


2. Minute of Meeting of JCC

Minutes of Meeting
Of the First Joint Coordinating Committee (JCC) Meeting
for
The Project on Community Tourism Development through Public-Private
Partnership in Simien Mountains National Park and Surrounding Areas
(SIMCOT Project)

The relevant parties of the SIMCOT Project from Japanese and Ethiopian sides conducted the first meeting of the Joint Coordinating Committee(JCC) in the meeting room of Taye Hotel in Gondar City on 13th December 2011. As a result of the meeting, both sides came to the understanding concerning the matters which are attached hereto.

- Attached Document: Discussion Summary
 - ANNEX 1: List of Attendants
 - ANNEX 2: Meeting Agenda
 - ANNEX 3: Work Plan


for Dr. Noriaki NISHIYAMA
Chief Adviser
SIMCOT Project Team
Japan International Cooperation
Agency (JICA)


Dr. Kifle Argaw
Director General
Ethiopian Wildlife Conservation Authority
(EWCA)


Mr. Mugeta Seid Bureau Head
Amhara National Regional State, Bureau
of Culture, Tourism and Parks
Development (ANRS-BCTPD)

Attached Document
(Discussion Summary)

1. Opening of Meeting

- Dr. Kifle Argaw, Project Director, chaired the 1st Joint Coordinating Committee (JCC) meeting and confirmed the composition of the JCC.
- All of the JCC members who participated in the meeting introduced themselves.
- Mr. Hideo Sakamoto, Project Expert, confirmed the background of the Project, overall goal of the Project, and Project Purpose, in accordance with the agreed Project Design Matrix (PDM) (ver.no. Draft).
- It is decided that Minutes of Meeting (M/M) should be circulated among the attendees of the JCC and signed by Project Director, Deputy Project Director, and Chief Advisor for its approval.

2. Reports

- Mr. Mulgeta Seid, Deputy Project Director, made a presentation on "Tourism in Gondar & Debarq".
- Mr. Zeleke Tegabe, a project counterpart, made a presentation on "Challenges in Management in Simien Mountains National Park and its Surrounding Areas".
- Dr. Noriaki Nishiyama, Project Chief Advisor, introduced the implementing body and basic concepts of drafted Work Plan.
- Dr. Kiho Yaoita, Project Expert, explained the outline of the drafted Work Plan.

3. Discussion / Decision

1) Abbreviation of the Project

- The abbreviation of the Project was agreed on "SIMCOT Project".

2) Comments and Decisions on the drafted Work Plan

As a result of the 1st JCC Meeting, Ethiopian Authorities and Japanese sides (JICA and SIMCOT Project Team) agreed to approve the "Work Plan"

[Decisions]

- Wonania and Kosoye will be included in "Destination Management and Development Plan" however, Simien Mountains National Park itself will be more focused.
- Ethiopia Tourism Police Program will be included within on-going Tourism Plan and Programs mentioned in Page 9.
- Community awareness activities will not be included in the Work Plan, since the Project itself aims to transfer techniques and knowledge for human resource and institutional development so the Ethiopian side is responsible for those activities.

[Comments]

- As for marketing activities, product diversification should be along with promotional materials.

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- Marketing strategy (regional level) which includes survey on identification of resources in North Gondar Zone, handicrafts development, and cultural promotional activities, is under preparation. After the completion of the marketing strategy, the budget for productive development would be allocated, so that it is better to work together.
- The workshop that disseminates the Simien Destination Management Plan to other national parks and protected areas is planned to organize in the Fourth Japanese Fiscal Year, however, it can be organized even before such as in the middle of the Third Japanese Fiscal Year, if it is ready.
- Considering the allocation of human resources and budget, detailed action plan should be prepared in each year to clarify what kinds of inputs are required from the Ethiopian side.

3) Members of JCC and Project Coordinating Committee (PCC)

- Professor Mengesha Admasu, President, University of Gondar, will be invited to JCC.
- Debarke woreda is maintained as a member of JCC, and other four woredas, Adiarkey, Beyeda, Janamora, Telemt, which surrounded Simien Mountains National Park will be invited to JCC as necessary
- All 5 woredas, Adi Arkey, Beyeda, Debarke, Janamora, Telemt, should be members of PCC.
- Mr. Mulugeta Asteray, Head of Tourism Management, University of Gondar, will be invited to PCC.
- The owner of Simien Lodge, tour operators, the Culture and Tourism Department of Gondar City, and hotel association, are suggested as members of PCC.
- Timeframe of organizing PCC should be changed from every 2 months to quarterly basis.

4) 1st and 2nd Trainees to Japan

- 1st trainees are decided as below.

Affiliate	Position
EWCA	Director, National Parks & Wildlife Sanctuaries Conservation Directorate
EWCA SMNP Office	Community Development Expert
Debarke Culture and Tourism Office	Head
Janamora Culture and Tourism Office	Head
Beyeda Culture and Tourism Office	Head

- 2nd trainees are decided as below.

Affiliate	Position
EWCA	Director General
ANRS-BCTPD	Bureau Head
EWCA	Northern Protected Areas Coordinator
North Gondar Zone	Department Head

Culture and Tourism Department	
EWCA SMNP Office	Park Warden

5) Others

- Regarding the channel of official requesting letter related to the Project matter, JICA should address it to Project Director instead of Ministry of Finance and Economic Development (MoFED), once the Project launches.

4. Closing of Meeting

- Mr. Mulugeta Seid summarized the decision of the 1st JCC.
- JCC, in principle, is organized annually, however, extraordinary JCC meeting can be arranged if necessary.
- It is suggested to organize launching (or inception) workshop as PCC in February, inviting stakeholders including donors.
- Ms. Satoko Hara, Project Expert, reminded that expenses of transportation and travel allowances for the Ethiopian personnel should be borne by the Ethiopian side from next Ethiopian fiscal year.



(ANNEX 1)
List of Attendants

Ethiopian Side

Name	Position
Dr. KifleArgaw	Director General, EWCA
Mr. MulugetaSeid	Bureau Head, ANRS-BCTPD
Mr. SisayMeguanent	Park Warden, EWCA SMNP Office
Mr. ShimelisAklilu	Officer, North Gondar Zone Culture and Tourism Office
Mr. YidawSisay	Head, Debark Culture and Tourism Office
Mr. ZelekeTegabe	Northern Protected Area Coordinator, EWCA

Japanese Side

Name	Position
Dr. Noriaki NISHIYAMA	Chief Adviser/ Expert on Tourism Development I, JICA Expert Team
Mr. Hideo SAKAMOTO	Deputy Chief Adviser/ Expert on Tourism Development II, JICA Expert Team
Dr. Kiho YAOITA	Expert on Organizational Coordinating II, JICA Expert Team
Dr. Chiaki SHIMOYASUBA	Expert on Ecotourism I, JICA Expert Team
Ms. Satoko HARA	Project Coordinator/ Expert on Marketing and Promotion, JICA Expert Team
Ms. Miho OIKAWA	Project Formulation Advisor, JICA Ethiopia Office



(ANNEX 2)
Meeting Agenda

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

**1st Joint Coordinating Committee on December 13th,
2011 at Taye Hotel, Gondar**

Topics	
1.	Opening of Meeting (10:00-10:45)
1.1	Greetings
1.2	Member Introduction
1.3	The Project (PDM, etc.) and JCC
1.4	Agenda of the Meeting
1.5	Calling for Another Agenda
1.6	Minutes of Meeting and its Approval (Deciding Signers)
2.	Reports (10:45-11:20)
2.1	Challenges in Management in Simien Mountains National Park and its Surrounding Areas
2.2	Challenges in Tourism Development in Simien Mountains National Park and its Surrounding Areas (including Development Plan)
2.3	Introducing Work Plan
	- Implementation Body and Basic Concept of Work Plan (Draft)
	- Outline of Work Plan (Draft)
Break (11:20-11:40)	
3.	Discussion (11:40-12:45)
3.1	Abbreviated Designation of the Project
3.2	Endorsing Work Plan (Draft)
3.3	Decision of Joint Coordinating Committee and Project Coordinating Committee Members
3.4	Decision of 1st and 2nd Trainees to Japan
3.5	Any Other Businesses
4.	Closing of Meeting (12:45-13:00)
4.1	Summary of Meeting
4.2	Schedule of 2nd Joint Coordinating Committee and 1st Project Coordinating Committee
4.3	Financial Regulation



Minutes of Meeting

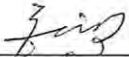
Of the sub-project coordinating Committee (PCC) Meeting

For

The Project on Community Tourism Development through Public-Private Partnership in Simien Mountains National Park and Surrounding Areas (SIMCOT Project)

The relevant parties of the SIMCOT Project from Japanese and Ethiopian sides conducted the first meeting of the Project Coordinating Committee (PCC) in the library of Debarq Park office on 17th February 2012. As a result of the meeting, both sides came to the understanding the matters which are attached hereto.

- Attached Document: Discussion summary
 - Annex I: List of Attendants
 - Annex II: Meeting Agenda



Mr. Sisay Mequanent
Park Warden
Simien Mountains National Park
Ethiopian Wildlife Conservation
Authority (EWCA)


Dr. Noriaki NISHIYAMA
Chief Adviser
SIMCOT Project Team
Japan International Cooperation
Agency (JICA)

Minutes of Meeting

Of the first SIMCOT Kick-off Meeting

For


The Project on Community Tourism Development through Public-Private Partnership in Simien Mountains National Park and Surrounding Areas (SIMCOT Project)

The relevant parties of the SIMCOT Project from Japanese and Ethiopian sides conducted SIMCOT Kick-off meeting (Extensive PCC Meeting) in the hall of Debarq Park office on 18th February, 2012. As a result of the meeting, both sides came to the understanding the matters which are attached hereto.

- Attached Document: Discussion summary
 - ANNEX I: List of Attendants
 - ANNEX II: Meeting Agenda



Mr. Sisay Mequanent
Park Warden
Simien Mountains National Park
Ethiopian Wildlife Conservation
Authority (EWCA)



Dr. Noriaki NISHIYAMA
Chief Adviser
SIMCOT Project Team
Japan International Cooperation
Agency (JICA)

Attached Document

(Discussion Summary)

1. Opening of meeting

- Mr Sisay Mequanent, Park Warden of Simien Mountains National Park chaired the 1st Sub-Project coordinating committee (Sub-PCC) meeting and confirmed the objectives of Sub-PCC.
- Dr. Noriaki NISHIYAMA, Chief Adviser of the SIMCOT Project, explained about SIMCOT and provided information on the urgency of establishing and working together with the WG.
 - He has clarified this Project should help to control the activities of enterprises in Debarq and its surroundings.
 - The mission of the Project is to draft the tourism destination management and development plan; to establish a tourism style that tourists can fully enjoy beside of conserving the environment.
 - The Sub-PCC members agreed with the objectives of the SIMCOT Project.
- All the Sub-PCC participants introduced themselves.

2. Confirmation of Roles of Sub-PCC

- Mr. Sisay Mequanent confirmed the roles of Sub-PCC should be to coordinate the activities among the organized four Working Groups, and to execute marketing and promotion activities of Simien Mountains National Park (SMNP).
- Mr. Sisay Mequanent confirmed that the Project would expect the advice, consultation service, and research on SMNP from University of Gondar.

3. Reports

- The Sub-PCC meeting approved the established four Working Groups (WG), which are Village Product Working Group, Natural and Social Environment Working Group, Tour operation Working Group, and Hotel, Restaurant, and Lodge Working Group.
 - Mrs. Mare Moges explained about the coordination of the Village Product WG, briefed the group plan, and explained about problems which they face.
 - Mr. Getachew Asefa of Frankfurt Zoological Society, who represents Natural and Social WG explained about the establishment of the WG and the basic motive /objective is to conserve the natural environment by involving communities.



ANNEX I:

List of attendants

Japanese side:

Name	Position
Prof. Noriaki Nishiyama	Chief Advisor/Expert on Tourism Development , JICA Expert Team
Mr. Hideo Sakamoto	Deputy Chief Advisor/Expert on Tourism Development II, JICA Expert Team
Prof. Fuyuhiko Usui	Expert on Marketing and Promotion, JICA Expert Team
Dr. Kiho Yaoita	Expert on Organizational Coordinating, JICA Expert Team
Ms. Satako Hara	Project Coordinator, Expert on Marketing and Promotion, JICA Expert Team

Ethiopian Side:

No	Name	Regions	Positions	Section	Mobile
1	Mr.Zemene Adugna	Miligebsa	Kebele Manager	Keble Mabager	09-18731585
2	Mr. GetenetMelkamu	Aregingona	Kebele ,manager	Kebele Manager	09-18052633
3	Ms. Emebet Asmare	Aregingona	Womanes Association Head	Womanes Association Head	
4	Mr. Zufan Adem	Abirgina	Kebele Manager	kebele Manager	09-18435032
5	Mr. Dessi Hayelu	Lore	Kebele Manager	Kebele Manager	918380718
6	Mr. Tadesse Azanaw	Lore	Kebele Adminstration	Kebele Adminstration	
7	Ms. Melishi Kide	Lore	Womens Association	Womens Association	
8	Mr. Adino Abuhaye	Debark	Dup Manager of cook	Cook Association	918731433
9	Mr. Mulawshume Zemed	Debark	Head	Head of Eco Tpurism Association	918731506
10	Mr. Mequanet Gisme	Geench	Manager	Manager of geench community loge	918724558
11	Mr. tadsse mulu	Debark	Manager	Manager of Birihane lewatehi Hotel	918033456
12	Mr. Shimelies Ayalew	Debark	Reception	Reception of Land Scape Hotel	920254215
13	Fekade Dagne	Debark	Tourism Safe Gard	Tourism Safe Gard	918042119
14	Asmare Gebire	Debark	Tourism Safe Gard	Tourism Safe Gard	
15	Mr. Getachew	Debark	Frankfert Zoolege	Frankfert Conservation Officer	918731415
16	G/Hiwot Habete	Abirgina	Manager of School		918433178
17	Ms. Workesew Belaye	Abirgina	Manager	Manager of the Church	
18	Mr. Hassen Ahimed	Abirgina	Manager	Manager of the Mouseque	
19	Lakew Mebrate	Argingona	Kebele Adminstration	Kebele Adminstration	918621393
20	Mr. Eshetu Bere	Miligebsa	Kebele Adminstration	Kebele Adminstration	918416615
21	Mr. Addise Azanaw	Miligebsa	Manager	Manager of the church	918603066
22	Mr. Asefaw Getenet	Argingona	manager	Manager of the school	918064949
23	Mr. Muhabaw Assemamaw	Abirgina	Kebele Adminstration	Kebele Adminstration	918729807
24	MR. Fenta Mesfine	Lori	Manager	Manager of the church	
25	Mr. Tadsse Azanaw	lori	Kebele Adminstration		
26	Mr. Bedassa Joity	Gondar			911831629
27	Mr. Feleke Abushet	Debark	Manager		
28	Ambel Egegn	Debark			
29	Aderajew Adane	Chenke			
30	Mulat Misganaw	Chenke	Manager		918151620

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31	Mr. Ali Reta	Muchela	Head scawt		924472427
32	Mr. Birhan Mewosha	Abirgina	Head Scawt		918209307
33	Ms. Mantegbosh Ayelgn	Sankaber	Scawt		918603154
34	Ms. Teje Kassa	ArgineJona	Ecotourism		918433165
35	Mr. Maseresha Teshager	debark	Car rent Association		918038084
36	Ms. Muluye Fente	Adirkay	Cultur & Tourism office		918151474
37	Ashenafi Hagoss	Miligebsa	School Manager		923397636
38	Ms. Worke Yelma	Debark	Tourism Safe Gard		922553617
39	Mr. Mehamed Yebire	Debark	Cook Rent Association		918731390
40	Mr. Mola Andebel	Debark	Cookassociation		918731741
41	Mr. Tsegaw Tesfaye	Debark	Safe Gard Association		918156031
42	Mr. Dawit Assmamaw	Debark	Car rent Association		918047169
43	Mr. Feten Hailu	AddisAbaba		EWCA	911930974
44	Mr. Zeleke Tegabe	Addis Abeba	R. for Simen National Park		912052637
45	Mr. Mulugeta Seyid	BahirDar	Bureau Head	Culture, Tourism & park Development	918340179
46	Mr. Birihun Tiru	Gondar	Departement Head		918700542
47	Mr. Asnakew Adane	Gondar	Head	Heretage Conservation & Tourism Development process	918776913
48	Mr. Shimelis Akililu	Gondar	Focal Person & Advisor of the Project	Tourism Development Promotion Officer	918788171
49	Mr. Sisay Mequanent	Debark	Park Warden		918704211
50	Mr. Sisay Yeshanew	Debark	Community Development Expert		918098389
51	Mr. Hunelign Belay	Debark	Mayor		918731733
52	Mr. Abubeker	Debark	Head	Head of debark Woreda Administration office	918711441
53	Mr. Yeredaw Sisay	Debark	Head	Culture & Tourism office	918731133
54	Mr. Azanaw Kefyalew	Debark	Tourism officer	Tourism Development Service institution supporting & Monetering officer	918381153
55	Mr. Yaleale 3m Fentahun	Janamora	Head	Head of Janamora woreda Administrative officer	918789709
56	Mr. Yesuf Hassen	janamora	Head	Head of Ganamora Woreda Culture & Tourism Head office	918295617
57	Mr. Negusu Hailu	Janamora	Tourism Officer	Tourism officer of Janamora Woreda Culture & Tourism Head	914275095
58	Mr. Yilkal Alemseged	Beyeda	Head	Head of Byeda Woreda Administration office	
59	Mr. Tesfaye Eshete	Beyeda	Head	Head if Byeda woreda Culture & Tourism Head officer	931234783
60	Mr. Mulugeta Damete	Beyeda	Head	Tourism officer of Byeda Woreda Culture & Tourism Head officer	913715873
61	Mr. Dagnew Belete	Adirkay	Head	Head of Adirkay Woreda Cadministrative office	
62	Mr. Goitom Tegaye	Telemmit	Tourism officer	Tourism officer of Telemmit woreda Culture & Tourism Head office	
63	Mr. Tesfu G/selase	Adirkay	Tourism officer	Tourism Officer Of Adirkay Woreda Culture & tourism Head office	
64	Mr. Azimache kebede	Telemmit	Head	Head of Tel;emit Woreda Culture & Tourism Head office	
65	Dr. Endalkachew teshome	Gondar	Lecturer	Department of Tourism Managem4nt University of Gondar	911082939
66	Mr. Mulugeta Astery	Gondar	Gondar University		913140974
67	Ms. Mare Moges	Abirgina	Head	Head of Vilage product working group	
68	Mr. Abera Getachew	Debark	Head	Head of Tour operator Working group	918731570
69	Mr. habitamu Mekonen	Debark	Head	Head of Hotel Restorant & Loge Working Group	911457516
70	Mr. Teshome Mulu	Gondar		North Gondar Sustanabel Natural Resource Management Program	
71	Mr. Getahun Seyume	Gondar	Head	Head of Gondar Town	
72	Mr. Esayas Gosaye	Addis Ababa		EWCA	912103548
73	Mr Asmamaw Ayenew	Addis Ababa	Reporter	ETV	913954095
74	Mr. Getachew Alemu	Addis Ababa	Reporter	Ethio Press	910610281
75	Mr. Demise Mequriaw	Addis Ababa	ETV		
76	Mr. Abirham Marye	Bahidar		Wildlife	918209457
77	Mr. Kasahun Molla	BahirDar			918705154
78	Mr. Asrat Fetene			Tourism manager	

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as of February 6, 2012

Tentative Agenda for SIMCOT Kick-off Meeting

SIMCOT			
JICA Project on Community Tourism Development through Public-Private Partnership in Simien Mountains National Park and Surrounding Areas			
Kick-off meeting			
Topics		Person in Charge	Time
1	Opening of Meeting		9:00-10:30
1.1	Greetings	Project Director	9:00-9:05
1.2	Participants Introduction	Project Director	9:05-9:15
1.3	Agenda of the Meeting	Project Director	9:15-9:25
1.4	Introducing SIMCOT Project		
	- Explanation of Project Design Matrix	Mr. Hideo Sakamoto	9:25-9:35
	- Implementation Body and Basic Concept of Work Plan	Dr. Noriaki Nishiyama	9:35-9:55
	- Outline of Work Plan	Dr. Kiho Yaoita	9:55-10:15
	- Question and Answer Session	Dr. Kiho Yaoita	10:15-10:30
Tea Break			10:30-10:45
2	Presentations		10:45-12:00
2.1	"Tourism of Gondar & Debarq"	ANRS-BCTPD	10:45-11:00
2.2	"Challenges in Management in Simien Mountains National Park and its Surrounding Areas"	EWCA	11:00-11:15
2.3	"Community-based Tourism"	Dr. Endalkachew Teshome Gondar University	11:15-11:30
2.4	"What is Tourism Marketing Plan?"	Prof. Fuyuhiko Usui Hokkaido University	11:30-11:45
2.5	"Report of Training in Japan~ Sharing the experiences of Japan"	Mr. Zeleke Tegabe	11:45-12:00
Lunch			12:00-14:00
3	Activities of Working Groups(WG)		14:00-15:00
3.1	Discussion of WG Agenda for 2012 <ul style="list-style-type: none"> • Problem identification • Idea development for solution • Activity ideas with cost sharing 	Facilitation by each leader, assisted by <ul style="list-style-type: none"> • Sakamoto, Yaoita, Hara, Addis, Seleshi 	14:00-15:00
Tea Break			15:00-15:20
	Agenda report from each WG	Group leader	15:20-16:40
4	Closing of Meeting	Deputy Project Director	16:40-16:50

Minutes of Meeting
of
The Second Joint Coordinating Committee (JCC) Meeting
for
The Project on Community Tourism Development through Public-Private
Partnership in Simien Mountains National Park and Surrounding Areas
(SIMCOT Project)

The relevant parties of the SIMCOT Project from Japanese and Ethiopian sides conducted the second meeting of the Joint Coordinating Committee (JCC) in the EWCA meeting hall in Addis Ababa on 4th June 2012. As a result of the meeting, both sides came to the understanding concerning the matters, which are attached hereto.

- Attached Document: Discussion Summary
 - ANNEX 1: List of Attendants
 - ANNEX 2: Meeting Agenda
 - ANNEX 3: Draft of the revised PDM

Dr. Noriaki NISHIYAMA
Chief Adviser
SIMCOT Project Team
Japan International Cooperation
Agency (JICA)

Mr. Ewnetu Bilata
Director General
Ethiopian Wildlife Conservation Authority
(EWCA)

Mr. Makoto Shinkawa
Senior Representative
JICA Ethiopia Office

Mr. Berhanu Gebre, Deputy Bureau Head
Amhara National Regional State, Bureau
of Culture, Tourism and Parks
Development (ANRS-BCTPD)

Attached Document (Discussion Summary)

1. Opening of Meeting

- Dr. Kifle Argaw, SIMCOT Project Director, welcome members of the JCC and invites Japanese & Ethiopian new staff to make a self-introduction.

2. Reports

- Mr. Hideo Sakamoto, Project Expert, has presented the summary of the first year reports, which provided information about activities that had been done by SIMCOT project so far.
- Dr. Kiho Yaoita, Project Expert, gave a note about the 2nd training in Japan.

[Suggestions / Comments on the training report]

- Mr. Berhanu Gebre, a delegate of the Deputy Project Director, has suggested that the training schedule was very tight to get better practical experiences.
- Dr. Kifle Argaw advocated the travel allowance; especially the per diem is quite less and even below the Ethiopian national standard.

[Suggestion from JICA]

- Mr. Makoto Shinkawa and Ms. Miho Oikawa, representatives from JICA Ethiopia Office, explained that the per diem was fixed and consistent among all projects in JICA. It was also clarified that the per diem was paid for lunch and dinner, as the expenses of accommodation and transportation including breakfast were covered separately.

[Decisions]

- The JCC members have taken the issues of training period and the per diem seriously. The JICA Expert Team agreed to have a discussion with JICA to make some improvements, possibly decline the per diem offered by JICA and receive per diem from the Ethiopian Government to meet the national standard.
- Prof. Mengesha Admasu, President of University of Gondar, will be kept as a member of the JCC. Mr. Mulugeta Asteray, Head of Tourism Management of Gondar University, will be a member of the PCC instead of being an advisor.
- It was confirmed that expenses of transportation and travel allowances for the Ethiopian personnel should be covered by the Ethiopian side from next fiscal year.
- Prof. Noriaki Nishiyama, Chief Adviser of SIMCOT Project, explained possibility to collaborate with University of Gondar to enhance research works by applying research subsidy.

3. Discussion

1) Project Design Matrix (PDM)

- The Project Expert Team and counterparts (C/Ps) prepared a revised draft PDM as attached.
- Mr. Hideo Sakamoto presented and explained the contents of the revised draft PDM, which include minor changes in wordings, target numbers of verifiable indicators of project progresses and means of verification. It was also explained that these changes

were made due to the consideration of the realities and the experiences obtained during the past 6 months of project implementation in the SIMCOT Project sites.

[Decision]

- The JCC has agreed the presented draft PDM.
- The draft shall be approved officially through formal procedures and the agreement of PDM shall be signed by Project Director, Deputy Project Director, and Representative of JICA.

2) Activities of 2nd Year

- Dr. Kiho Yaoita, Project Expert, presented planned project activities of the 2nd year and requested to decide persons in charge and who would organize and facilitate activities and meetings, as well as, authorize invitations.

[Decisions]

- The SIMCOT office shall regularly conduct activities with C/Ps, remind and circulate meetings using its own authorized official stamp.
- C/Ps should be always consulted for a transparent work. Even though C/Ps are busy with other priorities or policy implementation works, agendas should be shared via e-mail or any other means of communication. Moreover, it was agreed that Project Director or any other closest C/Ps (on his absence) would authorize issues for discussion as necessary.

3) Endorsement of Project Coordinating Committee (PCC)

- Mr. Hideo Sakamoto presented the list of the PCC members.

[Decisions]

- Mr. Sisay Mequanint, Park Warden of EWCA SMNP Office, has been assigned to be a chair of the PCC.
- Mr. Yirdaw Sisay, Head of Debark Culture and Tourism Office, has also been assigned as a vice-chair of the PCC.
- Mr. Mulugeta Asteray, Head of Department of Tourism Management, University of Gondar, is assigned to be a member of the PCC, instead of an advisor.

4) Cost Sharing

- Mr. Hideo Sakamoto raised an issue of cost sharing of training and seminars, as well as public private partnership.

[Decisions]

- C/P organizations agreed to cover their own costs of travel allowance and per diem. However, it was suggested that the Project Expert Team (Japanese side) covers necessary expenses for trainings and seminars of the communities. The Project Expert Team consults with JICA for covering of the per diem of the local communities when they are called for workshops or trainings.

5) Project Logo

- Dr. Kiho Yaoita designed and presented the draft sample logo.

[Decisions]

- Some of the participants were glad with the sample and asked to make minor modification.

- On the other hand, Dr. Kifle Argaw asked if more alternative logos can be made to choose. It was decided to find volunteers who can help for developing a Project Logo.
- The JCC believes to have better communication in future for deciding logo and decided not to wait for additional JCC meeting to approve new logo.

6) Public Relation of the Project

- Dr. Kiho Yaoita suggested establishing the Public Relation Team of the Project.
- The JCC members appreciated the idea and reached the following decision.

[Decisions]

- From the Japanese side, Dr. Kiho Yaoita and Ms. Minako Ito were selected. Whereas, the Ethiopian side needs some more time to discuss persons in charge to be involved.

7) JICA Training

- Mr. Hideo Sakamoto explained that JICA offered a training of “Sustainable Tourism Development in African countries”. He informed to the JCC to have comments on candidates for the training and proposed Mr. Shimeles Akliluf from North Gondar Zone Culture & Tourism office (public sector) and Mr. Abera, Vice President of the association of local guides (private sector).

[Decisions]

- The proposal has been approved by the JCC.
- However, JCC members claimed that the procedure to select candidates was not quite right; meaning that the Project Team should have discussed with C/Ps to select candidates together.

4. Presentation on Community Based Ecotourism as a Tool for Biodiversity Conservation and Sustainable Development on Simiens Mountains National Park

- Mr. Mulugeta Asteray made the presentation on the above topic.
- Some of the results of the study are controversial and it is better to leave the points raised during the meeting.

5. Destination Management and Development Plan

- Dr. Kiho Yaoita presented the concept of Destination Management and Development Plan.

[Decisions]

- The JCC members advised to include Gondar (as gate-city to Simien), Wunaniya and Kosoye areas and agreed to work together for its success.

6. Japan Overseas Cooperation Volunteers (JOCV)

- Dr. Kiho Yaoita explained that JOCVs were requested to be dispatched from EWCA and ANRS-BCTPD. They are expected to be involved in developing souvenir products and tourist maps.

[Decisions]

- Both Dr. Kifle Argaw and Mr. Berhanu Gebre appreciated the dispatch of JOCV.

- In order to request the dispatch of JOCV to JICA, an official request form should be submitted officially to Ministry of Finance and Economic Development.

7. Closing of Meeting

- Tentative schedule of next JCC meeting will be held on 10-15th, February 2013 in Bahir Dar.
- Next PCC meeting will be held on 8th June, 2012 in Debark.
- Dr. Kifle Argaw invited Mr. Berhanu Gebre to make a conclusion remark and to close the meeting accordingly.

(ANNEX 1)
List of Attendants

Ethiopian Side

Name	Position
Dr. Kifle Argaw	Director General, EWCA
Mr. Berhanu Gebre	Deputy Bureau Head, ANRS-BCTPD
Mr. Sisay Mequanent	Park Warden, EWCA SMNP Office
Mr. Asnokew Adone	Head, North Gondar Zone Culture and Tourism Office
Mr. Yirdaw Sisay	Head, Debark Wareda Culture and Tourism Office
Mr. Zeleke Tegabe	Northern Protected Area Coordinator, EWCA
Mr. Mulgeta Asteray	Head of Tourism Management of Gondar University

Japanese Side

Name	Position
Dr. Noriaki NISHIYAMA	Chief Adviser/ Expert on Tourism Development I, JICA Expert Team
Mr. Hideo SAKAMOTO	Deputy Chief Adviser/ Expert on Tourism Development II, JICA Expert Team
Dr. Kiho YAOITA	Expert on Organizational Coordinating II, JICA Expert Team
Mr. Masahiro KANNO	Expert on Ecotourism II, JICA Expert Team
Ms. Minako Ito	Project Coordinator / Expert on Organizational Coordinating
Mr. Makoto SHINKAWA	Senior Representative, JICA Ethiopia Office
Ms. Miho OIKAWA	Project Formulation Advisor, JICA Ethiopia Office
Mr. Daisuke Komori	Second Secretary, Japan Embassy (Observer)
Mr. Addis Yemer	Project National Staff
Mr. Seleshi Girma	Project National Staff
Ms. Birtukan Mulat	Project Secretary
Ms. Tsigie Kumlachew	Project Secretary

(ANNEX 2)

The 2nd Joint Coordinating Committee on June 4th, 2012 at EWCA, Addis Ababa		
Topics	Person in Charge	Time
1. Opening of Meeting		14:00-14:30
1.1 Greetings	Chairperson	14:00-14:05
1.2 New Member Introduction	Chairperson	14:05-14:10
1.3 Japanese Side New Staff Introduction	Dr. Noriaki Nishiyama	14:10-14:20
1.4 Agenda of the Meeting	Chairperson	14:20-14:25
1.5 Calling for Another Agenda	Chairperson	14:25-14:30
2. Reports		14:30-14:45
2.1 Summary of the 1st year	Mr. Hideo Sakamoto	14:30-14:40
2.2 The 2nd training in Japan	Dr. Kiho Yaoita	14:40-14:45
3. Discussion		14:45-15:40
3.1 Endorsing "Objectively Verifiable Indicators" of Project Design Matrix	Mr. Hideo Sakamoto	14:45-15:05
3.2 Project Activities of the 2nd Year	Dr. Kiho Yaoita	15:05-15:15
3.3 Endorsing Project Coordinating Committee	Mr. Hideo Sakamoto	15:10-15:15
3.4 Cost Sharing of Training and Seminars of Beneficiaries	Chairperson / Mr. Hideo Sakamoto	15:15-15:25
3.5 Project Logo	Dr. Kiho Yaoita	15:25-15:30
3.6 Establishment of the Project Public Relations in and around SMNP	Dr. Kiho Yaoita	15:30-15:35
3.7 JICA Training "Sustainable Tourism Development in African Countries (Community Based Tourism Planning)"	Mr. Hideo Sakamoto	15:35-15:40
Break		15:40-16:00
4. Presentation		16:00-16:10
4.1 Community Based Ecotourism as a tool for Biodiversity conservation and Sustainable Development on SMNP	Mr. Mulugeta Asteray	16:00-16:10
5. Any Other Business		16:10-16:35
A-1 Concept of Destination Management and Development Plan	Dr. Kiho Yaoita / Dr. Nishiyama	16:10-16:30
A-2 Japanese Oversea Cooperation Volunteer	Dr. Kiho Yaoita	16:30-16:35
6. Closing of Meeting		16:35-16:45
5.1 Summary of Meeting	Chairperson	16:35-16:40
5.2 Schedule of the 3rd Joint Coordinating Committee and 1st Project Coordinating Committee	Chairperson	16:40-16:45

(ANNEX 3)

Date: 2012/6/1 Ver. no : 2.0

APPENDIXV: PROJECTDESIGN MATRIX (TENTATIVE)

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.</p>	<p>By the year of 2021, 1. Number of local community members participating tourism activities is increased from 4,200 participants by 50%. 2. A system of PPP to execute and operate community tourism works^(*A) 3. A fund, which is used for management of tourism destination management, is established by contribution from local tourism revenue</p>	<p>1. Member lists of tourism relevant organizations and job delivery sheets 2. Hearing to relevant organizations and activity records 3. Records of SMNP office and EWCA</p>	<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, 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%.</p>	<p>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</p>	<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 tourism marketing and promotion are improved.</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>	

3. Capacities of development and finding new tourism products are enhanced.	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.	3-1 Project records 3-2 Tourism products	
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 remarks 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	
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.	<Ethiopian Side> 1) Counterparts personnel • Project Director • Deputy Project Director • Project Manager • Two Deputy Project Managers • Other Counterpart Personnel 2) Facilities • Office space in Debarq and Gondar • Equipment for the Project Operation 3) Local operational cost • Activity Cost of Counterpart Personnel • Other Necessary Cost for Project Operation	<Japanese Side> 1) Dispatch of experts • Chief Advisor • Tourism Development • Organizational Coordination • Tourism marketing Promotion • Ecotourism • Working Group Activity Support • Project Coordination 2) Training of counterpart personnel in Japan and/or the third countries 3) Machinery and equipment • Two motor vehicles • Office equipment	• Any major human and natural disaster that affects tourism resources in Simien Mountains National Park does not occur. Preconditions • Counter personnel of the Project are 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.

- (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. Besides, hosting and protecting 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 trough activities of working groups and others. Activities mentioned in the PDM are carried out based on this policy.

Minutes of Meeting
of
The Third Joint Coordinating Committee (JCC) Meeting
for
The Project on Community Tourism Development through Public-Private
Partnership in Simien Mountains National Park and Surrounding Areas
(SIMCOT Project)
(Draft)

The relevant parties of the SIMCOT Project from Japanese and Ethiopian sides conducted the second meeting of the Joint Coordinating Committee (JCC) in Sematate-Stelae meeting hall in Bahir Dar on 11th February 2013. As a result of the meeting, both sides came to the understanding concerning the matters which are attached hereto.

- Attached Document: Discussion Summary
 - ANNEX 1: List of Attendants
 - ANNEX 2: Meeting Agenda
 - ANNEX 3: New PDM
 - ANNEX 4: Report from Mid-Term Review Team
 - ANNEX 5: Outline of SIMCOT-MDP
 - ANNEX 6: Activities of the 2nd Year

Dr. Noriaki NISHIYAMA
Chief Adviser
SIMCOT Project Team
Japan International Cooperation
Agency (JICA)

Mr. Ewnetu Bilata
Director General
Ethiopian Wildlife Conservation Authority
(EWCA)

Mr. Berhanu Gebre
Deputy Bureau Head
Amhara National Regional State, Bureau
of Culture, Tourism and Parks
Development (ANRS-BCTPD)

Mr. Atsushi Nakagawa
Senior Representative
JICA Ethiopia Office

**Attached Document
(Discussion Summery)**

1. Opening of Meeting

- Mr. Berhanu Gebre, SIMCOT Project Deputy Vise Chief Advisor, welcomed members of the JCC and invites other Japanese & Ethiopian participants to make self-introductions.

2. About the Mid-Term Review

1) Report from the Mid-Term Review

Mr. Toru Homma, the chief of the mid-term review team, explained the contents and key points of the mid-term review report. During mid-term review, achievement and improvement points of the project were observed and focus of the project and PDF were reviewed (refer to Attachment 3). The mid-term review team made some recommendations to the project including clarification of target areas and population per main activities, establishment of a type of destination marketing organization and community tourism fund to ensure the sustainability of the project, enhancement of more stakeholders' participation to the project activities, cost sharing among Ethiopian and Japanese sides, and information sharing with other donors and governmental programs. Full sentences of recommendation are as shown below.

- a. Clarification of target areas and population per main activities

The Mission suggested the target areas/ population to be clarified per main activities of the project as summarized as:

Key Project Activity	Target Area/ Population
Capacity building activities	- Selected members of WGs and community members/ CTMA members - C/P 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
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

b. Ensuring the sustainability of Project

It is important to ensure the sustainability of project activities and outcomes beyond the Project period. The Project had ideas of establishing a type of DMO and community tourism fund for the overall community tourism management and promotion in SMNP, as well as establishing CTMA at sub-Kebele level to manage tourism activities by the community members themselves. In order to ensure the sustainability of the activities conducted by the Project, these ideas need to be further elaborated through the cooperation of stakeholders such as C/P and tour operators. When the Project would make a concrete proposal on the establishment of DMO and community tourism fund, the further involvement of appropriate private sector should be stressed.

SIMCOT-MDP aimed at the development and promotion of community tourism to benefit local communities and needs to be institutionalized eventually for the sustainability of project outcomes. To achieve this, the discussion on SIMCOT-MDP should take place with appropriate authorities and policy makers.

To ensure the sustainability, the capacity building activities of Project for stakeholders should continue. An exposure visit is an effective method for capacity building, and the Project should continue the program.

c. Enhancing participation of stakeholders in the generation of project outputs

The participation of stakeholder in the trial and early stage will be beneficial for the Project to adjust or rearrange the ideas and activities. For example, the village tourism products are being developed in the targeted sub-Kebeles. Even during the development and promotion of the village tourism products, the Project should incorporate the views of tour operators or tourists into the products by conducting trials to adjust the activities and encourage the communities. It is suggested that the Project explore the possibility of inviting tourists before the end of March 2013, ahead of the original schedule of B to B trial that was planned to be started at the community level from November 2013 to maintain the momentum. It also applies to the formulation of SIMCOT-MDP, DMO and community tourism fund. Participation of stakeholders during the early stage could facilitate the incorporation of their ideas.

d. Cost sharing among Ethiopian and Japanese sides

From the project sustainability point of view, the cost of C/P should be shouldered by the C/P agencies. To facilitate active participation of C/P in the project activities and PCC, especially from different Woredas within the SMNP, it is essential to resolve the issues of travel cost and per diem for the C/P. It was suggested that the Project, with the support from the Ethiopian Government, should discuss with Woreda Head and Regional Administrator on per diem and travel cost to secure adequate per diem and travel cost for the concerned officers of C/P organizations. For the non-C/P participants of training programs and workshops, the issues on the travel cost and per diem shouldered by the Project needs to be resolved for smooth implementation of project activities.

e. Information sharing with other donors and governmental programs

Federal and regional governments, as well as other donor agencies were implementing programs in the tourism sector in the SMNP and other parts of Ethiopia. It is important to coordinate with those programs so that the Project can conduct activities effectively and efficiently. For this, the Project should share information with donor agencies, including ADC not only in Gondar but in Addis Ababa.

The Small Grant Programme (SGP) of Global Environment Facility (GEF) that was implemented by the UNDP provides grant assistance to ecotourism project, and one of its priority areas was SMNP. The Project should support the communities to explore the possibility of tapping the SGP and drawing additional resources for their activities.

The Project established its project offices at Debarq and Gondar. Most experts spent their times in Debarq, whereas the Project Coordinator stayed at Gondar most of the time. It was suggested that key experts should stay at Gondar Zone since the experts were expected to travel to Addis Ababa and Bahir Dar for policy-related discussion during the rest of project period (Gondar had good access to those places, as well as Debarq). The reporting to the C/P at the regional level and federal level should be more frequent since the Project Purpose was to establish a mechanism for the promotion of community tourism, which was a policy matter in principle. Other experts who had specific responsibilities to develop a model tourism product through the help of CTMA would be stationed in Debarq.

f. Utilizing PDM and PO as tools for managing the progress of the Project effectively and efficiently

The Project should manage its activities using PDM and PO to stay on focus and to conduct the activities timely to achieve the goal within the Project period. PDM and PO are useful tools for maintain the project focus and monitor the project progress systematically and effectively. It is important that the Project maintains its focus on activities that are directly related to the development of community tourism to achieve the Project purpose efficiently by using PDM and PO.

g. Efficient use of human resources

Several activities, such as the finalization of Marketing Strategy and Promotion Plan, were delayed. It is necessary to expedite the activities by efficient use of available human resources in the Project. For example, while the remaining assignment periods for the Japanese experts are limited, it is advised to re-examine the assignment schedule of experts in order to secure the adequate assignment periods for each expert for their necessary tasks. It is also advised to prepare a detailed expert-wise tasks and deliverables for each expert. The experts would prepare their action plans at the beginning of each assignment period and prepare a progress report at the end of each assignment in conjunction with the plan.

The Project contributed to the capacity building of C/P. They were carrying out their works under the Project effectively. It should be considered that C/P organizations take necessary measures to minimize the changes of C/P personnel.

h. Publicity of the Project

It is recommended to actively publicize the Project activities to the public and policy makers using promotion items such as posters, signboards, banners, leaflets and web materials,. It shall encourage the people working for the Project and also facilitate the smooth implementation of the Project activities. An international conference would be a good venue for the publicity, and project staff would introduce the Project in those events domestically and internationally. A launching ceremony for satellite centers would be organized with the involvement of media.

2) Discussion on the Revision of PDM

The participants discussed the revision of the PDF.

[Decisions]

The JCC members approved all the amendments suggested by the mid-term review team. (Refer to ANNEX 3 and 4)

3) Signing of the Minutes of Meetings of Mid-Term Review Report

Mid-Term Review Report was signed by the deputy vice chairman of JCC and the chief of mid-term review team.

3. Discussions

1) Reflection of the Recommendation from the Mid-Term Review

The JCC members have considered and accepted all the recommendations from the review team including the clarification of target areas and population per main activities. All the members took the issue of the cost sharing seriously. Mr. Berhanu explained that this project policy is to pull out sense of ownership of the Ethiopian side and for the sustainability of the activities after the project period. The JCC members decided to solve this issue under the initiative of the Ethiopian side and the Japanese side would support according to requests from the Ethiopian side.

2) Role of Gondar University in JCC

Dr. Yaoita explained the will of the Gondar University to change their status in JCC meeting from a member to an advisor.

[Decisions]

All the JCC members approved the change of the status of the Gondar University.

4. Report

- Dr. Kiho Yaoita presented a draft of Simien Community Tourism Management and Development Plan including the ideas of Simien Mountains Field Museum Concept which was based on ecomuseum concept and Simien Community Tourism Management Foundation which would act as a destination marketing organization with a type of community development fund.
- Mr. Azanaw Kefyaleu presented the summary of activities of the 2nd year focusing on the WG activities including trainings and village tour product development in Argin Jona.
- Mr. Shingo Sato explained about village tour product development and Satellite center which was going to be constructed in Argin sub-kebele and Jona sub-kebele.

[Comments and Q&A]

- Mr. Berhanu Gebre supported the ideas of ecomuseum concept and establishment of Simien Community Tourism Management Foundation which bring people's life style important and promote rehabilitation of natural environment.
- Dr. Afework Kassu supported the idea of ecomuseum and asked the project experts to present and promote the idea in a regional meeting and a academic conference.
- Mr. Azanaw explained a plan to share the experience of Debark woreda culture on village tour product development with other villages to ensure the sustainability of the project after the SIMCOT project funded by JICA finished.

5. Closing of Meeting

- Tentative schedule of next JCC meeting was scheduled on the 1st week of June 2013. The place will be decided considering the opinion of the chairman of JCC meeting.
- Mr. Berhanu Gebre made a conclusion remark and closed the meeting accordingly.

(ANNEX 1)
List of Attendants

Ethiopian Side

Name	Organization/Position
Yirdaw Sisay	Head, Debark Culture & Tourism Office
Abebaw Azanaw	Deputy Park Warden, SMNP Office, EWCA
Dr. Afework Kassu Gizaw	Associate Professor of Microbiology, General Director for Research and Community Services, University of Gondar
Kassie Berihun	Head, North Gondar Zone Culture & Tourism Office
Azanaw Kefyalew	Tourism Officer, SMNP Office, EWCA
Kassahun Molla	Officer, ANRS-BCTPD
Mr. Birhanu	Deputy Head of ANRS-BCTPD

Japanese Side

Name	Position
Dr. Noriaki NISHIYAMA	Chief Adviser/ Expert on Tourism Development I, JICA Expert Team
Mr. Shingo SATO	Expert on Tourism Development II, JICA Expert Team
Dr. Kiho YAOITA	Vise Chief Adviser / Expert on Organizational Coordinating II JICA Expert Team
Ms. Minako ITO	Project Coordinator / Expert on Organizational Coordinating
Mr. Atsushi NAKAGAWA	Senior Representative, JICA Ethiopia Office
Ms. Miho OIKAWA	Project Formulation Advisor, JICA Ethiopia Office
Mr. Toru HOMMA	Chief of the mid-term review team of JICA
Ms. Kanako NAKAYAMA	Member of the mid-term review team of JICA
Mr. Yoshihito URANO	Member of the mid-term review team of JICA
Mr. Shinichiro TSUJI	Member of the mid-term review team of JICA

(ANNEX 2)

**JICA Project on Community Tourism Development through Public-Private
Partnership in Simien Mountains National Park and Surrounding Areas
The 3rd Joint Coordinating Committee on February 11th, 2013 at Bahir Dar**

Topics	Person in Charge	Time
1. Opening of Meeting (14:00-14:20)		
1.1 Greetings	Chairperson	14:00-14:05
1.2 Participants Introduction	Chairperson	14:05-14:10
1.3 Agenda of the Meeting	Chairperson	14:10-14:15
1.4 Calling for Another Agenda	Chairperson	14:15-14:20
2. About the Mid-Term Review (14:20-14:55)		
2.1 Report from the Mid-Term Review Team	Mr. Toru Homma	14:20-14:30
2.2 Discussion on the Revision of PDM	Chairperson	14:30-14:45
2.3 Signing of the Minutes of Meetings of Mid-Term Review Report	Chairperson	14:45-14:55
3. Discussion (14:55-15:15)		
3.1 Reflection of the Recommendation from the Mid-Term Review	Chairperson	14:55-15:10
3.2 Role of Gondar University in JCC	Chairperson	15:10-15:15
Tea Break (15:15-15:35)		
4. Report (15:35-16:35)		
4.1 Outline of SIMCOT-MDP and Activities of the 2nd Year	Dr. Kiho Yaoita Mr. Azanaw Kefyaleu Mr. Shingo Satoh	15:35-16:35
5. Closing of Meeting (16:35-16:45)		
5.1 Summary of Meeting	Chairperson	16:35-16:40
5.2 Schedule of the 4th Joint Coordinating Committee	Chairperson	16:40-16:45

Joint Mid-Term Review Report

on

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

Bahir Dar, Ethiopia

February 11, 2013

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- | | |
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| Annex 2 | Project Design Matrix ver.2 |
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| Annex 5 | Ethiopian C/P assigned |
| Annex 6 | Equipment provided by the Japanese side |
| Annex 7 | Training in Ethiopia |
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Abbreviations

ADC	Austrian Development Cooperation
ANRS-BCTPD	Amhara National Regional State, Bureau of Culture, Tourism and Parks Development
B to B	Business to Business
C/P	Counterpart
CTMA	Community Tourism Management Association
DMDP	Destination Management and Development Plan
DMO	destination marketing organization
ETB	Ethiopian Birr
EWCA	Ethiopian Wildlife Conservation Authority
GEF	Global Environment Facility
GTP	Growth and Transformation Plan
H&R WG	Hotel and Restaurant Working Group
JCC	Joint Coordinating Committee
JFY	Japanese Fiscal Year
JICA	Japan International Cooperation Agency
JOCV	Japan Overseas Cooperation Volunteers
MoCT	Ministry of Culture and Tourism
NGO	Non-Governmental Organization
NSE WG	Natural, Social & Environment Working Group
OVI	Objectively Verifiable Indicators
PCC	Project Coordinating Committee
PDM	Project Design Matrix
PO	Plan of Operations
PPP	Public-Private Partnership
SGP	Small Grant Programme
SIMCOT-MDP	Simien Community Tourism Management and Development Plan
SIMCOT Project	Simien Community Tourism Project
SMNP	Simien Mountains National Park
TO WG	Tour Operator Working Group
UNESCO	United Nations Educational, Scientific and Cultural Organization
VP WG	Village Products Working Group
WG	Working Group

1 Introduction

1.1 Purpose of Mid-Term Review Mission

The specific purposes of the Mid-Term Review are outlined as follows:

- (1) To verify the accomplishments of the project activities, outputs the implementation processes and management, compared to those that were planned;
- (2) To evaluate the Project in terms of the five evaluation criteria, i.e. Relevance, Effectiveness, Efficiency, Impact, and Sustainability, based on the verification in accordance with the JICA's Evaluation Guideline;
- (3) To make recommendations on the Project regarding the measures to be taken for the remaining project period and/or after the termination of the Project based on the evaluation results;
- (4) To discuss on the revision of the Project Design Matrix (PDM) and Plan of Operations (PO), if it is found necessary; and
- (5) To collect lessons learned for formulation and implementation of prospective projects in the similar field.

The review was conducted based on the PDM version 01 (**Annex 1**), which was approved during the second Joint Coordinating Committee (JCC) held on June 4th, 2012, as well as PO version 00.

1.2 Members of Mid-Term Review Team

(1) The Japanese Team

Name	Job title	Position
Toru HOMMA	Team Leader	Senior Advisor Industrial Development and Public Policy Department, JICA
Yoshihito URANO	Tourism Development	Project Formulation Advisor JICA South Africa Office
Kanako NAKAYAMA	Cooperation Planning	Officer Private Sector Development Division, Industrial Development and Public Policy Department, JICA
Shinichiro TSUJI	Monitoring and Evaluation	Senior Consultant Environmental Science & Engineering Department, Nippon Koei Co., LTD

(2) The Ethiopian Team

Name	Position	Organization
Mr. Gashaw Tedla	Project Preparation and Monitoring Senior Expert	Department of Tourism Promotion, Ministry of Culture and Tourism
Mr. Zeleke Tigabe	Director	Wildlife Development Protection Directorate, Ethiopian Wildlife Conservation Agency
Mr. Wagaw Hailu	Process Owner	Amhara National Regional State, Bureau of Culture, Tourism and Parks Development

1.3 Method of Evaluation

First, the Team formulated the evaluation grid (**Annex 3**) which identified the specific evaluation points and the data collection methods. For the data and information, the Team applied various methods such as gathering information from the project expert team, the interviews to various stakeholders based on the questionnaire, and the observation of the project activities. The Team analysed and evaluated the Project in terms of the achievement level of the Project, the implementation process, and five evaluation criteria namely Relevance, Effectiveness, Efficiency, Impact and Sustainability. Finally, the Team made recommendations and shared the lessons learned based on the result of evaluation.

Evaluation Criteria	Description
Relevance	An overall assessment of whether the Project Purpose and Overall Goal are in line with policy of both sides and with the partner country's needs.
Effectiveness	A measure of whether the Project Purpose will be achieved (at the end of the project). This is then a question of the degree to which the Outputs contribute to achieving the intended Project Purpose.
Efficiency	The measure of the production of Outputs (results) of the project in relation to the total resource inputs.
Impact	The positive and negative changes, produced directly and indirectly as the result of the project. Prospect of achievement of Overall Goal is also assessed.
Sustainability	An overall assessment of the extent to which the positive changes achieved by the project can be expected to continue (and further developed) after the completion of the project.

1.4 Outline of Project

The “Project on Community Tourism Development through Public-Private Partnership (PPP) in Simien Mountains National Park and Surrounding Areas” (“SIMCOT Project”, hereafter called “The Project”) started in 21st November 2011 will be conducted for 3 years.

According to the Project Design Matrix (**Annex 1**), the summary of the Project was as follows:

Overall Goal:

Local communities improve level of livelihood and realize sustainable community tourism through increasing participation in tourism activities in Simien Mountains National Park.

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.

Outputs:

1. Capacities of tourism related organizations are improved and their mutual cooperation is enhanced.
2. Capacities of tourism marketing and promotion are improved.
3. Capacities of development and finding new tourism products are enhanced.
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.

2 Achievements of the Project

This section illustrates the overall project achievements in conjunction with Objectively Verifiable Indicators (OVI) set by the PDM. PDM was prepared during the project preparation and revised in 2012, which was duly approved by the project authorities. This section also illustrates the suggested revision of PDM based on the findings during the Mid-Term Review Mission. The recommended revised PDM is shown in **Annex 2**.

2.1 Achievement of Inputs

During the Mid-Term Review Mission, the project inputs from both Japanese and Ethiopian sides were reviewed, and the results are summarized in the table below:

Input	Result of Review on Input	Detail
Japanese experts assigned	There were changes in the assignments of Japanese experts. The Deputy Chief Advisor and Tourism Development II were replaced by other experts, and 3 new positions were created from the 2 nd year of Japanese Fiscal Year (JFY).	Annex 4
Ethiopian C/P assigned	C/P had been assigned by the Ethiopian side since the beginning of the Project. Out of 5 C/P personnel, 4 were replaced during the last 1 year	Annex 5

Input	Result of Review on Input	Detail
	and 2 months. The Project Director (DG of EWCA) was replaced, and the Deputy Project Director (Bureau Head of ANRS-BCTPD) was replaced right before the beginning of this Mid-Term Review Mission, and the post was vacant at the time of the Mission.	
Equipment provided by the Japanese side	All equipment provided by the Japanese side had been utilized effectively and maintained properly, except one facsimile machine and generator, which were not connected to the phone line because of the delay of office transfer of C/P agency where the project office was housed.	Annex 6
Facilities provided by the Ethiopian side	Appropriate office spaces and their accessories had been provided to the project team by the Ethiopian side at both Gondar Zone and Debarq Woreda since the beginning of the Project.	
Local operation cost from the Japanese side	Approximately JPY 20.9 million were utilized as the local operation cost from the Japanese side.	
Training in Japan	10 C/P had been invited for the training in Japan for 2 weeks, and 9 of them were still in their positions, and 8 were working for the Project.	Annex 8
Local operation cost from the Ethiopian side	The costs for C/P had been shouldered by the Ethiopian side, except Project Coordinating Committee (PCC) members from 4 Woredas apart from Debarq.	
Other resources/ inputs mobilized	<ul style="list-style-type: none"> - Hokkaido University mobilized their researchers using its own fund for the research on Gich sub-Kebele and Argin Jona Kebele. - 4 Japan Overseas Cooperation Volunteers (JOCV) were working for the Project in tourism product development (handicraft, etc.), product marketing and GIS map making. 	

2.2 Achievement of Activities

In the PO, project activities and their schedules were indicated. The Mid-Term Review Mission reviewed the progress of those activities and found that the most activities were implemented as planned. The followings were observed:

- The finalization of Marketing Strategy and Promotion Plan had been delayed due to the lack of existing tourism data.
- The development of tourism promotion materials, such as a website, brochure, booklet and sign post had been delayed as a result of delay in the finalization of above strategy and plan.
- The finalization of Destination Management and Development Plan (DMDDP) had been delayed as a result of delay in the above strategy and plan.

It was confirmed that necessary measures would be undertaken by the Project to expedite the activities.

PO was prepared before the commencement of Project during the Detailed Planning Survey Mission in April 2011. Despite of the modification of PDM, PO had not been revised officially. The activities were carried out based on Work Plan prepared by the Project each year. The Mission suggested the following revisions in the PO:

- The terminologies in PO and reports needed to be the same
- Some schedules were revised already in the actual executing of the activities, which should be reflected in the revised PO
- Activity 1-3 regarding the seminars and training would be elaborated/ divided into sub-activities depending on the types and objectives of activities
- Activity 3-3 regarding the development of tourism products would be divided into sub-activities per products so that the monitoring would be easier.

2.3 Achievement of Outputs

2.3.1 Achievement of Output 1

Output 1:	
Capacities of tourism related organizations are improved and their mutual cooperation is enhanced.	
OVI	Achievement
1-1 Working groups hold regular meetings according to their annual plans.	<p>4 Working Groups (Tour Operator WG, Hotel & Restaurant WG, Village Products WG and Natural, Social & Environment WG) were created. They prepared their Annual Action Plans. The two WG (TO WG and H&R WG) organized meetings accordingly (TO WG-4 times meetings, 3 times training, H&R WG-3 times meetings, 4 times training) to prepare their capacity building activities and discuss issues for project implementation. The support to the other 2 WGs by the Project was suspended tentatively because of the reinforcement of project scope, resulting in the modification of PDM in 2012 to focus on the “community tourism” in lieu of “sustainable tourism” in general as indicated in the original PDM.</p> <p>The scope of TO WG was also reduced, and some members (representatives from Equipments Association, Car Rental Association, Town Tourism Security Association and Ecotourism Association supported by ADC) did not get benefit (training) from the Project, while members of Guide Association and Cook Association participated in the training. The Project planned to provide business training to the members who had not been benefited. It was recommended that TO WG would graduate from the project support and be institutionalized and incorporated into existing institutional framework as a forum for various associations.</p>
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>According to the self-evaluations by the WG members over their activities conducted in January 2013, the evaluation rating was 2.49 out of 5.00 for TO WG, 4.04 for HR WG. This indicated that inadequate level of satisfaction of some TO WG members. The interview survey for selected WG leaders during the mission revealed that the WG members considered this as useful forum for information sharing and collective problem solving but want more benefit from the Project.</p> <p>Training programs were organized under the Project as indicated in Annex 7. A set of separate reports showed that most participants of training programs from the WGs were satisfied with the capacity development activities. The interview survey for the selected participants during the mission confirmed that the participants gained innovative ideas, new knowledge and advanced skills regarding hotel and restaurant management, communication skills in tour guiding, hygienic cooking and effective services and hospitality. The Mission confirmed during the site visits and interview surveys that the learning had been utilized by the participants for their works. It was also found that the grade of Cook Association in Debarik was enhanced by the Government as a result of improved services after the training program offered by the Project, and the official wage of association members that was set by the Government was increased from ETB 120 to 250.</p>
(Other related Achievements)	<ul style="list-style-type: none"> - The Project organized training programs for guides, cooks, hotel managers and workers. This generated significant improvements on the quality of their services, which was also recognized by many stakeholders, such as tour operators, and decision makers. - Through the handholding support by the experts and training in Japan, remarkable improvements in the behaviour of some C/P was generated, signified by their proactive participation in the project activities. - C/P were trained also though the participation in the training sessions for the WG members. - Japanese experts gave lectures during PCC meetings in tourism marketing and promotion. - Information was exchanged with ADC at the program office level. - A forum for information sharing and collective problems solving/ decision

OVI	Achievement
	<p>making among various stakeholders was created through the establishment of PCC and its meetings (4 times so far).</p> <p>- The Project introduced the concept of community tourism, which would be reflected to the revised the Simien Mountains National Park (SMNP) General Management Plan in future.</p>

In order to be able to monitor the project progress and evaluate the Outputs rightfully in the light of actual project results, the following changes were recommended to be made on the OVI for Output 1:

Present OVI	Recommended OVI	Reason for Modification
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 Project had been reinforced to 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 original OVI 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 OVI was required for the assessment of C/P’s 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 OVI was required to assess the function of PCC as a venue for mutual cooperation.

2.3.2 Achievement of Output 2

Output 2:
Capacities of tourism marketing and promotion are improved.

OVI	Achievement
2-1 By the end of JFY 2012, marketing and promotional strategy and plan are elaborated through marketing analysis of the SMNP.	The preparation of marketing and promotional strategy and plan (now called Marketing Strategy and Promotion Plan) was supposed to be completed within JFY 2012. The final draft of Marketing Strategy and Promotion Plan was being prepared and to be finalized by the end of April 2013. The strategy and plan were being prepared to develop the basic marketing strategy as a destination by accurately understanding different characteristics such as nationality, style, motive, and route, and to promote tourism strategically through utilizing limited human and financial resources. The C/P had been involved in the data collection necessary for the preparation of strategy and plan. The policy was being prepared through a discussion at JCC and PCC. Key C/P, especially at the North Gondar Zone and Debark Woreda were involved during the preparation of the policy by giving their comments and inputs to the drafts. After the completion of final draft, C/P and other stakeholders would be consulted in the finalization process. More involvement of authorities at the regional or federal levels was expected during the finalization of final draft.
2-2 By the end of the Project, 50% of relevant tour operating	The relationship with concerned tour operators in Addis Ababa and Gondar had been developed through the conferences and other interactions, and the promotion of the tour operation policy of the DMDP (now called Simien Mountains

OVI	Achievement
companies understands the tour operation policy of the Destination Management and Development Plan	Management and Development Plan or SIMCOT-MDP) would be undertaken from the next JFY.
(Other related Achievements)	<ul style="list-style-type: none"> - The Project conducted a number of relevant studies and researches, including socio-economic baseline survey, tourism resource study, market study and official visitor survey. The studies and researches generated vital information regarding the tourism and visitors in SMNP, and the study methodologies and skills were transferred to the C/P, especially at the North Gondar Zone and Debarq Woreda, since they worked closely with the Japanese experts during the studies. The results of those survey and researches had been utilized properly for the formulation of strategy, policy and plan. - The Project organized a conference among tour operators at Addis Ababa in December 2012 to promote the community tourism products in SMNP. The Project also organized study tour for hotel and restaurant owners and managers in Debarq and training programs for hotel and restaurant workers on hospitality, service delivery, cooking, sanitation, etc. There was a clear evidence of improvement of service quality, according to the interviewees during the Mission.

The following changes were recommended to be made on the OVI for Output 2:

Present OVI	Recommended OVI	Reason for Modification
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 researches, and an additional OVI was needed to state in such a way that their 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 Debarq 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 OVI was required for this.

2.3.3 Achievement of Output 3

Output 3:
Capacities of discovering and developing tourism products are enhanced.

OVI	Achievement
3-1 In 2014, 5% of the SMNP visitors buy new	The concept of “field museum” was promoted by the Project. The village tourism products, such as coffee ceremony, preparation of <i>injera</i> and local beer, etc., were

OVI	Achievement
tourism product (mainly village tourism programs).	introduced to 3 model sub-Kebeles in Argin Jona Kelebe. The program was still under development but to be fully developed soon. The sites for satellite centers and trails were selected and finalized, and the planning phase was almost completed, such as designing, cost estimate, consensus building among different stakeholders for their contributions, etc. The community would contribute free labor and local materials, and the Project was confident about the community contribution. The Project planned to promote the products to the tour operators by September 2013.
3-2 By the end of the Project, 50% of relevant tour operating companies understands the contents of the new tourism products.	The product development was ongoing, and promotion activities would follow. The inputs, comments and financial resources of the private sector/ tour operators could have been acquired and incorporated into the village tourism products during the development to realize PPP. The Project planned to involve the private sector/ tour operators into the improvement of village tourism products by September 2013.
(Other related Achievements)	<ul style="list-style-type: none"> - The Project conducted a number of relevant studies and researches, including socio-economic baseline survey, tourism resource study, market study, official visitor survey. The results of those survey and researches gave insights and ideas for the development of village tourism programs. - Handholding support was provided by the Project to the villagers in the model sub-Kebeles on cooking, hygiene, hospitality, communication, sanitation, etc. Community Tourism Management Association (CTMA) was organized, and its members were selected among the community members and started developing village tourism products. A series of meetings was organized among CTMA members to discuss about the village tourism products/ programs. These activities enhanced the capacity of implementers/ villagers for the village tourism program. - CTMA as a key development agent in the community would be capacitated under the Project, and it would create its own fund to be managed by the CTMA for the sustainability of community tourism (CT) activities and community development. - The Mission visited the model sub-Kebeles during the review and participated in the village tourism program developed by the project. It was observed that the CTMA members were actively demonstrating the village tourism program and developed their capacity to implement the program. The CTMA members also displayed their profound understanding of concept of SIMCOT-MDP.

The following changes were recommended to be made on the OVI for Output 3:

Present OVI	Recommended OVI	Reason for Modification
3-1 In 2014, 5% of the SMNP visitors buy new tourism product (mainly village tourism programs).	(deleted)	The data collection OVI 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 key element of a model/ methodologies for village tourism product development. An additional OVI 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	The Project was developing a model/ methodology for village tourism program, and an additional OVI was required to be able to evaluation such an initiative.

Present OVI	Recommended OVI	Reason for Modification
	surrounding areas participate in a workshop for its promotion as a model (means of verification: The documents and attendance sheets).	

2.3.4 Achievement of Output 4

Output 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.

The original Narrative Summary of Output 4 was “Destination Management and Development Plan is appropriately formulated through PPP and recognized by other national parks and reserved areas in Ethiopia as a model.”. It was modified during the Mid-Term Review Mission. The terms “DMDP” was specified as “SIMCOT-MDP”, and “recognized” was replaced by “known” to be more relevant.

OVI	Achievement
4-1 Members of PCC and Working Groups think that they have been enough involved in elaboration of Destination Management and Development Plan.	The final draft of SIMCOT-MDP would be finalized by April 2013. The framework of SIMCOT-MDP was discussed in a session at JCC and PCC. More consultation meetings would be held during the finalization of plan. The plan aimed at: 1) The natural environment is rehabilitated to the original form (the form when humans and nature were coexisting) and utilizing this rehabilitated environment as a tourism resource, local communities realize a richer life in a sustainable way through self directed management of community tourism, and 2) SMNP and its surrounding areas are recognized as one of the representative tourism destinations not only of Ethiopia but also of Africa, for not just their well known natural resources but also for potential cultural resources demonstrating their maximum potential. At the same time, for tourists, the park is a place of most exceptional appeal where they are able to contribute to the rehabilitation of the value of the world heritage through participation as customers in the autonomous tourism promotion led by the community.
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 framework of SIMCOT-MDP was presented during a JCC meeting. The final draft would be discussed at JCC, and a national workshop would be organized after the finalization. Discussion with the concerned personnel in the World Bank started regarding the policy support for the tourism development in the country. The discussion with the JICA Expert who was dispatched to the Ministry of Culture and Tourism in Addis Ababa also started on the policy improvement.
(Other related Achievements)	After the development of village tourism programs, the Project would undertake a trial/ piloting of “B-to-B” promotion through PPP, which would be facilitate by the Government. The prices, mode of payment, communication arrangement, involvement of tour operators, etc. would be discussed and decided for the trial. The purpose of trial was to develop a methodology/ model for the development of village tourism program and its marketing and promotion. The Project planned to start implementing the trial from September 2013 after the rainy season.

The following changes were recommended to be made on the OVI for Output 4:

Present OVI	Recommended OVI	Reason for Modification
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 OVI.
-	4-2 In the SIMCOT-MDP, the	The Project planned to implement B

Present OVI	Recommended OVI	Reason for Modification
	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 (means of verification: Report on B to B Promotion Trial, Report on the workshop)	to B promotion trial through PPP promotion. An additional OVI was required so that that their outputs could be evaluated properly.
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.	4-3 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 known by other national parks, which required an OVI.

2.4 Achievement of Project Purpose

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

OVI	Achievement
1. C/P personnel can explain necessity and contents of public policy support to the organizations that execute and operate community tourism.	During the interview survey, C/P stressed the importance of capacity building for the communities and local associations and the role of the governments for it. They also expressed the limitation of the governments in terms of manpower and budget to extend such services to the public. They realized the importance of private business partners for the public service delivery, and more concrete ideas would be developed during the rest of the Project. The ideas for public policy support would be advocated by the Project, such as subsidy programs, public revenue generation mechanism, tour operating regulations, etc.
2. Chiefs of relevant five Woredas and 1 Town agree to the management and development policy of the Destination Management and Development Plan.	The publicity activities of SIMCOT-MDP would be undertaken once it is complete. The access of some Woredas that were linked to SMNP was unfavourable.
3. Number of local community members participating tourism activities in the model four villages are increased from 1,400 participants by 20%.	Community members of 3 sub-Kebeles in Argin Jona village participated in the training activities for the development of village tourism program and the development of field museum.
(Other related Achievements)	<ul style="list-style-type: none"> - Guidelines for marketing promotion, tour operation, fund operation were prepared by the experts in consultation and collaboration with C/P - Discussion started on the establishment of a type of destination marketing organization (DMO) and community tourism fund among experts and C/P. - The discussion on the collaboration between Hokkaido University and Gondar University started.

The following changes were recommended to be made on the OVI for Project Purpose:

Present OVI	Recommended OVI	Reason for Modification
-	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: Draft policies and proposals</u>)	The Project planned to transform various organizations created under the Project into a viable and sustainable institution mechanism. In order to be able to evaluation 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 operate community tourism.	2. Based on the project experiences, viable public policy support programs are included in SIMCOT-MDP for executing and promoting community tourism (<u>means of verification: SIMCOT-MDP</u>) .	“Can explain” required a benchmark.
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: Minutes of Meetings</u>).	“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.

2.5 Projection of Achieving Overall Goal

Overall Goal:
Local communities improve level of livelihood and realize sustainable community tourism through increasing participation in tourism activities in Simien Mountains National Park.

OVI	Projection within Few Years after Project Completion
1. Number of local community members participating tourism activities is increased from 4,200 participants by 50%.	The tourists to the SMNP were constantly increasing, mainly attributed from the development of road from Gondar and political stability of the country. As a result, the local community members realized the potential of tourism for their livelihood. The Project contributed to the enhancement of such realization through the introduction of concept and methodologies of community tourism, which would provide the benefit directly to the community. Currently, many tourists went on trekking without visiting the villages. Through the development of village tourism products/ programs by the Project, the tourists were expected to spend more time and money in the villages, which would contribute to the improvement of their livelihood.
2. A system of PPP to execute and operate community tourism works.	The norm for collaboration among different stakeholders had been strengthened through the establishment of multi-stakeholder WG and PCC, as well as organizing workshops and forum for information sharing. Institutional frameworks for PPP would be promoted through the preparation of SIMCOT-MDP and other key policies. A model for PPP was being developed through the establishment of field museum to which the private business, public and community would invest their resources collectively.
3. A fund, which is	The establishment of a kind of community tourism fund and DMO for the

OVI	Projection within Few Years after Project Completion
used for management of tourism destination management, is established by contribution from local tourism revenue.	management of the fund had been discussed among experts and C/P. More brainstorming would facilitate conceptualization of idea and action planning for the establishment of community tourism fund and DMO.

The following changes were recommended to be made on the OVI for Overall Goal:

Present OVI	Recommended OVI	Reason for Modification
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” was 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 (means of verification: 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.

2.6 Target Areas

In the PDM, the target areas were stated as “In and around Simien Mountains National Park and other areas”. The Project contained diverse activities with different scopes, and it was advantageous for the Project to clarify the target areas per key activities.

2.7 Implementation Process and Framework

During the Mid-Term Review, “how” the results were achieved was assessed with the same importance of “what” were achieved because the implementation process affects the quality of project outcomes, sustainability, impact and effectiveness. This section summarises the key processes, through which the Project had been implemented and managed.

2.7.1 Participation of C/P and Stakeholders in Project Activities

One of the key objectives of Project was to enhance the capacity of C/P and other stakeholders. It was vital for the Project to involve them in the project activities so that the skills and knowledge would be transferred from the experts. The table below summarizes their participation in key project activities:

Key Project Activity	Participation of C/P and Other Stakeholders
Project planning	<ul style="list-style-type: none"> - A series of kick-off meetings with the C/P was organized by the Project at the initial stage of Project to introduce the overall framework and approach of the Project to stakeholders at different levels. Initially, the Project focused on explanation of the concept of “technical cooperation”, which required contribution and commitment from the counterpart organizations. - PDM was revised once through one discussion each at PCC and JCC. PO had

Key Project Activity	Participation of C/P and Other Stakeholders
	<p>not been revised officially so far. A draft modified PO was prepared during the Mission, and it was expected that the revised PO would be discussed intensively with concerned C/P at various levels soon for finalization and approval.</p> <ul style="list-style-type: none"> - Annual activity plans were prepared for the periodical reports. The plans were presented to the C/P at the beginning of each year for discussion.
<p>Studies & researches (Socio-economic baseline survey, tourism resource study, market study, official visitor survey)</p>	<ul style="list-style-type: none"> - C/P, especially at Debarq, had been involved significantly in the studies and research activities under the Project. - The study results were compiled with the C/P and presented to concerned stakeholders and other C/P at Zone, Region and Federal.
<p>Formulation of Marketing Strategy and Promotion Plan</p>	<p>As indicated above, the C/P had been involved in the data collection. The analysis and theoretical strategizing were done mainly by the experts, and consultations were done with the Bureau Head of ANR-CTPD, who had been transferred to the Ministry of Culture and Tourism in Addis Ababa.</p>
<p>Planning and development of village tourism product</p>	<ul style="list-style-type: none"> - VP WG was formulated among community members and other stakeholders. The original VP WG was in a halt, and the VP members from the model sub-Kebeles were integrated into CTMA. CTMA members were involved in the development of village tourism program and construction of satellite centers. - C/P at the Woreda level accompanied to the experts. In the absence of experts, the C/P were carrying out the support for the village tourism program.
<p>Development of various tourism promotion materials</p>	<p>Yet to be developed.</p>
<p>Formulation of SIMCOT-MDP</p>	<p>While the draft was prepared primarily by the Japanese experts, discussions were held among the C/P and other stakeholders regarding the plan to get their views and inputs.</p>
<p>Planning and implementation of B to B promotion trial</p>	<p>Yet to start.</p>
<p>Establishment of a mechanism for community tourism promotion</p>	<p>The preliminary ideas on the creation of DMO, formulation of public policy support, etc. were presented to concerned C/P during PCC and JCC meetings. A concrete proposal, viability, action plan and draft policies would be discussed with concerned policy makers at appropriate levels in September 2013.</p>

2.7.2 Coordination with Other Donors and Programs

Austrian Development Cooperation (ADC) funded programs in North Gondar Zone for nearly last 10 years. ADC planned to launch a new project from March 2013 for 3 year with the budget of 6.3 million Euro. The project components included the ecotourism promotion in SMNP, and the project planned to organize a series of training programs for concerned communities and government officials. The project also planned to strengthen the legal and institutional framework for the ecotourism development in the area, including the reform on the financial mechanism to generate local revenues from the tourism. The project planned to undertake various studies relating to the livelihood improvement and ecotourism in the area as well. SIMCOT Project shared information about the projects with ADC at the program office level in Gondar.

The World Bank conducted a sector study on tourism in 2012. The study made a set of key recommendations. The World Bank started financing a project “Ethiopian Sustainable Tourism Development Project”, which addressed the recommendations in the sector study. The project would strengthen the institutional mechanism for the tourism development in the country, including the establishment of National Tourism Board and a master plan for tourism development based on the existing National Tourism Policy. SIMCOT Project shared information with a tourism expert of the World Bank in Addis Ababa.

The Ethiopian Government established an institutional mechanism for tourism development at the local level. At the regional, zonal and Woreda levels, tourism councils were created with concerned

government agencies to enhance the coordinated effort to address the issues related to tourism. At the ground level in Debark, various associations, such as a guide association, tour operators association, rental association, cook association, etc. were established to protect the interests of members, enhance the coordination among the members and improve the quality of their services. The Project worked closely with the associations through the formulation of WGs and organized training programs for them. In future, the Project would work more closely with the tourism councils at various levels.

2.7.3 Project Management

The Project was managed through 2 important committees, namely Joint Coordinating Committee (JCC) and Project Coordinating Committee (PCC). The status of those committees is summarised in the table below:

	Committee	Current Status/ Sustainability Assessment
1.	JCC	JCC was created with 7 members from the Ethiopian side, and the meeting was supposed to be held 2 times a year. It was organised 2 times so far last 1 year and 2 months with appropriate quorum. The main issues regarding the Project were discussed, and key decisions were made.
2.	PCC	PCC was created at the destination level with 18 members. The PCC meeting was supposed to be held 2 times a year. It was organised 5 times at Debark so far last 1 year and 2 months with adequate quorum. Representatives from 5 Woredas and Debark Town were also parts of members, and they were asked to contribute to the meeting by presenting the potential tourism resources in their Woredas and their development plans. While the travel cost would be shouldered by the C/P agencies for the C/P from 4 other Woredas, ensuring their participation would be a challenge.

A unique feature of the project team was its size. The expert team consisted of 9 Japanese experts with different disciplines at the beginning. They brought wide range of expertise into the Project. While the team was already quite large with limited assignment period distributed to each expert, the Project created 3 additional positions from the second year, which thinned the assignment period of each expert even further. The large number of experts came to the project site and left after a short period of time, and the Deputy Chief Advisor was replaced. Overall, the team management became a challenge.

Effective utilization of local experts was crucial for monitoring and carrying out the project activities in the absence of Japanese experts. However, two local consultants left the team due to certain contractual issues. The Project plans to engage local consultants again by July 2013.

2.8 Factors Positively Affected Results

The Ethiopian Government considers the tourism as a whole was one of the priority sectors for development, which was signified in the formulation of National Tourism Policy in 2009. Amhara Regional Government was also preparing its regional tourism policy, which should support the Project. For the SMNP, road infrastructure was developed between Gondar with an airport and Debark to the entrance of the park. Donor agencies, such as ADC and the World Bank were supporting the tourism development in the country. Therefore the Important Assumptions in PDM were still valid.

Office infrastructure at the Debark Woreda was developed under the ADC project. The project team was utilizing the facilities.

2.9 Factors Negatively Affected Results

The C/P agencies faced shortage of staff members and limited budget for travel and per diem. Though it did not affect the Project implementation significantly so far, the progress of certain activities was slowed because of this. Only those C/P who were willing to go to the field without per diem worked for the Project. Once those limited number of C/P were transferred to other sections or organizations, the Project had to orient the new C/P.

Since the Project Purpose was the establishment of a mechanism for promotion of community tourism, a

wide range of stakeholders needed to be involved, especially from 5 Woredas. The access from some Woredas was not too conducive for organizing meeting and other project activities, and the budget of the Ethiopian Government for the travel cost and per diem was limited.

The concept of community tourism was new to the areas, and basic information on tourism was limited for proper marketing and promotion of tourism products.

3 Evaluation Results

The evaluation result based on the five criteria is summarized in the table below:

Criteria	Result	Remark
Relevance	High	<ul style="list-style-type: none"> - The Project was still in line with the national and regional policies for tourism development and conservation of World Heritage Site. - It was in conformity with the Japanese Government's Country Assistant Program for Ethiopia. - It would meet the local needs in livelihood improvements.
Effectiveness	Moderately High, though there is some level of uncertainty	<ul style="list-style-type: none"> - The capacity of C/P and other stakeholders for community tourism development in SMNP was improved through training programs and handholding support by the experts. - Forum for multi-stakeholder information sharing and mutual collaboration for tourism development in SMNP was developed through the establishment of WG and PCC. - The idea of establishment of DMO and community tourism fund emerged. - A model for community tourism product/ program based on field museum concept was under development. - Policies, such as SIMCOT-MDP and Marketing Strategy and Promotion Plan for SMNP were under development, and institutionalization of those policies would start once completed, <i>inter alia</i> with the support of Tourism Development Advisor of JICA at the Ministry of Culture and Tourism in Addis Ababa.
Efficiency	Moderate but expected to improve after the reinforcement/realignment of project focus	<ul style="list-style-type: none"> - Overall, the Project should reinforce its focus on community tourism. The objectives of capacity building of WGs in Debarq town had been achieved almost adequately, and the project scope should be restricted to the activities directly related to community tourism to generate visible results with limited resources of the project. - Training in Japan and handholding support by the Japanese experts generated significant improvements in the effectiveness of C/P, especially for the frontline staff. - The scopes of TO WGs were extended beyond the project focus and capability, and uneven benefits to the WG members led to frustration among certain members. Two WG had been dormant. - The management of large number of experts with limited assignment period was a challenge. - C/P organizations committed to the Project and provided C/P and office spaces. Those officers who were willing to go to the field without per diem participated in the project activities. - The Project anticipated certain difficulties in call the PCC meeting from next Japanese fiscal year. - Equipments provided by the Project were utilized and maintained properly. - Information was being shared with ADC, and demarcation with a new ADC project was expected to be discussed with appropriate authority. - Through the collaboration with JOCV, the limited project resources were augmented.
Impact	Positive impact is expected to	<ul style="list-style-type: none"> - The concept of community tourism was new to the country and aspired because it would provide benefit directly to the rural

Criteria	Result	Remark
	be High, though there is some level of uncertainty	<p>community.</p> <ul style="list-style-type: none"> - The Hotel & Restaurant WG would evolve into an association. - The official wage of Cook Association members in Debark was almost doubled by the Government as a result of the improved services after the training program offered by the Project. - The Project plans to disseminate the models and methodologies for the development of community tourism tested under the Project to other areas. The replicability and viability of model were to be validated. - Negative impact would be minimized if the conflict among the TO WG was managed, and the C/P in all Woredas felt their achievements equally. - 6 students from Hokkaido University conducted research in the project area with the support of Project. A set of young professionals who were knowledgeable about SMNP were developed.
Sustainability	Too early to conclude	<ul style="list-style-type: none"> - The model developed was based on the principle of financial sustainability, whereby the community would generate adequate income from the community tourism activities, a part of which would be reinvested by CTMA to the maintenance and expansion of tourism program. - The organizational, legal and financial mechanism (e.g., DMO, community tourism fund, etc.) for the promotion of community tourism (public policy support and PPP) was expected to be proposed by the Project. - TO WG became a good forum/ venue for information sharing and collective problems solving and would be institutionalized. - The discussion between Hokkaido University and Gondar University started on formal collaboration, which would contribute to the sustainability of project outcomes.

3.1 Relevance

Relevance is **High**.

There was no change in the priority of the Ethiopian Government since JICA's Detailed Planning Survey conducted in 2011. The tourism was still one of the priority sectors under the five-year national plan between 2010/11–2014/15 (Growth and Transformation Plan or GTP), which aimed at doubling the tourism arrival to Ethiopia by the end of 2014/15. The tourism sector was expected to generate employment and contribute to poverty reduction. The World Bank conducted a sector study for tourism in Ethiopia in 2012. The study recommended the preparation of national tourism strategy to implement the 2009 National Tourism Policy, together with the specific National Marketing Strategy and a Human Resource Strategy. The study called for the facilitation of key tourism anchor projects to demonstrate models, which was relevant to the Project.

The SMNP was the first Ethiopian UNESCO World Heritage Site in 1978. However, it had been included in the endangered list since 1996, and pulling the site out from the list was the aspiration of both Federal and Regional governments. The governments took various measures to meet UNESCO's criteria, and the Project should contribute to such initiatives of the governments through the provision of alternative livelihood options to the people in and around the park

Japanese Country Assistance Program for Ethiopia stressed the importance of rural development and diversification of income other than from agriculture. The Project promoted community tourism, which would provide additional income to the communities directly.

While the most pressing needs of the country and communities were food security and poverty alleviation, the basic approach of the Project was to promote the community tourism and was appropriate because it would bring direct benefit to the community in need.

3.2 Effectiveness

Effectiveness is **Moderately High**, though there is some level of uncertainty.

The 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” was likely to be achieved with adequate support from the policy makers and private businesses/ tour operators in the Ethiopian side.

The “mechanism” stated in the Project Purpose had several elements, and the probability of realizing those elements were assessed during the Mission as summarized in the table below:

Element of “Mechanism”	Probability of Achieving
Relevant capacity of stakeholders	Likely to be achieved through training programs and handholding support by the experts and C/P. Remarkable improvements were observed in the behaviours of C/P, signified by their proactiveness in their works. However, per diem issue needed to be resolved.
Replicable and viable models/ methodologies for community tourism development	Likely to be achieved if the capacity of CTMA would be developed adequately, and tour operators would be involved properly. The participation of private sector, such as tour operators in the product development could have been greater and would be enhanced. The mechanism for data collection was established necessary for marketing and promotion.
Policies, such as SIMCOT-MDP and Marketing Strategy and Promotion Plan to be officially approved/ endorsed by the authority	Likely to be achieved through the technical assistance of the experts, while official approval and endorsement required support from the policy makers, which was expected to realize after the Project.
Institutional mechanism as DMO & CTMA, which is integrated into the existing mechanism and supported by appropriate legal framework.	Forum for multi-stakeholder information sharing and mutual collaboration for tourism development in SMNP was developed through the establishment of WG and PCC. Such function would be integrated into the existing institutional framework. The functions of TO WG suffered from the issue of uneven distribution of benefit (training) to the members. More studies and discussions were required for the actual establishment of DMO and CTMA with the support from the policy makers, which was expected to realize after the Project. The concrete plan would be prepared September, and viability would be examined.
Sustainable financial mechanism to continuously develop community tourism in the destination, such as a community tourism fund with appropriate legal framework and management structure	More studies and discussions were required, and the Project would make appropriate recommendations. Actual establishment of a community tourism fund with the support from the policy makers was expected to realize after the Project
Public policy support	More studies and discussions were required to come up with concrete and viable public policy support, such as subsidy programs, public revenue generation mechanism, tour operating regulations, etc. Once clear programs were planned, they would be included in the SIMCOT-MDP.

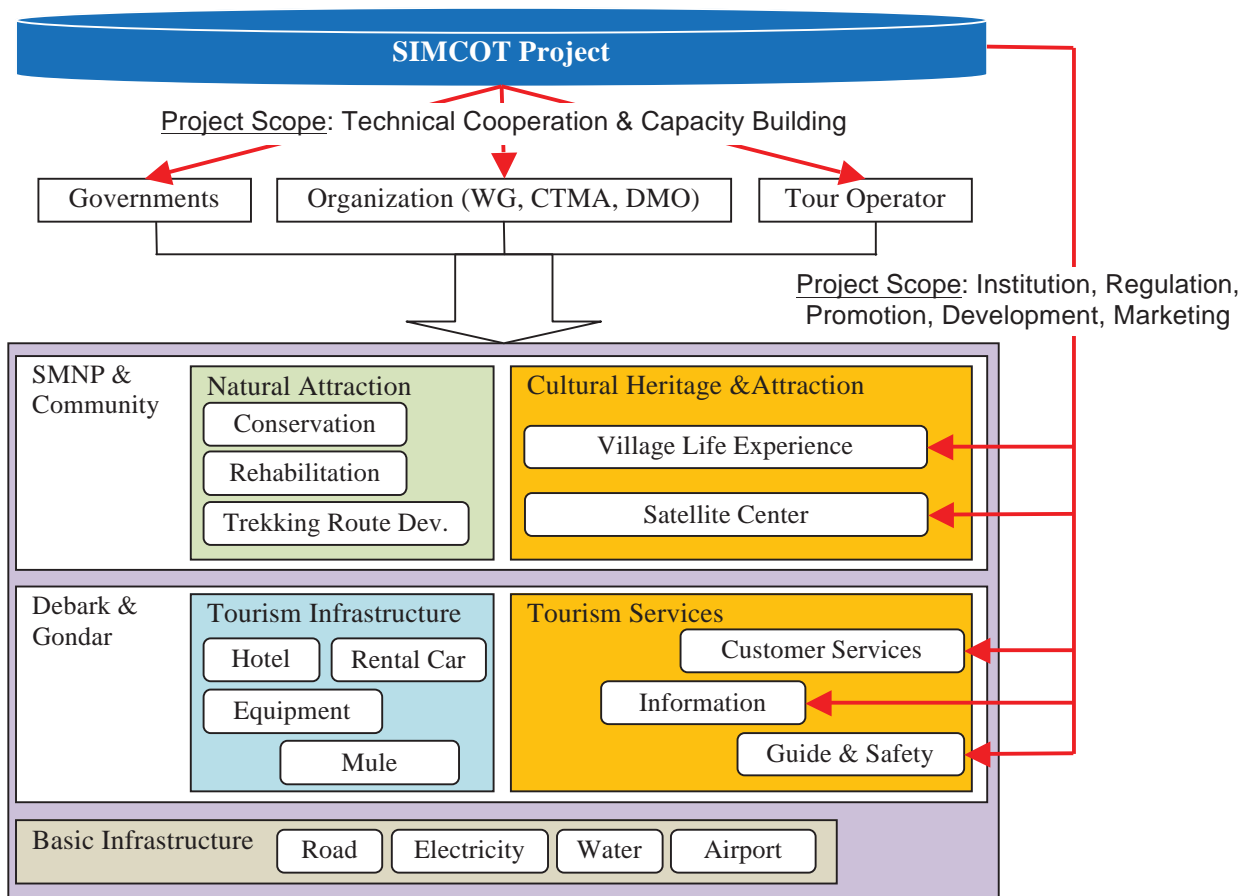
It was observed that the “visibility” of project to the public needed further improvements. Posters, signboards, banners, promotion videos and other publicity items with logos should be produced. A launching ceremony for satellite centers would be organized with the involvement of media.

3.3 Efficiency

Efficiency is **Moderate** but expected to improve after the reinforcement/ realignment of project focus.

At the beginning of the Project, the project scope was to promote sustainable tourism. The Project involved wide range of stakeholders not only in the communities but also in town, including the members of car rental association, equipment association and town security association. They became the members of TO WG, and their expectations to receive tangible benefit, such as training, was generated. The Project formulated Natural, Social and Environmental WG (NSE WG) to promote environmental awareness for the sustainable tourism. With limited resources of the Project, the Project could not support such wide range of stakeholders. NSW WG became dormant eventually, and some stakeholders got frustrated.

The Project realigned its focus on community tourism, from which the villagers would benefit directly. The Project should continue to reinforce its focus on community tourism, and the project scope should be restricted to the provision of benefits to the communities to generate visible results with limited resources of the Project. The image of focus and scope of Project is summarized in the figure below:



The input-wise efficiency is summarized in the table below:

	Input/ Aspect	Efficiency & Timing
1.	Japanese experts and local consultants	Relatively large number of Japanese experts in the team brought wide range of technical expertise to the Project. Technology transfer and skills development of C/P were successfully executed through the handholding support by the Japanese experts, especially for the frontline staff.
2.	Counterpart personnel and other facilities from Ethiopian side	C/P organizations provided C/P and office spaces. Selected C/P worked closely with the Japanese experts. Frequent transfer of C/P was observed. Due to the lack of budget for per diem in the Ethiopian Government, C/P worked with the experts without per diem. Those officers who were willing to go to the field without per diem participating in the project activities.
3.	Vehicles and	Equipments provided by the Project were utilized and maintained properly.

	Input/ Aspect	Efficiency & Timing
	equipments	
4.	Training in Japan	It generated significant improvements in the effectiveness of C/P, especially in the areas of marketing and promotion, which was advanced in Japan.
5.	Local cost	Adequate local cost was provided by the Japanese side. The Ethiopian side shouldered the utility costs of project offices. The Federal and Regional Governments bore per diem and travel cost of C/P.
6.	Additional resources	Additional support was brought to the Project through the collaboration with JOCV. Information sharing with ADC was done, and demarcation with a new ADC project was expected to be discussed with appropriate authority.

Certain Outputs were delayed, such as the development of tourism promotion materials, preparation of Marketing Strategy and Promotion Plan, development of village tourism program, preparation of SIMCOT-MDP, B to B promotion trial, etc. Since the trial would involve the villagers, it should explore the possibility of starting the testing of the product before the rainy season so as not to lose the momentum (the Project planned to start it at the community level from November 2013 after the rainy season). The tourism promotion materials should be developed as soon as possible even before the finalization of Marketing Strategy and Promotion Plan.

3.4 Impact

Positive impact is expected to be **High**, though there is some level of uncertainty. Negative impact could be alleviated when the Project managed potential conflicts between the beneficiaries and non-beneficiaries.

Since it had been only 1 year and 2 months since the beginning of Project, it was premature to conclude the project impact at this point of juncture. The opportunity of Project was that the concept of community tourism was new to the country and thus drawn significant interests among stakeholders and policy makers. It was anticipated that the Project would show a methodology for providing benefit directly to the rural community through tourism. Such a model was still under development by the Project, and the replicability and viability of model were to be validated once completed.

Other impacts observed so far were: 1) the Hotel & Restaurant WG planned to evolve itself into an association, 2) The official wage of Cook Association members in Debarq was almost doubled by the Government as a result of the improved services after the training program offered by the Project., 3) 6 students from Hokkaido University conducted research in the project area with the support of Project, and a set of young professionals who are knowledgeable about SMNP were developed.

3.5 Sustainability

It was too early to conclude Sustainability of the Project at this point of juncture, since there was uncertainty regarding the institutional and financial sustainability.

The Project aimed at the development of a model and mechanism for community tourism development. The model being developed was based on the principle of financial sustainability, whereby the community would generate adequate income from the community tourism activities, a part of which would be reinvested by CTMA to the maintenance and expansion of tourism program. For this, the Project started discussing about the establishment of organizational, legal and financial mechanism, e.g., DMO, community tourism fund, etc. Using such mechanism, the public policy support for the promotion of community tourism, and PPP would be strengthened through the collaboration among the communities, governments and tour operators and other private sectors. The Project intended to propose the institutionalization of such mechanism and mainstream it into the existing systems in future, though the mechanism was still at an idea level.

In addition, the discussion between Hokkaido University and Gondar University started on formal collaboration. If the formal collaboration materializes in future, more technical expertise would be brought to the sector. Joint researches may be conducted for the community tourism development, and policy support may be provided by the researchers. This would contribute to the sustainability of Project.

4 Conclusions

It could be concluded that the Project contributed greatly already to the capacity building of concerned stakeholders, including C/P, model community members who were developing the community tourism products and various association members in Debarq town. Training programs and handholding supports by the experts were effective overall, and it would continue during the rest of project period. The Project also introduced the concept of community tourism and contributed to the promotion of direct benefit to the communities. It also contributed to the establishment of forum/ venues, in which various agencies and organisation shared information and collectively addressed common issues.

The Project started developing methodology for the marketing and promotion of community tourism, by drawing insights partly from the actual experience/ trial (coffee ceremonies, *injera* making, satellite centers, etc.) in model sub-Kebeles, promoting village tourism products to tour operators and establishment and managing CTMA at the model Kebele. During the field visit by the Mission, it was observed that the CTMA members were actively demonstrating the village tourism program and developed their capacity to implement the program. The CTMA members also displayed their profound understanding of the field museum concept. Various experiences and results of trials would be consolidated into SIMCOT-MDP eventually, which would be disseminated to stakeholders in and around SMNP and other national parks in the country. The methodology would serve as a good model in Ethiopia and beyond for the promotion of community tourism or tourism industry as a whole, once the methodology was fully developed, and its viability and replicability were verified.

Initially, the project focus was wide, and limited resources of the Project were allocated to a number of activities. To date, the Project was focused more on activities directly related to community tourism, and Efficiency of Project was expected to improve during the rest of project period.

5 Recommendations

(1) Clarification of target areas and population per main activities

The Mission suggested the target areas/ population to be clarified per main activities of the project as summarized as:

Key Project Activity	Target Area/ Population
Capacity building activities	- Selected members of WGs and community members/ CTMA members - C/P 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
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

(2) Ensuring the sustainability of Project

It is important to ensure the sustainability of project activities and outcomes beyond the Project period. The Project had ideas of establishing a type of DMO and community tourism fund for the overall community tourism management and promotion in SMNP, as well as establishing CTMA at sub-Kebele

level to manage tourism activities by the community members themselves. In order to ensure the sustainability of the activities conducted by the Project, these ideas need to be further elaborated through the cooperation of stakeholders such as C/P and tour operators. When the Project would make a concrete proposal on the establishment of DMO and community tourism fund, the further involvement of appropriate private sector should be stressed.

SIMCOT-MDP aimed at the development and promotion of community tourism to benefit local communities and needs to be institutionalized eventually for the sustainability of project outcomes. To achieve this, the discussion on SIMCOT-MDP should take place with appropriate authorities and policy makers.

To ensure the sustainability, the capacity building activities of Project for stakeholders should continue. An exposure visit is an effective method for capacity building, and the Project should continue the program.

(3) Enhancing participation of stakeholders in the generation of project outputs

The participation of stakeholder in the trial and early stage will be beneficial for the Project to adjust or rearrange the ideas and activities. For example, the village tourism products are being developed in the targeted sub-Kebeles. Even during the development and promotion of the village tourism products, the Project should incorporate the views of tour operators or tourists into the products by conducting trials to adjust the activities and encourage the communities. It is suggested that the Project explore the possibility of inviting tourists before the end of March 2013, ahead of the original schedule of B to B trial that was planned to be started at the community level from November 2013 to maintain the momentum. It also applies to the formulation of SIMCOT-MDP, DMO and community tourism fund. Participation of stakeholders during the early stage could facilitate the incorporation of their ideas.

(4) Cost sharing among Ethiopian and Japanese sides

From the project sustainability point of view, the cost of C/P should be shouldered by the C/P agencies. To facilitate active participation of C/P in the project activities and PCC, especially from different Woredas within the SMNP, it is essential to resolve the issues of travel cost and per diem for the C/P. It was suggested that the Project, with the support from the Ethiopian Government, should discuss with Woreda Head and Regional Administrator on per diem and travel cost to secure adequate per diem and travel cost for the concerned officers of C/P organizations. For the non-C/P participants of training programs and workshops, the issues on the travel cost and per diem shouldered by the Project needs to be resolved for smooth implementation of project activities.

(5) Information sharing with other donors and governmental programs

Federal and regional governments, as well as other donor agencies were implementing programs in the tourism sector in the SMNP and other parts of Ethiopia. It is important to coordinate with those programs so that the Project can conduct activities effectively and efficiently. For this, the Project should share information with donor agencies, including ADC not only in Gondar but in Addis Ababa.

The Small Grant Programme (SGP) of Global Environment Facility (GEF) that was implemented by the UNDP provides grant assistance to ecotourism project, and one of its priority areas was SMNP. The Project should support the communities to explore the possibility of tapping the SGP and drawing additional resources for their activities.

The Project established its project offices at Debarq and Gondar. Most experts spent their times in Debarq, whereas the Project Coordinator stayed at Gondar most of the time. It was suggested that key experts should stay at Gondar Zone since the experts were expected to travel to Addis Ababa and Bahir Dar for policy-related discussion during the rest of project period (Gondar had good access to those places, as well as Debarq). The reporting to the C/P at the regional level and federal level should be more frequent since the Project Purpose was to establish a mechanism for the promotion of community tourism, which was a policy matter in principle. Other experts who had specific responsibilities to develop a

model tourism product through the help of CTMA would be stationed in Debark.

(6) Utilizing PDM and PO as tools for managing the progress of the Project effectively and efficiently

The Project should manage its activities using PDM and PO to stay on focus and to conduct the activities timely to achieve the goal within the Project period. PDM and PO are useful tools for maintain the project focus and monitor the project progress systematically and effectively. It is important that the Project maintains its focus on activities that are directly related to the development of community tourism to achieve the Project purpose efficiently by using PDM and PO.

(7) Efficient use of human resources

Several activities, such as the finalization of Marketing Strategy and Promotion Plan, were delayed. It is necessary to expedite the activities by efficient use of available human resources in the Project. For example, while the remaining assignment periods for the Japanese experts are limited, it is advised to re-examine the assignment schedule of experts in order to secure the adequate assignment periods for each expert for their necessary tasks. It is also advised to prepare a detailed expert-wise tasks and deliverables for each expert. The experts would prepare their action plans at the beginning of each assignment period and prepare a progress report at the end of each assignment in conjunction with the plan.

The Project contributed to the capacity building of C/P. They were carrying out their works under the Project effectively. It should be considered that C/P organizations take necessary measures to minimize the changes of C/P personnel.

(8) Publicity of the Project

It is recommended to actively publicize the Project activities to the public and policy makers using promotion items such as posters, signboards, banners, leaflets and web materials,. It shall encourage the people working for the Project and also facilitate the smooth implementation of the Project activities. An international conference would be a good venue for the publicity, and project staff would introduce the Project in those events domestically and internationally. A launching ceremony for satellite centers would be organized with the involvement of media.

Annex 1: PROJECT DESIGN MATRIX

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.</p>	<p>By the year of 2021, 1. Number of local community members participating tourism activities is increased from 4,200 participants by 50%. 2. A system of PPP to execute and operate community tourism works^{(*)A} 3. A fund, which is used for management of tourism destination management, is established by contribution from local tourism revenue</p>	<p>1. Member lists of tourism relevant organizations and job delivery sheets 2. Hearing to relevant organizations and activity records 3. Records of SMNP office and EWCA</p>	<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, 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%.</p>	<p>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</p>	<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 tourism marketing and promotion are improved.</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 finding new 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>	

<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.</p>	<p>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.</p>	<p>4-1 Number of meetings held and hearing after elaboration 4-2 Questionnaire survey to stakeholders</p>		
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>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>	<p><Ethiopian Side > 1) Counterparts personnel • Project Director • Deputy Project Director • Project Manager • Two Deputy Project Managers • Other Counterpart Personnel 2) Facilities • Office space in Debarq and Gondar • Equipment for the Project Operation 3) Local operational cost • Activity Cost of Counterpart Personnel • Other Necessary Cost for Project Operation</p>	<p><Japanese Side > 1) Dispatch of experts • Chief Advisor • Tourism Development • Organizational Coordination • Tourism marketing Promotion • Ecotourism • Working Group Activity Support • Project Coordination 2) Training of counterpart personnel in Japan and/or the third countries 3) Machinery and equipment • Two motor vehicles • Office equipment</p>	<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. 	

- (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. Besides, hosting and protecting 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.

Annex 2: PROJECT DESIGN MATRIX

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

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

Project Site: In and around Simien Mountains National Park (SMNP) 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.</p>	<ol style="list-style-type: none"> Number of local community members participating in tourism activities will increase from 4,200 participants by at least 50%. A mechanism of community tourism established by the Project is continuously working through PPP. A community tourism fund, which will be used for management of tourism destination, will be established by contribution from local tourism revenue. 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"> Member lists of tourism relevant organizations and job delivery sheets Hearing to relevant organizations and activity records Records of DMO 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"> 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. Based on the project experiences, viable public policy support programs are included in SIMCOT-MDP for executing and promoting community tourism. 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. 	<ol style="list-style-type: none"> Draft policies and proposals SIMCOT-MDP 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.
<p>Outputs 1. Capacities of tourism related organizations are improved and their mutual cooperation is enhanced.</p> <p>2. Capacities of tourism marketing and promotion are improved.</p>	<ol style="list-style-type: none"> 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. 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 	<ol style="list-style-type: none"> 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 2-1 Study reports and strategy and plan elaborated 	<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.

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
	<p>the SMNP.</p> <p>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 Debarke participated in the seminars regarding marketing and promotion.</p> <p>2-3 Collection of tourism-related data is continuing.</p>	<p>2-2 Seminar report</p> <p>2-3 Collected data</p>	
<p>3. Capacities of discovering and developing tourism products are enhanced.</p>	<p>3-1 Community Tourism Management Association (CTMA) is formally created in each targeted sub-Kebele.</p> <p>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.</p> <p>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.</p>	<p>3-1 Approved bylaw</p> <p>3-2 Questionnaire survey to tour operators</p> <p>3-3 The documents and attendance sheets</p>	
<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</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 Debarke 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.

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumption
other national parks and reserved areas.			

Annex3 : Evaluation Grid (Mid-Term Review)

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

Criteria	Evaluation Question		Source of Information	Q-No.
	Item	Sub-Item		
(Overall Structure of PDM)	Appropriateness of revised OVIs	0-1 Clarification of OVIs that signify Narrative Summary	<ul style="list-style-type: none"> Discussion with experts & C/P 	—
1. Relevance	Fulfillment of local needs	1-1 Local needs during the planning stage and to date (new findings), reflection of the needs in the project plan and designs, meeting the needs through the project activities	<ul style="list-style-type: none"> Progress reports and other related documents Interview 	Q2
	Appropriateness of approach	1-2 Actual adoption of 5 technical approaches and 6 managerial approaches, Appropriateness/ practicality/ innovativeness of approaches vis-à-vis relevant policies, institutional setups, human resources and project purpose	<ul style="list-style-type: none"> Progress reports and other related documents 	—
	Consistency with policies & priorities of both governments & UNESCO	1-3 Consistency of Overall Goal and Project Purpose with the aid program of Japanese Government and UNESCO, priority sectors & regions of Ethiopia & Amhara National Regional State	<ul style="list-style-type: none"> Ex-Ante Evaluation Report Documents on Japan's aid programs for Ethiopia Document on Simien NP as a UNESCO World Heritage site Development policies and plans of the Ethiopian Government Interview 	Q2, 3
	Important assumption	1-4 Appropriateness of important assumption	<ul style="list-style-type: none"> Relevant documents/ data 	—
2. Effectiveness	Achievement of Project Purpose	2-1 Extent to which the OVIs for Project Purpose have been achieved	<ul style="list-style-type: none"> Progress reports and other related documents as: <ul style="list-style-type: none"> ✓ Proposal regarding the “mechanism” (institutional, political, financial and organizational) ✓ Plan/ proposal on the establishment of Union/DMO and CTMA, government directives/ policies on mutual cooperation among stakeholders, promotion of community tourism and policy implementation for environmental safeguard (institutional) ✓ Relocation and compensation (political) ✓ Financial tools (subsidy, special loans, fee collection/ creation of special fund, tax exemption, introduction of eco-tax, etc.) for tourism promotion ✓ Strategy and action plan for institutionalizing PPP ✓ MoUs/ contracts with tour operators, their business plans, approval of bank loans, etc. Interview 	Q4, 5, 6, 7, 8, 9, 10

Criteria	Evaluation Question		Source of Information	Q-No.
	Item	Sub-Item		
	Achievement of Outputs	2-2 Extent to which the OVI for Outputs have been achieved (logical linkage between Project Purpose & Outputs needs to be re-defined)	<ul style="list-style-type: none"> Progress reports and other related documents as: <ul style="list-style-type: none"> ✓ Minutes on mutual cooperation among stakeholders ✓ Marketing and promotional strategy & plan and progress reports on “B to B promotion trial” ✓ Tourism products and progress reports on DMDP trial (field museum) ✓ Destination Management & Development Plan Interview 	Q5, 6, 7, 8, 9, 10, 11, 12, 13
	Unexpected/ unplanned achievements	2-3 Significance of achievements that are not included in the PDM or PO	<ul style="list-style-type: none"> Progress reports & other related documents Interview 	Q5, 6, 7, 8, 9, 10, 11, 12, 13
	Process through which the Project Purpose has been achieved	2-4 Methods and process of “mechanism” being established (working groups’ functioning, high-level conferences, etc.)	<ul style="list-style-type: none"> Interview (e.g., regarding the process of socio-economic baseline survey, tourism resource study, market study, official visitor survey, and preparation of WG Action Programs, Marketing and Promotional Strategy and Plan, business plans, DMDP) 	Q5, 6, 7, 8, 9, 10, 11, 12, 13
	Facilitating/ hindering factors	2-5 Factors in respect to: policies, institutions, organizational frameworks, resource, technologies, knowledge, politics, socio-culture, natural environment, etc.	<ul style="list-style-type: none"> Site visits Interview 	Q4, 5, 6
3. Efficiency	Inputs and utilization of inputs, accomplishment of Project Activities	3-1 Appropriateness and balance of the types, volumes/ amounts, qualities and timing of inputs from both Japan and Ethiopian sits in view of project needs	<ul style="list-style-type: none"> Lists of equipments, C/P, etc. Progress reports & other related documents Visual observation & interview 	Q14
		3-2 Resource augmentation through the well-coordinated collaboration with other agencies and programs	<ul style="list-style-type: none"> Interview 	Q15
	Communication, coordination & management	3-3 Methods/ process of project planning, documentation, reporting, progress monitoring, evaluation, feed-backing at various levels	<ul style="list-style-type: none"> Reports and other outputs of each expert vis-à-vis their inputs/ person-months Interview with special focuses on the functioning of JCC, PCC and the work demarcation and coordination between EWCA and ANRS- BCTPD, communication among experts and C/P 	Q16, 17
	Facilitating/ hindering factors	3-4 Factors affecting the inputs	<ul style="list-style-type: none"> Interview 	Q14
4. Impact	Projection of achieving Overall Goal	4-1 Level of understanding and acceptance of Overall Goal by the stakeholders	<ul style="list-style-type: none"> Progress reports & other related documents 	—
		4-2 Achievements of OVIs for Overall Goal	<ul style="list-style-type: none"> (Discussion with experts and C/P) 	—
		4-3 Unexpected impact/ byproducts/ synergy effects	<ul style="list-style-type: none"> Progress reports & other related documents 	—

Criteria	Evaluation Question		Source of Information	Q-No.
	Item	Sub-Item		
		4-4 Prevention of negative impact (environmental safeguard mechanism for infrastructure development)	• Interview	Q10
	Facilitating/ hindering factors	4-5 Factors affecting the achievement of Overall Goal	• Progress reports & other related documents	—
Sustainability	Human resource development	5-1 Frequency of transferred technologies/ skills/ knowledge being utilized by beneficiaries	• Site visits • Interview	Q11
		5-2 Changes in attitude, behaviors, enthusiasm, morale of training participants/ project beneficiaries	• Site visits • Interview	Q11
		5-3 Availability and usefulness of various manuals and guidelines	• Manuals and guidelines	—
	Sustainability of “mechanism”	5-4 Probability of the “mechanism” to be self-sustained without the project	• Interview	Q4
	Governments’ commitments	5-5 Probability and types of continuing supports by the governments for project outcomes	•	—
	Facilitating/ hindering factors	5-6 Factors affecting the sustainability	• Interview	—

Annex 4: Japanese experts assigned

As of FEB, 2013

No.	Position	Name	Affiliation	1st Year			2nd Year						Manning Schedule													
				2011		2012						2013			1nd Year		2rd Year		Total							
				Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Ethiopia	Japan	Ethiopia	Japan	Ethiopia	Japan
				In Ethiopia																						
1	Chief Advisor / Tourism Development I	Dr. Noriaki NISHIYAMA	Hokkaido University	4 (14)	17	9 (28)	7			27 (16)	11 (19)	19 (19)	6	29 (19)	17 (13)	18 (13)	30	5 (10)	14			1.40		2.57		3.97
2	Deputy Chief Advisor/ Tourism Development II	Mr. Hideo SAKAMOTO	PADECO	21 (35)	25	4 (69)	12			7 (50)	25			21 (32)	21							3.47		2.73		6.20
※	Tourism Development II	Mr. shingo SATO	Hokkaido University													16 (14)	29 (35)					0.00		1.63		1.63
3	Organizational Coordination I	Mr. Shuzo ISHIMORI	Hokkaido University													17 (14)	30					0.00		0.46		0.46
4	Deputy Chief Advisor / Organizational Coordination II	Dr. Kiho YAOITA	Hokkaido University	21 (27)	17	14 (59)	12	7	22 (33)	28 (42)	13	26 (42)	6	29 (63)		30		14 (16)				2.87		5.13		8.00
5	Marketing and Promotion I	Mr. Fuyuhiko USUI	Hokkaido University			11 (13)	23						5 (12)	16								0.43		0.87		1.30
6	Marketing and Promotion II	Mr. Yusuke ISHIGURO	Hokkaido University(JTBF)	21 (14)	4							22 (28)	18		17 (28)	14						0.47		1.87		2.34
7	Marketing and Promotion III	Ms. Satoko HARA	PADECO	21 (101)		29					17 (35)	21			21 (24)	14		17 (17)	5			3.37		2.53		5.90
8	Ecotourism I	Dr. Chiaki SHIMOYASUBA	Hokkaido University(Osaka University of Arts)	11 (15)	25	29 (12)	11					26 (14)	8			16 (14)	29					0.90		0.93		1.83
9	Ecotourism II	Mr. Masahiro KANNO	Hokkaido University(JTBF)	4 (14)	17					2 (28)	29				27 (28)	23						0.47		1.87		2.34
10	Working Group Coordination	Mr. Takeshi SHIMOMURA	PADECO							26 (25)	20			25 (30)	24		9 (24)	1 (19)				0.00		3.27		3.27
11	National Park Management Expert	Mr. Tetsuya AIKO	Hokkaido University											25 (23)	16							0.00		0.77		0.77
12	Project Coordinator / Assistant Organizational Coordination	Ms. Minako ITOH	Hokkaido University						7 (30)		63	7		27 (30)		8 (24)		11 (30)	9 (26)	7		0.00		3.00		3.00
In Etiopia MM Total																				13.38		27.63		41.01		

	No.	Position	Name	Affiliation	1st Year			2nd Year												Manning Schedule														
					2011			2012												2013			1nd Year		2rd Year		Total							
					Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Ethiopia	Japan	Ethiopia	Japan	Ethiopia	Japan							
In Japan	1	Chief Advisor / Tourism Development I	Dr. Noriaki NISHIYAMA	Hokkaido University	20 (2)	21 (1)	19 (3)	1 3 (3)	12 14 (3)			17 21-23 26 (5)															0.30		0.17		0.47			
	2	Deputy Chief Advisor / Tourism Development II	Mr. Hideo SAKAMOTO	PADECO		26 28 3 (3)	1 (1)					26 (1)	7 (1)														0.13		0.07		0.20			
	3	Organizational Coordination I	Mr. Shuzo ISHIMORI	Hokkaido University	19 (2)	20 (2)		9 11 (3)																		0.23		0.07		0.30				
	4	Organizational Coordination II	Dr. Kiho YAOITA	Hokkaido University			2 3 (2)					14 25 (12)							3 4 (2)								0.07		0.47		0.54			
	5	Marketing and Promotion I	Mr. Fuyuhiko USUI	Hokkaido University	19 (2)	20 (2)						23 (1)			4 (1)											0.13		0.07		0.20				
	6	Marketing and Promotion II	Mr. Yusuke ISHIGURO	Hokkaido University(JTBF)				1 3 7-10, 13 (7)																		0.23		0.00		0.23				
	7	Marketing and Promotion III	Ms. Satoko HARA	PADECO					5 9 (5)																	0.17		0.00		0.17				
	8	Ecotourism I	Dr. Chiaki SHIMOYASUBA	Hokkaido University(Osaka University of Arts)	20 (1)			14 (1)																		0.13		0.07		0.20				
	9	Ecotourism II	Mr. Masahiro KANNO	Hokkaido University(JTBF)				24 (1)																		0.03		0.00		0.03				
	13	Training in Japan	Mr. Taichi OHARA	Hokkaido University								12 27 (16)														0.00		0.53		0.53				
					In Japan MM Total																		1.42											
					In Ethiopia, Japan MM Total																	14.80							29.08					43.88

In Ethiopia
 In Japan
 Charged by consultant

Annex5: Ethiopian C/P assigned

As of FEB, 2013

No	Name of Counterpart	Position / Organization	Field in charge	Term of Assignment		Remark
				From	To	
1	Dr. Kifle Argaw	Director General / EWCA	Project Director	2011.11	2012.6	7 months
1	Mr. Ewnetu Bilata	Director General / EWCA	Project Director	2012.7	now	
2	Mr. Mulugeta Seid	Bureau Head /ANRS-BCTPD	Deputy Project Director	2011.11	2013.01	14 months
2	Mr. Berhanu Gebre	(Acting) Bureau Head / ANRS-BCTPD	Deputy Project Director	2013.01	now	
3	Mr. Zeleke Tigabe	Director / Wildlife Development and Protection Directorate/EWCA		2011.11	now	
4	Mr. Sisay Mequanent	(Acting) Park Warden / EWCA SMNP Office	Project Manager	2011.11	2012.7	8 months
4	Mr. Maru Biyadgiegn	Park Warden / EWCA SMNP Office	Project Manager	2012.7	now	
5	Mr. Yirdaw Sisay	Head / Debark Culture and Tourism Office	Deputy Project Manager	2011.11	now	
6	Mr. Berihun Tiru	Head / North Gondar Zone Culture and Tourism Office	Deputy Project Manager	2011.11	2012.6	7 months
6	Mr. Kassie Berihun	Head / North Gondar Zone Culture and Tourism Office	Deputy Project Manager	2012.6	now	

Annex 6: Equipment provided by the Japanese side

As of FEB, 2013

No.	Category	Made		Nos.	Date of Procurement	User	Installed Place	Current Condition/Usage
1	Laptop Computer	TOSHIBA	Satellite L755	4	28/12/2011	Project Team	EWCA SMNP Office North Gondar Zone Cultur and Tourism Office	good/used
2	Photocopy Machine	CANON	Image Runner 2525	2	28/12/2011	Project Team	EWCA SMNP Office North Gondar Zone Cultur and Tourism Office	good/used
3	Color Printer	HP	Deskjet 7000	2	28/12/2011	Project Team	EWCA SMNP Office North Gondar Zone Cultur and Tourism Office	good/used
4	Facsimile	CANON	L160	2	21/12/2011	Project Team	EWCA SMNP Office North Gondar Zone Cultur and Tourism Office	good/One is used and the other one is not used)
5	Projecter	EPSON	EB-S9 3LCD Projector	2	28/12/2011	Project Team	EWCA SMNP Office North Gondar Zone Cultur and Tourism Office	good/used
6	Screen	-	Tripad Screen (180cm x 180cm)	2	28/12/2011	Project Team	EWCA SMNP Office North Gondar Zone Cultur and Tourism Office	good/used
7	Car	TOYOTA	LAND CRUISER ST WAGON SUV 5 DOOR	2	22/06/2012	Project Team	EWCA SMNP Office North Gondar Zone Cultur and Tourism Office	good/used

Title of Training : Community Tourism Development through Public-Private Partnership in Japan

Period: Jan 29, 2012 - Feb 12, 2012

Details of training: Lecture and field visit

Recipient Organization: Hokkaido University

Name	Status (at Training)	Status (Present)
Mr. Sisay Yeshanew	Community Development Expert, Community Development Department EWCA EWCA SMNP Office	Same
Mr. Zeleke Tigabe	Chief Warden, National Parks & Wildlife Sanctuaries C/Directorate EWCA	Chief Warden, National Parks & Wildlife Sanctuaries C/Directorate and Director, Wildlife Development and Protection Directorate, EWCA
Mr. Yirdaw Sisay	Head, Debark Culture and Tourism Office	Same
Mr. Tasfaye Eshtie	Head, Byeda Culture and Tourism Office	Same
Mr. Yesuf Hassen	Head, Janamora Culture and Tourism Office	Same

Title of Training : Community Tourism Development through Public-Private Partnership in Japan

Period: Jun 12, 2012 - Jun 27, 2012

Details of training: Lecture and field visit

Recipient Organization: Hokkaido University

Mr. Berhanu Gebre	Deputy Bureau Head, ANRS-BCTPD	(Acting) Deputy Bureau Head, ANRS-BCTPD
Mr. Sisay Mequanent	Acting Park Warden, EWCA SMNP Office	Shifted to other national park
Mr. Asnakew Adane	Acting Head, Heritage Conservation & Development Department North Gondar Zone Culture & Tourism Office	Same

Title of Training : Community Tourism Development through Public-Private Partnership in Japan

Period: Jul 7, 2012 - Sep 29, 2012

Details of training: Lecture and field visit

Recipient Organization: JICA Chugoku

Mr. Shimelis Akilu	Tourism Development and Promotion Officer, North Gondar Zone Culture and Tourism Department	Same
Mr. Abera Getachew	Vice-leader, Guide Association in Debark	Same

SIMCOT-MDP and Activities of the 2nd Year

2013.02.11
 Kiho Yaoita
 SIMCOT Project Organizational Coordinator II

Name of the Plan

* **Simien Community Tourism Management and Development Plan**

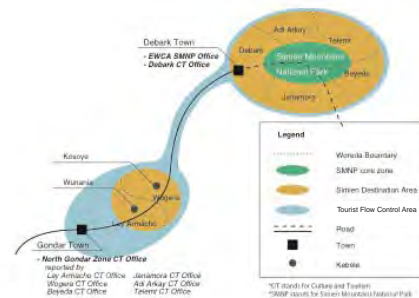
Objectives

- * The **natural environment is rehabilitated** to the original form (the form when humans and nature were coexisting) and utilizing this **rehabilitated environment as a tourism resource**, local communities realize a **richer life in a sustainable way** through self directed management of community tourism;
- * The Simien National Park (SMNP) and its surrounding areas are recognized as one of the **representative tourism destinations not only of Ethiopia but also of Africa**, for not just their well known natural resources but also for potential **cultural resources** demonstrating their maximum potential. At the same time, for tourists, the park is a place of most exceptional appeal where they are **able to contribute to the rehabilitation of the value of the world heritage** through participation as customers in the autonomous tourism promotion led by the community.

Overall Goal and Process

	Process to achieve objective a: Nature rehabilitation and sustainable residence	Process to achieve objective b: Recognition as a representative tourism destination of Ethiopia
Phase 1 (The 1 st – 3 rd year)	Self directed development and promotion of "quality tourism" by local community (Simien area unit / village unit)	Recognition as a representative tourism destination of northern Ethiopia , not only with the appeal of natural resource but also with cultural resources .
Phase 2 (The 4 th – 10 th year)	Promotion of abandon of agricultural and grazing land and to rehabilitate the natural environment by villagers who work for above mentioned community tourism as an alternative livelihood .	Recognition as a representative tourism destination of Ethiopia where tourists can experience Ethiopia's rich natural environment, culture, and history.
Phase 3 (The 11 th year and more)	Realization of a sustainable residence through community tourism operation which can coexist with the rehabilitated natural environment .	Recognition as one of the representative tourism destinations of Africa and also as a place where tourists can contribute to rehabilitation of the value of the world natural heritage through community tourism.

Target Areas



Challenges

- * **Challenges of National Park Management**
- * **Challenges of Tourism Development**
 - * Tourist Flow Control
 - * Marketing
 - * Development and Quality Improvement of Tourism Products
 - * Awareness Creation for Local People
- * **Challenges of Operation System Development**

Challenges

- * **Challenges of National Park Management**
- * **Challenges of Tourism Development**
 - * Tourist Flow Control
 - * Marketing
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Challenges

- * **Challenges of National Park Management**
- * **Challenges of Tourism Development**
 - * Tourist Flow Control
 - * Marketing
 - * Development and Quality Improvement of Tourism Products
 - * Awareness Creation for Local People
- * **Challenges of Operation System Development**

Basic Principle 1: Simien Mountains Field Museum

What is Ecomuseum?

Difference between Traditional museum and Ecomuseum

Traditional Museum



Visitors watch treasures in **MUSEUM BUILDING**.

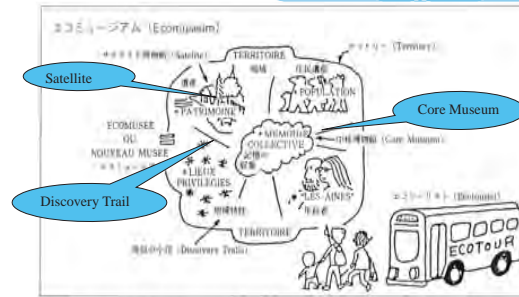
Ecomuseum



Visitors touch treasures at **ORIGINAL PLACE**.

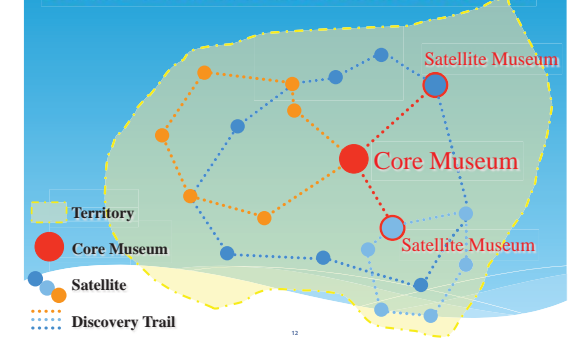
Juzo Arai (1995)

Basic elements of Ecomuseum



Ecomuseum preserves the 'Originals' at original place.

Basic elements of Ecomuseum



12

Concept of Ecomuseum

It has 'Territory'.

→ There are distinctive stories within the territory (cultural boundary).

It has 'Theme'.

→ Each theme is expressed by an easy-to-understand name.

It preserves the 'Originals' at original place.

→ Ecomuseum preserves the relation between heritage and people in the territory

It is a local community that pays a first visits there.

→ Residents, who inherit local culture, play a main role.

Advantage of Ecomuseum

It can provide tourists with access to values of heritage by means of the integrated system with **Core museum/ Satellites/ Discovery trails**.

* More importantly, It can **protect valuable heritage from exploitative tourism** development and increasing tourists, by dividing heritage into two categories: one to be protected and another to be exhibited.

* Most importantly, tourists who got aware of real importance of heritage could **cooperate and contribute to conservation**.

14

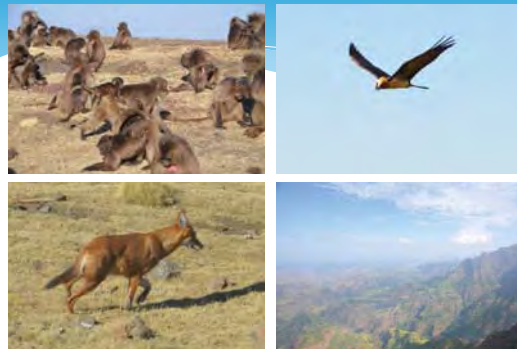
Name of the Ecomuseum (tentative)

- Simien Mountains Field Museum
- Talaku Simien Field Museum
- Talaku Simien Mesk Museum

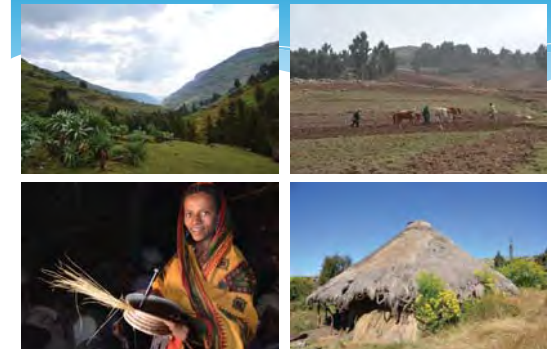
Heritage in Simien

- Natural Heritage
- Cultural Heritage
 - Village culture
 - Historic buildings / Religious Sites

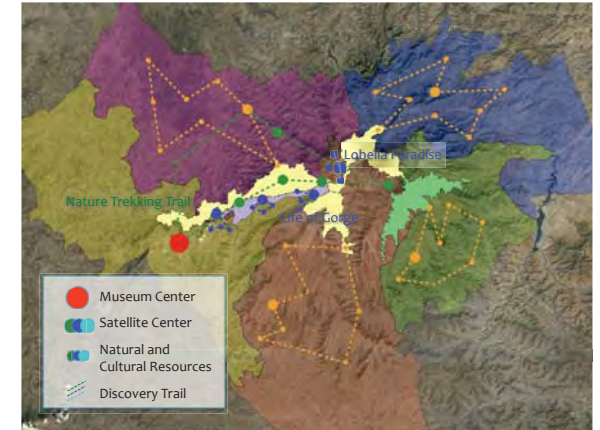
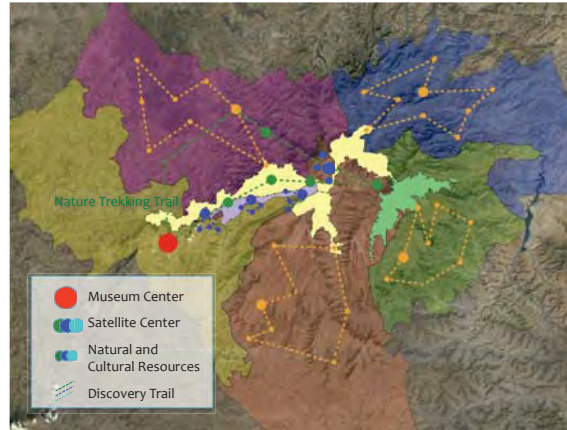
Universal Value: Natural Heritage



Universal Value: Cultural Heritage



Universal Value: Cultural Heritage



Themes of Woredas

Debark	•Hub of SMNP
Adi Arkay	•Hawaza Mountain •Sub-destination to SMNP
Janamora	•Pilgrim Age Center
Bayeda	•Ancient Wooden Structure Churches •Treasure Center of SMNP •Church on Cliff Approached only with Ropes
Tellem	•All Inclusive Area
Wunania	•Gate Way for SMNP •Replica of SMNP •Land of Beauty
Kosoye	•Staying with Queen Elizabeth

Principle 2: Strategic Carrying Capacity

- Strategic Carrying Capacity (SCC) strategically sets the “necessary / controlled” number of tourists to receive. SCC will control tourists’ flow in Simien Community Tourism Management Area based on the following three grounds.
- **Ground 1: Necessary cost for environmental rehabilitation**
The viewpoint to set target cost for necessary alternative income for sustainable residence after leaving agricultural and grazing land inside the park which is currently threatening the natural environment.
- **Ground 2: Necessary number of tourists to realize sustainable community tourism business**
The viewpoint to set the gradual target numbers of tourists in coordination with the hard and soft infrastructure development conditions. (To secure business sustainability, the minimum number of tourists to match community tourism product, such as village tour, development and management cost is necessary.)
- **Ground 3: Maximum limit can be accommodated**
The viewpoint to set maximum limit to accommodate obtained from natural and social environment and tourism infrastructure development conditions. This amount is not objective and will be an absolute number. It will change depending on the conditions of hard and soft infrastructure development in and around the park including villages.

Ground 1: Necessary cost for environmental rehabilitation

- Compensation Cost for Agricultural Land
- Agricultural land inside the park: 3126.168 ha
- Average productivity per hectara (estimated with barley: highest yield amount in the area):28 quintal of barley/ha
- Direct farmers’ price of barley: 655 birr / quintal in Debark
- → $3126.168 \times 28 \times 655 = 57,333,921.1$ birr = 258,002,645 yen

Ground 1: Necessary cost for environmental rehabilitation

Compensation Cost for Grazing Land (Livestock)

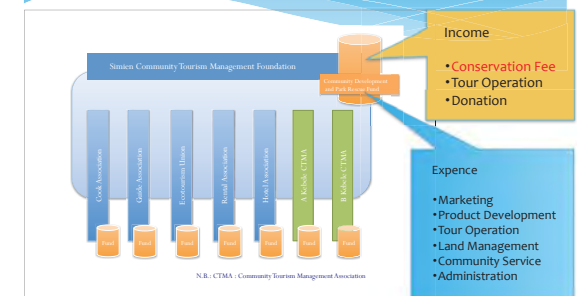
- Number of households who live inside the national parks (Adi arkay, Debark, Janamora woreda)= 587
- Average number of livestock per household: 7.5
- Average price of cow (cows are sold at most expensive price): 3,608.3 (range of prices: 2,133~4,716 birr)
- → $587 \times 7.5 \times 3608.3 = 15,885,540.8$ birr = 71,484,933.6 yen

Ground 1: Necessary cost for environmental rehabilitation

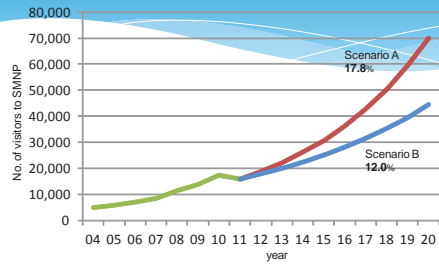
Total Necessary Cost for Grazing Land (Livestock)

$$\begin{aligned} & \parallel \\ & 73,219,461 \text{ birr} \\ & \parallel \\ & 329,487,578 \end{aligned}$$

Principle 3: Simien Community Tourism Management Foundation

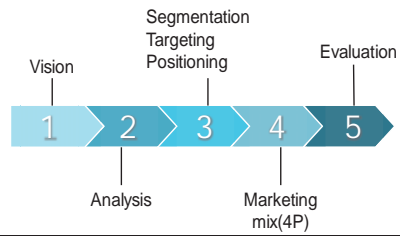


Marketing and Promotion



Source: SIMCOT (based on data from MoCT and SMNP Park wrden office)

The Number of Visitors to SMNP



Measures of Effectiveness

Setting Measurable Indicators

- * To carry out activities more efficiently and sustainably, it is very important to measure efficiency and evaluate individual activities periodically. The quantitative indicators to evaluate different kind of activities relatively are as follows.
- * Duration of stay
- * Visitor spending
- * Tourists' satisfaction
- * Number of fans who talk about SMNP favorably

Cost Efficiency and Accountability

- * In order to measure the return on investment of each activity and market, analysis of the total amount of investment and economic impact to the region (calculated from regular surveys) will be introduced.
- * In addition, in order to guarantee the efficiency of marketing activities objectively, an annual report will be generated.

Actual Implementation through project activities

- * Trainings to improve current eco-tour.
- * Village tourism product development

Brief Facts of Simien Mountains National Park and Our challenges in SIMCOT Project

Azanaw Kefyaleu
Debarik Woreda Culture and Tourism Office
December 11, 2012

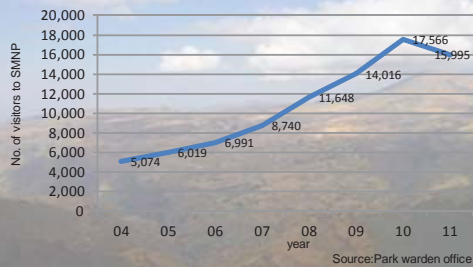
Simien Mountains National Park

- Basic Data:
 - Area: 416 km²
 - Highest Peak: 4,533m (Ras Dashen)
 - Geological Features: Formed by Volcanic eruptions and erosions
 - Famous for its endemic species:
 - Flora: Festuca Gilbertiana, Rosularia emensis, Dianthus Longiglomis
 - Fauna: Walia Ibex, Simien Fox, Gelada Baboon, Menelik Bushback and 5 small mammals (group of rats)
 - Birds: 6 species

Simien Mountains National Park



SMNP - Tourists Flow



SMNP – Community benefit

Year	Beneficiary (person)	Community Income (ETB)	Change (%)	Average Income (ETB)
2004	1623	736,567	-	454
2005	1845	745,049	1.2%	404
2006	2129	930,400	24.9%	437
2007	2527	1,161,992	24.9%	460
2008	3663	2,060,200	77.3%	562
2009	4937	2,523,484	22.5%	511
2010	6102	4,127,423	63.6%	676
2011	7693	4,482,860	8.6%	583

Source: Debarik C & T Office

SMNP – Importance

- Importance of the Park:
 - Identification of Community
 - Ecological Importance
 - Scientific Research
 - Educational Visit
 - Tourism as a source of income for both community and country
 - Job Opportunity

Accessibility

- 120 km far from Gondar
- It takes currently 1 hour and half from Gondar to Debarik, since the road construction (asphalted) almost finished
- Asphalt roads from Debarik to Janamora, from Janamora to Bayeda, and from Sile (Tigray Region) to Debarik are under construction
- New foot path trekking route will be developed from Sankabar to Giche, from Giche to Sona, and from Sona to Ambiko within the park

Accommodation

Hotels in Debarik

as of February, 2012

Name of the Hotel	Year of Establishment	Bed Rooms						Price Range	Parking	Additional Facilities & Services	Photo	
		Private				Total	Ethiopian					Foreigner
		SGL	DBL	Twin	Other							
1 Simien Park	1990	10	4	8	6	28	66-120	200-400	✓	•DSTV •Pool Bar •Generator •Buffet for tourists		
2 Imet Gogo	2006	15	6	8	-	29	80-150	200-300	N/A	N/A		

Accommodation – cont.

Hotels in Debarik

as of February, 2012

No.	Name of the Hotel	Year	SGL	DBL	Twin	Other	Total	Price Range	Parking	Additional Facilities & Services	Photo	
												Ethiopian
3	Giant Lobelia	2009	17	6	13	3	39	80-120	220-385	✓	•Conference Hall •Internet	
4	Unique Landscape	2011	3	6	14	3 (max 6 persons)	29	60-200	220-450	✓	•Conference Hall (200-300) •DSTV •Generator •Internet •Pool Bar •Barber shop	
5	Long View	2012	15	12				100-150	160-250	✓	N/A	

Accommodation – cont.

- Simien Lodge in SMNP
 - Rooms: 20 Tukels, Family Room, and dormitory (16 beds)
 - Facilities: Restaurant, Bar, Small Souvenir shop
 - Website: <http://www.simiens.com/>



Accommodation – cont.

- Community Lodges in SMNP as of February, 2012

Name of Lodge	Year of Establishment	Number of Beds	Price (ETB)	Characteristics
Sankaber (Public)	1991	21 (2 rooms)	80	It provides only beds. It is a EWCA-owned lodge. It has capacity to accept more visitors than the other community lodges.
Miligebsa	2011	7 (2 rooms)	80	It has campsite (10 birr / person). While foreign visitors from Israel, Austria come to stay, Ethiopians such as driver and guide, who come together with tourists in Simien Lodge, are also important customers.
Everlasting Lodge (Gich)	2011	9 (2 rooms)	80	It is located on the trekking route to Imet Gogo summit. Visitors are mainly from Germany, France, and the UK.
Chennek	2011	8 (2 rooms)	80	It is located at the point where Gelada baboon and Wallia Ibex are observed. Many visitors including those on one-day excursion come and stay. The visitors mainly come from the UK, Germany, and France.

Accommodation – New Investment

- Lots of new investment are found in Debarq for example
 - Fanti Hagos Hotel (above)
 - Rooms: 51 including single, twin, king, and suite
 - Facilities: Bar, Restaurant, Conference Hall, Parking, Recreation field for wedding, and kids playground



Existing Service Providers

as of February, 2012

Group name /Year of Establishment / (Number of Members)	Member's main resident	Activity
1 Guide Association / Established in 2003 / (58)	Debarq town	Guide service: ETB 200/day. 38 members initially established this association. 20 more guides were licensed in 2011, and they will be registered. Each guide is assigned in rotation.
2 Cook Association / Established in 2002 / (30)	Debarq town	Provide cooking services (ETB120/day), accompanying with tourists of trekking tour.
3 Ecotourism Union / Established in 2003 / (4273)	Debarq town / Debarq Woreda / Janamora Woreda / Adi Arkay Woreda	Male: ETB60/day and Muler: ETB70/day. The main services provided are not only to renting horses and mules for carrying guests, but also for carrying food and equipments. Muleteers who control horses and mules are also dispatched.

Existing Service Providers

4 Equipment rental Association / Established in 2005 / (11)	Debarq town	Rent the equipments which are necessary for camping such as tents (ETB50-60/day), sleeping bags (ETB25/day), pans, and containers.
5 Tourists Security	Scouts (park office employee) Militia (of villages) Town security (Militia of Debarq town)	Debarq town / Debarq Woreda / Janamora Woreda / Adi Arkay Woreda / Telemt Woreda / Bayeda Woreda Scout fee is ETB 75 per day. It is obliged to take scouts with tourists when tourists enter SMNP for tourists' security and protection. Town Security also acts as scouts in rotation.

Existing Service Providers

6 Car Rental Association / Established in 2008 / (10)	Debarq town	Operate minibus to provide SMNP one-day excursion and pick-up service after the trekking. It charges ETB 2,600 for SMNP one-day excursion service. Pick-up service at Sankbar costs ETB1,400 for one-way.
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Other services

- Traditional Coffee Ceremony
- Teji House



- Bank (no ATM)
- Mobile Service (not available inside SMNP)
- Night Club

Existing Problems of SMNP

- Existing Problems in the Park:
 - Increment of population becomes a burden to natural heritage
 - Encroachment by different ways relating to increment of population
 - Expanding grazing and farming land
 - Expanding resident area of community
 - Increment of domestic animals in types and in numbers
 - Transmitting diseases from domestic to wild animals
 - Decreasing numbers of biodiversity

Existing Problems of Accommodation

- Existing Problems of hotels:
 - Shortage of rooms and types of accommodation
 - Lack of varieties of food dishes
 - Lack of neatness of toilets
 - Lack of skilled workers
- Existing Problems of campsites and community lodges:
 - Unavailability of clean toilets
 - Shortage of water supply

Existing Problems of Service Providers

- Existing Problems of Guides:
 - Lack of standardized information
 - Lack of ethics, tourist psychology, and hygiene
- Existing Problems of other services:
 - Over expectation of tips
 - Lack of proper knowledge and skills of providing services
 - Lack of ethics and personal hygiene

SIMCOT Project Strategy - 1

1. Reconsideration of Tourism Resources



SIMCOT Project Strategy - 2

2. Setting Strategic Carrying Capacity



SIMCOT Project Strategy - 3

3. Marketing Based Tourism Promotion and Product Development



What we have done so far..

1. Capacity Development of Tourism-Related Organizations

- Tour Operation Working Group (TO WG)
 - Guide Association
 - Cook Association
 - Ecotourism Union
 - Equipment Rental Association
 - Scouts
 - Tourists Safe Guard Association
 - Car Broker
- Hotel and Restaurant Working Group (HR WG)
 - Hotels in Debarik
 - Community Lodges in SMNP
 - Restaurants in Debarik
 - Tej House in Debarik



What we have done so far..

2. Training for improving quality of services

- Guide Training
 - Participants:
 - 53 members of Guide Association
 - Program / Achievement:
 - Obtaining knowledge on geology, geography, fauna and flora, Culture, history.
 - Improvement of security for tourists and guiding techniques
- Cook Practical Training
 - Participants:
 - 38 members of Cook Association
 - Program / Achievement:
 - Quality improvement of existing menus and acquirement of various food preparation methods utilizing regional cooking ingredients available in SMNP

What we have done so far.. -cont.

2. Training – cont.

- Excursion to Tourism Advanced Area
 - Participants:
 - 5 members of HR WG and other hotel and restaurant managers in Debarik
 - Program / Achievement:
 - Visit to Bahir Dar and Lalibela that have hotel associations.
 - The Debarik Town Hotel Association was established in July through discussions after the visit.



What we have done so far.. -cont.

2. Training – cont.

- Practical training for hotel and restaurant employees
 - Participants:
 - 41 employees of hotels and restaurants in Debarik and SMNP
 - Program / Achievement:
 - Theoretical and practical training for Front Office, Food & Beverage service, and House Keeping employees.



What we currently work on..

- Village Tourism (New Tourism Products)
 - Objective:
 - Direct benefit to communities from tourism
- Generate additional income
 ↓
 Become less dependent on agriculture and grazing
 ↓
 Abandon agriculture and grazing land inside the national park
 ↓
 Conserve the biodiversity within the national park

What we currently work on..cont.

- Village Tourism (New Tourism Products)
 - Place: Argin and Jona Kebele (15 min drive from Chenek campsite)



What we currently work on..cont.

- Village Tourism (New Tourism Products)
 - Attractions



Thank you very much!

**Most welcomed to
Simien Mountains National Park!**

Report of Meeting which
was held by SIMCOT
Project With Tour
Operators on December
11th 2012 in Addis Abeba

❖ Sub meet to- SIMCOT Project

❖ Participants of the Meeting were

1. From the Gov`t officials

- Delegator from minster of Culture and Tourism
- Chief Director of Ethiopia wildlife conservation Authority (EWCA)
- Head of the Amhara National Regional Parks Development
- Head of North Gondar Zone Culture and Tourism Department
- Officer from Simien Park Office
- Officer from Debank Culture and Tourism Office

2. From the Tour Operators

- The Executive (Board) Members
- Some other members of the Ethiopian Tour Operators Association

3. From the Beneficiary Group

- Head of the Hotel Restaurant and Lodge W.G
- Head of the Tour Operation W.G
- Vice Head of The Tour Operation W.G

4. From SIMCOT Project

- Two JICA Experts
- One SIMCOT Project Secretary

❖ Objective of the Meeting

- Promoting the Destination (SMNP)
- to recognize the Existing Situation of Simien
Tourism Activities to the Tour Operators
- to Identify the major Problems of the Destination
and finding resolution
- to encourage collaboration among different
partners who are involved in Simien
- to inform for meeting participants about SIMCOT
Project Objective , and what the Project has done
on the Ground to realize sustainable community
tourism in Simien.

❖ Presentation Outline

- Introduction of SIMCOT Project
 - General Information of the Project
 - Back Ground
 - ~~Project Objective, Overall Goal , Purpose, Out puts~~
- Brief facts of Simine Mountains National Park our challenge in SIMCOT Project
 - Basic Data of the Park
 - SMNP-Tourist flow
 - Accommodation -Hotels in Debarik
 - Community Lodges in SMNP,New Investment
 - Existing service providers (Guide, Cook, Eco-Tourism Union, Car Rental, Tourists security gard , Equipment Rental Association)
- Other services (Traditional coffee Ceremony, Teji House, Night Club)

- Existing Problems of
 - The Park
 - Service Providers
 - Accommodation
 - Campsites and Community Lodges
- **SIMCOT Project Strategy**
 - Reconsideration of Tourism Resources
 - Setting strategic Carrying Capacity
 - Marketing Based Tourism Promotion and Project Development
 - What the Project Have done so far...
 - organizing working Group
 - Training for improving the Quality of Service
 - What the Project Currently work on...

➤ Discussion Time

The Discussion has been taken more time on the existing problems of SMNP and Different service Providers, Having this in mind, to over come the Problems we face, What type of Measures should be taken, what would be the rationale, roles and Responsibilities of (government, Tour Operators, Different Beneficiary Groups, Local Commiunity) in order to have a sustainable Tourism development in SMNP. This was the core Idea of the discussion.

- ✓ During the Discussion for speech, the first chance have been given to different Government officials, so this responsible authorized persons raised in common the following issues at the discussion time.
 - They recognize the overall Tourism Problems of the country particularly the SMNP.
 - Set direction on be half of the Government to alleviate the existing problems in collaboration with other stakeholders

- About tourism policy of the country, the contribution of tourism Industry in reducing poverty and creating employment, how to develop and conserve the park by making beneficiary the local community from tourism .
- Specially from the EWCA side they explain the interest and demand of their office to increase the entrance fee and other service providers payment like the local Guide, Scout etc,
- Finally they Promise to give more attention to Simien in every aspect than so ever before.
- ❖ The Second chance was given also to the working Group representatives, They claim both the Government and the tour Operators some of the points are:-
 - There is no encouragement for Hotel investment when they demand additional land for parking and other expansional activates.
 - There is a problem in electricity and mater supply
 - There is a problem in Liquid and waste management system
 - Tour Operators didn`t understand the existing situation of Debark town Tourist Recommended Hotels.
 - There is a problem of equity, the lion share of income from tourism have been taken Tour operators, in this regard

- The tour operation working Group representatives request additional payment for there service
- The tour operator local guides are un ethical they didn't keep our tradition they smoke and drink alcohol in duity.
- They undermine the simien local guide in every activity of the service
- They didn't take care of the heritage and the hygiene of the campsites
- ❖ Lastly it was given to the tour operators just taking more time, they mentioned many issues some of the issues were,

- The campsites are not clean, specially there is a hygiene problem of the toilets
- Lack of water in the Campsites just to take shower after trekking
- The very well known campsites are very crowded during the pick season.
- There is no enough sign posts and facilities in the park.
- Still your are following Business as usual , rather you have to consider the import of Globalization and tourism market computation, so pleas try to hygiene the quality of Debark Hotel, the hygiene of the campsites, and the service hospitality as well.
- There is no product, service and trekking diversification, so finding a new trekking root is the campsites.

- There is not work problem in the park
- Begging children should be address
- Tip is not mandatory, but there is an over expectation of tip from tourists, because of this our Guests are unhappy, this is the complains we have got from our Guests.
- We recommend if there is a standard between the Local Guides,
- You have to work hard in creating awareness of the Local Community, about sustainable tourism, Guest handling, hygiene, and realize the importance of the Local community participation in every activity of the park.

- Comparing to other African country's, the Domestic Tourism is not well recognized
- There is a decrease in number of tourists flow in 2011 & 2012 due to external and internal factors, Just taking as bench mark this Data, they refuse the EWCA interest to increase the entrance fee and other payments of different service providers, the right time is not yet. If we try to add this time
- The Destinations becomes more expensive, because of this the number of visitors will decrease and finally the business will be damaged.
- Illegally the Local Guides are sharing our income by reducing the price for our guests, because of this the tour operators, the country
- Also Lose it Revenue from tourism.

❖ Concluding Remarks

- Every Body appreciate the Contribution of SIMCOT Project, to make for the first time such type of meeting with tour operators
- The Problem were Generally accepted by the whole Participants, and finally they, promise to work jointly just by taking their own response.
- They reached on agreement, on which to take measures on the un ethical service providers,
- Among the different tasks, priority is given for finding new trekking root.
- On be half of the tour operator association, there is an engagement to participate in building new toilets and to give training for the Local Guide.

Activities of Output 3 in 2nd year

Output3 Capacities of development and finding new tourism products are enhanced.

- 3-1 Survey and identify potential tourism resources.
- 3-2 Formulate action plan for tourism product development.
- 3-3 Develop tourism products by utilizing the identified tourism resources.

Executed concrete activities

- CTMA was established in Argin Jona kebele, Four persons from each three sub-kebere, in total, twelve persons were selected by each community
- Core members who have a main role of village tour, were selected by community
- Training of village tour products was executed for CTMA and core members

Executed concrete activities

- Seven categories were selected as themes of program provided to tourists by discussion with C/Ps, CTMA and Core members
- Each program was tried to find appropriate ways of demonstration for tourist
- SIMCOT experts have advised some points to be improved for each program to CTMA and Core members

- Themes of the program provided to tourists in village tourism products

- Coffee Ceremony
- Injera Baking
- Local Beer
- Weaving
- Blacksmith (Metal Work)
- Hairdressing
- Herbs

Coffee Ceremony



Injera Baking



Local Beer



Weaving



Blacksmith (Metal Work)



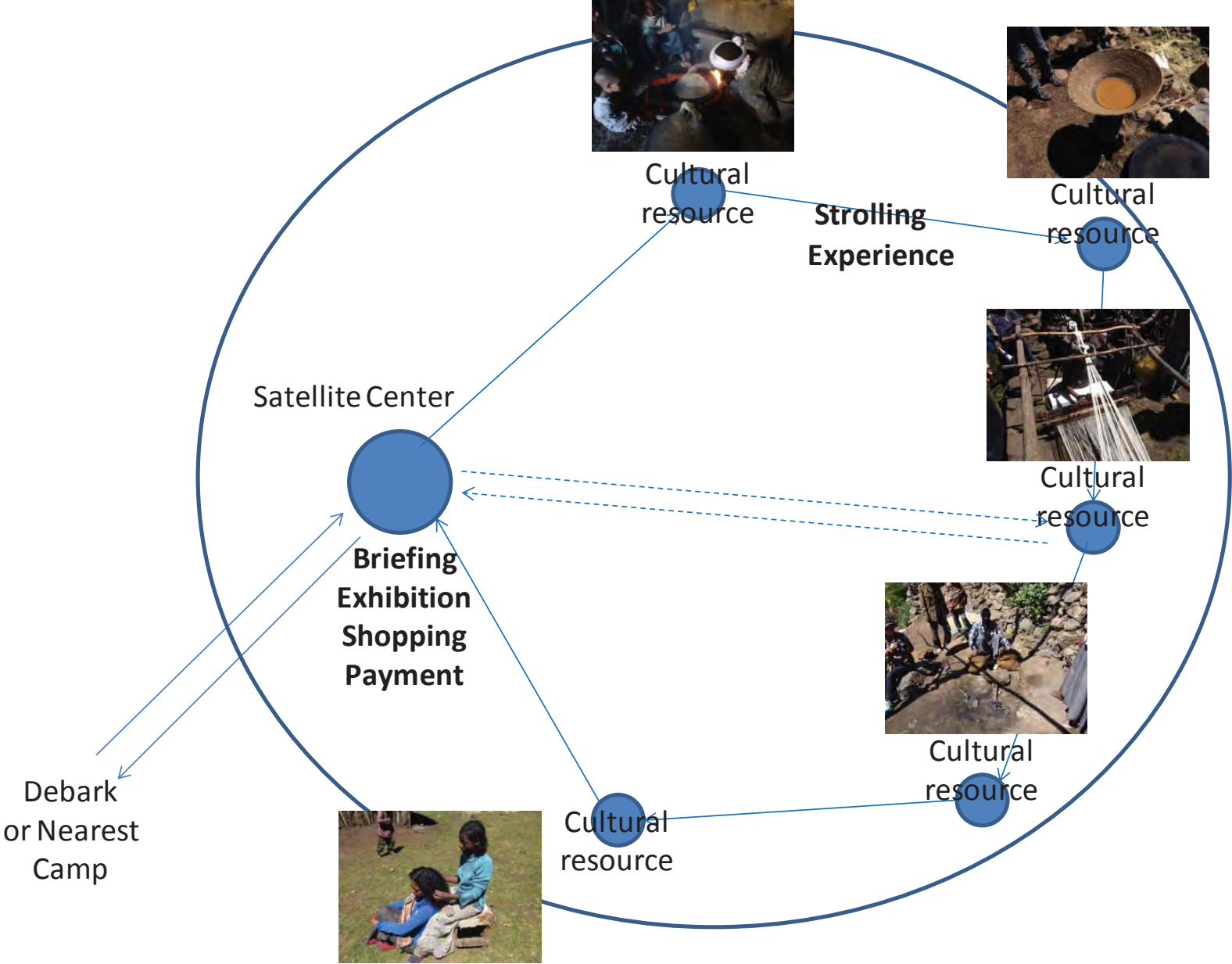
Hairdressing



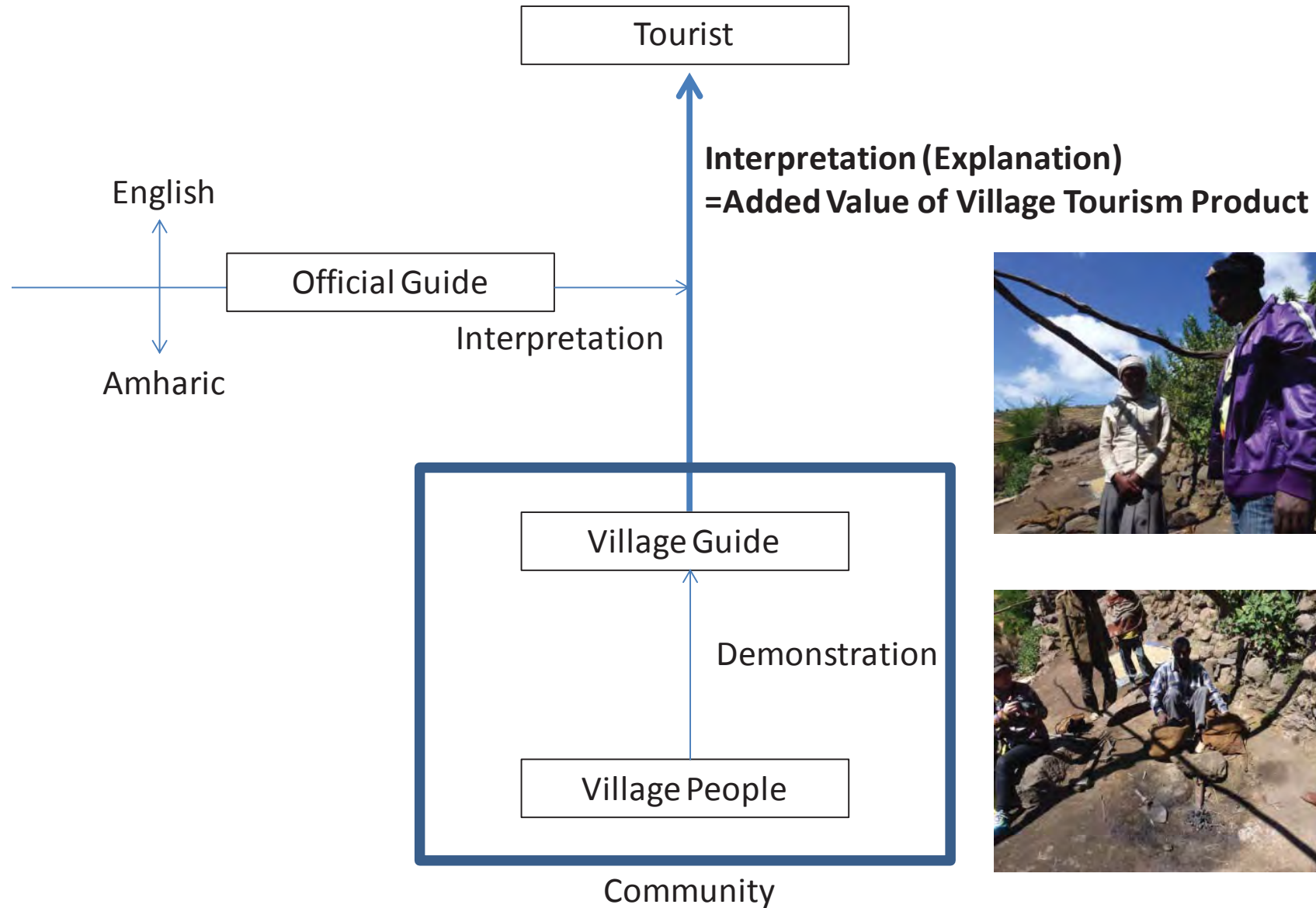
Herbs



Conceptual Diagram of the Village Tourism Developed in targeted community



Relation between people, guides and tourists in Village Tourism Product



Demonstration for Mid Term Review Team on Feb.8th

- Injera beking and Local beer programs were demonstrated in Argin sub-kebele
- Each program executed by one village guide and one demonstrator of community and official guide from Debark

Injera baking



Injera baking



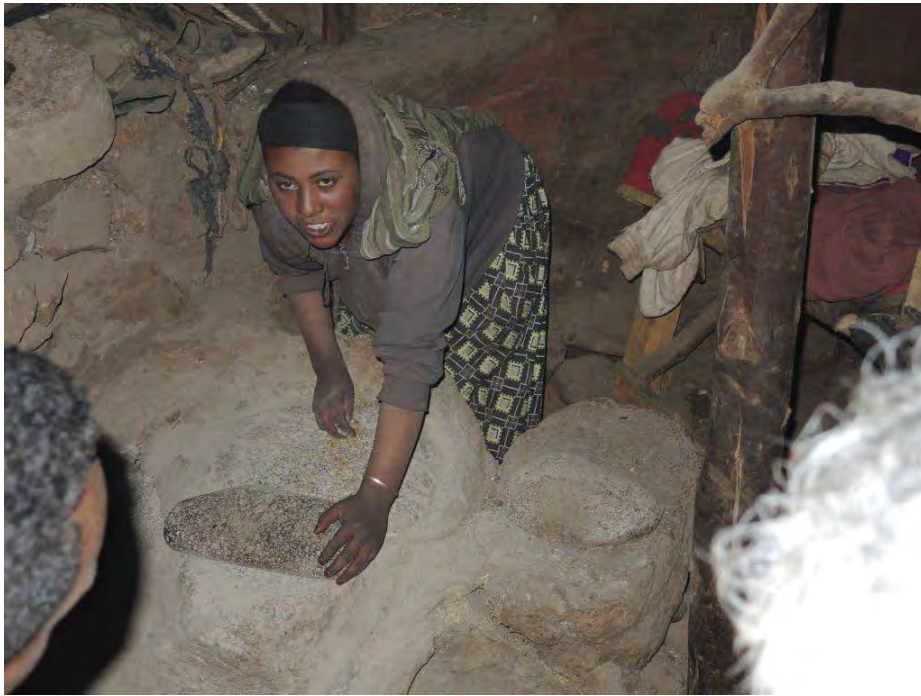
Injera baking



Local beer



Local beer



Local beer



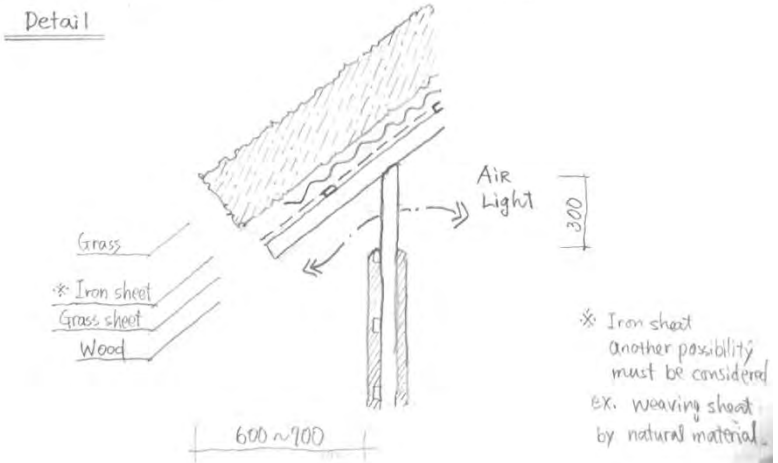
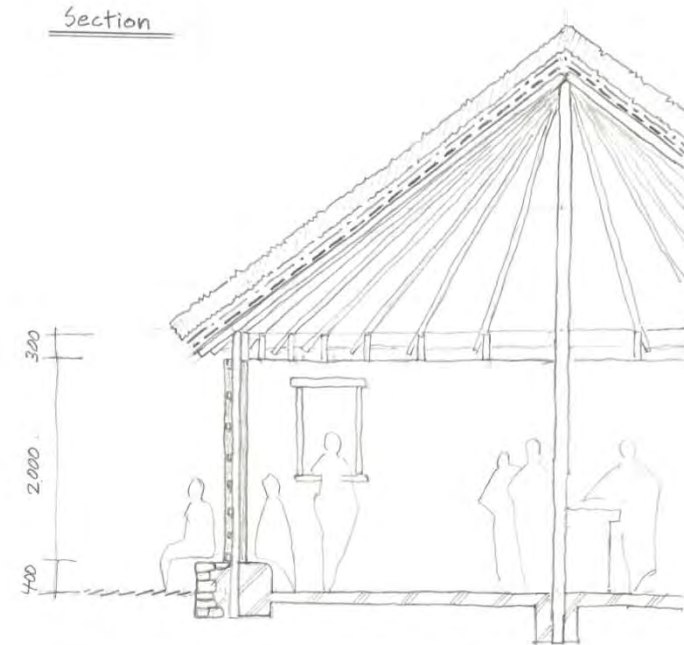
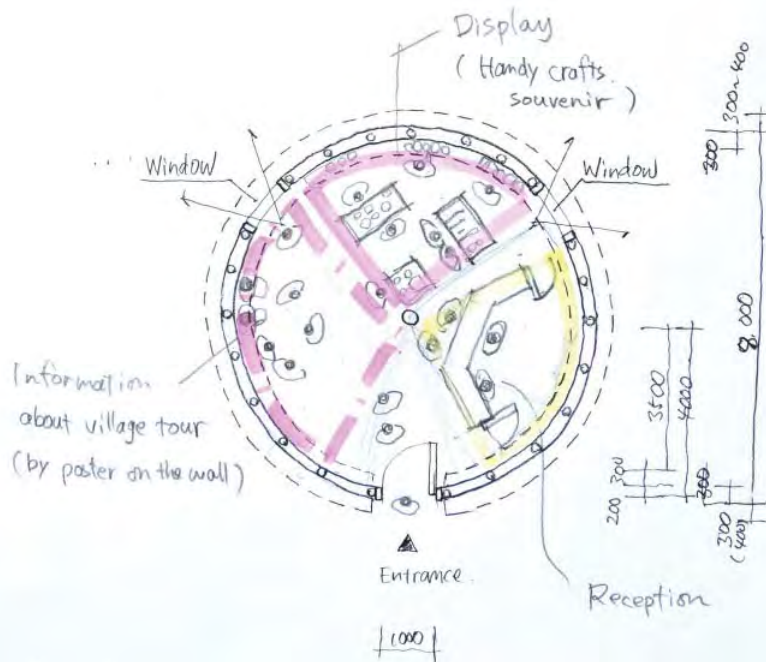
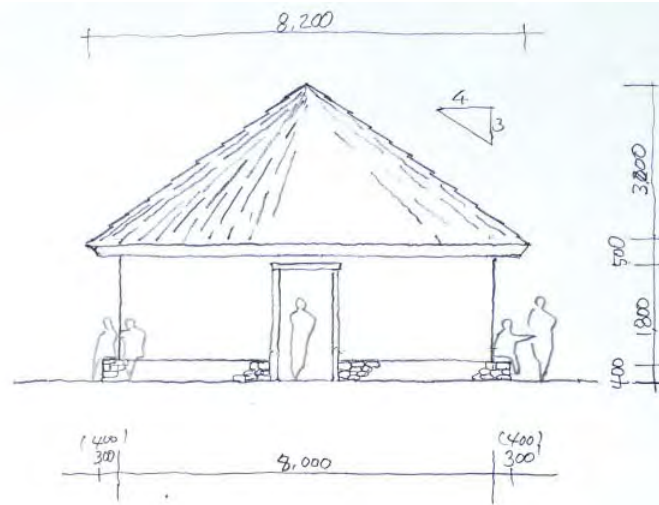
Village tour product

- The way of demonstration was improved according to advice which had been pointed by SIMCOT experts
- Core members have well understood the concept of village tour product

Satellite Center

- Satellite center is important facility for village tour, information, display of village life and administrative functions etc.
- Design of the Satellite center should be keep traditional style of village house
- Each community promise to contribute for building of the satellite center as much as possible, materials and voluntary works

Image of Satellite Center



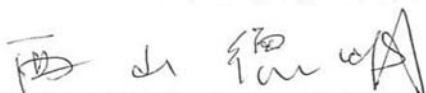
Contribution by community



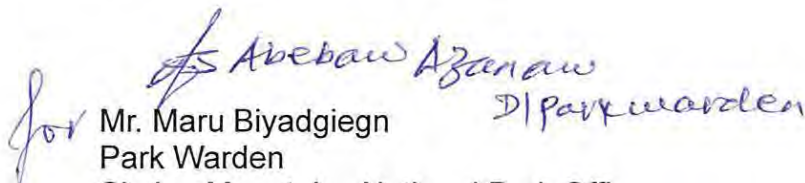
Minutes of Meeting
of
The Third Project Coordinating Committee (PCC) Meeting
for
The Project on Community Tourism Development through Public-Private
Partnership in Simien Mountains National Park and Surrounding Areas
(SIMCOT Project)

The relevant parties of the SIMCOT Project from Japanese and Ethiopian sides conducted the third meeting of the Project Coordinating Committee (PCC) in the SMNP Park Office meeting hall in Debarq on 26th November 2012. As a result of the meeting, both sides came to the understanding concerning the matters which are attached hereto.


- Attached Document: Discussion Summary
 - ANNEX 1: List of Attendants
 - ANNEX 2: Agenda of the meeting
 - ANNEX 3: Presentation "Ecomuseum as a community based tourism development"
 - ANNEX 4: Presentation "Global Importance of the Community Based Tourism (CBT)"
 - ANNEX 5: Presentation "Destination Marketing"
 - ANNEX 6: Presentation "Learnings from the Training on the Community Based Tourism in Japan"



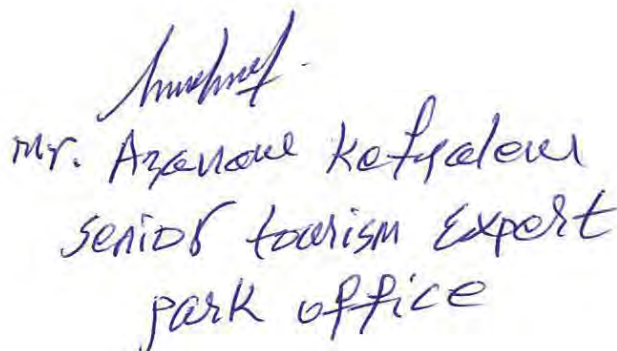
Dr. Noriaki NISHIYAMA
Chief Adviser
SIMCOT Project Team
Japan International Cooperation
Agency (JICA)



Mr. Maru Biyadgiegn
Park Warden
Simien Mountains National Park Office
Ethiopian Wildlife Conservation Authority
(EWCA)



Mr. Yerdaw Sisay
Debarq Woreda Culture and Tourism Office
Amhara National Regional State Bureau of
Culture, Tourism and Parks Development



Mr. Arsenaw Kefalew
Senior Tourism Expert
Park Office

**Attached Document
(Discussion Summary)**

1. Opening of Meeting

- Mr. Azanaw, the deputy chairperson of the Project Coordinating Committee (PCC), welcomed members of the PCC.

2. Presentation and Discussion

1) Ecomuseum as a community based tourism development

- Dr. Nishiyama explained the concept of ecomuseum with several Japanese examples.

2) SIMCOT-MDP

- Dr. Yaoita explained the outline of Simien Community Tourism Management and Development Plan.

3) Heritage of Bayeda

- Mr. Tasfaye introduced cultural resources of Bayeda including wall painting of and treasures of churches.

4) Global Importance of the Community Based Tourism (CBT)

- Professor Ishimori explained the global importance of the community based tourism.

5) Destination Marketing

- Mr. Ishiguro explained the concept of destination marketing.

6) Learnings from the Training on the Community Based Tourism in Japan

- Mr. Shimelis shared his experience from the training on the community based tourism in Japan.

7) Cost Sharing

- Dr. Yaoita explained the agreement between JICA and EWCA / ANRS-BCTPD of the record of discussion about cost sharing.

[Decisions]

- The budget to participate to PCC is not allocated to Woreda culture and tourism offices for this year. SIMCOT is not mentioned in the list of items of expense.

3. Closing of Meeting

- Mr. Azanaw made a conclusion remark and closed the meeting accordingly.

The bottom of the page features four handwritten signatures in blue ink. From left to right, they are: a signature that appears to be 'Mr. Azanaw', a signature that appears to be 'Dr. Yaoita', a signature that appears to be 'Mr. Shimelis', and a signature that appears to be 'Mr. Tasfaye'.

(ANNEX 1)
List of Attendants

Ethiopian Side

Name	Position
Shimelis Aklilu	Appointed Focal person of the Project
Tesfay Eshete	Head of Beyda Culture & Tourism Office
Mulugeta Dametie	Tourism Officer of Beyda Culture & Tourism Office
Azanaw Kefyalew	Tourism Officer of Debark Culture & Tourism Office
Sisay Mequaninte	Eco-tourism Junior Expert (Park Office)
Deseta Mulaw	Head of Village Product Working group
Abera Getachew	Head of Tour Operation Working Group
Alenehe Bayu	Head Of Telemit Culture & Tourism Office
Goitom Tsegay	Tourism Officer of Telemit Culture & Tourism Office
Mulu Fentie	For Head of Adiarkay Culture & Tourism Office

Japanese Side

Name	Position
Dr. Noriaki NISHIYAMA	Chief Adviser/ Expert on Tourism Development I, JICA Expert Team
Professor Shuzo ISHIMORI	Expert on Organizational Coordinating I, JICA Expert Team
Dr. Kiho YAOITA	Expert on Organizational Coordinating II, JICA Expert Team
Mr. Yusuke ISHIGURO	Expert on Marketing and Promotion II, JICA Expert Team
Ms. Satoko HARA	Expert on Marketing and Promotion III, JICA Expert Team
Ms. Minako Ito	Project Coordinator / Expert on Organizational Coordinating
Ms. Birtukan Mulat	Project Secretary
Ms. Tsigie Kumlachew	Project Secretary

西山 徳明

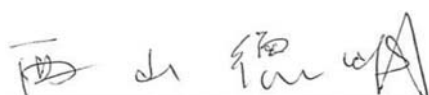
(ANNEX 2)

SIMCOT

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

The 3rd Project Coordinating Committee on November 26th, 2012 in Debarq

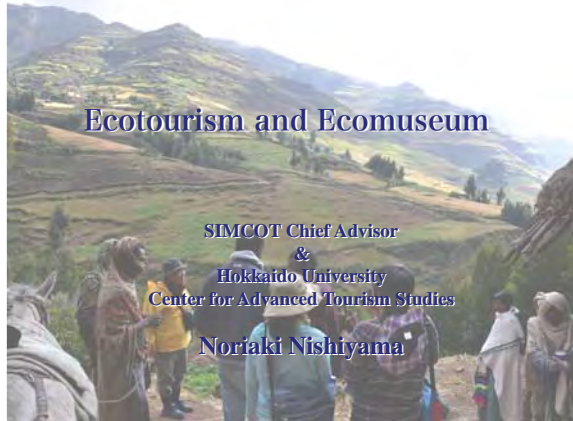
Topics	Person in Charge	Time
1. Opening of Meeting		09:00-09:15
1.1 Greetings	Chairperson	09:00-09:03
1.2 Member Introduction	Chairperson	09:03-09:09
1.3 Agenda of the Meeting	Chairperson	09:09-09:12
1.4 Calling for Another Agenda	Chairperson	09:12-09:15
2. Presentation		09:15-10:30
2.1 Ecomuseum as a community based tourism development	Prof. Noriaki Nishiyama	09:15-09:45
3.1 SIMCOT-MDP	Dr. Kiho Yaoita	09:45-10:00
3.2 Heritage of Bayeda	Mr. Tassfaye Eshetei	10:00-10:30
Tea Break		10:30-10:45
3.3 Global Importance of the Community Based Tourism (CBT)	Prof. Shuzo Ishimori	10:30-11:00
3.4 Destination Marketing	Mr. Yusuke Ishiguro	11:00-11:30
3.5 Learnings from the Training on the Community Based Tourism in Japan	Mr. Shimelis Akulilu	11:30-12:00
4. Any Other Business		12:00-12:10
4.1 Cost sharing	Dr. Kiho Yaoita	12:00-12:10
5. Closing of Meeting		12:10-12:20
5.1 Summary of Meeting	Vice Chairperson	12:10-12:15
5.2 Schedule of the 3rd Project Coordinating Committee	Chairperson	12:15-12:20











Ecotourism and Ecomuseum



Shift from the “avoid visitors” heritage preservation style to the “touch the heritage value” preservation style

Principle of Ecotourism



What is ecotourism?

Origin of ecotourism
 → **nature protection movement utilizing tourism**

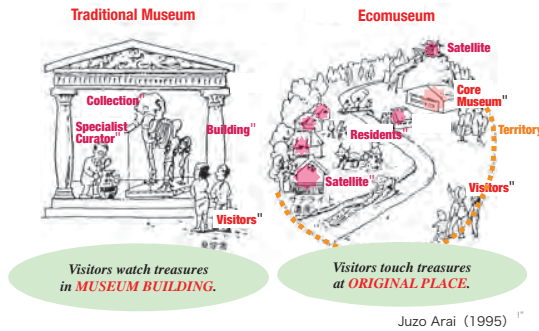
What the urban dwellers want in nature is
 → As wilder the nature would be, people are attracted, but simultaneously, it's fragile

Ecotourism do not protect the nature by putting up the fence, prohibiting the visitors to come in,
 → but allow the visitors to access the nature “with proper management” and let the visitors understand the biology and attractiveness of nature.

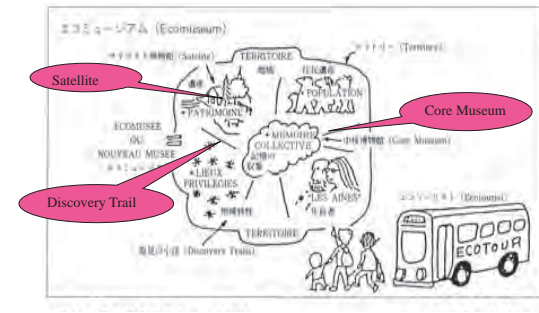
The visitors who understands deeply the value of nature through interpretation of eco tourism guide will:
 → recognize the importance of nature, and start assisting in protection and management by giving donation or volunteer

Ecotourism aims to expand the nature protection movement based on the experience and action like above in developed countries and urban area

What is Ecomuseum?
 Difference between Traditional museum and Ecomuseum

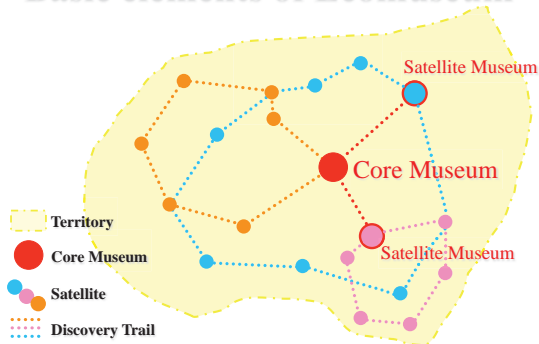


Basic elements of Ecomuseum



Ecomuseum preserves the ‘Originals’ at original place.

Basic elements of Ecomuseum



Concept of Ecomuseum

- It has ‘Territory’.
 → There are distinctive stories within the territory (cultural boundary).
- It has ‘Theme’.
 → Each theme is expressed by an easy-to-understand name.
- It preserves the ‘Originals’ at original place.
 → Ecomuseum preserves the relation between heritage and people in the territory
- It is a local community that pays a first visits there.
 → Residents, who inherit local culture, play a main role.

Advantage of Ecomuseum

- It can provide tourists with access to values of heritage by means of the integrated system with Core museum/ Satellites/ Discovery trails.
- More importantly, It can protect valuable heritage from exploitative tourism development and increasing tourists, by dividing heritage into two categories: one to be protected and another to be exhibited.
- Most importantly, tourists who got aware of real importance of heritage could cooperate and contribute to conservation.

Examples of Ecomuseum in Europe

Iron Bridge Gorge Museum (England)

: The Ecomuseum which made "iron" the basic theme

Iron Bridge Gorge Museum (England)



Iron Bridge Gorge Museum (England)



Iron Bridge Gorge Museum (England)



Iron Bridge Gorge Museum (England)



Iron Bridge Gorge Museum (England)



Iron Bridge Gorge Museum (England)



Iron Bridge Gorge Museum (England)



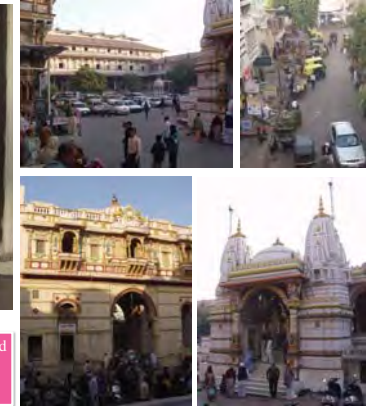
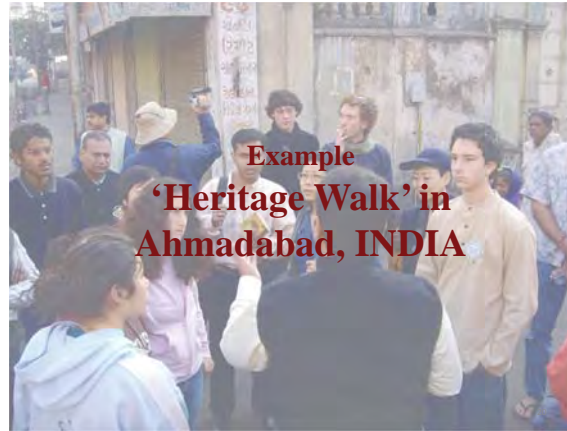
Iron Bridge Gorge Museum (England)



Iron Bridge Gorge Museum (England)



Example 'Heritage Walk' in Ahmadabad, INDIA



Ahmadabad is characterized by religious diversity with harmony

Heritage Walk



365 days/year

20 USD(13JD)
for 3 hours

Orientation to tourists
Tourists are provided
sufficient information
before starting walk.



Tourists can visit different
kind of religious sites.

Tourists can see
local daily lives



Local community accept/
welcome tourists



Heritage Walk
in Ahmadabad

Local community develops pride in its
own culture by seeing tourists enjoy it.

Heritage Walk How does it work?

Heritage Department



There is a strong
local initiative
and leadership.

Key Person
Mr. Debashish Nayak,
Architect & Urban
Planner



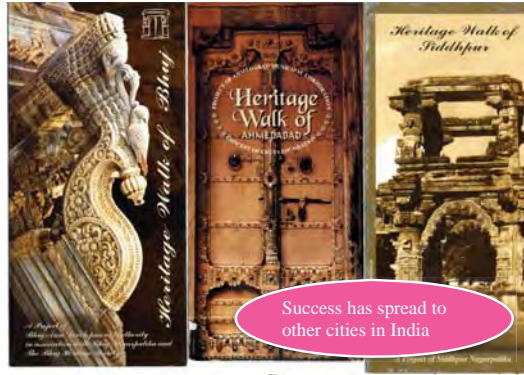
There was extensive and detailed surveys on local assets.

By NGO and local individuals, involving local community in the process.



28 Map showing 10,000 houses surveyed

Brochure of Heritage Walk



Bhuja

Ahmadabad

Siddhpur

Success has spread to other cities in India

Favorable Cycle

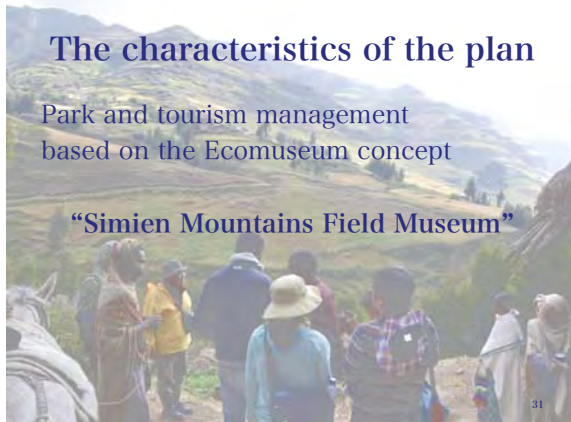
- The more local community learn about its own culture, and know tourists enjoy its culture,
- The more local community is proud of its culture and welcome tourist,
- The more tourists enjoy its culture.

It is sustainable!

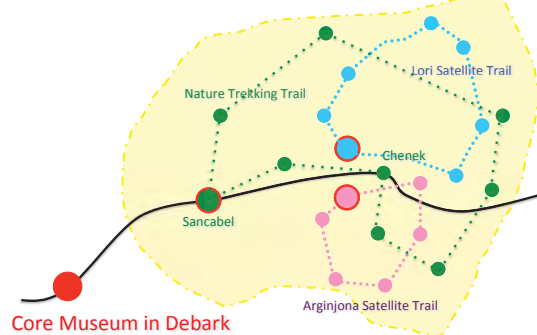
The characteristics of the plan

Park and tourism management based on the Ecomuseum concept

“Simien Mountains Field Museum”



Simien Mountains Field Museum (tentative)



Core Museum in Debarq

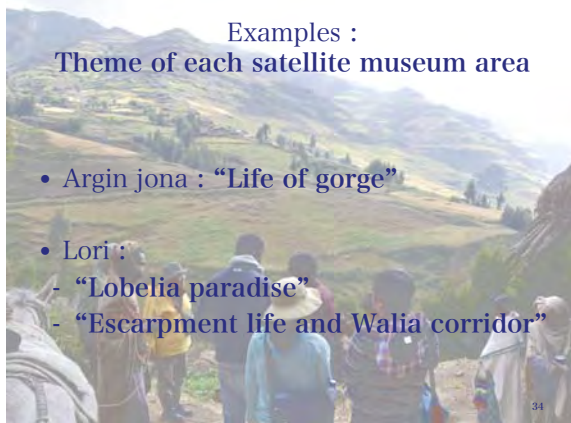
Name of the Ecomuseum (tentative)

- Simien Mountains Field Museum
- Talaku Simien Field Museum
- Talaku Simien Mesk Museum



Examples : Theme of each satellite museum area

- Argin jona : “Life of gorge”
- Lori :
 - “Lobelia paradise”
 - “Escarpment life and Walia corridor”



Living heritage in Southern Pacific : Levuka (Fiji)



Thank you very much!

ANNEX 4

Global Importance of Tourism in the Changing World

ISHIMORI Shuzo

Director and Professor

Center for Advanced Tourism Studies (CATS)

also

Professor at the Graduate Division of Tourism Innovation
Hokkaido University, Japan

1. Tourism Explosion

(1) Growth of International Tourists

(World)	(Japan)	(China)
1950 25 millions		
1960 69 millions	1964 ...0.1 millions	
1970 160 millions	1974 ...2.3 millions	
1980 288 millions	1984 ...4.6 millions	
1990 460 millions	1994 ...12.3 millions	1995 ... 5.6 millions
2000 688 millions	2000 ...17.4 millions	2000 ... 10.4 millions
2006 842 millions	2006 ...17.2 millions	2005 ... 30.2 millions
20101000 millions	2010 ...16.6 millions	2010 ... 60.6 millions
		2015...100.0 millions
20201560 millions		

(2) Tourism As Global Force = Tourism will Transform the World

- * Popularization of International Tourism in Asia
- * Construction of Mega-Airports in Asian Cities
- * Popularization of LCC (Low Cost Carrier)
- * Introduction of Super Airbus (A380) and Dream Liner (B787)

(3) Bipolarization of Tourism in the World

- * Low Cost Travel and Luxury Travel
- * LCC (Low Cost Carrier) will Transform the World
- * Number One LCC in the World is Lian Air
- * Number One LCC in Asia is Air Asia
 - Air Asia Japan (Air Asia + Japan Airline)
 - Jet Star Japan (Jet Star + All Nippon Airways)

(4) Importance of Tourism in the Developing Countries

(5) Importance of Tourism in the Developed Countries

2. Global Economic Importance of Tourism

- (1) Largest Industry in the 21st Century
- (2) Employment
- (3) National Income
- (4) Multiplier Effect
- (5) Economic Development
- (6) Tourism Impact on Local Economy

3. Impacts of International Tourism

- (1) Tourism Kills Tourism
- (2) Negative Impacts
 - * Destruction and Pollution of Natural Environment
 - * Deterioration of Traditional Life
 - * Disparities in Employment and Income
 - * Increase of Crime
 - * Increase of Prostitution
- (3) Neo-Colonialism
 - * Colonization by Economic Power of Foreign Enterprises
 - * Drain of Profits into Foreign Countries

4. Importance of Endogenous Tourism Development

- (1) Concept of Exogenous Development
 - * Foreign Investment Develop a Country
 - * External Investment Develop an Area
 - * Exogenous Development Often Obstruct Desirable Local Development
- (2) Concept of Endogenous Development
 - * Internal Enterprise Develop an Area
- (3) Exogenous Tourism Development
 - * Investment for Tourism Development by Foreign Companies
 - * Foreign Managers and Domestic Blue Laborer
 - * Neo-Colonialism
- (4) Endogenous Tourism Development
 - * Wise Use of Local Resources by Local People
 - * Importance and Unimportance of Travel Agent
 - * Importance and Unimportance of Packaged Tours
 - * Effects of Internet Revolution
 - * Effects of Low Cost Carriers

5. Importance of Responsible Tourism

- (1) Maximizes Positive Impacts
- (2) Minimizes Negative Economic, Environmental, and Social Impacts
- (3) Generates Greater Economic Benefits for Local People
- (4) Enhances the Well-being of Host Communities
- (5) Involves Local People in Decisions that Affect their Lives and Life Chances
- (6) Contributes to the Conservation of Natural and Cultural Heritages
- (7) Contributes to the Maintenance of the World' s Diversity
- (8) Provides more Enjoyable Experiences for Tourists through more Meaningful Connections with Local People
- (9) Provides Greater Understanding of Local Cultural, Social and Environmental Issues

6. Importance of the Community Tourism

- (1) Community Tourism
 - *Form of Community Development
 - *Form of Endogenous Tourism Development
 - *Form of Responsible Tourism
 - *Form of Tourism which Compatible with Trends of Global Tourism
- (2) Participation of Local People
 - *Wise Collaboration of the People of the Community
 - *Leadership + Philosophy
 - *Sense of Balance: Protection(Conservation) and Development
 - *Profit Making and Profit Sharing
- (3) Wise Use of Local Resources
 - *Wise Use of Fauna and Flora in an Area
 - *Conservation of Natural Resources and Cultural Landscape
 - *Implementation of Controlled Tourism in an Area
 - *Carrying Capacity should be Considered in the Community Tourism Project
- (4) Necessity for Destination Management and Destination Marketing
 - *Necessity of Training for Professionals
- (5) Governmental Assurances for a Community Tourism Projects
 - *Importance of PPP (Public-Private Partnership)
- (6) Raising Money for the Project
 - *Significance of Microfinance (Grameen Bank)
 - *Professor Muhammad Yunus (2006 Nobel Peace Prize Winner)
- (7) Good Use of International Cooperation
 - *Compatible with Global Standards(Biodiversity, Cultural Diversity etc)

7. Importance of Biodiversity and Cultural Diversity

- (1) Convention for the World Heritage (UNESCO 1972)
- (2) Convention for Biodiversity (Rio Summit 1992)
- (3) Convention for the Safeguarding of the Intangible Cultural Heritage (2003)
- (4) Convention for Cultural Diversity (UNESCO 2005)
- (5) Importance of Biodiversity and Cultural Diversity in Africa
 - *Community Tourism Contributing to Biodiversity and Cultural Diversity
- (6) Pride of Ethiopia
 - *Nine World Heritage Sites
 - *Admirable Results of Biodiversity and Cultural Diversity in Ethiopia
 - *Endangered Heritage = Simien Mountains National Park
 - *Save Simien + Experience Simien through Community Tourism Development
 - *SIMCOT (Japan International Cooperation Agency Project on Community Tourism Development through Public-Private Partnership in Simien Mountains National Park and Surrounding Areas)
 - *Collaboration of SIMCOT with Tourism Management Group, Univ. of Gondar

8. Future of Africa in Globalizing World

- (1) Multipolarization G8 → G20 → G0 Nopolarization
 - *G8=USA, UK, France, Italy, German, EU, Canada, Japan
 - *G20 = G8 + Russia, China, Korea, India, Indonesia, Turkey, Saudi Arabia, South Africa, Brazil, Argentine, Mexico, Australia
 - *G0=No Super-Powers
 - *Potentials of MENA (Middle East + North Africa) = Saudi Arabia, UAE, Kuwait, Qatar, Oman, Bahrain, Turkey, Israel, Jordan, Egypt, Morocco
- (2) Transition of Global Super Powers
 - *19th Century = Age of Empires (especially UK)
 - *20th Century = Age of USA
 - *21th Century = Age of Asia (especially China) and Africa
- (3) Potential of Growth of Tourism in Africa
 - *1980 : Europe 70%, America 20%, Asia 8%, Africa 2%
 - *2000 : Europe 60%, America 20%, Asia 18%, Africa 2%
 - *2010 : Europe 50%, America 22%, Asia 25%, Africa 3%
 - *2030 : Europe 35%, America 25%, Asia 34%, Africa 6%
- (4) Problems of Pro-Poor Tourism in Africa
 - *Contribution to Poverty Elimination and Pro-Poor Growth
 - *Generates Net Benefits for the Poor
 - *Unlock Opportunities (Economic Gain, Other Livelihood Benefits, Engagement in Decision-making) for the Poor

ANNEX 5

SIMCOT-PCC 26th Nov. 2012

Destination Marketing –to be a more attractive destination

By Yusuke Ishiguro, JICA SIMCOT marketing expert

■ Common mistakes

- ✓ National parks exist for only conservation of natural resources.
- ✓ Promotion is the most important for tourism development.

■ Definition of “Marketing” in tourism

- ✓ Marketing is the science and art of exploring, creating, and delivering value to satisfy the needs of a target market at a profit. –by *Philip Kotler*
- ✓ Marketing in tourism
 1. Tourism marketing; Marketing for tourism industry
 2. Destination marketing; Marketing for destination
- ✓ 2 key concepts for destination marketing
 1. Understanding clients
 2. Understanding destination itself

■ Destination marketing process

1. Concept
 - Building vision and objective as a destination
 - Deciding how the destination should be
2. Analysis
 - Collecting data to understand clients
 - Building strategy by understanding destination itself.
3. STP
 - Segmentation- grouping clients by their characteristics
 - Targeting- finding the people who can have the demand
 - Positioning- understanding competitors
4. 4P
 - Product, Price, Place and Promotion
 - Understanding 4P for tourism
5. Evaluation
 - Importance of quantitative analysis on marketing
 - Cost-efficient activity on a basis of return on investment

■ Tourist and market trend

- ✓ Tourists will be more sophisticated in their destination choice behavior.
- ✓ Competition between destinations will be more intense.

What's marketing?

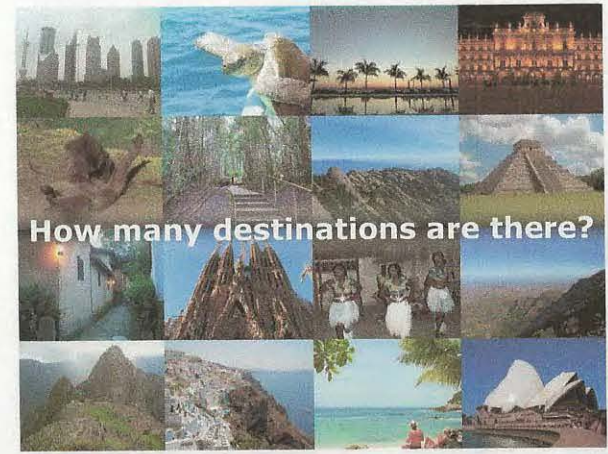
"Marketing is the science and art of exploring, creating, and delivering value to satisfy the needs of a target market at a profit."



Philip Kotler

Marketing

is more important..



How many destinations are there?

The promotion cost is limited



Can you attract tourists by doing this?



Common Mistakes

" The lack of promotion is the most serious problem for tourism development "

All types of visitors are welcome?



Common Mistakes

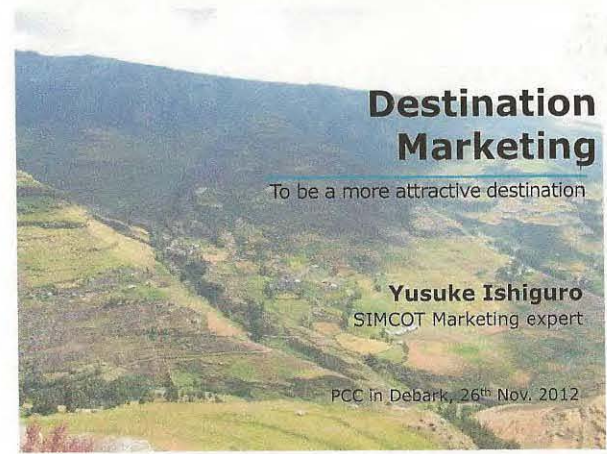
" National parks do NOT need marketing..."

Destination Marketing

To be a more attractive destination

Yusuke Ishiguro
SIMCOT Marketing expert

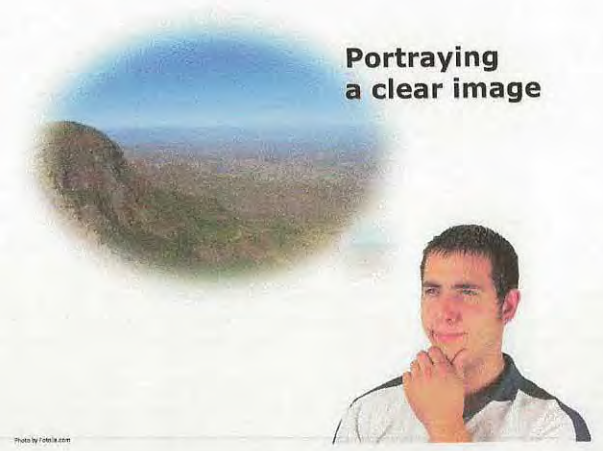
PCC in Debark, 26th Nov. 2012



Analysis



Where is your goal?



Portraying a clear image

Concept



Destination Marketing Process



Destination marketing

"How you create and maintain the demand by understanding your clients and yourself..."

What attracts tourists?



Who are the tourists?



Marketing for tourism

- **Tourism marketing**
Creating and maintaining the demand to travel **somewhere**, based on the **origin**.
- **Destination marketing**
Creating and maintaining the demand to visit a **specific** place, based on the **destination**.



to get more trekkers from UK
Who are the competitors?



Segmentation
Targeting
Positioning



Deciding which groups to target



Photo by Fotolia.com

Grouping by characteristics

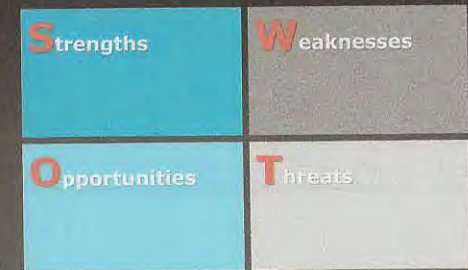


Photo by Fotolia.com

6 basic strategies

- 1) On-look - Price war
- 2) Withdraw - policy change
- 3) Improve - investment
- 4) Defend - differentiation
- 5) Attack - expansion
- 6) Inter-regional partnership

SWOT Analysis



Information about..

- 1) Demographics
- 2) Lifestyle
- 3) Life-stage
- 4) Psychographics
- 5) Purchase patterns
- 6) Satisfaction & Repeat purchase intention



Age & Residence: 65, USA, California
Occupation: Runs real estate agent,
Annual income: \$ 1,000,000
Hobbies: Golf, tropical fish
Travel frequency: every 3 month
Next destination: Dubai

Mr. & Mrs. Smith

Academic career: LL.D. Harvard
Family: Husband, 2 sons (30 & 34, both married)
Travel type: Prefers travelling with friends
Satisfaction: Unsatisfied

Photo by Fotolia.com

Understanding everything about your clients...



Photo by Fotolia.com

Evaluation



What is **P**roduct for tourism?

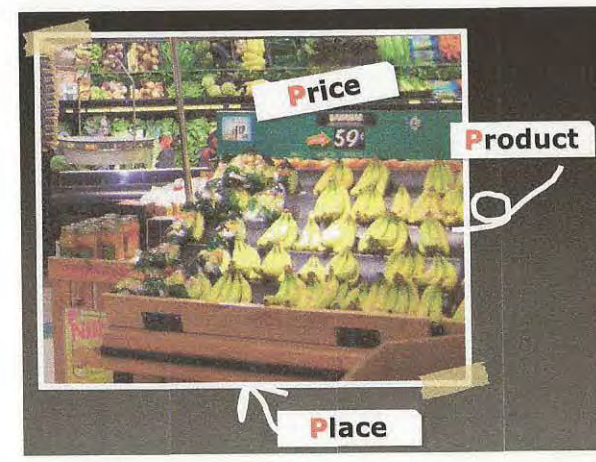


Product?

Photo by iStock.com



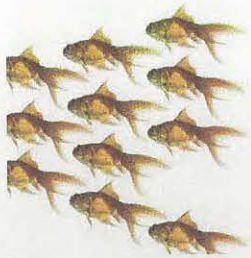
Photo by iStock.com



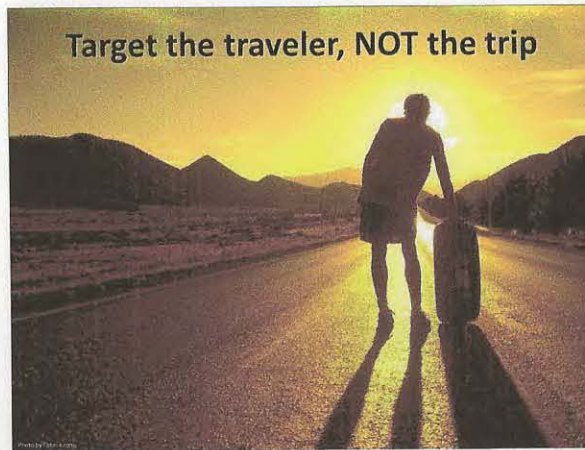
Marketing mix (4**P**)



What makes you different?



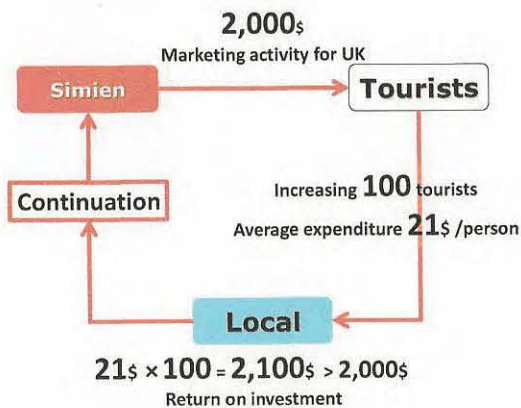
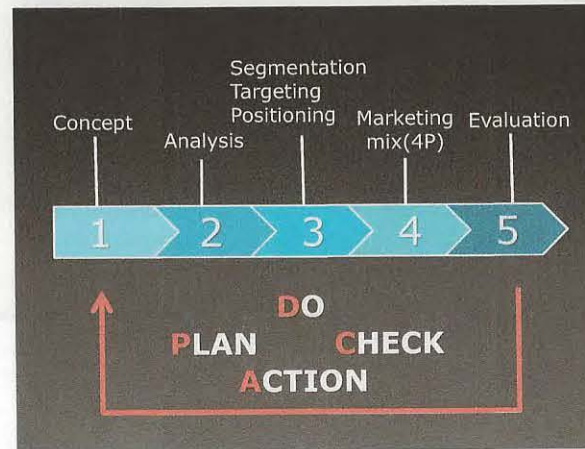
Without a big difference, they will choose in price alone.



Target the traveler, NOT the trip

Tourists will be...
more sophisticated in their destination choice behavior.
 Competition between destinations will be...
more intense.

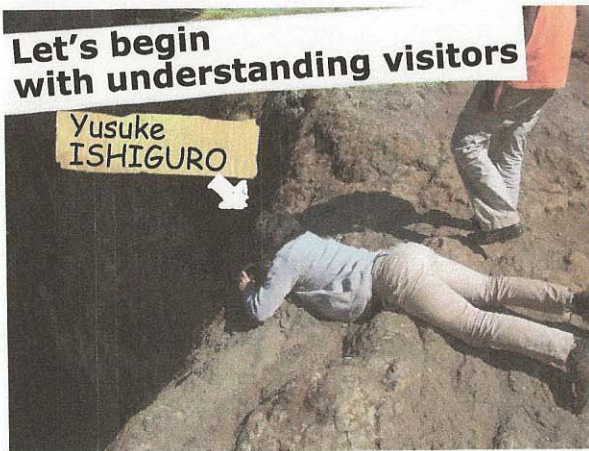
Tourists get **more** information than before, **more rapidly**, and **more differently.**



Promoting to all groups would be perfect, but
your budget is limited.

Let's begin
with understanding visitors

Yusuke
ISHIGURO



Find the people who really want what
YOU have to offer

Training & Experiences on Sustainable
Tourism Development in African Countries
(CBTP) (Aug,6-Sep 29)
Training organizer: JICA Ethiopia-SIMCOT Project
By: Shimelis Aklilu
N/G/Z/C&T Department
Tourism Development & Promotion officer



Training Features

- ▶ **Diversified**—Experiences were shared between trainees from Ethiopia, Zimbabwe, Sudan, Bolivia & Peru.



Cont...

- ▶ **Site visits**—Natural and Cultural resources. E.g. Yamaguchi Prefecture
- ▶ **Home visit** —of Agriculturalist & Fishers
- ▶ **Practical exposure**— e.g. we made SWOT of Tanomosan cultural festival and suggest solutions
- ▶ **Participatory**—e.g. International tourism promotion forum in Tokyo
- ▶ **Group work & presentation**



Training support

- ▶ **Lecture & Presentation**—by trainers & trainees
- ▶ **Modules**
- ▶ **CD**
- ▶ **Educational trip**
- ▶ **Workshop**
- ▶ **Internet**



Major Topics of the training

- ▶ Sustainable tourism development
- ▶ Tourism development & regional promotion
- ▶ Community based tourism
- ▶ Eco-tourism—Nature conservation; similar to SMNP
- ▶ Project management
- ▶ Case study on CBT around the world
Example— A case of SMNP

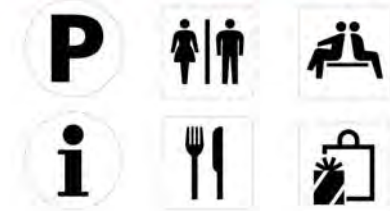


Practical sessions

- ▶ **Roadside station**—
✗ road side facility – around 1,000 in Japan
- ✗ provide services for those bypassing the areas
- ✗ Parking, toilet, resting place, information, restaurant & gift shop
- ✗ Fresh products for consumers and market for suppliers



秋
Definition of a Roadside Station(qualifications)
Installation standard as a roadside facility: the Ministry of Land, Infrastructure and Transportation





Community Revitalization Preacher / Advisor for the Creation of Regional Power: Sakana Nakazawa

Eco-museum-

- ◆ Attractions are developed & visited at the original place
- ◆ open air
- ◆ with a defined territory
- ◆ people who inherit a local culture play a main role
- ✓ NPOs
- ✓ Chounaikai



Slow tourism-

- Tourists stay in rural communities to experience farming, forestry or fishing, and the lifestyle of the local residents, while enjoying the **slow life** of the area through food, nature, history and cultures they interact with the people living in the area
- Yamaguchi prefecture



New tourism product development e.g. Farm lands, Fishery spots, forestry...



Good heritage conservation—a museum town



Cont...

Preservation and Utilization of Townscape (Hagi City)

- ◆ Machiju Museum
 - Portray the whole town as a museum
 - Structures of 19th century



Cont...



Great value to intangible cultural heritage – festivals



Product diversification–same product with different brands

Cultural products



Effective resource utilization



Last but not least is

► **Best marketing and promotion**

Example–Role of local Radio and media for promoting domestic tourism in Japan.

- Public figures (community leaders)
- Branding local products
- Website
- _ exhibition...

Most importantly

► **Action Plan**

Practical

Planning is equally important to implementing it

It needs involvement & follow-up through out the life of the planned activity

WOUNNAYIA COMMUNITY BASED TOURISM

Duration: Oct 2012– Sep 2013

**Name: Shimelis Aklilu
Country:ETHIOPIA**

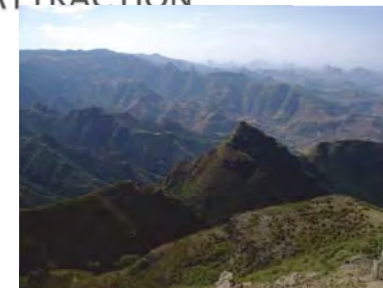
COUNTRY AND REGIONAL MAPS



Tourism Resources

- contains a variety of natural resource with diverse composition of flora and fauna.
 - ✓ It has 66 types of plant species and 16 kinds of wild animals
 - Natural attraction sites coupled with spectacular and scenic landscapes
- LOCAL RESIDENTS**
- The local people whose engaged in Agriculture
 - The total population is about 5700

WANNAYIA UNIQUE ATTRACTION



(2) Background

Format

- ▶ **Site Information;**
- ▶ Wunnania is located about 22km from Gondar Town to the main road of SMNP, and found in Lay Armacheho District.
- ▶ It takes about 20 minute walking distance from the main road to west.
- ▶ situated at 120 45'02.8" N latitude and 370 30'43.8" E longitudes..
- ▶ It found between two world heritage sites.

Stake Holders

- Local community
- Amhara Region Culture, Tourism & Park Development Bureau
- District culture and Tourism office
- District and Kebele Administrative
- University of Gonder
- Jica Project (SIMCOT project)
- Sustainable Recourses Management Program
- Regional and Local media

Issue

- What is your issue?
- ▶ The Local community is not yet benefited from Tourism
- Whose issue is it?
- ▶ Local Communities
- What are those causes?
- ▶ Eco-tourism Association is not established
- ▶ Local communities are not aware on the value of tourism
- Why do you choose that particular issue?
- ▶ Even if the community have full of natural recourses, they can not organize and benefited from Tourism

Final Goal

- Restored the natural environment in its original form and increasing the living standard of the Local Lommunity

Project Objective

- ◆ What will be accomplished after implementing your Action Plan?
- ▶ Created Strong and organized eco tourism association

Briefly state how can you solve the issue?

- Even if the site is full of natural resources, the local community in the area are not receiving any thing from the resources. It needs to conserve the area and benefit the community through;
- ✓ Establishing Eco-tourism association
- ✓ Giving training and awareness creation to the local community
- ✓ Transferring knowledge on the idea of 'one community one tourism'

Which lecture, work shop, or any other class activities inspire you to form such solution?

- 2-1, (Sustainable Tourism Development), Pr, Toda
- 2-2-1 (Tourism Dev't & Regional Dev't), Hedion Saito
- 2-2-2, (Tourism Dev't & Regional promotion II), Pr, Saito
- 2-4-1, (Tourism promotion in Hiroshima prefecture),

Cont.....

- 3-3-2-2,, Slow Tourism (Green Tourism), yamaguchi prefecture
- 3-3-1, ('Eco-tourism' in Akiyoshi-dia, yamaguchi)
- 3-2-1, Eco-tourism(Nature conservation and Tourism Dev't), Kanaizuke
- 3-1-2, (Case study on CBT around the world), Pr, Yoita

Outputs

1. Output 1: Having Eco-Tourism Association
2. Output 2: 'One community, One tourism'
3. Output 3: Providing Quality service

Output 1 and its Activities:

- Output 1: Having Eco-tourism Association
- ◆ Activities:
 - 1, Awareness creation
 - 2, Establishing different association(Guide, Cook, Souvenir product) based on their interest
 - 3, Forming a committee from each group
 - 4, Giving different training for each association

Output 1 and its Activities:

- 5, Experience sharing to other developed sites
- 6, Evaluation

Output 2 and its Activities:

- Output 2: 'One Community One Tourism'
- ◆ Activities:
 1. Giving awareness creation about tourism resources and conservation system
 2. organizing meeting program on protecting wild animals
 3. Experience sharing to protected area

Output 3 and its Activities:

- Output 3: Providing Quality service
- ◆ Activities:
 - 1, Creating awareness how to handle tourists
 - 2, Giving training how to handle clients
 - 3, providing training about sustainable tourism

Your own roles in the project

- What roles do you play in the project?
- Preparing proposal for funding
- Designing Action plan for different activities
- Giving Awareness creation and training for the local community
- Arranging meetings

Cont.....

- Inviting Professionals and stakeholders, for workshop and training
- Inviting Tour and Travel agencies
- facilitating workshops and trainings
- Monitoring and evaluation of the activities

Budgetary Plan

No	ACTIVITIES	REQUIRE D BUDJET	BUDJET SOURCE
1	Awareness creation for local community	10,000	DCTO
2	Training for Eco-tourism Association	12,000	DCTO,NGCTD,SRMP
3	Workshop through inviting professionals and stakeholders	10,000	SRMP
4	Experience sharing of selected members from Eco-tourism to SMNP	10,000	SIMCOT,SRMP
7	Equipment for Eco-tourism association	50,000	SRMP,BUCTPD
8	Running Cost	5,000	All sectors
	Total	97,000	

DCTO: District Culture & Tourism office
 NGCTD North Gondar Zone Culture & Tourism Department
 SRMP Sustainable Resource Management Program
 SIMCOT (JICA) Semain Community Tourism
 University of Gondar
 BUCTPD Amhara Region Culture, Tourism and Park Development Bureau

Anticipated Inhibitors

- Financial Constraint
- The community may not easily accepted CBD
- The Department may focus on Annuals & Strategic plan
- The Stakeholders may not have time to participate based on our plan
- Professionals from university may not support on the desired plan due to many tasks

Time-schedule

Duration: e.g. From October 2012 to September 2013

NO	Output & Activities	oct	Nov	Dec	Jan	Fe	Ma	Ap	M	Jun	Jul	Aug	Sep
1	Output 1 Activity1	X											
2	" Activity 2		X										
3	" Activity 3			X									
4	" Activity 4				X	X							
5	" Activity 5						X						
6	" Activity 6						X						
7	Output 2 Activity 1							X					
8	" Activity 2								X				
9	" Activity 3						X						
10	" Activity 4								X				
11	Output 3 Activity 1									X			
12	" Activity 2										X		
13	" Activity 3											X	
14	" Activity 4												X



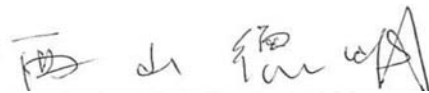
cont.....

- AMESEGENALEHU !!
- ARIGATO GOZAIMASU !!!
- THANK YOU !!!

Minutes of Meeting
of
The Fourth Project Coordinating Committee (PCC) Meeting
for
The Project on Community Tourism Development through Public-Private
Partnership in Simien Mountains National Park and Surrounding Areas
(SIMCOT Project)

The relevant parties of the SIMCOT Project from Japanese and Ethiopian sides conducted the fourth meeting of the Project Coordinating Committee (PCC) in the SMNP Park Office meeting hall in Debarq on 7th of February 2013. As a result of the meeting, both sides came to the understanding concerning the matters which are attached hereto.


- Attached Document: Discussion Summary
 - ANNEX 1: List of Attendants
 - ANNEX 2: Agenda of the meeting
 - ANNEX 3: Presentation "Simien Mountains Field Museum"
 - ANNEX 4: Cultural and Natural Resources of 5 woredas, Wunania and Kosoye
 - ANNEX 5: Themes of 5 woredas, Wunania and Kosoye




Dr. Noriaki NISHIYAMA
Chief Adviser
SIMCOT Project Team
Japan International Cooperation
Agency (JICA)



Mr. Abebaw Azanaw
Deputy Park Warden
Simien Mountains National Park Office
Ethiopian Wildlife Conservation Authority
(EWCA)



Mr. Yerdaw Sisay
Debarq Woreda Culture and Tourism Office
Amhara National Regional State Bureau of
Culture, Tourism and Parks Development



Mr. Arsenaw Kefyalew
Senior tourism expert
Park office

Attached Document (Discussion Summary)

1. Opening of Meeting

Mr. Azanaw, the deputy chairperson of the Project Coordinating Committee (PCC), welcomed members of the PCC.

2. Speech from the Chief Advisor

Professor Nishiyama, the chief advisor of the project gave an opening speech. He explained that the project was going to prepare Simien Community Tourism Management and Development Plan (draft) any time soon and requested participants to join to the development process to the plan.

3. Presentation and Discussion

1) Tangible and Intangible Heritage of Telemt

Mr. Aleneh introduced the heritage in Telemt using photos and video.

2) Simien Mountains Field Museum

Dr. Kiho explained the concept of Simien Mountains Field Museum. (Refer to ANNEX 3)

3) Discussion on Uniqueness of Heritages in Different Woredas

All the participants from Ethiopian side joined to the brain storming session to list cultural and natural resources as well as themes of five woredas, Wunania and Kosoye. (Refer to ANNEX 4, 5)

4) Working Group (WG) Activities

- Mr. Agunch, the delegated head of Tour Operation Workign Group, explained the contents of the guide training provided by the project. He also explained how it was useful and expressed his deep feeling of appreciation to the training and the project.
- Mr. Habtam, the head of Hotel, Retaurant and Lodge Working Group, explained the contents of the cook training and hotel and restaurant workers' trainig provided by the project. He also explained how it was useful and expressed his deep feeling of appreciation to the training and the project.
- Ms. Deseta explained the progress of village product development.

5) Cost Sharing

- Dr. Yaoita explained the agreement between JICA and EUCA / ANRS-BCTPD of the record of discussion about cost sharing and asked participants to secure their budget for the next year.

4. Closing of Meeting

Mr. Azanaw made a conclusion remark and closed the meeting accordingly.



(ANNEX 1)
List of Attendants

Ethiopian Side

Name	Position	Section
Shimlis Akililu	Officer	North Gondar Zone Culture & Tourism Office
Mulugeta Dametie	Officer	Bayeda Culture & Tourism Office
Yenesew Alene	UOG	Delegated Person By Tourism Department of UOG
Aleneh Bayu	Head	Telemt Culture & tourism Office
Goitom Tsegaye	Officer	Telemt Culture & tourism Office
Deseta Mulaw	Head	Head of Village Product W.G
Yerdaw Sisay	Head	Debark Culture & Tourism Office
Tamen Aduye	Officer	Debark Culture & Tourism Office
Mulu Fentie	Head	Adiarkay Culture & Tourism Office
Abebaw Azanaw	Head	Park Office
Azanaw Kefyalew	Officer	Park Office
Agunch Ayeligne	For Head	Delegated by Tour Operation W.G Head
Kassie Berihune	Head	Gondar Culture & Tourism Department
Habtamu Mekonene	Head	Head of Hotel Restaurant & Lodge W.G
Tesefaye Eshetie	Head	Beyeda Culture & Tourism Office

Japanese Side

Name	Position
Dr. Noriaki NISHIYAMA	Chief Adviser/ Expert on Tourism Development I, JICA Expert Team
Mr. Shingo SATO	Expert on Tourism Development II, JICA Expert Team
Dr. Kiho YAOITA	Expert on Organizational Coordinating II, JICA Expert Team
Ms. Minako ITO	Project Coordinator / Expert on Organizational Coordinating
Ms. Birtukan Mulat	Project Secretary
Ms. Tsigie Kumlachew	Project Secretary



(ANNEX 2)

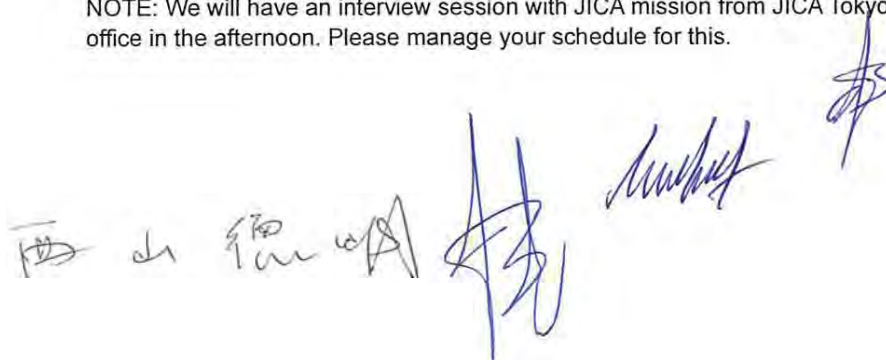
SIMCOT

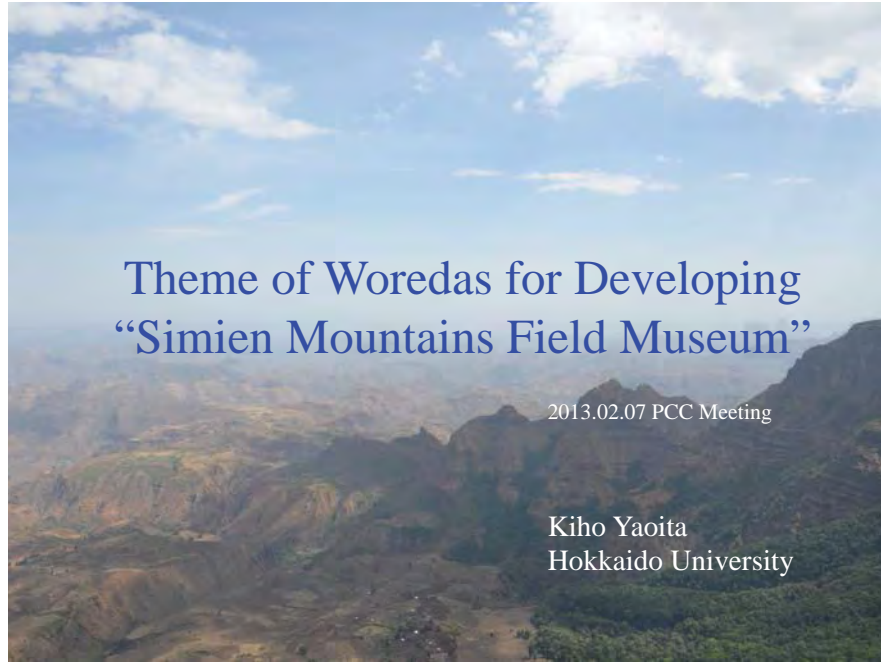
JICA Project on Community Tourism Development through Public-Private Partnership in Simien Mountains National Park and Surrounding Areas

The 4th Project Coordinating Committee on January 7th, 2013 in Debarq

Topics	Person in Charge	Time
1. Opening of Meeting		09:00-09:30
1.1 Greetings	Chairperson	09:00-09:05
1.2 Member Introduction	Chairperson	09:05-09:10
1.3 Agenda of the Meeting	Chairperson	09:10-09:15
1.4 Calling for Another Agenda	Chairperson	09:15-09:20
1.5 Speech from the Chief Advisor	Chief Advisor	09:20-09:30
2. Presentation and Discussion		09:30-10:45
2.1 Tangible and Intangible Heritage of Telemt	Mr. Alenehe Bayu	09:30-10:00
2.2 Simien Mountains Field Museum	Dr. Kiho Yaoita	10:00-10:15
2.3 Discussion on Uniqueness of Heritages in Different Woredas	Chairperson	10:15-10:45
Tea Break		10:45-11:15
2.4 WG activities		
- TOWG	Mr. Abera Getachew	10:45-10:55
- HRWG	Mr. Habtamu Mkonene	10:55-11:05
- Argin Jona village product development	TBD	11:05-11:15
3. Any Other Business		11:15-11:30
3.1 Cost sharing	Dr. Kiho Yaoita	11:15-11:30
4. Closing of Meeting		11:30-11:45
4.1 Summary of Meeting	Vice Chairperson	11:30-11:40
4.2 Schedule of the next Project Coordinating Committee	Chairperson	11:40-11:45

NOTE: We will have an interview session with JICA mission from JICA Tokyo main office in the afternoon. Please manage your schedule for this.





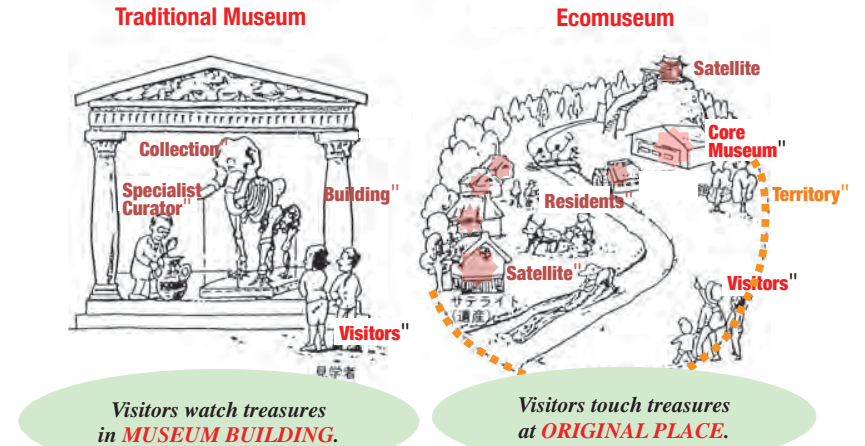
Theme of Woredas for Developing “Simien Mountains Field Museum”

2013.02.07 PCC Meeting

Kiho Yaoita
Hokkaido University

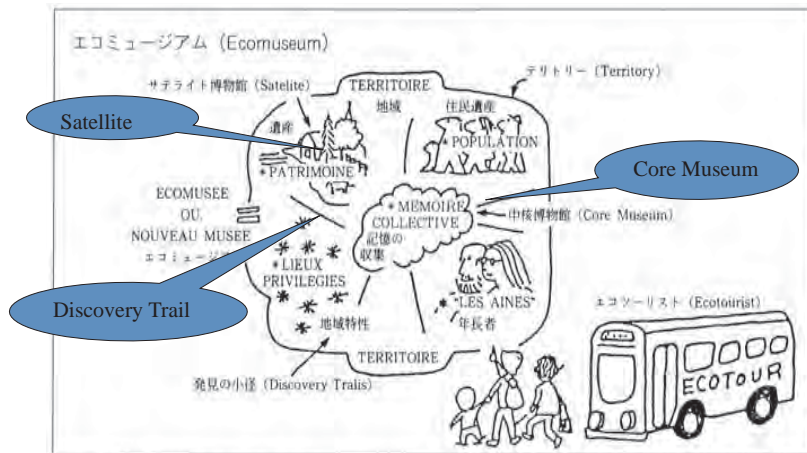
What is Ecomuseum?

Difference between Traditional museum and Ecomuseum



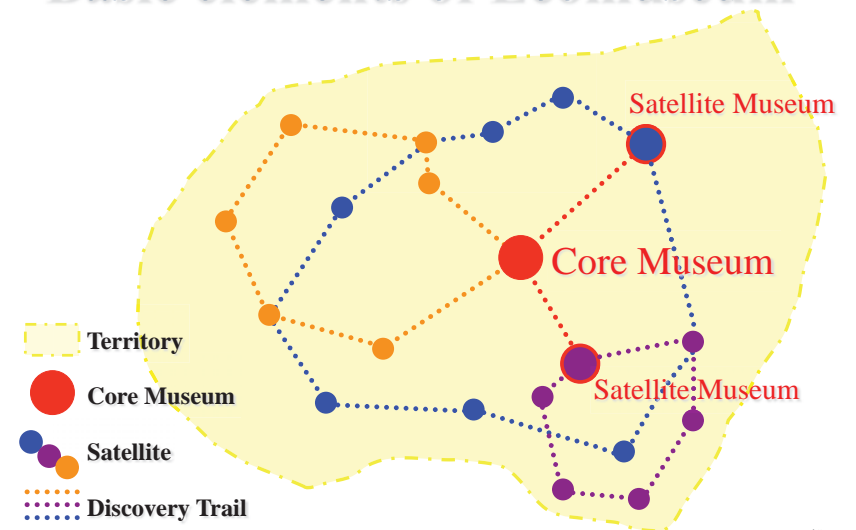
Juzo Arai (1995) ¹⁾

Basic elements of Ecomuseum



Ecomuseum preserves the 'Originals' at original place.

Basic elements of Ecomuseum



Concept of Ecomuseum

- It has 'Territory'.
→ There are distinctive stories within the territory (cultural boundary).
- It has 'Theme'.
→ Each theme is expressed by an easy-to-understand name.
- It preserves the 'Originals' at original place.
→ Ecomuseum preserves the relation between heritage and people in the territory
- It is a local community that pays a first visits there.
→ Residents, who inherit local culture, play a main role.

5

Advantage of Ecomuseum

- It can provide tourists with access to values of heritage by means of the integrated system with Core museum/ Satellites/ Discovery trails.
- More importantly, It can protect valuable heritage from exploitative tourism development and increasing tourists, by dividing heritage into two categories: one to be protected and another to be exhibited.
- Most importantly, tourists who got aware of real importance of heritage could cooperate and contribute to conservation.

6



Now, What about Simien?



Name of the Ecomuseum (tentative)

- Simien Mountains Field Museum
- Talaku Simien Field Museum
- Talaku Simien Mesk Museum

8

Heritage in Simien

1. Natural Heritage

2. Cultural Heritage

- Village culture
- Historic buildings / Religious Sites



Natural Heritage

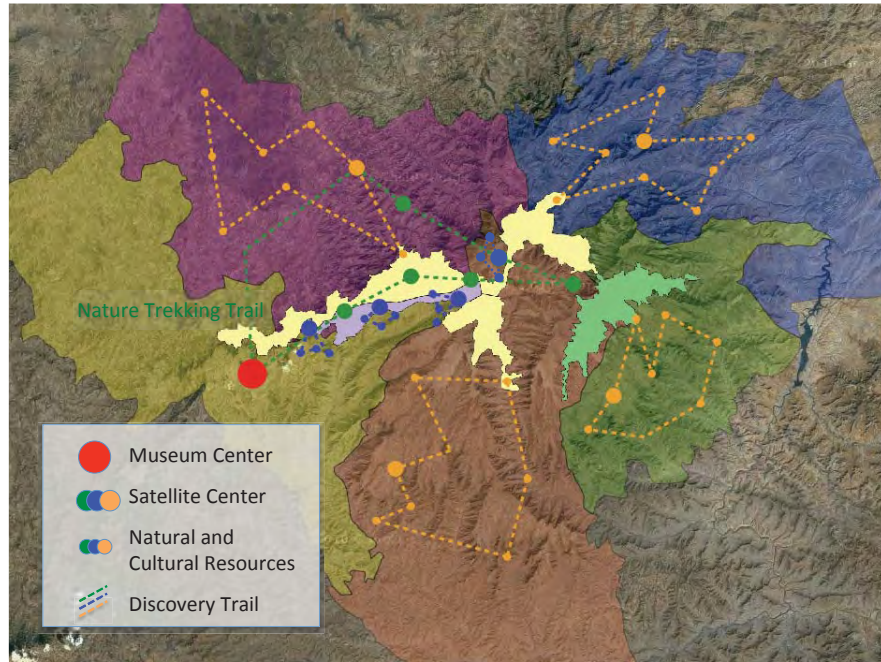


Cultural Heritage



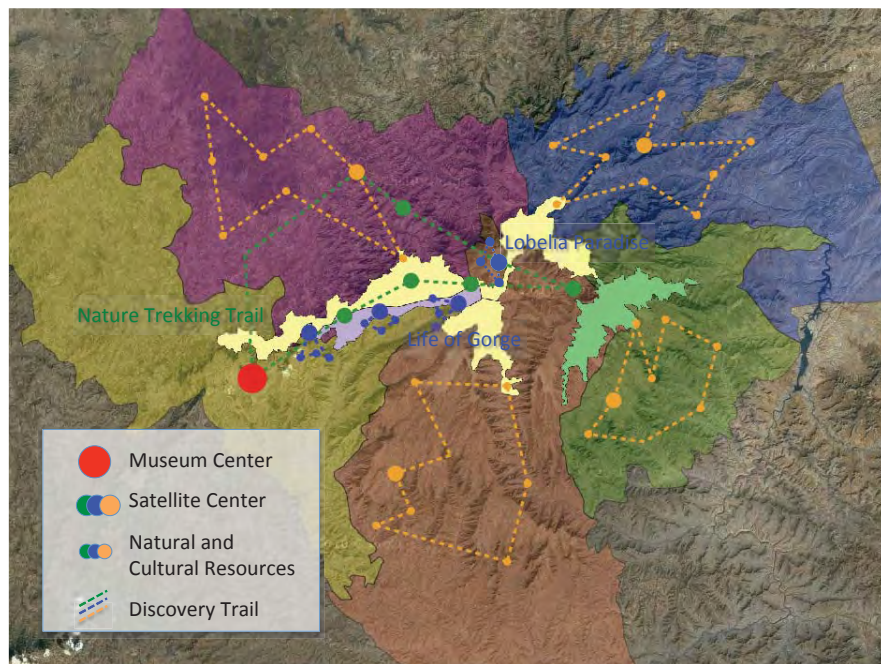
Cultural Heritage



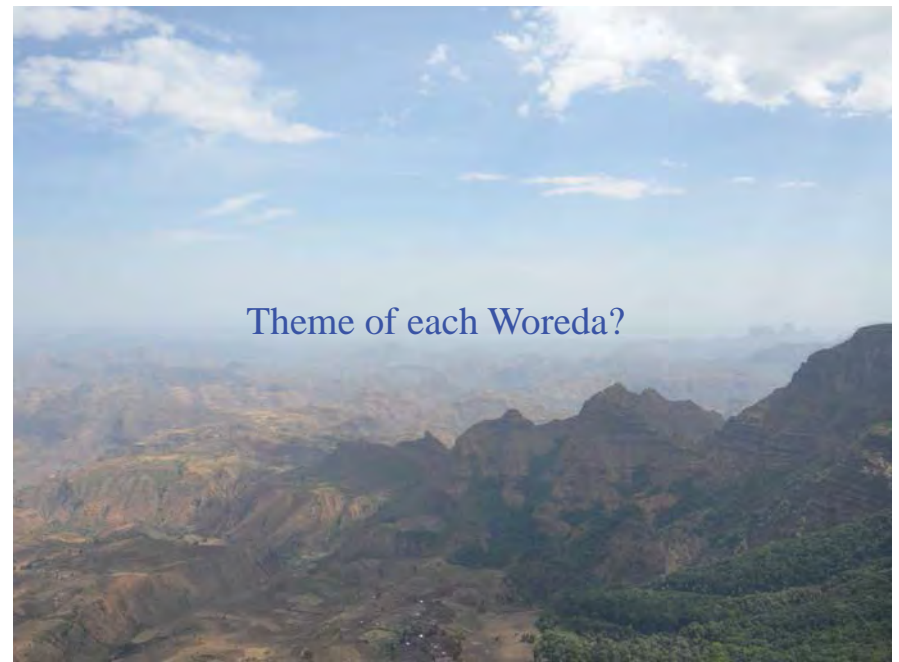


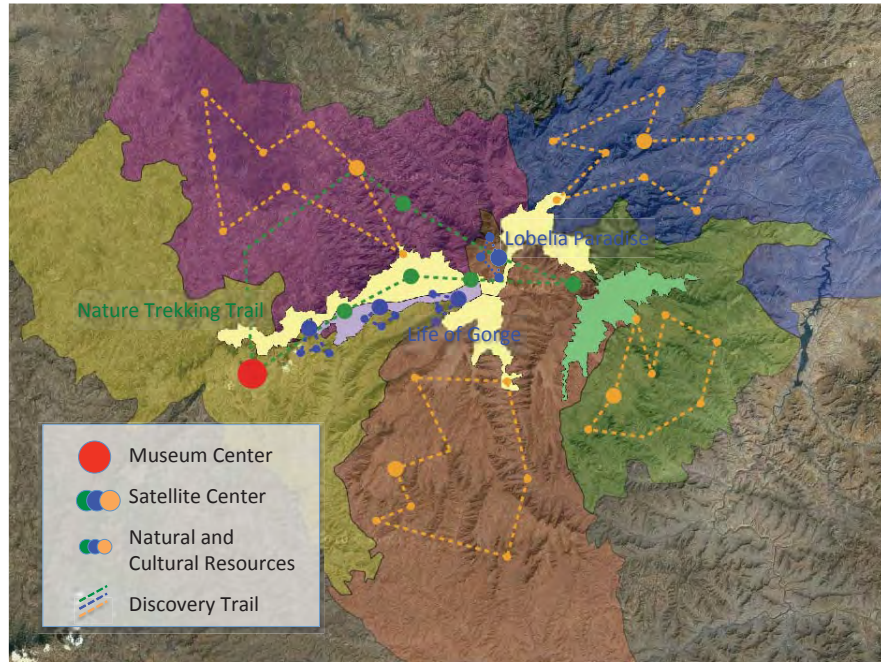
Examples :
Theme of each satellite area

- Argin : “Life of gorge”
- Lori :
 - “Lobelia paradise”
 - “Escarpment life and Walia corridor”



Theme of each Woreda?





For example....

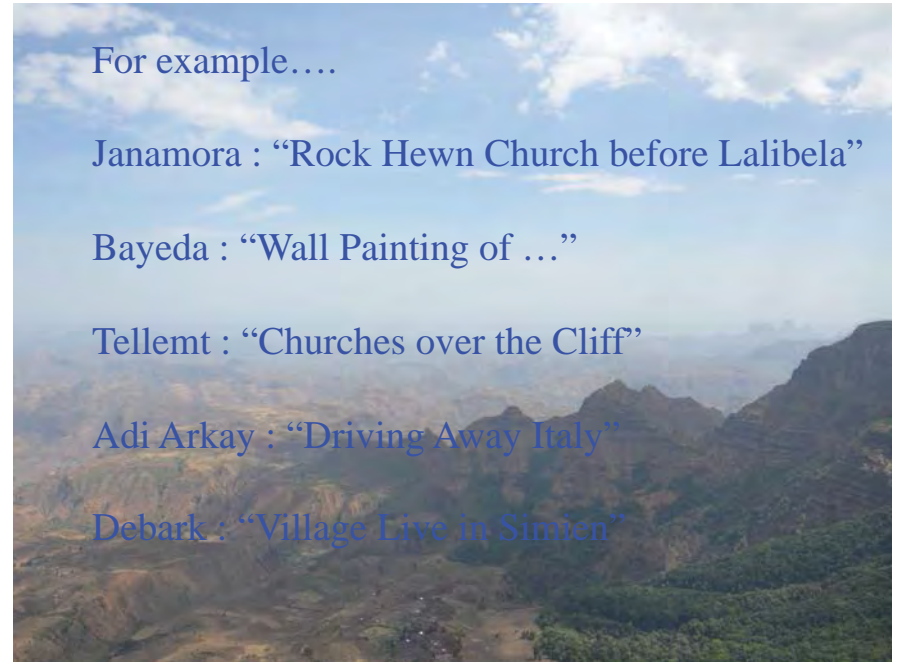
Janamora : “Rock Hewn Church before Lalibela”

Bayeda : “Wall Painting of ...”

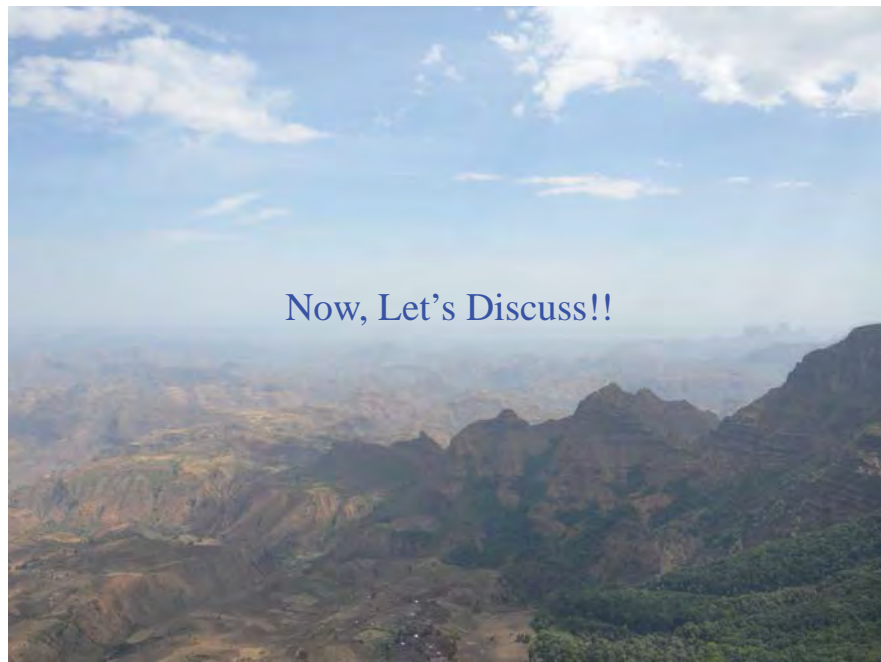
Tellemt : “Churches over the Cliff”

Adi Arkay : “Driving Away Italy”

Debark : “Village Live in Simien”



Now, Let's Discuss!!



ANNEX 4

Debark	Adiarkay	Janamora	Beyeda	Telmt	Kosoye	Wunanie
Cultural - Cave of Argin-medhanialem - Holy Water (host spring) of dawē - Topography of Kuankur-it can be join with kosiye – Simien	Asegadit Mariam Church	Cultural - Janamora Deresgie mariam Church	Beyeda Eysus Fezrara TekileHaimanot	May gassa cave which is not known the end of it	Wogera Kosoye Natural Attraction	Wunanya Natural attraction area with eco-tourism
Sheihazel - Harvest season in sawere and adjuseant area - People dance & sing - Traditional tool (sikle)	Waledeba Monastery	- Serebar Bale Egziabeher	Fenezurara Church	Sikin ken Mountain and st. George Church over the cliff	Chuse Monastery	Topography
How to make - Tella - Teji - Enjera	Mayteklit attractive forestation	Cultural Resource Churches – Deresgie Mariam - Serbar Gebraill rock hewn church - Abatsadkan church Natural cave - Mewa Gebrial Natural Cave - Historica Mosques around slamigie Kebele	Aba yiares Monastery	Tellem Natural Resource - Aber Mountain	Cave of Aba Memena Dergle	Different Plant Spieces
Wedding Ceremony of The Villegs in wach worda	Waıld Animal - Waliy - Gelada monkey		Wati Merial Church	Emba Nahad and the cave of Gedior	Different Plant Spieces	Different kind of wild Animals
- Shih hazel celebration of museum Holiday - Dawi Hot spring - Aleket Traditional Medicine	Adiarkay - Cultural - Man made - Exit point - Last stop over Point to SMNP - Attractive Mountain - Hewoza Mountain	Janamora - Historical - Religious Theme - Religious - Pilgrimage center	Deber Mariam Church Mt St. Yared Mt. Tefaw lezer	Old Church	Different wild Animay	Coffee ceremony
Debark Limalimo Road area		Natural resource - Mount me sareria, sigulgule mewa	Segory Geworgis	Holly Places	Sear of Nigest Elsabet	Enejera Baking
- History - Natural - Manmade - Religious - Center of SMNP			Mt. Ras Dashen Ashareha Kidanemihret			

ANNEX 5

Ideas of the Themes for each Woreda

Debark	Adi Arkay	Janamora	Bayeda	Tellem	Wunania	Kosoye
<ul style="list-style-type: none"> • Hub of SMNP 	<ul style="list-style-type: none"> • Hawaza Mountain • Sub-destination to 	<ul style="list-style-type: none"> • Pirgrim Age Center 	<ul style="list-style-type: none"> • Ancient Wooden Structure Churches • Treasure Center of SMNP • Church on Cliff Approached only with Ropes 	<ul style="list-style-type: none"> • All Inclusive Area 	<ul style="list-style-type: none"> • Gate Way for SMNP • Replica of SMNP • Land of Beauty 	<ul style="list-style-type: none"> • Staying with Queen Elizabeth

Minutes of Meeting
of
The Forth Joint Coordinating Committee (JCC) Meeting
for
The Project on Community Tourism Development through Public-Private
Partnership in Simien Mountains National Park and Surrounding Areas
(SIMCOT Project)

The relevant parties of the SIMCOT Project from Japanese and Ethiopian sides conducted the forth meeting of the Joint Coordinating Committee (JCC) in a meeting room of Ethiopian Wildlife Conservation Authority in Addis Ababa on 27th June 2013. As a result of the meeting, both sides came to the understanding concerning the matters which are attached hereto.

- Attached Document: Discussion Summary
 - ANNEX 1: List of Attendants
 - ANNEX 2: Meeting Agenda
 - ANNEX 3: Outline of the Progress of the 2nd Year
 - ANNEX 4: Marketing Report (Jan-May)
 - ANNEX 5: Activity Plan
 - ANNEX 6: Minutes of Meeting with Mr. Mitiku
 - ANNEX 7: SIMCOT-MDP (draft)
 - ANNEX 8: Project Logo
 - ANNEX 9: Project Facebook Page PR

Dr. Noriaki NISHIYAMA
Chief Adviser
SIMCOT Project Team
Japan International Cooperation
Agency (JICA)

Mr. Ewnetu Bilata
Director General
Ethiopian Wildlife Conservation
Authority (EWCA)

Mr. Kimiaki Jin
Japan International Cooperation
Agency (JICA), Ethiopia Office

Mr. Berhanu Gebre
Deputy Bureau Head
Amhara National Regional State, Bureau
of Culture, Tourism and Parks
Development (ANRS-BCTPD)

Attached Document (Discussion Summary)

1. Opening of Meeting

Mr. Ewnetu Bilata, SIMCOT Project Director, welcomed members of the JCC and invites Mr. Jin, the chief representative of JICA Ethiopia office, to make self-introductions.

2. Report

1) Report on the Progress of the 2nd Years

Dr. Yaoita, the project deputy chief advisor, provided the comprehensive summary on the progress of the 2nd year. (Refer to ANNEX 3 and 4)

- Mr. Ewnetu commented that marketing survey and analysis technique should be transferred to EWCA officers. [Agreed]
- Mr. Zeleke commented all marketing analysis results should be shared with the Simien Park Office. [Agreed]
- Mr. Ewnetu raised the per diem issue of farmers.
Dr. Yaoita answered that it has been already amended in accordance with the government rate.

3. Discussions

1) Confirming Activities of the 3rd Year

Dr. Yaoita briefed the project 3rd year activities. (Refer to ANNEX 5)

- Mr. Kassie commented that it is better if the wood for fireplace can be replaced environmentally friendly materials or the fireplace itself can be changed to environmentally friendly system.

2) Progress on Simien Community Tourism Management Foundation (SIMCOT-MF) (tentative) Establishment

Dr. Yaoita shared the discussion result with Mr. Mitiku, EWCA lawyer, on SIMCOT-MF establishment. Mr. Mitiku researched and found out that this issue does not require the cabinet meeting; rather, the minister level can make decision and authorized to charge and operate “conservation fee” of Simimien Mountains National Park (SMNP)*.

* Note: This point still needs further confirmation.

- Mr. Zeleke commented the name of the organization needs further discussion. [Agreed]

[Decisions]

It still need to confirm the feasibility of and the way of establishment and operation the SIMCOT-MF. The project team will have it checked by sub contract consultant research.

3) Endorsing (SIMCOT-MDP) (draft)

Dr. Yaoita provided the outline of SIMCOT-MDP. (Refer to ANNEX 7)

- Mr. Ewnetu commented that “carrying capacity” is usually the “number of people”. The definition of “Strategic Carrying Capacity” needs clarification.

[Decisions]

JCC members accepted the basic direction and ideas of SIMCOT-MDP. However, the endorsement of the plan requires higher authorities’ agreement.

4) Participation of Lay Amacho and Wogera to Project Coordinating Committee

Dr. Yaoita explained the importance to involve woreda culture and tourism officers to Project Coordinating Committee (PCC).

[Decisions]

All the JCC members approved their participation to PCC.

5) Deciding Participants of the 3rd Training in Japan

Dr. Kiho explained the candidates of the 3rd training in Japan who were the director of EWCA, the deputy head of ANRS-BCTPD, the head of the North Gondar Zone Culture and Tourism Department, the deputy park warden of Simien Park Office and the tourism expert of the Simien Park Office.

[Decisions]

All the JCC members approved that the proposed candidates will be selected as the participants of the 3rd training in Japan.

6) Endorsing Project Logo

Ms. Ito introduced new project logo design.

[Decisions]

All the JCC members approved the new design to be the official project logo.

4. Any Other Business

1) Project Facebook Page

Dr. Yaoita informed that project facebook page is opened.

5. Closing of Meeting

Mr. Berhanu Gebre made a conclusion remark, thanking the contribution of the project especially the part SIMCOT-MDP and SIMCOT-MF is bringing new idea to achieve park conservation and poverty reduction, and closed the meeting accordingly.

(ANNEX 1)
List of Attendants

Ethiopian Side

Name	Organization/Position
Ewnetu Bilata	Director General, EWCA
Berhanu Gebre	Deputy Head of ANRS-BCTPD
Kassie Berihun	Head, North Gondar Zone Culture & Tourism Office
Zelege Tegabe	Wildlife Development and Protection directorate director, EWCA
Maru Biyadgiegn	Park Warden, Simien Park Office
Mulugeta Asteray	Lecturer, Department of Tourism Management, Faculty of Business and Economics, University of Gondar

Japanese Side

Name	Position
Mr. Shingo SATO	Expert on Tourism Development II, JICA Expert Team
Dr. Kiho YAOITA	Vise Chief Adviser / Expert on Organizational Coordinating II JICA Expert Team
Ms. Minako ITO	Project Coordinator / Expert on Organizational Coordinating
Tsigie Kumalachew	Project Office Manager
Mr. Kimiaki Jin	Chief Representative, JICA Ethiopia Office
Ms. Miho OIKAWA	Project Formulation Advisor, JICA Ethiopia Office
Mr. Fekadu Niggussie	In-house Consultant, JICA Ethiopia Office

(ANNEX 2)

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

The 4th Joint Coordinating Committee on June 27th, 2013 at Addis Ababa

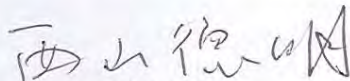
Topics	Person in Charge	Time
1. Opening of Meeting (14:00-14:20)		
1.1 Greetings	Chairperson	14:00-14:05
1.2 Participants Introduction	Chairperson	14:05-14:10
1.3 Agenda of the Meeting	Chairperson	14:10-14:15
1.4 Calling for Another Agenda	Chairperson	14:15-14:20
2. Reports (14:20-14:30)		
2.1 Report on the Progress of the 2nd Year	Dr. Kiho Yaoita	14:20-14:40
3. Discussion (14:40-16:35)		
3.1 Confirming Activities of the 3rd Year	Dr. Kiho Yaoita	14:40-15:10
3.2 Progress on SIMCOT-MF Establishment	Dr. Kiho Yaoita	15:10-15:30
Tea Break (15:30-15:55)		
3.3 Endorsing SIMCOT-MDP (draft)	Dr. Kiho Yaoita	15:55-16:25
3.4 Participation of Lay Amacho and Wogera to Project Coordinating Committee	Dr. Kiho Yaoita	16:25-16:30
3.5 Endorsing Project Logo	Dr. Kiho Yaoita / Ms. Minako Itoh	16:30-16:35
4. Any Other Business (16:35-16:40)		
4.1 Project Facebook Page	Dr. Kiho Yaoita / Ms. Minako Itoh	16:35-16:40
5. Closing of Meeting (16:40-17:00)		
5.1 Summary of Meeting	Vice Chairperson	16:40-16:55
5.2 Schedule and Plance of the 5th Joint Coordinating Committee	Chairperson	16:55-17:00

**Minutes of Meeting
of
The Fifth Joint Coordinating Committee (JCC) Meeting
for
The Project on Community Tourism Development through Public-
Private Partnership in Simien Mountains National Park and
Surrounding Areas (SIMCOT Project)**

The members of SIMCOT Project Ethiopian and Japanese conducted the 5th Joint Coordinating Committee (JCC) meeting in EWCA conference hall Addis Ababa on 23rd February 2014.

As a result of the meeting, both sides came to the understanding concerning the matters which are attached hereto.

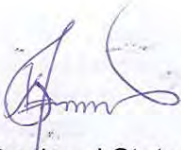
- Attached Document: Discussion Summary
 - ANNEX 1: List of Attendants
 - ANNEX 2: Meeting Agenda
 - ANNEX 3: Project Progress Outline
 - ANNEX 4: Project design matrix
 - ANNEX 5: Plan of operation
 - ANNEX 6: SIMCOT-MF structure
 - ANNEX 7: Activities of the remaining time



Prof. Dr. Noriaki Nishiyama
Chief Adviser
SIMCOT Project Team
Japan International Cooperation
Agency (JICA)



Mr. Dawud Mume
Director General
Ethiopian Wildlife Conservation Authority
(EWCA)



Mr. Alebel Dessie
Bureau Head
Amhara National Regional State, Bureau
of Culture, Tourism and Parks
Development (ANRS-BCTPD)



Mr. Takusaburo Kimura
Senior Representative
JICA Ethiopia Office

1. Opening of Meeting

Mr. Dawued Mume, SIMCOT Project Deputy Chief Advisor, welcomed members of the JCC and invites other Japanese & Ethiopian participants to make self-introductions.

2. Outline of the project progress

Dr. Kiho briefly explained the project progress report from September 2013 to early February 2014 based on the 4 outputs (see Annex 3).

Output 1: Strengthening organization capacities and cooperation

(a) Survey of organizational type, partnership development with Afan woodland trust, scout training, village tour training and participation on tourism exhibitions were explained

Output 2: Strengthening marketing capacities

(a) SIMCOT explained the progress on Marketing analysis, BtoC/BtoB marketing activities and promotion material development as Annex 3.

(b) The Chairman questioned communication and collaboration between the counter parts. Ato Abebaw, warden of SMNP and Ato Yirdaw, Debark woreda Culture and Tourism head answered their close collaboration and coordination with SIMCOT project in promotion, mobilizing the communities for the construction of satellite centers etc. They also indicated though there is room to improve reporting and information sharing, it does not mean that there is gap between the project and the park office.

Output 3: New tourism product development

(a) Completion of the satellite center construction at Argin, the start of trial tour village, evaluation result of familiarization trip and the phase of organizational establishment were explained to the committee in detail as Annex 3.

(b) Mr. Kassie, North Gonder zone Culture and Tourism Department head, shared to the audiences about Familiarization Trip by tour operators from Addis to Argin Village.

The satisfaction on village tour, promise of the tour operators to include in their package and their comments on the service improvement were the focus of his talk. Tourists from America and France, South Africa and Israel are the first who visited and experienced the village tour at Argin. According to Dr. Kiho, the feedback from tourists who attend the village tour program confirmed that the village tour program is a marketable and preferred activity/business in SIMCOT plan of community tourism principle.

Output 4: Development of Simien Community Tourism Management and Development

(a) Strong message of Mr. Nicol regarding SMNP control by scouts, his ideas to solve the problems of the park, and advices of future activities in SMNP, Hokkaido and Gonder University collaboration particularly survey conducted on cultural heritage in Beyeda and Janamora were briefed to the JCC members.

(b) Professor Afework expressed his expects of further collaboration between the two Universities and explained the Gonder University interest in developing a project that would contribute the conservation of the park.

(c) Dr. Kiho also explained the main challenge in establishing the cooperative in Agin-Jona Kebele is the bureaucratic and time taking process including the existing ecotourism cooperative holding activities that are not being implemented within the existing cooperative.

(d) Ato Dawued, Professor Afework, Ato Zeleke and other participants of JCC acknowledged the activities reported and promised to work together for the better achievements of the project.

3. Organization establishment

Dr. Kiho invited Ato Berhanu to present the organogram proposed by SIMCOT which shows the basic structure of the envisaged organization and its relationship with primary cooperatives and then to Union as Annex 6.

Ato Worku, legal department expert of Deloitte consulting company was invited to explain to JCC members the process of their survey. The survey is to identify

appropriate type of organization for community tourism to carry out in SMNP based on the principle of public private partnership. Through various consultations with stakeholders, federal to kebele level, by assessing constitution, legislations of EWCA, Charities law, Cooperatives proclamation, and different directives, Ato Worku concludes **Charitable Society** as an appropriate organization to meet both conservation of the park and improvement of livelihood of the community surrounding the park through community tourism.

Various questions like how consultation with stakeholders done, if there is conflicting ideas of charitable society with trust fund EWCA is proposing for protected areas of the country was checked or not, who would be the founders and members of the organization, who is private etc were raised and answers were given by Ato Worku.

After completion of the final survey report, EWCA will take further actions to examine the survey results and make a decision on organization establishment.

4. Good Will Ambassador to Mr. Nicol

JCC members discussed in detail on the agenda and agreed to give Mr. C.W. Nicol Good Will Ambassador of SMNP due to his contribution to the SMNP.

5. Training participants

Dr. Kiho explained the possibility of provision of training for the new JCC chairman and deputy chairman in Japan instead of African countries consulting JICA head quarter for necessary procedures. Finally it was agreed that tentative participants will be Ato Dawued, Ato Alebel and State Minister Tadelech if possible.”

6. Reorganization of PCC

Based on the activities and responsibility difference on the PCC arrangement between service deliverers at Debarke (associations, hotel owners) and the members representing communities surrounding the park (culture and tourism), Dr. Kiho came with the idea of categorizing the PCC in to two to enable them focus on the issues that makes them to focused on their own activities and agendas. A group with culture and

tourism officers will remain as PCC and the other will continue with tour operation working group and hotel and restaurant working group.

JCC members agreed to reorganize PCC members in order to discuss and work efficiently as attached Annex X.

7. Information

Dr. Kiho explained the following informations in order the counterparts to follow the program of implementation as scheduled.

- (1) State Minister Her Excellency Tadelech will visit March 28 to 29/2014 the SMNP in order to see the SIMCOT project progress as attached ANNEX X.
- (2) JICA's project termination evaluation will be conducted around the beginning of June 2014.
- (3) JCC confirmed the Project Design Matrix and the Plan of Operation for the remaining months of the project.

9. Closing remark

Closing remarks were made by Mr. Dawued which are focused on

- Showing high interest on the extension of the project on behalf of EWCA and JCC without any compromises.
- Strong understanding of the overall values of the project and outputs registered so far that enables all JCC members to present about the project in any opportunities we come across because of the informative discussion and common understanding of the project progress.
- Tentative schedule of the 6th JCC meeting to be held in Debarq in June 2014

ANNEX I: List of Attendants

Ethiopian Side

Name	Position
Mr. Dawued Mume	Director General, EWCA
Prof. Dr. Afwork Kassu	Vice President of University of Gonder
Mr. Kassie Berihun	Head, North Gonder Zone
Mr. Yirdaw Sisay	Head, Debark Woreda Culture, Tourism Office
Mr. Abebaw Azanaw	Warden, Simein Mountains National Park office
Mr. Zeleke Tigabu	Directorate Director, wildlife conservation and development of EWCA

Japanese Side

Name	Position
Mr. Takusaburo Kimara	Senior Representative
Ms. Yuko IKEDA	Project Formulation Advisor, JICA Ethiopia Office
Dr. Nami Tanaka	JICA Advisor to Ministry of Culture and Tourism
Dr. Kiho YAOITA	Vice Chief Advisor/Expert on Organization Coordinating II, JICA Expert Team
Mr. Shingo SATO	Expert on Tourism Development II, JICA Expert Team
Ms. Minako ITOH	Project coordinator/ Expert on Organization Coordinating, JICA Expert Team
Mr. Berhanu Gebre	Consultant, SIMCOT Project
Mr. Tesfaye Eshetie	Eco-Museum Officer, SIMCOT Project
Ms. Hiwot Tadesse	Secretary, SIMCOT Project
Mr. Worku Fentahun	Consultant, Deloitte International Consulting Company

ANNEX II: Meeting Agenda

Topics		Person in Charge	Time
1. Opening of Meeting (9:00-9:10)			
1.1	Greetings	Chairperson	9:00-9:03
1.2	Participants Self-Introduction	Chairperson	9:03-9:06
1.3	Agenda of the Meeting	Dr. Kiho Yaoita	9:06-9:08
1.4	Calling for Another Agenda	Chairperson	9:08-9:10
2. Reporting (9:10-9:25)			
2.1	Outline of the Project Progress	Dr. Kiho Yaoita	9:10-9:25
3. Discussion (9:25-10:05)			
3.1	Organization Establishment - Outline of the idea - Proposed type of the organization	Mr. Berhanu Mr. Work	9:25-10:00
3.2	Giving "Goodwill Ambassador" Title to Mr. Nicol	Dr. Kiho Yaoita	10:00-10:05
3.3	Training Contents and Participants	Dr. Kiho Yaoita	10:05-10:10
3.4	Member Change of the Project Coordinating	Dr. Kiho Yaoita	10:10-10:15
Tea Break (10:15-10:25)			
4. Information (10:25-11:00)			
4.1	Information on the Final Review of the Project	Dr. Kiho Yaoita	10:25-10:30
4.2	The Project Design Matrix	Dr. Kiho Yaoita	10:30-10:45
4.3	The Plan of Operation of the remaining months	Dr. Kiho Yaoita	10:45-10:55
4.3	Her Exlerency Ms. Tadelech's vist to SIMCOT village tour	Dr. Kiho Yaoita	10:55-11:00
5. Closing of Meeting (11:00-11:10)			
5.1	Summary of Meeting	Vice Chairperson	11:00-11:05
5.2	Schedule and Place of the 5th Joint Coordinating Committee	Chairperson	11:05-11:10

Challenges and the next steps

Output 1: Strengthening organization capacities and cooperation

- SIMCOT-MU survey by local consultant (identification of the best type of organization)
- Developing partnership with the Afan woodland trust
- Providing trainings
 - Scout training
 - Village tour training (daily base)
 - Participation to WTM

Output 2: Strengthening marketing capacities

- Marketing analysis
- B to C marketing
 - Facebook page update (every two weeks since October 2013)
 - Fee charging advertisement in Facebook page (USD20/day, French residents, over 50 years old, interest: travel, trekking/hiking/walking, natural park)
 - Selamta interview -> 2014 July-August
 - Chikyuno arukikata -> 2014-2015 version
 - Promotion at the park office
- B to B marketing
 - Participation to WTM
 - Business meeting with tour operators in Addis Ababa
 - Familiarization trip to Argin with tour operators from Addis Ababa
- Promotion material development
 - Brochures
 - Promotion video

Output 3: New tourism product development

- Completion of the satellite center in Argin
- Starting village tour trial
- Evaluation from the familiarization trip
- CTMO establishment

Output 4: Development of the Simien community tourism management and development plan

- Survey on the park's condition in 47 years ago with Mr. Nicol
- Receiving advices from Mr. Nicol on necessary future activities
- Local consultant survey on SIMCOT-MU
- Gondar university and Hokkaido university collaborative survey on cultural heritages in Bayeda and Janamora

Annex 2: PROJECT DESIGN MATRIX

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

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

Project Site: In and around Simien Mountains National Park (SMNP) 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

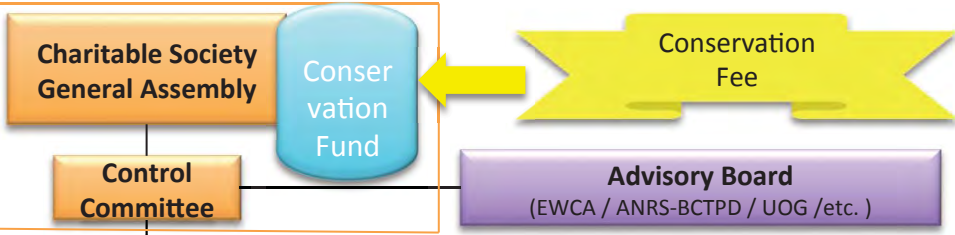
Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumption
<p>Overall Goal Local communities improve level of livelihood and realize sustainable community tourism through increasing participation in tourism activities in Simien Mountains National Park.</p>	<ol style="list-style-type: 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 regarding the promotion of community tourism and PPP, based on the recommendations and plans indicated in the SIMCOT-MDP. 	<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.
<p>Outputs 1. Capacities of tourism related organizations are improved and their mutual cooperation is enhanced.</p>	<ol style="list-style-type: none"> 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. 	<ol style="list-style-type: none"> 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.

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
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 Debarke 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	
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 At least 80% of members of PCC think that they have been enough involved in elaboration of concerned parts of SIMCOT-MDP. 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. 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.	4-1 Questionnaire survey to PCC members 4-2 Report on B to B Promotion Trial, Report on the workshop 4-3 Minutes of Meeting	
Activities		Inputs	
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 Formulate Marketing Strategy and Promotion Plan. 2-3 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)	< Ethiopian Side > 1) Counterparts personnel • Project Director • Deputy Project Director • Project Manager • Two Deputy Project Managers • Other Counterpart Personnel 2) Facilities • Office space in Debarke and Gondar • Equipment for the Project Operation	< Japanese Side > 1) Dispatch of experts • Chief Advisor • Tourism Development • Organizational Coordination • Marketing Promotion • Ecotourism • Working Group Coordination • National Park Management • Project Coordinator 2) Training of counterpart personnel in Japan and/or the third countries	<ul style="list-style-type: none"> • Any major human and natural disaster that affects tourism resources in Simien Mountains National Park does not occur. <hr/> <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

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumption
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.	3) Local operational cost <ul style="list-style-type: none"> ▪ Activity Cost of Counterpart Personnel ▪ Other Necessary Cost for Project Operation 	3) Machinery and equipment <ul style="list-style-type: none"> • Two motor vehicles • Office equipment 	by the Ethiopian Government. <ul style="list-style-type: none"> • Community members in the target area are not opposed to the Project.

Charitable Society



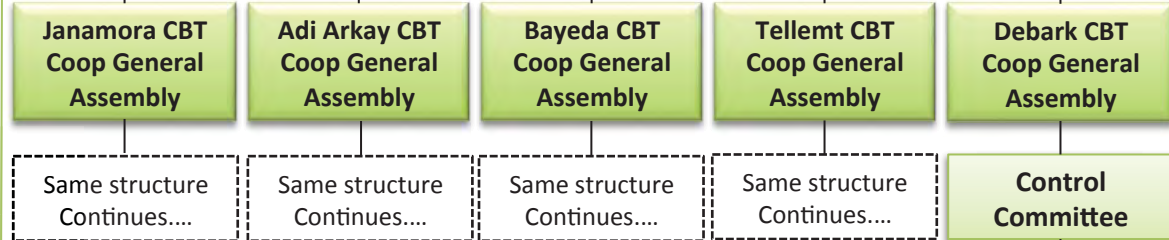
General Manager

Management Unit

Union

- Administration Unit**
- ◆ Financial management
 - ◆ Human resource and work management(3)
 - ◆ CBT monitoring(1)
 - ◆ Secretary (2)

- Technical Unit**
- ◆ Non profitable section
 - Community service (public service project development and implementation / awareness raising)
 - Land use management
 - Natural environment rehabilitation
 - Fund Raising
 - PR of the foundation
 - ◆ Product development and sales
 - Tourism marketing and promotion
 - Tour product development and improvement (including provision of trainings for union members and partners)
 - Visitor center management (provision of information / sales of tours and goods / visitor data collection / facility maintenance)
 - Tour operation
 - Land operation of tours
 - Tourism infrastructure development and improvement



Co-worker Woreda Admin.

Co-worker EWCA

Co-worker ANRS-BCTPD

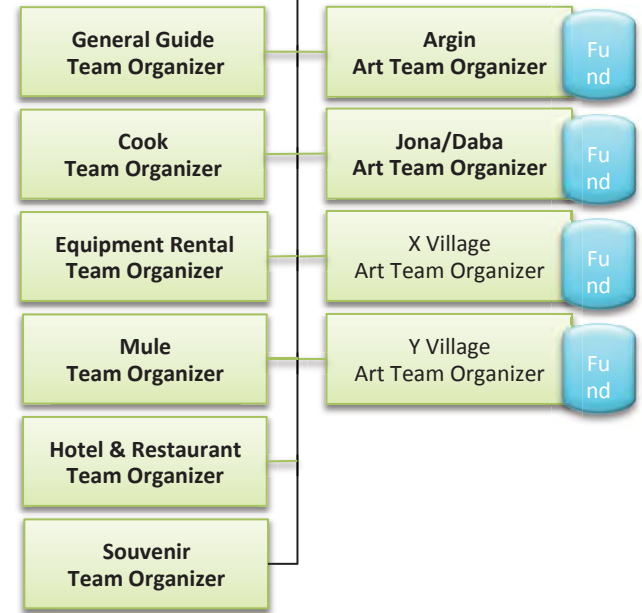


Figure. SIMCOT-MO organizational structure (draft, the 5th JCC)

The next steps for the next three months (February to May)

Output 1: Strengthening organization capacities and cooperation

- Proposing and getting agreement on SIMCOT-MU from necessary ministries
- Visit Japan and strengthen partnership with the Afan woodland trust
- Providing trainings
 - Guides, cooks, and others
 - Village tour training (daily base)
- Institutionalization of the WG

Output 2: Strengthening marketing capacities

- Marketing analysis
- B to C marketing
 - Facebook page update (every two weeks since October 2013)
 - Promotion at the park office
- B to B marketing
 - Business meeting with tour operators in Addis Ababa to sell product as a part of packaged tour developed by tour operators
- Promotion material development
 - Promotion video making

Output 3: New tourism product development

- Completion of the satellite center in Jona
- Enhance village tour trial (daily operation)
- CTMO establishment

Output 4: Development of the Simien community tourism management and development plan

- Integrating Mr. Nicol's input into the plan
- Finalizing the type of organization and prepare necessary documents for registration
- Continue survey on cultural heritages in Tellem and Adiarkay

Others

- Giving "good will ambassador" title to Mr. Nicol

MINUTES OF MEETINGS BETWEEN
THE JAPANESE TERMINAL EVALUATION TEAM
AND
AUTHORITIES CONCERNED OF THE GOVERNMENT OF
THE FEDERAL DEMOCRATIC REPUBLIC OF ETHIOPIA ON
JAPANESE TECHNICAL COOPERATION FOR
THE PROJECT ON COMMUNITY TOURISM DEVELOPMENT THROUGH PUBLIC-PRIVATE
PARTNERSHIP IN SIMIEN MOUNTAINS NATIONAL PARK AND SURROUNDING AREAS

The Japanese Terminal Evaluation Team organized by the Japan International Cooperation Agency (hereinafter referred to as “JICA”) headed by Mr. Takafumi UEDA, visited the Federal Democratic Republic of Ethiopia (hereinafter referred to as “Ethiopia”) from June 1 to 18, 2014. The purpose of the Terminal Evaluation is to assess the achievements during the 2.5 year cooperation period and to make recommendations for the Project on Community Tourism Development through Public-Private Partnership in Simien Mountains National Park and Surrounding Areas (hereinafter referred to as “the Project”).

During the evaluation period, the Japanese Terminal Evaluation Team collected relevant data and information, and evaluated the Project. In addition, the Team and the concerned authorities of the Government of Ethiopia had a series of discussions and exchanged views on the Project.

As a result of the discussions, JICA and Ethiopian authorities (hereinafter referred to as “both sides”) agreed upon the matters referred to in the Annex including the Joint Terminal Evaluation Report (hereinafter referred to as “the Report”) attached hereto.

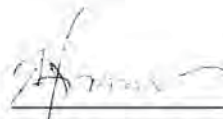
Addis Ababa, June 18, 2014



Mr. Takafumi UEDA
Team Leader,
The Japanese Terminal Evaluation Team,
Japan International Cooperation Agency,
Japan



Mr. Dawud Mume
Director General,
Ethiopian Wildlife Conservation
Authority
Federal Democratic Republic of Ethiopia



Mr. Alebel Dessie
Bureau Head,
Amhara National Regional State, Bureau
of Culture, Tourism and Parks
Development
Federal Democratic Republic of Ethiopia

ATTACHED DOCUMENT

The important issues discussed are as follows:

1. JOINT TERMINAL EVALUATION REPORT

The Ethiopian side and JICA conducted the Joint Terminal Evaluation of the Project according to the five criteria, namely, relevance, effectiveness, efficiency, impact, and sustainability.

As the result, the Joint Terminal Evaluation Report has been compiled as Attachment 1.

2. OTHERS

(1) Request from the Ethiopian side

The Ethiopian side requested the extension and the 2nd phase of the Project for further development of community tourism which is sustainable, participatory and equitable as well as for the establishment of the SIMCOT-MF which would lead to better sustainability of the Project. The Japanese Terminal Evaluation Team mentioned that the primary responsibility of establishing the SIMCOT-MF rests with the Ethiopian side and that possible support from JICA on this matter will be limited. The Japanese Team would convey these requests to the JICA Headquarters in order for JICA to make decisions based on the results of the evaluation and other relevant matters.



Joint Terminal Evaluation Report

on

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

June 18, 2014

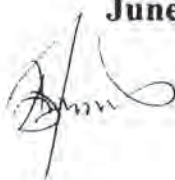


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Abbreviations

ADC	Austrian Development Cooperation
AWF	African Wildlife Foundation
ANRS-BCTPD	Amhara National Regional State, Bureau of Culture, Tourism and Parks Development
B to B	Business to Business
CBT	Community Based Tourism
C/P	Counterpart
CTMA	Community Tourism Management Association
DMO	Destination Management Organization
ETB	Ethiopian Birr
EWCA	Ethiopian Wildlife Conservation Authority
GEF	Global Environment Facility
GMP	General Management Plan
GTP	Growth and Transformation Plan
JCC	Joint Coordinating Committee
JICA	Japan International Cooperation Agency
MoCT	Ministry of Culture and Tourism
ODA	Official Development Assistance
OJT	On-the-Job Training
PCC	Project Coordinating Committee
PDM	Project Design Matrix
PO	Plan of Operations
PPP	Public-Private Partnership
SIMCOT-MDP	Simien Community Tourism Management and Development Plan
SIMCOT-MF	Simien Community Tourism Management Foundation
SIMCOT Project	Simien Community Tourism Project
SMNP	Simien Mountains National Park
UNESCO	United Nations Educational, Scientific and Cultural Organization
WG	Working Group



1. Introduction

1.1 Purpose of Terminal Evaluation

The specific purposes of the Terminal Evaluation are outlined as follows:

- (1) To verify the accomplishments of the project activities, outputs, implementation process and management, compared to those that were planned;
- (2) To evaluate the Project in terms of the five evaluation criteria, i.e. Relevance, Effectiveness, Efficiency, Impact, and Sustainability, based on the verification in accordance with the JICA's Evaluation Guideline;
- (3) To make recommendations on the Project regarding the measures to be taken for the remaining project period and/or after the termination of the Project based on the evaluation results; and
- (4) To collect lessons learned for formulation and implementation of prospective projects in the similar field.

The evaluation was conducted based on the Project Design Matrix (PDM) version 2.0 (**Annex 1**), which was approved during the third Joint Coordinating Committee (JCC) held on February 11th, 2013, as well as PO version 1.0.

1.2 Members of Terminal Evaluation Team

(1) The Japanese Team

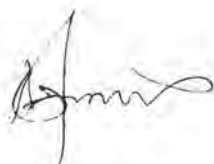
Name	Job Title	Position
Mr. Takafumi Ueda	Team Leader	Senior Advisor, Industrial Development and Public Policy Department, JICA
Mr. Yoshihito Urano	Tourism Development	Project Formulation Advisor, JICA South Africa Office
Ms. Eriko Ohma	Cooperation Planning	Officer, Private Sector Development Division, Industrial Development and Public Policy Department, JICA
Ms. Sawa Hasegawa	Evaluation Analysis	Consultant, Japan Development Service Co., LTD

(2) The Ethiopian Team

Name	Position	Organization
Mr. Yenesew Alene	Head	Tourism Management Department, University of Gondar

1.3 Method of Evaluation

First, the Joint Terminal Evaluation Team formulated the evaluation grid (**Annex 2**) which identified the specific evaluation points and the data collection methods. For the data and information, the Team applied various methods such as gathering information from the project expert team, the interviews to various stakeholders based on the questionnaires, and the observation of the project activities. The Team analysed and evaluated the Project in terms of the achievement level of the Project, the implementation process, and five evaluation criteria namely Relevance, Effectiveness, Efficiency, Impact and Sustainability. Finally, the Team made recommendations and shared the lessons learned based on the result of evaluation.



Evaluation Criteria	Description
Relevance	An overall assessment of whether the Project Purpose and Overall Goal are in line with policy of both sides and with the partner country's needs.
Effectiveness	A measure of whether the Project Purpose will be achieved (at the end of the project) and the degree to which the Outputs contribute to achieving the intended Project Purpose.
Efficiency	The measure of the production of Outputs (results) of the project in relation to the total resource inputs.
Impact	The positive and negative changes, produced directly and indirectly as the result of the project. Prospect of achievement of Overall Goal is also assessed.
Sustainability	An overall assessment of the extent to which the positive changes achieved by the project can be expected to continue (and further developed) after the completion of the project.

1.4 Outline of Project

The "Project on Community Tourism Development through Public-Private Partnership (PPP) in Simien Mountains National Park and Surrounding Areas" ("SIMCOT Project", hereafter called "The Project") started in 21 November 2011 will be implemented for 3 years.

According to PDM, the summary of the Project is as follows:

Overall Goal:

Local communities improve level of livelihood and realize sustainable community tourism through increasing participation in tourism activities in Simien Mountains National Park.

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.

Outputs:

1. Capacities of tourism related organizations are improved and their mutual cooperation is enhanced.
2. Capacities of tourism marketing and promotion are improved.
3. Capacities of discovering and developing tourism products are enhanced.
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.





2. Achievements of the Project

This chapter mainly shows the overall project achievements within the scope of every particular item of PDM such as Inputs, Activities, Outputs / Project Purpose / Overall Goal, Objectively Verifiable Indicators and Important Assumptions.

2.1 Inputs

As a whole, inputs from both the Japanese and Ethiopian sides have been basically provided as planned. The main inputs by both sides are as follows.

2.1.1 Japanese Side

Items	Inputs Provided										
Dispatch of Experts	<p>14 Experts in charge of the following assignments have been dispatched.</p> <ol style="list-style-type: none"> 1) Chief Advisor / Tourism Development (1) 2) Tourism Development (2) 3) Organizational Coordination (1) 4) Deputy Chief Advisor / Organizational Coordination (2) 5) Organizational Coordination (3) 6) Marketing and Promotion (1) 7) Marketing and Promotion (2) 8) Marketing and Promotion (3) 9) Ecotourism (1) 10) Ecotourism (2) 11) Working Group Coordination 12) National Park Management 13) Project Coordinator / Organizational Coordination <p>Total dispatch duration to Ethiopia: 77.69 MM (for three years) The list of Experts is attached as Annex 3.</p>										
Provision of Equipment	<p>All equipment provided has been utilized and maintained properly.</p> <p>Total cost of equipment: 491,888 Ethiopian birr (ETB) and 12,293,760 Japanese yen (for 2 vehicles) (as of March 2014) The list of equipment provided is attached as Annex 4.</p>										
Training in Japan	<p>The training in Japan including the training of “Sustainable Tourism Development in African Countries (Community-Based Tourism Planning)” was conducted 4 times and 15 Ethiopian C/P in total participated in the training so far. One more training is to be conducted in August 2014.</p> <p>Total cost of Training in Japan (excluding the training of Sustainable Tourism Development in African Countries): 3,665,000 Japanese yen The list of training participants is attached as Annex 5.</p>										
Local Operational Cost	<p>The following expenditure items with amounts have been borne as local operational costs (as of March 2014).</p> <table border="1"> <thead> <tr> <th>Expense Items</th> <th>Amounts (Japanese yen)</th> </tr> </thead> <tbody> <tr> <td>General local cost</td> <td>36,044,000</td> </tr> <tr> <td>Local consultant</td> <td>11,766,000</td> </tr> <tr> <td>Conference cost</td> <td>275,000</td> </tr> <tr> <td style="text-align: right;">Total</td> <td>48,085,000</td> </tr> </tbody> </table>	Expense Items	Amounts (Japanese yen)	General local cost	36,044,000	Local consultant	11,766,000	Conference cost	275,000	Total	48,085,000
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General local cost	36,044,000										
Local consultant	11,766,000										
Conference cost	275,000										
Total	48,085,000										

2.1.2 Ethiopian Side

Items	Inputs Provided														
Assignment of C/P	<p>The following 5 persons have been assigned as the main C/P for the Project and 14 C/P personnel have been assigned mainly as the members of Project Coordinating Committee (PCC). In addition to the following C/P, the representatives of University of Gondar have participated in the Project as the adviser.</p> <ol style="list-style-type: none"> 1) Project Director: Director General, EWCA 2) Deputy Project Director: Bureau Head, ANRS-BCTPD 3) Project Manager: Chief Park Warden, EWCA SMNP Office 4) Deputy Project Manager: Head, North Gondar Zone Culture and Tourism Office 5) Deputy Project Manager: Head, Debark Culture and Tourism Office 6) Other C/P Personnel: <ul style="list-style-type: none"> - Park Worden, EWCA SMNP Office - Senior Tourism Officer, EWCA SMNP Office - Community Development Expert, EWCA SMNP Office - Director of Wildlife Development and Protection Directorate, EWCA - Focal Person of the Project, North Gondar Zone Culture and Tourism Office - Tourism Officer, Debark Culture and Tourism Office - Head and Tourism Officer, Janamora Woreda Culture and Tourism Office - Head and Tourism Officer, Beyeda Woreda Culture and Tourism Office - Head and Tourism Officer, Adarkay Woreda Culture and Tourism Office - Head and Tourism Officer, Telemt Woreda Culture and Tourism Office <p>Out of the above 5 major official C/P personnel, 4 were replaced during the project period. The Project Director was replaced twice and Deputy Project Director, Project Manager and 1 Deputy Project Manager were respectively replaced once due to their transfer or resignation.</p> <p>The list of C/P is attached as Annex 6.</p>														
Facilities	Two office spaces as well as their equipment and supplies have been provided to the Project both at the North Gondar Zone Culture and Tourism Office in Gondar Town and EWCA SMNP Office in Debark Town.														
Local Operational Cost	<p>The following expenditure items with amounts have been borne by the EWCA SMNP Office as local operational costs (as of June 2014). The data of costs from other organizations were not given.</p> <table border="1" data-bbox="539 1637 1329 1865"> <thead> <tr> <th data-bbox="539 1637 1118 1675">Expense Items</th> <th data-bbox="1118 1637 1329 1675">Amounts (ETB)</th> </tr> </thead> <tbody> <tr> <td data-bbox="539 1675 1118 1704">Per diem for C/P personnel</td> <td data-bbox="1118 1675 1329 1704">28,000</td> </tr> <tr> <td data-bbox="539 1704 1118 1733">Fuel cost for Vehicle</td> <td data-bbox="1118 1704 1329 1733">11,000</td> </tr> <tr> <td data-bbox="539 1733 1118 1762">Electricity</td> <td data-bbox="1118 1733 1329 1762">41,500</td> </tr> <tr> <td data-bbox="539 1762 1118 1792">Water</td> <td data-bbox="1118 1762 1329 1792">10,000</td> </tr> <tr> <td data-bbox="539 1792 1118 1821">Office & conference hall</td> <td data-bbox="1118 1792 1329 1821">41,000</td> </tr> <tr> <td data-bbox="539 1821 1118 1865">Stationary cost</td> <td data-bbox="1118 1821 1329 1865">9,000</td> </tr> </tbody> </table>	Expense Items	Amounts (ETB)	Per diem for C/P personnel	28,000	Fuel cost for Vehicle	11,000	Electricity	41,500	Water	10,000	Office & conference hall	41,000	Stationary cost	9,000
Expense Items	Amounts (ETB)														
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Electricity	41,500														
Water	10,000														
Office & conference hall	41,000														
Stationary cost	9,000														




	Per diem for JCC meeting in Addis Ababa	25,500
	Training in Japan (visa & passport costs, etc.)	10,000
	Total	176,000

2.2 Activities

Most of the project activities specified in PDM have been actually implemented. Some of them have taken longer time to be implemented compared to the original PO since the Project has faced some difficulties in smoothly implementing the activities due to the unexpected factors as follows..

- 1) The development of Marketing Strategy and Promotion Plan was delayed due to the lack of existing tourism data and the development of tourism promotion materials was also delayed accordingly.
- 2) The development of tourism products was also delayed due to taking much time in the coordination of local communities involved in the project activities, going through legal procedures for institutionalizing the association organized by the Project and the suspension of activities in the local community area in rainy season.
- 3) The finalization of SIMCOT-MDP has been delayed due to taking much time to negotiate on commissioning a local accounting and audit firm to examine the feasibility of the establishment of SIMCOT Management Foundation with the necessary legal procedures.

In spite of the above challenges, the Project has been making efforts to finish all the planned activities and the remaining activities are to be completed by the end of the Project, October 2014.

2.3 Achievement of Outputs

Output 1: Capacities of tourism related organizations are improved and their mutual cooperation is enhanced.

Indicators	Current Results
1-1 Working Groups are established, and a proposal is prepared to institutionalize the WG.	<ul style="list-style-type: none"> - 4 Working Groups (WG) such as the Tour Operation WG, Hotel & Restaurant WG, Village Products WG and Natural, Social & Environment WG were established in 2012. There are 15-20 members in each WG. They prepared their Annual Action Plans. The Tour Operation WG and Hotel & Restaurant WG organized meetings accordingly to prepare their capacity building activities and discuss issues for project implementation. The support to other 2 WGs was stopped due to the realignment of project scope, resulting in the modification of PDM in 2012 to focus on the 'community tourism' instead of 'sustainable tourism' in general as indicated in the original PDM. - The scope of Tour Operation WG was also reduced and some members (representatives from the Equipment Association, Car Rental Association, Town Tourism Security Association and Ecotourism Association) did not have the technical training by the Project while other members from the Guide Association and Cook Association participated in the training. The Project provided business training to the former members instead. The Tour Operation WG is not going to be institutionalized due to its little necessity.





	<ul style="list-style-type: none"> - The Hotel & Restaurant WG members had technical training and they are planning to newly establish the Hotel Association which is not originally in Debarq after visiting the Hotel Association in Bahir Dar as part of training.
1-2 "Evaluation by participants on seminars and trainings" of each working group gets more than 4.0 remark out of 5.0.	<ul style="list-style-type: none"> - The Project provided various kinds of seminars and training to the WG members as attached in Annex 7. - According to the result of every self-evaluation on the training by WG members, the average rate is 4.5 out of 5.0 for both the Tour Operation WG and Hotel & Restaurant WG. - According to the interviews to the training participants, they are satisfied with the contents of training provided by the Project as useful. Especially, the official wage of the members of Cook Association in Debarq increased from ETB 120 to 250 as a result of their improved services after the training provided by the Project.
1-3 C/P at different levels are able to present the key project outcomes concerned, such as SIMCOT-MDP in workshops or meetings.	<ul style="list-style-type: none"> - JICA Experts have provided lectures on the key project outcomes such as the SIMCOT-MDP to the C/P staff at the PCC meetings and special training on the concept of community tourism, etc. to them. - The C/P staff at different levels has presented the project effects and achievements as necessary, e.g. the C/P staff of Woreda Culture and Tourism Office presented their cultural and natural heritages to be used as tourism products in their Woredas. Besides, they are going to present the contents of SIMCOT-MDP at the workshop to be held by the end of the Project after the plan is completed.
1-4 PCC hold regular meeting according to the plan with adequate quorum.	<ul style="list-style-type: none"> - The PCC meetings have been held 8 times so far, which are more than planned. Every meeting is held at the EWCA SMNP Office in Debarq Town and the project information, progress and issues have been shared by the PCC members at the meeting. Although some members of Woreda Culture and Tourism Offices have difficulty in participating in all the meetings since their places, especially Telemt and Beyeda Woredas are so far from Debarq Town that it takes them three days to come in rainy season as well as not enough transportation cost and per diem were provided to attend the meeting, most of them have made efforts and participated in the meetings.


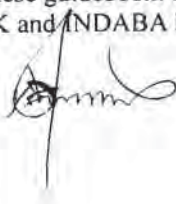
The Output 1 is expected to be achieved by the end of the Project, but not to the fullest. Based on the above results, the indicator 1-1 has been almost achieved since the 2 WGs established by the Project have been kept on due to the realignment of project scope. The indicators 1-2 and 1-4 have been almost achieved as well as the achievement level of indicator 1-3 is in progress and likely to be achieved by the end of the Project. The Project is still making efforts to achieve Output 1 and improve capacities of tourism related organizations and enhance their mutual cooperation. At the same time, it is necessary for the Project to designate the secretariat for the capacity building and coordination among tourism related organizations for the future sustainability.

Output 2: Capacities of tourism marketing and promotion are improved.

Indicators	Current Results
2-1 Necessary studies and researches are completed regarding the marketing and promotion, and Marketing Strategy and	<ul style="list-style-type: none"> - The Project conducted a number of relevant studies and researches, including socio-economic baseline survey, tourism resource study, market study and official visitor survey, etc. The results of studies and researches gave insights and ideas for the development of village tourism products. The studies and

<p>Promotion Plan are elaborated through marketing analysis of the SMNP.</p>	<p>researches generated vital information regarding the tourism and visitors in SMNP. The results of those survey and researches were utilized for the formulation of the Marketing Strategy and Promotion Plan.</p> <ul style="list-style-type: none"> - The final draft of Marketing Strategy and Promotion Plan has been prepared and to be finalized by the end of the Project. The strategy and plan were prepared to develop the basic marketing strategy as a destination by accurately understanding different characteristics such as nationality, style, motive and route, as well as to promote tourism strategically through utilizing limited human and financial resources. The C/P staff has been involved in the data collection necessary for the preparation of strategy and plan. After the completion of final draft, the C/P staff and other stakeholders would be consulted in the finalization process.
<p>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 Debarq participated in the seminars regarding marketing and promotion.</p>	<ul style="list-style-type: none"> - The business meetings among tour operators were held in Addis Ababa three times in December 2012 and February and May 2014 to promote the SMNP products. The relationship with concerned tour operators based in Addis Ababa and Gondar have been developed through the meetings. 28 out of 41 tour operating companies based in Addis Ababa and all tour operating companies based in Gondar (6 companies) participated in the meetings. The rate of participation is approximately 70%. - Some of members of the Tour Operation WG based in Debarq also participated in the above meetings.
<p>2-3 Collection of tourism-related data is continuing.</p>	<ul style="list-style-type: none"> - The Project developed the new "Visitors Registration Sheet" replacing the former registration form used in the EWCA SMNP Office, the enter registration point of SMNP. The new registration sheet is much improved compared to the previous one and it made possible to collect the accurate data on the tourists who visit SMNP. - The C/P staff of EWCA SMNP Office has been involved in the data collection through the new registration sheet. The analysis and theoretical strategizing of data obtained from the new sheet have been mainly conducted by JICA Experts and local staff of the Project, but the data analysis training for the C/P staff has been conducted so that the C/P staff itself can acquire the skills of data analysis during the remaining period of the Project. - According to the Director of National Park and Sanctuary of EWCA, EWCA is planning to use the Visitors Registration Sheet in other national parks in Ethiopia.

The Output 2 is likely to be achieved by the end of the Project. Based on the above results, the indicators 2-2 and 2-3 have been almost achieved. The achievement level of indicator 2-1 is in progress and likely to be achieved by the end of the Project. Not indicated in the above indicators, as the remarkable achievement of Output 2 based on a recommendation on the publicity made by the Mid-term Review of the Project, the Project has developed various kinds of tourism promotion materials such as a website (the Facebook page), brochures, booklets, poster, signboard, banner, promotion video and other publicity items as part of promotion activities. According to the number of 'like' in the Facebook page, it was found that the Project obtained interests of people of target countries based on the market analysis. In addition, the advertisement of SMNP and Project is to be inserted in "Selamta," the in-flight magazine of Ethiopian Airlines as well as "Chikyu no Arukikata," the famous Japanese guidebook. Furthermore, some of C/P staff participated in the Tourism Exhibition, WTM held in UK and INDABA held in South Africa. The continuous efforts to improve capacities of


tourism marketing and promotion are going to be made until the end of the Project.

Output 3: Capacities of discovering and developing tourism products are enhanced.

Indicators	Current Results
<p>3-1 CTMA is formally created in each targeted sub-Kebele.</p>	<ul style="list-style-type: none"> - The Community Tourism Management Association (CTMA) was organized in Argin Sub-Kebele and Jona Sub-Kebeles including Daba Sub-Kebele respectively. The CTMA members were selected among the local communities based on discussions among them and a series of meetings were held among the CTMA members to discuss the development of new village tourism products. CTMA as a key development association in the community have been capacitated under the Project and it is to create its own fund to be managed by CTMA for the sustainability of community tourism activities and community development. - The Argin CTMA is going to be registered as a cooperative and the legal procedures for making the new cooperative are in progress while it is likely to take some more time for the Jona CTMA to be registered.
<p>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.</p>	<ul style="list-style-type: none"> - The Village Tour was developed as a new tourism product to be conducted in the 3 model Sub-Kebeles in Argin Jona Kebele. The coffee ceremony, injera making, local beer making, weaving, hairdressing, etc. are included as demonstrations of the Tour. The Satellite Center as a focal center of the Tour was constructed in Argin and Jona Sub-Kebeles respectively with the contributions of local communities such as providing labors and local materials. - The trial of Village Tour was conducted in 12 and 14 December 2013 and 7 customers joined the Tour. The questionnaire results of trial tour have been used for the improvement of the Tour. - The Fam Trip which is the trial of Village Tour targeted for the tour operators was conducted twice in February and May 2014. 22 out of 47 tour operators based in Gondar and Addis Ababa joined the Fam Trip (almost 50%). They showed positive impression on the Village Tour and their useful comments obtained from the questionnaire have been used for the improvement of Tour. - Through the above trials of Village Tour, the Argin CTMA obtained an income of 1,752 ETB for the community foundation and 10 village guides or demonstrators also received their portion of income.
<p>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.</p>	<ul style="list-style-type: none"> - The process and methodology of developing the Village Tour based on the experiences in Argin Sub-Kebele are going to be consolidated in the SIMCOT-MDP. It is not certain that the experiences in Jona Sub-Kebele will be reflected in the Plan. The workshop on the promotion of the above issue is to be held in October 2014 and stakeholders from SMNP and surrounding areas are going to participate it.

The Output 3 is expected to be achieved by the end of the Project, but not to the fullest. Based on the above results, the achievement level of indicator 3-1 in progress and CTMA is expected to be formally

created as the cooperative in Argin Sub-Kebale, but it is not certain if it is formally created in Jona Sub-Kebale. The indicator 3-2 has been already achieved and the tour operators dealing with SMNP products in Gondar and Addis Ababa have understood the contents of a new tourism product, the Village Tour. The achievement level of indicator 3-3 is still on the way to be achieved and the process and methodology of developing the Village Tour based on the experiences in Argin Sub-Kebale are to be consolidated in the SIMCOT-MDP as well as stakeholders from SMNP and surrounding areas are expected to participate in the workshop for its promotion as a model by the end of the Project. Not indicated in the above indicators, as the achievement of Output 3, the Project has provided many kinds of training for capacity building to the local communities including the CTMA members, especially to the village guides and demonstrators of the Village Tour. The efforts to achieve Output 3 and enhancement of capacities of discovering and developing tourism products should be continuously made during the remaining period of the Project.

Output 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.

Indicators	Current Results
4-1 At least 80% of members of PCC think that they have been enough involved in elaboration of concerned parts of SIMCOT-MDP.	<ul style="list-style-type: none"> - The final draft of SIMCOT-MDP has been prepared and the Plan is to be completed by the end of the Project. The idea, framework and contents of SIMCOT-MDP have been well discussed among more than 80% of PCC members. More consultation meetings are to be held during the finalization of Plan. - According to the interview to the PCC members, they mentioned their enough involvements in developing the SIMCOT-MDP as well as their contributions by providing their inputs such as opinions and ideas to the SIMCOT-MDP through the PCC meetings and training provided by the JICA Experts.
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.	<ul style="list-style-type: none"> - After the development of Village Tour, the Project has undertook a trial/piloting of B-to-B promotion and the prices, mode of payment, communication arrangement, involvement of tour operators, etc. was discussed and decided for the trial. The purpose of trial is to develop a methodology/model for the development of Village Tour and its marketing and promotion.
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.	<ul style="list-style-type: none"> - A national workshop on the introduction of SIMCOT-MDP is to be held in October 2014 with the representatives from other national parks and other key policy makers.

The Output 4 is likely to be achieved by the end of the Project. Based on the above results, the achievement level of indicator 4-1 is reasonable at the time of Terminal Evaluation and most PCC members have been enough involved in the elaboration of concerned parts of the SIMCOT-MDP. The achievement level of indicator 4-2 is in progress and the experiences of the B to B promotion trial are to be consolidated into a methodology in the SIMCOT-MDP, shared through workshops at the national and regional levels, and campaigned to the related Woredas and Debarq Town. The achievement level of indicator 4-3 is still on the way to be achieved and a national workshop on the introduction of SIMCOT-MDP is to be held with the representatives from other national parks and other key policy makers by the end of the Project. The Project still needs to make efforts to achieve Output 4 so that the

SIMCOT-MDP can be appropriately formulated through PPP and known by other national parks and reserved areas in Ethiopia as a model.

2.4 Achievement of Project Purpose

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.

Indicators	Current Results
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.	- The establishment of SIMCOT Management Foundation (SIMCOT-MF) as a DMO including the function of community tourism fund has been proposed in the Project as a means to put the SIMCOT-MDP into execution as well as to promote the community tourism in SMNP area. The realizability of collection of the "Save the Simien Donation" to manage the running cost of the foundation is a pre-condition of the establishment. The Project has been making efforts to realize the establishment of SIMCOT-MF by commissioning a local accounting and audit firm to examine the feasibility of its establishment and necessary legal procedures.
2. Based on the project experiences, viable public policy support programs are included in SIMCOT-MDP for executing and promoting community tourism.	- The public policy support measures to implement the SIMCOT-MDP to be operated by the SIMCOT-MF have been well discussed between JICA Experts and the C/P staff based on the project experiences and the specific measures based on the discussion is going to be integrated in the SIMCOT-MDP.
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.	- The meeting 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 is to be held in October 2014 with inviting the representatives from the related Woredas and Debarq Town, together with the national workshop on the introduction of SIMCOT-MDP for the representatives from other national parks and other key policy makers, once the SIMCOT-MDP is completed.

The Project is expected to mostly achieve its purpose by the end of the Project and the mechanism for community tourism to benefit local communities is expected to be mostly established through PPP in SMNP. Based on the above results, the achievement level of indicator 1 is in progress and the establishment of SIMCOT-MF has been proposed in the Project. If the Foundation is legally established, this indicator will be completely achieved. The Terminal Evaluation Team, however, was not certain about the realization of its establishment at the time of Evaluation. The alternative feasible mechanism in consideration of mainstreaming/integration into the existing institutional mechanism needs to be considered and proposed by the Project in case the SIMCOT-MF is not established in the future, in order to completely achieve this indicator. The achievement level of indicator 2 is also in progress and the inclusion of necessary public policy support measures into the SIMCOT-MDP for executing and promoting community tourism have been conducted by the Project. The achievement





level of indicator 3 is still on the way to be achieved and the meeting on the policy support regarding the promotion of community tourism and PPP based on the recommendations and plans indicated in the SIMCOT-MDP are going to be held with the participation of related Woredas and Debarq Town by the end of the Project.

2.5 Prospect for achieving Overall Goal

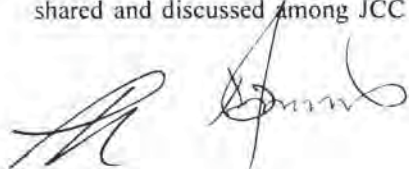
Overall Goal: Local communities improve level of livelihood and realize sustainable community tourism through increasing participation in tourism activities in Simien Mountains National Park.

Indicators	Current Results
1. Number of local community members participating in tourism activities will increase from 4,200 participants by at least 50%.	- The present approximate number of local community members who has participated in tourism activities (number of members of Ecotourism Association) is 5,300, increased from 4,200 as of 2013.
2. A mechanism of community tourism established by the Project is continuously working through PPP.	- The information on this indicator was not collected at the Terminal Evaluation since the achievement of indicator should be decided based on the situation at the time of 2021 when the achievement of Overall Goal is set out.
3. A community tourism fund, which will be used for management of tourism destination, will be established by contribution from local tourism revenue.	- Same as above, the information on this indicator was not collected at the Terminal Evaluation since the achievement of indicator should be decided based on the situation at the time of 2021 when the achievement of Overall Goal is set out.
4. There will be a clear evidence that the SIMCOT-MDP is referred to during the preparation of national tourism strategies.	- According to the interview to the C/P staff, the SIMCOT-MDP is going to be referred to in the "General Management Plan 2009-2019" of EWCA to be revised in 2015. Whether the SIMCOT-MDP will be referred to in the plans and strategies at the national level could be found in the future.

The Project is on the right track to achieve its Overall Goal in the post-project period. As mentioned above, the data and information on indicators 2, 3 and 4 were not collected at this time. The results of three indicators will be obtained in the future when the ex-post evaluation of the Project will be conducted. Based on the above result, the indicator 1 has shown a positive progress at the time of Terminal Evaluation. Besides, as mentioned above, the establishment of SIMCOT-MF is actually planned in the Project so that local communities can improve their level of livelihood and realize sustainable community tourism through increasing participation in tourism activities in SMNP in the future.

2.6 Implementation Process

The Project has been managed through the two committees, the Joint Coordinating Committee (JCC) and Project Coordinating Committee (PCC). JCC was organized with 7 members including the top official C/P personnel from Ethiopian side and the JCC meeting was set to be held twice a year. It has been held as planned and the necessary information, progress and challenges on the Project have been shared and discussed among JCC members. PCC was organized at the local level with 18 members




including the C/P personnel who are directly engaged in implementing the project activities. The PCC meeting was also set to be held twice a year and has been held more than planned and practical discussions on the project activities have been made among the PCC members.

While the JCC and PCC meetings have been held as or more than planned, there are many C/P organizations involved in the Project and there have been some challenges in the project management structure. The reporting system in the C/P side has not been properly managed and the project information has not been properly reported to the EWCA headquarter from the local level.

In the Project's Mid-term Review conducted in January-February 2013, some recommendations were made to the Project such as clarifying the target areas and population per main activities as well as addressing the cost sharing between the Ethiopian and Japanese sides. One of the recommendations concerning the issue of local operational cost has a room to be improved.

At the initial stage the Project focused on the explanation of concept of 'technical cooperation,' which required the contribution and commitment from the C/P organizations as well as the introduction of overall framework and approach of the Project towards stakeholders at different levels. The concept of 'community tourism' based on the cultural heritage of village lifestyles was new to the targeted areas and basic information on tourism was limited for proper marketing and promotion of tourism products.

According to the interview to the C/P staff, they are not exclusively engaged in the Project but have their own routine works as public officials. Some of them faced the challenges to be fully engaged in the project-related activities and the C/P organizations also faced limited budget for local operational costs such as transportation cost and per diem. Nevertheless, most C/P staff members have shown their motivation, commitment and ownership to the Project during the project period. For example, the focal persons of the Project have participated in the project-related meetings and are willing to go to the field even without enough transportation cost and per diem. In addition, the University of Gondar has also showed their commitment in some project activities and contributed to the Project with their expertise out of their own resources. As for the formulation of SIMCOT-MDP, while the draft was prepared primarily by JICA Experts, discussions on the plan has been made among the C/P staff and other project stakeholders in order to get their views and inputs.

2.6.1 Factors Positively Affected Results

The Project has the following promoting factors.

(1) The existence of skilful local staff/consultants of the Project

The Project has had a good support by the local staff and consultants. Especially, two staff members' contribution to the Project is highly commended: one resigned from his job as a Deputy Head of ANRS-BCTPD in the middle of the Project in order to more concentrate on being engaged in the project activities and became one of the local consultants; the other became one of the local staff after resigning his position in the Woreda Office. It should be noted that the existence of other skilful local staff members who have played roles of interpreter/translator, marketing and promotion analysis, secretary and coordinator has contributed to the implementation of various project activities.

(2) C/P Training in Japan in the third year

According to the interview to the C/P staff, the training conducted in Shirakawa-go in Japan has contributed to their understanding of the concept of SIMCOT-MDP and the importance of SIMCOT-MF as well as making a relationship with Mr. C. W. Nicol who is the first Park Worden of SMNP.

(3) Other donors assistance

The office infrastructure at the EWCA SMNP Office in Debark Town was developed under the assistance of Austrian Development Cooperation (ADC) and the project office in the EWCA SMNP Office was provided with its facilities. In addition, the road between Gondar City with an airport and



Debark Town with the entrance point of SMNP was developed by the Ethiopian government with a loan of the World Bank and it has contributed to reducing the time to go to SMNP and increase tourists visiting SMNP accordingly. Furthermore, the SMNP Taskforce, which consists of members from various Woreda government offices and NGOs, was established in 2013 with the support of the Frankfurt Zoological Society in order to discuss issues on SMNP. The Taskforce holds regular meetings quarterly in which the Project has participated and it has contributed to the information sharing.

(4) The cultural heritage survey conducted by the graduate students of Hokkaido University

From December to January 2013-2014, the graduate students of Hokkaido University were dispatched as part of the project activities and they conducted a cultural heritage survey for the “Simien Field Museum Concept,” which was described in the SIMCOT-MDP.

2.6.2 Factors Negatively Affected Results

The Project has experienced the following challenges.

(1) Changes of C/P personnel

As referred to in “2.1 Inputs,” the changes of C/P personnel happened in the Project and major official C/P personnel out of 5 have been replaced. The Project has taken considerable time to retrace the steps for the past activities and JICA Experts needed to explain the project’s concept and contents to the new assigned staff. Although one of the Important Assumptions towards the Project Purpose indicated in PDM is “Trained personnel remain in the Project,” some of C/P personnel left the Project in the middle.

(2) The procedure of establishing a cooperative in Argin Jona Kebale

While CTMA was established in Argin Jona Kebale as part of activities for tourism products development of Output 3, there was an obstacle to institutionalize CTMA. Institutionalization of CTMA as a cooperative was met with a setback since the Ethiopia’s Cooperative Agency regulates that one association which has the same objectives can be established at one Kebale and there already existed another association called “Ecotourism Association” in Argin Jona Kebale established under the support of ADC. It has taken considerable time for the Project to make the Woreda’s Cooperative Office understand that the CTMA and Ecotourism Association have different objectives and make an agreement on the establishment of CTMA as a cooperative.

(3) Huge project targeted area

The Project covers huge area of SMNP and surrounding areas. The access to and from some target Woredas was not efficient in visiting for the project related activities as well as attending the meetings held in Debark Town and it made more difficult for the C/P staff to bear local costs such as transportation cost and per diem for traveling a long distance. It also limited the project activities on community development only in Argin Jona Kebale in Debark Woreda and the project’s direct support to other Woredas was limited to only capacity development of those of Culture and Tourism Offices. Along with the huge area of targeting sites, the C/P staff of the Project is based not only in the targeted area but also in Gondar for ANRS-BCTPD and in Addis Ababa for EWCA headquarter. It has taken JICA Experts considerable time to move in implementing the project activities.



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3. Evaluation Results

3.1 Relevance

The relevance of the Project is judged to be relatively high because of the following reasons.

(1) Necessity

The Project meets the needs of its target, i.e. the relevant offices of EWCA and ANRS-BCTPD as well as communities and tourism related organizations in the SMNP area. The SMNP was selected as one of the first UNESCO's World Heritage Sites in the World as well as in Ethiopia in 1978, but it has been included in the endangered list since 1996 due to fears of environmental destruction in the area. Pulling the site out from the list was the aspiration of both the federal and regional governments in Ethiopia and the governments took various measures to meet the UNESCO's criteria. The Project was expected to contribute to such initiatives of the governments through providing alternative livelihood options to the local communities living in and around the park and promoting the reduction of agricultural and grazing land, which are the biggest threat to the park. The creation and development of Community Based Tourism (CBT) was expected as a viable alternative livelihood for the local communities. The Project has correctly responded to the needs of those involved.

(2) Priority

The Project is consistent with the national development strategy and plan of the Government of Ethiopia. The current national development strategy and plan of Ethiopia is the "Growth and Transformation Plan (GTP) 2010/11-2014/15" which was announced in September 2010. GTP aims at doubling the tourism arrival to Ethiopia by the end of 2014/15. The tourism sector is expected to generate employment and contribute to poverty reduction. While GTP aims at the industrial development including tourism development in Ethiopia, the government's priority in budget allocation has been given to the agriculture, education, health and infrastructure sectors compared to the tourism sector.

The Project is also consistent with the Japan's Official Development Assistance (ODA) policy for Ethiopia. Based on GTP, both the "Japanese Aid Policy to Ethiopia (October, 2013)" by the Embassy of Japan and "Japan's ODA to Ethiopia: Rolling Plan (June, 2013)" by the Ministry of Foreign Affairs of Japan place "private sector development" as one of the priority areas of development issues. The documents state that private sector development supports the development of tourism sector to expedite private and public cooperation in the sector, which is one of the few means to obtain foreign currency in Ethiopia. At the same time, however, private sector development including the tourism sector continues to be positioned as the core element on which industrial development is envisioned, while a shift in the structure to include the dissemination of Japanese standards, KAIZEN in private sector development as an additional area of priority has been foreseen.

(3) Appropriateness of the project approach and design

As mentioned above, the Project is relevant in terms of its necessity. While the most pressing needs of the country and communities are food security and poverty alleviation, the basic approach of the Project is to promote CBT and this project approach is appropriate in that it would bring direct benefit to communities in need. The introduction and promotion of CBT to the targeted area is expected to generate employment and contribute to poverty reduction in the area.

On the other hand, while the project approach is appropriate, the project design is likely to have been very ambitious in terms of the capacity of Ethiopian C/P organizations such as the manpower and budget. It is too ambitious for the three-year project to implement all the project activities which consist of the enhancement of capacity of tourism related organizations, improvement of capacity of marketing and promotion, enhancement of capacity of tourism products development, and development and modelization of SIMCOT-MDP through PPP as well as to achieve all the Outputs in one project. This affected the relevance of the Project.



3.2 Effectiveness

The effectiveness of the Project is judged to be medium because of the following reasons.

The Project Purpose is to establish a mechanism for the community tourism to benefit local communities through PPP in SMNP. As referred to in “2.4 Achievement of Project Purpose,” it is expected to be mostly achieved and the continuous efforts to complete the SIMCOT-MDP with the specific and necessary public policy support measures should be made for its complete achievement up to the end of the Project.

Apart from the achievement level measured by the indicators of PDM, another achievement with respect to each element of ‘mechanism’ stated in the Project Purpose is used same as the Mid-term Review of the Project as follows.

Elements	Achievement
Relevant capacity of stakeholders	Almost achieved through training programs provided by the Project. To be more achieved, for example, the EWCA SMNP Office and each Culture and Tourism Office staff needs to improve their skills on marketing analysis and promoting the Village Tour as well as the CTMA members, especially members of Jona and Daba Sub-Kebales need to improve their skills for successfully conducting the Village Tour.
Replicable and viable models/ methodologies for community tourism development	It depends on the dissemination of Village Tour to village communities other than Argin Jona Kebale.
Policies, such as SIMCOT-MDP and Marketing Strategy and Promotion Plan to be officially approved/ endorsed by the authority	Likely to be achieved once the SIMCOT-MDP including Marketing Strategy and Promotion Plan is completed. It is necessary for the Project to identify the collaboration and demarcation with the “SMNP Tourism Development Plan” made by EWCA and the African Wildlife Foundation (AWF) in February 2014.
Institutional mechanism as DMO & CTMA, which is integrated into the existing mechanism and supported by appropriate legal framework.	The SIMCOT-MF has been proposed as a DMO, but not yet established as of the Terminal Evaluation. CTMA is going to be legally established as a cooperative.
Sustainable financial mechanism to continuously develop community tourism in the destination, such as a community tourism fund with appropriate legal framework and management structure	The SIMCOT-MF to be established includes the function of community tourism fund and whether the “Save the Simien Donation” can be collected to manage the running cost of the foundation or not is a necessary condition of the establishment. The Project has been examining the feasibility of its establishment with necessary legal procedures.
Public policy support	More discussions are required to come up with specific and viable public policy supports such as subsidy programs, public revenue generation mechanism, tour operating regulations, etc.

Based on the above achievement, the Project has conducted such training to ensure the proper capacity development of the C/P staff and those from the private sector including the WG members and local communities as well as produced the effective tourism products including the Village Tour and various promotion materials. The Project could be concluded as ‘effective’ if those trained by the Project are going to take a major responsibility for implementing the SIMCOT-MDP and promoting the future

community tourism activities in the targeted area. The responsibility to take is entrusted to the SIMCOT-MF in a large way as of this moment and the establishment of SIMCOT-MF is not certain at the time of Terminal Evaluation. The alternative feasible mechanism needs to be considered and proposed by the end of the Project.

3.3 Efficiency

The efficiency of the Project is judged to be medium because of the following reasons.

The results of interviews with those involved in the Project suggest that the quantity, quality and timing of inputs from both Ethiopian and Japanese sides are generally appropriate except the financial issue and some changes of C/P personnel. According to the interview to the C/P staff on the ground, they indicated the shortage of budget to conduct all the project activities. Since in Ethiopia it is common for donors to bear the C/P's local operational cost in implementing the project activities, the Project needed to spend some time to explain the agreement on the "Cost Sharing between Ethiopian and Japanese sides" in the Minutes of Meeting dated September 23, 2011.

As referred to in "2.2 Activities," the Project has faced some difficulties in smoothly implementing the activities due to the unexpected factors and these factors caused the delay of some activities as well as the achievement of each Output.

Based on one of the recommendations made in the Mid-term Review, the assignment periods of JICA Experts of 'Tourism Development' and 'Marketing Promotion' were added in the third year, these additional assignments have contributed to the achievement of Output 2 as well as the development of Village Tour in Argin Sub-Kebale.

At the beginning of the Project, the project scope was to promote the sustainable tourism. The Project involved wide range of stakeholders not only in the local communities but also in the town including the members of car rental association, equipment association and town security association, etc. With limited resources of the Project, it could not support such wide range of stakeholders and caused the insufficiency of the Project. Based on the recommendations made in the Project's Mid-term Review, the Project realigned its focus on the community tourism from which the villagers would benefit directly and the project scope was restricted to the provision of benefits to local communities to generate visible results with limited resources of the Project. After this realignment, the Project could focus on the development of CBT in implementing various activities and it has positively affected the efficiency of the Project.

3.4 Impact

The impact of the Project is prospected to be relatively positive because of the following reasons.

(1) Prospect for achieving Overall Goal in the future

The Project is on the right track to achieve its Overall Goal in the post-project period with the fact that the establishment of SIMCOT-MF is actually planned in the Project as a means to improve the level of livelihood of local communities and realize the sustainable community tourism through increasing participation in tourism activities in SMNP area in the future. It is expected that continuous efforts will be made by the Project towards realizing the establishment of SIMCOT-MF.

(2) Other examples of project impact

Even though project impacts on the policy formulation and institutional aspects are as yet to emerge, the following examples have been reported as impacts by the Project.

- 1) Visit to the project sites by the State Minister of Culture and Tourism

The State Minister of Culture and Tourism visited the project sites in March in 2014 based on the MoCT's policy on the promotion of CBT as an important element for the tourism development in Ethiopia. This State Minister's visit was realized with the collaborative efforts of JICA Experts and Japanese Tourism Development Advisor of MoCT.

2) Visit to Ethiopia by the first Park Warden of SMNP

Mr. C.W. Nicol visited Ethiopia from January 18 to February 5, 2014 to clarify the current situation of land use compared to that at the time when the park was established in 1970 as well as to indicate the direction towards park rehabilitation. According to his observation, it was found that approximately 80% of the original forest had been lost. The information obtained from his visit is to be incorporated into the contents of SIMCOT-MDP. Besides, owing to Mr. Nicol's visit, SMNP in Ethiopia was taken notice by Japanese media and introduced in a famous Japanese magazine "Sotokoto" and he had some discussions with the Minister and two State Ministers of MoCT.

3) Nomination for an excursion site of UNESCO international conference, "Conference on UNESCO sites in the Horn of Africa – functioning and coordination" to be held in November, 2015

The pre-mission for the UNESCO international conference tentatively planned in November 2015, which consisted of representatives from the related Ethiopian government organizations, tour operators and donors, visited the project sites in May 2014. The project approach developed in the SMNP area was acknowledged by the pre-mission and the project site was nominated as one of the excursion sites of the conference.

4) Building a collaborative relationship between Hokkaido University and Gondar University

The some collaboration activities between Hokkaido University and Gondar University have been developed by the Project, one of which is the joint research to be conducted for the community tourism development as well as future policy support based on the research.

5) Benefits to women involved in the Project

The Project developed the Village Tour in Argin Jona Kebale as a new tourism product and the women involved in the Village Tour as demonstrators to show their cultural and traditional customs like coffee ceremony, injera making, local beer making, dancing, hair dressing, etc. have obtained their independent incomes from their demonstrations. They also have gained supports from their family for their demonstrations. In addition, the Hotel and Restaurant WG as well as CTMA established by the Project include many women members.

Meanwhile, there have been no reports of any serious negative impact of the Project in terms of the environmental and social aspects and it is unlikely that any negative impact of the Project will emerge in both the remaining and post project periods.

3.5 Sustainability

The sustainability of the Project is prospected to be medium because of the following reasons.

(1) Policy and institutional aspects

The community tourism development is considered to be one of the important strategies in the tourism sector of Ethiopia. The current policy on the tourism development stipulates that the promotion of CBT is one of the important elements for the development. Against such a background, the development and promotion of CBT are going to be continuously supported especially by MoCT. As a positive outlook of policy aspect, the Tourism Transformation Council chaired by the Prime Minister and the Ethiopian Tourism Organization were established in July 2013 and it is expected that the tourism sector development will be more promoted in the future.

(2) Organizational aspect

During the project period, the EWCA SMNP Office have played a role of Project Manager and chaired



the PCC meeting. According to the interview to them, they are not planning to take a leading responsibility for implementing the SIMCOT-MDP after the Project. The responsibility to implement the Plan is highly entrusted to the SIMCOT-MF to be established in the future.

(3) Financial aspect

The financial aspect for the future community tourism development of both EWCA and ANRS-BCTPD is prospected to be relatively negative since their budget allocation during the project period has been limited as mentioned above. The future financial outlook for sustaining the project effects would be positive if the SIMCOT-MF is established and necessary amounts of budget obtained from the "Save the Simien Donation" is prepared by the said foundation in the future. Other organization's financial supports such as "Wildlife Trust Fund" to be established by the Global Environment Facility (GEF) could be also utilized in the promotion of CBT in Ethiopia in the future.

(4) Technical aspect

Regarding the technical skills of the C/P staff and those trained by the Project, they have acquired new knowledge, skills and knowhow on their professions through the training, lectures and On-the-Job Training (OJT) by JICA Experts as well as understood the concept of CBT including the importance of cultural heritage. They still need to improve their skills, e.g. marketing analysis skills for the EWCA SMNP Office staff and promotion skills for the staff of EWCA SMNP Office and each Culture and Tourism Office. JICA Experts are expected to continuously make efforts to develop the capacity of C/P organizations and other stakeholders up to the end of the Project. Besides, the JICA Experts have made a technical transfer to the project local staff and their skills could be continuously utilized even after the Project if the SIMCOT-MF is established in the future.

As mentioned above, the sustainability of the Project highly depends on the realization of establishment of SIMCOT-MF and its establishment is not certain at the time of Terminal Evaluation. It is therefore difficult to judge the sustainability of the Project as of this moment while the prospecting rate is shown as 'medium' above. As mentioned in "2.4 Achievement of Project Purpose" and "3.2 Effectiveness," it is necessary for the Project to propose an alternative feasible mechanism in consideration of mainstreaming/integration into the existing institutional mechanism if possible in order to more ensure the sustainability of the Project.



4. Conclusion and Recommendations

4.1 Conclusion

Based on the findings of the Terminal Evaluation, the Evaluation Team concludes that the Project is expected to mostly achieve its purpose within the project period and on the right track to achieve the Overall Goal in the post project period. While the Project has faced some challenges particularly before the Mid-term Review, they have made efforts to solve them towards the achievement of Outputs and Project Purpose. The C/P organizations are prospected to make best use of the project achievements and continuously make steady progress in the future.

4.2 Recommendations

Based on the results of above evaluation, the Terminal Evaluation Team gives the following recommendations.

4.2.1 Alternative mechanism of SIMCOT-MF

It is the vision of the Project to establish the SIMCOT-MF for ensuring the sustainability of the project activities after the project period. Since it will take some time to reach a consensus at the federal level about the establishment of SIMCOT-MF due to the pending issue of legal states of "Save the Simien Donation," it is highly recommended to develop an alternative mechanism, e.g. appointment of focal persons from government officials at each governmental level. They are expected to take over the same roles of JICA Experts, such as the arrangement of Village Tour, arrangement of training for the tourism related organizations, and facilitating the information sharing between the federal and regional levels.

4.2.2 Roles of SIMCOT-MDP

Since the SIMCOT-MDP will be introduced to other Woredas, regions and other national parks during and after the Project, it is necessary that the SIMCOT-MDP should include concrete and specific know-how to implement the activities indicated in the plan, such as the methods of conducting B to B promotion and developing community tourism products, procedure of establishing the SIMCOT-MF, lessons learned through the operation of model village tourism products, etc. It would make the contents of SIMCOT-MDP more understandable for all relevant stakeholders.

4.2.3 Recognition of SIMCOT-MDP in GMP

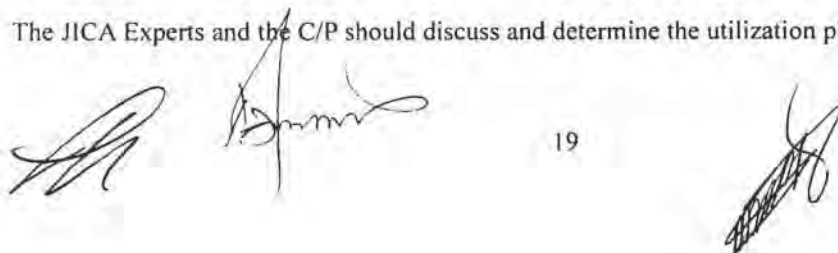
The vision and approach of SIMCOT-MDP such as "Simien Mountains Fields Museum" and "Strategic Carrying Capacity" should be recognized in the "General Management Plan (GMP) 2009-2019" to be revised in 2015. Its recognition in GMP would help smooth implementation of the SIMCOT-MDP.

4.2.4 Coordination with relevant ministries for the establishment of SIMCOT-MF

The Ethiopian C/P organizations are highly recommended to coordinate with the relevant ministries towards the establishment of SIMCOT-MF in terms of legal framework. EWCA needs to make sure that the Foundation Act for Wildlife Trust Fund, which is now under preparation, will not prevent the SIMCOT-MF from collecting the "Save the Simien Donation."

4.2.5 Utilization of local human resources and equipment provided by the Project

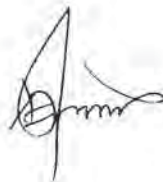
The JICA Experts and the C/P should discuss and determine the utilization plan of local consultant and



local staff who have acquired expertise and knowledge as well as the equipment provided by the Project. The detailed written plan should be agreed upon at the final JCC.

4.2.6 Special attention to Jona Sub-Kebale including Daba

The Project should pay special attention to Jona Sub-Kebale including Daba to encourage their development of village tourism products and the lessons learned from this process could enrich the contents of SIMCOT-MDP.



Annex 1: Project Design Matrix

Version 2.0

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

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

Project Site: In and around Simien Mountains National Park (SMNP) 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.</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 regarding the promotion of community tourism and PPP, based on the recommendations and plans indicated in the SIMCOT-MDP. 	<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.
<p>Outputs 1. Capacities of tourism related organizations are improved and their mutual cooperation is enhanced.</p>	<ol style="list-style-type: none"> 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. 	<ol style="list-style-type: none"> 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.
<p>2. Capacities of tourism marketing and promotion are improved.</p>	<ol style="list-style-type: none"> 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. 	<ol style="list-style-type: none"> 2-1 Study reports and strategy and plan elaborated 	

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
	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 Debarke participated in the seminars regarding marketing and promotion. 2-3 Collection of tourism-related data is continuing.	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	
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 At least 80% of members of PCC think that they have been enough involved in elaboration of concerned parts of SIMCOT-MDP. 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. 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.	4-1 Questionnaire survey to PCC members 4-2 Report on B to B Promotion Trial, Report on the workshop 4-3 Minutes of Meeting	
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.
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 Formulate Marketing Strategy and Promotion Plan. 2-3 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 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.	<Ethiopian Side> 1) Counterparts personnel • Project Director • Deputy Project Director • Project Manager • Two Deputy Project Managers • Other Counterpart Personnel 2) Facilities • Office space in Debarke and Gondar • Equipment for the Project Operation 3) Local operational cost • Activity Cost of Counterpart Personnel • Other Necessary Cost for Project Operation	<Japanese Side> 1) Dispatch of experts • Chief Advisor • Tourism Development • Organizational Coordination • Marketing Promotion • Ecotourism • Working Group Coordination • National Park Management • Project Coordinator 2) Training of counterpart personnel in Japan and/or the third countries 3) Machinery and equipment • Two motor vehicles • Office equipment	Preconditions <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.

Amma

[Signature]

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Annex 2: Evaluation Grid

1. Achievement of the Project

Items		Indicators	Necessary Data	Data Source / Data Collection Methods
Overall goal	Local communities improve level of livelihood and realize sustainable community tourism through increasing participation in tourism activities in Simien Mountains National Park.	1. Number of local community members participating in tourism activities will increase from 4,200 participants by at least 50%.	Number of local community members participating in tourism activities	- Project reports & references review - PCC interview
		2. A mechanism of community tourism established by the Project is continuously working through PPP	Continuously working mechanism of community tourism through PPP established by the Project	- Not available as of this moment
		3. A community tourism fund, which will be used for management of tourism destination, will be established by contribution from local tourism revenue.	Established community tourism fund by contribution from local tourism revenue used for management of tourism destination	- Not available as of this moment
		4. There will be a clear evidence that the SIMCOT-MDP is referred to during the preparation of national tourism strategies.	Existence of SIMCOT-MDP referred to in the draft of national tourism strategies	- EWCA/ANRS-BCTPD interview
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.	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.	Establishment of SIMCOT-MF proposed for the promotion of community tourism and proposed necessary legal framework in consideration of mainstreaming/ integration into the existing institutional mechanism, as a result of evolution of PCC and WG	- Project reports & references review - PCC interview
		2. Based on the project experiences, viable public policy support programs are included in SIMCOT-MDP for executing and promoting community tourism.	Viable public policy support programs included in SIMCOT-MDP for executing and promoting community tourism based on the project experiences	- Project reports & references review
		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.	Meetings held in concerned 3 Woredas and 1 Town on the preparation of ordinances or other policies regarding the promotion of community tourism and PPP based on the recommendations and plans indicated in SIMCOT-MDP	- Project reports & references review - PCC interview

	Items	Indicators	Necessary Data	Data Source / Data Collection Methods
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.	Established WGs and a proposal prepared to institutionalize WGs	- Project reports & references review
		1-2 "Evaluation by participants on seminars and trainings" of each WG gets more than 4.0 remark out of 5.0.	Results of evaluation by participants on seminars and trainings of each WG	- Project reports & references review
		1-3 C/P at different levels are able to present the key project outcomes concerned, such as SIMCOT-MDP in workshops or meetings.	C/P at different levels who are able to present the key project outcomes concerned, such as SIMCOT-MDP in workshops or meetings	- Project reports & references review - PCC interview
		1-4 PCC hold regular meeting according to the plan with adequate quorum.	PCC meetings held	- Project reports & references review
	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.	Completed necessary studies and researches on the marketing and promotion and elaborated Marketing Strategy and Promotion Plan based on marketing analysis of SMNP	- Project reports & references review
		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 Debarq participated in the seminars regarding marketing and promotion.	- Number of tour operating companies dealing with SMNP products in Gondar and Addis Ababa as well as hotel & restaurant owners and managers in Debarq - Number of the above ones who participated in the seminars regarding marketing and promotion	- Project reports & references review
		2-3 Collection of tourism-related data is continuing.	Situation of collection of tourism-related data	- Project reports & references review
	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.	Formally created CTMA in each targeted sub-Kebele	- Project reports & references review
		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.	- Number of tour operating companies dealing with SMNP products in Gondar and Addis Ababa - Number of the above ones who understand the contents of a new tourism product	- Project reports & references review - WG/CTMA interview
		3-3 The process and methodology of developing village tourism products are consolidated in documents, and at least 50 stakeholders from	- Process and methodology of developing village tourism products consolidated in documents	- Project reports & references review

Items		Indicators	Necessary Data	Data Source / Data Collection Methods
		SMNP and surrounding areas participate in a workshop for its promotion as a model.	- Number of stakeholders from SMNP and surrounding areas who participated in a workshop for its promotion as a model	
	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 At least 80% of members of PCC think that they have been enough involved in elaboration of concerned parts of SIMCOT-MDP.	- Number of PCC members - Number of PCC members who think that they have been enough involved in elaboration of concerned parts of SIMCOT-MDP	- Project reports & references review - PCC interview
		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.	Experiences of the B to B promotion trial which are consolidated into a methodology in the SIMCOT-MDP, shared through workshops at the national and regional levels, and campaigned to at least 3 Woredas and 1 town	- Project reports & references review
		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.	National workshop on introduction of the SIMCOT-MDP held with the representatives from other national parks and other key policy makers	- Project reports & references review
Inputs	Inputs from Ethiopian side	Planned inputs 1. Counterparts personnel Project Director Deputy Project Director Project Manager Two Deputy Project Managers Other Counterpart Personnel 2. Facilities Office space in Debarq and Gondar Equipment for the project operation 3. Local operational cost Activity cost of Counterpart Personnel Other necessary cost for project operation	Actual inputs including unplanned ones	- Project reports & references review - PCC interview
	Inputs from Japanese side	Planned inputs 1. Dispatch of experts Chief Advisor Tourism Development Organizational Coordination	Actual inputs including unplanned ones	- Project reports & references review

Items		Indicators	Necessary Data	Data Source / Data Collection Methods
		Marketing Promotion Ecotourism Working Group Coordination National Park Management Project Coordinator 2. Training of counterpart personnel in Japan and/or the third countries 3. Machinery and equipment Two motor vehicles Office equipment		
Important assumptions	Important assumptions towards overall goal	1. There is no change in the direction of the government policies on national park and tourism development. 2. Any negative factor that affects tourism activities in Ethiopia does not occur.	Important assumptions that are likely to give influence on the project	- Project reports & references review
	Important assumptions towards project purpose	1. There is no change in the direction of the government policies on national park and tourism development. 2. Trained personnel remain in the Project.	Important assumptions that have given influence on the project	- Project reports & references review
	Important assumptions towards outputs	1. Governmental priority for the tourism development remains. 2. The interests of the local community to the community tourism development remains. 3. Any major human and natural disaster that affects tourism resources in Simien Mountains National Park does not occur.	Important assumptions that have given influence on the project	- Project reports & references review

2. Implementation Process

Evaluation Questions		Criteria for Judgment	Necessary Data	Data Source / Data Collection Methods
Survey Items	Sub-Survey Items			
Implementation of activities	Have the project activities been implemented as planned?	<ul style="list-style-type: none"> - Comparison of the planned activities indicated in PDM with the actual activities implemented - Existence of added or stopped activities and their reasons 	<ul style="list-style-type: none"> - Planned activities indicated in PDM - Implementation status of the planned activities 	<ul style="list-style-type: none"> - Project reports & references review
Project management system	Is there no problem in the project management system?	<ul style="list-style-type: none"> - Whether the project implementation system is appropriate for managing the project effectively and efficiently. - Whether the project is managed properly. 	<ul style="list-style-type: none"> - Project implementation structure/system - Situation of project management 	<ul style="list-style-type: none"> - Project reports & references review - Experts interview - PCC interview
	Is the monitoring system for the project managed appropriately?	<ul style="list-style-type: none"> - Whether the meetings of JCC, PCC and WG are held as planned and the project progress is shared among the committee or group members. - Whether the project is monitored properly while experts are not in the field. 	<ul style="list-style-type: none"> - JCC, PCC and WG meetings held - Situation of project monitoring while experts are not in the field 	<ul style="list-style-type: none"> - Project reports & references review - Experts interview - PCC interview - WG/CTMA interview
	Is there no problem in the communication between experts and CP?	Whether regular and enough communication between experts and CP (Officers of relevant offices of EWCA and ANRS-BCTPD) is taken	Frequency of communication between experts and CP	<ul style="list-style-type: none"> - Experts interview - PCC interview
Degree of participation of CP	Has the degree of participation/ownership of CP in the project been high?	<ul style="list-style-type: none"> - Whether CP fully understand the objectives, progress and issues to be improved of the project. - Whether CP takes the initiative in getting engaged in the project activities. 	<ul style="list-style-type: none"> - CP's level of understanding to the project - CP's level of participation to the project activities 	<ul style="list-style-type: none"> - Experts interview - PCC interview
	Are appropriate post/personnel allocated as CP?	Whether appropriate organization, department and personnel are allocated as CP.	Existence of other organization, department and personnel necessary to cooperate in the project	<ul style="list-style-type: none"> - Experts interview - PCC interview
	Has the degree of participation/ownership of the target group in the project been high?	Whether the target group (WG and CTMA members) has fully participated in the project activities.	Target group's level of participation to the project activities	<ul style="list-style-type: none"> - Experts interview - WG/CTMA interview
Problems in the process of implementation	Are there any factors that have inhibited the smooth implementation of the project? If any, what is the cause?	<ul style="list-style-type: none"> - Existence of obstructive factors in the implementation of the project - Whether any correspondence to the obstructive factors is taken or not. 	<ul style="list-style-type: none"> - Examples of obstructive factors in the implementation of the project - Examples of correspondence to the obstructive factors 	<ul style="list-style-type: none"> - Project reports & references review - Experts interview - PCC interview - WG/CTMA interview

3. Five Evaluation Criteria
Relevance

Evaluation Questions		Criteria for Judgment	Necessary Data	Data Source / Data Collection Methods
Survey Items	Sub-Survey Items			
Necessity	Does the project meet the target group's needs?	Whether there have been no changes in the development needs by the target group after the project started.	Needs on the tourism development by the target group in the targeted area	- Preliminary Survey & Mid-term Review Reports review - WG/CTMA interview
Priority	Is the project in line with the development policy of Ethiopia?	Whether there have been no changes in the Ethiopia's national policy on local/regional industry promotion after the project started.	Ethiopia's national development plan and related policies on tourism promotion and development - Growth and Transformation Plan (GTP) (2010/11-2014/15)	- Preliminary Survey & Mid-term Review Reports review - EWCA/ANRS-BCTPD interview
	Is the project in line with the Japan's ODA policy?	Whether there have been no changes in the Japan's ODA policy towards Ethiopia after the project started.	Japan's ODA policy towards Ethiopia - Country Aid Policy to Ethiopia (May 2012) - Rolling Plan (May 2012) - TICAD V Yokohama Action Plan 2013-2017 (May 2013)	- Preliminary Survey & Mid-term Review Reports review - Japan's ODA policy review
Appropriateness of project means	Is the project appropriate as a strategy for producing an effect to the development issues in Ethiopia?	- Whether the project approach/design is appropriate as the means of achieving the project purpose and overall goal. - Existence of inconsistency and problems of PDM	- Evaluation to the project approach/design by stakeholders - PDM	- Experts interview - PCC interview
	Is the selection of target group appropriate?	Whether the selection of target area is appropriate.	Opinions of relevant persons	- Experts interview - PCC interview
	Can the project become widespread to other areas/groups?	Whether the project activities can be spread to other areas and groups.	Opinions of relevant persons	- Experts interview - PCC interview

Effectiveness

Evaluation Questions		Criteria for Judgment	Necessary Data	Data Source / Data Collection Methods
Survey Items	Sub-Survey Items			
Prospect for achieving project purpose	Is there any prospect for achieving project purpose by the end of the project?	Indicators of project purpose	Results of Indicators of project purpose	Same as "1. Achievement of the Project"
Causal relationship	Are outputs enough to achieve project purpose?	- Whether project purpose will be achieved as a result of the achievement of outputs. - Existence of contributive factors to the achievement	- Achievement level of outputs - Examples of contributive factors	- Experts interview - PCC interview - WG/CTMA interview

Evaluation Questions		Criteria for Judgment	Necessary Data	Data Source / Data Collection Methods
Survey Items	Sub-Survey Items			
		of project purpose other than outputs		
	Are there any obstructive factors against the achievement of project purpose?	<ul style="list-style-type: none"> - Existence of negative factors that inhibit the achievement of project purpose - Whether any correspondence to the obstructive factors is taken. 	<ul style="list-style-type: none"> - Examples of obstructive factors - Examples of correspondence to the obstructive factors 	<ul style="list-style-type: none"> - Experts interview - PCC interview - WG/CTMA interview
	Will the important assumptions towards project purpose not give influence on the project?	Existence of important assumptions that have given influence on project purpose	Important assumptions that gave influence on the project	Same as "1. Achievement of the Project"

Efficiency

Evaluation Questions		Criteria for Judgment	Necessary Data	Data Source / Data Collection Methods
Survey Items	Sub-Survey Items			
Achievement of outputs	Is the achievement level of outputs favorable?	Indicators of outputs	Results of Indicators of outputs	Same as "1. Achievement of the Project"
Causal relationship	Are inputs and activities appropriate in achieving outputs?	<ul style="list-style-type: none"> - Whether activities are necessary and sufficient conditions in just proportion for achieving outputs. - Whether inputs are necessary in just proportion for implementing the project activities. 	<ul style="list-style-type: none"> - Actual inputs - Actual activities implemented 	Same as "1. Achievement of the Project" and "2. Implementation Process"
	Are there any obstructive factors against the achievement of outputs?	<ul style="list-style-type: none"> - Existence of negative factors that inhibit the achievement of outputs - Whether any correspondence to the obstructive factors is taken. 	<ul style="list-style-type: none"> - Examples of obstructive factors - Examples of correspondence to the obstructive factors 	<ul style="list-style-type: none"> - Experts interview - PCC interview - WG/CTMA interview
	Is there any influence by the important assumptions towards outputs?	Existence of important assumptions that have given influence on outputs	Important assumptions that gave influence on the project	Same as "1. Achievement of the Project"
Appropriateness of inputs from Ethiopian side	Are the head count, placement and skills of CP appropriate?	Existence of problems in the head count, placement and skills of CP	Problems in the head count, placement and skills of CP	Same as "2. Implementation Process"
	Are the facilities from Ethiopian side appropriate?	Existence of problems in facilities provided by Ethiopian side		<ul style="list-style-type: none"> - Project reports & references review
	Are the local costs from Ethiopian side appropriate?	Existence of problems in local costs from Ethiopian side	Local costs from Ethiopian side	<ul style="list-style-type: none"> - PCC interview
Appropriateness of inputs from Japanese side	Are the number of experts dispatched, their fields of expertise, and timing and period of dispatch appropriate?	Existence of problems in the number of experts dispatched, their fields of expertise, and timing and period of dispatch	<ul style="list-style-type: none"> - PO - Allocation and assignment of experts 	<ul style="list-style-type: none"> - Experts interview - PCC interview - WG/CTMA interview

Evaluation Questions		Criteria for Judgment	Necessary Data	Data Source / Data Collection Methods
Survey Items	Sub-Survey Items			
	Are the number of trainees, their fields, training contents, training period and timing of overseas training appropriate?	Existence of problems in the number of trainees, their fields, training contents, training period and timing of overseas training	Past record of overseas training	- Project reports & references review
	Are the type, quantity and timing of the installation of equipment appropriate?	Existence of problems in the type, quantity and timing of the installation of equipment	List of equipment provided	- Project reports & references review
	Are the project budget and local costs appropriate?	Existence of problems in the project budget and local costs	Local costs from Japanese side	- Project reports & references review

Impact

Evaluation Questions		Criteria for Judgment	Necessary Data	Data Source / Data Collection Methods
Survey Items	Sub-Survey Items			
Prospect for achieving overall goal	Is there any prospect for achieving overall goal after the project?	Indicators of overall goal	Results of indicators of overall goal	Same as "1. Achievement of the Project"
Causal relationship	Does overall goal not lose touch with project purpose?	Whether the setting level of overall goal is appropriate.	Opinions of relevant persons	- Experts interview - PCC interview
	Are there any obstructive factors against the achievement of overall goal?	Existence of negative factors that inhibit the achievement of overall goal	Examples of obstructive factors	- Experts interview - PCC interview
	Will the important assumptions towards overall goal not give influence on the project?	Existence of important assumptions that is likely to give influence on overall goal	Important assumptions that is likely to give influence on the project	Same as "1. Achievement of the Project"
Other impacts	Are there any project impacts on policies and systems of Ethiopia?	Existence of project impacts on national policies and systems of Ethiopia	National policies and systems newly made or revised by the project	- EWCA/ANRS-BCTP D interview
	Are there any positive impacts that are not planned at the time of planning but have been produced by the project?	Existence of positive impacts that are not planned at the time of planning but have been produced by the project	Examples of positive impacts	- Experts interview - PCC interview - WG/CTMA interview
	Are there any negative impacts that are not planned at the time of planning but have been brought about by the project?	Existence of negative impacts that are not planned at the time of planning but have been brought about by the project	Examples of negative impacts	- Experts interview - PCC interview - WG/CTMA interview

Sustainability

Evaluation Questions		Criteria for Judgment	Necessary Data	Data Source / Data Collection Methods
Survey Items	Sub-Survey Items			
Policy and institutional aspect	Will the political support by the Ethiopian government be carried on?	Whether tourism promotion and development will be continuously placed as the priority issue of Ethiopia's industrial development.	Ethiopia's related plans and policies on tourism sector	- EWCA/ANRS-BCTPD interview
	Will the project effects be disseminated to other areas?	Whether there is any practical plan for introducing and adopting the SIMCOT-MDP to other national parks.	Plan for introducing and adopting the SIMCOT-MDP to other national parks	- EWCA/ANRS-BCTPD interview
Organizational aspect	Will the organizational support by Ethiopian side be carried on?	<ul style="list-style-type: none"> - Whether WG will continue to sustain and function after the project. - Whether CTMA will continue to sustain and function after the project. - Whether the establishment of SIMCOT-MF is feasible. 	<ul style="list-style-type: none"> - Opinions of WG and CTMA members - Specific Plan on the establishment of SIMCOT-MF 	<ul style="list-style-type: none"> - PCC interview - WG/CTMA interview
Financial aspect	Will the Ethiopian government allocate the budget for sustaining the project effects?	<ul style="list-style-type: none"> - Whether CWEA will be able to secure the budget for SIMCOT-MDP & SIMCOT-MF. - Whether ANRS-BCTPD will be able to secure the budget for SIMCOT-MDP & SIMCOT-MF. - Whether EWCA SMNP Office will be able to secure the budget for SIMCOT-MDP & SIMCOT-MF. - Whether each Culture and Tourism Office under ANRS-BCTPD will be able to secure the budget for SIMCOT-MDP & SIMCOT-MF. 	<ul style="list-style-type: none"> - Specific budget plan on implementation of the SIMCOT-MDP - Specific budget plan on the establishment of SIMCOT-MF 	<ul style="list-style-type: none"> - EWCA/ANRS-BCTPD interview - PCC interview
Technical aspect	Does project stakeholders have enough skills for sustaining the project effects?	<ul style="list-style-type: none"> - Whether officers of EWCA SMNP Office and each Culture and Tourism Office under ANRS-BCTPD will be able to conduct activities based on SIMCOT-MDP. - Whether SIMCOT-MF will be able to be established and properly managed by the above officers. 	Opinions of relevant persons	<ul style="list-style-type: none"> - Experts interview - PCC interview - WG/CTMA interview

Annex 3: List of JICA Experts

No.	Name	Assignment	MM Dispatched to Ethiopia
1	Dr. Noriaki NISHIYAMA	Chief Advisor / Tourism Development I	6.97
2	Mr. Hideo SAKAMOTO (from Nov. 2011 to Oct. 2012)	Deputy Chief Advisor / Tourism Development II	6.20
	Mr. Shingo SATO (from Nov. 2012 up to now)	Tourism Development II	10.63
3	Mr. Shuzo ISHIMORI	Organizational Coordination I	0.87
4	Dr. Kiho YAOITA	Deputy Chief Advisor / Organizational Coordination II	15.17
5	Ms. Risa YOKOYAMA	Organizational Coordination III	1.50
6	Mr. Fuyuhiko USUI	Marketing and Promotion I	1.17
7	Mr. Yusuke ISHIGURO	Marketing and Promotion II	6.07
8	Ms. Satoko HARA	Marketing and Promotion III	10.73
9	Dr. Chiaki SHIMOYASUBA	Ecotourism I	2.30
10	Mr. Masahiro KANNO	Ecotourism II	3.27
11	Mr. Takeshi SHIMOMURA	Working Group Coordination	3.27
12	Mr. Tetsuya AIKO	National Park Management	1.54
13	Ms. Minako ITOH	Project Coordinator / Assistant Organizational Coordination	8.00
Total			77.69 MM

Annex 4: Equipment Provided

No.	Items	Unit Price (ETB and JPY)	Quantity	Total Price (ETB and JPY)
1	Laptop computer	25,472	4	101,888
2	Photocopy machine	150,200	2	300,400
3	Color printer	8,500	2	17,000
4	Facsimile	10,500	2	21,000
5	Projector	19,900	2	39,800
6	Screen	5,900	2	11,800
Total (ETB)				491,888
7	Vehicle	6,146,880	2	12,293,760
Total (JPY)				12,293,760





Annex 5: List of Participants of Training in Japan

<1st Training>

Period: January 29 – February 11, 2012

Lecture and field visit at Hokkaido University

No.	Name	Title as of Training
1	Mr. Belete Sisay Yeshanew	Community Development Expert, Community Development Department, EWCA SMNP Office
2	Mr. Abuhay Zeleke Tigabe	Northern Protected Areas Coordinator, EWCA
3	Mr. Workeluel Yirdaw Sisay	Head, Debark Culture and Tourism Office
4	Mr. Yimer Tasfaye Eshtie	Head, Beyeda Woreda Culture and Tourism Office
5	Mr. Oumer Yesuf Hassen	Head, Janamora Woreda Culture and Tourism Office

<2nd Training>

Period: June 12 – 27, 2012

Lecture and field visit at Hokkaido University

No.	Name	Title as of Training
1	Mr. Mohammed Berhanu Gebre	Deputy Bureau Head, ANRS-BCTPD
2	Mr. Kassahun Sisay Mequanent	Park Warden, EWCA SMNP Office
3	Mr. Kesete Asnakew Adane	Acting Head, Heritage Conservation and Development Department, North Gondar Zone Culture and Tourism Office

<3rd Training>

Period: August 7 – September 28, 2012

Lecture and field visit at JICA Shikoku

Conducted as part of "Sustainable Tourism Development in African Countries (Community-Based Tourism Planning)"

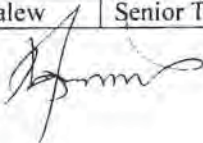
No.	Name	Title as of Training
1	Mr. Shimelis Akilu Mekonnen	Tourism Development and Promotion Officer, North Gondar Zone Culture and Tourism Office
2	Mr. Abera Getachew	Vice leader, Guide Association in Debark

<4th Training>

Period: August 9 – 18, 2013

Lecture and field visit at Hokkaido University

No.	Name	Title as of Training
1	Mr. Debela Ewnetu Bilata	Director General, EWCA
2	Mr. Mohammed Berhanu Gebre	Deputy Bureau Head, ANRS-BCTPD
3	Mr. Abate Kassie Berihun	Head, North Gondar Zone Culture and Tourism Office
4	Mr. Haile Abebaw Azanaw	Deputy Park Warden, EWCA SMNP Office
5	Mr. Belay Azanaw Kefyalew	Senior Tourism Officer, EWCA SMNP Office



Annex 6: List of Counterparts

No.	Name	Title	Title for the Project
1	Mr. Kifle Argaw (from Nov. 2011 to Jun. 2012)	Director General, Ethiopian Wildlife Conservation Authority (EWCA)	Project Director
	Mr. Ewnetu Bilata Debela (from Jun. 2012 to Sep. 2013)	Director General, EWCA	Project Director
	Mr. Kalsay G/tensae (from Sep. 2013 to Nov. 2013)	Director, National Parks and Wildlife Sanctuaries Conservation Directorate, EWCA	Acting Project Director
	Mr. Dawud Mume (from Nov. 2013 up to now)	Director General, EWCA	Project Director
2	Mr. Mulugeta Seid (from Nov. 2011 to Dec. 2012)	Bureau Head, Amhara National Regional State, Bureau of Culture, Tourism and Parks Development (ANRS-BCTPD)	Deputy Project Director
	Mr. Berhanu Gebre (from Dec. 2012 to Sep. 2013)	Deputy Bureau Head, ANRS-BCTPD	Acting Deputy Project Director
	Mr. Alebel Dessie (from Sep. 2013 up to now)	Bureau Head, ANRS-BCTPD	Deputy Project Director
3	Mr. Sisay Mequanent (from Nov. 2011 to Jul. 2012)	Park Warden, EWCA Simien Mountains National Park (SMNP) Office	Project Manager
	Mr. Maru Biyadgiegn (from Jul. 2012 up to now)	Chief Park Warden, EWCA SMNP Office	Project Manager
4	Mr. Berihun Tiru (from Nov. 2011 to Jun. 2012)	Head, North Gondar Zone Culture and Tourism Office	Deputy Project Manager
	Mr. Kassie Berihun (from Jun. 2012 up to now)	Head, North Gondar Zone Culture and Tourism Office	Deputy Project Manager
5	Mr. Yirdaw Sisay (from Nov. 2011 up to now)	Head, Debark Culture and Tourism Office	Deputy Project Manager

Other Counterpart Personnel

No.	Name	Title
1	Mr. Abebaw Azanaw	Park Warden, EWCA SMNP Office
2	Mr. Azanaw Kefyalew	Senior Tourism Officer, EWCA SMNP Office
3	Mr. Sisay Yeshanew	Community Development Expert, EWCA SMNP Office
4	Mr. Zeleke Tigabe	Director of Wildlife Development and Protection Directorate / Chief Warden / National Parks & Wildlife Sanctuaries, EWCA
5	Mr. Habtu Alemu	Focal Person of the Project, North Gondar Zone Culture and Tourism Office
	Mr. Shimelis Akilu	Former Focal Person of the Project / Tourism Service Providing Organization Coordinator, North Gondar Zone Culture and Tourism Office
6	Mr. Alebachew Mola	Tourism Officer, Debark Culture and Tourism Office
7	Mr. Yesuf Hassen	Head, Janamora Woreda Culture and Tourism Office
8	Mr. Negosu Hayelu	Tourism Officer, Janamora Woreda Culture and Tourism Office

No.	Name	Title
9	Mr. Nigusie Alebele	Head, Beyeda Woreda Culture and Tourism Office
10	Mr. Mulugeta Damie	Tourism Officer, Beyeda Woreda Culture and Tourism Office
11	Ms. Muluy Fense	Head, Adarkay Woreda Culture and Tourism Office
12	Mr. Fessu Glselage	Tourism Officer, Adarkay Woreda Culture and Tourism Office
13	Mr. Alene Bayu	Head, Telemt Woreda Culture and Tourism Office
14	Mr. Goitoom Tsegaye	Tourism Officer, Telemt Woreda Culture and Tourism Office

Adviser to the Project

No.	Name	Title
1	Dr. Mengesha Admassu	Head, Tourism Management Department, University of Gondar
2	Mr. Yenesew Alene	Head, Tourism Management Department, University of Gondar





Annex 7: Training provided by the Project (as of June 2014)

No.	Training Title	Date	Participants	Summary
1	Environment Campaign	Jun. 10 2012 (1 day)	NSE WG members, local residents, elementary school students, and so on (100 participants)	<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.
2	Excursion to community tourism advanced area (Bahir Dar and Lalibela)	Jun. 11 – 18 2012 (8 days)	5 HR WG members and other hotel and restaurant managers (15 participants)	<ul style="list-style-type: none"> - Visit to Bahir Dar and Lalibela that have hotel associations. - After the visit, establishment of the Debarq Town Hotel Association was decided.
3	Excursion to community tourism advanced area (Meket)	Mar. 4 – 8 2012 (5 days)	9 CTMA members, 9 Core members, 7 TO WG members and others (33 participants)	<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.
4	Opinion exchange with Tour Operators	Dec. 11 2012 (1 day)	2 TO WG members, 1 HR WG members, and 7 C/Ps (10 participants)	<ul style="list-style-type: none"> - Opinion exchange session with tour operators in Addis Ababa. - Clarification of current situation and necessary improvement of Simien as a tourist site based on the viewpoint of tour operators. - Strengthening partnerships with tour operators.
5	Guide Training	Jul. 23 – Aug. 3 2012 (12 days)	2 TO WG members and other guide association members (53 participants)	<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.
6	Cooking Practical Training	Jul. 23 - Aug. 7 2012 (16 days)	2 TO WG members and other cook association members (38 participants)	<ul style="list-style-type: none"> - Quality improvement of existing menus and acquirement of various food preparation methods utilizing regional cooking ingredients produced in Simien.
7	Practical training for hotel and restaurant employees	Sep. 15 – 29 2012 (15 days)	Hotel and restaurant employees (41 participants)	<ul style="list-style-type: none"> - Enhancement of service levels at hotels and restaurants through acquirement of basic services and various skills.- Lectures on roles of hotel and restaurant as well as hospitality and ethics.

Amir

[Signature]

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No.	Training Title	Date	Participants	Summary
				<ul style="list-style-type: none"> - Practical training by each category such as a reception, housekeeping, and drinking and eating. - Lectures by the project team on new experience-based tourism in Simien, eco-museum, community tourism, etc.
8	Geographic Information System (GIS) Training	Feb. 23 – Mar. 4 2012 (10 days)	4 C/Ps and others (9 participants)	<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.)
9	Training for CTMA. Core member and Village guide	Jul. 8 – 11, 2013 (4 days)	CTMA member, Core member, Village guide (41 participants)	<ul style="list-style-type: none"> - Obtaining basic concept of community tourism.
10	Excursion to community tourism advanced area (Meket)	Jul. 11 – 15, 2013 (5 days)	CTMA member, Core member, Village guide, Officers from related organizations, C/P (34 participants)	<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.
11	1 st Business meeting	Aug. 20, 2013 (1 day)	C/P, WG representatives (5 participants)	<ul style="list-style-type: none"> - Exchange opinions with tour operators in Addis Ababa and Gondar. Publicity of village tour.
12	2 nd Business meeting	Feb. 6, 2014 (1 day)	C/P, Representatives of Associations (12 participants)	Ditto
13	3 rd Business meeting	May 2014	C/P, WG head	Ditto
14	Tourism exhibition (INDABA 2013)	May 11 – 15, 2013 (5 days)	C/P (2 participants)	<ul style="list-style-type: none"> - Observation of publicity activities of other countries. Practical publicity activity of the Simien National Park and village tour.
15	Tourism exhibition (WTM)	Nov. 2 – 8, 2013 (7 days)	C/P (2 participants)	Ditto
16	Tourism exhibition (INDABA 2014)	May 2014	C/P	Ditto
17	Marketing and Promotion Training	May 2014 as OJT	C/P	<ul style="list-style-type: none"> - Acquiring skills of analyzing the visitor's data and methods of promotion based on the results of data analysis.

Note: In addition to the above training, a lot of training and meetings for the local communities in Argin Jona Kebale have been conducted with the participation of hundreds of people during the project period.

3. WG Member List

List of Four Working Group members

Natural and Social Environment Working Group					
No	Name	Regions	Position	Section	Mobile
1	Endalkachew asmamaw	Debark	Manager of the Environment Security Land office	Manager of the Environment Security Land office	09-18-73-12-62
2	Getachew Asefa	Debark	Frankfort conservation Officer	Frankfort conservation Officer	09-18-73-14-15
3	G/Hiwot Habete	Abergina	Manager of School	Manager of School	09-18-43-31-78
4	Worksew Belay	Ariginjona	Manager of the church	Manager of the church	--
5	Hasene Ahemed	Abergina	Manager of The MouseKey	Manager of The MouseKey	--
6	Tigabe Chane	Debark	Manager of the Agricalcher Office	Manager of the Agricalcher Office	09-18-73-11-90
7	Lakew Mebrate	Argijona	Keble Administration	Keble Administration	09-18-62-13-93
8	Eshetu bere	Milligebisa	Keble Administration	Keble Administration	09-18-41-66-15
9	Addis Azanaw	Milligebisa	Manager of the church	Manager of the church	09-18-60-30-66
10	Dereje Addmasu	Debark	Natural resource Officer	Natural resource Officer	09-18-20-97-81
11	Assfaw Getenet	Arginejona	Manager of the School	Manager of the School	09-18-06-49-49
12	Asmare Gebire	Arginejona	Manager of the School	Manager of the School	09-18-43-46-10
13	Azanaw Kefyalew	Debark	Tourism officer	Tourism Officer	09-18-38-11-53
14	Menegsha Alemu	Abergina	Manager of the church	Manager of the church	09-18-43-30-95
15	Muhabaw Asmamaw	Abergina	Keble Administration	Keble Administration	09-18-72-98-07
16	Feneta Mesfine	Lori	Manager of the church	Manager of the church	--
17	Tadese Azanaw	Lori	Keble Administration	Keble Administration	--

Village Product Working Group				
Name	Regions	Position	Section	Mobile
Zemene Adugna	Milligebsa	Keble Manager	Keble Manager	09-18-73-15-85
Zenebu Mesafent	Milligebsa	Women's Association Head	Women's Association Head	
Genete Melakamu	Aregejona	Keble Manager	Keble Manager	09-18-05-26-33
Lakew Meberat	Aregejona	Keble Administrator	Keble Administrator	09-18-62-13-73
Emebete Asmare	Aregejona	Women's Association Head	Women's Association Head	
Zerfu Adem	Abergena	Keble Manager	Keble Manager	09-18-43-50-32
mare mogess	Abergena	Women's Association Head	Women's Association Head	
Muhabawu Asmamawu	Abergena	Keble Administrator	Keble Administrator	09-18-72-98-07
Dessi Hayelu	Lore	Keble Manager	Keble Manager	09-18-38-07-18
Tadesse Azanawu	Lore	Keble Administrator	Keble Administrator	
Melshi Kide	Lore	Women's Association Head	Women's Association Head	
Azanawu Kefeyalew	Debark	Culture & Tourism officer	Culture & Tourism officer	0918-38-11-53
Mulawshume Zemdie	Debark	Ecotourism Administrator	Ecotourism Administrator	09-18-73-11-06
Yayeshe Beza	Debark	For Park office Manager	For Park office Manager	09-18-73-11-67

Tour Operation Working Group				
Name	Regions	Position	Section	Mobile

Abera Getachew	Debark	Guide	Guide	09-18-73-15-70
Gashaw Misganaw	Debark	Guide	Guide	09-18-29-15-14
Adino Abuhay	Debark	Cook	Cook	09-18-73-14-33
Fekade Demelew	Debark	Tourist Safe Garde	Tourist Safe Garde	09-18-04-21-19
Worke Yilma	Debark	Tourist Safe Garde	Tourist Safe Garde	09-22-55-36-17
Tsehgew Tesfay	Debark	Tourist Safe Garde	Tourist Safe Garde	09-18-15-60-31
Mohammed Yibere	Debark	Riant	Riant	09-18-73-13-90
Getenet Birhane	Debark	Riant	Riant	09-18-06-15-01
Mogess Ayenew	Debark	Riant	Riant	09-18-16-99-85
Chale Kassie	Debark	Casher	Casher	09-23-39-87-42
Ali Reta	Debark	Scout	Scout	09-18-15-65-73
Pitter Tizazu	Debark	Riant	Riant	09-18-08-01-94
Dejen Shumeye	Debark	Riant	Riant	09-18-57-18-83
Mulawshume zemedie	Debark	Ecotourism	Ecotourism	09-18-73-15-06
Kedir Suliman	Debark	Cook	Cook	09-18-73-12-32

Hotel, Restaurant Lodge Working Group				
Name	Debark	Position	Section	Mobile
Marshet	Debark	Manager of Joint Lobilia Hotel	Manager	09-18-03-83-69

Asmamawu	Debark	Manager of Landscap Hotel	Manager	09-18-27-79-36
Mequanint Gisme	Debark	Manager of Geech Community Lodge	Manager	09-18-72-45-58
Tadess Mullu	Debark	Manager of Birhane Lewatehe Hotel	Manager	09-18-03-34-56
Shimeles Ayalewu	Debark	Reception of Landscape Hotel	Reception	09-20-25-42-15
Asmechewu Mandefro	Debark	Manager of Semen Long viwu Hotel	Manager	09-18-73-17-68
Habtamu Mekonene	Debark	Manager of Semen park Hotel	Manager	09-11-45-75-16
Melkamu Eshete	Debark	Reception of Emit go go Hotle	Reception	09-18-06-41-59
Kasaye Bishu	Debark	Manager of Aleme Hotel	Manager	
Tigest Yemane	Debark	Womens Assocation	Womens Assocation	09-18-57-18-99

Tour Operation Working Group (TOWG)

No	Name	sex	Town/ Kebele	Sub Kebele	Public Privet	Occupation	Position /organization	Tel/E-mail
1.	Abera Getachew	M	Debark	-----	Privet	Guide	Guide Association	0918731724
2.	Kedir Sulyman	M	Debark	-----	Privet	Cook	Vice manger, cook Association	0918731232
3.	Adino Abuhay	M	Debark	----	Privet	Cook	Cook Association	0918731433
4.	Ali Reta	M	Debark	----	Public	Scout	Head of Scout, EWCA Simien National park office	0924472427
5.	Birhanu Mewosha	M	Debark	----	Public	Scout	EWCA Simien National park office	0918209307
6	Chalie Kassie	M	Debark	----	Privet	Association Member	Casher, Eco-tourism Association	0923398742
7	Dawit Asmamaw	M	Debark	----	Privet	Rental service	Head, Car Rental Association	0918047169
9	Fekadie Demlew	M	Debark	----	Privet	Tourist safe Guard	Tourist Safe Guard Association	0918042119
10	Gashw Misganaw	M	Debark	-----	Privet	Guide	Guide Association	0918291514
11	Getener Birhane	M	Debark	-----	Privet	Rental Service	Walia Equipment Rental Association	0918061501
12	Marew Tefera	M	Debark	-----	Privet	Association Member	Head, Eco-tourism Association	0918416076
13	MulawShume Zemedie	M	Debark	-----	Privet	Association Member	Manager, Eco-tourism Association	0924323020
14	Mohammed Yibrie	M	Debark	-----	Privet	Rental Service	Walia Equipment rental Association	0918731390
15	Piter Tizazu	M	Debark	----	Privet	Rental Service	Car Rental service Association	0918080194
16	Tsegaw Tesfay	M	Debark	-----	Privet	Tourist Safe Guard	Tourist Safe Guard Association	0918156031
17	Worke Yilma	M	Debark	-----	Privet	Tourist Sage Guard	Tourist Safe Guard Association	0922553617

Hotel, Restaurant, and Lodge Working Group (HR WG)

No	Name	Sex	Town/ Kebele	Sub- Kebele	Public/ Private	Occupation	Position/organization	Tel/E-Mail	Remark
1.	Habtamu Mekonene (Leader)	M	Debark	---	Private	Hotel Manager	Manager ,Simien Park Hotel	0928955858 0911457516	
2.	Asmechew Mandefro (Vice- Leader)	M	Debark	---	Private	Hotel Manager	Manager Jasmin	0918731768	He left his work
3.	Asfaw Ambaye	M	Debark	---	Privare	Restaurant Manager	Manager, Restaurant	0918731567	
4	Dires Mengesha	M	Adiisgie Milligebsa	-	Privet	Lodge Owner	Owner community Lodge	0918149726	
5	Girma Birhane	M	Debark	-	Privet	Hotel Manager	Manager, Birhane Lewath Hotel	0918771026	He left his work
6	H/Michael Ayeligne (AYeligne Kibret)	M	Debark	-	Privet	Hotel Manager Hotel Owner	Manager Alem Hotel (Owner Alem Hotle)	0918787329	
7	Mequanint Gisme	M	Debark	-	Privet	Lodge Manager	Manager Community Lodge	0918724558	
8	Jejawu (Ambelnes Azanaw)	M F	Debark	-	Privet	Hotel Manager Hotel Owner	Manager ,Jaint lobelia Hotel	0918151620	
9	Mulat Misganaw	M	Argnjona	-	Privet	Lodge Owner	Owner Community Lodge Chenek	0918156524	
10	Mulusemien Asmamaw	F	Debark	-	Privet	Tej house owner	Owner, Tej House	0918156524 0581170057	
11	Agenagnehu	M	Debark	-	Privet	Hotel Manager	Manager Landscape Hotel	0918190209 0918350734	
12	Tesfahun Mola	M	Debark	-	Privet	Hotel Manager	Manager, Selam Hotel	0918381447	
13	Tewodros Adera (Enanaye Mesfin)	M F	Debark	-	Privet	Hotel Manager Hotel Owner	Manager, Emit Go Go Hotel Owner , Emit Go Go Hotel	0918224037 0581170634	
14	Zewdie Tadesse	F	Debark	-	Privet	Restaurant Manager	Manager, Restaurant	0918785957	

4. New Tour by HIS Nature

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- ★ シミエン: 「世界遺産」シミエン国立公園の山々を見渡しながら、朝日・夕陽観賞へご案内いたします。
- ★ シミエン「世界遺産」: 草食霊長類の最後の生き残り、高地の草原や崖に生息するグラダヒビに会いに行く!
- ★ ラリベラ「世界遺産」: 十字型の聖ジョージ教会、聖マリア教会、マスカル教会、テナギル教会、ゴルゴダ教会など岩窟教会群の観光!
- ★ ティヤ近郊: 170万年前の旧石器時代の石器がたくさん見つかった場所のメルカ・クンチュを訪問します。
- ★ 民族音楽&舞踊を鑑賞しながらエチオピア料理のディナー付き! ★ エチオピアの伝統、コーヒーセレモニー体験付き!
- ★ 日本から一番近いアフリカ! 直行便のエチオピア航空をご利用!

スケジュール

日程	スケジュール	食事	宿泊地
1日目	東京(成田/21:15)発<飛行機>(香港経由)<飛行機>アジスアベバ <飛行機>アディスアベバ(07:15)着 ※お客様ご自身でお乗継ぎ アディスアベバ(14:40)発<飛行機> Gondar (15:45)着		機中泊
2日目	到着後、現地係員がお出迎えし、<車> デバルクを経由しシミエン国立公園へ。 夕刻: シミエンの山々を一望できるポイントにて夕日観賞。 夜: ロッジにて夕食をお召し上がりいただきます。 国立公園内のシミエンロッジにご宿泊いただきます。	夕	シミエン泊
3日目	早朝: シミエンの山々を一望できるポイントにて朝日観賞。 朝: ロッジにて朝食をお召し上がりいただきます。 午前: アルギン又は、アンバラス村へ訪問 村人と触れ合いながら伝統・文化などを体験いただきます。 (インジェラ作り、ビール作り、コーヒーセレモニー、ヘアードレッシング体験、織物などの中から現地にてご選択いただけます。) 午後: <世界遺産>シミエン国立公園観光 「グラダヒビ」を探しに公園内を散策しながら1000mを超える断崖絶壁、深い渓谷などの美しい風景などお楽しみいただけます。 昼: ロッジにて昼食をお召し上がりいただきます。 午後: シミエン国立公園より<車> Gondarへ 夜: ホテルにて夕食をお召し上がりいただきます。	朝 昼 夕	Gondar泊
4日目	朝: ホテルにて朝食をお召し上がりいただきます。 朝食後、現地係員が空港へご案内いたします。 Gondar (09:15)発<飛行機> Lalibela (09:45)着 午後: <世界遺産>ラリベラ観光 第1グループ岩窟教会群<聖マリア教会・聖ゴルゴダ教会・聖ミカエル教会・聖処女教会・聖救世主教会など> 昼: ホテルにて昼食をお召し上がりいただきます。 夜: ホテルにて夕食をお召し上がりいただきます。	朝 昼 夕	Lalibela泊
5日目	朝: ホテルにて朝食をお召し上がりいただきます。 終日: <世界遺産>ラリベラ観光 第2グループ岩窟教会群<聖ギオルギス(聖十字架)教会・聖アバ・リバノス教会・聖エマヌエル教会・聖ガブリエルラファエル教会・聖メルクリウス教会など> (※4、5日間の2日間に分けて観光をご案内致します。) 昼: ホテルにて昼食をお召し上がりいただきます。 夜: ホテルにて夕食をお召し上がりいただきます。	朝 昼 夕	Lalibela泊
6日目	朝: ホテルにて朝食をお召し上がりいただきます。 朝食後、現地係員が空港へご案内いたします。 ラリベラ(10:40)発<飛行機> アディスアベバ(11:40)着 午後: アディスアベバ市内観光 聖ギオルギス教会、国立博物館、東アフリカで一番の規模を誇る大市場のマルカート、アディスアベバの繁華街のピアッサを散策いたします。 昼: 市内レストランにて昼食をお召し上がりいただきます。 観光後、ホテルへご案内いたします。 夜: 民族音楽&舞踊を鑑賞しながらエチオピア料理をお召し上がりいただきます。(コーヒーセレモニー付き!)	朝 昼 夕	Ajisaba泊
7日目	朝: ホテルにて朝食をお召し上がりいただきます。 朝: アディスアベバより<車> ティヤへ 終日: <世界遺産>ティヤ&メルカ・クンチュ観光 1300~1500年頃に作られたティヤ石碑群と、170万年前の旧石器時代の石器がたくさん見つかった場所のメルカ・クンチュを訪問します。 昼: ローカルレストランにて昼食をお召し上がりいただきます。 観光後、ティヤより<車> アジスアベバへ 夜: ローカルレストランにて夕食をお召し上がりいただきます。 その後、現地係員が空港へご案内いたします。 アディスアベバ(22:15)発<飛行機>(香港経由)<飛行機>東京(成田)へ	朝 昼 夕	機中泊
8日目	<飛行機>東京(成田/19:45)着		



ラリベラ (イメージ)

¥ 料金

【成田国際空港発】

Calendar table showing dates from March to October with a color-coded grid for flight availability.

Table listing flight details including airline (エチオピア航空), hotel grade, room type, departure dates, and prices for various options (A-E).

☑ 条件

Table listing conditions for travel such as transportation, accommodation, meals, and agent information.

重要事項説明
■ 査証 (ビザ) 、パスポート
■ エチオピアは査証が必要です。
■ ホテル
■ 3名様 1室が出来ない場合がございます。
■ その他

旅行条件書 (要旨) お申込みの前に必ず旅行条件書 (全文) をお読み下さい。

1 募集型企画旅行契約
この旅行は、株式会社エイチ・アイ・エスが企画・実施する旅行であり、お客様は、当社と募集型企画旅行契約を締結することになります。
2 旅行のお申込みと契約の成立
当社所定の旅行申込書にご記入のうえ、下記申込金を添えてお申込みいただけます。

Table with 2 columns: 旅行代金の額 and 申込金 (お1人様), showing payment requirements for different price ranges.

3 取消料
お客様は次の取消料をお支払いいただくことで、いつでも旅行契約を解除出来ます。

Table with 3 columns: 旅行契約の取消日, 特定日に開始する旅行, 特定日以外に開始する旅行, detailing cancellation policies and refund percentages.

4 お客様の確認事項
(1) 現在お持ちのパスポートが今回の旅行に有効かどうか、渡航先のビザの要否などをご確認のうえ、ご自身の責任においてご旅行に必要なパスポート、ビザをご用意ください。