can explain necessity and contents of public policy support to the organizations that execute and operate community tourism. 2. Chiefs of relevant five Woredas and one Town agree to the management and development policy of the Destination Management and Development Plan 3. Number of local community members participating tourism activities in the model four villages are increased from 1,400 participants by 20%. 	<ol style="list-style-type: none"> 1. Hearing to the C/P personnel and their presentation 2. Record of meetings to explain the Destination Management and Development Plan 3. Member lists of tourism relevant associations at the end of the project 	<ul style="list-style-type: none"> ▪ There is no change in the direction of the government policies on national park and tourism development. ▪ Trained personnel remain in the Project.
<p>Outputs 1. Capacities of tourism related organizations are improved and their mutual cooperation is enhanced.</p>	<p>1-1 Working groups hold regular meetings according to their annual plans. 1-2 “Self-evaluation of annual activities” and “Evaluation by participants on seminars and trainings” of each working group get more than 4.0 remark out of 5.0.</p>	<p>1-1 Activity records of working groups 1-2 Questionnaire survey to stakeholders</p>	<ul style="list-style-type: none"> ▪ Governmental priority for the tourism development remains. ▪ The interests of the local community to the Community tourism development remains.
<p>2. Capacities of development and improvement for tourism marketing and promotion are enhanced.</p>	<p>2-1 By the end of JFY 2012, marketing and promotional strategy and plan are elaborated through marketing analysis of the SMNP. 2-2 By the end of the Project, 50% of relevant tour operating companies understands the tour operation policy of the Destination Management and Development Plan</p>	<p>2-1 Strategy and plan elaborated 2-2 Hearing to the relevant tour operating companies</p>	
<p>3. Capacities of development and improvement of tourism products are enhanced.</p>	<p>3-1 In 2014, 5% of the SMNP visitors buy new tourism product (mainly village tourism programs). 3-2 By the end of the Project, 50% of relevant tour operating companies understands the contents of the new tourism products.</p>	<p>3-1 Project records 3-2 Tourism products</p>	

4. Destination Management and Development Plan is appropriately formulated through PPP and recognized by other national parks and reserved areas in Ethiopia as a model.	4-1 Members of PCC and Working Groups think that they have been enough involved in elaboration of Destination Management and Development Plan. 4-2 National workshops on introduction of the Destination Management and Development Plan is held and evaluation of the plan get more than 4.0 remark out of 5.0 by the participants.	4-1 Number of meetings held and hearing after elaboration 4-2 Questionnaire survey to stakeholders		
Activities		Inputs		<ul style="list-style-type: none"> ▪ Any major human and natural disaster that affects tourism resources in Simien Mountains National Park does not occur. <p>Preconditions</p> <ul style="list-style-type: none"> ▪ Counter personnel of the Project is properly and timely assigned. ▪ Budget for local operational cost in the Project is secured by the Ethiopian Government. ▪ Community members in the target area are not opposed to the Project.
<ul style="list-style-type: none"> 1-1 Survey and analyze present situation of tourism development and tourism related organizations. 1-2 Organize forums for enhancing information-sharing and mutual cooperation among tourism related organizations. 1-3 Conduct seminars and trainings for capacity development of each tourism related organization. 2-1 Survey and analyze present situation of tourism marketing and promotion. 2-2 Conduct technical transfer to the local tourism related stakeholders on marketing 2-3 Explain Destination Management and Development Plan to the tour operation companies as promotion 2-4 Develop tourism promotion materials. 3-1 Survey and identify potential tourism resources. 3-2 Develop tourism products by utilizing the identified tourism resources. 3-3 Explain tourism products to the tour operation companies (related to 2-3) 4-1 Review existing tourism related plans. 4-2 Draft the Destination Management and Development Plan. 4-3 Conduct trial implementation of the drafted Plan. 4-4 Evaluate and finalize the drafted Plan. 4-5 Hold national workshops to introduce the Destination Management and Development Plan for other national parks and reserved areas. 	<p><Ethiopian Side></p> <p>1) Counterparts personnel</p> <ul style="list-style-type: none"> ▪ Project Director ▪ Deputy Project Director ▪ Project Manager ▪ Two Deputy Project Managers ▪ Other Counterpart Personnel <p>2) Facilities</p> <ul style="list-style-type: none"> • Office space in Debarq and Gondar • Equipment for the Project Operation <p>3) Local operational cost</p> <ul style="list-style-type: none"> • Activity Cost of Counterpart Personnel ▪ Other Necessary Cost for Project Operation 	<p><Japanese Side></p> <p>1) Dispatch of experts</p> <ul style="list-style-type: none"> ▪ Chief Advisor ▪ Tourism Development ▪ Organizational Coordination ▪ Tourism marketing Promotion ▪ Ecotourism ▪ Working Group Activity Support ▪ Project Coordination <p>2) Training of counterpart personnel in Japan and/or the third countries</p> <p>3) Machinery and equipment</p> <ul style="list-style-type: none"> • Two motor vehicles • Office equipment 		

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- (A*) “PPP System” mentioned here means “a mechanism to execute marketing, promotion, tour operation and management of fund collected from a part of tourism revenue with clearly defined stakeholders (public, private and community) and guideline. “Works” means the mechanism functions to the extent of sustainable business activity.
- Roles of the two C/P institutes;
 - 1) Roles of EWCA are to protect fauna and flora in SMNP in cooperation with local communities so that it keeps adequate environment as National Park and World Heritage. Also, to host and protect tourists by gate control and arranging scouts, guides, mules, and cooks.
 - 2) Roles of ANRS-BCTPD are to support organizing local communities and developing village tourism programs focusing on local culture of communities in SMNP and its vicinity.
- Roles of SIMCOT in enhancing C/P institutes: SIMCOT enhance the above two C/P institutes through view point of community tourism promotion. It also promotes PPP and collaboration of relevant organizations through activities of working groups and others. Activities mentioned in the PDM are carried out based on this policy.

(2) Revision of Indicator

Through the mid-term review, more revisions were made. The revisions were approved in the 3rd JCC held on 11 February 2013. The revised PDM is shown in Table 1.3.

• Overall Goal

Before Revision	Revised Version	Reason for Revision
1. Number of local community members participating tourism activities is increased from 4,200 participants by 50%.	1. Number of local community members participating in tourism activities will increase from 4,200 participants by at least 50%.	
2. A system of PPP to execute and operate community tourism works.	2. A mechanism of community tourism established by the Project is continuously working through PPP.	“A system” was defined in the footnote outside of PDM, and it was necessary to integrate the footnote into PDM.
3. A fund, which is used for management of tourism destination management, is established by contribution from local tourism revenue.	3. A community tourism fund, which will be used for management of tourism destination, will be established by contribution from local tourism revenue.	”A fund” needed to be specified as a community tourism fund.
-	4. There will be a clear evidence that the SIMCOT-MDP is referred to during the preparation of national tourism strategies (<u>means of verification</u> : Interview with JICA expert at the Federal Government and other policy makers).	An additional OVI was required for the evaluation of mainstreaming of SIMCOT-MDP, especially with the help of JICA expert who was dispatched to the Ministry of Culture and Tourism in Addis Ababa.

• Project Purpose

Before Revision	Revised Version	Reason for Revision
-	1. As a result of evolution of PCC and WG, the establishment of a kind of DMO and community tourism fund are proposed for the promotion of community tourism, and necessary legal framework is proposed, in consideration of mainstreaming/ integration into the existing institutional mechanism (<u>means of verification</u> : Draft policies and proposals)	The Project planned to transform various organizations created under the Project into a viable and sustainable institution mechanism. In order to be able to evaluate such initiatives, an additional OVI was required.
1. C/P personnel can explain necessity and contents of public policy support to the organizations that execute and	2. Based on the project experiences, viable public policy support programs are included in SIMCOT-MDP for executing and	“Can explain” required a benchmark.

Before Revision	Revised Version	Reason for Revision
operate community tourism.	promoting community tourism (<u>means of verification</u> : SIMCOT-MDP).	
2. Chiefs of relevant five Woredas and one Town agree to the management and development policy of the Destination Management and Development Plan.	3. At least concerned 3 Woredas and 1 Town hold meetings on the preparation of ordinances or other policies regarding the promotion of community tourism and PPP, based on the recommendations and plans indicated in the SIMCOT-MDP (<u>means of verification</u> : Minutes of Meetings).	“Agree to” required a benchmark.
3. Number of local community members participating tourism activities in the model four villages are increased from 1,400 participants by 20%.	(deleted)	The logical linkage was unclear between the increase in number of participants and the establishment of a mechanism.

• Output 1

Before Revision	Revised Version	Reason for Revision
1-1 Working groups hold regular meetings according to their annual plans.	1-1 Working Groups are established, and a proposal is prepared to institutionalize the WG (<u>means of verification</u> : Relevant government circulars or orders).	The focus of the Project had been reinforced towards community tourism. As a result, holding regular WG meetings became less significant. The forum for information sharing and collective problem solving needed to be integrated into the existing institutional framework.
1-2 “Self evaluation of annual activities” and “Evaluation by participants on seminars and trainings” of each working group get more than 4.0 remark out of 5.0.	1-2 “Evaluation by participants on seminars and trainings” of each working group gets more than 4.0 remark out of 5.0.	The first portion of the original indicator was integrated in 1-1 above.
-	1-3 C/P at different levels are able to present the key project outcomes concerned, such as SIMCOT-MDP in workshops or meetings (<u>means of verification</u> : Workshop report)	An indicator was required for the assessment of C/Ps’ capacity building.
-	1-4 PCC hold regular meeting according to the plan with adequate quorum (<u>means of verification</u> : Minutes of Meeting of PCC).	Additional indicator was required to assess the function of PCC as a venue for mutual cooperation.

• Output 2

Before Revision	Revised Version	Reason for Revision
2-1 By the end of JFY 2012, marketing and promotional strategy and plan are elaborated through marketing analysis of the SMNP.	2-1 Necessary studies and researches are completed regarding the marketing and promotion, and Marketing Strategy and Promotion Plan are elaborated through marketing analysis of the SMNP (<u>means of verification</u> : Study reports and strategy and plan elaborated)	The Project undertook a number of important studies and research activities, and an additional indicator was needed to state in such a way that the outputs of those research activities could be evaluated properly.
2-2 By the end of the Project, 50% of relevant tour operating companies understands the tour operation policy of the Destination Management and Development Plan.	2-2 At least 50% of tour operating companies dealing with SMNP products in Gondar and Addis Ababa as well as hotel & restaurant owners and managers in Debarak participated in the seminars regarding marketing and promotion (<u>means of verification</u> : Seminar report)	“Understand” needed to be verifiable. Also, “relevant tour operating companies” needed to be defined.
-	2-3 Collection of tourism-related data is continuing (<u>means of verification</u> : Collected data).	The Project supported the establishment of system for continuous collection of necessary data for marketing and promotion. An additional indicator was required for this.

• Output 3

Before Revision	Revised Version	Reason for Revision
3-1 In 2014, 5% of the SMNP visitors buy new tourism product (mainly village tourism programs).	(deleted)	The data collection indicator was likely to be too time consuming, and the target seemed to be too difficult to achieve.
-	3-1 CTMA is formally created in each targeted sub-Kebele (<u>means of verification</u> : Approved bylaw)	The capacity building of CTMA became a key element of the model/ methodologies for village tourism product development. An additional indicator was necessary for this.
3-2 By the end of the Project, 50% of relevant tour operating companies understands the contents of the new tourism products.	3-2 At least 50% of tour operating companies dealing with SMNP products in Gondar and Addis Ababa understands the contents of a new tourism product.	“Relevant tour operating companies” needed to be defined in order to set a benchmark.
	3-3 The process and methodology of developing village tourism products are consolidated in documents, and at least 50 stakeholders from SMNP and surrounding areas participate in a workshop for its promotion as a model (<u>means of verification</u> : The documents and attendance sheets).	The Project was developing a model/ methodology for village tourism programs, and an additional indicator was required to be able to evaluate such an initiative.

• Output 4

Before Revision	Revised Version	Reason for Revision
4-1 Members of PCC and Working Groups think that they have been enough involved in elaboration of Destination Management and Development Plan.	4-1 At least 80% of members of PCC think that they have been enough involved in elaboration of concerned parts of SIMCOT-MDP.	A benchmark for “think” was required for indicator.
-	4-2 In the SIMCOT-MDP, the experiences of the B to B promotion trial are consolidated into a methodology and shared through workshops at the national and regional levels and also campaigned to at least 3 Woredas and 1 town (<u>means of verification</u> : Report on B to B Promotion Trial, Report on the workshop)	The Project planned to implement B to B promotion trial through PPP promotion. An additional indicator was required so that their outputs could be evaluated properly.
4-2 National workshops on introduction of the Destination Management and Development Plan are held and evaluation of the plan get more than 4.0 remark out of 5.0 by the participants.	4-3 A national workshop on introduction of the SIMCOT-MDP is held with the representatives from other national parks and other key policy makers.	The Narrative Summary indicated that the SIMCOT-MDP needed to be disseminated to other national parks, which required an indicator.

Table 1.3 Project Design Matrix (2nd Revision)

Project Name : Project on Community Tourism Development through Public-Private Partnership (PPP)¹ in Simien Mountains National Park (SMNP) and Surrounding Areas

Duration : Nov. 2011 to Oct. 2014 (36 Months)

Project Site: : Simien Mountains National Park and other areas

Target Group : Private Sector : Communities of the Project Area, Tourism Related Organizations, etc.

Public Sector : Officers of relevant offices of EWCA (Ethiopia Wildlife Conservation Authority) and ANRS-BCTPD (Amhara National Regional State, Bureau of Culture, Tourism and Parks Development)

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumption
<p>Overall Goal Local communities improve level of livelihood and realize sustainable community tourism through increasing participation in tourism activities in Simien Mountains National Park.</p>	<ol style="list-style-type: none"> 1. Number of local community members participating in tourism activities will increase from 4,200 participants by at least 50%. 2. A mechanism of community tourism established by the Project is continuously working through PPP. 3. A community tourism fund, which will be used for management of tourism destination, will be established by contribution from local tourism revenue. 4. There will be a clear evidence that the SIMCOT-MDP is referred to during the preparation of national tourism strategies. 	<ol style="list-style-type: none"> 1. Member lists of tourism relevant organizations and job delivery sheets 2. Hearing to relevant organizations and activity records 3. Records of DMO 4. Interview with JICA expert at the Federal Government and other policy makers 	<ul style="list-style-type: none"> ▪ There is no change in the direction of the government policies on national park and tourism development. ▪ Any negative factor that affects tourism activities in Ethiopia does not occur.
<p>Project Purpose Mechanism for the community tourism to benefit local communities is established through Public-Private Partnership (PPP) in Simien Mountains National Park, which is registered as World Heritage Site.</p>	<p>By the end of this Project,</p> <ol style="list-style-type: none"> 1 As a result of evolution of Project Coordination Committee (PCC) and Working Group (WG), the establishment of a kind of destination marketing organization (DMO) and community tourism fund are proposed for the promotion of community tourism, and necessary legal framework is proposed, in consideration of mainstreaming/ integration into the existing institutional mechanism. 2 Based on the project experiences, viable public policy support programs are included in SIMCOT-MDP for executing and promoting community tourism. 3 At least concerned 3 Woredas and 1 Town hold meetings on the preparation of ordinances or other policies 	<ol style="list-style-type: none"> 1 Draft policies and proposals 2 SIMCOT-MDP 3 Minutes of Meetings 	<ul style="list-style-type: none"> ▪ There is no change in the direction of the government policies on national park and tourism development. ▪ Trained personnel remain in the Project.

¹ PPP in this Project means the synergy between the state with authority and the private sector with project implementation know-how and financial capacity for realizing public works.

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumption
	regarding the promotion of community tourism and PPP, based on the recommendations and plans indicated in the SIMCOT-MDP.		
Outputs 1. Capacities of tourism related organizations are improved and their mutual cooperation is enhanced.	1-1 WGs are established, and a proposal is prepared to institutionalize the WG. 1-2 “Evaluation by participants on seminars and trainings” of each WG gets more than 4.0 remark out of 5.0. 1-3 C/P at different levels are able to present the key project outcomes concerned, such as SIMCOT-MDP in workshops or meetings. 1-4 PCC hold regular meeting according to the plan with adequate quorum.	1-1 Relevant government circulars or orders 1-2 Questionnaire survey to training participants 1-3 Workshop report 1-4 Minutes of Meeting of PCC	<ul style="list-style-type: none"> ▪ Governmental priority for the tourism development remains. ▪ The interests of the local community to the community tourism development remains.
2. Capacities of tourism marketing and promotion are improved.	2-1 Necessary studies and researches are completed regarding the marketing and promotion, and Marketing Strategy and Promotion Plan are elaborated through marketing analysis of the SMNP. 2-2 At least 50% of tour operating companies dealing with SMNP products in Gondar and Addis Ababa as well as hotel & restaurant owners and managers in Debark participated in the seminars regarding marketing and promotion. 2-3 Collection of tourism-related data is continuing.	2-1 Study reports and strategy and plan elaborated 2-2 Seminar report 2-3 Collected data	
3. Capacities of discovering and developing tourism products are enhanced.	3-1 Community Tourism Management Association (CTMA) is formally created in each targeted sub-Kebele. 3-2 At least 50% of tour operating companies dealing with SMNP products in Gondar and Addis Ababa understands the contents of a new tourism product. 3-3 The process and methodology of developing village tourism products are consolidated in documents, and at least 50 stakeholders from SMNP and surrounding areas participate in a workshop for its promotion as a model.	3-1 Approved bylaw 3-2 Questionnaire survey to tour operators 3-3 The documents and attendance sheets	

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumption
<p>4. SIMCOT Management and Development Plan (SIMCOT-MDP) is appropriately formulated through PPP and known by other national parks and reserved areas in Ethiopia as a model.</p>	<p>4-1 At least 80% of members of PCC think that they have been enough involved in elaboration of concerned parts of SIMCOT-MDP.</p> <p>4-2 In the SIMCOT-MDP, the experiences of the B to B promotion trial are consolidated into a methodology and shared through workshops at the national and regional levels and also campaigned to at least 3 Woredas and 1 town.</p> <p>4-3 A national workshop on introduction of the SIMCOT-MDP is held with the representatives from other national parks and other key policy makers.</p>	<p>4-1 Questionnaire survey to PCC members</p> <p>4-2 Report on B to B Promotion Trial, Report on the workshop</p> <p>4-3 Minutes of Meeting</p>	
Activities		Inputs	
<p>1-1 Survey and analyze present situation of tourism development and tourism related organizations.</p> <p>1-2 Organize forums for enhancing information-sharing and mutual cooperation among tourism related organizations.</p> <p>1-3 Conduct seminars and trainings for capacity development of each tourism related organization.</p> <p>2-1 Survey and analyze present situation of tourism marketing and promotion.</p> <p>2-2 Formulate Marketing Strategy and Promotion Plan.</p> <p>2-3 Develop tourism promotion materials.</p> <p>3-1 Survey and identify potential tourism resources.</p> <p>3-2 Develop tourism products by utilizing the identified tourism resources.</p> <p>3-3 Explain tourism products to the tour operation companies (related to 2-3)</p> <p>4-1 Review existing tourism related plans.</p> <p>4-2 Draft SIMCOT-MDP.</p> <p>4-3 Conduct trial implementation of the drafted Plan.</p> <p>4-4 Evaluate and finalize the drafted Plan.</p> <p>4-5 Hold national workshops to introduce the SIMCOT-MDP for other national parks and reserved areas.</p>	<p>< Ethiopian Side ></p> <p>1) Counterparts personnel</p> <ul style="list-style-type: none"> ▪ Project Director ▪ Deputy Project Director ▪ Project Manager ▪ Two Deputy Project Managers ▪ Other Counterpart Personnel <p>2) Facilities</p> <ul style="list-style-type: none"> ▪ Office space in Debarq and Gondar ▪ Equipment for the Project Operation <p>3) Local operational cost</p> <ul style="list-style-type: none"> ▪ Activity Cost of Counterpart Personnel ▪ Other Necessary Cost for Project Operation 	<p>< Japanese Side ></p> <p>1) Dispatch of experts</p> <ul style="list-style-type: none"> ▪ Chief Advisor ▪ Tourism Development ▪ Organizational Coordination ▪ Marketing Promotion ▪ Ecotourism ▪ Working Group Coordination ▪ National Park Management ▪ Project Coordinator <p>2) Training of counterpart personnel in Japan and/or the third countries</p> <p>3) Machinery and equipment</p> <ul style="list-style-type: none"> ▪ Two motor vehicles ▪ Office equipment 	<ul style="list-style-type: none"> ▪ Any major human and natural disaster that affects tourism resources in Simien Mountains National Park does not occur. <p>Preconditions</p> <ul style="list-style-type: none"> ▪ Counter personnel of the Project is properly and timely assigned. ▪ Budget for local operational cost in the Project is secured by the Ethiopian Government. ▪ Community members in the target area are not opposed to the Project.

1.3.2 PO (Plan of Operation) and Implemented Activities

The plan of operation is as shown in the below Table 1.6.

Almost all activities are completed and the remaining activities will be completed by the end of the Project period.

1.3.3 Actual Inputs

(1) Ethiopian Side

The inputs from Ethiopian side are shown below.

A. Counterpart Personnel

No	Name of C/P		Position / Organization	Position in Project	Assignment Period	
					Start	End
1	Mr.	Kifle Argaw	Director General/EWCA	Project Director	2011.11	2012.6
2	Mr.	Ewnetu Bilata Debela	Director General/EWCA	Project Director	2012.6	2013.9
3	Mr.	Dawud Mume	Director General/EWCA	Project Director	2013.11	Current
4	Mr.	Mulugeta Seid	Bureau Head/ANRS- BCTPD	Deputy Project Director	2011.11	2012.12
5	Mr.	Alebel Dessie	Bureau Head/ANRS- BCTPD	Deputy Project Director	2013.9	2015.7
6	Mr.	Awoke Enyew	Bureau Head/ANRS- BCT	Deputy Project Director	2015.12	Current
7	Mr.	Sisay Mequanent	Park Warden/EWCA SMNP Office	Project Manager	2011.11	2012.7
8	Mr.	Maru Biyadgiegn	Park Warden/EWCA SMNP Office	Project Manager	2012.7	Current
9	Ms.	Yirdaw Sisay	Head/Debarq Culture and Tourism Office	Deputy Project Manager	2011.11	2015.7
10	Mr.	Tarekegne Belayneh	Head/Debarq Culture and Tourism Office	Deputy Project Manager	2015.10	Current
11	Mr.	Berihun Tiru	Head/North Gondar Zone Culture and Tourism Office	Deputy Project Manager	2011.11	2012.6
12	Mr.	Kassie Berihun	Head/North Gondar Zone Culuture and Tourism Office	Deputy Project Manager	2012.6	2015.9
13	Ms.	Ms. Birtukan Sisay	Head/North Gondar Zone Culture and Tourism Office	Deputy Project Manager	2015.10	Current
14	Mr.	Abebaw Azanaw	Park Warden, EWCA SMNP Office	Other counterpart personnel		
15	Mr.	Azanaw Kefyalew	Senior Tourism Officer, EWCA SMNP Office	Other counterpart personnel		
16	Mr.	Sisay Yeshanew	Community Development Expert, Community Development Department, EWCA SMNP Office	Other counterpart personnel		
17	Mr.	Habtu Alemu	Focal Person of the	Other counterpart		

			Project, North Gondar Zone Culture and Tourism Office	personnel		
18	Mr.	Alebachew Mola	Tourism Officer, Debark Culture and Tourism Office	Other counterpart personnel		
19	Mr.	Yesuf Hassen	Head, Janamora Woreda Culture and Tourism Office	Other counterpart personnel		
20	Mr.	Negosu Hayelu	Tourism Officer, Janamora Woreda Culture and Tourism Office	Other counterpart personnel		
21	Mr.	Nigusie Alebele	Head, Beyeda Woreda Culture and Tourism Office	Other counterpart personnel		
22	Mr.	Mulugeta Damie	Tourism Officer, Beyeda Woreda Culture and Tourism Office	Other counterpart personnel		
23	Mr.	Muluy Fense	Head, Adarkay Woreda Culture and Tourism Office	Other counterpart personnel		
24	Mr.	Fessu Glselage	Tourism Officer, Adarkay Woreda Culture and Tourism Office	Other counterpart personnel		
25	Mr.	Alene Bayu	Head, Telemt Woreda Culture and Tourism Office	Other counterpart personnel		
26	Mr.	Goitoom Tsegaye	Tourism Officer, Telemt Woreda Culture and Tourism Office	Other counterpart personnel		
27	Mr.	Zelege Tigabe	Director, EWCA Wildlife Development and Protection directorates Chief Warden / National Parks & Wildlife Sanctuaries	Other counterpart personnel		
28	Mr.	Shimelis Akilu	Tourism Service Providing Organization Coordinator, North Gondar Zone Culture and Tourism Department	Other counterpart personnel		

B. Project Office

Two office spaces as well as equipment and supplies have been provided to the Project both at the North Gondar Zone Culture and Tourism Office in Gondar Town, and the EWCA SMNP Office in Debark Town.

C. Local Operation Cost

Although the electricity cost of project offices has been covered by both counterpart offices, it was only a part of the local operational cost for travel expenses for JCC, PCC and activities in villages which have been covered by the Ethiopian side.

(2) Japanese Side

The inputs from Japanese side are shown as below.

A. Dispatch of Experts

Actual dispatch of experts is shown in Table 1.7.

B. Training for Counterpart in Japan

The training in Japan is to be described in 2.6.

C. Machinery and Equipment (Vehicles and Office Equipment)

Please refer to attachment (1).

D. Local Cost

Please refer the table below.

Table 1.4 Local Cost

Item	1 st Year	2 nd Year	3 rd Year	4 th Year	Total
Operational Cost	7,489,000	14,207,000	27,158,000	25,800,000	74,654,000
Equipment	5,329,000	482,000	15,000	0	5,826,000
Local Consultant	3,019,000	1,859,000	14,568,000	5,080,000	24,526,000
Conference fee	0	275,000	0	0	275,000
Training in Japan	1,998,000	1,093,000	1,971,000	900,000	5,962,000
Total	17,835,000	17,916,000	43,712,000	31,780,000	111,243,000

※ Vehicle cost is excluded

(yen)

※ The amount of 4th Year is estimated in early January

1.4 Project Site

The Project site is “in and around Simien mountains National Park and other areas” which constitutes five Woredas where SMNP is located, Debark town which is the center of the trekking tour, as well as Wunania and Kosoye which are the neighboring villages of Gondar town. However, these areas are vast and it is very difficult to support all areas equally. Therefore, Project activities for each area were considered through the Mid-term Review, as per the results shown in the table below. It was also approved in the 3rd JCC meeting.

Table 1.5 Project Site and Project Activities

Key Project Activity	Target Area/ Population
Capacity building activities	- Selected members of WGs and community members/ CTMA members - C/Ps of Woredas, N. Gondar Zone, Amhara Region and concerned Federal agencies
Development of model village tourism program/product	3 Sub-Kebeles in Argin Jona Kebele

Key Project Activity	Target Area/ Population
Development of field museum/ core facilities and trails	2 out of 3 Sub-Kebeles above in Argin Jona Kebele
Campaigning of village tourism program and satellite facilities/ trails, CTMA	At least 3 Woredas and 1 town
Formulation of SIMCOT-MDP	SMNP core zone, SMNP destination area (including Kosoye, Wunania) and Gondar
Publicity of SIMCOT-MDP	Woreda, N. Gondar Zone, Amhara Region and concerned Federal agencies, other national parks and donor agencies
Policy formulation for DMO and community tourism fund to be established	SMNP core zone, SMNP destination area and Gondar

The Project purpose is to benefit “local communities” to improve their livelihood. The “local communities” mainly mean residents of the 5 Woredas that compose SMNP. However, to manage tourism in the Park, considering only Debarke and 5 Woredas surrounding the Park is not sufficient. Therefore, in SIMCOT-MDP, in addition to those 5 Woredas, Gondar town as a main access point to the park, Debarke as the entrance town to the park, and Kosoye and Wunania are considered as surrounding areas. Moreover, all these areas are considered as “destinations”; the target areas of tourism management (refer to Figure 1.1).

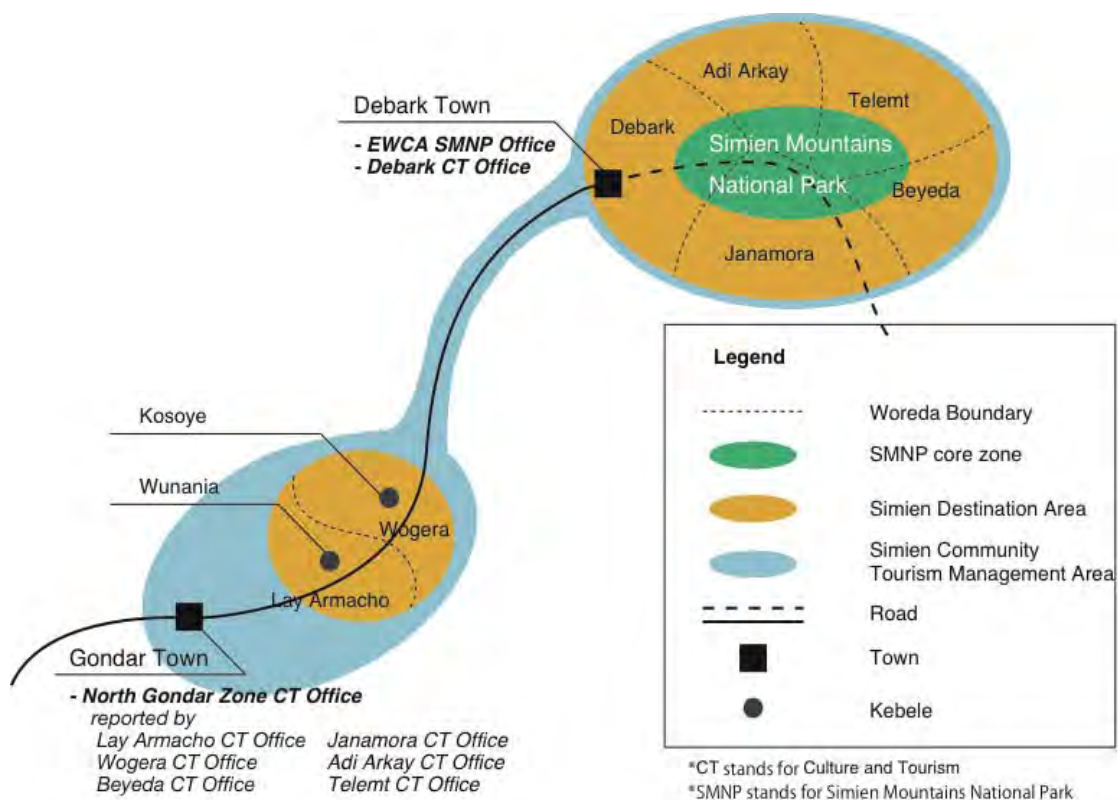


Figure 1.1 Project Site

Table 1.6 Plan of Operation

Plan of Operation

Project Name : Project on Community Tourism Development through Public-Private Partnership in Simien Mountains National Park and Surrounding Areas
 Duration : 2011 to 2014 (3 years)
 Project Site : in and around Simien Mountains National Park and other areas

Date : Oct / 2013
 Version No.2

Outputs	Activities	Term 1		Term 2				Term 3				Term 4																	
		1st Year				2nd Year				3rd Year				4th Year															
		Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb
1. Capacities of tourism related organizations are enhanced and their mutual cooperation is promoted.	1-1 Survey and analyze present situation of tourism development and tourism related organizations.	█	█	█	█																								
	1-2 Organize forums for enhancing information sharing and mutual cooperation among tourism related organizations.	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
	1-3 Conduct seminars and training for capacity development of each tourism related organization.					█	█	█	█	█	█	█	█	█	█	█	█					█	█	█	█				
2. Capacities of development and improvement for tourism promotion are enhanced.	2-1 Survey and analyze present situation of tourism promotion.	█	█	█	█																								
	2-2 Formulate marketing strategy and promotion plan.					█	█	█	█	█	█	█	█																
	2-3 Develop tourism promotion materials									█	█	█	█	█	█	█	█					█	█	█	█				
3. Capacities of development and improvement of tourism products are enhanced.	3-1 Survey and identify potential tourism resources.	█	█	█	█																								
	3-2 Develop tourism products by utilizing the identified tourism resources.					█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█				
	3-3 Explain tourism products to the tour operation companies (related to 2-3)													█	█	█	█	█	█	█	█	█	█	█	█				
4. SIMCOT Management and Development Plan (SIMCOT-MDP) is appropriately formulated through PPP and known by other national parks and reserved areas in Ethiopia as a model.	4-1 Review existing tourism related plans.	█	█	█	█																								
	4-2 Draft the SIMCOT-MDP.					█	█	█	█	█	█	█	█																
	4-3 Conduct trial implementation of the drafted Plan.													█	█	█	█	█	█	█	█	█	█	█	█				
	4-4 Evaluate and finalize the drafted Plan.																									█	█	█	█
	4-5 Hold national workshops to introduce the SIMCOT-MDP for other national parks and reserved areas.																									█	█	█	█

Chapter 2 Project Achievement

2.1 Summary of the Outputs of the Project

The objective of this project was the establishment of a community based tourism system aimed at future rehabilitation of the park's environment.

First, villages with a relationship to the park were identified and cultural elements which could be utilized as community based tourism resources were selected. The project then developed tourism products based on everyday practices, employing cultural explanations as a tourism resource, while carefully maintaining the authenticity of those assets. Cooperatives were organized to manage the project's operation, and a community fund was also established for the benefit of all participants.

To promote these tourism products to the appropriate market segment tourism data was collected and analyzed. A marketing strategy was developed according to the results, and based on that plan, a variety of promotional materials were developed and distributed through BtoB (business to business) and BtoC (business to customer) channels.

Various kinds of training were also held for different service providers, including hotels and restaurants.

Simien Community Tourism Management and Development Plan: the SIMCOT-MDP was developed to share the project's vision of the future and the necessity of those activities. Moreover, with the cooperation of the government, the Simien Mountains Community Tourism Charity Association (SIMCOT-CA), which will be responsible for the plan's implementation in collaboration with the government, was established.

As described above, village tour products were developed from scratch by targeting underutilized cultural resources, marketing channels were established to promote these products, and organizations to manage the operation were put into place. In essence, the project has successfully created a system of community based tourism in this area. However, several challenges remain, such as developing a more cooperative relationship between the government and the management organization, securing funds for the project's continued operation, and the full realization of benefits for the whole community.

2.2 Project Related Meetings

In the 1st year of the Project, the following committees and working groups were established with counterpart personnel based on the Work Plan. Outputs of those meetings are reported in the following sections.

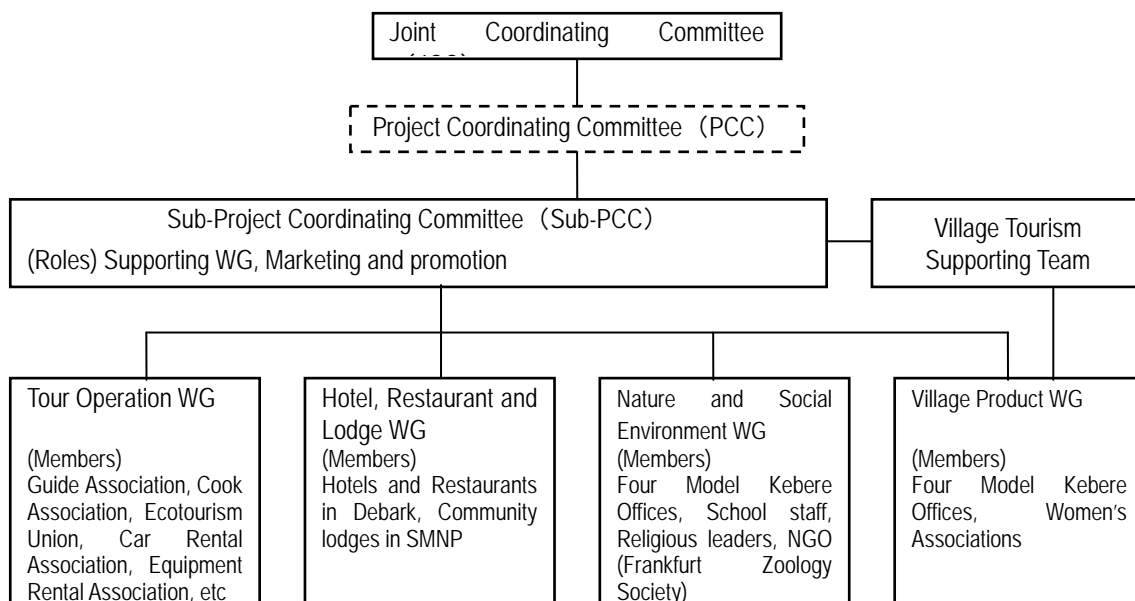


Figure 2.1 Chart of the Project Structure

A. Joint Coordinating Committee (JCC)

JCC has been organized based on the agreement of R/D. The Chairman and Deputy Chairman of the committee are the heads of two counterpart organizations. The main task of the committee is decision making on important issues such as management of the Project implementation, approval of the Work Plans, and decision on the indicators of PDM. Meetings will be held once or twice a year.

The Work Plan was approved in the first JCC held on December 13th 2011. In comparison with other donors' aid style, it was difficult to obtain understanding on the concept of JICA's technical cooperation. However, after intensive discussions, JCC members finally understood that the Project is not a Japanese Project rather it is an Ethiopian Project which will be implemented by both countries. In addition, the understanding of cost-sharing was accepted in the JCC.

Appendix (2) shows the Minutes of Meeting.

B. Project Coordinating Committee (PCC) and Sub-Project Coordinating Committee (Sub-PCC)

The following problems were noticed regarding the assumed PCC:

- Members of the expected PCC would be almost the same as those of JCC and include insufficient local stakeholders
- Frequent meetings would not be easy to coordinate (It is very difficult to call members who are based in different places: Addis Ababa, Bahir dar, Gondar and Debarq)
- The expected PCC cannot quickly respond to changing Project situation (If the agreement of all JCC members is required, it takes a long time to make decisions and activities will not be implemented smoothly)

Thus, setting up a sub-PCC was proposed and agreed by each JCC member. The first meeting was held on 17th February 2012 (Fri).

In the meeting, the Chairman, the Park Warden of EWCA SMNP Office, explained the role of the sub-PCC and the committee discussed marketing and promotion, which is one of the main topics of the committee.

The role of the sub-PCC is to consider the Destination Management and Development Plan and marketing and promotion plan at the ground level, and contents of training sessions proposed from WGs. Therefore, the members consisted of the Park Warden as the Chairman, WG heads as the main members and head of Tourism Department of Gondar University.

It was pointed out that it is difficult to differentiate JCC and PCC as well as PCC and sub-PCC and formally decided that sub-PCC will become PCC. By changing the original framework to limit participants only to those who live in Gondar, Debark, and other areas surrounding SMNP, the problems above were resolved.

C. Working Group (WG)

The following four WGs have been set-up with the agreement of relevant parties. The relevant stakeholders are divided into four WGs including a Tour Operation WG, Hotel, Restaurant and Lodge WG, Village Product WG and Natural and Social Environment WG. The last WG is organized in order to discuss rules and regulations which help to degrade stress on the natural and social environment. Members of each WG are mentioned in Appendix (4).

It is also important for tourism development in the target area not only to develop a new program of village tourism products, but also to improve the existing tourism products such as trekking. The workshops related to tour operation have been organized three times so far. The stakeholders who are engaged in the tourism industry have already recognized that they have many challenges. The next activities of the four WG are described as follows:

- Discuss the issues through several meetings among relevant organizations, and develop the plan for solving them
- Accept the complaints through listening to the tour operators who send tourists to SMNP
- Conduct a questionnaire survey to gauge the satisfaction of tourists who visit SMNP
- Based on the findings from the above activities, conduct training to conquer any current problems

a. Tour Operation Working Group (TOWG)

a) Anticipated Roles:

- Communication among organizations relevant to tour implementation in the SMNP
- Skill improvement of members of each organization
- Coordination with tour operators that are sending tourist to Simien

The Annual Action Plan proposed by the WG members is as follows:

	Activities	Contents
1	Exchange of opinions among stakeholders	Having regular meetings
2	Training for each organization's members	Training for guides, cooks, scouts, etc.
3	Exchange of opinions with tour operators	Having consultations with tour operators association in Addis Ababa
4	Procurement of necessary equipment	Accompanied equipment required for trekking, such as tents
5	Study tour	Destinations such as Meket, where there is good practice of community tourism

b. Hotel, Restaurant and Lodge Working Groups (HRWG)

a) Anticipated roles:

- Communication among stakeholders who are engaged in accommodation and restaurant businesses
- Solving common problems such as power and water supply, sewage, cancellation of reservations
- Skill improvement of workers in accommodation and restaurant businesses

The Annual Action Plan proposed by the WG members is as follows:

	Activity	Content
1	Training for each vocation	For managers and employees of hotels and restaurants
2	Improvement of Sewage	Consulting on sewage improvement
3	Procurement of equipment	Computers, washing machines, solar generators
4	Exchange of opinions with tour operators	Having consultations with tour operators association in Addis Ababa
5	Study tour	Destinations such as Meket, where there is good practice of community tourism

c. Village Product Working Group (VPWG)

Anticipated roles:

- Development of new tourism products (village tourism programs) and system of distributing job opportunities
 - Improvement of old and new tourism products at the village level
- Facilitation of women's involvement in tourism business

The Annual Action Plan proposed by the WG members is as follows:

	Activity	Content
1	Setting up a handicraft association	Improve handicraft skill, sales promotion
2	Setting up a tourism service promotion association	Create a new organization. Planning and implementation of village tourism programs
3	Wage improvement of muleteers and militia	Development of business plan and making petition to relevant authorities
4	Open selling place(s) of handicrafts	To relieve children from labor of handicraft sales
5	Study tour	Destinations such as Meket, where there is good practice of community tourism

d. Nature and Social Environment Working Group (NSEWG)

a) Anticipated roles:

- Promotion of environmental understanding among local communities
- Organizing a system to create linkage between ecotourism and nature conservation
- Facilitating campaign of environmental recovery such as reforestation

The Annual Action Plan proposed by the WG members is as follows:

	Activities	Contents
1	Creating awareness on the natural and social environment	Supporting environmental clubs at schools
2	Setting up an environmental association	At the four model Keberes
3	Coordination of activities of stakeholders in the National Park	Coordinate activities of relevant organizations for environmental conservation
4	Controlling illegal activities	Residents make their own rules for better environment
5	Making system to gain benefit from environmental conservation activities	Planning and implementation of relevant Projects such as facilitating Non-Timber Forest Products (NTFP)
6	Making system to earn supplemental income from tourism	Offering additional income other than farming and grazing to rural residents
7	Study tour	Destination such as Meket, where there is good practice of community tourism

e. Support Team of Village Tourism Development

A support team of village tourism development is established to analyze the results of conducted tourism resource survey, as well as to make and implement the plans of tourism programs. It consists of a representative each of SMNP Office, Debark Culture and Tourism Office, The Guide Association, and the Japanese expert team. This team develops the tourism program, and discusses its feasibility with women's association in the four model villages. This team often visits the model villages and supports the member of VPWG through close discussions. Issues examined include:

- Whether the proposed tourism program can be accepted considering the surrounding social situations and conditions
- Who and which organization implements the program
- Necessary considerations for tourists to participate in the program
- Necessary actions for conducting the program, such as developing implementation structure, equipment, training, and reservation system
- Timetable of conducting the program and cost-sharing

2.3 JCC Implementation Support

7 JCC meetings were held so far and the 8th JCC meeting is planned in February before the Project period ends.

The Agenda and summary for each meeting is as shown in the below Table 2.1.

Table 2.1 JCC Meetings

Times	Date and Venue	Participants	Outputs
1	13 Dec. 2011 in Gondar	<ul style="list-style-type: none"> • EWCA Director General (Dr. Kifle) • ANRS-BCTPD Head (Mr. Mulugeta) • Simien Park Office Park Warden (Mr. Sisay) • North Gondar Zone Department of Culture and Tourism Promotion Officer (Mr. Shimelis) • Debarke Woreda Culture and Tourism Office (Mr. Yirdaw) • Japanese Experts 	<ul style="list-style-type: none"> • JCC members were decided. • It was decided to invite the president of Gondar University as a JCC member. • It was decided to invite the head of tourism management department of Gondar University as a PCC member. • It was decided to hold PCC every three months.
2	4 Jun. 2012 in Addis Ababa	<ul style="list-style-type: none"> • EWCA Director General (Dr. Kifle) • ANRS-BCTPD Deputy head (Mr. Berhanu) • Simien Park Office Park Warden (Mr. Sisay) • North Gondar Zone Department of Culture and Tourism Deputy head (Mr. Asnokew) • Debarke Woreda Culture and Tourism Office Head (Mr. Yirdaw) • EWCA Northern Protected Area Coordinator (Mr. Zeleke) • Head of Gondar University Department of Tourism Management (Mr. Mulugeta) • 5 Japanese experts • 2 JICA officers • 1 officer from Japanese Embassy 	<ul style="list-style-type: none"> • PDM and Means of Verification are re-defined. • Cost sharing for beneficiaries was discussed.
3	11 Feb. 2013 in Bahir dar	<ul style="list-style-type: none"> • ANRS-BCTPD Deputy head (Mr. Berhanu) • Simien Park Office Park Warden (Mr. Sisay) • North Gondar Zone Department of 	<ul style="list-style-type: none"> • Mid-term evaluation report was accepted. • It was confirmed that travelling costs for C/P persons to participate in meetings will be covered by C/P organizations • Progress on development of Simien

		<ul style="list-style-type: none"> • Culture and Tourism Head (Mr. Kassie) • Debarq Woreda Culture and Tourism Office Head (Mr. Yirdaw) • EWCA Simien Park Office Deputy Park Warden (Mr. Abebaw) • EWCA Simien Park Office Tourism Officer (Mr. Azanaw) • Vice President of Gondar University (Mr. Afework) • 4 Japanese experts • 5 JICA officers (2 of them are mid-term evaluation mission members) • 1 mid-term evaluation mission member (Mr. Tsuji) 	<ul style="list-style-type: none"> • Community Tourism Management and Development Plan (SIMCOT-MDP) and the Project activities were reported. • It was decided to change the position of Gondar University in JCC meetings from member to advisor.
4	27 Jun. 2013 in Addis Ababa	<ul style="list-style-type: none"> • EWCA Director General (Mr. Ewnetu) • ANRS-BCTPD Deputy director (Mr. Berhanu) • North Gondar Zone Department of Culture and Tourism Head (Mr. Kassie) • EWCA Simien Park Office Park Warden (Mr. Maru) • EWCA Northern Protected Area Coordinator (Mr. Zeleke) • Head of Gondar University Department of Tourism Management (Mr. Mulugeta) • 3 Japanese experts • 2 JICA officers 	<ul style="list-style-type: none"> • Basic concept of SIMCOT-MDP was agreed. • It was agreed that establishment of Simien Community Tourism Management Foundation (SIMCOT-MF) will be considered based on the entrusted survey results. • It was decided that Lay Amacho Woreda and Wogera Woredas where community based tourism Projects had been implemented would join PCC meetings as members. • The participants in the third training in Japan were decided.
5	13 Feb. 2014 in Addis Ababa	<ul style="list-style-type: none"> • EWCA Director General (Mr. Dawud) • North Gondar Zone Department of Culture and Tourism Head (Mr. Kassie) • Debarq Woreda Culture and Tourism Office Head (Mr. Yirdaw) • EWCA Northern Protected Area Coordinator (Mr. Zeleke) • Vice president of Gondar University (Mr. Afework) • 3 Japanese experts • 3 JICA officers 	<ul style="list-style-type: none"> • Progress of the last 6 months was reviewed. • Discussion on SIMCOT-MF was undertaken. It was decided that EWCA managers meeting would be held to discuss the type of organization as well as collection of conservation cooperation fee by SIMCOT-MF and comment on the report by Deloitte. With the final version of the report, the issue will be discussed with the state minister of culture and tourism. • It was decided to consult JICA on changing the training in a third country to training in Japan. • “Expressing opinions on the extension of the Project” was raised as an agenda item by Director General of EWCA and all Ethiopian participants expressed that continuous support by JICA is necessary.
6	17 Jun. 2014 in Addis Ababa	<ul style="list-style-type: none"> • EWCA Director General (Mr. Dawud) • ANRS-BCTPD Head (Mr. Alebel) • North Gondar Zone Department of Culture and Tourism Head (Mr. Kassie) • EWCA Simien Park Office Park Warden 	<ul style="list-style-type: none"> • Results of the final evaluation mission were shared and accepted. • C/P persons requested extension of the 2nd phase of the Project (the extension was requested because CBT program developed by SIMCOT needs additional

		<p>(Mr. Maru)</p> <ul style="list-style-type: none"> • Debarq Woreda Culture and Tourism Office Head (Mr. Yirdaw) • 4 Japanese experts • 1 JICA officer • 4 Final evaluation mission members • Advisor for the final evaluation mission (Mr. Yenesaw) 	<p>support to be financially self-sustainable) . Also, C/P requested direct conservation activities and facility development for the 2nd phase of the Project.</p>
Higher Official Meeting	28 Nov. 2014 in Addis Ababa	<ul style="list-style-type: none"> • EWCA Director General (Mr.Dawud) • ANRS-BCTPD Head (Mr. Alebel) • Deputy chief advisor of SIMCOT Project / Organizational coordinator 2 (Ms. Yaoita) • SIMCOT Project Consultant (Mr. Berhane) 	<ul style="list-style-type: none"> • A committee formed by EWCA to discuss the conservation cooperation fee finalized their opinion that supported the idea. Therefore, director general of EWCA and the head of ANRS-BCTPD discussed and decided that the Project would be responsible for the procedure of establishment and EWCA would be responsible for the legalization of conservation cooperation fee collection by developing a new proclamation.
7	28 Jun. 2015 in Addis Ababa	<ul style="list-style-type: none"> • EWCA Director General (Mr.Dawud) • ANRS-BCTPD Deputy Head (Mr.Wagaw) • North Gondar Zone Department of Culture and Tourism Head / Chair person of SIMCOT-CA Board member meeting (Ms.Birtukan) • Debarq Woreda Culture and Tourism Office Head / Board member of SIMCOT-CA (Mr.Yirdaw) • EWCA Simien Park Office Park Warden / Board member of SIMCOT-CA (Mr.Maru) • Head of Tourism Management Department Gondar University / Board member of SIMCOT-CA (Mr. Yanesew) • Board member of SIMCOT-CA / Woreda Administrator of Debarq Woreda (Mr.Beleta) • Board member of SIMCOT-CA / Mayor of Debarq Woreda (Mr. Hunelgne) • Executive director of SIMCOT-CA (Mr.Berhanu) • Secretary of SIMCOT-CA (Ms. Hiwot) • Local staff of SIMCOT Project / Marketing officer of SIMCOT-CA (Ms.Birtukan) • Local staff of SIMCOT Project / Product Development officer of SIMCOT-CA (Ms. Tasfaye) • 1 Japanese expert • 2 JICA officers 	<ul style="list-style-type: none"> • Outputs of the last 6 months were reviewed. • Conservation cooperation donation as the sustainable budget of SIMCOT-CA was discussed. <ul style="list-style-type: none"> - Japanese experts clarified that collection of the conservation cooperation donation is possible only if a new proclamation is developed and endorsed or through an agreement with tour operators. However, the chairman, the director general of EWCA refused to continue discussions and decided not to consult tour operators. • Budget plan of SIMCOT-CA was discussed. Most of the comments were made on the salary of the executive director and the meeting was closed without concrete results.
8	20 Jun. 2016 in	<ul style="list-style-type: none"> • EWCA Director General • ANRS-BCTPD Head 	<ul style="list-style-type: none"> • The whole Project activities will be reviewed and discussion on the

	Addis Ababa (tentative schedule)	<ul style="list-style-type: none"> • North Gondar Zone Department of Culture and Tourism Head • Debarq Woreda Culture and Tourism Office Head • EWCA Simien Park Office Park Warden • Head of Gondar University Department of Tourism Management • Japanese experts • JICA officers 	challenges and solving methods will be discussed.
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2.4 PCC Implementation Support

PCC meetings were held 8 times so far and the 9th PCC will be held in February before the project period ends.

The agenda and contents of each meeting are as follows.

Table 2.2 PCC Meetings

Session	Date and Time	Participants	Contents
1	February 17 – 18, 2012	<ul style="list-style-type: none"> • Project Stakeholders (Ethiopian side) 78 participants • Japanese experts 	<ul style="list-style-type: none"> • Presentation of EWCA Northern Protected Areas Coordinator (Concept and methods of community based tourism in Japan, focusing on results from training in Yakushima island) output • Presentation on natural conservation by Professor Enderkachow from Gondar university • Discussion
2	August 2, 2012	<ul style="list-style-type: none"> • EWCA Simien Park Office (3) • Janamora Culture and Tourism Office (1) • Bayeda Culture and Tourism Office (1) • Adi Arkay Culture and Tourism Office (2) • Telemet Culture and Tourism Office (2) • Gondar University (1) • Natural and Social WG (1) • Heritage Conservation and Tourism Development WG (1) • Literature and Teacher Office (1) • Japanese experts 	<ul style="list-style-type: none"> • Presentation and discussion related to output 4 (planning) • Discussion on the idea of cost sharing
3	November 26, 2012	<ul style="list-style-type: none"> • North Gondar Zone Culture and Tourism Department (1) • EWCA Simien Park Office (1) • Debarq Culture and Tourism Office (1) • Bayeda Culture and Tourism 	<ul style="list-style-type: none"> • Lectures on the “ecomusem concept”, “destination marketing” and “the importance of community tourism in the world” by Professor Nishiyama, Mr. Ishiguro and Professor Ishimori • Presentation on heritage in Bayeda

		<ul style="list-style-type: none"> Office (1) • Adi Arkay Culture and Tourism Office (1) • Telemet Culture and Tourism Office (2) • Gondar University (1) • Natural and Social WG (1) • Tour Operation WG (1) • Japanese experts 	<ul style="list-style-type: none"> woreda by the head of Bayeda woreda culture and tourism office • Decision to make presentations by different woredas turn by turn
4	February 7, 2013	<ul style="list-style-type: none"> • North Gondar Zone Culture and Tourism Department (1) • EWCA Simien Park Office (2) • Debark Culture and Tourism Office (2) • Bayeda Culture and Tourism Office (2) • Adi Arkay Culture and Tourism Office (1) • Telemet Culture and Tourism Office (2) • Gondar University (1) • Village WG (1) • Tour Operation WG (1) • Hotel and Restaurant WG (1) • Japanese experts 	<ul style="list-style-type: none"> • Presentation on the ecomusem concept by Dr. Yaoita • Presentation on heritage of Telemt woreda by the head of Telemt culture and tourism office • Listing of heritages of 5 woredas surrounding SMNP, Wunania and Kosoye • Brainstorming on themes of each woreda
5	June 22, 2013	<ul style="list-style-type: none"> • North Gondar Zone Culture and Tourism Department (1) • EWCA Simien Park Office (2) • Debark Culture and Tourism Office (1) • Bayeda Culture and Tourism Office (2) • Adi Arkay Culture and Tourism Office (1) • Telemet Culture and Tourism Office (2) • Gondar University (1) • CTMA (4) • Gondar University (1) • Japanese experts 	<ul style="list-style-type: none"> • Report on INDABA training • Presentation on the natural and cultural heritage of Adi Arkay Woreda • Outline of SIMCOT-MF
6	November 10, 2013	<ul style="list-style-type: none"> • North Gondar Zone Culture and Tourism Department (1) • EWCA head quarter (1) • EWCA Simien Park Office (2) • Debark Culture and Tourism Office (1) • Bayeda Culture and Tourism Office (2) • Telemet Culture and Tourism Office (1) • Janamora Culture and Tourism Office (2) • Gondar University (1) • Japanese experts 	<ul style="list-style-type: none"> • Lessons learned from training in Japan and a presentation on WTM training and the Shirakawago Gassho preservation foundation • Presentation on the role of SIMCOT-MF as DMO
7	March 25,	<ul style="list-style-type: none"> • North Gondar Zone Culture and 	<ul style="list-style-type: none"> • Sharing the results of a cultural

	2014	<ul style="list-style-type: none"> • Tourism Department (1) • EWCA Simien Park Office (1) • Debark Culture and Tourism Office (1) • Bayeda Culture and Tourism Office (1) • Janamora Culture and Tourism Office (1) • Telemet Culture and Tourism Office (1) • Gondar University (1) • Gondar University (1) • Japanese experts 	<ul style="list-style-type: none"> resource survey conducted by Hokkaido University • Presentation on the heritage of Debark woreda • Sharing information on the visit of Mr.Nicol • Updating the current status of the village tour • Presentation on Charitable Society
8	June 11, 2014	<ul style="list-style-type: none"> • North Gondar Zone Culture and Tourism Department (1) • EWCA Simien Park Office (1) • Debark Culture and Tourism Office (1) • Bayeda Culture and Tourism Office (2) • Adi Arkay Culture and Tourism Office (1) • Telemet Culture and Tourism Office (2) • Janamora Culture and Tourism Office (1) • Gondar University (1) • Wogera Culture and Tourism Office (2) • Lay Amacho Culture and Tourism Office (2) • Gondar University (1) • Japanese experts 	<ul style="list-style-type: none"> • Highlighting cultural heritages through the development of a Phenology calendar • Proposing trail ideas in each woreda
9	2016 Feb	<ul style="list-style-type: none"> • PCC members 	<ul style="list-style-type: none"> • Discussion on cultural trail development

2.5 Working Group (WG)

As already described earlier, 4 WGs were established in the 1st year of the Project.

WG activities from May 2012 to March 2013 are shown in Table 2.3 WGs' Main Activities (May 2012–August 2012). Details of the seminars and training in the table will be described in section 2.7.2. In the meeting held on October 2012, Project regulations on the traveling cost and selection method of the target area was confirmed. It was decided that the Project will focus on Argin Jona Kebele and start working on other villages when concrete outputs were seen in Argin Jona Kebele.

Table 2.3 WGs' Main Activities (May 2012–August 2012)

WG	Main Activities
NSE WG	<ul style="list-style-type: none"> • Environment Campaign (June) • Reexamination of reorganizing WG members (assignment of a vice-leader and replacement/addition of other WG members) (August) • WG meeting (September 15) (9 members attended out of 17 WG members, attendance rate: 52.9 %) <ul style="list-style-type: none"> ➤ Assignment of a vice-leader and replacement/addition of other WG members ➤ Lectures on environmental conservation in SMNP ➤ Confirmation of WG's future activities and plan • WG meeting (October 9 - 10) (12 members attended out of 19 WG members, attendance rate: 63.2 %) <ul style="list-style-type: none"> ➤ Explanation of the daily allowance and accommodation fee rules and policy ➤ Explanation of the target area selection process and the village tourism product development action policy • Agreement to cease activities as a whole WG for a while (until visible results are achieved from activities in Argin Jona)
VP WG	<ul style="list-style-type: none"> • Selection of a representative from Argin Jona Keble • Reexamination of reorganizing WG members (assignment of a vice-leader and replacement/addition of other WG members) (August) • WG meeting (September 15) (10 members attended out of 15 WG members, attendance rate: 66.7 %) <ul style="list-style-type: none"> ➤ Assignment of a vice-leader and replacement/addition of other WG members ➤ Confirmation of WG's future activities and plan • WG meeting (October 9, 10) (12 members attended out of 15 WG members, attendance rate: 80.0 %) <ul style="list-style-type: none"> ➤ Explanation of the daily allowance and accommodation fee rules and policy ➤ Explanation of the target area selection process and the village tourism product development action policy ➤ Agreement to cease activities as a whole WG for a while (until visible results are achieved from activities in Argin Jona) • Village Tourism Product Preparation Training (continuous implementation between September and March) (12 CTMA members and 22 core members² joined from Argin Jona) • Excursion to community tourism advanced areas (Meket) (March) (9 CTMA members and 9 core members joined from Argin Jona)

² Core members are the staff (performers) of the village tourism products, selected to be the first group to start the tour.

WG	Main Activities
TO WG	<ul style="list-style-type: none"> • WG meeting (July 16) (11 members attended out of 18 WG members, attendance rate: 61.1 %) • Reorganization of WG members (assignment of a vice-leader and replacement/addition of other WG members) (July) • Reconfirmation of objectives for WG's establishment and activities and development of a draft Annual Activity Plan (July) • Guide training (July and August) (2 members participated out of 18 WG members) • Cooking Practical Training (July and August) (2 members participated out of 18 WG members) • WG meeting (October 11) (10 members attended out of 18 WG members, attendance rate: 55.6 %) <ul style="list-style-type: none"> ➤ Review of guide training and practical cooking training ➤ Confirmation of future activities • WG meeting (November 12) (8 members attended out of 18 WG members, attendance rate: 44.4 %) <ul style="list-style-type: none"> ➤ Lecture on sustainable resource and visitor management in SNMP ➤ Lecture on village tourism program development in Argin Jona • Opinion exchange with Tour Operators (December) (2 members participated out of 18 WG members) • WG meeting (January 29) (11 members attended out of 18 WG members, attendance rate: 61.1 %) <ul style="list-style-type: none"> ➤ Follow-up for the tour operator opinion exchange meeting ➤ Review and self-evaluation of WG's activities performed between May 2012 and January 2013 ➤ Discussion on future WG's activities after May 2013 • Excursion to community tourism advanced areas (Meket) (March) (7 members participated out of 18 WG members)
HR WG	<ul style="list-style-type: none"> • Excursion to community tourism advanced area (Bahir Dar and Lalibela) (June) (5 members participated out of 10 WG members) • WG meeting (July 16) (9 members attended out of 15 WG members, attendance rate: 60.0%) • Reorganization of WG members (assignment of a vice-leader and replacement/addition of other WG members) (July) • Reconfirmation of objectives for WG's establishment and activities and development of a draft Annual Activity Plan (July) • Cooking Practical Training (July and August) (No participant from WG members) • WG meeting (August 12) (13 members attended out of 15 WG members, attendance rate: 86.7%) • Confirmation of a training implementation schedule and approval of the Annual Activity Plan (August) • Practical training for hotel and restaurant employees (September) (No participant from WG members) • Opinion exchange with Tour Operators (December) (1 members participated out of 15 WG members) • WG meeting (January 29) (7 members attended out of 14 WG members, attendance rate: 50.0%) <ul style="list-style-type: none"> ➤ Follow-up the tour operator opinion exchange meeting ➤ Review and self-evaluation of WG's activities performed between May 2012 and January 2013 • Discussion on future WG's activities after May 2013

*WG members consist of various association leaders, hotel owners and restaurants. Seminars and training sessions are held for not only WG members but also for staff of those associations and service providing facilities.

After the 2nd year of the Project, VPWG was replaced by CTMA and also TOWG and HRWG were subdivided into each association. Therefore, the form of WG gradually lost its significance and individual discussions and technical support were implemented.

Results of training sessions are described in 2.7.2.

2.6 Training in Japan

Training in Japan was implemented 5 times. Summary of each training is described below.

(1) The 1st Training in Japan

The 1st training in Japan was held from 29 January to 11 February 2012.

A. Objective

The objective of the training was as follows:

- a) As administrative personnel, being able to give accurate support for regional development through tourism.
- b) Being able to carry out tourism development in national parks through cooperation among municipalities.
- c) Being able to understand and explain the concept of ecotourism as well as the system of tourism development through the ecomuseum.
- d) Being able to understand effective tourism marketing and promotion, and proceed with Project activities.
- e) Understand tourism utilizing the lifestyle and cultural resources in the region, and able to proceed with Project activities.

B. Participants

The participants in the training were as follows.

- Head of Debarq Woreda Culture and Tourism Office: Mr. Yirdaw
- Head of Bayeda Woreda Culture and Tourism Office: Mr. Tesfaye
- Head of Janamora Woreda Culture and Tourism Office: Mr. Yusufu
- Community officer of EWCA Simien Park Office: Mr. Sisay
- EWCA Northern Protected Area Coordinator: Mr. Zeleka

C. Outputs

Outputs of the training were as follows:

- Improving the understanding of National Park Management in Japan
Through the lectures and field training, the trainees deepened their understanding of the system of national park policy in Japan along with Japanese tourism tendencies. In addition, as lecturers through the training were from various fields, the trainees were able to learn various perspectives efficiently. For example, the trainees were able to comprehend the facts of how national policy is evolved, the actual contents of ecotourism, the methods of utilizing a national park through an ecomuseum, and the necessity of marketing.

- Improving the understanding of Community Tourism Development
Through lectures, the trainees learned the history and current movements in the world, along with learning various case studies from all over the world including Japan, and deepen their knowledge on Community Tourism. Moreover, they could well examine how they could apply the ideas they obtained to their own country through questions in the lectures and participating in seminars.
- Improving the necessary ability for Community Tourism Development of the C/P
Through lectures, not only did the trainees learn tourism processes and marketing, but also were able to make the action plan which reflects the knowledge they gained from the seminars and presentations in the training.

(2) The 2nd Training in Japan

The 2nd training in Japan was held from 13 to 26 June 2012.

A. Objective

The objective of the training was as follows.

To learn and acquire knowledge and skill of the following items through advanced tourism development sites in Japan: (【 】 : related Project outputs of PDM)

- Concept of community tourism and its promotion method 【Output 1】
- Tourism marketing, product development and promotion method 【Output 2】
- Natural parks conservation, management and utilization method 【Output 3, 4】
- Ecomuseum development and development method 【Output 3, 4】
- International discussion on development of relationship between heritage and local community 【Output 3, 4】
- Concept of the SIMCOT destination management and development plan 【Output 4】
- Tourism industry promotion through governmental policy 【Output 4】

B. Participants

The participants in the training were as follows:

- Deputy head of ANRS-BCTPD: Mr. Berhanu
- Deputy head of North Gondar Zone Culture and Tourism Department: Mr. Asnakaw
- Park warden of EWCA Simien Park Office: Mr. Sisay

C. Outputs

Outputs of the training were as follows:

【Output 1】 : Outputs related to organizational cooperation improvement

Through the lectures and site visit, participants learned a cooperation system on community tourism between the public sector and the private sector in Japan. Especially in Biratori, where the local government and AINU (Japanese indigenous people) culture promotion organization are promoting community tourism under their cooperation, participants learned resource identification, tour development and hospitality through lectures and experience of the actual tour.

In addition, through discussion and sharing a sense of value among the participants from ANRS-BCTPD, North Gondar zone culture, tourism and parks development office, EWCA Simien park office, cooperation capacity was improved.

【Output 2】 : Outputs related to marketing and promotion

Through the lectures, participants learned the concept of “destination marketing”. At first they learned, as a basic knowledge of marketing, that marketing is a process following the PDCA cycle and that promotion is only a part of the marketing process; it will never be effective unless its strategy is developed based on a marketing analysis.

In the lecture on destination marketing, participants learned the importance of showing “authentic” resources which are made of a combination of existing resources in the destination and which are introduced by local residents. Also, they learned examples of destination marketing organizations in Japan and around the world.

【Output 3】 : Outputs related to tourism product development

Participants confirmed that every day normal life in the Project site could be tourism resources through the similarity between Ainu culture and the culture of the people in the Project site.

In addition, they experienced that simple warm-hearted hospitality without technique can leave a deep impression on international tourists.

Through the ecotour and lectures in Shiretoko they learned the importance of interpretation by eco-guides.

【Output 4】 : Outputs related to development of the destination management and development plan

The framework of the destination management and development plan was developed through lectures and discussion.

(3) The 3rd Training in Japan

The 3rd training in Japan was held from 10 to 18 August 2013.

A. Objective

The objective of the training was to learn and acquire knowledge and skills in the following items through advanced tourism development sites in Japan: (**【**) : related Project outputs of PDM)

- Heritage fund promotion based on tourism income **【Output 1, 4】**
- Impact on tourism from inscription of the World Heritage and road construction **【Output 1, 4】**
- Concept and promotion of community tourism **【Output 1】**
- Tourism marketing and tourism product development method **【Output 2】**
- Natural environment protection, management and utilization **【Output 3, 4】**
- Ecomuseum development **【Output 3, 4】**
- SIMCOT-MDP **【Output 4】**

B. Participants

The participants in the training were as follows:

- Director of EWCA: Mr. Ewnetu
- Deputy head of ANRS-BCTPD: Mr. Berhanu
- Head of North Gondar Zone Culture and Tourism Office: Mr. Kassie
- Park warden of Simien Park office and tourism officer of Simien Park office: Mr. Abebaw
- Tourism officer of EWCA Simien Park Office: Mr. Azanaw

C. Outputs

The biggest output was that EWCA director general decided to establish a foundation. In an action plan developed by the participants through discussions mainly between the director of EWCA and the deputy head of ANRS-BCTPD, steps for the organization establishment and management were written.

In the meeting with Mr. C.W. Nicol, participants could obtain information on the condition of the park 45 years ago. To develop a rehabilitation plan of the park, C/Ps requested Mr. Nicol visit SMNP and he accepted.

(4) The 4th Training in Japan

The 4th training in Japan was held from 14 to 24 August 2014.

A. Objective

The purpose of the training was that participants re-evaluate the way of DMO, CBT and forest conservation by NGO which the Project is targeting, through visits to advanced sites in Japan.

A. Participants

The participants in the training were as follows:

- State Minister of Ministry of Culture and Tourism: Ms. Tadelech
- Director General of EWCA: Mr. Dawud
- Advisor for Director General of EWCA: Mr. Fanuel
- Head of ANRS-BCTPD: Mr. Alebel
- Park Warden of EWCA SMNP: Mr. Maru

B. Output

The biggest achievement was that the participants including the state minister understood the activities of CBT in Japan. It was well understood how villages in the deep mountains were left out of the development which took place in cities, and enhanced their livelihood through CBT utilizing the natural and cultural environment of the villages while other villages sunk in dams.

As for the DMO, roles and demarcation between public and private organizations were discussed. Even though it is understandable that the Ethiopian government believes that the policies developed by the government should be implemented by the government because of

their strong sense of responsibility, Japanese experts tried to explain the structure and roles of public organizations as the policy makers, and private organizations also.

In Afan forest, Mr. C.W. Nicol proposed a concrete idea for reforestation, that is to put fences around the site to be reforested with scouts to watch them. Also EWCA director general handed a document to formally appoint Mr. Nicol as a goodwill ambassador of SMNP.

(5) The 5th Training in Japan

The 5th training in Japan was held from 12 to 24 January 2016.

A. Objective

The objective of the training was to learn DMO management based on community based tourism in Japan and acquire knowledge of and skills in the following items through advanced tourism development sites in Japan: (【 】 : related Project outputs of PDM)

- DMO (Destination management organization / NGO) management and promotion 【Output 1】
- Heritage fund management which is based on tourism income 【Output 1, 4】
- Concepts and vision of SIMCOT-MDP 【Output 4】

B. Participants

The participants in the training were as follows:

- Head of ANRS-BCTPD: Mr. Awoke
- Public relations and information directorate Director of EWCA: Mr. Zerihun
- Community Partnership Directorate Director of EWCA: Ms. Genet
- Wildlife study, development, protection and utilization process owner of Amhara National Regional State -Authority of Environment, forestry and wildlife: Mr. Belste
- Director of North Gondar Zone Culture and Tourism Department: Ms. Birtukan
- Woreda Administrator of Debark Woreda Administration Office: Mr. Belete
- Secretary of SIMCOT-CA: Ms. Hiwot
- Promotion officer of SIMCOT-CA: Ms. Birtukan
- Goodwill ambassador of EWCA: Ms. Tadesse

C. Output

The output of the training was that participants learned and understood tourism development and heritage conservation utilizing public private partnership in Japan, through cases of advanced DMO in Iiyama (Shinshu Iiyama Tourism Bureau) and the World Heritage Shirakawago Gassho Foundation. Even though it is difficult to apply the model directly to Ethiopia, challenges were discussed and an action plan to support SIMCOT-CA was developed.

2.7 Output related to Output 1

2.7.1 Establishment of SIMCOT-CA

(1) Activities of the Project 1st Year

As already explained, the Project established PCC and WGs according to the Work Plan, in order to provide technical support with the supposition that those members will promote CBT development and heritage conservation.

(2) Activities of the Project 2nd Year

After starting the activities of the 2nd year, the sustainability of the Project activities was considered with an understanding of the local context. At this time, the Project started to consider sustaining the Project activities not only through C/P organizations but with an affiliate organization who will be collaboratively working with C/P organizations.

Items considered are described below.

D. Difficulty of Sustaining Project Activities

It was clarified that there are many difficulties for C/P organizations in sustaining Project activities only by themselves.

Many of these difficulties are already mentioned in other documents. For example, in the Simien Mountains National Park General Management Plan (GMP), it states that specifically regarding the park operation, challenges in resource management are as follows:

- . Shortage of staff and institutional capacity
- . Different understandings among stakeholders including community members and scouts
- . Lack of planning and management framework
- . Lack of financial and human resources

The basic problem is a lack of financial resources. Thus, it is necessary to look for opportunities to obtain more financial support. GMP also recommends the improvement of the structure of the Park Office, enhancing the opportunity of staff training and introducing incentives for staff. In addition to these, it recommends the establishment of a patrolling system, a system that allows local community to increase participation, revision of existing laws, judicial and police support, enhancement of community awareness creation for resource protection. EWCA SMNP office is supposed to operate in accordance with the treaty and domestic legislation, to maintain natural and cultural resources consistent with the park purpose and significance, and to find a balance between tourism and traditional local commercial activities with local communities. Therefore, the Park Office should recognize the challenges and recommendations in GMP as mentioned above, and try to implement each action. However, there are many recommended actions to implement in GMP under the current conditions of insufficient budget and human capacity.

As for the Debark woreda culture and tourism office, while their main work has been focused on qualifications and licensing as well as related procedures, it is difficult for them to implement CBT development in distant areas.

E. Significance of SIMCOT-CA Establishment

In this Project, we supported marketing related activities (including promotion), development of village tourism products, and capacity building of community tourism related organizations. However, due to vastness of the target areas, which differed from the assumptions prior to the initiation of the Project, and current low effectiveness of tourism development support, which stems from underdevelopment of infrastructure facilities, areas to provide direct support, such as training or development of tourism products, are limited. Even if technical transfer to C/Ps is taking place and their knowledge and skills are upgraded during the Project period, considering the amount of budget allocated to C/P organizations at the level of Woreda, manpower and transfer of personnel, it is less likely that the above mentioned support may be sustained even after the completion of the Project. Moreover, an organization which autonomously implements activities based on marketing processes in the local area is necessary to continue to develop the marketing strategy, which has been indicated as the challenge in the marketing field, based on the regular survey of tourist activities and the market, as well as quantitative data analysis to implement concrete promotion activities based on that marketing strategy.

Therefore, this Project has proposed a framework, in SIMCOT-MDP, which will allow the support as described above to be continued, as well as to diminish the threat to the natural environment in the Park through functioning community tourism, based on continuous marketing activities and product development as an alternative business for livelihood. These are discussed through JCC and PCC meetings and individual meetings.

Specifically, various tourism-related organizations in Debarq and the SMNP will form a union to manage funds, such as the Simien Community Tourism Management Foundation (SIMCOT-MF: tentative name), as a Destination Management Organization (DMO). Each member organization will collaborate closely to operate community tourism under the DMO which will have its own independent funds. However, the form of the organization will be decided based on further consideration, even though it is supposed to be a foundation at the moment. It is necessary to form such an organization to obtain funds through tourism because it is difficult to promote continuous community tourism development and park management, because of the lack of resources and manpower in the federal, regional and local responsible offices. An organization that is able to obtain tourism income through marketing activities and tour operation under the objective of park management and community development is essential.

F. Source of Funds

The following are assumed as sources of income for the Foundation.

a. Heritage Cooperation Donation

The current park entrance fee remains very low in comparison with World Natural Heritage parks around the world. For this reason, in addition to the entrance fee, which is common throughout the nation set by the EWCA, a certain amount of money will be collected from tourists as a Heritage Cooperation Fund by clarifying the use of said funds (i.e. for the conservation of the natural environment and poverty reduction).

b. Revenue from tour operations

Revenue from tour operations through the activities of SIMCOT-MF is one of expected sources of funds. Through the sale of package tours, a simple mechanism will be established to make it easy for the Foundation to generate revenue, and simple and convenient for tourists to make reservations and payments. Other than this, income generated through the sales of promotional materials such as maps and guidebooks will also be a source of funds.

c. Donations

Clear explanations of the objective or activity plan of the Foundation will be made to domestic and international donors, to acquire donations.

G. Structure of the Organization

The structure of the organization was proposed as follows.

The Foundation is currently planned to be constructed by two main departments; a) a department whose main objective is park management, and b) a department whose main objective is the implementation of marketing activities to invite a greater number of tourists to Simien Destination Area (SD Area).

It is assumed that existing associations constituting the current WG will become a component of this Foundation (component organization).

In addition, it is assumed that the Community Tourism Management Association (CTMA) of Argin Jona Kebele, for which the Project currently places priority in providing support in the SMNP, will become a component of this Foundation together with the various existing associations, and in the future it is assumed that CTMA will be installed in each Kebele with agricultural lands and pastures inside the SMNP.

Each CTMA will be an independent business entity (association); however, at the same time it will be a member of this union and participate in the management of the Foundation. The prospective Foundation may facilitate the development of an integrated tourism reservation system, enhancement of influence to the government, municipal government and donors, and effectively manage common issues such as environmental conservation and harassment of tourists by local people. In addition, as for the marketing activities, it is preferable to employ full time workers for the Foundation because; a) their objectivity allows them to pursue the benefit not for specific areas nor enterprises but for the whole destination areas, and b) perspective and objective view point are required for total optimization.

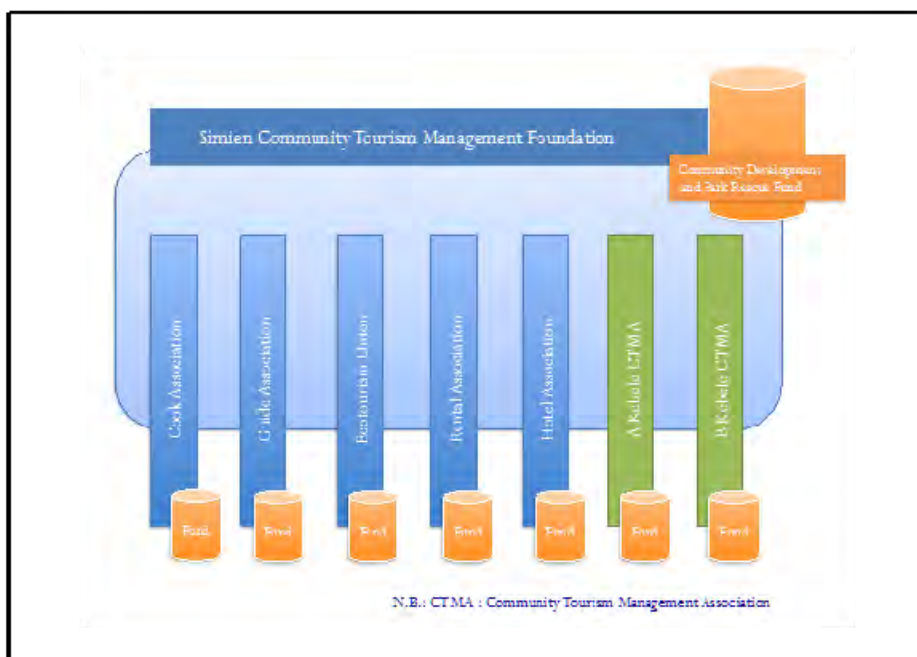


Figure 2.2 Structure of the Simien Community Tourism Management Foundation

(3) Activities of the Project 3rd Year

A. Discussion with C/Ps

In the 3rd year of the Project, the significance and outline of SIMCOT-MF was explained to and discussed with the following members:

- Ministry of Culture and Tourism State Minister Mr. Mulugeta
- Director General and other directorate directors of EWCA
- Deputy Head of ANRS-BCTPD Culture and Tourism
- Head of North Gondar Zone Culture and Tourism
- PCC members
- TOWG members

Each member understood the significance of the establishment of SIMCOT-MF. EWCA commented that confirmation is necessary to see if it is possible to implement this under the existing system and regulations of EWCA and that it can proceed when it is confirmed. All Project members accepted this idea. By EWCA's initiative, the director of the legal directorate conducted a survey and confirmed that the form of "cooperative" allows establishment without violating the existing laws and regulations of EWCA and the procedure is also easy. However, responsible ministries and agencies are different based on the form of the organization and it was difficult for one lawyer to understand everything. Therefore, the director general of EWCA requested a double check by entrusting the survey to a consultant. In December 2013, the re-entrusted survey by Deloitte for SIMCOT-MF establishment was started. Through a series of

interviews with related ministries, C/Ps and tourism related organizations in Debarq, a non-business organization, a “charitable society” has been recommended. The main reasons are: a) the organizational category of “charitable society” was developed for natural conservation; b) co-investment by the public and private sectors is possible, which makes it easier to realize PPP in its management; and 3) a regulated organizational structure leads to steady monitoring implementation with organizational structural flexibility. Currently, the Project team has requested that Deloitte include the liability of collecting a “conservation fee” as a stable income resource. As already described above, after finalization of the draft report, the EWCA managers will discuss this and take it to the MoCT.

After that, in the final evaluation mission of the Project, an alternative mechanism was devised in case SIMCOT-MF was not established.

The Project team tried to make the idea of the alternative mechanism through a discussion in the 4th training in Japan with a state minister and other counterpart members. The main focus of the discussion was the alternative mechanism. However, the discussion resulted in confirmation that the “activity of the SIMCOT Project is to promote CBT, which is one of the main themes in GTP. SIMCOT-MF, which is to sustain the activities, needs to be the first priority rather than considering an alternative mechanism” and the state minister stated that the government would obtain agreement from the cabinet by June 2015. All participants in the training showed strong commitment towards the establishment. On the other hand, when SIMCOT-MF was not established, participants in the training including higher officials of the C/P organizations and the park warden of SMNP agreed to partially take over the activities as shown in the table below.

Table 2.4 Roles of C/P

Activity	Responsible Body
Tourist data collection	EWCA
Tourist data analysis	EWCA
Promotion through Facebook	EWCA and ANRS-BCTPD
Tour arrangement of village tour	EWCA
Village tour development (trainings and cooperative establishment) in different villages	ANRS-BCTPD
Cultural trails development in Janamora, Adi Arkay, Telemt and Bayeda	ANRS-BCTPD

In October 2014, EWCA formed a committee to consider SIMCOT-MF establishment and this committee concluded that they would encourage the establishment because it will benefit the local community. In response to this, on 28 November, the director general of EWCA Mr. Dawud, the head of ANRS-BCTPD Mr. Alebel, the Project deputy chief advisor Dr. Yaoita and a Project consultant Mr. Berhanu discussed and agreed that the responsibility for proceeding to registration of SIMCOT-MF will rest with the Japanese experts, while the new proclamation development to support SIMCOT-MF establishment was taken as the responsibility of the government. Also, Dr. Yaoita agreed that the cost for stakeholders meetings would be covered by the Project. In addition, in the same meeting, mainly through a decision on the Ethiopian side, the following members were decided to become board members for SIMCOT-MF:

- Mr. Kassie Berihun, Head of North Gonder Culture and Tourism: Chairman
- Mr. Maru Biadgign, Warden of SMNPark: Deputy Chairman
- Mr. Yirdaw Sisay, Head of Debarq Woreda Culture and Tourism: Secretary
- Mr. Yenesew Alene, Department Head of Tourism Department of Gonder University: Member

- Mr. Hunelegn Belay, Mayer of Debark Town: Member
- Mr. Belete Tilaye, Administrator of Debark Woreda: Member
- Ms. Kiho Yaoita, Chief Advisor, JICA/SIMCOT Project: Member

B. Discussions with other donors

The Project team explained SIMCOT-MF to other donors to request their support. At this point, a national coordinator of UNDP GEF (Global Environment Facility) commented that there is a high possibility for support, but only after it is established. However, there is no possibility for “seed” money before establishment. In the meeting with AWF (African Wildlife Foundation), they commented that they would like to keep exchanging information including regarding the support before establishment.

(4) Activity of the 4th year

A. Establishment of SIMCOT-CA

On 10 June 2015, SIMCOT-MF was formally registered as “Simien Mountains Community Tourism Charity Association: SIMCOT-CA”. Its registration number is “3448”. Further, the board members were decided as follows.

Table 2.5 SIMCOT-CA Board Members

No	Name	Position
1	Mr. Kassie Berihun, Head of North Gondar Culture and Tourism	Board Chairman
2	Mr. Maru Biadgign, Warden of SMNP	Deputy Board Chairman
3	Mr. Yirdaw Sisay, Head of Debark Woreda Culture and Tourism	Board Secretary
4	Mr. Yenesew Alene, Department Head of Tourism Department of Gondar University	Board Member
5	Mr. Hunelegn Belay, Mayer of Debark Town	Board Member
6	Mr. Belete Tilaye, Administrator of Debark Woreda	Board Member
7	Dr. Kiho Yaoita, Chief Advisor, JICA/SIMCOT Project	Board Member

Mr. Berhanu was registered as the executive director and Ms. Hiwot was registered as the secretary.

In addition, the logo below was developed and registered.



Figure 2.3 Logo of SIMCOT-CA

B. Discussions related to conservation cooperation donation

The conservation cooperation fee (donation) is proposed as a budget which can be managed and controlled by the Ethiopian side without being dependent on or controlled by donors.

It was clarified that the collection by the government will not work because all money collected by the government would be integrated into the national treasury and would not remain in Simien. On the other hand, for SIMCOT-CA as an NGO to collect this as mandatory, a new proclamation is necessary. This proclamation establishment was premised by the state minister in the 4th training in Japan and the director general of EWCA again promised to propose and obtain permission from the cabinet; in reality, this is not easy and would take time.

Therefore, the shortest way to introduce the system of conservation cooperation fee was as a non-compulsory donation.

In addition, collection by SIMCOT-CA at the EWCA park office also requires a regulation and system change. Therefore, while working on a long term plan for the improvement of laws, regulations and systems, an interim plan for collecting fees through tour operators on top of their package tour prices, which would then be passed on to SIMCOT-CA as a donation, was proposed.

As already mentioned, the general director of EWCA had been making positive comments on the issue and also commented that the process of a new proclamation development for the conservation cooperation donation would commence when SIMCOT-CA was formally registered. However, after the actual establishment of SIMCOT-CA, the discussion on conservation cooperation has stopped for a while as EWCA was occupied in other issues..

In October 2015, the discussions with tour operators on conservation cooperation restarted.

The Project team explained to tour operators not only about CBT development but also direct benefit to tour operators such as small scale tourism infrastructure including toilets, water, and new trekking route development. They were concerned that an increase of tour price might affect their business but in the contract, most tour operators agreed to the idea. However, the problem here was that the money put on top of the normal package price would be considered as their income and income tax would be charged. MoFES, which is in charge of the issue, said that there is room for a discussion but they need a formal letter from EWCA. On this issue, the director general of EWCA refused to write the letter. The reason is understood to be that the Ethiopian government has a general policy of not supporting NGOs, and the system can not be changed for only one organization. The Project team is considering whether to receive donations with the reduction of the same amount for tax, or sell brochures under a business license and utilize the income for activity costs. In the case of brochure sales, SIMCOT-CA needs to pay tax on the sales and the income cannot be utilized for administration costs. Tour operators requested that the system of donation collection for conservation be made mandatory to ensure that all tour operators would equally contribute and receive the value-added environment of Simien. Many tour operators also commented that they might forget to pay simply because they were busy if it was not mandatory.

C. Image of NGOs in the Country

Through discussions with the state minister, C/Ps and tour operators, NGOs in Ethiopia are not supported by the Government because money management problems of few NGOs destroyed the image of NGOs. It is very important to clearly explain to stakeholders, including the director of EWCA, the head of ANRS-BoCT, and ministers of MoCT that SIMCOT-CA will not be operated as an independent organization but managed as an affiliate organization of the government, and work together with the government under a public private partnership.

D. Introductory Workshop

On 25 November, an introductory workshop on SIMCOT-CA was held to communicate its establishment, roles and significance to the public. 68 organizations participated including the president's office, embassies, international NGOs, ministers, different directorate directors of EWCA etc. The Ethiopian Broad Casting (EBC) broadcast the workshop twice on TV and it can be considered there was a certain effect in terms of publicity in Ethiopia.

E. Charity Concert

With support from Chachi Tadesse, a goodwill ambassador of EWCA, who participated in the introductory workshop, the Project will support a charity concert implementation for SIMCOT-CA on 24 January 2016. After the introductory workshop, Chachi held an informal meeting for SIMCOT-CA staff and Japanese experts to promote friendship. the Project then proposed that Chachi should hold a charity concert and this idea was accepted.

137 people, including donors and private companies, attended, and the total income including entrance fees and donations was 317,000 ETB (about 1,902,000 JPY). This income will be the seed money for SIMCOT-CA.

(5) Remaining Challenges

For the sustainability of SIMCOT-CA, the following challenges still remain:

A. Promotion of understanding of public private partnership among C/Ps

As already mentioned, it is necessary for C/Ps to understand that SIMCOT-CA is an organization which will achieve its objective together with the government. The Project will try to deepen the understanding of C/Ps in the 5th training in Japan.

B. Conservation Cooperation Donation

In the long term, this discussion is necessary, including any system innovations. In the short term, the introduction of a conservation cooperation donation system in cooperation with tour operators is necessary. For this cooperation with tour operators, SIMCOT-CA will need support from the government.

Alternatively, until collection of cooperation donations at the park office is ready, the employment of SIMCOT-CA staff by the government (EWCA or ANRS-BoCT) is one possibility as an emergency measure.

Potential measures and their necessary support are listed below:

Short Term Measures

- Conservation Cooperation Donation is collected through TOs. TOs will pass (donate) the money to SIMCOT-CA while paying income tax in accordance with government regulations.
- SIMCOT-CA gets business license (different from TO license), sells brochures and pays tax. Income from this can be used only for their activity costs.
- The government permits SIMCOT-CA to continue to use equipment and office space.

Medium Term Measures:

- Through discussions with the government, donations from TO will become exempted from income taxes.
- The government puts into place legal measures that ensure TOs will collect the conservation cooperation donation and give it to SIMCOT-CA.

Long Term Measures:

- The government develops and introduces a new law that gives SIMCOT-CA the right to collect conservation cooperation donations at the park office.

C. Use of Equipment and Office Space after the Project Period

SIMCOT-CA needs to use the existing office space and equipment after the Project period ends. Continuous use of those facilities need to be discussed with EWCA and ANRS-BoCT in the final JCC meeting planned to be held at the end of February.

D. License of Tour Operators for SIMCOT-CA

For SIMCOT-CA to formally become a village tour sales contract, it needs to obtain a license. The main conditions to obtain tour operator's license are as follows:

- Obtaining a business license
- Acquisition of three cars (can be mini bus, medium size bus, large bus or 4 WD)
- Employment of a person who has a certificate or diploma from tourism related schools
- Establishing an office
- Acquisition of equipment (tents, sleeping mattresses, cooking materials, etc.) for 12 people to travel

The biggest challenge for SIMCOT-CA is the acquisition of cars, and fundraising and donations from private companies are necessary.

2.7.2 Implemented Training and Seminars

(1) The 1st year of the Project

In the 1st year of the Project, the following four WGs have been set-up with the agreement of relevant parties. The relevant stakeholders are divided into four WGs including Tour Operation WG, Hotel (TOWG), Hotel and Restaurant WG (HRWG), Village Product WG (VPWG) and Natural and Social Environment WG (NSEWG). The last WG is organized in order to discuss rules and regulations that help to degrade stress on the natural and social environment. From the 2nd year of the Project, training and seminars will be implemented for solving problems and capacity building.

(2) The 2nd year of the Project

The Table 2.6 shows a brief summary of training seminars implemented. In the 2nd year, the training and seminars were provided mainly for WGs and CTMA (detail of CTMA is described in 2.7.2). After the training and seminars, the questionnaire surveys were undertaken for the evaluation of each training and seminar. This survey adopted a five-grade evaluation and set scores from a range of 5 to 1, with 5 being the highest and 1 as the lowest. Scores in the tables are calculated by a weighted average of the numbers of answers and the scores of the five-grade evaluation. The detail of each training and seminar is described hereafter. The seminar of Opinion Exchange with TO is to be described in Output 2, and the training of Village Product Preparation Training is to be described in Output 3.

Table 2.6 Training Implementation Summary of the 2nd year of the Project

Training	Target Groups/ Participants	Date/ Duration	Training Programs/Achievements
Environment Campaign	About 100 participants (NSE WG members, local residents, elementary school students, and so on)	June 10, 2012	<ul style="list-style-type: none"> • Sensitization on environmental conservation and the SIMCOT's village tourism approach. • Shows, quiz, poetry reading, etc. on environmental conservation by elementary school students.
Excursion to community tourism advanced area	15 participants (5 HR WG members and other hotel and restaurant managers)	June 11, 2012 – June 18 (8 days)	<ul style="list-style-type: none"> • Visit to Bahir Dar and Lalibela, which have hotel associations. • The Debarq Town Hotel Association would be established through discussions after the visit.
Guide Training	53 participants (2 TO WG members and other guide association members)	July 23, 2012 – August 3 (12 days)	<ul style="list-style-type: none"> • Obtaining of knowledge on geology, geography, fauna and flora, culture, history etc. • Improvement of security for tourists, and guide techniques.
Cooking Practical Training	38 participants (2 TO WG members and other cook association members)	July 23, 2012 – August 7 (16 days)	<ul style="list-style-type: none"> • Quality improvement of existing menus and acquisition of various food preparation methods utilizing regional cooking ingredients produced in Simien.
Excursion to Community Tourism Advanced Areas (Meket)	33 participants (9 CTMA members and 9 core members from Argin Jona and 7 TO WG members)	March 4, 2012 - March 8 (10 days)	<ul style="list-style-type: none"> • Acquiring knowledge of community tourism, Public-Private Partnership, and regional marketing through observation in Meket. • Formulating a specific vision for tourism development in Simien.
Opinion Exchange with TO	7 participants (2 TO WG members, 1 HR WG members, and 4 C/P personnel)	December 11, 2012 (1 day)	<ul style="list-style-type: none"> • Clarifying the current situation and necessary improvements to Simien as a tourist site (based on tour operator perspective). • Strengthening partnerships with tour operators.
Practical Training for Hotel and Restaurant Employees/ 2 lecturers from training institution in Bahir Dar*	41 hotel and restaurant employees	September 15, 2012 – September 29 (15 days)	<ul style="list-style-type: none"> • Acquiring basic services and various skills. • Enhancing hotel and restaurant service levels.

Training	Target Groups/ Participants	Date/ Duration	Training Programs/Achievements
Village Product Preparation Training	12 CTMA members and 22 core members from Argin Jona	Continuous implementation between September and March 9, 2013	<ul style="list-style-type: none"> Preparing scenarios and conducting practical training for village tourism experience programs. Selecting construction sites and constructing core facilities. Training to establish a tourism program operation structure.
Geographic Information System (GIS) Training/ 2 teachers from the Social Science Faculty, Gondar University	9 participants including 4 C/Ps	February 23, 2013 - March 4 (10 days)	<ul style="list-style-type: none"> Acquiring knowledge of GIS basics and operating methods. Converting GIS data and developing maps (tourism resources, trekking routes, etc.)

A. Environment Campaign

This campaign was held on the closest Sunday to World Environment Day (5th June 2012) in Ambarass kebele. It was prepared by the Project and Debark woreda environment office based on approval by the EWCA SMNP office. The awareness creation about the conservation of SMNP and the Project’s approach of village tourism was made toward NSE WG members, local residents and elementary school students.

Mr.Azanaw from Debark woreda culture and tourism office explained the policy and approach of the Project, a model of conservation of the park through tourism, and that cultural lifestyle itself in SMNP can be a tourism resource. Additionally, the students did an environment theatrical.



Opening speech by Mr.Yirdaw

Explanation of SIMCOT Project by Mr.Azanaw

B. Excursion to Community Tourism

This excursion was implemented for the members of HRWG. They visited Bahir Dar and Lalibera, which are tourist destinations in Ethiopia as well as where hotel associations are operated. At the site, they had interviews with each association and observed hotel facilities and services for tourists. After the excursion, the effort for establishing the Debark Town Hotel Association has been started through a series of discussions, which is one of the notable achievements from this excursion.

C. Guide Training

This training was implemented for guide association members in Gondar University for 12 days, which aimed to obtain the knowledge on geology, geography, fauna and flora, culture, history which is required as an official guide of SMNP.

Table Table 2.7 summarizes parts of results from the questionnaire surveys conducted for participants in the Guide Training. The questionnaire surveys adopted a five-grade evaluation and set scores from a range of 5 to 1, with 5 being the highest and 1 as the lowest. Scores in the tables are calculated by a weighted average of the numbers of answers and the scores of the five-grade evaluation. The training was evaluated highly by the participants, though there were only 35- 40 valid responses from participants of the training. The score for “Overall evaluation of the training” was 4.1 and for “Satisfaction from the training” was 4.0. The score for “Interest in future SIMCOT’s activities” was also 4.4, which indicates a high level of interest.

Table 2.7 Training Questionnaire Survey Results (Guide Training)

Questions	Number of Answers and their Percentage					Valid Responses	Score*
	Appropriate	←————→			Inappropriate		
Overall evaluation of the training	11 (27.5%)	23 (57.5%)	5 (12.5%)	0 (0.0%)	1 (2.5%)	40	4.1
Acquisition of new knowledge and skills	Acquired	←————→			Not Acquired		
	13 (33.3%)	20 (51.3%)	5 (12.8%)	1 (2.6%)	0 (0.0%)	39	4.2
Utilization of the knowledge and skills for future activities	Can Utilize	←————→			Can't Utilize		
	12 (30.8%)	25 (64.1%)	2 (5.1%)	0 (0.0%)	0 (0.0%)	39	4.3
Satisfaction from the training	Satisfied	←————→			Not Satisfied		
	10 (26.3%)	20 (52.6%)	7 (18.4%)	1 (2.6%)	0 (0.0%)	38	4.0
Interest in future training	Interested	←————→			Not interested		
	27 (73.0%)	8 (21.6%)	2 (5.4%)	0 (0.0%)	0 (0.0%)	37	4.7
Interest in future SIMCOT's activities	Interested	←————→			Not interested		
	17 (48.6%)	16 (45.7%)	1 (2.9%)	1 (2.9%)	0 (0.0%)	35	4.4

* Scores are calculated by weighted average of the numbers of answers and the scores of the five-grade evaluation.

D. Cooking Practical Training

This training aimed for the members of the cook association to improve the current menus and obtain the skills of cooking utilizing the materials available in Debarq. The training consisted of a lecture session and practical session.

Table 2.8 summarizes parts of the results from questionnaire surveys conducted for participants in the Cooking Practical Training. The training was evaluated highly by the participants, though there were only 22-23 valid responses from participants in the training. The score for “Overall evaluation of the training” was 4.9 and for “Satisfaction from the training” was 3.9. The scores for “Interest in future SIMCOT’s activities” was also 5.0, which indicates a high level of interest.

Table 2.8 Training Questionnaire Survey Results (Cooking Practical Training)

Questions	Number of Answers and their Percentage					Valid Responses	Score*
	Responding Under Each Category						
Overall evaluation of the training	Appropriate	←————→			Inappropriate	23	4.9
	21 (91.3%)	2 (8.7%)	0 (0.0%)	0 (0.0%)	0 (0.0%)		
Acquisition of new knowledge and skills	Acquired	←————→			Not Acquired	23	4.2
	13 (56.5%)	2 (8.7%)	8 (34.8%)	0 (0.0%)	0 (0.0%)		
Utilization of the knowledge and skills for future activities	Can Utilize	←————→			Can't Utilize	23	5.0
	23 (100.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)		
Satisfaction from the training	Satisfied	←————→			Not Satisfied	22	3.9
	4 (18.2%)	14 (63.6%)	2 (9.1%)	1 (4.5%)	1 (4.5%)		
Interest in future training	Interested	←————→			Not interested	22	4.0
	6 (27.3%)	11 (50.0%)	5 (22.7%)	0 (0.0%)	0 (0.0%)		
Interest in future SIMCOT's activities	Interested	←————→			Not interested	22	5.0
	22 (100%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)		

* Scores are calculated by weighted average of the numbers of answers and the scores of the five-grade evaluation.

E. Practical Training for Hotel and Restaurant Employees

This training aimed for the employees of hotels and restaurant in Debarq to improve their level of service such as how to make beds, clean rooms and serve customers. The training was implemented by the training institution in Bahir Dar and consisted of a lecture session and practical session. Table.2.9 summarize parts of results from questionnaire surveys conducted by participants in the training. The survey allowed only two choices, and then all respondents noted that they could enhance their skills through the training and could achieve their goals.

Table.2.9 Training Questionnaire Survey Results
(Practical Training for Hotel and Restaurant Employees)

Questions	Number of Answers and their Percentage		Valid Responses
	Responding Under Each Category		
Improved skills through the training?	Improved	Not Improved	33
	33 (100.0 %)	0 (0.0 %)	
Potential to utilize for future activities?	Can Utilize	Can't Utilize	33
	33 (100.0 %)	0 (0.0 %)	
Achieved training goals?	Achieved	Not Achieved	33
	33 (100.0 %)	0 (0.0 %)	

F. Geographic Information System Training

This training, to obtain the skill of operating GIS software, is necessary for developing trekking routes and surveying tourism resources in the future. This training required a sufficient number of computers at the same time; therefore it was conducted at Gondar University. Because it was the first time for most of the participants to use the software, some participants evaluated that the training period was not sufficient, however, the score of “overall evaluation of the training” was high, and most of the participants thought they could obtain new skills and knowledge to be used for future activities.

Table.2.10 Training Questionnaire Survey Results (GIS Training)

Questions	The Number of Answers and its Percentage					Valid Response	Score*
	Inappropriate		Appropriate				
Overall evaluation of the training	0 (0.0%)	0 (0.0%)	1 (2.1%)	6 (12.8%)	2 (4.3%)	9	4.1
Acquirement of new knowledge and skills	1 (2.2%)	0 (0.0%)	0 (0.0%)	4 (8.7%)	4 (8.7%)	9	4.1
Utilization of the knowledge and skills	0 (0.0%)	0 (0.0%)	1 (2.3%)	8 (18.2%)	0 (0.0%)	9	3.9
Appropriateness of the training period	1 (2.4%)	2 (4.9%)	1 (2.4%)	4 (9.8%)	1 (2.4%)	9	3.2

*Scores are calculated by weighted average of the numbers of answers and the scores of the five-grade evaluation.

(3) The 3rd year of the Project

Table 2.11 shows a brief summary of training seminars implemented. In the 3rd year, the training and seminars were given mainly for C/Ps and CTMA. After the training and seminars, the questionnaire surveys were undertaken for the evaluation of each training and seminar in the same way as for the 2nd year of the Project. The detail of each training and seminar is described hereafter. The business meeting with TO, Business Meeting and Travel Exhibition is to be described in Output 2.

Table 2.11 Training Implementation Summary of the 3rd Year of the Project

Training	Target Groups/ Participants	Date/ Duration	Training Programs/Achievements
Training for CTMA, Core member and Village guide			
Seminar about Basic Knowledge of Community Tourism	CTMA member, Core member, Village guide, 41 participants	July 8-11, 2013 (4 days)	<ul style="list-style-type: none"> Obtaining basic concept of community tourism.
Hygiene and Sanitation Training	CTMA member, Core member, Village guide, 60 participants	Ambarass: October 1-6, 2014 (6 days) Argin: October 8-16, 2014 (6 days)	<ul style="list-style-type: none"> Enhancing community awareness in hygiene and sanitation, and acquiring knowledge for improvement of quality of village tours.
Excursion to Community Tourism Advanced Area (Meket)	CTMA member, Core member, Village guide, Officers from related organizations, C/P, 34 participants	July 11-15, 2013 (5 days)	<ul style="list-style-type: none"> Observation of community tourism in Meket, understanding its contents and systems through exchange of opinions with the people concerned with the tourism.
Business Meeting (4 Times)	C/P, WG representatives, 5 participants	August 20, 2013 (1 day)	<ul style="list-style-type: none"> Exchange opinions with tour operators in Addis Ababa. Publicity of village tour.
	C/P, TOWG representatives, 7 participants	February 6, 2014 (1 day)	
	C/P, TOWG representatives, 6 participants	May 22, 2014 (1 day)	
	C/P, 5 participants	May 26, 2014 (1 day)	
Tourism Exhibition (INDABA 2 times, WTM 1 time)	C/P, 2 participants	May 11-15, 2013 (5 days)	<ul style="list-style-type: none"> Observation of publicity activities of other countries. Practical publicity activity of the Simien National Park and village tour.
	C/P, 2 participants	November 2-8, 2013 (7 days)	
	C/P, 1 participant	May 8-12, 2014 (5 days)	

Training	Target Groups/ Participants	Date/ Duration	Training Programs/Achievements
Management Training and Consulting for Tourism-Related Organizations	Representatives of associations and CTMA, 22 participants	July 26- August 2, August 4-5, August 17-18, 2013 (10 days)	<ul style="list-style-type: none"> Acquiring knowledge to enhance management abilities of associations and CTMA. Each association made its business plan.
Scout Training	Scouts and tourist safeguards, 66 participants	27-29 August, 2-4 September, 2013 (6 days)	<ul style="list-style-type: none"> Acquiring basic knowledge and skills in first aid, and understanding of the roles of a scout and the activities of SIMCOT.
Official Guide Training	C/P, Guide association member, 51 participants	20 June- 1 July, 2014 (12 days)	<ul style="list-style-type: none"> Acquiring guiding skills in other national parks. Observation of activities and management system of guide associations, and acquiring knowledge regarding how to collaborate with local communities and government organizations, and how to contribute to conservation of tourism resources.
Management Improvement Training for Hotel and Restaurant Executives	Managers of hotels and restaurants (HRWG), Debarq town culture, tourism and sport office, 26 participants	13-17 October, 2014 (5 days)	<ul style="list-style-type: none"> Ability improvement of management skills, such as personnel management, reservation system, financial management etc.
Marketing and Promotion Training	C/P, 13 participants	16-19 May, 2014 (4 days)	<ul style="list-style-type: none"> Acquiring skills of analyzing the visitors' data and methods of promotion based on the results of data analysis.

A. Training for CTMA, Core Members and Village Guides (Seminar about Basic Knowledge of Community Tourism)

As a part of strengthening the capacity of CTMA members, a seminar for acquiring basic knowledge of community tourism was conducted at the conference room of the EWCA Simien Park Office in Debarq for 3 days from July 8th (Mon) ~ 10th (Wed). There were 41 participants; 11 CTMA members, 19 core members, 2 village guides elected in early July, 8 individuals from the Waliya souvenir association, and 1 representative from the Zelaki souvenir association.

The seminar was conducted based on the following program with lectures, discussions and role play by instructors specializing in sociology and tourism study from Gondar University.

Table.2.12 Seminar Program

Date	Content of lecture	Number of participants	Instructor (specialty)
July 8 th , 2013 Morning	1) Basic sociology (society, culture, social system)	41	Mr. Molalign (sociology)
July 8 th , 2013 Afternoon	2) Basic tourism and community tourism	41	Mr. Yeniesew (tourism study)
July 9 th , 2013 Morning	3) Protection and management of natural resources	41	Mr. Asfaw (geography)
July 9 th , 2013 Afternoon	4) Business management and entrepreneurship	41	Mr. Tazebachew (marketing)
July 10 th , 2013	5) Basic life skills and experience sharing	41	Mr. Molalign (sociology) Mr. Taebachew (marketing)

Handouts for this seminar were prepared in English and Amharic, so they can be used in the seminar for CTMA and core members in other new areas hereafter. Handouts written in Amharic were distributed to the participants so they could review the information and contents of the seminar regarding their job by themselves.

Following are some of the responses of the participants from the questionnaire survey before and after the seminar.

Table 2.13 Results from Questionnaire before the Seminar

Questions	Number of answers and its percentage					Numbers of valid answer	*Average
	Not understand				Understand		
Understanding of the project	0	1	6	2	23	32	4.5
	(0.0%)	(3.1%)	(18.8%)	(6.3%)	(71.9%)		
Understanding of the concept of community tourism	0	1	3	8	19	31	4.5
	(0.0%)	(3.2%)	(9.7%)	(25.8%)	(61.3%)		

*This is a five grade evaluation. The score is by weighted average efficiency with the number of answers. The most highest grade is 5 points., the lowest 1.

According to the results of the questionnaire conducted before the seminar, about 72% understood the Project and together with the percentage of participants who somewhat understood the Project, a total of 80% understood. About 60% understood the concept of community tourism while 25% somewhat understood. According to the results of the questionnaire conducted after the seminar, 97% of the participants evaluated the whole program of the seminar and stated that they understood the concept of community tourism. It is clear that the participants could deepen their understanding through this seminar.

According to the post-seminar questionnaire, the seminar received a high evaluation. Over 97% of the participants learned new information, and understood how to apply this in future activities, and adjust to the needs of the community and organization. Over 90% of the participants said they were willing to be involved and share what they had learned with the community in the future.

Table.2.14 Results from Questionnaire after the Seminar

Questions	Number of answers and its percentage					Numbers of valid answer	*Average score
	Inappropriate				Appropriate		
Evaluation of the overall program	0	0	1	0	40	41	5.0
	(0.0%)	(0.0%)	(2.4%)	(0.0%)	(97.6%)		
Understanding of the aim of excursion	0	0	0	1	40	41	5.0
	(0.0%)	(0.0%)	(0.0%)	(2.4%)	(97.6%)		
Understanding of the concept of community tourism	0	0	1	0	37	38	4.9
	(0.0%)	(0.0%)	(2.6%)	(0.0%)	(97.4%)		
Potencial to utilize acquisition contents for future activities	0	0	1	0	37	38	4.9
	(0.0%)	(0.0%)	(2.6%)	(0.0%)	(97.4%)		
Compatibility with needs of community and organization	0	0	0	0	35	35	5.0
	(0.0%)	(0.0%)	(0.0%)	(0.0%)	(100.0%)		
Adequacy of operation period	0	0	0	2	36	38	4.9
	(0.0%)	(0.0%)	(0.0%)	(5.3%)	(94.7%)		
Adequacy of length of the program	1	1	3	0	33	38	4.7
	(2.6%)	(2.6%)	(7.9%)	(0.0%)	(86.8%)		
Willingness to participate in future project activities	0	0	1	0	34	35	4.9
	(0.0%)	(0.0%)	(2.9%)	(0.0%)	(97.1%)		
Sharing of knowledge within community	0	0	2	0	33	35	4.9
	(0.0%)	(0.0%)	(5.7%)	(0.0%)	(94.3%)		

*This is a five grade evaluation. The score is by weighted average efficiency with the number of answers. The most highest grade is 5 points, the lowest 1.

B. Training for CTMA, Core Members and Village Guides (Hygiene and Sanitation Training)

In this Project, Argin Jona kebele, which is the present target of priority support, has had a village tour developed to introduce the life of the village as a village tourism product. The actual sale has just started. The state minister of Culture and Tourism and Director of EWCA, who visited Argin sub-kebele and experienced village tour at end of March, and the tour operator who participated in the FAM trip at the end of May, provided the same comments about the improvement of the sanitation of the program, introducing the village food culture. Moreover, in addition to the tour operator, C/P staff were also concerned about securing toilets for the tourists.

In the future, in order to introduce the village tour into tourism products, it will be necessary to improve the sanitation of the village and houses, along with securing toilets surrounding the Satellite Center.

Considering this situation, the Project held training for improvement of sanitation for Argin Jona kebele village tour staff.

In this training in public health, a program of 5 days of lectures and 1 day of visiting an advanced area was held for the village tour staff in both Ambaras (Kiflo Sub-Kebele, Daba Sub-Kebele) and in Argin. The structure of the training program was discussed with the Public Health Center of Debark Woreda. Two officers as lecturers drew up the program and training material in Amharic. The training was conducted through lectures, discussions, field skill training and visiting an advanced area. The main content and schedules are as follows:

Registered participants in the Training:

Ambaras: 30 Village tour facilitator: 1, Village Guide: 6, Demonstrator: 16, Kebele health

responsible: 1, other villagers: 6

Argin: 30 Village Guide: 5, Demonstrator: 18, Cooperative control committee: 1, other villagers: 6

Lecturer : Debarq Woreda Health office, clinical nurse and environment officer Mr.Melkamu Alene,
Debarq Woreda Health office, clinical nurse and promotion officer Mr.Adisu Merso

Methodology of the Training:

- Class room/ theoretical sessions
- Practical sessions at the demonstrators' houses
- Experience sharing forum with communities having better practices on the subject matter; hygiene and sanitation

Table.2.15 Program and Schedule

	Contents	Ambaras	Argin
1 st day	Opening Remarks by Woreda C&T and EWCA Offices Defining bylaws and procedures for the training Briefing on the link between hygiene and sanitation within the village tourism program Solid and liquid waste management and disposal	1 st October 9:00~15:15 Attendance: 25 (including the health personnel of the kebele/ actively attended all the sessions)	8 th October 9:00~15:15 Attendance: 31
2 nd day	Water supply, management and safety measures Health problems related to unsafe water/ water borne diseases Source of water and management at the household level	2 nd October 9:00~14:00 Attendance: 30	9 th October 9:00~14:00 Attendance: 30
3 rd day	Management of domestic animals and pets Details on rabies and safety measures	3 rd October 9:00~14:30 Attendance: 31	10 th October 9:00~14:30 Attendance: 30
4 th day	Healthy home environment, details on how to make a conducive home environment Health problems related to unfavorable household conditions	4 th October 9:00~14:00 Attendance: 29	11 th October 9:00~14:00 Attendance: 29
5 th day	Construction and management of household cooking materials (less smoky fuel saving stove) and other furniture Practical session on how to construct and manage household utensils at the demonstrators' houses Excreta disposal and construction of appropriate pit latrine with locally available materials Food hygiene and safety measures Health Problems related to poor food preparation and management	5 th October 9:00~14:00 Attendance: 30	13 th October 9:00~14:00 Attendance: 30
6 th day	Excursion to Debarq Woreda, Dib Bahir kebele (an area with profound experience and good practice in hygiene and sanitation) Wrap up workshop with an emphasis on future plan of action and follow up strategies (with training participants as well as Woreda sector offices)	6 th October 11:00~17:00 Attendance: 28	16 th October 11:00~17:00 Attendance: 30

There were some differences in the conditions of participation between Ambaras and Argin. In Argin, almost all the members participated in the whole training, while in Ambaras, late-comers and absentees were conspicuous. There were also some differences in the efforts after the training between the communities of Argin and Ambaras. Both were repairing the walls

of the Satellite Center damaged by the rain and in addition they were starting to dig holes for toilets around the Satellite Center. However observing the progress of their efforts after that, many staff in Argin have joined in to proceed with the work aiming to complete the toilet, while there was not much progress in Ambaras after the initial process.

Several demonstrators that participated in the training repaired the walls of their house and set up an oven, and dug holes for toilet and garbage disposal outdoors. Furthermore, one of the demonstrators of Argin rebuilt her house because it was too small to carry out the programs of the village tour, in order to get ready for welcoming tourists. In addition to the past training of village tours, from the results of the local training of public health and visits to advanced areas, the staff are working more positively in each community.

The aim of this public health training was environmental maintenance, in order to carry out a village tour that introduces food culture. The Project planned the training and invited two officers from Debarq Woreda Health Center as lecturers. The officers in charge were motivated by this training and had made their own plans for follow up. The training had a good impact in that it constructed cooperation with the Health Center Office and encouraged positive involvement.



Oven in a house at Dib Bahir



Toilet at Dib Bahir



Building toilet at Argin

C. Excursion to Community Tourism Advanced Area (Meket)

After the first excursion to Meket, which is an advanced region of community tourism, in March 2013, the second excursion of 3 days and 2 nights was carried out from July 12th to 14th.

The aim of this excursion was to experience community tourism at the real site, to promote a better understanding through direct interviews about the basic concept and problems, and to raise awareness among all persons involved in order to make the implementation system of community tourism for each organization and position smooth.

This excursion had a total of 34 participants; 4 people from CTMA of Argin Jona Kebele, 11 from core members, 2 from village guides selected in early July, 1 from Waliya souvenir association, 1 from Debark Wareda cooperative office, Debark Wareda Administrator and 1 officer of Debark Wareda, 2 from Agricultural service, 5 who were involved in Argin Jona Kebele, 2 representatives from Kossoye community, 1 specialist from Lay Armachew Woreda cultural and tourist division, 2 from Debark Wareda cultural and tourist division and 1 from the EWCA park office.

A workshop was held in advance of the excursion. Participants (from Argin Jona Kebele) from the first excursion provided feedback. After that, the participants of this excursion were divided into 3 groups and the leaders and secretaries were chosen by the groups themselves. Each group prepared for the excursion by clarifying the aim, confirming the results to be expected and identifying the information to be gathered.

On the 12th, the participants stayed at an accommodation facility of community tourism in groups and visited a lunch facility the next day. At each community tourism facility, arrangements were made so that the participants could get a chance to directly hear about the actual activities by exchanging opinions with the person in charge and hold hearings with relevant authorities of Wareda.

The following is the location and the main schedule of this observation study.

Table.2.16 Schedule of Observation Studies to Meket

Date	Activity	Content	Number of participants	Location
July 11 th , 2013	Pre-workshop	Introduction of Meket CBT Group work (confirm aim, make checklist)	28	Debark park office
July 12 th , 2013	Move to Meket Stay at village tourism facility (Yedekulay, Boya, Ayenamba)	Site visit Listening with members of steering committee of each community	31	From Debark to Meket
July 13 th , 2013	Visit to lunch stops (Warkaye, Meskel, Kertan Washa) Stay at Flakit	Visit lunch stops and listening Hearing relevant authorities of Wareda	31	Meket to Flakit (Meket Wareda)
July 14 th , 2013	Move back to Debark		31	Flakit to Gondar, Kossoye and Debark
July 15 th , 2013	Post-evaluation workshop	Make reports in groups and make presentations	28	Debark Park office

After the excursion, a post-evaluation workshop was held. Each group made reports and shared the results.

The following are the results of the questionnaire distributed to the participants before and after the excursion.

Table.2.17 Results from Questionnaire before the Excursion

Questions	Number of answers and its percentage					Numbers of valid answer	*Average
1st round							
Understanding of the project	Not understand				Understand	22	4.0
	0 (0.0%)	0 (0.0%)	6 (27.3%)	10 (45.5%)	6 (27.3%)		
Understanding of the concept of community tourism	Not understand				Understand	22	3.9
	1 (4.5%)	0 (0.0%)	7 (31.8%)	7 (31.8%)	7 (31.8%)		
2nd round							
Understanding of the project	Not understand				Understand	24	4.5
	0 (0.0%)	1 (4.2%)	5 (20.8%)	0 (0.0%)	18 (75.0%)		
Understanding of the concept of community tourism	Not understand				Understand	24	4.7
	0 (0.0%)	0 (0.0%)	3 (12.5%)	2 (8.3%)	19 (79.2%)		

*This is a five grade evaluation. The score is by weighted average efficiency with the number of answers. The most highest grade is 5 points, the lowest 1.

According to the results of the pre-training questionnaire, the understanding of the concept of the Project and community tourism has deepened in 4 months since the first excursion was conducted in early March 2013. (refer to Table.2.18)

Among the participants in the second excursion, there were 2 newly selected village guides, 1 from Waliya association, 5 affiliates from Kebele besides CTMA, and core members. Considering the circumstances of the increasing number of new participants who have never received training before, it appears that a certain level of understanding has spread among the whole village regarding the Project and community tourism.

Table.2.18 Results from questionnaire after the excursion (Total of 1st and 2nd excursion)

Questions	Number of answers and its percentage					Numbers of valid answer	*Average score
	Inappropriate				Appropriate		
Evaluation of the overall program	0	1	3	3	34	41	4.7
	(0.0%)	(2.4%)	(7.3%)	(7.3%)	(82.9%)		
Understanding of the aim of excursion	0	0	4	3	33	40	4.7
	(0.0%)	(0.0%)	(10.0%)	(7.5%)	(82.5%)		
Understanding of the concept of community tourism	0	0	2	2	33	37	4.8
	(0.0%)	(0.0%)	(5.4%)	(5.4%)	(89.2%)		
Potential to utilize acquisition contents for future activities	0	0	1	0	37	38	4.9
	(0.0%)	(0.0%)	(2.6%)	(0.0%)	(97.4%)		
Compatibility with needs of community and organization	0	0	1	2	35	38	4.9
	(0.0%)	(0.0%)	(2.6%)	(5.3%)	(92.1%)		
Adequacy of operation period	3	2	3	0	26	34	4.3
	(8.8%)	(5.9%)	(8.8%)	(0.0%)	(76.5%)		
Adequacy of length of the program	1	2	10	0	15	28	3.9
	(3.6%)	(7.1%)	(35.7%)	(0.0%)	(53.6%)		
Willingness to participate in future project activities	0	0	3	0	27	30	4.8
	(0.0%)	(0.0%)	(10.0%)	(0.0%)	(90.0%)		
Sharing of knowledge within community	0	0	3	1	25	29	4.8
	(0.0%)	(0.0%)	(10.3%)	(3.4%)	(86.2%)		

*This is a five grade evaluation. The score is by weighted average efficiency with the number of answers. The most highest grade is 5 points, the lowest 1.

Looking at the results of the questionnaire after the excursion, 90% of the participants evaluated this program and understood the contents they studied during the excursion, including the concept of community tourism. Almost 90% are eager to participate in the future and share what they have mastered in the community.

However, there was a variation of opinions about the implementation schedule and period. It is necessary to consider the schedule of training and the period of the workshop in relation to the participants' farm work, which is their primary job.

This is the second excursion to Meket since the first one in April. 2 representatives from the community of Wunnania participated in the first visit. With the information they garnered from it, they could officially establish a community tourism cooperative with the cooperation of the Lay Armachew Woreda cultural and tourist division and cooperative office by mid May, 2 months after the visit.

There are 3 kebele in this organization and it consists of 4 sub associations (eco-tourism, village guide, food preparation and souvenirs). There were 63 members when the organization was established. Each member invested 30 ETB. The organization is run by 8 people of the management committee (including 4 managers from the community lodge). In this area, 6 community lodges have been built owing to the consistent support of Austria Development Cooperation. In addition to this, 10 village guides (7 guides at first) were selected by Kebele.

The official establishment of the community tourism cooperative at Wunnania will be a very useful reference to the official registration of CTMA of Argin Jona Kebele, which is the model community of this Project. Feedback for future Project activities seems promising.

D. Management Training of Tourism-Related Associations

Tourism-related associations currently active in Debark have been organized since 2002, under the initiative of Debark Culture and Tourism Office. As of 2013, there are 6 associations; guide, cook, ecotourism union, equipment rental, town security, and car broker. In addition to

those 6 associations, it was agreed to establish a hotel association and this is now in the process of registration. Since those 6 active associations will be the members of SIMCOT-MF, it is important to strengthen their management in order to secure financial resources for the SIMCOT-MF and to sustain themselves. However, it was disclosed that those associations did not have a concrete target to achieve, and the management of each association is not sufficient to sustain their activities. In order to tackle these recognized challenges, management training was organized by inviting the lecturer from the microfinance office of Debank for each association to develop annual business plans and conduct activities according to the plans. Not only were the representatives of each association invited, but the representatives of CTMA, who will be the members of the SIMCOT-MF, were also invited to the lecture part of the training.

Training Program and Schedule

- Basic lecture to develop business plan: from July 26, to July 28, 2013
- Practical training to elaborate business plan for:
 - Ecotourism union: from July 29 to July 30, 2013
 - Equipment rental association: from July 31 to August 1, 2013
 - Town security association: from August 1 to August 2, 2013
 - Cook association: from August 4 to August 5, 2013
 - Guide association: from August 17 to August 18, 2013
 - Car broker association: it was elaborated in the lecture

Trainees

- Basic lecture: 3 representatives of each association and 4 representatives of CTMA
- Practical training: 3 representatives of each association

The annual business plan of each association for Ethiopian fiscal year July 2013 to June 2014 was elaborated as shown below. Each association will conduct the planned activities to achieve its planned target. At the end of the fiscal year, the annual business plan will be reviewed and revised.

Table.2.19 Planned Target of Each Association

Association	Net Profit (ETB)	Administrative Cost (ETB)	Operating Profit (ETB)
Guide	179,120.02	60,890.00	118,230.02
Cook	195,584.50	8,250.00	187,334.50
Ecotourism Union	2,978,692.00	674,980.00	2,303,712.00
Equipment Rental	726,703.80	4,700.00	722,003.80
Car Broker	140,474.50	30,000.00	110,474.50
Town Security	89,700.00	2,800.00	86,900.00

The results of post-questionnaires by trainees are shown in the below table.

Table.2.20 Results of Post-questionnaire of Management Training

Questions	Number of Answers and the Percentage Responding Under Each Category					Valid Responses	Average Score*
	Inappropriate				Appropriate		
Overall evaluation of the training	0	0	0	4	7	11	4.6
	(0.0%)	(0.0%)	(0.0%)	(36.4%)	(63.6%)		
	Not Acquired	Acquired					
Acquired new knowledge and skills	0	0	0	4	7	11	4.6
	(0.0%)	(0.0%)	(0.0%)	(36.4%)	(63.6%)		
	Can't Utilize	Can Utilize					
Utilize the knowledge for future activities	0	0	0	3	7	10	4.7
	(0.0%)	(0.0%)	(0.0%)	(30.0%)	(70.0%)		
	Inappropriate	Appropriate					
Evaluation of training program	0	0	0	5	6	11	4.5
	(0.0%)	(0.0%)	(0.0%)	(45.5%)	(54.5%)		
	Inappropriate	Appropriate					
Evaluation of the duration of the training	0	0	0	3	8	11	4.7
	(0.0%)	(0.0%)	(0.0%)	(27.3%)	(72.7%)		
	Bad	Good					
Evaluation of the trainer / lecturer	0	0	0	2	9	11	4.8
	(0.0%)	(0.0%)	(0.0%)	(18.2%)	(81.8%)		
	Inappropriate	Appropriate					
Evaluation of the training material	0	0	1	2	7	10	4.6
	(0.0%)	(0.0%)	(10.0%)	(20.0%)	(70.0%)		
	Inappropriate	Appropriate					
Evaluation of the training equipment	0	0	0	2	7	9	4.8
	(0.0%)	(0.0%)	(0.0%)	(22.2%)	(77.8%)		
	Inappropriate	Appropriate					
Evaluation of the training facility	0	0	0	2	7	9	4.8
	(0.0%)	(0.0%)	(0.0%)	(22.2%)	(77.8%)		
	Inappropriate	Appropriate					
Evaluation of the training management	0	0	0	5	5	10	4.5
	(0.0%)	(0.0%)	(0.0%)	(50.0%)	(50.0%)		
	Inappropriate	Appropriate					
Evaluation of the training coordinator	0	0	0	3	6	9	4.7
	(0.0%)	(0.0%)	(0.0%)	(33.3%)	(66.7%)		
	Inappropriate	Appropriate					
Satisfied with the training	0	0	0	1	9	10	4.9
	(0.0%)	(0.0%)	(0.0%)	(10.0%)	(90.0%)		
	Not Satisfied	Satisfied					
Interest in future training	0	0	1	3	6	10	4.5
	(0.0%)	(0.0%)	(10.0%)	(30.0%)	(60.0%)		
	Not Interested	Interested					
Interest in the project activities	0	0	0	3	8	11	4.7
	(0.0%)	(0.0%)	(0.0%)	(27.3%)	(72.7%)		
	Not Interested	Interested					

*Scores represent the weighted average of the numbers of answers and five-grade evaluation score.

The training was highly evaluated according to the results; “the overall evaluation of the training” got a score of 4.6 and the evaluation on every question was marked more than 4.5. It is assumed that the reason why the training was highly evaluated is that concrete activities the associations should execute were clearer after the training than before developing the business plan. In addition, as the lecturer was from Debarq, he was familiar with the prevalent conditions of the region and so was enthusiastic and generous enough to explain things considering the education level and activities of the trainees, making it easy for them to understand. After the lecture, one trainee made a comment that it was very significant that representatives of every association gathered, discussed the business plan of the car broker association beyond the barrier of associations, and expanded on it together. Moreover, they clarified challenges through the discussion, and an idea was presented to establish a “Tourism Council” where ways to tackle the recognized challenges within stakeholders can be discussed. However, it is still an idea and further discussion is necessary to launch it. The training brought the feeling of unification which was not expected through conducting this training.



Enthusiastic Lecturer



After the lecture

E. Scout Training

This training was not included originally in the plan. However, through discussions with the C/PC/P, it was decided that training must be implemented for scouts. It was realized that first-aid training, which is part of the scout training, would be useful for scouts.

This training targeted scouts who accompany tourists in the park and tourist safeguards, which totalled 66 people. The training was conducted by dividing participants into 2 groups, one from 27th August to 29th August and another from 1st September to 3rd September.

This training consists of 2 parts, one is basic knowledge and skills of first aid, and the other is basic knowledge of tourism. The first part, which consists of lectures and practical training using a first aid kit, is carried out by lecturers from Gondar University. The second part, which consists of lectures on basic knowledge of tourism, especially community based tourism, introduction of the Project, and role of scouts in the park, is carried out by C/P from Park Office.

Table 2.21 summarizes the results of the questionnaire survey collected from participants in the scout training.

The training was highly evaluated by the participants, though there were only 41 valid responses obtained from 66 participants. The period of the training was evaluated as “Not appropriate”, which means half of the participants feel it was too short. The training period and contents of the training were decided through discussions with C/Ps and lecturers; however, shortcomings of this training might be considered and addressed when another training is conducted for scouts.

Though there was no chance to explain the Project to all of the scouts, it was accomplished by the C/Ps in this training. As a result, their interest in activities of the Project increased. Additionally, this training was the first time for scouts to obtain knowledge regarding tourism and ways to handle tourists. It allowed scouts to gain understanding of the process and activities related to tourism and it can be expected that tourist satisfaction will increase.

Table 2.21 Training Questionnaire Survey Result

Questions	The Number of Answers and its Percentage					Valid Response	Score*
	Inappropriate				Appropriate		
Overall evaluation of the training	0 (0.0%)	10 (21.3%)	1 (2.1%)	3 (6.4%)	33 (70.2%)	47	4.3
Understanding objective of the training	0 (0.0%)	1 (2.1%)	0 (0.0%)	5 (10.4%)	42 (87.5%)	48	4.8
Acquirement of knowledge and skills of first aid	1 (2.2%)	0 (0.0%)	0 (0.0%)	3 (6.5%)	42 (91.3%)	46	4.8
Understanding of conservation and community based tourism	1 (2.2%)	5 (10.9%)	1 (2.2%)	4 (8.7%)	35 (76.1%)	46	4.5
Understanding of safety and tourist management	2 (4.5%)	0 (0.0%)	1 (2.3%)	3 (6.8%)	38 (86.4%)	44	4.7
Utilization of the knowledge and skills for future activities	0 (0.0%)	0 (0.0%)	1 (2.3%)	1 (2.3%)	42 (95.5%)	44	4.9
Satisfaction from the lecturers and contents	0 (0.0%)	4 (9.1%)	0 (0.0%)	3 (6.8%)	37 (84.1%)	44	4.7
Appropriateness of the training period	11 (26.8%)	11 (26.8%)	2 (4.9%)	1 (2.4%)	16 (39.0%)	41	3.0
Interest in future training	0 (0.0%)	0 (0.0%)	0 (0.0%)	5 (10.9%)	41 (89.1%)	46	4.9
Interest in future SIMCOT's activities	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	45 (100.0%)	45	5.0

*Scores are calculated by weighted average of the numbers of answers and the scores of the five-grade evaluation.

F. Official Guide Training

This training was implemented for the purpose of observing management systems of guide associations in other national parks, and acquiring new knowledge about how to collaborate with concerned bodies such as local communities and local government organizations, and how to contribute to the conservation of tourism resources, which will be utilized for the future activities of the guide association.

Hearing from each guide association member and local government officers regarding organizational collaboration, as well as observing guiding skills, was done mainly at Bale National Park, Awash National Park and Lalibela from 20 June 2014 to 1 July 2014 (12 days). The program was safely conducted although it took time to move around because of the long distances between each destination.

Table.2.22 summarizes some parts of the questionnaire survey results after the training. The average score for “Overall Evaluation of the Training” was high; the valid responses were from 41 to 47 although the total number of participants was 51 (46 participants from Guide Association, 5 participants from C/Ps).

Table.2.22 Questionnaire Survey Results (Guide Training)

Questions	The Number of Answers and its Percentage					Valid Response	Score*
	Inappropriate	2	4	28	Appropriate		
Overall evaluation of the training	0 (0.0%)	2 (4.3%)	4 (8.5%)	28 (59.6%)	13 (27.7%)	47	4.1
Acquirement of new knowledge and skills	Not Acquired 0 (0.0%)	0 (0.0%)	7 (15.6%)	27 (60.0%)	Acquired 11 (24.4%)	45	4.1
Utilization of the knowledge and skills for future activities	Can't Utilize 0 (0.0%)	0 (0.0%)	7 (15.2%)	21 (45.7%)	Can Utilize 18 (39.1%)	46	4.2
Appropriateness of the training objective	Inappropriate 0 (0.0%)	2 (4.8%)	6 (14.3%)	23 (54.8%)	Appropriate 10 (23.8%)	42	3.9
Appropriateness of the training period	Inappropriate 1 (2.4%)	7 (17.1%)	6 (14.6%)	23 (56.1%)	Appropriate 4 (9.8%)	41	3.5
Satisfaction from the lecturers and contents	Not Satisfied 1 (2.3%)	3 (6.8%)	4 (9.1%)	32 (72.7%)	Satisfied 4 (9.1%)	44	3.8
Interest in future SIMCOT's activities	Not Interested 0 (0.0%)	3 (6.7%)	1 (2.2%)	24 (53.3%)	Interested 17 (37.8%)	45	4.2

*Scores are calculated by weighted average of the numbers of answers and the scores of the five-grade evaluation.

Concerning cooperation between the guide association and local communities or local government organizations, the lack of cooperation with local government organizations was recognized as compared with other guide associations. Especially, for conservation of tourism resources, some guides think that not only cooperation with local communities and Debarq Culture and Tourism Office, but also cooperation with local government organizations such as the Administration Office, is necessary. On the other hand, others think cooperation with NGOs, international donors or private companies is necessary, rather than with local governments. In Bale and Lalibela, awareness creation in local communities is done by the guide association. In addition, guides have good cooperation with scouts in Bale, protecting the park against illegal hunters with scouts and playing the role of scout sometimes. Some problems of the association itself are recognized also; lack of communication and confidence among members, negativity about sharing information, ineffective rules. These internal problems should be solved before making cooperative linkage with other organizations. Taking this opportunity, communication among members is expected to become more active little by little, since they have been together more than 10 days. Communication among members in the guide association in Bale, who number 17, is very smooth and unified. Compared to this, the number of guide associations in SMNP is over 60, which might make management difficult.

G. Management improvement Training for Hotel and Restaurant Executives

Today, six hotels are recognized as tourist hotels in Debarq. Few tourists stay at other hotels, or have lunch or dinner at restaurants except the ones in the tourist hotels. However, in accordance with the increase in tourists to SMNP, it is expected that all hotels and restaurants will have to accept tourists in years to come. This training was conducted for the purpose of improving the management capacity of their own hotels and restaurants, because they lack this kind of capacity, even in tourist hotels.

This training was conducted from 13 to 17 October 2014 with the content revolving around lectures, On-the-Job-Training at hotels and restaurants in Debarq, and observation of

hotels in Gondar. The target audience was 23 from HEWG, 3 from new hotels and restaurants and 3 from Debarq town Culture, Tourism and Sport Office; in total 26. One lecturer was invited from the Hotel Management Department of Gondar University.

A summary of some parts of the questionnaire survey results after the training is in the table below. The average score for “Overall Evaluation of the Training” was high; the valid responses were from 16 to 18, although the total number of participants was 26.

Table 2.23 Questionnaire Survey Results (Management Improvement Training for Hotel and Restaurant Executives)

Questions	The Number of Answers and its Percentage					Valid Response	Score*
	Inappropriate				Appropriate		
Overall evaluation of the training	0 (0.0%)	0 (0.0%)	1 (5.6%)	4 (22.2%)	13 (72.2%)	18	4.7
Understanding objective of the training	0 (0.0%)	0 (0.0%)	0 (0.0%)	6 (33.3%)	12 (66.7%)	18	4.7
Appropriateness of the training objective	0 (0.0%)	0 (0.0%)	0 (0.0%)	4 (22.2%)	14 (77.8%)	18	4.8
Acquirement of new knowledge and skills	0 (0.0%)	0 (0.0%)	3 (17.6%)	1 (5.9%)	13 (76.5%)	17	4.6
Understanding of office management	0 (0.0%)	1 (5.9%)	0 (0.0%)	2 (11.8%)	14 (82.4%)	17	4.7
Understanding of food and beverage service and control	0 (0.0%)	0 (0.0%)	2 (11.8%)	1 (5.9%)	14 (82.4%)	17	4.7
Understanding of concept of food hygiene and sanitation	0 (0.0%)	0 (0.0%)	1 (5.9%)	4 (23.5%)	12 (70.6%)	17	4.6
Understanding of customer care and service	0 (0.0%)	0 (0.0%)	0 (0.0%)	3 (18.8%)	13 (81.3%)	16	4.8
Utilization of the knowledge and skills for future activities	0 (0.0%)	0 (0.0%)	0 (0.0%)	3 (16.7%)	15 (83.3%)	18	4.8
Satisfaction from the lecturers and contents	0 (0.0%)	0 (0.0%)	2 (11.1%)	2 (11.1%)	14 (77.8%)	18	4.7

*Scores are calculated by weighted average of the numbers of answers and the scores of the five-grade evaluation.

Although finance management was included as part of the lecture content, other familiar content for trainees, such as customer care, was more focused because some trainees were the delegates of executives of their hotels and restaurants. As the most beneficial content, customer care and service was provided by many trainees. Due to the reason mentioned above, it was difficult to give some parts of the lecture toward executives. In Debarq town recently, new hotels and restaurants have been opened and some hotels are conducting facilities and service improvement. It seemed to be a stimulus for trainees that instructions and advice was given by the lecturer at the actual working places of the trainees, and also that they could observe the qualities of other competitive hotels and restaurants’ facilities and services. After the training, proper table settings can be seen in the hotels, though it is important to maintain this and for it not to be temporary.

Some participants raised the necessity of a language lecture as part of the training. At most of the hotels in Debarq, communications in English are possible with executives but actually difficult with most other employees. However, hereafter executives have to make a system for those executives themselves to provide some training to employees, such as minimum English skills, as well as transferring the knowledge acquired in this training, rather than relying on training supported by others.



Giving an instruction of table setting



Exchanging opinions after instruction in hotel

H. Marketing and Promotion Training

This training was conducted from 16th May to 19th May for C/Ps and related organizations to obtain basic and practical skills about marketing, such as basic knowledge about tourism statistics, making questionnaires, entering data, aggregate calculations, analysis and promotion through Facebook. 13 persons from C/Ps and related organizations, in total 38 persons for 4 days, attended the training.

Participants:

- Mr. Maru Biyadglgne (Park Warden, EWCA SMNP Office)
- Mr. Abebaw Azanaw (Deputy Park Warden, EWCA SMNP Office Office)
- Mr. Azanaw Kefyaleu (Senior Tourism Officer, EWCA SMNP Office Office)
- Mr. Tadesse Yigzaw (Staff, EWCA SMNP Office Office)
- Mr. Negussie Engdawork (Staff, EWCA SMNP Office Office)
- Ms. Aschal Dagneu (Staff, EWCA SMNP Office Offices)
- Ms. Abebech Abebaw (Staff, Debarq Culture and Tourism Office)
- Mr. Getahun Tassew
- Mr. Habtu Alemu
- Mr. Alebachew Molla
- Mr. Sisay Yeshanew
- Mr. Belayneh Abebe
- Mr. Mulawshum Zemedie
- Mr. Maru Biyadglgne (Park Warden, EWCA SMNP Office)

Objectives:

- Improve understanding about necessity and importance of marketing on tourism development

- Learning basic skills about using quantitative data (MS Excel basic skill about entering data, cleaning, simple summary count, aggregate calculation, cross-tabulation, analysis, and making reports)
- Enhancement of practical skills for promotion activities based on the output of marketing analysis through Facebook

Table 2.24 Program of training

SIMCOT

JICA Project on Community Tourism Development through Public-Private Partnership in Simien Mountains National Park and Surrounding Areas

Training for Marketing Analysis and Promotion
16th - 19th May 2014
at Simien Park Office Library

Agenda (tentative)

Subject of lecture	Content	Time
Day1 16th May 2014		
1 Marketing and Promotion	-Marketing process -Data analysis process	09:00 - 12:00
2 Data entering through excel	-Basic edition for excel -How to enter data	14:00 - 17:00
Day2 17th May 2014		
3 Data cleaning through excel 1	-How to make cleaning rule -Cleaning	09:00 - 12:00
4 Aggregate analysis	-Aggregate calculation	14:00 - 17:00
Day3 18th May 2014		
5 Data analysis through excel 1	-Understanding demographic data -Cross-tabulation	09:00 - 12:00
6 Data analysis through excel 2	-Cross-tabulation table -Analysis and reporting	14:00 - 17:00
Day4 19th May 2014		
7 Basic edition of Facebook	-Basic edition of Facebook -Posting article -Page administration	09:00 - 12:00
8 Facebook advertisement	-Analysis of Facebook -Paid advertisement -Evaluation of advertisement	14:00 - 17:00



Even though the number of tourists has been calculated by calculator at the Park office before, the staff started to use Excel to do that after the training. Furthermore, due to the improvement of understanding about the importance of the registration sheet, the number of non-respondents has decreased.

Regarding promotion, C/Ps have improved their awareness of Facebook promotion, and most of those attending the training are continuing to make Facebook pages voluntarily at the Project office.

Table.2.25 Result from questionnaire

Day1

Questions	Number of Answers and the Percentage Responding Under Each Category					Valid Responses	Average Score*
	Inappropriate		Appropriate				
Overall evaluation of the program	0 (0.0%)	0 (0.0%)	0 (0.0%)	7 (63.6%)	4 (36.4%)	11	4.4
Acquired new knowledge and skills	Can't Utilize		Can Utilize			11	4.5
	0 (0.0%)	0 (0.0%)	0 (0.0%)	6 (54.5%)	5 (45.5%)		

*Scores represent the weighted average of the numbers of answers and five-grade evaluation score.

Day2

Questions	Number of Answers and the Percentage Responding Under Each Category					Valid Responses	Average Score*
	Inappropriate		Appropriate				
Overall evaluation of the program	0 (0.0%)	0 (0.0%)	2 (28.6%)	2 (28.6%)	3 (42.9%)	7	4.1
Acquired new knowledge and skills	Can't Utilize		Can Utilize			7	4.6
	0 (0.0%)	0 (0.0%)	0 (0.0%)	3 (42.9%)	4 (57.1%)		

*Scores represent the weighted average of the numbers of answers and five-grade evaluation score.

Day3

Questions	Number of Answers and the Percentage Responding Under Each Category					Valid Responses	Average Score*
	Inappropriate		Appropriate				
Overall evaluation of the program	0 (0.0%)	0 (0.0%)	1 (12.5%)	4 (50.0%)	3 (37.5%)	8	4.3
Acquired new knowledge and skills	Can't Utilize		Can Utilize			8	4.4
	0 (0.0%)	0 (0.0%)	1 (12.5%)	3 (37.5%)	4 (50.0%)		

*Scores represent the weighted average of the numbers of answers and five-grade evaluation score.

Day4

Questions	Number of Answers and the Percentage Responding Under Each Category					Valid Responses	Average Score*
	Inappropriate		Appropriate				
Overall evaluation of the program	0 (0.0%)	0 (0.0%)	1 (8.3%)	5 (41.7%)	6 (50.0%)	12	4.4
Acquired new knowledge and skills	Can't Utilize		Can Utilize			12	4.5
	0 (0.0%)	0 (0.0%)	0 (0.0%)	6 (50.0%)	6 (50.0%)		

*Scores represent the weighted average of the numbers of answers and five-grade evaluation score.

(4) The 4th Year of the Project

In the 4th year of the Project, mainly the training of village tour programs and workshops for villagers were undertaken, which are to be described in Output 3.

2.7.3 Conclusion

In the project's 1st year, a baseline survey on the status of tourism development and park conservation was carried out. In the 2nd year, various types of training began and discussion toward the establishment of SIMCOT-MF was started. The 3rd year focused on continuously providing training for villages and service providers, while also discussing the establishment of SIMCOT-MF. C/Ps, including the state minister, the director of EWCA, and the head of ANRS-BCTPD, agreed to establish SIMCOT-MF during this year, and the roles of the government and the Project were clarified. Then, based on that agreement, the Project established SIMCOT-MF with the formally

registered name of SIMCOT-CA in the extension period. During the introduction of the conservation cooperation donation process it was suspended based on a request from the C/Ps. As a result, C/Ps agreed to start discussion with TOs to collect conservation cooperation donations through TOs, and TOs agreed to the idea. However, their donation to SIMCOT-CA will be subject to income taxes and TOs claim that it is difficult for them to implement unless the income tax problem is resolved so that they will not bear any loss. Therefore, discussions with TOs must be held in order for them to reduce the tax amount from the amount that they receive from tourists as conservation cooperation donations. Furthermore, discussions to make these collected fees tax exempt must also begin.

2.8 Output related to Output 2

2.8.1 Marketing Analysis

Although there had been a rule that all tourists visiting SMNP must fill in their personal information such as name, nationality and duration of stay in the registration notebook when they pay the entrance fee at the EWCA Simien Park Office, the recorded data was unreliable due to the following reasons:

- ① Visitor registration was not well institutionalized as a system, thus some tourists failed to register when EWCA staff did not request them to, or explain why it was necessary.
- ② Many responses were not correct or left blank because of the lack of a specific format. Some original copies were also lost.
- ③ Some tour conductors and leaders failed to register their customers, thus information for one-third of all visitors was not recorded.
- ④ Handwritten information was sometimes illegible.

To remedy this situation, existing data from FY2009 was input into Excel and made into a database. Furthermore, a new visitor registration list was introduced from December 1, 2012.

To develop the new list, a number of meetings between Japanese experts and EWCA officers were conducted.

In addition, technical transfer and guidance from Japanese experts to EWCA officers and staff on the following points were conducted (see the next page for the new Visitor registration list).



Traditional Registration Notebook versus the New List



New Registration Procedure

This information helps us ensure the sustainable relationship between park conservation and tourism.

Please mark each box.

Sheet NO.

Date	Name & Sex	Nationality	Age	Duration of stay inside of the park	Accommodation inside of the park	Arrangement	Access to Debarb
D	M	<input type="checkbox"/> Ethiopia <input type="checkbox"/> Canada <input type="checkbox"/> Germany <input type="checkbox"/> Japan <input type="checkbox"/> Russia <input type="checkbox"/> Switzerland <input type="checkbox"/> Australia <input type="checkbox"/> China <input type="checkbox"/> Hungary <input type="checkbox"/> Korea <input type="checkbox"/> Slovenia <input type="checkbox"/> UK <input type="checkbox"/> Austria <input type="checkbox"/> Czech <input type="checkbox"/> Ireland <input type="checkbox"/> Netherlands <input type="checkbox"/> South Africa <input type="checkbox"/> USA <input type="checkbox"/> Belgium <input type="checkbox"/> Denmark <input type="checkbox"/> Israel <input type="checkbox"/> Norway <input type="checkbox"/> Spain <input type="checkbox"/> Other <input type="checkbox"/> Brazil <input type="checkbox"/> France <input type="checkbox"/> Italy <input type="checkbox"/> Poland <input type="checkbox"/> Sweden	<input type="checkbox"/> 0-9 <input type="checkbox"/> 50-59 <input type="checkbox"/> 10-19 <input type="checkbox"/> 60-69 <input type="checkbox"/> 20-29 <input type="checkbox"/> 70-79 <input type="checkbox"/> 30-39 <input type="checkbox"/> 80-89 <input type="checkbox"/> 40-49 <input type="checkbox"/> over 90	<input type="checkbox"/> day trip <input type="checkbox"/> 5 nights <input type="checkbox"/> 1 night <input type="checkbox"/> 6 nights <input type="checkbox"/> 2 nights <input type="checkbox"/> 7 nights <input type="checkbox"/> 3 nights <input type="checkbox"/> more <input type="checkbox"/> 4 nights <input type="checkbox"/> nights	<input type="checkbox"/> Simien Lodge <input type="checkbox"/> Ambiko camp <input type="checkbox"/> Buitras <input type="checkbox"/> Sona camp <input type="checkbox"/> Sankaber camp <input type="checkbox"/> Mekarebia camp <input type="checkbox"/> Gich camp <input type="checkbox"/> Multit camp <input type="checkbox"/> Chenek camp <input type="checkbox"/> Other	<input type="checkbox"/> Self arranged trip <input type="checkbox"/> Package tour from your country <input type="checkbox"/> Package tour arranged in Ethiopia <input type="checkbox"/> Other	<input type="checkbox"/> from Gondar <input type="checkbox"/> from Aksum <input type="checkbox"/> from Lalibela <input type="checkbox"/> Other
		<input type="checkbox"/> Male <input type="checkbox"/> Female	<input type="checkbox"/> 0-9 <input type="checkbox"/> 50-59 <input type="checkbox"/> 10-19 <input type="checkbox"/> 60-69 <input type="checkbox"/> 20-29 <input type="checkbox"/> 70-79 <input type="checkbox"/> 30-39 <input type="checkbox"/> 80-89 <input type="checkbox"/> 40-49 <input type="checkbox"/> over 90	<input type="checkbox"/> day trip <input type="checkbox"/> 5 nights <input type="checkbox"/> 1 night <input type="checkbox"/> 6 nights <input type="checkbox"/> 2 nights <input type="checkbox"/> 7 nights <input type="checkbox"/> 3 nights <input type="checkbox"/> more <input type="checkbox"/> 4 nights <input type="checkbox"/> nights	<input type="checkbox"/> Simien Lodge <input type="checkbox"/> Ambiko camp <input type="checkbox"/> Buitras <input type="checkbox"/> Sona camp <input type="checkbox"/> Sankaber camp <input type="checkbox"/> Mekarebia camp <input type="checkbox"/> Gich camp <input type="checkbox"/> Multit camp <input type="checkbox"/> Chenek camp <input type="checkbox"/> Other	<input type="checkbox"/> Self organized trip <input type="checkbox"/> Package tour from your country <input type="checkbox"/> Package tour arranged in Ethiopia <input type="checkbox"/> Other	<input type="checkbox"/> from Gondar <input type="checkbox"/> from Aksum <input type="checkbox"/> from Lalibela <input type="checkbox"/> Other
D	M	<input type="checkbox"/> Ethiopia <input type="checkbox"/> Canada <input type="checkbox"/> Germany <input type="checkbox"/> Japan <input type="checkbox"/> Russia <input type="checkbox"/> Switzerland <input type="checkbox"/> Australia <input type="checkbox"/> China <input type="checkbox"/> Hungary <input type="checkbox"/> Korea <input type="checkbox"/> Slovenia <input type="checkbox"/> UK <input type="checkbox"/> Austria <input type="checkbox"/> Czech <input type="checkbox"/> Ireland <input type="checkbox"/> Netherlands <input type="checkbox"/> South Africa <input type="checkbox"/> USA <input type="checkbox"/> Belgium <input type="checkbox"/> Denmark <input type="checkbox"/> Israel <input type="checkbox"/> Norway <input type="checkbox"/> Spain <input type="checkbox"/> Other <input type="checkbox"/> Brazil <input type="checkbox"/> France <input type="checkbox"/> Italy <input type="checkbox"/> Poland <input type="checkbox"/> Sweden	<input type="checkbox"/> 0-9 <input type="checkbox"/> 50-59 <input type="checkbox"/> 10-19 <input type="checkbox"/> 60-69 <input type="checkbox"/> 20-29 <input type="checkbox"/> 70-79 <input type="checkbox"/> 30-39 <input type="checkbox"/> 80-89 <input type="checkbox"/> 40-49 <input type="checkbox"/> over 90	<input type="checkbox"/> day trip <input type="checkbox"/> 5 nights <input type="checkbox"/> 1 night <input type="checkbox"/> 6 nights <input type="checkbox"/> 2 nights <input type="checkbox"/> 7 nights <input type="checkbox"/> 3 nights <input type="checkbox"/> more <input type="checkbox"/> 4 nights <input type="checkbox"/> nights	<input type="checkbox"/> Simien Lodge <input type="checkbox"/> Ambiko camp <input type="checkbox"/> Buitras <input type="checkbox"/> Sona camp <input type="checkbox"/> Sankaber camp <input type="checkbox"/> Mekarebia camp <input type="checkbox"/> Gich camp <input type="checkbox"/> Multit camp <input type="checkbox"/> Chenek camp <input type="checkbox"/> Other	<input type="checkbox"/> Self organized trip <input type="checkbox"/> Package tour from your country <input type="checkbox"/> Package tour arranged in Ethiopia <input type="checkbox"/> Other	<input type="checkbox"/> from Gondar <input type="checkbox"/> from Aksum <input type="checkbox"/> from Lalibela <input type="checkbox"/> Other
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Annual visitors to Simien Mountains National Park hit a record 22,457 in 2015, up from 12,437 in 2014. Demand continued to be strong and the number is expected to grow in 2016. However the number is based on official record made by EWCA Park Office and there is no data by month or nationality. In addition, it seems difficult to compare the number to international trend while it was collected by Ethiopian calendar.

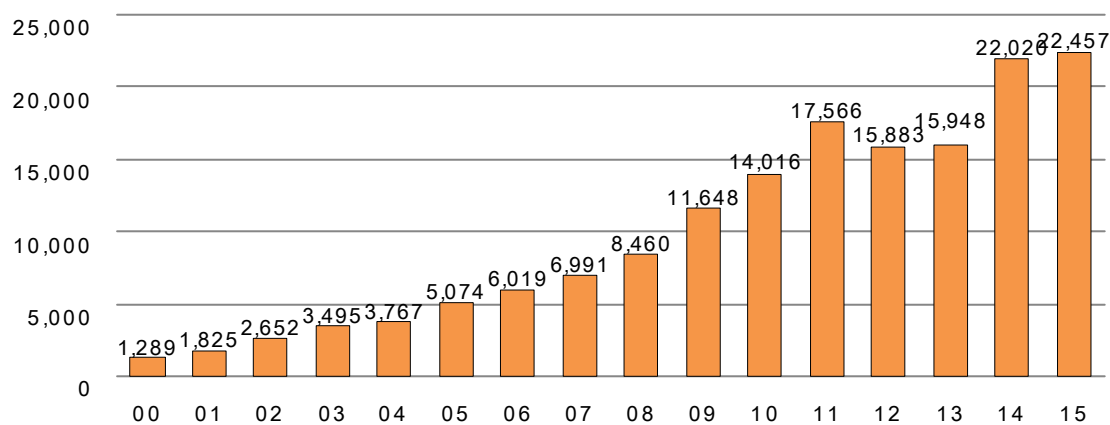


Figure 2.4 Annual number of visitors to SMNP (SOURCE:EWCA Park Office)

According to the Visitor Registration Sheet introduced by this Project, it becomes possible to analyze data in detail about tourism flow, such as by-month and by-nationality. Also the function for marketing data analysis including making the data sheet, data entry into Excel, and summary count works as a mechanism based on the collaboration with local staff and C/Ps.

Even though there is room to improve skills especially for the cleaning process, the level of basic skill for marketing through analyzing quantitative data has been improved when compared to the beginning of the Project.

As a result of the marketing analysis mentioned above, the number of visitors in the first half of 2015 was recorded as 8,200, with decrease of 636. The number of visitors in May decreased 51.1% from 2014, and visitors in February and August decreased in double digit. However, according to the trend of recent years, it is reasonable that the number of May in 2014 does not mean the depression. The annual visitor in 2015 will be expected to reach about 16,900.

Table 2.26 Number of visitors by month

	2010	2011	2012	2013	2014	2015	15/14(%)
JAN	1,154	1,694	1,635	2,089	2,108	2,166	2.8
FEB	836	1,020	1,088	1,649	1,911	1,690	▲ 11.6
MAR	723	781	684	1,172	1,285	1,451	12.9
APR	554	913	857	1,015	1,710	1,658	▲ 3.0
MAY	376	330	313	794	1,494	731	▲ 51.1
JUN	238	339	280	365	328	504	53.7
JUL	509	390	406	644	776	628	▲ 19.1
AUG	537	539	479	544	601	584	▲ 2.8
SEP	530	473	605	928	903	1,167	29.2
OCT	1,323	1,250	1,354	2,376	2,379		
NOV	1,423	1,677	1,402	2,503	2,560		
DEC	1,384	982	1,580	1,972	1,775		
TOTAL	9,587	10,388	10,683	16,051	17,830	16,969	

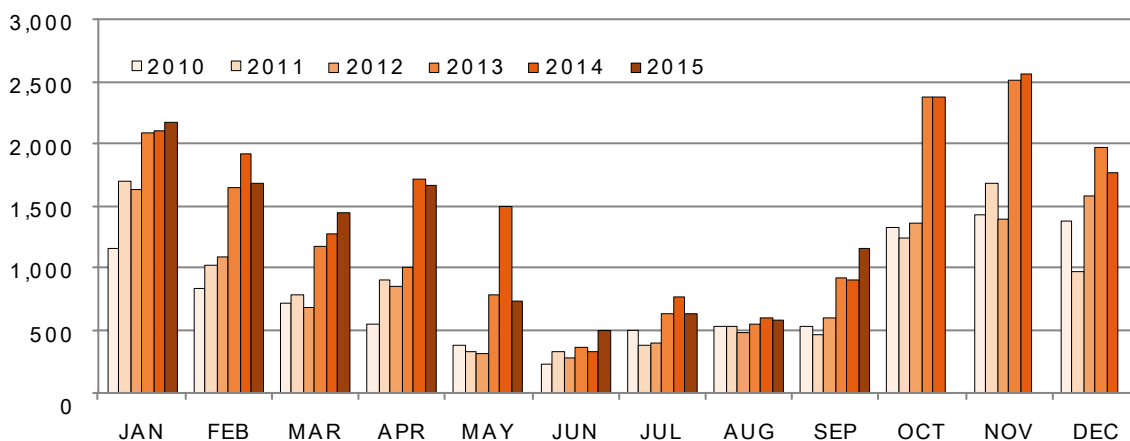


Figure 2.5 Monthly number of visitors to SMNP

By nationality, the first place was Ethiopia followed by France, UK, Germany, and USA, which are the highest priority markets. Israel, one of the second priority markets, came in 6th place, and 7th was Netherlands, followed by Spain. The data in 2015 does not include high season for international tourists, therefore the number of foreigners will become more on the annual total data.

Table 2.27 Number of visitors by nationality

RANK	2013	No.	Share(%)	2014	No.	Share(%)	2015	No.	Share(%)
1	Germany	1,870	11.6	Germany	2,152	12.6	Ethiopia	1,552	14.7
2	UK	1,864	11.5	France	1,997	11.7	France	1,230	11.6
3	France	1,780	11.0	UK	1,703	10.0	UK	1,006	9.5
4	Ethiopia	1,210	7.5	Ethiopia	1,594	9.3	Germany	920	8.7
5	USA	1,108	6.9	USA	1,170	6.8	USA	900	8.5
6	Netherlands	930	5.8	Israel	958	5.6	Israel	599	5.7
7	Belgium	865	5.4	Netherlands	906	5.3	Netherlands	578	5.5
8	Israel	854	5.3	Belgium	859	5.0	Spain	440	4.2
9	Italy	761	4.7	Spain	724	4.2	Belgium	399	3.8
10	Poland	589	3.6	Italy	677	4.0	Italy	354	3.3
11	Spain	572	3.5	Poland	593	3.5	Poland	317	3.0
12	Australia	372	2.3	Canada	365	2.1	Austria	247	2.3
13	Canada	364	2.3	Australia	362	2.1	Canada	231	2.2
14	Switzerland	264	1.6	Switzerland	337	2.0	Australia	200	1.9
15	China	254	1.6	Norway	242	1.4	Switzerland	179	1.7
16	Austria	203	1.3	Austria	236	1.4	Denmark	107	1.0
17	Denmark	160	1.0	Sweden	190	1.1	Ireland	97	0.9
18	Sweden	146	0.9	Denmark	188	1.1	Japan	79	0.7
19	Norway	125	0.8	Czech	110	0.6	China	71	0.7
20	Slovenia	105	0.7	South Africa	110	0.6	South Africa	66	0.6
	Other	1,756	10.9	Other	1,610	9.4	Other	1,007	9.5
	Total	16,152	100.0	Total	17,083	100.0	Total	10,579	100.0

On monthly number of visitors by nationality, the highest season of Germany, France and UK starts from October and it continues until April as well as USA. On the other hand, the highest number of Spanish visitor was recorded in August. Ethiopia's high season starts from March and continues until beginning of summer.

Based on the result, it seems to be effective to carry out promotional activity under the consensus that the volume zone of these markets visits the park in dry season.

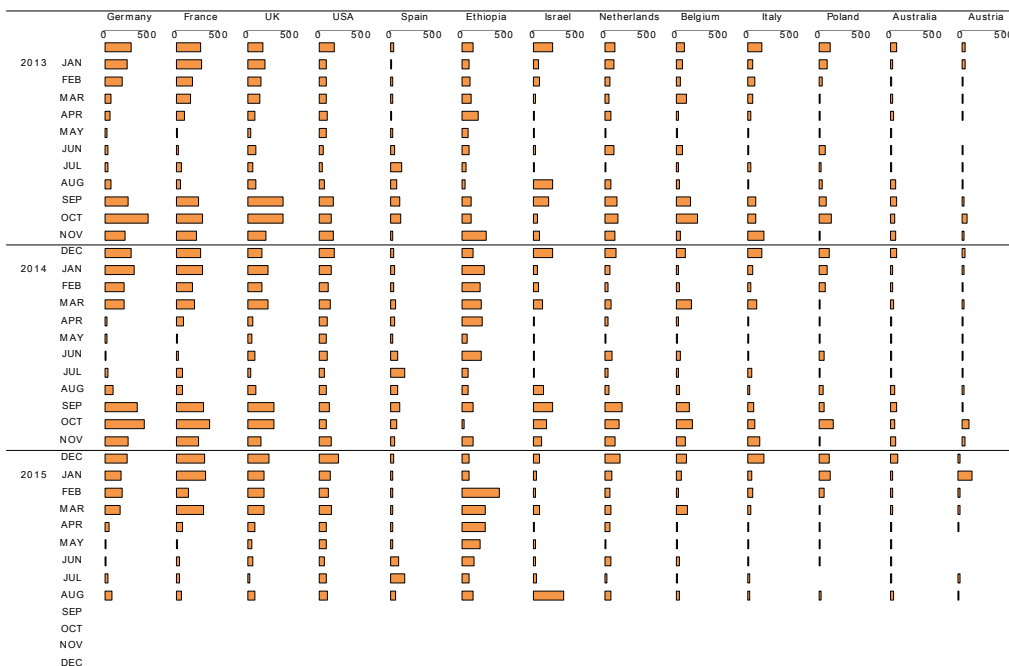


Figure 2.6 Monthly number of visitors by nationality

On monthly change, the European market recorded narrow change, however, Spain and Israel showed sharp decline. Although the total amount is not so big as European big three market, it's notable that Belgium also recorded decline in 3month continuously from March. Based on the total analysis about monthly trend of main markets, the market started to get the stage of plateau.

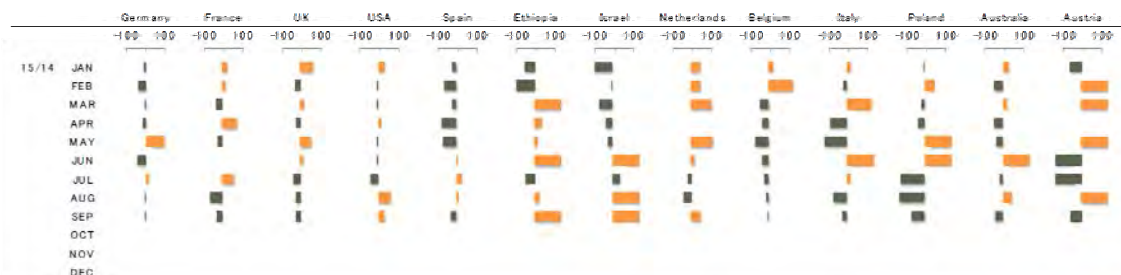


Figure 2.7 Monthly change by nationality

About sexuality, there is no difference by countries; however, some features by country were confirmed on age. Since over 50s accounted for the largest proportion in Germany, France and UK, the 20s accounted in USA. About Ethiopia, the largest segment is 20s as well as USA. Although the park located over 3000m over the sea, the main target is relatively high-aged group.

Table 2.28 Sexuality of main market

	Male	Female	Total
Germany	47.2	52.8	100.0
France	49.3	50.7	100.0
UK	51.0	49.0	100.0
USA	48.9	51.1	100.0
Spain	47.9	52.1	100.0
Ethiopia	59.6	40.4	100.0
Israel	48.5	51.5	100.0
Netherlands	46.6	53.4	100.0
Belgium	48.7	51.3	100.0
Italy	47.4	52.6	100.0
Poland	47.7	52.3	100.0
Australia	51.2	48.8	100.0
Austria	48.1	51.9	100.0
Total	50.2	49.8	100.0

On duration of stay, day-trip visitors continue to lead with an increase in percentage share to 39.5%. The sum of day-trip and 1 night reach more than 60% and it showed that the most of the visitors to the park was relatively short-time visitor.

This is common trend among European main markets such as Germany, France and USA. In particular, In Germany, the more than 68% stayed less than 1night inside the park.

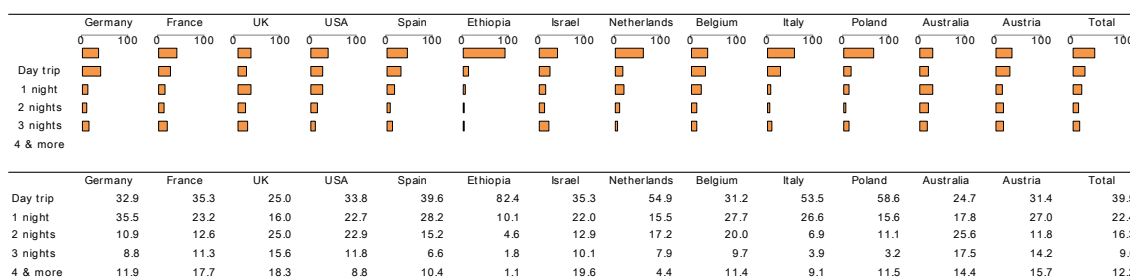


Figure 2.8 Duration of stay in major markets

In terms of accommodation usage of visitors who stayed more than 1 night inside the park, Sanakber accounted for the largest portion with 38.0%, followed by the Simien Lodge with 36.0% and Gich with 32.0%.

According to nationality, visitors from Germany and Belgium made up the largest portion of guests at the Simien Lodge. Basically, tourist mainly uses 4 sites such as Sankaber, Simien Lodge, Gich and Chnnek, however, some of the visitors from France and Israel use Sona, Makalebiya and Mulit as well.

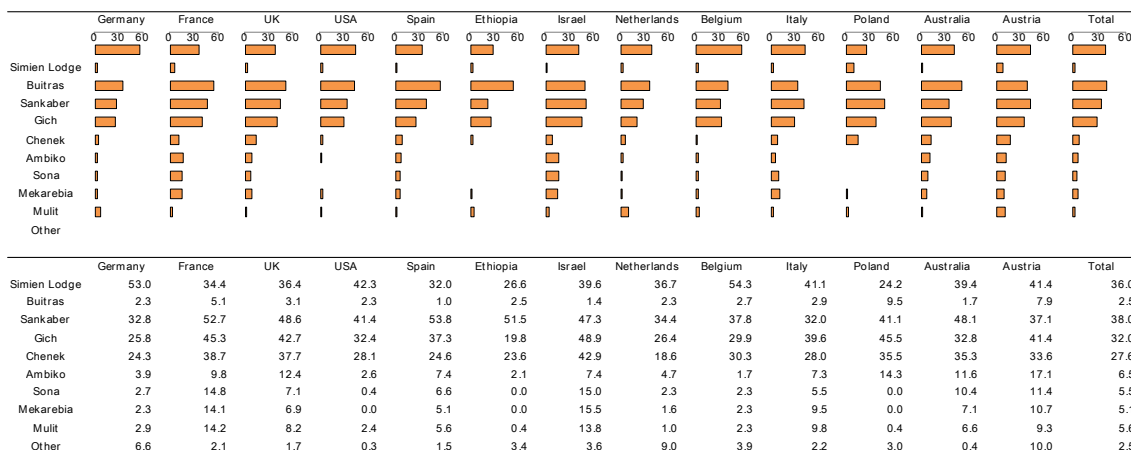


Figure 2.9 Accommodation site in major markets

According to the tour arrangement form, the portion of those who had arranged after arriving in Ethiopia topped the list with 56.7%, followed by those who “self-arranged”, which totaled to 22.2%.

By nationality, for visitors from France and Poland, “Self-arranged” revealed to be quite low percentage and it means that the tourist mainly arranges the tour through agent in these countries. On the other hand, more than 30% of tourist from UK arranged through tour agent in origin and it seems that the direct promotion to agents in UK is effective for this market.

Table 2.29 Tour arrangement in major markets

	Self	Package in origin	Package in Ethiopia	Other	Total
Germany	13.4	22.6	63.2	0.8	100.0
France	9.9	22.8	66.0	1.3	100.0
UK	16.0	31.7	50.9	1.4	100.0
USA	18.8	16.5	62.2	2.5	100.0
Spain	18.2	14.7	65.7	1.4	100.0
Ethiopia	82.5	1.9	10.6	4.9	100.0
Israel	19.0	9.9	69.6	1.5	100.0
Netherlands	19.8	23.4	55.6	1.2	100.0
Belgium	12.0	15.9	71.2	0.9	100.0
Italy	21.1	22.6	54.6	1.7	100.0
Poland	6.0	27.3	66.6	0.2	100.0
Australia	16.0	29.3	51.2	3.4	100.0
Austria	25.9	24.9	48.3	1.0	100.0
Total	22.2	19.5	56.7	1.6	100.0

For access to Debark, “from Gondar” accounted for 91.4% irrespective of nationality. In Belgium and Australia, “from Aksum” accounted for 2 digits; it means there is some demand for the route from Axum to the park. Germany and France also showed similar trend as these countries.

Table 2.30 Access to Debark

	Gondar	Aksum	Lalibela	Other	Total
Germany	90.8	8.5	0.7	0.0	100.0
France	89.2	9.8	0.5	0.5	100.0
UK	95.0	4.7	0.3	0.0	100.0
USA	95.0	4.4	0.3	0.3	100.0
Spain	97.9	2.1	0.0	0.0	100.0
Ethiopia	82.2	13.6	0.2	4.0	100.0
Israel	95.7	3.8	0.0	0.5	100.0
Netherlands	97.2	2.4	0.0	0.5	100.0
Belgium	88.9	10.2	0.9	0.0	100.0
Italy	89.9	8.0	0.3	1.7	100.0
Poland	96.7	1.6	0.7	0.9	100.0
Australia	81.9	17.8	0.3	0.0	100.0
Austria	91.1	7.3	0.5	1.0	100.0
Total	91.4	7.4	0.5	0.7	100.0

2.8.2 Implementation of Visitor Survey

Although the visitor registration list is extremely useful to assess travel trends, it is impossible to analyze data collected after the visit such as visitor satisfaction, intention to revisit and recommendation, as well as the total amount of expenditure. In addition, collecting information on the list such as required level of comfort and trekking level of each visitor is an infeasible option.

To address these issues, an official visitor survey was conducted to clarify facts about the intention and activities of visitors. When implementing the survey, a small team including Mr.

Shimelis from the North Gondar Zone Culture and Tourism Department (as a core member),

Mr. Azanaw from Debark Woreda Culture and Tourism Head Office, and local staff, was organized. This team transferred process techniques from planning, designing, making questionnaires, conducting field work, collecting data, and inputting as a single package. This approach resulted in the acquisition of practical know-how for each process, improved management techniques, and a better understanding of the overall research structure.

Table 2.31 Official visitor survey

< survey > from 4th Dec. 2012
< target > visitors to SMNP including Ethiopian visitors
< sample > 500
< Method > distributed and collected by hand in EWCA Simien Park Office and at the gate
< Questionnaire > See next page



Official visitor survey



Visitor who is answering questionnaire

Ethiopian Wildlife Conservation Authority
Simien Mountains National Park
Official Visitor Survey

A1. Please specify the country of your nationality. **(single answer)**

1. Ethiopia 2. Australia 3. Austria 4. Belgium 5. Canada 6. China
 7. Czech 8. Denmark 9. France 10. Germany 11. Hungary 12. Israel
 13. Italy 14. Netherlands 15. Norway 16. Poland 17. Russia 18. Spain
 19. Sweden 20. Switzerland 21. UK 22. USA 23. Other _____

A2. Sex, age and your arrival date in the Simien Mountains National Park,

1. Male 2. Female Age _____ Date Year ___ Month ___ Day ___

A3. How many times have you visited Ethiopia and Simien including this visit? **(single answer)**

- to Ethiopia 1. 1 time(first time) 2. 2 times 3. Over 3 times 4. Resident in Ethiopia
 to Simien 1. 1 time(first time) 2. 2 times 3. Over 3 times 4. Local resident

A4. What type of trekking/hiking trip have you ever taken mainly in your life? **(single answer)**

1. Not at all 2. Short hiking (1-2hours). 3. Half-day or one-day trekking/hiking
 4. Long distance trekking (with overnight stay)

A5. How did you arrange this trip? **(single answer)**

1. Self-arranged 2. Package-tour arranged in Ethiopia 3. Package-tour from your country

A6. Who is currently traveling with you? **(multiple answer)**

1. Just me 2. Spouse/Partner 3. Family 4. Friend(s) 5. Co-Worker(s) 6. Other _____

A7. How long did you stay inside the Simien Mountains National Park? **(single answer)**

1. Day trip 2. 1 night 3. 2 nights 4. 3 nights 5. 4 nights 6. 5 nights
 7. 6 nights 8. 7 nights 9. More _____nights

A8. Where did you stay inside the Simien Mountains National Park? **(multiple answer)**

1. Simien lodge 2. Buitras 3. Sankaber 4. Gich 5. Chenek
 6. Ambiko 7. Sona 8. Mekarebia 9. Mulit 10. Other _____

A9. What was the main purpose of your visit to the Simien Mountains National Park? **(multiple answer)**

1. Natural landscape 2. Animals 3. Plants 4. Trekking/Hiking 5. Bird-watching
 6. Village landscape 7. Local culture and people 8. Other _____

A10. How did you get information about the Simien Mountains National Park? **(multiple answer)**

1. From family or friends 2. Tourist Information center 3. Accommodation staff, brochure, website
 4. Travel agent staff, brochure, website 5. Guidebook 6. Other book 7. TV
 8. Ethiopian government official tourism website (<http://www.tourismethiopia.org>)
 9. Facebook 10. Trip adviser 11. Twitter 12. Other website 13. Other _____

A11. How important each of following factor is for your visit in the Simien Mountains National Park? **(single answer)**

	Not at all Important	Fairly Important	Moderately Important	Extremely Important
Automobile access	1	2	3	4
Pavement of the trail	1	2	3	4
Clean toilet	1	2	3	4
Comfortable campsites & lodges	1	2	3	4

B1. How satisfied are you with your visit to the Simien Mountains National Park this time? **(single answer)**

1. Very dissatisfied 2. Dissatisfied 3. Fairly dissatisfied 4. Neither 5. Fairly satisfied 6. Satisfied 7. Very satisfied

B2. What did you think about the quality and the quantity of the services, facilities and environment inside the Simien Mountains National Park? **(single answer)**

	Did not use	Very poor	Poor	Fairly poor	Neither	Fairly good	Good	Very good
Accommodation	0	1	2	3	4	5	6	7
Guiding	0	1	2	3	4	5	6	7
Scout	0	1	2	3	4	5	6	7
Mule	0	1	2	3	4	5	6	7
Cook	0	1	2	3	4	5	6	7
Souvenir	0	1	2	3	4	5	6	7

B3. Would you like to visit the Simien Mountains National Park again? **(single answer)**

1. Definitely not 2. No 3. Not really 4. Neither 5. Probably 6. Yes 7. Definitely

B4. Would you like to recommend the Simien Mountains National Park to others? **(single answer)**

1. Definitely not 2. No 3. Not really 4. Neither 5. Probably 6. Yes 7. Definitely

C1. How much money did you spend inside the Simien Mountains National Park. (per person/birr)

Accommodation	1. _____ birr	2. Unknown
Food, coffee, water, etc.	1. _____ birr	2. Unknown
Shopping (souvenir, handcraft etc.)	1. _____ birr	2. Unknown
Activity (trekking, mule, guide, etc.)	1. _____ birr	2. Unknown
Other _____	1. _____ birr	2. Unknown
Total (if you don't remember detail)	1. _____ birr	2. Unknown

D1. Would you like to join activities in local village and what do you think appropriate price is?

Activity	Definitely not	No	Not really	Neither	Yes	Probably	Definitely	Price
Coffee ceremony	1	2	3	4	5	6	7	_____ birr
Weaving cotton	1	2	3	4	5	6	7	_____ birr
Hair dressing	1	2	3	4	5	6	7	_____ birr

Please write your comment freely on back side and

hand it over at the park exit (gate keeper) or the park office in Debarq. Thank you very much!

This survey is conducted with support from SIMCOT, the Simien Mountains National Park Community Tourism Project.

2.8.3 Implementation of Gondar Visitor Survey

Continued from the 1st year of the Project, a Foreign Tourist Survey was conducted at Gondar Airport to examine the potential demand for visits to the SMNP and the surrounding area and to understand foreign visitor trends. The questionnaire included several questions about the timing of deciding a destination where they might visit for their next trip, as well as useful information sources about the trip, so as to analyze its effective promotion.

It should be noted that the survey was carried out by outsourcing to a local consultant firm, because it is common to contract out the work to professional agencies due to the required knowledge and skill. In the outsourcing process, techniques on contractor selection, questionnaire development, and schedule management were transferred to Mr. Shimelis from the North Gondar Zone Culture and Tourism Department.

Table 2.32 Foreign Tourist Survey at Gondar Airport

<p>< Survey > Jan to Feb.2013,2014 and all the year in 2015</p> <p>< Target > Foreign tourist departing from Gondar Airport (including business tourists and local residents)</p> <p>< Sample > 1,000 / year</p> <p>< Method > Face-to-face interviews by surveyors at the departure gates</p> <p>< Questionnaire > see next page</p>
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1. Date: Year Month Day

2. Flight No.

Researcher Name

Sample No.

Gondar Airport Survey for Foreign Visitors

The Simien Mountains Community Tourism Project supported by Ethiopian and Japanese governments is surveying foreign tourists that have visited Gondar. This survey will investigate trends in travel and consumption of foreign tourists visiting Gondar and will be used as basic data for ongoing tourist policy making. All data will be processed statistically and no personal information will be released. Please help out us out with this short survey before you depart.

[A. About You]

●A1. Sex / Age 1 Male Female Years Old

●A2. What is your Country of Nationality? (Choose one)

1 <input type="checkbox"/> Germany	5 <input type="checkbox"/> Canada
2 <input type="checkbox"/> France	6 <input type="checkbox"/> Italy
3 <input type="checkbox"/> UK	7 <input type="checkbox"/> China
4 <input type="checkbox"/> USA	8 <input type="checkbox"/> Other <input type="text"/>

●A3. Where do you currently live? (Choose one)

1 <input type="checkbox"/> Germany	5 <input type="checkbox"/> Canada	9 <input type="checkbox"/> Ethiopia
2 <input type="checkbox"/> France	6 <input type="checkbox"/> Italy	
3 <input type="checkbox"/> UK	7 <input type="checkbox"/> China	
4 <input type="checkbox"/> USA	8 <input type="checkbox"/> Other <input type="text"/>	

[B. About this trip to Ethiopia] (for those who doesn't currently live in Ethiopia)

●B1. Including this visit, how many times have you visited Ethiopia? (Enter the number) Times

●B2. How many nights will / did you stay totally in Ethiopia? (Choose one)

1 <input type="checkbox"/> Day Trip	4 <input type="checkbox"/> 7-10 nights	7 <input type="checkbox"/> 21-30 nights
2 <input type="checkbox"/> 1-3 nights	5 <input type="checkbox"/> 11-14 nights	8 <input type="checkbox"/> Over month
3 <input type="checkbox"/> 4-6 nights	6 <input type="checkbox"/> 15-20 nights	

●B3. How many days/ months prior to the departure did you make the decision to visit Ethiopia? (Choose one)

1 <input type="checkbox"/> 1-7 days	4 <input type="checkbox"/> 1-2 months	7 <input type="checkbox"/> 7-11 months
2 <input type="checkbox"/> 8-14 days	5 <input type="checkbox"/> 3-4 months	8 <input type="checkbox"/> 1 year or more
3 <input type="checkbox"/> 15-30 days	6 <input type="checkbox"/> 5-6 months	9 <input type="checkbox"/> I don't know (I forgot)

●B4. Which source(s) do you feel were helpful in obtaining information about your destination prior to coming to Ethiopia? (Multiple answer)

1 <input type="checkbox"/> TV program	11 <input type="checkbox"/> Personal blogs
2 <input type="checkbox"/> Discover Simien Brochure	12 <input type="checkbox"/> YouTube
3 <input type="checkbox"/> Travel guide book	13 <input type="checkbox"/> Trip Advisor
4 <input type="checkbox"/> Magazine or newspaper	14 <input type="checkbox"/> Twitter
5 <input type="checkbox"/> Other book	15 <input type="checkbox"/> Discover Simien Facebook
6 <input type="checkbox"/> Ethiopian government site (http://www.tourismethiopia.org/)	16 <input type="checkbox"/> Other Facebook page
7 <input type="checkbox"/> Travel agent's staff or brochure	17 <input type="checkbox"/> Other websites
8 <input type="checkbox"/> Travel agent's website	18 <input type="checkbox"/> Family/friends in own country
9 <input type="checkbox"/> Accommodation staff or brochures	19 <input type="checkbox"/> Family/friends in Ethiopia
10 <input type="checkbox"/> Accommodation website	20 <input type="checkbox"/> Other <input type="text"/>
	21 <input type="checkbox"/> None in particular

[C. About this visit to Gondar]

●C1. Who is with you on this trip? (Multiple answer)

1 <input type="checkbox"/> Just me	4 <input type="checkbox"/> Work colleagues
2 <input type="checkbox"/> Spouse / partner	5 <input type="checkbox"/> Friends
3 <input type="checkbox"/> Family / relatives	6 <input type="checkbox"/> Other

●C2. How many members are there in your group?

Total number of traveler(s) including you person(s)

●C3. How many times have you been to Gondar and its surrounding area? (includes Wunnania, Kosoye, Deabark and Simien Mountains N.P.) (Multiple answer)

times including this trip

●C4. What is your main reason for visiting Gondar and its surrounding area? (Enter number)

1 <input type="checkbox"/> Tourism / leisure	5 <input type="checkbox"/> Event	9 <input type="checkbox"/> Pilgrimage / religion
2 <input type="checkbox"/> Visiting family / friends	6 <input type="checkbox"/> Study	10 <input type="checkbox"/> Other
3 <input type="checkbox"/> Honeymoon	7 <input type="checkbox"/> Conference	<input type="text"/>
4 <input type="checkbox"/> School-related trip	8 <input type="checkbox"/> Business	

●C5. How many nights did you stay in Gondar and its surrounding area? (Choose one)

1 <input type="checkbox"/> Day Trip	4 <input type="checkbox"/> 3 nights	7 <input type="checkbox"/> 6 nights
2 <input type="checkbox"/> 1 night	5 <input type="checkbox"/> 4 nights	8 <input type="checkbox"/> 7 nights
3 <input type="checkbox"/> 2 nights	6 <input type="checkbox"/> 5 nights	9 <input type="checkbox"/> Over 8 nights

●C6. Did you make this trip on an organized group tour? (Choose one)

1 Yes 2 No (independent / individual)

●C7. Did you make this trip on a package tour? (Choose one)

1 Yes 2 No (Self-arranged)

 → ●C7-2. How did you arrange the package? (Choose one)

1 <input type="checkbox"/> Through travel agent in my country
2 <input type="checkbox"/> Through Ethiopian travel agent
3 <input type="checkbox"/> Through online travel agent such as "Expedia"
4 <input type="checkbox"/> Through airline company

●C8. When did you make the decision to visit Gondar and its surrounding area? (Choose one)

1 <input type="checkbox"/> Before making decision to visit Ethiopia
2 <input type="checkbox"/> After making decision to visit Ethiopia, but before arriving at Ethiopia
3 <input type="checkbox"/> After arriving at Ethiopia
4 <input type="checkbox"/> I had not planned to visit Gondar

Please also answer the questions on the reverse side.

●C9. What form of transportation did you use to come to Gondar? (Multiple answer)

1 Air plane 4 Rental car
 2 Public bus 5 Other
 3 Tour-bus / Tour-car

●C10. Where did / will you visit in this trip? (Multiple answer)
 Where is the most important destination for you in this trip? (Choose one)

	Visited / will visit	Most important destination
1 Addis Ababa	<input type="checkbox"/>	<input type="radio"/>
2 Bahir Dar	<input type="checkbox"/>	<input type="radio"/>
3 Lalibela	<input type="checkbox"/>	<input type="radio"/>
4 Axum	<input type="checkbox"/>	<input type="radio"/>
5 Hawassa	<input type="checkbox"/>	<input type="radio"/>
6 South Omo	<input type="checkbox"/>	<input type="radio"/>
7 Harar	<input type="checkbox"/>	<input type="radio"/>
8 Ziway	<input type="checkbox"/>	<input type="radio"/>
9 Other <input type="text"/>	<input type="checkbox"/>	<input type="radio"/>
Gondar & its surrounding area	10 Fasil Ghebbi (Gondar palaces & castles)	<input type="checkbox"/> <input type="radio"/>
	11 Debre Birhan Selassie Church	<input type="checkbox"/> <input type="radio"/>
	12 Wunnania	<input type="checkbox"/> <input type="radio"/>
	13 Kosoye	<input type="checkbox"/> <input type="radio"/>
	14 Debarq	<input type="checkbox"/> <input type="radio"/>
15 Simien Mountains National Park	<input type="checkbox"/> <input type="radio"/>	

→ **for those who did NOT visit SMNP during this trip**
 [E. About awareness of Simien Mountains National Park]
 ●E1. Do you know Simien Mountains National Park? (Choose one)

1 I do NOT know at all
 2 I have Never visited, but I have heard the name only.
 3 I have Never visited, but I know well.
 4 I have visited before (not this time)

↓ **Only for those who has any information about Simien**
 [F. About Simien Mountains National Park]
 ●F1. Where did you find information about Simien Mountains National Park? (Multiple answer)

1 TV program
 2 Discover Simien Brochure
 3 Travel guide book
 4 Magazine or newspaper
 5 Other book
 6 Tourist Information Center in Ethiopia
 7 Ethiopian government site (<http://www.tourismethiopia.org/>)
 8 Travel agent's staff or brochure in own country
 9 Travel agent's website in own country
 10 Travel agent's staff or brochure in Ethiopia
 11 Travel agent's website in Ethiopia
 12 Accommodation staff or brochures
 13 Accommodation website
 14 Personal blogs
 15 YouTube
 16 Trip Advisor
 17 Twitter
 18 Discover Simien Facebook
 19 Other Facebook page
 20 Other websites
 21 Family/friends in own country
 22 Family/friends in Ethiopia
 23 Other
 24 None in particular

●F2. Why did NOT visit Simien Mountains National Park in this trip? (Multiple answer)

1 I have never known about the Park
 2 I already visited (do NOT want to go again)
 3 I feel it's NOT attractive
 4 It is tough trip for me (no confidence in physical strength)
 5 It is very far and takes long time
 6 It is expensive to visit
 7 Lack of tourist Information (access, hotel, etc..)
 8 Lack of available package tour
 9 Other
 10 None in particular

●F3. What is your image of Simien Mountains National Park? (Multiple answer)

1 Natural landscape 6 Enjoying contact with local people
 2 Rare animals 7 Trekking & Hiking
 3 Bird Watching 8 Listed as a UNESCO World Heritage
 4 Rare plants 9 Other
 5 Village landscape 10 None in particular

↓ **Only for those who visited Simien Mountains National Park**
 [D. About the trip to Simien Mountains National Park]
 ●D1. When did you make the decision to visit Simien Mountains National Park? (Choose one)

1 Before making decision to visit Ethiopia
 2 After making decision to visit Ethiopia, but before arriving at Ethiopia
 3 After arriving at Ethiopia
 4 I had not planned to visit Simien Mountains National Park

Thank you for your help, and have a nice trip.

2.8.4 Strategy of Marketing

Having considered that the Marketing Strategy will be a part of the SIMCOT-MDP, vigorous discussions on issues related to the main contents of the strategy have been conducted among C/Ps, stakeholders and Japanese experts. Table 2.33 shows the draft contents of the Marketing Strategy. The contents are composed mainly of 5 basic steps of the marketing process; vision, analysis, planning (segmentation, targeting and positioning), execution (product, price, place and promotion), and evaluation, especially focused on the analysis as a second step.

In addition, the primary contents of a draft Promotion Plan was discussed, which included short-term promotional activities identified through joint consultation between all parties.

Table 2.33 Primary Contents of the Marketing Strategy

1	Introduction
1-1	Background
1-2	Marketing process
1-3	Target area
1-4	Objective and process to achieve
1-5	Conceptual organization
1-6	Measurements of success
1-7	Summary
2	Vision
2-1	Main concepts
2-2	Conceptual message
3	Analysis
3-1	SMNP visitors
3-2	Periodic survey
3-3	SWOT analysis
4	Planning
4-1	Segmentation and Targeting
4-2	Targeting criteria
4-3	Priority market
4-4	Positioning
5	Execution
5-1	Product development
5-2	Price
5-3	Distribution
5-4	Promotion
6	Evaluation
6-1	Measurable indicator
6-2	Return on investment and accountability

Table 2.34 Primary Contents of the Promotion Plan

1	Introduction
1-1	Target Area
1-2	Positioning of Simien Destination Area
1-3	Action based on AISAS
2	Target Market
2-1	1 st Priority Market
2-2	2 nd Priority Market
2-3	Next Market
3	B to B promotion
3-1	Tour-operators meeting

3-2	Travel Expo.
3-3	Materials
4	B to C promotion
4-1	e-marketing through Facebook
4-2	Materials
5	Indicators
5-1	B to B
5-2	B to C
6	Promotion Activity Matrix

2.8.5 Promotion Activities

(1) B to B / B to C Promotion

A. Activities during the 3rd Year

The B to B and B to C promotion activities were planned in the 3rd year promotion plan which was developed at the end of the 2nd year. Therefore, there were no activities during the 1st and 2nd year. The conducted activities during the 3rd year were summarized below.

a. Photo database development

1) Summary of Activities

In the past, promotional photos were randomly taken in different seasons by a number of photographers with varied objectives. Moreover, copyrights and data sources were not controlled and, as a result, they were not utilized widely for different materials. In response to these problems, the development of a photo database was conducted by hiring a professional photographer for the purpose of collecting photo data which could be available as materials for both B to B and B to C.

For developing high quality photo data, which enhances the appearance of the promotional materials, the operation was outsourced to a famous photographer, Mr. Antonio Fiorente. A schedule was set based on the discussions with the C/Ps and tour operators, and the preparation was conducted with the C/Ps.

2) Achievement

The photos were divided into 16 categories which included “tourist activity”, “trekking route”, “campsites”, “Flora”, “Fauna”, “landscape”, “river & water falls”, “local people and their life” and 6 about the village tour programs. The data was saved on a CD and managed at the Debarq and Gondar offices. The photos are utilized for developing brochures and sales activities toward tour operators in Ethiopia.

b. Travel Fair Participation

1) Summary of Activities

For market development of the village tour products and the expansion of visitors to SMNP, direct promotional activities targeting travel agencies and consumers in various countries are needed, in addition to activities targeting Ethiopian travel agencies and tour operators. Increasing the awareness level regarding the village tour products and establishing a personal network within the tourism sectors in Europe is very important.

In line with this point, according to the 3rd year promotion plan which was developed at the end of the 2nd year, training to enhance the capacity of promotional activities was conducted. As part of the promotion training, appointed trainees visited INDABA in South Africa, which is one of the biggest international travel fairs in Africa, and exhibited in the World Travel Market (WTM) in the UK, which is one of the biggest international travel fairs in Europe. The training schedule, appointed trainees, and objectives of the training are mentioned below.

The training to visit INDABA was conducted in 2013 and 2014. During INDABA in both years, JICA South Africa Office conducted two seminars; one was to exchange information among the technical cooperation Projects related to tourism development in Africa, and another was to develop the linkage between the Projects and Japanese tour operators that are interested in Africa. Especially in the seminar where tour operators were invited, it was a good opportunity to practice B to B promotion activities through on-the-job-training, since a business meeting with each tour operator was conducted.

a) Summary of the Training

	Conducted Training	Training Schedule	Appointed Trainees
1.	INDABA2013 Travel Fair: From May 11 to 14, 2013	From May 11 to 15, 2013	- Mr. Kassie Berihun Department Head, North Gondar Zone Culture and Tourism Department - Mr. Shimelis Aklilu Tourism Development and Promotion Officer, North Gondar Zone Culture and Tourism Department
2.	WTM Travel Fair From November 4 to 6, 2013	From November 2 to 8, 2013	- Mr. Alebel Desiie Bureau Head of ANRS-BCTPD - Mr. Zeleke Tegabe Wildlife Development and Protection directorator director, EWCA
3.	INDABA2014 Travel Fair : From May 10 to 12, 2014	From May 8 to 12, 2014	- Mr. Azanaw Kefyaleu Senior Tourism Expert, EWCA SMNP Office (Mr. Dawud Mume, Director General of EWCA cancelled due to sudden invitation to the Diet)

b) Objectives of the Training

1) INDABA Visit

- To see B to B promotion on the ground of African countries and other exhibiting countries
- To know other African countries' tourism products and their promotion strategies
- To promote tourism resources, especially focusing on SMNP and village tour
- - To know other African countries' CBT tourism products and their operational mechanism
- To visit regional tourism bureau of South Africa and ascertain the role of the public sector in terms of marketing and promotion

2) WTM Participation (OJT)

- To learn booth set up
- To distribute materials
- To learn how to conduct business meetings with tour operators who had interests in our products

2) Achievement

a) INDABA Visit

Since the objective of INDABA itself was, in principle, to promote inbound tourism in South Africa, the participation in INDABA from African countries was limited to Southern African countries. However, it was stated in INDABA 2013 to change the principle and expand it to become the biggest international travel fair in Africa. Due to the change of principle, INDABA opened to other African countries in 2014. Although the Ministry of Tourism in Ethiopia decided not to join it, the Ethiopian Tour Operators Association exhibited there. The participating trainees

observed the difference between South Africa and Ethiopia as well as learned the diversity of tourism products and promotional tools of other countries, through visiting the booths of the other African countries, observing their presentation, and discussing with them the operational mechanism of CBT products.

b) WTM Participation

43 people visited the Simien Destination Area booth and 23 business meetings were conducted in 3 days. 327 sets of paper brochures and 50 sets of USB flash memory with e-brochures were distributed. Also, with the cooperation of the Ethiopian Embassy in the UK, 200 brochures were placed at the embassy for distribution to visitors. It was difficult to evaluate the cost effectiveness through exhibiting only once, however, it was a good opportunity to practice the promotional activities on the ground.

(2) B to B Promotion

A. Activities during the 1st Year

The B to B promotion activities started to be conducted in the second half of the 2nd year, according to the promotion plan which was developed in the first half of the 2nd year. The 3rd year promotion plan was developed at the end of the 2nd year. Regarding the detailed activities, refer to the activities after the 2nd year.

B. Activities during the 2nd Year

a. Business Meeting with Tour Operators in Addis Ababa

1) Summary of Activities

As part of the promotion training, business meetings with tour operators (TO) in Ethiopia were held. The TOs in Addis Ababa were invited to the first meeting. The meeting outline, objectives and agenda are summarized below.

a) Outline of Business Meeting

	Date	Place	Stakeholders	Participated TO
First	December 11, 2012	Addis Ababa	8 persons	7 companies

b) Objectives and Agenda of Business Meeting

	Objectives	Main Agenda
First	a) Introduction of the Project b) To recognize the evaluation of services in the SMNP from the customer’s point-of-view c) To clarify issues to enhance customer satisfaction d) To establish interactive communication channels between service providers in the SMNP as well as tour operators in Addis Ababa to provide updated information (from the destination to the source market)	a) Outline of SIMCOT Project b) Brief Facts of SMNP and Our Challenges in the Project c) Existing Problems in SMNP d) Discussion

2) Achievement

This first discussion organized in Addis Ababa provided an occasion of dialogue between TOs in Addis Ababa and representatives of service providers, as well as public sectors in SMNP. It was agreed that tour operators in Addis Ababa and service providers in SMNP would cooperate to improve the conditions of accepting tourists, which benefits both parties, through developing closer communication and collaborative relations. For instance, the issue of

misleading information would be solved through closer communication. Moreover, the President of Tour Operators Association visited EWCA Simien Park Office to propose their support to improve the conditions of accepting tourists, such as the construction of new toilets or campsites.

C. Activities during the 3rd Year

a. Business Meetings with Tour Operators in Ethiopia

1) Summary of Activities

The business meetings with tour operators (TO) in Ethiopia were continuously organized during the 3rd year. The details are mentioned below.

a) Outline of Business Meetings

Addis Ababa TO	Date	Place	Stakeholders	Participated TO
Second	August 20, 2013	Addis Ababa	6 persons	12 companies
Third	February 6, 2014	Debark	7 persons	6 companies
Fourth	May 26, 2014	Addis Ababa	3 persons	30 companies
Gondar TO	Date	Place	Stakeholders	Participated TO
First	May 22, 2014	Gondar	6 persons	6 companies

b) Objectives and Agenda of Business Meeting

Addis Ababa	Objectives	Main Agenda
Second	<ul style="list-style-type: none"> a) To introduce village tour products b) To explain the proposal of improving services in the SMNP as one of destination areas, since the Ethiopian Tour Operators Association has offered their financial support for the idea of contributing to customer satisfaction in the SMNP c) To establish the network with tour operators in Addis Ababa by providing updated information regularly through this business meeting 	<ul style="list-style-type: none"> a) Introduction of the SIMCOT Project b) Brief facts of SMNP c) Introduction of village tour products d) Introduction of the role of village guide e) A proposal to Ethiopian Tour Operators Association f) Discussion
Third	<ul style="list-style-type: none"> a) To regularly provide updated information on the destination b) To briefly explain the village tour products and programs c) To establish a network between public and private sectors, as well as tour operators in Addis Ababa and service providers in the SMNP 	<ul style="list-style-type: none"> a) Updated market trends of SMNP b) Briefing of village tour products c) Introduction of potential tourism resources in Janamora and Bayeda woreda d) Discussion
Fourth	<ul style="list-style-type: none"> a) To introduce the SIMCOT Project b) To regularly provide updated information on the destination c) To briefly explain the village tour products and programs d) To establish a network between public and private sectors, as well as TOs in Addis Ababa and service providers in the SMNP 	<ul style="list-style-type: none"> a) Introduction of the SIMCOT Project b) Updated market trends of SMNP c) Updated information on accommodation and service providers in Debark d) Briefing of village tour products e) Discussion
Gondar	Objectives	Agenda
First	Same as the forth business meeting with Addis Ababa TOs	Same as the forth business meeting with Addis Ababa TOs

2) Achievement

The results of the SMNP marketing analysis which the Project started have been shared on the occasion of business meetings from the second meeting. Since it is the first attempt for one tourism destination to analyze market trends and share the results with the private sector, this has motivated TOs to participate in the business meetings. Additionally, there were lots of useful comments and advice given regarding the village tour products. For instance, they raised questions about the authenticity of the program, justification of the cancellation fee, and the capacity of one tour. Those comments and advice were taken into consideration to improve the tour products, after the discussion within the team and C/Ps.

The third business meeting was held at Debarq. Organizing a business meeting in the SMNP was a good opportunity for participating TOs to collect and update local information, as well as for service providers in the SMNP to deepen their mutual understanding through direct communication with TOs. It was the first step towards the establishment of B to B linkage. Direct communication between the public and private sectors led the people to exchange frank opinions from different aspects. Consequently, the base of mutual trust has been established to conquer common challenges, even though the public and private sectors may sometimes face conflicts of interest.

The first business meeting in Gondar was highly evaluated. The following aspects are considered as the reasons of receiving high evaluation: 1) It was the first opportunity for direct communication between the public and private sectors; and 2) the village tour products would benefit the community as well as diversify tour products and provide new value to TOs. It was requested by both sides to organize meetings on an ongoing basis.

As for the fourth meeting in Addis Ababa, since the invitation was distributed through the Ethiopian Tour Operators Association, a wide range of TOs from old and big companies to newly established companies participated in the meeting. It was also highly evaluated due to the same reasons as the meeting in Gondar, and provided a good opportunity to promote the Project activities.

b. Familiarization (FAM) Trip

1) Summary of Activities

A familiarization trip (hereinafter, FAM trip) was conducted as the part of B to B promotion training. The objectives to conduct the FAM trip were: 1) To transfer technical and practical knowledge to C/P entities and the person in charge of marketing of SIMCOT-CA on how to organize a FAM trip as one of the tools of B to B promotion and to develop a network with TOs; 2) To promote village tour products to TOs; and 3) to improve the tour products and conditions of receiving tourists based on the feedback of TOs. The outline and program of conducted FAM trip are summarized below.

The first FAM trip was organized by inviting TOs in Gondar in order to obtain professional advice before village tour products were ready to receive tourists. The second FAM trip was conducted when the village tour products in Argin were almost ready. The third one was organized when the village tour products in Argin were officially ready, therefore, it was decided to invite TOs through an official channel of the Ethiopian Tour Operators Association.

a) Outline of FAM Trip

	Conducted Date	Trainees	Participated TO
First	From June 1 to 3, 2013	8 persons	Gondar: 1 company out of 2 invited
Second	From February 6 to 8, 2014	7 persons	Addis Ababa: 6 companies out of 15 invited
Third	From May 30 to June 1, 2014	7 persons	Gondar: 2 companies out of 2 Addis Ababa 14 companies out of 22

b) Program of FAM Trip

【First】

Day	Date	Schedule
Day 1	2013/6/1 【Sat】 at Argin	7:00 ~ 8:30 Leave Gondar and arrive at Debark
		8:30 ~ 10:15 Transfer to starting point of trekking
		10:15 ~ 10:45 Trekking to Satellite Center
		10:45 ~ 10:55 Briefing at Satellite Center
		10:55 ~ 11:15 Moving to the 1st tour program (Injera Baking)
		11:15 ~ 12:00 1st tour program
		12:00 ~ 12:15 Feedback to tour program
		12:15 ~ 12:20 Moving to the 2nd tour program (Coffee Ceremony)
		12:20 ~ 13:15 2nd Tour Program
		13:15 ~ 13:30 Feedback to Tour Program
		13:30 ~ 14:00 Moving to the ending point of trekking
		14:00 ~ 15:15 Transfer to Debark
		15:30 ~ 17:30 Business Meeting (with supper)
		Day 2
9:00 ~ 9:10 Briefing at Satellite Center		
9:10 ~ 9:30 Move to the 1st tour program (Weaving)		
9:30 ~ 10:00 1st tour program		
10:00 ~ 10:15 Feedback to the program		
10:15 ~ 10:45 Move to the 2nd tour program (Hair Dressing)		
10:45 ~ 10:55 2nd Tour Program		
10:55 ~ 11:00 Feedback to the program		
11:00 ~ 11:05 Move to the 3rd program (Black Smith)		
11:05 ~ 11:20 3rd program		
11:20 ~ 11:30 Feedback to the program		
11:30 ~ 12:00 Move to the 4th program (Tella making)		
12:00 ~ 13:00 4th tour program		
13:00 ~ 13:15 Feedback to the program		
13:15 ~ 13:45 Move back to the Jona Satellite Center		
13:45 ~ 15:15 Move back to Debark		
15:30 ~ 17:30 Business Meeting (with supper)		
Day 3	2013/6/3 【Mon】	8:30 ~ 10:00 Transfer to Gondar
End of Program		

【Second】

Day	Date	Schedule
1 day	2014/2/6 【Thu】 at Debarok	7:40 ~ 8:45 Fly from Addis Ababa to Gondar
		9:00 ~ 10:00 After arrival at Gondar, take breakfast
		10:00 ~ 11:30 Transfer to Debarok
		11:30 ~ 12:00 Take a rest
		12:00 ~ 14:00 Welcome lunch by cook association
		14:00 ~ 17:00 Business Meeting
		17:00 ~ 18:00 Visit hotels in Debarok
		19:00 ~ 21:00 Dinner with stakeholders
2 day	2014/2/7 【Fri】 at Argin	7:30 ~ 10:30 Leave Debarok and arrive at Chennek campsite
		10:30 ~ 11:00 Arrive at Satellite Center
		11:00 ~ 11:20 Briefing at Satellite Center (showing souvenirs)
		11:20 ~ 11:30 Divide into two groups and go to 3 programs
		11:30 ~ 14:30 Visit Injera Baking, Local Beer Making, Coffee Ceremony
		14:30 ~ 15:00 Move back to the Junction
		15:00 ~ 17:00 Move back to Debarok (On the way, visit Simien Lodge)
		19:00 ~ 21:00 Dinner with stakeholders
3 day	2014/2/8 【Sat】	7:30 ~ 8:00 Breakfast
		8:00 ~ 9:00 Transfer to Gondar
		9:00 ~ 10:30 Visit Kosoye Lodge
		10:30 ~ 11:00 Transfer to Gondar Airport
		13:15 ~ 14:20 Fly back to Addis Ababa
		End of Program

【Third】

Day	Date	Schedule
Day 1	2014/5/30 【Fri】 at Debarok	7:40 ~ 8:45 Fly from Addis Ababa to Gondar
		9:00 ~ 11:00 After arrival at Gondar, Visit Hotels in Gondar
		11:00 ~ 12:30 Transfer to Debarok
		12:30 ~ 13:00 Take a rest
		13:00 ~ 14:30 Lunch at Debarok
		14:30 ~ 17:00 Visit Park Office and Hotels in Debarok
		19:00 ~ 21:00 Dinner with stakeholders
Day 2	2014/5/31 【Sat】 at Argin	7:30 ~ 10:30 Leave Debarok and arrive at Chennek campsite
		10:30 ~ 11:00 Arrive at Satellite Center
		11:00 ~ 11:20 Briefing at Satellite Center (showing souvenirs)
		11:20 ~ 11:30 Divide into groups and go to 3 programs
		11:30 ~ 14:30 Visit Injera Baking, Local Beer Making, Coffee Ceremony
		14:30 ~ 15:00 Move back to the Junction
		15:00 ~ 17:00 Move back to Debarok (On the way, visit Simien Lodge)
		19:00 ~ 21:00 Dinner with stakeholders
Day 3	2014/6/1 【Sun】	7:30 ~ 8:00 Breakfast
		8:00 ~ 9:00 Transfer to Gondar
		9:00 ~ 10:30 Visit Kosoye Lodge
		10:30 ~ 11:00 Transfer to Gondar Airport
		13:15 ~ 14:20 Fly back to Addis Ababa
		End of Program

2) Achievement

Almost all of the participating TOs throughout the first FAM trip to the third one were highly satisfied with the newly developed village tour products, and responded that they could

incorporate the village tour into their existing package or itinerary, however, it was not easily realized to increase the number of tourists as has been expected.

Since the third FAM trip invited the TOs through the Ethiopian Tour Operators Association, the number of participated TOs was relatively higher. The feedback from the participated TOs and trainees is summarized below.

【Comments from TOs】

Positive	Negative
<ul style="list-style-type: none"> - It was very interesting. The whole impression is very positive. - I would like to include into our itinerary. Let me know the contact person, detail terms and conditions about the tour. - I think there is a need to clarify about how many percentage of tour fee contribute to the local people. - Not only village activity program, but also trekking from junction point to Argin village was so attractive. - I have participated in the same FAM trip, but it was 100 times better than last time. - I was really impressed. I will do my best to send my clients to this tour from tomorrow. 	<ul style="list-style-type: none"> - The problem about toilet and emergency was not solved yet. There is a need to solve such kind of problems. - I individually think that the project must keep having instruction to make sure that the tip will be collected for whole community, not individual. (Also there is a few opinion that tip must be for individuals) - The duration of the program is too long. It is better to make it shorter. - The trekking route inside the village is not well maintained. To elder clients, it is difficult to walk. I kindly request you to improve the route condition.

【Comments from Trainees】

It was a very important opportunity for our project even though the program was held in only Argin. We want to cooperate with the SIMCOT Project team to improve our preparation for receiving tourists.

c. B to B Brochure Development

1) Summary of Activities

A brochure was prepared to introduce village tour products in Argin to TOs in Addis Ababa and Gondar. It aims at enhancing the TOs’ understanding of the objectives of developing village tour products, and also enabling them to incorporate the products into their existing tour or itinerary which deal with the SMNP.

2) Achievement

It was planned to distribute the final brochure, which includes all the village tour products of not only Argin but also Ambaras, in the business meeting held in Gondar and Addis Ababa in May 2014. However, the products in Ambaras had not been completed by May 2014, due to the delay in Satellite Center construction and training for guides and demonstrators. Therefore, the temporary flyer of only Argin was developed and distributed.

Introduction of Village Tour
in Simien Mountains National Park (SMNP)
~ ARGIN ~

For Reservation (After the end of March 2016)
EMMA SMNP Office Tel: 251 (0) 581 170 816
UKA SIMCOT Office Tel: 251 (0) 588 78 814
Email: www.simienpark.et / UKA.SIMCOT.Project.et

Programs

Coffee Ceremony about 30 minutes	Injera Baking about 20 minutes	Tella Making about 20 minutes
<ol style="list-style-type: none"> 1. Welcoming & Introduction 2. Washing coffee beans 3. Roasting coffee beans 4. Grinding coffee beans 5. Boiling coffee 6. Pouring coffee 7. Tasting & Comments 8. Farewell greetings 	<ol style="list-style-type: none"> 1. Welcoming & Introduction 2. Showing barley 3. Grinding barley 4. Filtering flour 5. Making dough 6. Blending injera 7. Tasting & Comments 8. Farewell greetings 	<ol style="list-style-type: none"> 1. Welcoming & Introduction 2. Showing ingredients 3. Showing Diddi (before and after fermentation) 4. Ready for extraction 5. Pour water and extracting 6. Tasting & Comments 7. Farewell greetings

Where is Argin Village ?
Argin Village is located 4.5km distant from Bul B. Ezizamba 40 mins walking between Argin and Chereke & Campsite.

Program Duration & Price
[1 person: 2.5 hours]
2 persons: ETB 100, over 2 persons: ETB 100
[3 group: max. 4 hours]
3 persons: ETB 100, over 3 persons: ETB 300

Terms and Conditions
Maximum number: 8 per stay.**
**If it exceeds 8 persons, 12 seats, 18 seats, 24 seats, 30 seats.
Cancellation Policy:
By 2 and 3 days: 50% of tour price
By 1 day before and 19th day of tour: 20%
All tour price

Simien Community Tourism (SIMCOT) Project
SIMCOT Project is one of the technical cooperation projects by Japanese International Cooperation Agency (JICA). The Project supports communities with generating income through tourism by developing village tour. Once communities get to be able to obtain sufficient income through tourism, it is expected they gradually reduce and abandon agricultural and grazing land inside the national park. This leads to desisting of SMNP from the list of World Heritage in Danger.

D. Activities during the 4th Year

a. Business Meetings with Tour Operators in Ethiopia

1) Summary of Activities

Since the SIMCOT Charity Association (SIMCOT-CA) was officially established, the Association will continue to organize the business meetings with Tour Operators (TOs) in Ethiopia. Therefore, the fifth business meeting was held in order to introduce the SIMCOT-CA and to complete technical transfer to organize and arrange the business meetings.

a) Outline of Business Meeting

	Date	Place	Stakeholders	Participated TO
Fifth	August 13, 2015	Addis Ababa	6 persons	24 companies

b) Objectives and Agenda of Business Meeting

	Objectives	Main Agenda
Fifth	<ol style="list-style-type: none"> a) To introduce the SIMCOT-CA b) To regularly provide updated information on destination c) To briefly explain the village tour products and programs d) To establish a network between the public and private sectors, as well as TOs in Addis Ababa and service providers in the SMNP 	<ol style="list-style-type: none"> a) Introduction of the SIMCOT-CA b) Updated market trends of SMNP c) Updated information on accommodation and service providers in Debarke d) Briefing of village tour products e) Discussion

2) Achievement

The SIMCOT-CA took the initiative to organize the fifth business meeting, in collaboration with C/P entities. The whole procedure to select and send the invitation to TOs, to confirm the participants, to decide and arrange venue, and to facilitate the meeting was

implemented by the Association. The TOs who participated in the meeting highly evaluated its empowerment.

b. Familiarization (FAM) Trip

1) Summary of Activities

The FAM trip was organized continuously during the 4th year, following the same objectives as the 3rd year. The outline and program of the conducted FAM trip are summarized below. After the completion of the Project, the SIMCOT-CA will succeed in organizing the FAM trip so that it also aims to accomplish the technical transfer.

The fourth FAM trip was conducted when the village tour products in Ambaras were finally ready, inviting TOs who send many tourists to the SMNP. The fifth one was organized including both Argin and Ambaras village in order to finalize the technical transfer to SIMCOT-CA and C/P entities.

Additionally, between the fourth and fifth trip, one extra FAM trip was implemented to invite a Japanese TO who is based in Egypt and the Ethiopian TO who is the partner of the Japanese TO, in order to promote to the Japanese market.

a) Outline of FAM Trip

	Date	Trainees	Participated TO
Fourth	From May 6 to 8, 2015	2 persons	Gondar: 1 company out of 1 Addis Ababa: 11 companies out of 13
Fifth	From September 30 to October 2, 2015	2 persons	Addis Ababa: 8 companies

b) Program of FAM Trip

【Fourth】

Day	Date	Schedule
Day 1	2014/5/6 【Wed】 at Debark	8:05 ~ 9:00 Fly from Addis Ababa to Gondar
		9:00 ~ 11:00 After arrival at Gondar, Visit Hotels in Gondar
		11:00 ~ 11:30 Transfer to Kossoye Lodge
		11:30 ~ 12:30 Visit Kossoye Lodge
		12:30 ~ 13:30 Lunch at Kossoye Lodge
		13:30 ~ 14:30 Transfer to Debark
		14:30 ~ 15:00 Take a rest
		15:00 ~ 18:00 Visit Park Office and Hotels in Debark
Day 2	2014/5/7 【Thu】 at Argin	19:00 ~ 21:00 Dinner with stakeholders
		7:00 ~ 10:00 Leave Debark and on the way visit Simien Lodge and arrive at Chennek campsite
		10:00 ~ 10:30 Arrive at Satellite Center
		10:30 ~ 10:50 Briefing at Satellite Center (showing souvenirs)
		10:50 ~ 11:00 Divide into groups and go to 3 programs
		11:00 ~ 13:30 Visit Injera Baking, Local Beer Making, Coffee Ceremony, Weaving and Black smith
		13:30 ~ 15:00 Move back to Debark
		15:00 ~ 16:30 Transfer to Gondar
Day 3	2014/5/8 【Fri】	16:30 ~ 17:30 Take a rest
		17:30 ~ 19:00 Dinner with stakeholders
		7:30 ~ 8:30 Breakfast
		11:00 ~ 11:30 Transfer to Gondar Airport
		13:15 ~ 14:15 Fly back to Addis Ababa
End of Program		

【Fifth】

Day	Date	Schedule	
Day 1	2015/9/30 【Wed】 at Ambaras	8:05 ~ 9:00	Fly from Addis Ababa to Gondar
		9:00 ~ 11:00	After arrival at Gondar, transfer to Debarak
		11:00 ~ 12:00	Lunch at Debarak
		12:00 ~ 13:30	Transfer to Ambaras Satellite Center
		13:30 ~ 13:50	Briefing at Satellite Center (showing souvenirs)
		13:50 ~ 15:30	Divide into groups and go to 3 programs - Injera Baking + Handicrafts - Local Beer making + Handicrafts - Coffee Ceremony + Handicrafts
		15:30 ~ 18:00	Move back to Debarak
		19:00 ~ 21:00	Dinner with stakeholders
Day 2	2015/10/1 【Thu】 at Argin	7:30 ~ 10:30	Leave Debarak and arrive at Chennek campsite
		10:30 ~ 11:00	Arrive at Satellite Center
		11:00 ~ 11:20	Briefing at Satellite Center (showing souvenirs)
		11:20 ~ 11:30	Divide into groups and go to 3 programs
		11:30 ~ 14:30	Visit Injera Baking, Local Beer Making, Coffee Ceremony
		14:30 ~ 15:00	Move back to the Junction
		15:00 ~ 17:00	Move back to Debarak (On the way, visit Simien Lodge)
19:00 ~ 21:00	Dinner with stakeholders		
Day 3	2015/10/2 【Fri】	7:30 ~ 8:00	Breakfast
		8:00 ~ 9:00	Transfer to Gondar
		9:00 ~ 10:30	Visit Kosoye Lodge
		10:30 ~ 11:00	Transfer to Gondar Airport
		13:15 ~ 14:20	Fly back to Addis Ababa
End of Program			

2) Achievement

Since one of the main objectives was to transfer technical and practical knowledge to C/P entities and the person in charge for marketing of SIMCOT-CA on how to organize a FAM trip, EWCA SNMP office was requested to assign a person in charge for this FAM trip. However, due to the lack of internal communication, the person in charge was nominated at the last moment and the objective to transfer technical and practical knowledge to C/P entities was not fully achieved. In the fourth FAM trip, the top 3 TOs which have sent tourists to SMNP joined the FAM trip. In addition, since the village tour products in Ambaras can be incorporated within the itinerary of short visits to SMNP such as group tours, it is expected that the number of tourists to experience village tour will increase through continuous promotional activities.

c. B to B Brochure Development

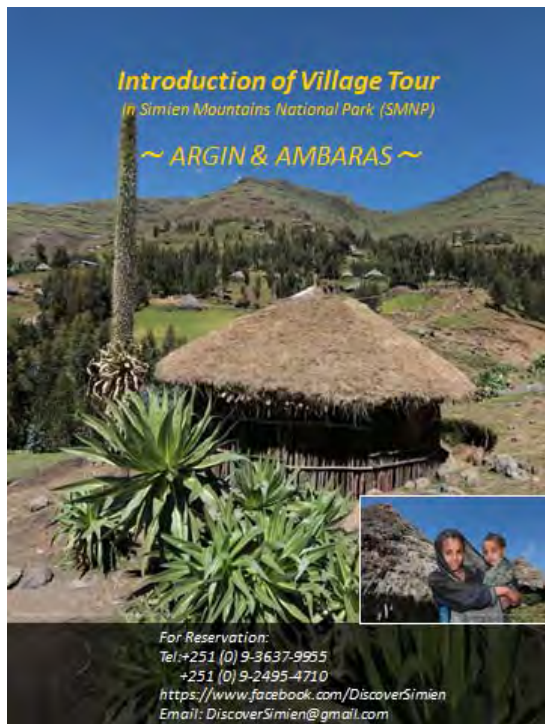
1) Summary of Activities

A brochure was prepared to introduce village tour products in both Argin and Ambaras to TOs in Addis Ababa and Gondar. It aims at enhancing the TOs' understanding of the objectives of developing village tour products, and also enabling them to incorporate the products into their existing tour or itinerary which deals with the SMNP. Therefore, the brochure includes the information about: 1) Objectives of village tour products; 2) Locations providing village tour products (with map); 3) Contents of the program; 4) Courses combined programs (2.5 hours to 4 hours courses); 5) Prices and maximum capacity of each course; 6) Reservations; 7) Reservation deadline; and 8) Cancellation policy. As for detailed enquiries from each TO, the marketing officer of SIMCOT-CA will follow up through direct sales activities to each TO.

2) Achievement

When the village tour products in Argin were finally ready in May 2015, the temporary flyer was printed for the fourth FAM trip. The below brochure was finally developed in August 2015, combining the temporary flyers of Argin and Ambaras which were separately developed.

After the completion of the Project, the SIMCOT-CA has the responsibility to update the brochure. Therefore, the brochure was designed in power point instead of using software such as illustrator so that the marketing officer can easily update and print in the office.



Programs

Weaving about 30 minutes	Black Smith about 30 minutes	Hair Dressing about 20 minutes
<ol style="list-style-type: none"> 1. Welcoming & Introduction 2. Cleaning cotton 3. Spinning cotton 4. Showing weaving 5. Showing final products 6. Comments 7. Farewell greetings 	<ol style="list-style-type: none"> 1. Welcoming & Introduction 2. Showing materials 3. Blowing work for burning charcoal and making metals hot and red 4. Hammering for shaping metal pieces 5. Putting the metals out of the fire and make it cold 6. Comments 7. Farewell greetings 	<ol style="list-style-type: none"> 1. Welcoming & Introduction 2. Showing working materials 3. Separating hair into pieces 4. Combing 5. Showing hairdressing 6. Comments 7. Farewell greetings
Coffee Ceremony about 40 minutes	Injera Baking about 1 hour	Local Beer Brewing about 1 hour
<ol style="list-style-type: none"> 1. Welcoming & Introduction 2. Roasting snack 3. Washing coffee beans 4. Grinding coffee beans 5. Boiling coffee 7. Pouring coffee 8. Blessing by elder 9. Tasting & Comments 10. Farewell greetings 	<ol style="list-style-type: none"> 1. Welcoming & Introduction 2. Showing barley 3. Crushing barley 4. Grinding barley 5. Filtering flour 6. Making dough 8. Blessing by elder 9. Tasting & Comments 10. Farewell greetings 	<ol style="list-style-type: none"> 1. Welcoming & Introduction 2. Showing 4 ingredients 3. Crushing and grinding ingredients 4. Tasting and smelling dried 5. Ready for extraction 6. Pour water and extracting 7. Showing fresh chunko and koroffo with snack 8. Blessing by elder 9. Tasting & Comments 10. Farewell greetings

Location & Tour Duration

Where is Argin Village ?

- Argin village is located 43km distance from Park Entrance.
- 10 mins trekking from Chennek campsite to the entrance of Argin village (junction along main road)
- 40 mins trekking from Chennek campsite to the Argin satellite center



Tour Duration (Argin)

Total tour duration includes trekking from / to the entrance of Argin village and satellite center.

1 Program: 2.5 hour
2 Program: 3.5 hours
3 Program: 4 hours

You can customize your tour by choosing favorite programs out of 6 programs. Depending on choice of programs, the duration of tour differs.



Where is Ambaras Village ?

- Ambaras village is located 38km distance from Park Entrance.
- 1 hour drive from Simien Lodge
- 30 mins drive from Sankaber Campsite
- 15 min drive from Chennek Campsite.



Tour Duration (Ambaras)

Short Course:
It is conducted around Ambaras satellite center, located close to main road.

1 Program: 1 hour
2 Program: 1.5~2 hours
3 Program: 2~2.5 hours

Long Course:
It includes walking around the Ambaras village.

1 Program: 2~2.5 hours
2 Program: 3.5~4 hours
3 Program: 4~4.5 hours

You can customize your tour by choosing favorite programs out of 6 programs. Depending on choice of programs, the duration of tour differs.

Voices from Tourists

"You could see how really people live."
"The intimacy and genuineness of families were great!"



Prices

- [1 Program]**
1 person: ETB 400
2 persons and more: ETB 200
- [2 Programs]**
1 person: ETB 500
2 persons and more: ETB 250
- [3 programs]**
1 person: ETB 600
2 persons and more: ETB 300

Terms and Conditions

Maximum number:
6 persons**per one group
**if it exceeds 6 persons, it can be divided into groups.

Reservations:
Kindly be requested 2 days before

Cancellation Policy:
1 day before: 50% of tour price
The day of tour: 100% of tour price

Payment

Tour fee is charged at each satellite center. An official receipt is issued by the registered cooperative in each village. Souvenir products made by villagers are also available at each satellite center.

Your Contribution

Tour fee you pay goes directly to villagers who work as a guide and host family, as well as to the savings of newly established cooperatives. Tips also goes to the savings, which contribute to whole village in order to improve their livelihood.

Simien Community Tourism Charity Association (SIMCOT-CA)

SIMCOT-CA has been established in June 2015. One of the objectives of its establishment is to rehabilitate the natural environment back to its original form and for villagers to be able to have a better life than they do now in a sustainable manner through the independent operation of community based tourism that utilizes the environment as a resource. Moreover, it is to make the SMNP and its surrounding areas recognized as one of the tourism destinations representing not only Ethiopia but also all of Africa by exhibiting not only the natural resources and already known, but also by maximizing potential cultural resources while at the same time having tourists contribute to the rehabilitation of the values of the world natural heritage as clients through their participation in the tourism promotion automatically offered by the communities.



d. Direct Sales to TOs in Ethiopia

1) Summary of Activities

As a result of the business meetings which were conducted 6 times in Addis Ababa, Gondar and Debarq, and the FAM trip organized 5 times, TOs in Ethiopia are inclined to be interested in the Project. However, for the village tour to become a solid product operated by TOs, follow-up activities are necessary, such as the provision of accurate and detailed information about the contract, price, and payment. Therefore, the marketing officer of the SIMCOT-CA, which is an association that succeeds the marketing and promotion activities of the Project, visits each TO regularly for sales activities.

2) Achievement

The promotional tool package in the form of CDs was developed for distribution when the marketing officer visits TOs in Addis Ababa and Gondar. The promotional tool package includes the price list, a movie, original photo jpg file of the park and village tour products with the logo, as well as an e-brochure. The photo files of the park and village tour products can be utilized for each TO's website.

e. Sales Activities towards the Japanese Market

1) Summary of Activities

Direct flights between Japan and Ethiopia were agreed in 2014 and the Ethiopian Airlines started to connect between Japan and Ethiopia in April 2015. Since the high economic growth rate of Ethiopia has drawn attention, activities to attract trade and investors are accelerated by this direct connection. For instance, an investment seminar in Japan was organized and a business investment forum between Africa and Japan was held in autumn 2015 in Addis Ababa, which was initiated by Nikkei Business Publications Inc. Some travel agencies have developed an independent pamphlet which deals with tour packages only to go to Ethiopia. In line with these trends led by the direct flight of Ethiopian Airlines, sales activities which target the Japanese market have become realistic.

H.I.S. Co., Ltd., one of the leading travel agencies in Japan, is interested in the village tour products in the SMNP so as to differentiate their products from ordinary tour packages, by including a factor of contributing local society. Therefore, the village tour products were introduced to a person in charge of developing Ethiopian tour packages in H.I.S. headquarters and H.I.S. Nature World, which focuses on unexplored destination.

2) Achievement

Consequently, a tour package including SMNP and village tour products shown below was newly developed and has started to be on sale through the H.I.S. website (<http://www.natureworld.jp/tour/NW-ETE8043-HY>) since the new year in 2016. The tour will be conducted from March to October 2016. It is also promoted in the H.I.S. travel magazine called "Tabi Tsushin".

(3) B2C Promotion

A. Activities on 1st year

As all the promotional activities were conducted based on the Marketing Strategy and the Promotional Plan formulated in 2nd year of the Project, the Project team did not carry out any activity on the 1st year.

B. Activities on 2nd year

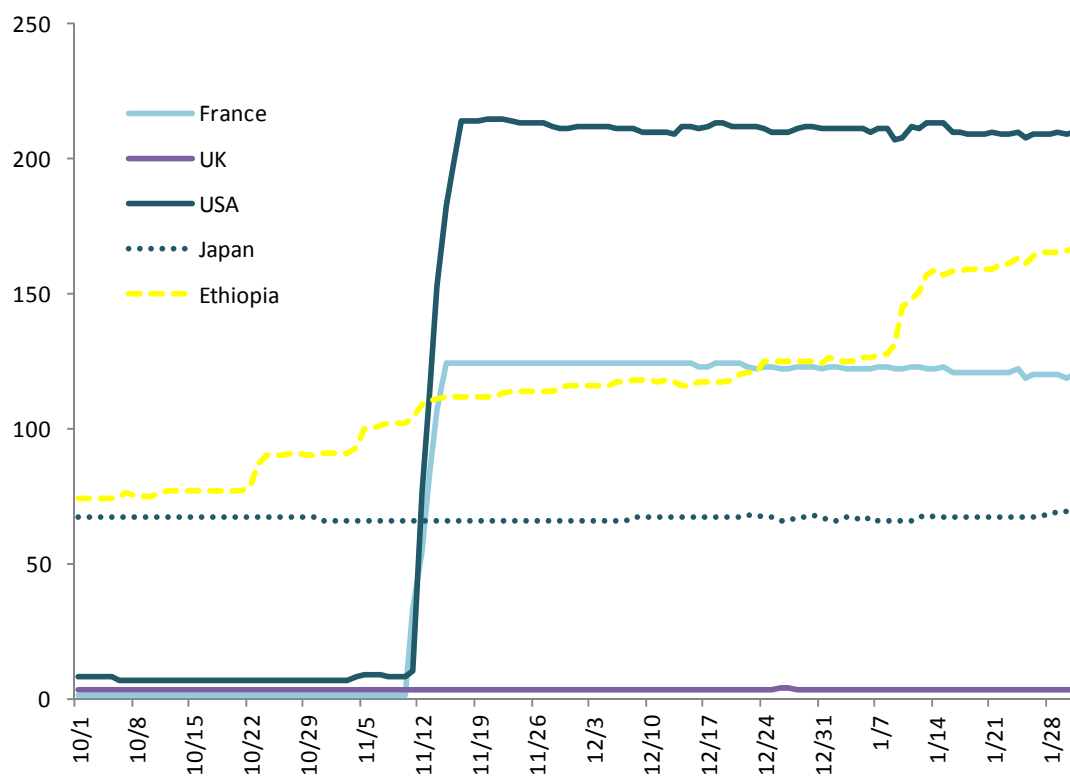
a. Facebook

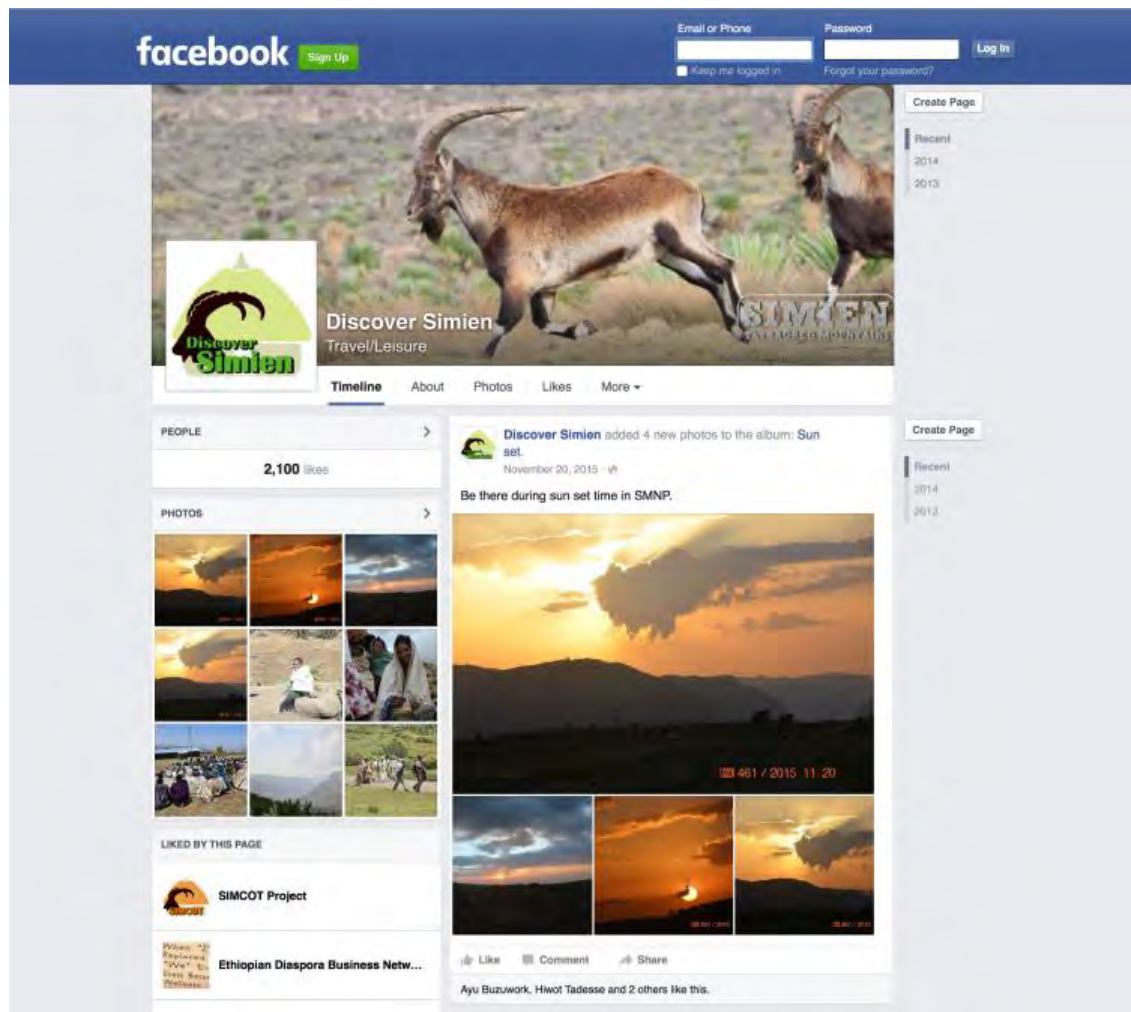
1) Activity

Although the C/Ps have indicated an expectation for new promotion materials, the Marketing Strategy, which clarifies the roles of each activity, must be formulated prior to material development. In order to operate a promotional tool and consider the Marketing Strategy in parallel, Facebook was selected as the host for the promotional activity. Subsequently, a Facebook page was developed, entitled, “Feel & Save Simien”. To launch the page, an administration team was organized, comprised of Mr. Shimelis from the North Gondar Zone Culture and Tourism Department, Mr. Sintayehu from the EWCA Simien Park Office, Project local staff, as well as Japanese experts. A framework was developed to facilitate technical transfer from Japanese experts to the members of the administration team in creating and operating the Facebook page, selecting appropriate information to display, and in achieving B2C promotion at the same time.

1) Achievements

The “Feel & Save Simien” Facebook page received more than 50 “likes” per week from its commencement. Then the page has been renovated, its contents updated, and its name changed to “Discover Simien”. As a result of utilizing it as a practical promotional tool and starting paid advertisement, the page had received 2099 “likes” at the end of 2015. This number means the “Discover Simien” page is the 2nd largest tourism related page on Facebook in Ethiopia.





C. Activities on 3rd year

a. Brochure (edition1)

1) Activity

Starting a trial for the Village Tour and arising from a need to distribute promotion materials, which is an efficient way to raise the awareness level about the product, the Project team has developed 2 types of brochures. One is the “Simien Destination Area Brochure”, which is distributed in origins and other destinations in Ethiopia and the other is the “Village Tour Brochure” focusing on the tour at Argin and Ambaras.

2) Achievements

The “Simien Destination Area Brochure” has been distributed in hotels in Addis Ababa and the official tourist information center in Gondar. In addition, it has been distributed in WTM in London and received favorable comments from tour agents and individual visitors to the Exhibition. The “Village Tour Brochure” has been mainly provided in Debarke. The Lodge du

Chateau, which is the most popular lodge in Gondar, has cooperated to post the brochure inside the lodge, and some tourists booked through it.



Figure 2.10 Brochure of Simien Destination Area 1



Figure 2.11 Brochure of village tour

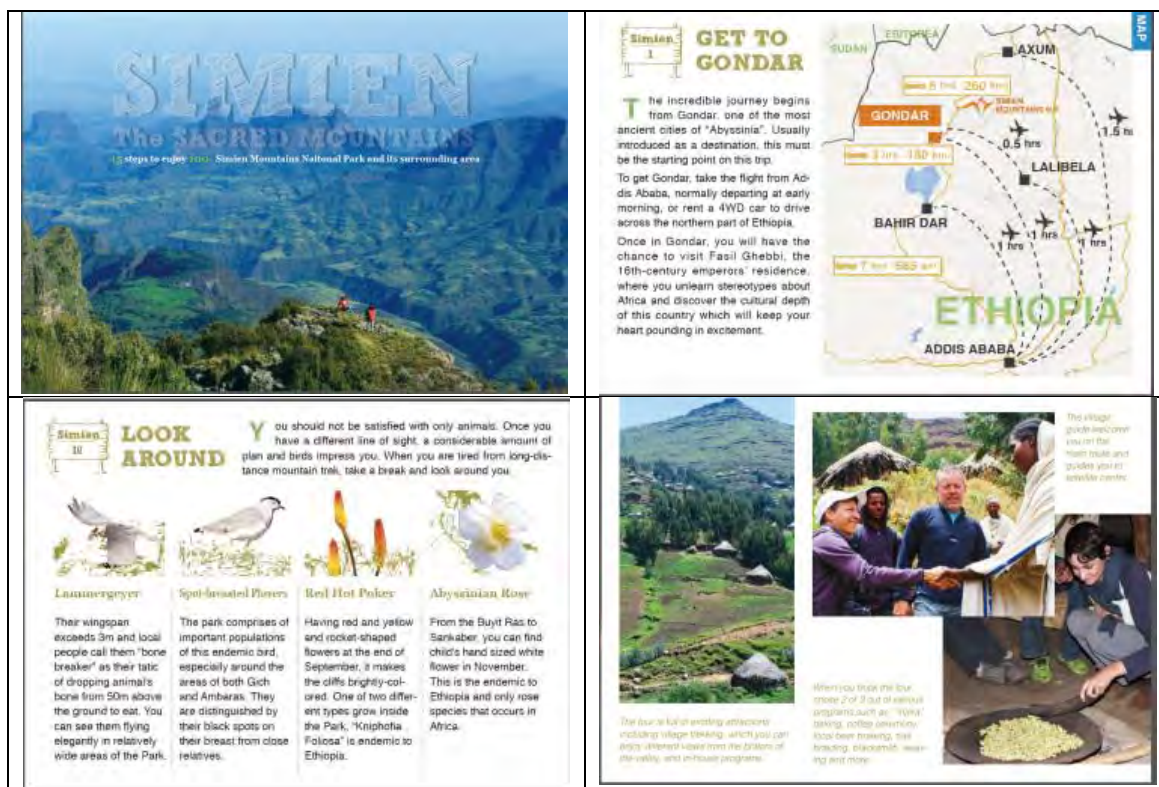
b. Brochure (edition2)

1) Activity

After receiving favorable comments about the 1st 2 brochures, a need to make other brochures with more contents arose. The 2nd edition included a greater variety of information such as access to the park, main spots inside the park, flora, fauna and the necessary equipment to visit the park.

3) Achievements

Tour operators highly evaluated the brochure and cooperated to distribute to the tourists. The brochure with 52 full-colored pages, earns a good reputation both in Ethiopia and abroad. Most of the 10,000 sets have already been distributed.



c. Article in SELAMTA

1) Activity

In general, BtoC promotional activity is divided into 2 types; the “mass-promotion” which is mainly conducted to increase the awareness level of a destination, and the “target promotion” which utilizes limited-objective media. In recent times, the latter is more common because cost efficiency is the most important topic in destination marketing, and the number of media which are available for target promotion has increased. On the other hand, the Project site includes Simien Mountains National Park, the World Heritage site, however the awareness level of the area as a destination is not at a sufficient level to be the most important destination for tourists at this time. Based on this understanding, we chose “Selamta”, the in-flight magazine of Ethiopian Airlines, which provides an approach to the tourist who has high-potential to visit the

area, as we reached the decision that it was too early to do direct promotional activities to origins such as Europe and the USA. To negotiate with the editorial company for the magazine, we prepared two options; the paid advertisement, and offering a special article.

2) Achievements

As a result of our negotiations and effort, the special topic of 18 pages and a cover picture of Simien Mountains National Park were inserted in the September-October edition of *Selamta*.

Prior to inserting the topic, C/Ps, related organizations and Japanese experts cooperated well to receive the press group in January 2014, and collaborated to confirm the contents.

More than 100,000 copies of the *Selamta* are published each edition, and these are distributed in-flight, at lounges in airports, at Ethiopian restaurants and governmental offices all over the world. The magazine has global readership, such as 18% in North America, 11% in Europe, 10% in Asia, and also an on-line magazine is available on the home page.

The fee for advertisements is 14,865USD per 2 page-spread, so if we paid for these special topics, the total fee would reach 141,312USD. Based on this, it could be said that this activity was very cost-efficient and strategically sound.



Figure 2.12 *Selamta* (left: paper magazine, rights: on-line magazine)

d. Poster at Gondar Airport

1) Activity

After almost completing the village tour development the poster was put at the arrival gate of the Gondar airport to promote the village tour at Argin. Based on the understanding that there is very little awareness level about the village tour, the poster focused on increasing awareness of the non-natural attractions of Simien Mountains National Park, and that more information could be provided at the hotel.

2) Achievements

Because of other posters at the same point, it is not easy to find the Project poster. However as some participants of the FAM-trip confirmed that they could see it, there is a certain effect. A change of position and design is under consideration.



Figure 2.13 Poster at Gondar Airport

e. Providing Information to Japanese best seller guidebook “Globe-Trotter Travel Guide Book”

1) Activity

The Village Tour information was posted in the Japanese bestseller guidebook “Globe-Totter Travel Guide Book” which issues 8 million per year.

2) Achievement

Due to the synergy of advertisement for Japanese market on Selamta magazine, the awareness level among Japanese tour agents and individual travellers was increased. As a result, some tour agents started to develop the product and book the FAM trip.



Figure 2.14 Globe-Totter Travel guide book

D. Activities on 4th year

a. Advertisement on Selamta

1) Activity

As the Ethiopian Airlines started the direct flight from Addis Ababa to Narita on 21st of April 2015, the Project team posted the advertisement in its on-flight magazine “Selamta” with the purpose of increasing awareness about SMNP and the village tour among the Japanese market.

2) Achievements

Focusing on Japanese passengers, the advertisement was also designed with mainly Japanese letters. Although Japan is not a priority market, it is expected that some synergy will occur between Ethiopian Airlines’ new direct flight and increased popularity. As a result, some travel agents and a newspaper company who viewed this advertisement made contact with the Project team.



Figure 2.15 Selamta Advertisement

b. Advertisement in Free Paper Magazine “What’s Out Addis”

1) Activity

Recognizing the foreign residents in Addis as a potential market, the Project team posted an advertisement in the free paper magazine “What’s Out Addis” on December and January.

2) Achievement

Through this advertisement, Korean and Kenyan residents made a contact by email and booked the Village Tour after posting for only 1 month.

AN UNKNOWN SIMIEN IS HERE

In addition to viewing precious wildlife and spectacular scenery, you can also tour a traditional village located on the outskirts of SIMIEN. Visit villagers in their dwellings, where they continue to practice their original lifestyles, and experience a wide variety of activities like baking injera, brewing local beer, blacksmithing, and many more.
 Won't you join us for a special tour this weekend?

BLACKSMITHING
 INJERA BAKING

70% of the tour's cost goes to the residents and the community based tourism management organization operated by the villagers themselves. With this money, the residents can live without needing to expand their agricultural and grazing lands, allowing the park's natural environment to be preserved.

www.discover-simien.com
 www.facebook.com/DiscoverSimien
 DiscoverSimien@gmail.com

Won't you join us for a special tour this weekend?

In addition to viewing precious wildlife and spectacular scenery, you can also tour a traditional village located on the outskirts of SIMIEN. Visit villagers in their dwellings, where they continue to practice their original lifestyles, and experience a wide variety of activities like baking injera, brewing local beer, blacksmithing, and many more.

UNKNOWNSIMIEN

BLACKSMITHING
 INJERA BAKING

70% of the tour's cost goes to the residents and the community based tourism management organization operated by the villagers themselves. With this money, the residents can live without needing to expand their agricultural and grazing lands, allowing the park's natural environment to be preserved.

www.discover-simien.com
 www.facebook.com/DiscoverSimien
 DiscoverSimien@gmail.com

Figure 2.16 What's out advertisement (left: December edition, right: January edition)

2.8.6 Conclusion

Although the number of annual visitor to SMNP reaches almost 20,000, EWCA as the national authority for management of the park had not recognized the importance of marketing since the organization basically focuses on only conservation of the park. Considering the latest trend for destination management, destination marketing does not mean only for creating visitors' demand, but also control of tourism volume through selecting strategic segment, which bring the

sustainability to the destination. Based on this idea, enhancement of marketing has great significance that extends beyond sales promotion for village tour.

There are three main achievements on marketing in the Project; establishment of data collecting system through visitor registration sheet, developing marketing strategy and promotional activity by targets as BtoB and BtoC.

Firstly, it seems that the introduction of visitor registration sheet is one of most important achievement in this project while the park authority started to collect visitors' data routinely. This new system makes detail analysis possible such as study about difference of tendency by nationality and based on these results, village tour development and promotional activities are carried very sufficiently and strategically.

Secondary, development marketing strategy raised awareness for marketing and improved understanding for total marketing flow from analysis, targeting and promotion among stakeholders and related organizations. Especially about promotion, related organizations made materials such as brochures without planning and strategy only when they got budget form central government or international donor before, however, they could clarify the objective and meaning of each promotional activities due to the technical transfer on this project.

Lastly, the most important achievement is implementation of strategy and well-planned promotional activities. Before starting the project, almost all the promotion had been conducted without considering about main target or difference by BtoB and BtoC, however, C/P and related organizations could improve understanding about sustainability and cost efficiency on each activity. In addition, they could experience concrete promotional activities, which they had never conducted such as FAM trip and business meeting. These activities construct personal network between individual staff of public organizations and tourism industries including tour operators. This relationship is quite important to promote sustainable tourism based on the community.

As a result of all these activities on mainly third and fourth year of the project, both the number of visitors to SMNP and participants to the village tour were increased. Furthermore, the promotional tools itself were diversified and C/P and related organizations now can approach directly to media, industries and individual customers through various way.

2.9 Output Related to Output 3

2.9.1 Tourism Product Development

(1) Survey and Specification on Tourism Resources in the Target Area

A. First year activity





With regard to tourism resources besides natural resources, the Project has implemented a survey on community lifestyle. The targeted communities were selected from the four Kebeles attending the Village Product WG, based on baseline surveys and the following requirements:

- Communities located 20-30 minutes walking distance away from the main roads were selected considering day trip group bus tours, and communities along the trekking routes were selected, considering the clients on trekking tours.
- Almost all buildings including houses are thatched, rather than using tin.

Surveyed objects were not natural resources but daily activities, in-house work, farming activities, celebrations and games practiced in villages.

Table below shows new tourism resources the Project picked up from the survey.

Table 2.35 New Tourism Resources

Newly Valued Tourism Resources (Cultural Resources)	Tangible Resources	Movables	Movables including agricultural tools, instruments and costumes worn in festivals, tools used in daily life as well as religion, and instruments used in annual events.	Agricultural tools, weaving machines etc.	
			Movables which have significant value historically and artistically	Old documents in churches, crosses, crowns etc.	
	Immovables	Landscape Resources	Buildings	Houses, cattle sheds etc.	
			Roads	Roads connecting each community	
			Rivers	Rivers	
			Footpaths	Footpaths between agricultural fields	
		Special Resources	Land usage, community area	Residential fields, agricultural lands, grazing lands etc.	
			Community location patterns, footpaths, course of rivers, and agricultural boundaries		
	Intangible Resources		Intangibles created and passed on in people's everyday life such as food, clothing, shelter, livelihood, beliefs, regional customs related to annual events, folk arts.	Intangibles related to festivals, cooking, weaving, building technology, and agriculture.	
			Intangible cultural products, such as music and craft skills.	Dance, music etc.	

B. Second year activity

a. Specification of Tourism Resources in the Target Area

Based on the result of the survey on tourism resources and the baseline survey (Survey of major tourism resources) conducted in the First year, the Project has extracted tourism resources (themes) that can be used as materials for village tourism.

The extracted tourism resources (themes) are presented in Table 2.36

Table 2.36 Tourism Resources (Themes) for Village Tourism

No.	Category	Theme
1	Food preparation	Grain grinding
2		Injera baking
3		Wot/ Sauce Preparation
4	Drinks preparation	Coffee ceremony
5		Local beer "Tella" preparation
6	Household items	Sefet/ Knitting grass fiber
7		Gabi/ Weaving cotton

No.	Category	Theme
8		Useful plants and trees (Herbs)
9	Life in village	Agriculture
10		Livestock
11		Architecture and community
12	Culture	Hair dressing
13		Games
14		Traditional music
15	Social events	Ceremony
16		Wedding
17		Funeral
18		Church school/education in the village
19		Social justice/traditional village open air court

b. Concept of Village Tourism Product in the Target Area

Based on the ecomuseum concept, a village tourism product, in which tourists visit communities around the SMNP and experience the living culture, is developed.

The table below explains the relationship between the conceptual diagram of the ecomuseum and SMF. The village tourism product shown in Figure 2.17 is one satellite. However, its structure is like an ecomuseum, and tourists will visit various natural and cultural resources following trails starting from a Satellite Center.

Table 2.37 Elements comprising the ecomuseum and elements of SMF

Elements comprising the ecomuseum	Elements of SMF
Territory	Administrative area of the 5 woredas, Kebele boundaries of Wunania and Kosoye
Core facility	Museum center built in Debark town
Satellite Center	Core facility built in each village tour site (Sub-kebele)
Discovery trail	The path of living connecting satellites

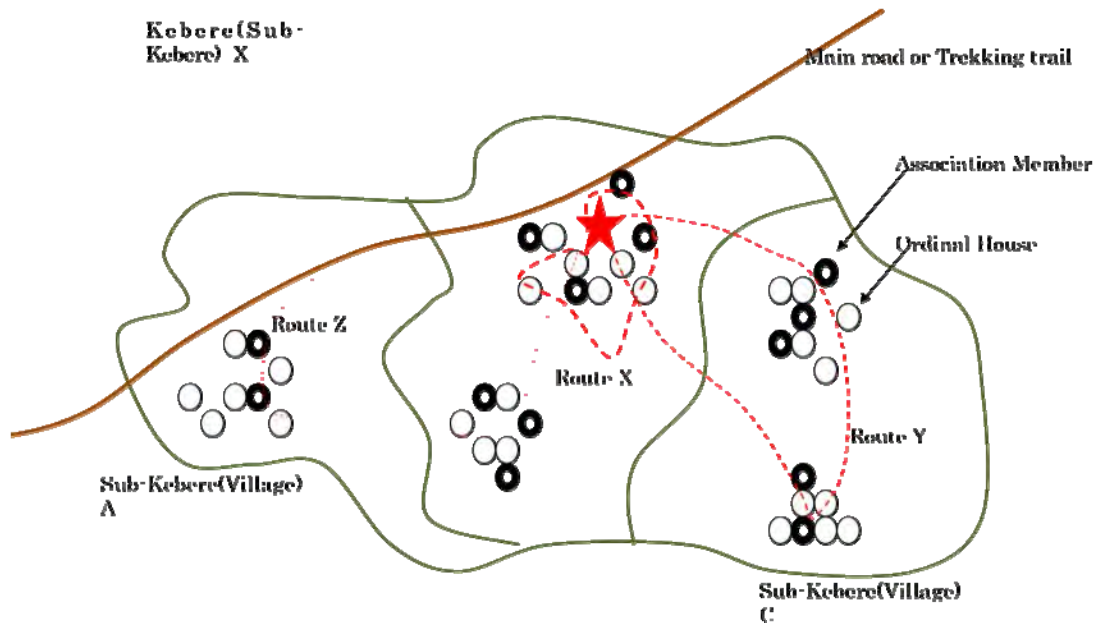


Figure 2.17 Conceptual Diagram of the Village Tourism Product Developed in SMNP Selection

c. The targeted communities

As the main targeted communities for developing village tourism products the following four Kebeles are designated:

- Abergina (Gich)
- Miligebsa
- Arginjona
- Lori
- Outline of the target communities are shown in Table 2.38.

Table 2.38 Comparison of Target Communities

	Abergina(Gich)	Miligebsa	Arginjona	Lori
Woreda	Debark	Debark	Debark	Janamora
Required time from Debark	1.5-hours by car and 2-hour walk	30-mins. by car Around Simien lodge	2-hours by car and just before Chennek	3-hours by car and 2-hour walk
Housing land	All is in the park (target of relocation)	Exists also in the park	Exists also in the park (the next target of the Gich relocation plan)	Exists in the park (part of the village has been relocated)
Farmland	All is in the park	About half of it is in the park	About half of it is in the park	A part of it is in the park (on the incline on the West side)
Road	No	Yes	Yes	No
Trekking route	One	No	Two	One
Accommodation	Gich camp and Community Lodge	Samkabar Camp	Chennek Camp	Sona Camp
Past receipt of benefits from an NGO donor (for building a school healthcare center, an association etc.)	Virtually zero	Very much	much	Virtually zero
Main tourism resources (landscape, animal, village culture)	Landscape, village culture	Village culture	Landscape, animal, village culture	Landscape, village culture
Religion	Only Islam	Christianity and partly Islam	Only Christianity	Christianity and partly Islam

Initially, the number of the target villages for village tour development support was 4. Therefore, this plan was written considering those 4 villages. However, after having the request from EWCA, the target village number was decreased to 1. This is to comply with the opinion of EWCA not to support the villages which have a big population inside the park, because tourism development has the possibility to give them incentive to continue to live inside the park. Starting from the 2nd year, the Project is focusing on Arginjona Kebele.

Table 2.39 The idea about spatial composition in the targeted communities

Community (Kebele) name	Miligebsa	Arginjona		Lori
Territory	The entire Kebele	Daba and Jona sub-Kebeles	Argin sub-Kebele	The entire Kebele
Concept	*Under consideration	Life on a hill	Life in a valley	*Under consideration
Target	<ul style="list-style-type: none"> • Tourists (tour) coming by tour bus etc. • Tourists (individual) wanting to see the local life 	<ul style="list-style-type: none"> • Tourists (tour) coming by tour bus etc. • Tourists (individual) wanting to see the local life 	<ul style="list-style-type: none"> • Visits by serious trekkers 	<ul style="list-style-type: none"> • Visits by serious trekkers
Accommodation location	Debark (Gondar)	Debark (Gondar)	Chennek Camp	Arkwasie Camp

*According to the change explained in p . , information about Abergia (Gich) is not shown in the table. Information about Milligebsa and Lori is shown for reference only.

d. The idea about spatial composition in the targeted communities

1) Trends of the expected tourists

- Partly because it is far away from the main trekking route, currently, there are few cases where tourists (trekkers) come by Argin sub-Kebele.
- On the other hand, there are cases where tourists participating in bus tours come by Ambaras (Keflo sub-Kebele and Daba sub-Kebele).

2) Idea about functional placement

- Among the three sub-Kebeles, in the case of Argin, basically, Argin sub-Kebele is physically too far away from Daba and Keflo sub-Kebeles, and therefore it seems difficult to position the entire Kebele as one territory (Daba and Keflo are located next to each other and generally merged). *The idea to connect each sub-Kebele by using a car exists; however, in that case, there is the possibility that the experience will feel rather discontinuous.
- Also, there is a difference between the two in terms of landscape; the villages in Daba and Keflo are on comparatively gentle inclines up the valleys with houses located in a dispersed manner, while the village in Argin sub-Kebele is on a steep incline near the bottom of the valley with houses located on the incline.
- In addition, Daba and Keflo sub-Kebeles are close to main roads, while in the case of Argin sub-Kebele, the path from the main road (①' in Figure 2.18) is on a steep incline, and therefore it is difficult for ordinary tourists (not trekkers) such as bus tour participants to access it.
- Based on the above, although the three sub-Kebeles are in the same Kebele, in developing the village tourism, it is considered desirable to categorize the three into the "Daba-Keflo" called "Ambarass" territory and "Argin" territory and then characterize the two.

a) Daba and Keflo sub-Kebeles

- It is assumed that they are accessed from the main roads.
- In selecting an appropriate place for the core facility, two points will be considered; "convenience for tourists" and "centrality in the community (that is, the fairness of opportunities from which local residents receive the tourism benefits). Examples include a candidate place in Keflo sub-Kebele around an elementary school (A in the Figure 2.18; specific location undecided) and a candidate place in Daba sub-Kebele (A' in the Figure; specific location undecided).

b) Argin sub-Kebele

- It should not be accessed from the main road because of the steep incline (①' in Figure 2.18). In consideration of the convenience for trekkers coming from their accommodation, it should be accessed from the route extending from Chennek Camp and traversing the valley incline (① in Figure 2.18). *Currently, it is used not as a trekking route but rather as a path of living for local residents.
- In selecting an appropriate place for the core facility, if "convenience for tourists" is considered, it should be near Chennek Camp (B in Figure 2.18; specific location undecided); otherwise, if "convenience for tourists" is considered, examples include a candidate place near an elementary school in Argin sub-Kebele (B' in Figure 2.18; specific location undecided).

* Proposal of development toward the future

- Currently, the route connecting “Ambarass” and “Argin” is a main road. However, if a trekking route (② in Figure 2.18) along the valley is arranged in the future, (despite a certain amount of time required) it will be possible to position the route as one connecting both territories, along which tourists can enjoy the magnificent landscape with a valley close by on both sides.
- In that case, the premise is securing a route or means, with which tourists can go down the steep incline from Kiflo or Daba to the valley (such as going down on a mule) in a safe and comfortable way.

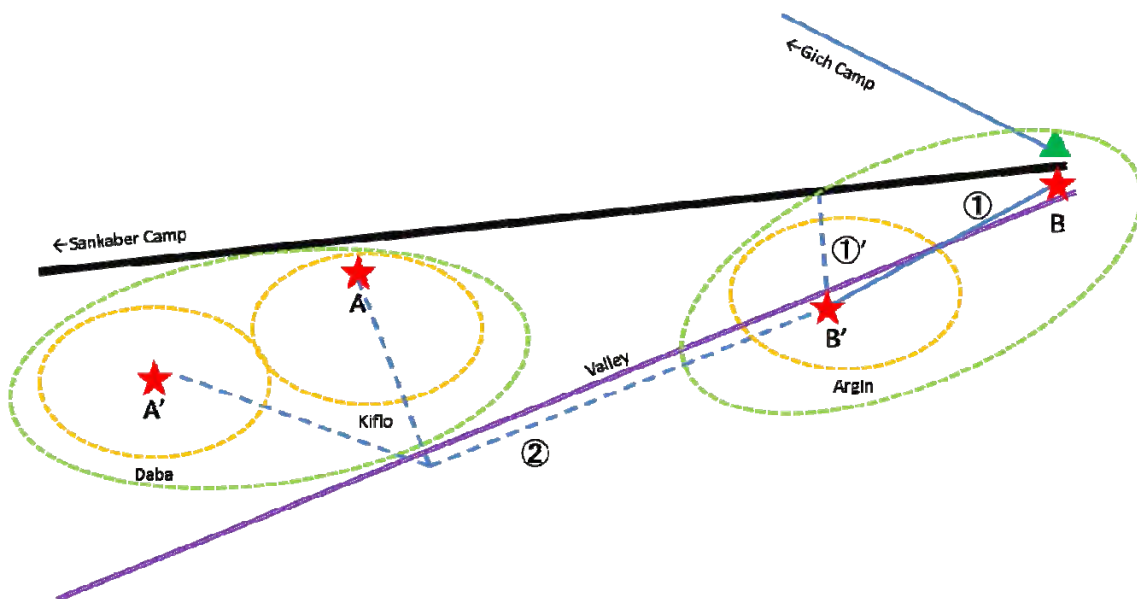


Figure 2.18 The Idea about Spatial Composition in Arginjona

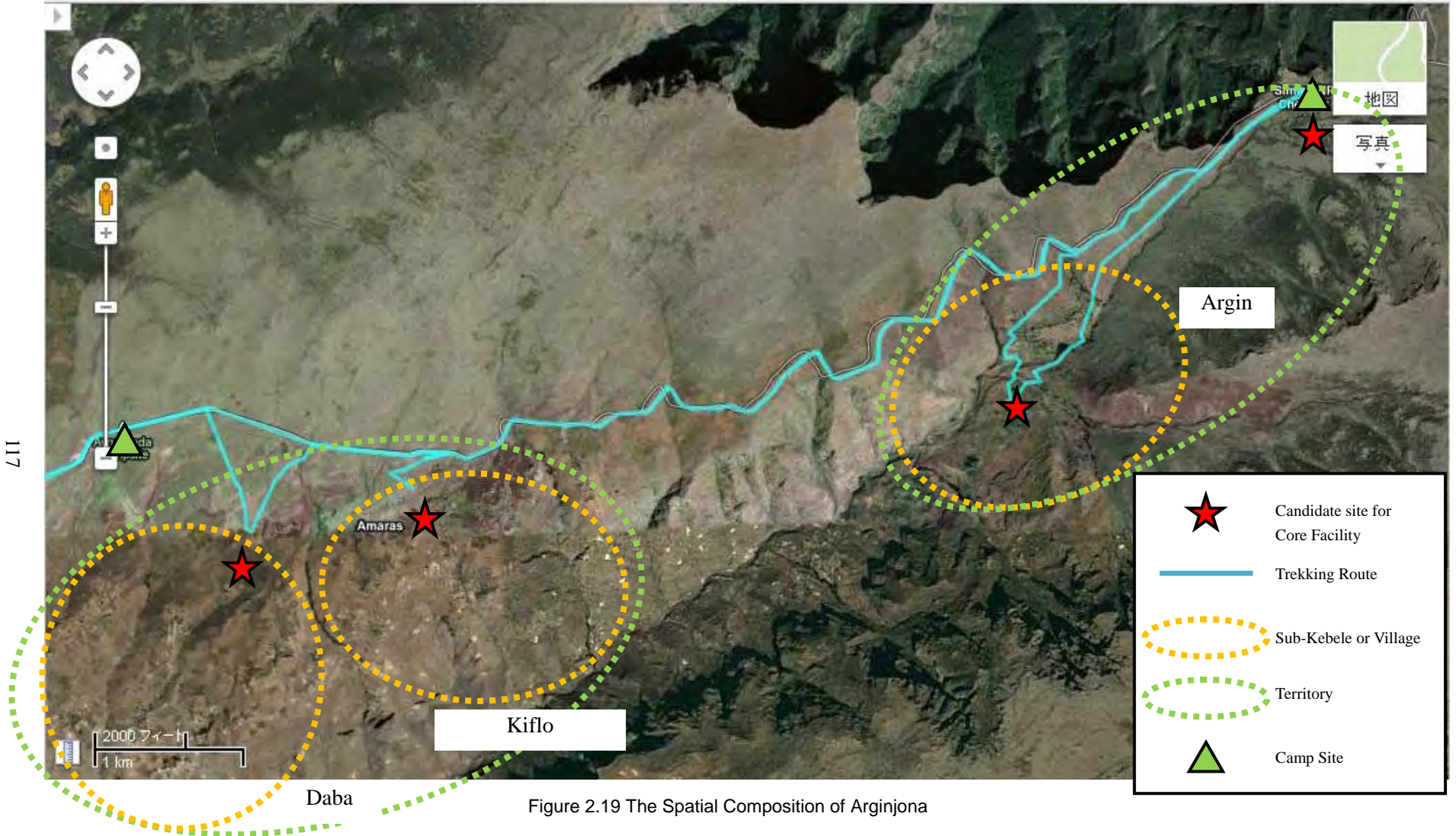


Figure 2.19 The Spatial Composition of Arginjona

2.9.2 Management body of village tour

(1) About the CTMA (Community Tourism Management Association)

A. First year activity

a. Concept of the CTMA

The basic concept of the organization which manages village tourism in each community is composed as follows.

The benefits of tourism development should be shared not only by residents with specific concerns (such as conventional ecotourism development), but all village residents who take part in the planning for the SMF. Therefore, the CTMA, representing the profits of all member communities, is established based on community consensus. The benefits of CTMA will be shared not only by residents with specific concerns (such as conventional ecotourism development), but all village residents who take part in the planning for the SMF.

The CTMA plays several roles including the appointment of persons to lead SMF tourism development (direct and indirect), product development, service quality management, management of the reinvestment fund (community fund) and tourism development. The CTMA leads tourism development activities on behalf of the community. Moreover, one CTMA develops and manages one satellite of the SMF in principle.

The Project is currently supporting community tourism development in the Argin Jona Kebele. The CTMA of this Kebele would be a member of the SMF, together with various other associations. In the future, each Kebele that has farmland and grazing land in the SMNP may organize a CTMA. Each CTMA will be an independent business entity (association); however, at the same time the entity will be a member of the union and participate in the management of the Foundation. The prospective Foundation may facilitate the development of an integrated tourism reservation system by enhancing influence within public sectors and donors, and effectively managing common issues such as environmental conservation and any tourist harassment by the local residents.

B. Second year activity

a. Selection of the CTMA members in Argin Jona Kebele

The CTMA members, four from each sub-Kebele were selected in the Argin Jona Kebele meeting in 2012.

For the purpose of capacity building for tourism product development and service quality management, CTMA members have joined village tourism product development training as follows:

Date	Activity
June 12, 2012	In total, twelve people (four from each of the three sub-Kebele) were selected as CTMA members from community meeting discussions.
July 15, 2012	Selected CTMA members attended the community meeting.
September 4, 2012 - December 12, 2012 In total for 10 times	The CTMA members joined village tourism product development training.

C. Third year activity

a. Training for CTMA Members

CTMA of Argin Jona Kebele aimed to officially register with the Cooperative Office of Debark in this year. Therefore, for the necessary procedure of registration, a hearing was

implemented with the Cooperative Office staff along with visits to observe the field activities; the hearing was carried out with CTMA members at the field.

The CTMA members participated in these related activities with the goal of transfer of skills and enhancing the development of the village tourism program.

In order to set the route of the village tour in each territory, the Project verified the dwellings of the core members that carry out their village tour program. This was accomplished through a field survey with the CTMA members.

In addition, members of CTMA were centrally involved in the activities from the community side concerning the construction of the Satellite Center, which is the hub of the village tour in each territory.

Table 2.40 Seminar and training for CTMA

Date	Content
May 19, 2013 May 20, 2013	Explain the construction of the Satellite Center and confirm the cooperation of the community at the village meeting in Argin and Argin Jona.
May 25, 2013 ~ June 15, 2013	Implement field survey with CTMA and core members for the progress management of the construction of the Satellite Center and also gather necessary information in order to set the route for the village tour.
July 8, 2013 ~ July 10, 2013	Implement seminar on community tourism for CTMA, core members and village guides
July 12, 2013 ~ July 14, 2013	Excursion to Meket, which is an advanced region of community tourism, pre-workshop on July 11, post-workshop on July 15

b. Study for Establishment of CTMA Cooperative

The necessary research and procedures were confirmed so that Argin Jona Kebele could be officially registered as a cooperative of CTMA. It was agreed that in the meeting, the procedures needed for the registration would be implemented through the cooperation of Cultural and the Tourist Office of Debarq Wareda, EWCA park office and staff from the Cooperative Office Debarq Wareda.

After that, a survey was conducted on the existing organization, in order to confirm the plan for the procedure at that stage. It became clear that in this national park, an ecotourism cooperative with over 5,000 members was registered as a union, which engages in a wide variety of activities concerning ecotourism. Normally, a cooperative or union with the same purpose as the existing ecotourism cooperative is not permitted to be established in the same area. It was obvious that this would be a large barrier for the official registration of CTMA. So, we consulted with the Zonal cooperative office and the Regional cooperative office about how we could proceed with the official registration of CTMA.

Ultimately, it was confirmed that CTMA will be established as a cooperative for local culture and arts.

c. Registration of Argin CTMA cooperative

After study towards establishment of the cooperative, efforts for the registration of the cooperative were explained in the whole assembly of Argin Jona Kebele, and the next process for registration was commenced. However, there was some disapproval of establishing as one cooperative from the community on the Argin sub-Kebele side.

This was because Argin sub-Kebele is geographically distant and if a cooperative was established, it would be actually difficult for people from Argin to participate. Furthermore, in Argin, the construction of the Satellite Center was completed and trials for the village tour had commenced at that time. So there were concerns about the difference in stages of the progress. Therefore, this point was discussed with the community side and eventually it was decided that

two separate cooperatives, Argin and Ambarass (Kiflo Sub-Kebele, Daba Sub-Kebele), would be established. First, for this term, procedures were carried out to establish the cooperative in Argin.

There were a lot of objections to establishing 2 cooperatives from Debark Woreda cooperative office. Because, so far, Debark Woreda cooperative office had made only one cooperative of the same type in one Kebele. Consultation with North Gondar zone cooperative office and confirmation of the regulations on the establishment of cooperatives was undertaken. The possibility of establishing the cooperative individually in each community was confirmed and agreement was obtained.

Finally, a cooperative in Argin was established on October 17, 2014. The CTMA was officially named “Argin Jona Kebele Chennek Community Handicraft Cooperative Association”, and a total of 152 people enrolled as the founding members.

Table 2.41 Main activities for cooperative establishment

Date	Content
March 11, 2014	Residents’ hearing (Argin Jona Kebele) Hearing for seven people from CTMA and relevant people of village tour
March 16, 2014	Village Meeting of Argin Jona Kebele; 159 participants Explanation about cooperative establishment and hearing
March 30, 2014	Village Meeting of Argin Jona Kebele; 177 participants Explanation about cooperative establishment and hearing
May 25, 2014	Village Meeting of Argin Sub Kebele; 190 participants Explanation about cooperative establishment, decision of the name of the cooperative and selection of seven committee members
June 4, 2014	Village Meeting of Argin Sub Kebele; 96 participants Explanation about cooperative establishment. Meeting was postponed till 8 June, because of lack of participants
June 8, 2014	Village Meeting of Argin Sub Kebele; 199 participants Discussion on the cooperative establishment, selection of three women committee members and collection of registration fee
June 15, 2014~	Training for committee members by cooperative officer
July 26, 2014	Meeting about bylaw and plan of cooperative with six committee members
July 27, 2014	Village Meeting of Argin Sub Kebele; 181 participants Explanation about bylaw and action plan of cooperative
August 15, 2014	Open account of cooperative at ACSI/Amhara Credit and Savings Institution (Debark)
September 23, 2014	Meeting with two committee members
September 26, 2014	Meeting with two committee members about signature of necessary documents for cooperative establishment
October 3, 2014	Village Meeting of Argin Sub Kebele; 110 participants Getting signature for documents and completion of establishment work
October 14, 2014	Payment for issue of cooperative certificate
October 17, 2014	Meeting with C/Ps and cooperative officers Issue of cooperative certificate

D. Forth year activity

a. Registration of Ambarass CTMA Cooperative

After the establishment of the Argin cooperative, consultations with the cooperative office commenced on 24 October 2014. During the same period, the cooperative office has continued working on establishing a cooperative in Ambarass. The cooperative was officially established on 12 January 2015, and named “Argin Jona Kebele Ambarass Community Cultural

Production Processing Cooperative Association”. A total of 99 people enrolled as the founding members. Although the training of the cooperative committee members has not been completed due to the schedule conflicts with the other operations of the cooperative office, the remaining training was scheduled to be implemented by the cooperative officer in June 2015.

b. Community Workshop

In response to the result that the cooperative of both Argin and Ambarass were officially established, community workshops concerning the village tour were held in June and November of 2015, with the aim of programming the system of the village tour as a whole cooperative.

The first community workshops were held in the schools of each village, on May 31 and June 1 2015 in Argin, and, June 2 and 3 in Ambarass. The facilitator of the village tour, accountant, village guides and demonstrators including members of the cooperative committee and souvenir producers attended. 27 were from Ambarass and 33 from Argin.

Schedules of the workshops are indicated in Table 2.42 and Table 2.43.

Table 2.42 Schedule of Workshop in June on 1st day (Am*: Ambarss, Ar*: Argin)

	Time	Objective/Questions	Activities
	9:30–10:00/Am* 10:00–10:20/Ar*	Taking attendance and first questionnaire	
1	10:25–11:50/Am* 10:20–11:05/Ar*	1) Introduction of WS 2) What is the concept of Community based tourism? 3) Why is natural protection important in SMNP? 4) What points are important for tourism service? 5) What is the current situation of the village tour?	Sharing information Explained by SIMCOT Explained by EWCA officer Explained by C&T officer Explained by SIMCOT
2	11:50–12:30/Am* 11:05–11:10/Ar*	1) Awareness of current problems of the village tour and their causes (explanation of group discussion and dividing into 4 groups, then taking a tea break in Argin workshop. After tea break, they started a discussion)	Group discussion
	12:30–12:50/Am* 11:10–11:40/Ar*	Tea break and questions	
3	12:50–13:40/Am* 11:40–13:40/Ar*	1) Discussing on the solutions to the problems 2) Presentation and sharing results and comments	Group discussion Presentation
4	13:40–13:45/Am* 13:40–13:45/Ar*	Closing	Review of activities
	13:45–14: 00/Am* 13:45–14: 00/Ar*	Tea break and comments	

Table 2.43 Schedule of Workshop in June on 2nd Day (Am*: Ambarss, Ar*: Argin)

	Time	Objective/Contents	Activities
	9:30–10:00/Am* 9:30–9:55/Ar*	Taking attendance	
1	9:50–11:40/Am* 9:55–11:10/Ar*	1) Review of previous WS 2) Group discussion to find all activities, natural and cultural resources based on the theme	Explained by SIMCOT Group working

		3) Arrange all resources in season order	
	11:40–12:05/Am* 11:10–11:30/Ar*	Tea break and questions	
2	12:05–12:55/Am* 11:40–12:30/Ar*	1) Share each result of group work and make a phenology calendar of village life	Presentation
3	12:55–13:35/Am* 12:30–13:10/Ar*	1) Indicate all resources on the map 2) Sharing the map information	Group working Presentation
4	13:35–13:45/Am* 13:10–13:25/Ar*	Closing and questionnaire	Review of activities
	13:45–14:00/Am* 13:25–13:45/Ar*	Tea break and questionnaire after program	

The workshop in November was held in Debarq for a whole day with participants from Argin and Ambarass. In addition to the attendants from the previous workshop, the chief and manager of Argin Jona Kebele, and the representatives of the scouts from each community attended. There were 35 from Ambarass and 51 from Argin.

The purpose of the workshop in June was to reveal problems and solutions concerning the village tour, to extract elements for the phenology calendar of village life and to make the map of the village outline. These contents were discussed among each group and a presentation was held to share the information.

Considering the results from the workshop in June, in November each community discussed the present situation of problems and solutions and future efforts concerning the village tour, and the information of the phenology calendar. Those results of discussion were shared with all participants from Argin and Ambarass.

The schedule of the workshop is indicated in Table 2.44.

Through the two workshops in June and November, a basis to improve implementation abilities of the village tour and eventually to operate independently was formed.

Table 2.44 Schedule of workshop in November

Time	Objective/Questions	Activities
9:00–9:40	Taking attendance and first questionnaire	
1	9:40–9:43 1) Opening 9:43–9:55 2) Introduction of WS 9:55–10:17 3) Presentation of importance of natural heritage 10:17–10:45 4) Presentation of importance of cultural heritage	EWCA Explained by SIMCOT Explained by EWCA officer Explained by C&T officer
10:45–11:20	Tea break and question	
2	11:20–12:35 1) Group work to make phenology calendar 2) Presentation and share results	Group discussion by 4 groups, 2 from each community
12:35–14:10	Lunch	
3	14:10–15:05 1) Discussing the solutions of problems 15:05–15:40 2) Presentation and sharing results and comments	Group discussion Presentation
15:40–16:05	Tea break and question	
4	16:05–16:45 1) Discussion on operation of village tour 16:45–16:55 2) Presentation and sharing results 16:55–17:30 3) Information about CA and Workshop in Addis Ababa 17:30–17:50 4) Explanation on participants of WS in Addis Ababa	Review of activities
17:50–17:55	Tea break and comments	

17:55–18:15	Fulfill the questionnaire
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A workshop to make the draft community action plan utilizing the community fund was held on 17 January 2016. The aim of this workshop was to share the basic idea, to contribute for the whole community through community based tourism, and to make an action plan using the community fund which has profited from the village tour.

In this workshop, because this activity would be lead mainly by the cooperative committee, members from the cooperative committee, the chief and manager of Argin Jona Kebele participated and had a group discussion. The number of participants was 9 from Ambarass cooperative committee, 10 from Argin cooperative committee and 2 from Administration of Argin Jona Kebele.

The schedule of the workshop is indicated in table Table 2.45

Table 2.45 Schedule of workshop in January

	Time	Objective/Questions	Activities
	9:30–10:20	Taking attendance, preparation of discussion space	All participants
1	10:20–10:40	1) Opening, Introduction of WS	Explained by SIMCOT
	10:40–11:50	2) Group discussion on village problems	Each community group
	11:50–12:00	Tea break and question	
2	12:00–12:45	1) Group discussion on solutions	Each community group
	12:45–14:30	Lunch	
3	14:40–15:15	1) Presentation on results of discussion	Group leaders
	15:15–16:05	2) Group discussion on on community action plan	Each community group
	16:05–16:20	Tea break and question	
4	16:20–16:35	1) Presentation on results of discussion	Group leaders
	16:35–16:40	2) Conclusion of group discussion	SIMCOT
	16:40–16:50	3) Explanation on participants of WS in Addis Ababa	SIMCOT
	16:50–17:00	4) Conclusion of WS	C&T officer

In this workshop, the participant experienced the process of study in order to make a draft community action plan. At first, they discussed the problems faced in each community and analyse the causes, then found solutions. At next step, they tried to select some challenges according to priority, and studied activities and implementation way of them.

This community action plan is first draft plan. After this workshop, the draft plan should be discussed by the entire meeting of each cooperative, and be modified according to the condition of each community. Finally, the implementation of this plan will lead to benefit for the whole community in the future.

(2) Operation process of village tour

A. First year activity

Study of the process of implementing the village tourism product was conducted after selecting the target community in the second year.

B. Second year activity

The process of implementing the village tourism product noted below is under discussion with C/Ps and core members.

a. Prior preparation

1) Decision on the dates when communities can start to receive tourists

- The CTMA periodically checks the schedules of core members, who provide the village tourism product, as well as those of village guides, who provide community tours. This enables the CTMA to understand “on which day” they can receive tourists “for which experience”.

2) Applications for the village tourism product by tourists

- The Park Office receives applications directly or by phone. Consideration will be given to introducing an online application system in the future.
- The application deadline is two days prior to the tour.
- The tourists are informed of the cancellation policy at the time of applying.

3) Implementation preparation in the communities

- Based on the tourist application, each CTMA is informed of the dates and number of participants (by radio communication equipment, cell phone and others).
- When tourist applications are received, the CTMA allocates these tourists according to predetermined rules.
- The communities prepare the necessary materials and human resources in time for the day of the tour.

b. The to-do list on the day

1) Comprehensive guidance

- Tourists gather at the Park Office and join the certified guide*.
- The certified guide explains the fare, content of the experiences, processes, required time, and safety management points.
- Tour payment (for the guide, mule, and scout excluding the payment to the CTMA).

* The guides are certified by ANRS-BCTPD through examination. Their main activity is guiding trekkers. They have communication skills in English. Approximately sixty guides are certified so far.

2) Transportation to the targeted communities

- Trekking participants – by foot
- Tourists (individual) – by car or mule
- Tourists (tour) – by tour bus

3) Implementation of village tour in the targeted communities

- The village guide* meets the tourists, providing introductory orientation at the Satellite Center.
- The village guide then leads tourists to each cultural resource in the village. The certified guide accompanies the tour in order to interpret the Amharic explanation by the village guide into English.
- After the program is completed, the village guide provides instruction to the tourists to reflect on their experiences at the Satellite Center, adjusts the payment (for the experiences), and requests participants to complete the evaluation sheet.
- Tourists see an exhibition or buy souvenirs at the Satellite Center. (Figure 2.20)

* For a village tourism product, added value will be produced not only from the original value of the tourism resources, but also the interpretation or guidance from the village guide.

4) Breakup/transportation from the targeted communities

- Trekking participants – by foot
- Tourists (individual) – by car or mule
- Tourists (tour) – by tour bus

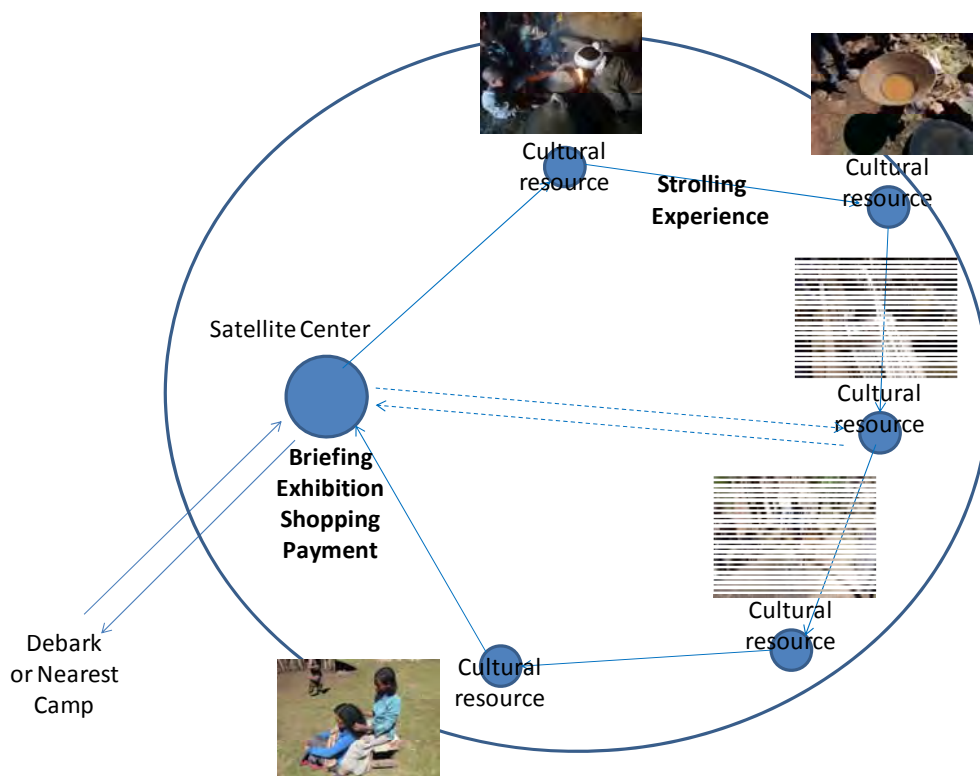


Figure 2.20 Conceptual Diagram of the Village Tourism Product Developed in the Target Community



Coffee Ceremony



Injera Baking



Local beer making



Weaving



Blacksmith (Metal Work)



Hairdressing



Herbs

(3) Satellite Center

A. First year activity

Preparation and construction of the Satellite Center was conducted in the second year after selecting the targeted community.

B. Second year activity

The first goal was to make a model for village tourism in Argin Jona Kebele and, along with the community, construct the Satellite Center as a part of the village support.

a. Function

The function of the Satellite Center in village tourism is to arrange village tours and also reception, communication and preparation. In addition, the Satellite Center is where general guidance for the day is provided, and programs are reviewed after implementation. The main use of the facility is for reception, operational management, local information provision, exhibit and sale of local products, as well as relaxation. It can also be used for meetings to share and solve problems, or to hold training activities to improve village tourism product quality in each territory.

b. Target village outline

Argin Jona Kebele, the target of village tourism product development, consists of three sub-Kebele. Considering prior village tourism product development studies, it was decided to characterize the two territories, “Daba-Kiflo” and “Argin”. Key assumptions for the concepts, target tourist types, and primary access methods for each territory are noted below.

Territory	Concept	Target Tourist	Primary Access Method
Argin	“Life in the valleys”	Professional trekking tourist	Trekking route from Chennek Camp (currently used as a lifeline road by local residents)
Ambarass (Daba-Kiflo)	“Life on the hills”	Parties of tourists, mainly personal tourists who want to briefly visit local areas	Tour buses or vehicles from Debark (Gondar), Shimien Lodge

c. Construction Site Selection

The construction site for the Satellite Center was selected based on the consultations with each community.

Argin: Access is assumed to be along a downward route along the valley from the Chennek Camp. A gentle sloping area along the route was chosen as the construction site. This area provides a viewpoint of the village landscape across the stream.

Ambarass: Access is assumed to be via the main road. The west side of the elementary school in Ambarass was selected as the construction site, in consideration of the “convenience of tourists” and “centrality in community”.



Construction Site located nearby the public facilities in Ambarass



Construction Site located on the other side of main village area in Argin

d. Consideration of the Design Proposal

Since the Satellite Center serves as an entrance for village tourism in each territory, the design should be based on the traditional domestic architecture of the village. Besides having functionality, the design should use durable and manageable materials. The figure below shows a schematic concept for the Satellite Center.

Considering site conditions and possible users, the Satellite Center proposed in each territory is described below:

Ambarass: The Satellite Center would have a diameter of 8m. It is assumed that tourist groups would use tour buses. The Satellite Center in both Daba and Jona villages are planned to be larger for conferences and training programs. The Center will be a landmark atop a hill.

Argin: The Satellite Center would have a diameter of 7m. It is assumed that users would be trekking tourists from the Chennek Camp. As the site is located on a slope in the valley, a smaller Satellite Center is planned to match the scenery.

C. Third year activity

a. Progress of construction work

Based on the above study, the construction of the Satellite Center was initiated in late February 2013. The community mainly carried out the construction with the support of the Project.

At first, the construction was scheduled to be finished by April 2013. However, because of the lack of understanding about the Project among the villagers, the system was not ready to execute the construction with the cooperation of the community. This controversial point came to light in May 2013. It was necessary to reconfirm the understanding among the whole community.

In order to do so, the person in charge from the EWCA Simien Park Office of C/Ps explained the point of view of the Project and the construction of the Satellite Centers at a villagers' meeting and could gain the consensus of the villagers that the whole village should cooperate with the construction

However, since the construction period had overlapped into the busy farming season, it was difficult to secure the necessary manpower for the construction, and in addition to the lack of understanding that the community side was supposed to prepare the materials, the construction could not proceed as scheduled because necessary materials were not ready at the proper time. On this point, EWCA Simien Park Office which is a C/P requested Wareda Administrator for cooperation, and gave instructions to Kebele Administrator for active promotions on the construction. At the same time Wareda administration cooperated with the operation.

Eventually, the construction of the Satellite Center in Argin was finished at the end of February 2014. Arrangements of interior decoration and necessary furniture began in preparation for the full scale sale of the village tour starting in April 2014.

1) Involvement of the community

Preparation of some materials (wood, stones, and materials for the mud wall) for the Satellite Center and general construction labor should be handled residents of each community to strengthen local ownership and eventually lead to continuous management of the facility.

2) Involvement of the C/Ps

Upon construction of the Satellite Center in each territory, sufficient discussion with the community was necessary in terms of the final site location and basic design proposals. Community cooperation was also necessary in terms of material examination of necessary materials. The results of these actions have been an understanding and community cooperation thanks to the proactive efforts of the C/Ps.

This construction work as well as future maintenance and operations of the Satellite Center were implemented with responsibility by EWCA office in Debarq as a constructor, with close collaboration of local administration and communities.

3) Involvement of the Project

During the construction of the Satellite Center, upon request from EWCA Park Office, the Project covered the employment of a supervisor of the construction works and materials that could not be obtained by the communities.

c. Completion of construction

The construction of the Satellite Center on the Ambarass side was falling behind compared to the Argin side. Agreements were made that the whole village cooperate in the construction of the Satellite Center. However, the work progress on the Ambarass side was not good. It had made very little progress since December 2013.

The person in charge from the EWCA Park office and the Culture and Tourism office of the C/P explained again to the villagers. The village side would confirm regularly about correspondence and report the results in writing to each C/P and the Project. A promise was made that all activities for the practice of trial village tours would start again after construction was completed.

With the countermeasures above, the construction of the Satellite Center on the Ambarass side was completed in May 2014.



Outside of the Satellite Center in Argin



Inside of the Satellite Center of Argin



Outside of the Satellite Center in Ambarass



Inside of the Satellite Center of Ambarass

(4) Village Tourism Training

A. First year activity

Training for village tours was conducted from the second year after selecting the target community.

B. Second year activity

a. What are core members

Core members play the main role in village tourism activities as demonstrators and village guides during the implementation of the village experience program, which is the village tourism product. The core members with CTMA members were the target for village tourism training.

After the selection of CTMA members, core members were chosen, initiated by CTMA. In the present situation, there are no clear selection criteria. But, the selected members are good at operations of the village experience program, such as local beer making, injera baking, coffee ceremony, weaving, metal work etc...and can also actively take in tourists.

After the members' skill has been established and the number of tourists has become stable, core members who can perform activities which do not need special tools, such as injera baking, local beer and coffee ceremony, are planned to be increased. The plan is to increase villagers who can profit directly from community tourism.

b. Village guide

1) Description of the Village Guides

The village guide assumes a role in explaining the implementation of village tourism products at the Satellite Center, route guidance to each satellite, as well as demonstration programs performed by residents. Furthermore, while the entire explanation is presented in Amharic, the official guide translates to the tourists.

Village guides must be able to understand and express the territory's nature and history, culture and characteristic features of their lifestyle.

2) Selection of Village Guides

So far, training has been implemented to the candidates with talent chosen from among CTMA and core members. Understanding of the roles of village guides has been expanded. To perform as an official village guide in the future, it was on the assumption that a person with aptitude must be selected and qualified by a C/P organization. In order to do so, selection standards and steps were established as below for fair selection.

Village Guide Criteria (draft)

■ Minimum Requirements: Evaluated through C.V.

- Academic ability equivalent to a high school graduation, especially in literacy skills (necessary to exchange minimum documents)
- Born, raised, and lived in the Kebele
- Tidy, polite, and free of disease
- No criminal record or involvement in community conflicts
- Independent from specific political parties or interest groups
- Possess a phone or other means of communication (usually living where contact can be easily made)
- Possess other income or domestic help, and not fully depending on income from being a village guide (understanding that income of a village guide might be unstable at the start; the application is made based on the agreement about the key points of the system)

- Physically healthy with good strength
- Not an alcoholic, smoker, or drug addict
- Knowledge Ability: Evaluated through an interview
 - Possesses sufficient knowledge of the local culture and history
 - Familiar with each activity, or having actual experience in an activity
 - Understand the roles of a village guide, especially the difference between park guides and demonstrators
 - Possess a traditional outfit and be able to wear it
- Talent: Evaluated through an interview
 - Sensitive to tourists' interests and discomforts
 - Willing to communicate with foreigners even though he/she cannot speak English
 - Able to deal with conflicts among tourists, local residents, children, dogs, and other residents
 - Respect other cultures and customs

c. Village Tour Training

From September to December 2012, Village tour training was conducted with CTMA and core members in order to develop village tourism programs. In this training, the scenario of six selected programs and proposal of improvement points for each program were executed.

Table 2.46 Village Tour Training

Date	Activity
September 4, 2012 - December 12, 2012	The CTMA and core members joined village tourism product development training.
In total for 10 times	- Making scenario of program, proposal of improvement

C. Third year activity

d. Selection of village guides

Experts made suggestions regarding the procedure of village guide selection undertaken by Debark Woreda Culture and Tourism Office and EWCA Simien Park Office.

At the same time, experts attended the meeting of the selection committee and selection examination and confirmed whether the procedure was conducted fairly or not.

The process of selection is as follows.

Table 2.47 Process of Village Guide Selection

Date	Activity
June 18, 2013	Meeting of Argin Jona Kebele Community Tourism Village Guide Selection Committee (Members: Two Officers from Debark Woreda Culture and Tourism Office, One Officer from North Gondar Zone Culture and Tourism Bureau, One Officer from EWCA Simien Park Office, One member from Debark Guide Association, Arginjona Kebele Administrator) -Confirmation of outline of selection and time schedule -Confirmation of number of village guides; 3 from Jona, 3 from Daba and 4 from Argin, the total number being 10
June 19, 2013	Start of registration - Put up public notice at the Kebele
June 23, 2013	Registration deadline -103 registrations are accepted
June 26, 2013	Examination day 1

	<ul style="list-style-type: none"> -Confirmation of the criteria of selection -Confirmation of the situation of registration -Screening, *29 applicants proceeded to the next step -Notice of the results of screening
June 27, 2013	<ul style="list-style-type: none"> Examination day 2 -Reconfirmation of the criteria of residence, *confirmed; 10 more applicants passed the screening -Preparing questionnaire -Confirmation of the method of selection -Written examination -Evaluation of written examination -Oral examination -Evaluation of oral examination and decision on the 10 applicants -Notice of successful applicants

Ten village guides were selected through the process as above.
Selection was undertaken quite fairly and strictly, following the guidelines for selection of local guides by Amhara National Regional State.

e. Addition of village guides and demonstrators

At this time, the implementation of the village tour was limited to only weekends because the three licensed village guides were still students. Therefore, the Debarq-Woreda Culture and Tourism Office took the initiative in selecting new village guides. Registration started on 28 February 2014, the examination was conducted on 13 March, and three applicants were selected.

In Argin, since all the demonstrators were from Keyefer, new demonstrators from Kebero Mider and Abide which is located relatively near the Satellite Center were selected in the village meeting.

Moreover, in Ambarass, setting of the village tour program was difficult, because there were few demonstrators. Then new demonstrators were selected in the village meeting.

Table 2.48 Schedule of additional selection of village guide and demonstrator

Date	Content
From February 28 to March 6, 2014	Recruitment of additional village guide for Argin sub-Kebele at Argin Jona Kebele
March 13, 2014	Selection test of village guide at Argin Jona Kebele Three additional village guides were selected
April 5, 2014	Village Meeting of Argin Sub Kebele around 400 participants Selection of new demonstrators, finally 9 from Keyafer, 10 from Kebero Mider and 6 from Abide, total 25 demonstrators
June 18, 2014	Selection of new demonstrators in Ambarass Final number of demonstrators was 6 from Kefro, 5 from Jona and 7 from Daba; total 18.

f. Village tour training

By the end of June 2013, a total of 10 village guides were officially selected through the selection procedure carried out by the Debarq-Wareda Culture and Tourism Office.

Aiming for the operation of the trial tour at Argin in December, the training for the village guides was carried out as per the following schedule.

Table 2.49 Schedule of Village Tour Training (from September to December 2013)

Date	Content
May 25 to 31, 2013	Preparation of FAM Trip (Argin and Ambarass)
June 4, June 6, 2013	Reception of FAM Trip (Argin and Ambarass)
October 19, October 20, 2013	Village tour training was carried out to match the schedule for the photography of the village tour program
From October 26 to December 7, 2013 Total 5 times	Implementation of village guide training in Argin - Training was implemented for 4 of the village guides (1 dropped out which left only 3 in the end) - Before the final training of the trial village tour, 3 village guides from Ambarass joined
November 8, to November 9, 2013	Implementation of interview to collect information of Argin village - Village guides selected an interviewee, made arrangements, stayed overnight at the CTMA member's house, and conducted an interview. Based on this information, the village guides mainly provided explanations about Argin village
November 29 to December 1, 2013	Training in introducing the village tour and making reservations at the EWCA park office - It was confirmed that the tourism officer at the EWCA park office practised the process of introducing the village tours to tourists
December 17, December 21, 2013	Implementation of village tour training in Ambarass - Village guides and demonstrators participated in the training
December 15, December 22, 2013	Implementation of village tour training in Argin - Village guides, demonstrators and treasurer were trained

At Argin sub-Kebele, after the above training a trial village tour was implemented upon the confirmation of the Debarq-Woreda Culture and Tourism Office and EWCA Simien National Park office, from December 2013. Sale of the full scale village tour started in April 2014.

The delayed construction of the Satellite Center in Ambarass (Kiflo Sub-Kebele, Daba Sub-Kebele) was completed in May 2014 and training for the village tour resumed. Also in Ambarass, new demonstrators were selected in a village meeting because it was difficult to carry out the tour program due to the lack of demonstrators.

Since April 2014 in Argin and Ambarass, the training of these new village guides and demonstrators, arrangements for the staff who actually implement the village tour, and training in accounting were carried out as per the schedule below.

Table 2.50 Schedule for Village Tour Training (from January to December 2014)

Date	Contents
January 12, January 24, January 25 and March 28, 2014	Visiting village tour by graduate student of Hokkaido University on Jan. 12, SELAMTA editor on Jan. 24, Mr. C.W. Nicol first park warden of SMNP on Jan. 25 and State Minister of Culture and Tourism on Mar. 28
February 15 to November 28, 2014 Total 22 times	Village tour training in Argin - Village tour program, Accounting, Souvenir
May 15 to November 25, 2014 Total 21 times	Village tour training in Ambarass - Village tour program, Accounting, Souvenir

After the training above, 6 new village guides (4 from Ambarass, 2 from Argin) were officially issued licenses from the Debarq Woreda Culture and Tourism Office, on 16 June. Another three (1 from Argin, 1 from Kiflo, 1 from Daba) could not have their licenses issued due to lack of training. They would continue their training and after their ability is confirmed to be

satisfactory, their license would be issued. Training was also provided in turns to the newly selected demonstrators and it has become possible to offer a constant level of the program overall.

With the license registration of village guides and training of the demonstrators, sale of the village tour has just started in Ambarass since 18 October.

However, it would take more time to be able to offer village tours with stable quality. The village tour could not be practiced frequently because not many tourists come for the purpose of the village tour at that time. And moreover the number of staff who carry out the village tour was large. So, it was necessary for both communities to create a system in order to manage the quality by continuing the training through role playing.

D. Forth year activity

a. Village tour training

Continued from the previous term, training for the village guides and the demonstrators was implemented by Project staff and C/Ps during the period from December 2014 to February 2015. Table 2.51 indicates the implementation record of training since March 2015.

Two village guides from Ambarass, who failed to obtain the license by February 2015 due to lack of training, have continued their training. Their ability as a village guide was confirmed through the training on 5 May 2015, and their licenses were issued from the Culture and Tourism Office. Subsequently, all of the guides, six from Argin and six from Ambarass, were issued an official license.

During the same time, the demonstrators have been continuing the training for each program. Three Gastronomy programs, Injera, Coffee and Local Beer, have reached a certain level and have been implemented in both Argin and Ambaras.

In addition to the programs above, training for the three Handiwork programs, Weaving, Blacksmith and Hair dressing, have been implemented from December 2014, and the sale of the tours that include Handiwork programs has started since March 2015. In a village tour in Argin on 4 April 2015, two programs, Injera and Hair dressing, were implemented according to the request of the tourists. However, the Project staff who accompanied the tour have confirmed that the Hair dressing demonstration has not reached a satisfactory level yet. Further training on the Handiwork programs is necessary for the village guides and the demonstrators to improve the quality of each program.

To provide appropriate tours to each target tourist in Argin and Ambarass, detailed training should be carried out. Moreover, workshops on the village tour should be implemented to build a capacity that would help the community in managing the quality of the village tour.

Table 2.51 Schedule of Village Tour Training (from March to December 2015)

Date	Contents
March 12 to September 30, 2015 Total 21times	Village Tour Training in Ambarass - Facilitator, Treasurer, Village Guides, demonstrators
March 15 to October 29, 2015 Total 18times	Village Tour Training in Argin - Facilitator, Treasurer, Village Guides, demonstrators

2.9.3 Result of receiving tourists to the village tour

(1) Receiving tourists to the village tour

A. First year activity

Acceptance of village tour was conducted from the third year.

B. Second year activity

Acceptance of village tour was conducted from the third year.

C. Third year activity

a. Opening of Trial village tour

The trial of the village tour started in mid-December 2013. The aim of this trial was to confirm the results of the training of the village tours, lifting the motivation among the staff by actually accepting tourists and moreover getting feedback from the tourists.

The trial was targeted at tourists visiting the EWCA park office, especially trekking tourists lodging at Cheneck. So, in order to start the trial in Argin, intensive training was implemented and we managed to finally carry out the trial from 12 December 2013.

Before the trial, the price of the actual trial and the method of collecting the fee was confirmed, by holding meetings with the C/P institution and obtaining agreement for the implementation.

At this stage, CTMA was not officially registered as a cooperative. The Debarq-Woreda Culture and Tourism office issued licenses to the three village guides from Argin who had already taken the training and had been confirmed to have appropriate abilities. They were able to collect the tour fee on behalf of CTMA.

The promotion of the officers from the EWCA park office also took effect. In fact they accepted two Canadian tourists on 12 December 2013 and a group of five people from South Africa, Israel and USA on 14 December 2013 for a trial. Because the price and the fee collecting system was not confirmed for the first group on 12 December, the trial was free of charge. As for the tour on 14 December, it became an official trial tour due to the license being issued to the village guides the day before.

b. Receiving tourists to the full scale village tour

1) Status of receiving tourists in Argin

In Argin, after the implementation of the trial village tour from mid December 2013, the actual sale started from April 2014. The aim is the improvement of the staff's motivation by receiving actual tourists and furthermore the improvement of quality by getting feedback from the tourists. Before the implementation of the full scale village tour sale, meetings were held with C/P institutions and consensus for the implementation was obtained. The selling price, method of collecting the fee, and the price for cancellation charge were also confirmed. Before the cooperative was established, collection of the fee and the distribution and management of the community fund were conducted through the fiscal statement the Project-side had prepared. But after the establishment, the accountant is performing the procedures using a regular fiscal statement.

The status of the implementation of the village tour from April to December 2014, when the actual selling of full scale village tour started, was as the below chart indicates. Most visitors that come to Argin were trekking tourists that stayed at Cheneck the previous day. They came to visit Argin in the morning. 9 groups comprising 18 tourists have made normal reservations, while 3 groups comprising 11 tourists visited directly without normal reservation and 2 groups comprising 6 tourists cancelled on the tour day. In addition to this, 14 tour operators (12 Ethiopian, 1 Italian, and 1 French) participated in the FAM trip carried out on 31 May.

Village tours without regular reservation (which are marked * in Table 2.52 caused difficulty in providing proper services, because there was not enough time for prior preparation. The lack of proper service and advance explanation about the village tour also caused a situation where visitors refused to pay full price. To solve this problem, a discussion was held with the village tour parties, and it was concluded that a regular reservation is basically required for all visitors to join the village tour going forward.

Table 2.52 Operation of full scale village tour since April to December 2014

Date	Contents
April 18, 2014	1 st full scale village tour in Argin 4 French, 3 programs, tour income 1,200ETB
May 3, 2014	2 nd village tour in Argin 2 French, 3 programs, tour income 600ETB
May 22, 2014	3 rd village tour in Argin 1 from USA, 1 program, tour income 400ETB
May 31, 2014	Operation of FAM Trip 14 Tour operators from Addis Ababa, 2 tour operators from Gondar (14 Ethiopian, 1 Italian and 1 French) Dividing 3 groups, each group experienced 3 programs. Tour income 4,800ETB and community donation 1,000ETB
July 8, 2014	4 th Village tour in Argin 1 German, 1 program, tour income 400ETB
October 4, 2014	5 th village tour in Argin 1 English and 1 Taiwanese, 1 program, tour income 400ETB
October 7, 2014	Village tour without regular reservation* 6 tourists, 1 program, tour income 500ETB
October 14, 2014	Cancellation of village tour 4 French, 3 programs, booking from Medir Tour of Addis Ababa Tour operator, cancelled on the tour day because of car problem
October 17, 2014	6 th village tour in Argin 2 German, 3 programs, tour income 600ETB and community donation 50USD. Booking from Jacaranda tour in Addis Ababa
28th October	Village tour without regular reservation* 3 tourists, 2 programs, tour income 170 ETB
31th October	Village tour without regular reservation* 2 tourists, 2 programs, tour income 600 ETB
12th November	Cancellation of village tour 2 tourists, 3 programs, cancellation charge 600 ETB
18th November	7 th village tour in Argin 1 German, 1 program, tour income 400 ETB
26th November	8 th village tour in Argin 2 American, 1 program, tour income 400 ETB
8th December	9 th village tour in Argin 1 Italian, 1 English, 1 program, tour income 400 ETB

2) Status of receiving tourists in Ambarass

Ambarass received its first 4 tourists on 18 October 2014. The record of operation of the village tour since the start of sales to March 2015 is shown in Table 2.6. The status of receiving tourists in this term contains 8 people in 3 groups with regular reservation, 2 people in 1 group who directly visited the village without a regular reservation (which are marked * in Table 2.53) and 2 people in 1 group who made a regular reservation but cancelled the tour on the day. 4 groups, including the group without a regular reservation and the group which cancelled the tour on the day, had made a reservation through TOs in Addis Ababa.

The Satellite Center in Ambarass is accessible by car and the area is closer to Debarq than Argin. Therefore, the tourist groups staying in Debarq, and Simien Lodge will be the target for sale in the future.

Table 2.53 Operation of village tour in Ambarass since October to February 2014

Date	Contents
18 th October	1 st village tour in Ambaras 4 Japanese (relevant people of JICA), 3 programs, tour income 1,200 ETB
8 th November	Village tour without regular reservation*

	2 tourists, 2 programs, tour income 600 ETB Tourist without reservation from Medir Tour of Addis Ababa
20 th November	2 nd village tour in Ambaras 2 German, 3 programs, tour income 600 ETB Booking from Jacaranda Tour of Addis Ababa
3 rd February	3 rd village tour in Ambaras 1 German, 1 Swiss, 2 programs, tour income 500 ETB Booking from Mider Tour of Addis Ababa
25 th February	Cancellation of village tour 2 tourists, 2 programs, cancellation charge 500 ETB Booking from Mider Tour of Addis Ababa

D. Forth year activity

c. Receiving tourists to the full scale village tour

1) Status of receiving tourists in Argin

In the case of Argin, basically, target tourists are trekkers who lodged at the Chennek campsite. Even if the tourists are interested in the village tour which is originally not included in the itinerary, it is difficult to change the schedule and make a reservation 2 days previously before starting the journey. The acceptance situation of the village tour during this period of time has not increased as compared with the previous period. As a countermeasures, a campaign that tourists can experience the village tour for free is being conducted from December 2015 to February 2016 (the expiration of the Project) in order to increase the number of tourists.

The result of the acceptance of the village tour from April 2015 to January 2016 is as indicated in Table 2.54.

Table 2.54 Operation of full scale village tour in Argin from April 2015 to January 2016

Date	Contents
April 4, 2015	10 th village tour in Argin 2 Italian, 2 programs, tour income 500 ETB
July 30, 2015	11 th village tour in Argin 4 people, 1 program, tour income 800 ETB
August 7, 2015	12 th village tour in Argin 1 person, 2 programs, tour income 500 ETB
September 24, 2015	FAM Trip Tour Operator 2, 3 programs, Tour income 600ETB
October 4, 2015	FAM Trip Tour Operator 8, 2 groups, 3 programs, Tour income 2,400ETB
November 30, 2015	13 th village tour in Argin 1 person, 2 programs, tour income 500 ETB
December 15, 2015	14 th village tour in Argin 2 people, 2 programs, tour income 500 ETB
December 19, 2015	15 th village tour in Argin 1 person, 2 programs, tour income 500 ETB
January 5, 2016	16 th village tour in Argin 20 people, 3 groups, 3 programs, tour income 6,000 ETB
January 9, 2015	17 th village tour in Argin 14 people (JICA Teachers group), 3 groups, 2 programs, tour income 3,500 ETB

The number of tourists who have participated in the village tour in Argin so far totals 120 including the trial tour and FAM trip. The total income is 29,730 ETB. The sum of the community fund from the village tour and the income from souvenir sales is 9,369 ETB (village tour 9,105 ETB and souvenir sales 264 ETB). There is also 8,882 ETB as donations from tourists. The total of community fund is 18,251 ETB. (as of 12 January 2016).

2) Status of receiving tourists in Ambarass

In the case of Ambarass, the Satellite Center is near the main road which makes access by vehicle possible, so tourists lodging at Debarck and Siemen Lodge are the main targets. Although the full scale tour had started in October 2014, the average number of tourists accepted is only a group a month.

However, as a result of several FAM trips and the promotional activities for tour operators in Addis Ababa in 2015, there has been an increase in tourists arranged by tour operators from November 2015.

Moreover, as a countermeasure for the tour operators to add the village tour positively to the itinerary, the promotion for tour operators was reinforced during December 2015 to the end of the Project in February 2016 as a free experience campaign period in order to increase the acceptance of village tourists.

The result of the acceptance of village tour from April 2015 to January 10 2016 is indicated in Table 2.55.

Table 2.55 Operation of village tour in Ambarass since October 2014

Date	Contents
May 7, 2015	FAM Trip (11 Ethiopian, 1 Italian) 12 Tour Operators, 3 groups, 3 programs, tour income 4,500 ETB (3 cancelled)
September 23, 2015	FAM Trip (1 Ethiopian, 1 Japanese) 2 Tour Operators, 3 programs, tour income 600 ETB
October 3, 2015	FAM Trip 8 Tour Operators, 2 groups, 3 programs, tour income 2,400ETB
November 4, 2015	4 th village tour in Ambarass 5 Russians, 1 programs, tour income 1,000 ETB
November 14, 2015	5 th village tour in Ambarass 4 people, 2 programs, tour income 1,000 ETB
November 17, 2015	Cancellation of village tour 7 people, 2 programs, cancellation charge 1,700 ETB, from Birana Tour
November 19, 2015	6 th village tour in Ambarass 2 people, 2 programs, tour income 500 ETB, from Mon Pay Tour
December 28, 2015	7 th village tour in Ambarass 2 people, 2 programs, tour income 500 ETB
January 3, 2016	8 th village tour in Ambarass 6 people, 2 programs, tour income 1,500 ETB
January 9, 2016	9 th village tour in Ambarass 10 people (4 cancelled), 2 programs, tour income 3,000 ETB, from Solomon Tour

The number of tourists for the village tour and FAM trips in Ambarass so far from October 2014 is 73 (including cancellations). The total income is 20,100 ETB. Some amount has been saved for the community fund and with the income from the sale of souvenirs, the total is 7,722 ETB (village tour 7,235 ETB and souvenir sales 487 ETB). Donation from tourists totals 1,000 ETB. The total of community fund is 8,772 ETB. (as of 12 January 2016).

2.9.4 Conclusion

Concerning Output 3 (Product Development), in the first year research was conducted in order to create a tourism product. In the second year, based on the results of the research from the first year, tourism resources (themes), which will become the village tourism material were selected and also a community was focused on to promote as a model for village tourism development.

Next, a resident meeting was held in order to proceed with the village tourism development in the target community. Further, sharing and deepening of the understanding of the idea of community-based tourism and planning an organization of CTMA, which is at the core of activities, were undertaken. With the members of the CTMA, village tour programs were developed, a system for running village tours was built and a Satellite Center for tourism infrastructure was constructed in order to operate the village tour. In the third year, CTMA was officially registered as a cooperative for responsible organization of village tourism in each community, and training for quality improvement of the village tour was implemented.

Through these activities, preparing for village tourism in the target community with the cooperation of the promotion activities in Output 2, full scale sales of the village tour started in the third year, in April 2014. Owing to publicity activities such as brochures and inflight magazines, FAM trips and business meetings, tourists are gradually increasing.

The community of Argin is deepening their understanding toward village tourism and beginning to deal with it positively through the training, and through receiving tourists from the actual sale of the village tour. Especially following changes appeared. Some village guides and demonstrators gave a training each other to receive tourists with hospitality, and some villagers who wanted to participate in the village tourism activity as a demonstrator went to the demonstrator's house to get the knowledge of demonstration.

On the other hand, the community of Ambarass started sales of village tour from October 2014, but they were not sufficiently prepared to receive tourists at the beginning. However, the motivation of the community increased after several FAM trips and receiving village tour tourists. After FAM trips in October 2015, they were able to conduct village tour without problems through the experience of receiving tourists.

Comparing Ambarass with Argin, there are some difference concerning their consciousness and attitude for tourists, because training and sale of village tour in Ambarass failed around half year behind Argin. However, all relevant people are becoming to fulfill their role of village tour.

It is necessary for each community to fulfil the quality of village tour by themselves and independently monitor it and secure the quality.

On the other hand, the actual sale of the village tour since April 2014 has revealed several problems including the reservation of the village tour, incorporation of the village tour into the itinerary scheduled by Tour Operators, and attitude of the official guide.

- Regarding communication tools with villages:

The Project had been driving to villages for communication because there was no other communication method between the Project office and villages. However, a mobile phone network was installed and Ambaras became reachable by phone. However, the phone network in Argin remains unstable. Communication methods, including a satellite phone network, need to be established.

- Regarding reservation of village tour by trekking-based tourists:

The current situation makes it difficult for trekking-based tourists to join the village tour if it is not incorporated into their original trekking tour. Even if they are interested in the village tour, it is quite difficult to change their original schedule. Some tourists say that they want to change their schedule to join the village tour. In fact, some tourist groups without regular reservations changed their schedule at Chennek and visited Argin to join the village tour. From

this, allowing reservations in Chenneck one day before the tour should be considered, in order to encourage trekking-based tourists to join the village tour.

- Regarding the introduction of the village tour into the itinerary of group and short-stay tourists:

The FAM trip in 2014 introduced the village tour in Argin, which was an original tour to visit the demonstrator's house for each program. Three Gastronomy programs which took half a day did not fit the group tour or the short-stay tour, and this made it difficult to include the village tour into the itinerary of group and short-stay tourists. The FAM Trip in Ambarass this time introduced a short village tour, visiting places only around the Satellite Center. It is expected that the short village tour can be introduced into the itinerary of group tours and short-stay tours.

- Regarding the lack of understanding of the village tour and the uncooperative attitude of the official guide:

Several cases where the quality of the official guide might influence the quality of the whole village tour were seen. In order for the village tour to be satisfactory for the guests, it is necessary to give a good impression to the guests providing good translation by the official guide who has a good understanding for village tour. So as one of countermeasures, we should make a list of official guides who have a good understanding and have experienced the village tour and name one from the list as an official guide for the village tour for a while.

Furthermore, all the official guides should understand the village tour in the future, and the creation of a system in cooperation with a guide association is necessary.

- Regarding realizing “benefits for the whole community”:

The burning of the satellite center in Argin was reported on January 18th. The Kebele manager of Ambaras, community police, and 2 other leaders of the village investigated the cause. They discovered it could have been due to jealousy stemming from the unequal selection of community members to participate in workshops in Debark and Addis Ababa.

The Project has been aiming to achieve “benefits for the whole community” and has established a community fund. However, it seems like this intention has not been completely understood.

Regarding the reconstruction of the satellite center, around 30 timbers were secured as of January 28th of 2016 and villagers had planned to start reconstruction in a few weeks. The Kebele manager promised that the Kebele administration office fully support the investigation of the arson and the reconstruction of the satellite center. EWCA and Debark Culture and Tourism Office also promised to support and monitor the progress of reconstruction.

2.10 Outputs related to the Output 4

(1) First year's activity

Existing plans concerning tourism and park management were gathered in the first year.

(2) Second year's activity

Existing plans were revue and the draft plan of Simien Community Tourism Management and Development Plan: SIMCOT-MDP was prepared during the second year.

A. Review of existing plans

”Next five years road program 2010” and “Grazing pressure reduction strategy document for Simien mountains national park” were reviewed in the second year.

The following is a summary of each plan.

Next five years road program 2010

The Next Five Years Road Program 2010 is a Road Development Plan which is planned and implemented by the Ethiopian Roads Authority.

Construction of the red line was already planned, and development of the blue line was also approved in 2010. The Ethiopian government has given the highest priority to road development among all infrastructure developments and has a plan for road networks throughout the nation.



Figure 2.22 Next Five Years Road Program 2010 (Low Scenario)
(Provided by Ethiopian Road Authority)

The following map is an enlarged part of figure 1 focusing on Debarke town. In addition to the road development between Gondar with Debarke which is mentioned above, a road between Debarke and Mekane Birhan is planned and its construction work has already started. Road construction from Simien Mountain National Park to Dil Yibza (Bayeda Wareda) has also begun. There is a route from inside the National Park to Bayeda, but it is not allowed to be paved because it is inside the National Park; it is also very steep. For the reasons above, the road from Debarke to Axum is planned to be a paved road going around the National Park.

Therefore, it is expected that movement will take place according to the above road development, and this is reflected in the SIMCOT-MDP.



Figure 2.23 Enlarged section of the Next Five Years Road Program 2010 (Low Scenario) (Modified map which was provided by Ethiopian Road Authority)

a. Grazing pressure reduction strategy document for Simien mountains national park

”Grazing pressure reduction strategy document for Simien mountains national park (Amhara national regional state parks development and protection authority 2007)” was prepared by the Amhara region in order to solve problems stemming from grazing in Simien Mountain National Park. The strategy is to analyze the present condition, identifying challenges and preparing a strategy to resolve them.

The main points of the strategy are as follows:

- ① Review of park boundary (achieved)

A review of the park’s boundary was achieved in 2007; it is now in the government’s approval process
- ② Limitation of grazing

Estimate an appropriate number of livestock in the area defined as grassland, then create rules and regulations for utilizing that grassland.
- ③ Decrease the number of livestock

- ④ Improve the health conditions of livestock and increase access to veterinarians
- ⑤ Promote community participation in the park's management

B. Developing SIMCOT-MDP

A basic framework and basic plan were developed in the second year.

(3) Third year activity

The fundamental outlines of SIMCOT-MDP were agreed to at the first JCC meeting on June 27, 2013 during the third year. At this meeting, it was proposed that the 'Conservation Donations' feasibility study should be outsourced to specialists. The result of the feasibility study was that the SIMCOT project, 'Charitable Association,' was the most appropriate organization to gather Conservation Donations.

(4) Fourth year activity

C/P proposed that Conservation Donations should be listed in the SIMCOT-MDP after SIMCOT-Charitable Association (SIMCOT-CA) was officially registered and authorized to gather Conservation Donations. However, mention of Conservation Donations in the SIMCOT-MDP was deleted. The status of Conservation Donations remains in limbo and is currently not mentioned.

An action plan made by SIMCOT-CA, which is the principal executor of SIMCOT-MDP, should be authorized by the board member's meeting, including EWCA and ANRS-BoCT.

2.11 Project Public Relations

(1) Public Relations Activity through Facebook Page

A Facebook page of the Project has been established for one of the public relations activities of the Project. This page aims to advertise the Project activities as one of the Projects implemented by JICA and promote tourism in Simien National Park to Ethiopian and Japanese people.

(2) Pamphlet and Brochure Introducing the Project

A pamphlet was made to describe details of the Project activities, such as the Project aims and future activities, utilizing figures and pictures. This pamphlet has been distributed at the meetings with donors as well as local stakeholders and Ethiopian residents at the events and workshops. Additionally, a simple brochure introducing the Project was made in English and Amharic toward residents of Debark town and villagers.

(3) Participation in Events

The Project was entered in an event called "Conserving the Simien Mountains", which was hosted by EWCA and held in Addis Ababa for 3 days from 28th June to 30th June. This event aimed to raise awareness among all stakeholders and the general public on the threats to the Simien Mountains National Park. As a public relations activity of the Project, the activities of the Project were presented through posters and pamphlet. The Facebook page was also introduced. Also the Project participated in the Japan Festival organized by the Japanese Embassy, the Japanese Association and JICA held in Addis Ababa in 9th November 2013 and 31st October 2015. The Project presented the introduction movie of the Project and distributed the pamphlets.

(4) Homepage of the Center for Advanced Tourism Studies of Hokkaido University

Introduction page for the Project was developed on the website of the Center for Advanced Tourism Studies of Hokkaido University, and then the Project activities such as Training in Japan were introduced.

(5) Presentation in a JICA Training “Sustainable Tourism Development in Africa Countries – Community Based Tourism TICAD IV Follow up”

Dr. Yaoita introduced the Project in the JICA training “Sustainable Tourism Development in Africa Countries – Community Based Tourism TICAD IV Follow up”. The Project approach towards park management and people’s habitat was discussed with the participants from other African countries (Mozambique, Namibia, Swaziland and Zimbabwe).

(6) Publication in Japan Times (31st August 2013)

Mr. Nicol wrote an article about the training in Japan in the Japan Times. The article introduced the story from the time when Mr. Nicole was a park warden which was 47 years ago and talked about participants of the training in Japan who visited Afan forest.

(7) Publication in MAINICHI WEEKLY (15th March 2014)

Visiting and observing the current situation of SMNP after 47 years, Mr.Nicol’s opinion from the point of view of forestry conservation activities appeared in the MAINICHI WEEKLY on 15th March 2014. In the article, the village tour he experienced at the Project site was introduced.

(8) Publication in SOTOKOTO (May 2014 Issue)

Mr.Nicol’s coming back to SMNP after 47 years separation and the Project activities appeared in the May 2014 issue of SOTOKOTO.

(9) Publication in ASAHI Shinbun (23rd July 2015)

A reporter from the Johannesburg branch of ASAHI Shinbun visited SMNP to gather information about SMNP and the Project. The advertisement in SELAMTA magazine that has been done as one of the promotional activities of the Project opened up for his visit. In the article, the current situation of the park, the activities of the Project and the comments of our counterpart and Japanese expert appeared.

Chapter 3 Prospect and Challenge

As already described, this Project developed a system of community tourism, focusing on underutilized cultural aspects, and created village tour products, ways to market those products, and an organization to manage this structure. SIMCOT-CA will now carry out SIMCOT-MDP under PPP, with government supervision. However, some challenges still remain, such as the system of PPP between the government and SIMCOT-CA, obtaining sufficient capital to operate SIMCOT-CA, detailed analysis of marketing data and promotions based on the elements of each TO, and providing benefits for everyone in the village entire community.

These challenges are described below.

(1) Implementation of activities

As already mentioned, the biggest challenges for the sustainability of the Project's activities were obtaining capital and training human resources. To overcome these challenges, SIMCOT-CA was established as an organization that can hold human resources and which can receive conservation contribution donations. The Project has discussed the sustainability of activities with C/P, and it is SIMCOT-CA that can ensure the project's work can continue. However, the following problems are raised at this time.

A. Promotion of C/P's understanding regarding PPP

As previously written, C/P must recognize that SIMCOT-CA is an organization that accomplishes its aim together with C/P. On this point, C/P were again given depth understanding in the training in Japan.

In the long term, discussion of systematic reform is needed. In the short term, the most important consideration is the installation of a collection system for conservation contribution donations in cooperation with TOs. Support from the government is essential to build cooperation with TOs. Alternatively, it should be considered that EWCA or ANRS-BoCT employ the staff of SIMCOT-CA as government officers until the system of conservation contribution donations is established. Possible measures and necessary support for these activities are described as follows.

Short term measures :

- When SIMCOT-CA collects conservation contribution donations through TOs, TOs pass on the donation amount after deducting for income taxes.
- SIMCOT-CA acquires a business license, which is different from a tour operator's license, and then sells brochures to gain revenue to pay for SIMCOT-CA's operating costs.
- The government supports SIMCOT-CA by permitting the use of office space and equipment.

Medium term measures :

- When SIMCOT-CA collects conservation contribution donations through TOs, the government grants those donations a tax exemption.
- The government mandates that SIMCOT-CA collects conservation contribution donations through TOs

Long term measures :

- The government implements new laws and establishes the system of conservation contribution donations by authorizing SIMCOT-CA to collect conservation contribution donations.

B. Use of office space and equipment after the termination of the Project

As SIMCOT-CA needs their office and equipment after the termination of the Project, it is necessary to discuss with EWCA and ANRS-BoCT regarding this use. This will be discussed at the next JCC meeting held in late February 2016.

C. Attainment of TO License by SIMCOT-CA

SIMCOT-CA has to acquire a tour operator's license in order to function as an organization for formally selling the village tour products. The conditions to be satisfied for obtaining the license are as follows. The biggest challenge for SIMCOT-CA is to secure vehicles, and SIMCOT-CA has to do it through fundraising and/or donations from business enterprises.

- Acquire a business license
- Own 3 vehicles corresponding to any of: mini-bus, midsize-bus, large-size-bus or 4WD (this could be 1 vehicle by negotiation)
- Employ a staff member with a bachelor's or master's degree related to tourism
- Set up an office
- Have sufficient equipment for 12 people to participate in a tour, e.g. tents, sleeping bags, cooking equipment, etc.

(2) Marketing Activity

As mentioned, the system for collecting marketing data was improved, multi-promotion channels were established, and promotional materials, which will have broad utility in the future, were developed. However, the following challenges still remain as the number of tourists stagnates.

A. Segmentation through detailed analysis of marketing data and feedback for product development

Target countries have been identified via marketing data analysis, but detailed tourist segmentation such as the type of backpacker, luxury traveler, and etc., as well as the needs and wants of each type of tourist, has not yet been analyzed well. This analysis should be pursued with cross table and tour products and pricing should be diversified to match customer's desires.

B. BtoB Promotion based on an analysis of each TO and feedback toward product development

Up to now, the Project has been promoting tourism products as well as receiving feedback from TOs through business meetings with TOs and familiarization trips. However, the project is not able to suggest improvements or new ideas to TOs because of a lack of analysis of each TO's characteristics, such as which companies are big business partners, which types of customer are their base, what the typical tour itineraries are, and what promotional tools they currently have.

Although marketing staff continuously visit TOs and remind them of the products each month, it is not identified which kind of product is easy for TOs to sell and which causes issues generating growth. Therefore, it should be clarified where the problems lie and appropriate measures should be taken.

(3) Tourism Product Development

A. Regarding lines of communication with the villages

Since there were no lines of communication, we had to travel to the villages and directly make contact. By the end of the year 2015, the cell phone network had improved, and it has become possible to contact Ambaras by cell phone. In the case of Argin village, however, the cell network remains unstable, so it is necessary to establish communication methods, possibly with the use of satellite phones.

B. Regarding reservations of a village tour by trekking tourists

The current situation makes it difficult for trekking tourists to join the village tour if it is not already incorporated into their original trekking tour. Even if they are interested in the village tour, it is quite difficult to change their original schedule. Some tourists say that they want to change their schedule to join the village tour. In fact, some tourist groups without regular reservations changed their schedule at Chennek and visited Argin to join the village tour. It should be considered to allow reservations in Chennek one day before the tour, in order to encourage trekking tourists to participate.

C. Regarding the introduction of the village tour into the itineraries of group and short-stay tourists

The FAM trip in 2014 introduced the village tour in Argin, which was an original tour to visit the demonstrator's house for each program. Three Gastronomy programs which took half a day did not fit the schedule of the group tour or the short-stay tour, and this made it difficult to include the village tour in the itinerary of group and short-stay tourists. The FAM Trip in Ambarass then introduced a shorter village tour, visiting places only around the Satellite Center. It is expected that this tour can be introduced into the itinerary of group and short-stay tours.

D. Regarding a lack of understanding of the village tour and uncooperative attitudes of official guides

Several cases where the quality of the official guide might influence the quality of the whole village tour were seen. In order for the village tour to be satisfactory for the guests, it is necessary to give a good impression to the guests, including good translation by a guide who possesses a good understanding of the village tour. Therefore, we should make a list of official guides who have experienced and understand the tour well, and name one of these people to be the official guide of the village tour.

Furthermore, we should work to have all of the tour guides understand the village tour in the future. It is necessary to create a system in cooperation with the guide association for this purpose.

E. Regarding realizing profit for the entire village

On January 18th, 2016, we were told that the Satellite Center of Argin had been burnt down. An investigation was conducted by the Ambaras Kebele manager, community police, and two other village leaders. The result of the investigation was that it might have been an action caused by jealousy over the unfair selection of certain committee members, and that a limited number of people were chosen to participate in the workshop held in Debarq and Addis Ababa, as well as the charity concert in Addis Ababa.

Even though the project's goal was to establish a community fund in order to help the whole village, it is possible that this idea was not effectively understood by all of the community.

Regarding the reconstruction of the Satellite Center, about 30 trees are already secured for lumber as of January 28th, 2016. The trees are scheduled to soon be cut down and construction will commence. The Kebele Administration's Kebele Manager has committed to investigate the cause of the fire and to cooperate on the reconstruction of the Satellite Center. EWCA and the Debarq Culture and Tourism Office have also promised to continuously support the community and also monitor the progress of the reconstruction.

Chapter 4 Innovation and Lessons for Project Implementation and Management

4.1 Creativity in project implementation and management

(1) Collaboration between the university and a private consultancy firm

The Project has been implemented by a joint venture entity of Hokkaido University's Centre for Advanced Tourism Studies, which did not have any previous cooperative international project experience, and the veteran private consulting firm PADECO Co.,Ltd.. Under this structure, the university shared advanced theories and models with the consultancy firm, while the consultancy firm shared management methods for the project, ways of relationship building with C/P, and ideas for the project's operation. The results of this collaboration could not have been achieved if either side had been working alone. From the perspective of the university, this joint venture structure was useful because the university was not able to implement the project with only using the national university corporation system such as account system.

(2) Assignment of 2 Experts for each goal

2 experts were assigned for each target of the project. One is a person with high expertise, but assigned for a short duration, while the other is a younger member who could be assigned to the project site for a longer period. Ordinarily, although professors have a large amount of professional knowledge and skill, it is difficult for them to be assigned for a long term abroad. However, young professors were hired as specially appointed professors within the project's budget, and this allowed a longer assignment at the project site. By using the cooperation of these two types of experts, each objective of the project was able to be implemented.

(3) Discussions with several levels of organizations

The offices of C/Ps are decentrally located in Addis Ababa, Bahir Dar, Gondar and Debarq, in addition to the sites supported by the project which are in the area surrounding the park. Therefore it was difficult for C/P to get together even for the JCC meetings held twice per year. Furthermore, many C/P and concerned persons don't have access to email because of insufficient facilities in their offices. The project made extra efforts to communicate and explain by visiting each office as much as possible when an issue to be discussed had arisen. Due to this effort, trust between the project and C/P gradually increased and all related organizations could act in cooperation with one another.

(4) Obtaining support without relying on money

At the project's beginning, other international donors supported the project site with hardware and software. There was a custom that the donors provided a monetary gift to locals when those people participated in meetings at their homes. However, as JICA has kept the sustainability of the project after its termination in mind, the project has not provided these financial incentives and/or transportation costs for attending meetings without any special reason. As a result, the project could implement activities and work with C/P who truly understand the project's purpose and goals, and cooperate without the intention of financial benefit. However, it was difficult to get cooperation and understanding from C/P who didn't make an attempt to understand the project's purpose, and then complained about not getting financial benefits.

(5) Team building through training in Japan

As already stated, this training was intentionally limited in order to allow detailed discussion with attendees. The session was effective not only for seeing examples in Japan via inspections and lectures but also for team-building through the sharing of opinions and in-depth discussions.

(6) Collaboration with celebrities

The project involved celebrities such as Mr. Nicol and Artist Chachi Tadesse to get them to deliver the project's message. This allowed the purpose and aims of the project to be conveyed clearly even to people who are not directly related to the project.

4.2 Lessons for project implementation and management

(1) Certainty of agreements made by C/P

Regarding topics on which it is difficult to obtain a consensus, such as the system of conservation contribution donations, even though C/P signed off on the agreement it was not assured that C/P will actually do so. Therefore, in every instance, the project should be implemented with the assumption that things may not go as previously agreed.

(2) Staff Employment

Regarding the employment of project staff who manage and operate SIMCOT-CA after the termination of the Project, it should be done carefully, combining requirements from the Japanese side and the local knowledge of the Ethiopian side, based on in-depth discussion with C/P.

Attached Document

1. List of Equipment

List of Equipment

取得年月日 Date of Registration in JICA Office D/M/Y	資機材名 Description/Name of Equipment/Goods	仕様・規格 Specification・Standard	数量 Quantity	設置場所 Place of Installation	使用状況 Condition
28/12/2011	Laptop Computer	Toshiba Satellite L755	4	EWCA SMNP Office/ North Gondar Zone Culture and Tourism Office	
28/12/2011	Photoopy Machine	Canon Image Runner 2525	2	EWCA SMNP Office/ North Gondar Zone Culture and Tourism Office	One of them, the function of scanner doesn't work.This finctuin was replaced to new scanner.
28/12/2011	Color Printer	HP Deskjet 7000	2	EWCA SMNP Office/ North Gondar Zone Culture and Tourism Office	
21/12/2011	Facsimile	Canon L160	2	EWCA SMNP Office/ North Gondar Zone Culture and Tourism Office	
28/12/2011	Projector	EPSON EB-S9 3LCD Projector	2	EWCA SMNP Office/ North Gondar Zone Culture and Tourism Office	
28/12/2011	Screen	Tripad Screen180cm x 180cm	2	EWCA SMNP Office/ North Gondar Zone Culture and Tourism Office	
23/01/2012	Generator	Robin RGX7500E	2	EWCA SMNP Office/ North Gondar Zone Culture and Tourism Office	

取得年月日 Date of Registration in JICA Office D/M/Y	資機材名 Description/Name of Equipment/Goods	仕様・規格 Specification・Standard	数量 Quantity	設置場所 Place of Installation	使用状況 Condition
21/12/2011	UPS	UPS APC 7500VA	2	EWCA SMNP Office/ North Gondar Zone Culture and Tourism Office	One of them was broken by stroke of lightning, and then replaced to new one.
28/12/2012	Video Camera	SONY PJ	2	EWCA SMNP Office/ North Gondar Zone Culture and Tourism Office	
28/12/2011	Desktop Computer	DELL Optilex 990 Core i3 Duo	2	EWCA SMNP Office/ North Gondar Zone Culture and Tourism Office	
09/1/2012 23/1/2012	Stabilizer	PC Mate 2000VA Stabilizer	4	EWCA SMNP Office/ North Gondar Zone Culture and Tourism Office	
21/12/2011	External Hard Disk Drive	2TB External HDD	4	EWCA SMNP Office/ North Gondar Zone Culture and Tourism Office	
21/11/2011	GPS Unit	GARMIN GPSMAP 62s	3	EWCA SMNP Office/ North Gondar Zone Culture and Tourism Office	
25/11/2011	Image Edit Software	Adobe Creative Suite 5.5 Design	2	EWCA SMNP Office	
30/11/2011	Laser Measuring Instrument	DIST D8	2	EWCA SMNP Office	
21/11/2011	Binocular	Nikon Sport Optix10x25 HG L DCF	6	EWCA SMNP Office	
21/11/2011	Digital Camera	Nikon D 5100	2	EWCA SMNP Office	
06/03/2012	Video Edit Software	Master Collection CS5.5	1	EWCA SMNP Office	
07/12/2011	Desk (Large)	160x70x75	6	EWCA SMNP Office/ North Gondar Zone Culture and Tourism Office	

取得年月日 Date of Registration in JICA Office D/M/Y	資機材名 Description/Name of Equipment/Goods	仕様・規格 Specification・Standard	数量 Quantity	設置場所 Place of Installation	使用状況 Condition
07/12/2011 XX/2/2012	Desk (samall)	120x60x75	2	EWCA SMNP Office/ North Gondar Zone Culture and Tourism Office	
06/12/2011	Chair	-	16	EWCA SMNP Office/ North Gondar Zone Culture and Tourism Office	
08/12/2011 XX/2/2012	Shelf	-	4	EWCA SMNP Office/ North Gondar Zone Culture and Tourism Office	
06/12/2011	Meeting Table	-	2	EWCA SMNP Office/ North Gondar Zone Culture and Tourism Office	
07/12/2011	Meeting Chair	-	8	EWCA SMNP Office/ North Gondar Zone Culture and Tourism Office	
20/06/2012	Satellite Phone	Thuraya XT Satellite Phone	2	EWCA SMNP Office	
10/09/2012	GIS Software	ArcGIS ArcView Single Use	1	EWCA SMNP Office	
13/11/2012	UPS	UPS APC 7500VA	1	EWCA SMNP Office	
24/02/2014	TV Screen (Large)	KONIKA	1	EWCA SMNP Office	
17/03/2014	TV Screen (Small)	KONIKA	1	EWCA SMNP Office	
24/02/2014	DVD Player	SUMSUN	1	EWCA SMNP Office	
28/04/2014	Scanner	HP scanjet G2410	1	North Gondar Zone Culture and Tourism Office	
22/06/2012	TOYOTA Landcruiser	VDJ200L-GNMNZ	2	EWCA SMNP Office/ North Gondar Zone Culture and Tourism Office	

