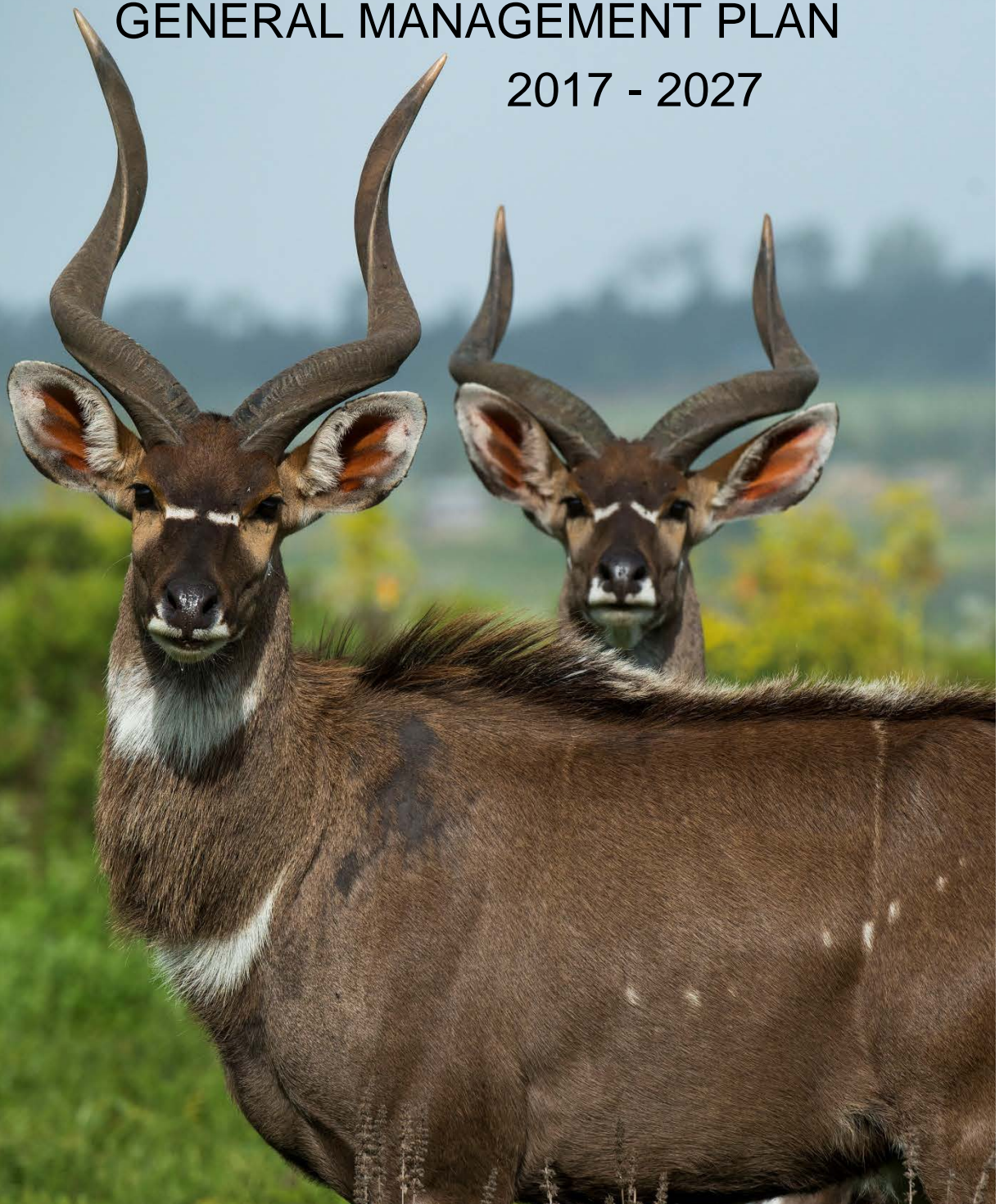


Bale Mountains National Park

GENERAL MANAGEMENT PLAN

2017 - 2027



Compiled and edited by the Ethiopian Wildlife Conservation Authority with the assistance of Frankfurt Zoological Society. Financial support provided by Frankfurt Zoological Society, and the European Union.

Photo acknowledgements: Daniel Rosengren (FZS)



Foreword

Protected areas are a crucial component of any nation's strategy to build economic, social and environment sustainability. They can, for example, serve as natural buffers against short and long term climate impacts. During downpours, they can provide space for floodwaters to soak in or disperse and soil stabilization against landslides. Thus they prevent downstream floods in storm surges. In time of drought, the water is slowly released, providing constant and vital water supply downstream. Ensuring ecosystems are diverse, productive, healthy and that dynamic processes are intact, also provides a buffer against the future impacts of climate change, particularly for people dependent on natural resources.

Protected areas can contribute further to the local and national economy when local or international tourists have an interest to visit, and thus can contribute to national and local revenues, business development and job opportunities. This is vitally important in a country where there is an urgent need to diversify livelihoods and create a modern and dynamic economy.

Nations declare national parks, with the strictest protection, to ensure these ecosystems can provide these vital environmental services and climate buffering but also to conserve their unique natural heritage, representative portions of globally or nationally important ecosystems and critical populations of endangered species. Nations take on this duty to conserve biodiversity and ecosystems services as a service to all humanity, when these resources are of global importance or the degradation of these ecosystem services affect their neighbours.

The Ethiopian government is now working to unlock the potential of protected areas so that they can contribute to sustainable development. A conducive policy and legal framework has now been adopted and must be followed up by effective management action on the ground and improved financing. Development of tourism is a key strategy for financing, but is of course dependent on a high quality park where visitors have an enriching experience, to compete in the growing but also increasingly competitive nature-based tourism market.

The Bale Mountains National Park is one of the most unique areas on Earth and nurtures the largest piece of Afroalpine habitat that exists on our planet. It contains the second largest moist tropical forest and the only cloud forest in Ethiopia. With an altitudinal range from 1500 to 4377m *asl*, it includes an enormous diversity of habitats: "One Park, Many Worlds" sums up Bale perfectly! This extraordinary place with its high degree of endemism makes it the envy of many countries. It is estimated that if we were to lose the Bale Mountains, more mammals would go extinct than from any similar sized area on our planet. Two of our most recognized species, the Ethiopian wolf and the mountain nyala, are safeguarded by the Bale Mountains National Park, with more than 50% of the total populations of both these endangered species occurring within its boundaries.

The Bale Mountains National Park is also, incredibly, so much more than these unique, rare and endemic species. It provides the majority of the water and lifeblood to more than 20 million people downstream as far as Somali and Northern Kenya. As a water tower it moderates water flow to these downstream users: limiting flooding in the wet season and slowly releasing this



water in the dry season to increase year-round flow. The park also contains genetic stocks of Ethiopia's wild coffee, and 40% of identified medicinal plants.

As such, the Bale Mountains are an extraordinary national jewel which the Ethiopian nation must proudly conserve. Indeed, the area undoubtedly fulfils the criteria for World Heritage Site listing and with its outstanding and globally unique values, has been recognized internationally as a priority site for list inclusion. However, before achieving this status, gazettelement of the area and an approved management plan that lays out the strategy to address the threats facing this area are essential. The Bale Mountains National Park was finally formally gazetted in 2014. Now, with the approval of this management plan, we can safely say that the foundations for WHS listing are very firmly in place and we can proceed with the application.

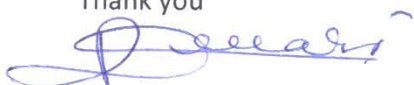
However, it is important to note that we have long way to go before this area is secure. The current reality on the ground is challenging and BMNP is under serious threat. Increasing human pressure outside the park have resulted in unsustainable and unmanaged use of natural resources, with open access to the fragile mountain habitats. With the approval of this plan to reduce these threats, whilst having no overall impact on human well-being, the government commits itself to implementing this plan and moving forward on the long road ahead.

I would like to thank everyone who has been involved in developing this GMP. They have used a logical and participative process that has been based on best practice developed internationally. Key stakeholders were engaged and all 26 park-associated kebele communities were consulted. The plan recognizes the realities and pressures that face our Park today but includes realistic approaches and practical actions needed to address these problems.

This opportunity to save the Bale Mountains is now in our hands. It is all our duty from EWCA, the Oromia National Regional State Government and local and international donors and implementers, to work together to implement this management plan. By doing so, we have the opportunity to secure a legacy for Ethiopia and build the livelihoods of those dependent locally, nationally and internationally on the ecosystem services of BMNP.

I therefore call on all partners to work with us in order to secure, in perpetuity, one of the most significant conservation areas on Earth.

Thank you

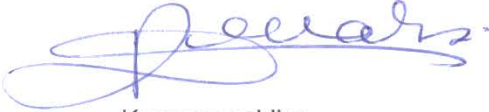


Kumara Wakjira

Director General, Ethiopian Wildlife Conservation Authority

Approval page

The Ethiopian wildlife Conservation Authority has approved this General Management Plan for implementation in The Bale Mountains National Park.



Kumara wakjira

Executive Summary



Executive Summary

This General Management Plan (GMP) for the Bale Mountains National Park (BMNP) lays out a vision for the development and management of the park over the next 10 years, and outlines specific actions required to fulfil this vision over the next three years. This GMP was developed using a participatory process, building on the 2007-2017 GMP and a review of problems and issues carried out by park staff, a stakeholder workshop and community consultations. Overall the planning process aimed to ensure that the park's stakeholders were given an appropriate opportunity to contribute to the issues and problems addressed in the GMP and to suggest and comment on solutions to these issues. It is hoped that improved ownership and commitment from decision-makers, local government and communities to implementation will result. Technical working groups directly devised the main components and details of each management programme, under the guidance of a Core Planning Team (CPT).

The GMP is organised into five management programmes, using a logical framework approach, which group together common topics that align with park management responsibilities wherever possible. Each programme consists of a long term strategy and vision with guiding principles and objectives, as well as general actions that outline the route and milestones by which the programme purpose will be achieved.

A practical, management-orientated 3-year action plan accompanies each management programme and provides the detailed actions and activities by which the strategy will be achieved over the next three years. This action plan is designed to be regularly rolled forward every three years throughout the implementation of the GMP, so that actions and activities are assessed and refreshed in the light of achievements and developments during the GMP implementation. The GMP is designed to be dynamic, flexible and adaptive to changing management needs and priorities, as well as the local socio-political context. BMNP annual operations plans should be developed through close consultation with the GMP and these 3- year action plans.

Park Purpose, Significance and Values

The Bale Mountains of Ethiopia, within the National Regional State of Oromia in south-eastern Ethiopia, is the most important conservation area in the Ethiopian highlands and an area of international significance. The Bale Mountains are part a designated International Biodiversity Hotspots and qualify for UNESCO World Heritage Site and Biosphere Reserve Listing. The ~2,100 km² BMNP at the core of the Bale Mountains is of critical biodiversity, ecological, cultural and economic importance.

The Purpose of BMNP is:

To conserve the ecological and hydrological systems of the Bale mountains, including the afroalpine and montane forest habitats with their rare, diverse and endemic species while contributing to the social and economic wellbeing of the present and future generations of people locally in Ethiopia and in the wider region.

The most important Exceptional Resource Values (ERVs), which together give the park its global significance, are the rare, endemic and endangered species which are found across all taxa and habitat types, and the hydrological system which provides water and thus economic benefits to up to 20 million downstream users. Other areas, notably (i) the Afsroalpine plateau, the largest area of this habitat type on earth, (ii) the Hareenna forest, the second largest moist tropical forest in Ethiopia and (iii) the distinct altitudinal zones of BMNP with stands of giant *Erica* and bamboo along with

different forest types, were considered to be of particular significance locally, nationally and internationally. The park also provides substantial socio-economic and cultural benefits to local communities and others at national and international level, providing a water tower and flow regulation for up to 20 million downstream users, through the provision of climate stability, the use of natural resources such as timber, grazing and non-timber forest products (e.g. wild coffee and honey), as well as substantial mainly unrealised potential from tourism.

Principles Underlying GMP Implementation

The following principles guide the implementation of this GMP and are fundamental to management of BMNP.

Principles underlying GMP implementation

- Conservation of the ERVs takes precedence in all actions
- Partnerships with stakeholders, particularly park-associated communities are a key component of GMP implementation
- Environmental and socio-cultural and economic negative impacts of developments and park users will be minimised
- Management systems will be responsive and adaptive to changing circumstances and knowledge

Zoning Scheme

A management zoning scheme has been introduced for the BMNP GMP that provides a framework for securing the protection of the park by achieving and reconciling the need to both protect the natural resources of BMNP whilst phasing out unsustainable and illegal use, and allowing tourism access in order to generate revenue and create community economic opportunities. Whilst the conservation of biodiversity and ecosystem process is the primary management objective throughout BMNP, irrespective of zone, the zoning scheme has been introduced as a tool to deal with the current realities in BMNP and thus secure the BMNP's ERVs in a phased manner.

Implementation of the management zoning scheme involves selection of zones to phase in the progressive interactions with current park users in order to agree the reduction of to their use, whilst simultaneously increasing the protection status in these zones. The zones for initial and phased interaction will be selected as part of the development of detailed action plans for the implementation of the ISGM and Park Operations Management Programmes.

Management Programmes

Five management programmes, addressing logically grouped issues were developed:

- 1. Ecological Management Programme**
- 2. Interim Settlement and Grazing Management Programme**
- 3. Tourism Provision and Management Programme**
- 4. Park Operations Programme**
- 5. Outreach Programme**

Ecological Management Programme

This programme is based on an adapted ecological management and monitoring approach that is based on the latest international conservation planning methods and best practices. Eight Principal Ecosystem Components (PECs) have been identified by technical experts and which together cap-

ture the unique biodiversity of BMNP. If all these PECs are conserved, then the long-term health of the park's ecosystem will remain intact.

The Ecological Management programme has identified and prioritised the threats to these PECs and has devised strategies for their reduction or mitigation. The major cross-cutting threats arising from human population expansion, settlement and grazing pressure in BMNP will be addressed specifically in the Interim Settlement and Grazing Management (ISGMP) Programme. Other prioritised threats are addressed in this EM Programme. These include actions to reduce the threat of fire, particularly in forest areas and the *Erica* shrub. Specific threats to populations of endangered species, particularly the Ethiopian wolf and mountain nyala, are addressed through implementation of stricter controls of domestic dogs as grazing and settlement is phased out and through improved dog /wolf disease management, including trialling the extended use of oral vaccines for wolves. Human wildlife conflict will also be investigated and minimised, whilst alien species identification and control should be addressed. The restoration of areas will be required during the lifetime of this GMP, as grazing and settlement is phased out.

Systems to ensure the sustainable and legal collection of wild honey and coffee, as well as the use of horas and grass cutting will be addressed in this programme. User groups will be established with local communities and these facilitated by the park to develop bylaws, permit system and implement subsequent resource monitoring and protection.

This programme also provides the framework for management orientated monitoring and research of the PECs, their key ecological attributes and threats - a crucial stage in adaptive management. Information on the status of the PECs and their threats will be fed back to enable the design and implementation of appropriate future management actions in this and other programmes. Key monitoring priorities were identified 10 years ago and a monitoring plan rolled out thus priority monitoring data has been collected and this should continue. The ecosystem monitoring plan is included in Appendix 1 of the GMP. This monitoring plan also identifies ecological indicators for monitoring the achievement of the park purpose, which is a key component of the overall monitoring and evaluation of GMP implementation

Significant progress has been made under the previous GMP to fill critical knowledge gaps, although a range of priority research topics remain, which should be kept up-to-date. In this GMP period information is required on the baseline situation around human settlement and people's socio-economic status, livestock ownership and the extent of other potential threats. Research on priority topics will be facilitated by park management and promoted within the wider research community, both nationally and internationally.

Interim Settlement and Grazing Management Programme

The Interim Settlement and Grazing Management (ISGM) Programme provides an overall framework, principles and strategy for resolution of problems associated with the human settlement and the current unsustainable grazing pressure inside the BMNP, which has been increasing since the park was established in 1970. The lack of both park management capacity and a clear political directive for 40 years, led to the use of BMNP as an open access resource and the current unsustainable situation, where, unless measure are put in place, the current resource degradation will continue until the resources are destroyed.

In order to protect the ecosystem services and biodiversity of the Bale Mountains and the livelihoods of future generations, human settlement and cultivation will be controlled and reduced using collaborative resettlement initiatives, that strive to have no overall negative impact on human well-being. Continuous discussion will take place with permanent forest (Rira, Geramba Gora and Chefe Dhera) and afroalpine settlers and park-adjacent communities to develop a detailed relocation plan, to create common understanding of the process and to ensure the participation of those communities involved. A task force will be formed, comprised of all stakeholders including local communities, to identify most recent settlers in each locality and to support retraction to their original settlements. In addition, new land will be identified for allocation to park settlers. Ongoing effort will be made to encourage permanent inhabitants to take up relocation plans and the allocation of land and alternative livelihoods packages, identified through a separate Livelihood Improvement

Strategy (LIS). As this process will play out over a number of years, temporary agreements will be made with the permanent forest settlers to ensure resources are used sustainably during that period and there is no further agricultural expansion.

The prevailing uncontrolled livestock grazing will be managed and reduced during the lifetime of the GMP. A detailed Grazing Pressure Reduction Strategy (GPRS) will be developed that will consider both the needs of local communities and the conservation of BMNP resources. The GPRS aims to convert the current highest rate of domestic livestock stocking in BMNP to sustainable levels and gradually expand, with a phased approach and over a number of years, no-grazing zones. This will be developed through a participatory process where relevant communities will form CBOs and enter into natural resource management agreements with BMNP management. At the same time the outreach programme will work with communities to help them live sustainably within the limits of available grazing, improve rangeland and livestock quality and diversify livelihoods.

In the timeframe of this GMP, a number of years will be required to develop and implement a zoning scheme that phases out of livestock grazing both temporally and spatially. Spatial zones based on geographic boundaries and encompassing the most critical and fragile ecosystem areas will be identified, discussed and agreed with the relevant communities. The Sanetti Plateau will be the first zone prioritised for no-grazing with grazing initially controlled in the other zones on a temporal basis. Over time, the no-grazing zones will be expanded as the outreach and law enforcement strategies are implemented.

Tourism Provision and Management Programme

The Tourism Provision and Management (TPM) Programme adapted from the Tourism Development Plan (TDP) of BMNP, aims to develop, diversify and manage tourism in a culturally and environmentally friendly manner in BMNP. This will be achieved through offering an outstanding experience for both domestic and international tourists, improving economic benefits to local communities and the national and creating investment opportunities for the private sector.

Tourism is a growth area internationally and nationally and BMNP management will work with local communities and private sector tourism partners to provide a diverse visitor experience that takes advantage of the uniqueness of the Bale Mountains. The primary role of BMNP in tourism management is to develop policy, guidelines, monitoring and enforcement of tourism activities, while the tourism services will be provided by the private sector or community groups, under agreement with BMNP management. Prototype concession agreements and leasing procedures will be developed and then used to enable private investors to take up pre-identified concessions that provide a range of accommodation types for different sectors of the tourist market. These may include guesthouse and community lodges in and around the park in order to spread community benefits more widely. The network of campsites and trekking routes will be further developed, building on current initiatives.

Whilst progress has been made during the period of the last GMP, BMNP's capacity to manage and deliver an enriching tourism experience will be further strengthened. The current guiding system will be improved to ensure clear guidelines on guide use are followed and more innovative guiding is not precluded. In addition, high quality interpretative centres will be completed at the park gate and extended to smaller facilities in other parts of the park, such as Harenna forest.

Improved marketing is crucial to tourism development and will be planned and carried out in collaboration with other actors with similar interests within a 3-5-year destination marketing plan. Efforts in creating a tourist friendly environment will be more strengthen through provision of specific capacity building, training and discussions with park staff, tourism partners and local communities.

Park Operations

The Park Operations Programme lays out a vision for a secure and efficiently run National Park, using an adaptive management system. Resource protection is a key feature of this programme and this requires a number of initiatives. The park boundary demarcation on the ground will be completed after further discussions with local communities. Infrastructure development (outposts,

staff accommodation, track improvement) and the purchase of sufficient equipment is required for effective management, particularly as staff numbers increase. An efficient patrolling and scout deployment system, based on access to horses as transport, will be built up as staff numbers and infrastructure increase that extends the area where grazing and settlement can be monitored and controlled, in line with the implementation of spatial and temporal grazing control zones.

BMNP will continue to improve its administration and human resource management systems which should build up a motivated, appropriately trained and professional staff team. The adaptive management system will be improved so that information from scouts and threat monitoring is regularly fed back to park managers more, so that they can use the information it to fine tune actions on the ground. Further implementation of the business plan that was developed during the period of the last GMP will take place in order to increase revenue and benefit sharing as well as reduce costs.

Outreach Programme

The Outreach Programme is designed to support the ISGM programme and enhancing stakeholder support for BMNP and to reduce pressure on its exception resource vales. It will do this by building effective partnerships for BMNP management particularly those with relevant communities through increasing understanding and involvement in management. In addition, the sustainable development and livelihoods of these communities, focusing on those whose livelihoods are partially dependent on park resources, will be facilitated.

Effective partnerships will be built through the formation of Park Advisory Committees with local communities and other stakeholders, to create effective mechanisms and forums for dialogue with park-associated communities and improve cooperative mechanisms with other stakeholders. Knowledge of the significance of BMNP and value, which has increased substantially in the last 10 years, particularly with high level decision-makers in Ethiopia, will be expanded. The application to list BMNP as a World Heritage Site, a key initiative that demonstrates Ethiopia's pride and commitment to the Bale Mountains, will be finalised and the advantages of additional global listings explored. Current environmental education programmes focussed on schools and elders will be reviewed and enhanced. Effective and transparent benefit sharing with communities will be enhanced in terms of access to park-associated income opportunities such as guiding or employment and also from any funds that can be raised through the park for community investment.

The strategy to support communities impacted by the park through sustainable development and livelihood diversification involves a multi-pronged approach. Landuse planning underpins all other measures, in an effort to find ways for communities to work out how to live within the limits of their own lands and ecosystems. Honey and coffee production and other business and conservation compatible livelihood options will be enhanced, as will access to improved crop varieties and livestock activities. Community involvement in natural resource management, such as forest and hunting will continue to be supported. Fuel use will be enhanced in order to reduce pressure on natural resources through the promotion of efficient stoves. Finally, as a longer term strategy and in recognition of the important links between population, health and the environment, efforts will be made to increase demand for family planning and narrow the gap between unmet demand and supply.

3- year Action Plans

This section of the GMP provides the initial 3-year Action Plans for each of the five management programmes. These plans provide a clear and consolidated summary of the management actions to be carried out under this GMP, detail on specific activities required, their relative priority, the sequential time frame on which they could be put in place the input requirements and responsibility for implementation. Where appropriate, each action described under the management programme has been broken down into a series of 3-year activities to aid park managers incorporating them into the Park's Annual Operations Plans.

General Management Plan Monitoring and Evaluation

A GMP monitoring plan makes up the final section of the GMP and, in addition to assessing whether the GMP has been successfully implemented; it is also a key component of adaptive management. A multi-tiered framework of indicators has been developed to enable monitoring and evaluation to be carried out at several different levels: from park purpose (ecological monitoring plan), through threats and programme purposes and objectives (impact monitoring), to actions and activities (implementation monitoring). This draws on best practice elsewhere and is integrated with the GEF Protected Area Systems Project that is commencing in Ethiopia in 2007, by using a WB/WWF Management Effectiveness Tracking Tool.

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Acronyms

AAU	Addis Ababa University
AOP	Annual Operations Plan
BoA	Oromia Bureau of Agriculture
BESP	Bale Ecoregion EU-SHARE Project
BMNP	Bale Mountains National Park
BZTO	Bale Zone Tourism Office
CBD	Convention on Biological Diversity
CBM	Community-based Monitoring
CBNRM	Community-based Natural Resource Management
CBO	Community-based Organisation
CDF	Community Development Fund
CI	Conservation International
CITES	Convention on International Trade in Endangered Species of Wild Fauna & Flora
CR	Community Representatives
CPT	Core Planning Team
EFAP	Ethiopian Forestry Action Plan
EIA	Environmental Impact Assessment
EM	Ecological Management
ERV	Exceptional Resource Value
ETB	Ethiopian birr
ETO	Ethiopian Tourism Organisation
EU	European Union
EWCA	Ethiopian Wildlife Conservation Authority
EWCP	Ethiopian Wolf Conservation Programme
EWNHS	Ethiopian Wildlife and Natural History Society
FDRE	Federal Democratic Republic of Ethiopia
FPA	Forest Priority Area
FZS	Frankfurt Zoological Society
FZS-BMCP	Frankfurt Zoological Society's Bale Mountains Conservation Project
GDP	Gross Domestic Product
GEF	Global Environment Facility
GIS	Geographic Information System
GIZ	German Technical Cooperation
GMP	General Management Plan
GoE	Government of Ethiopia
HQ	Headquarters
HWC	Human-wildlife Conflict
IUCN	World Conservation Union
KEA	Key Ecological Attribute
LEA	Law Enforcement Agency
LFA	Logical Framework Approach

LGA	Local Government Agency
Melca	Melca Mahiber- Indigenous NGO for Nature Conservation and the Revival of TEK
METT	Management Effectiveness Tracking Tool
MoCT	Ministry of Culture and Tourism
MoFED	Ministry of Finance and Economic Development
NBSAP	National Biodiversity Strategy and Action Plan
NGO	Non-Governmental Organisation
NRM	Natural Resource Management
OFWE	Oromia Forest and Wildlife Enterprise
OR	Outreach
PA	Protected Area
PASP	Protected Area System Plan
PFM	Participatory Forest Management
PNRM	Participatory Natural Resources Management
PO	Park Operations
PW	Park Warden
PEC	Principal Ecosystem Component
RAC	Regional Advisory Committee
RBI	Resource Based Inventory
RBM	Ranger-based Monitoring
RMG	Resource Management Group
RG	Regional Government
RP	Resource Protection
SDG	Sustainable Development Goals
TDP	Tourism Development plan
TEK	Traditional Ecological Knowledge
TF	Task Force
TNC	The Nature Conservancy
TPC	Thresholds of Potential Concern
TPM	Tourism Provision and Management
UNDP	United Nations Development Program
UNESCO	United Nations Educational, Scientific and Cultural Organisation
WHS	World Heritage Site
WG	Wondo Genet College of Forestry

A. Plan Introduction



A. Plan Introduction

Background Context

The Bale Mountains National Park (BMNP) in the southeast of Ethiopia encompasses approximately 2,1500 km² of mountains and forest. It was first proposed in the late 1960s to protect afroalpine habitat and populations of the rare and endemic species of the mountain nyala (*Tragelaphus buxtoni*) and the Ethiopian wolf (*Canis simensis*). It was established by the Ethiopian Wildlife Conservation Organisation in 1971 with the primary objective of conserving the wildlife and other valuable natural resources in the area. The importance of the hydrological services that the area provides to south-eastern Ethiopia and parts of Somalia and Kenya have gradually been recognised over subsequent years and their conservation is now a primary purpose of the park.

Figure A.1. Bale Mountains National Park (BMNP) in the southeast of Ethiopia



BMNP was finally formally gazetted by proclamation in 2014 under Council of Ministers Regulation 338/2014.

The northern part of the park around Dinsho town was actively managed up until 1991 and a General Management Plan (GMP) was produced in 1986. This GMP contained a thorough review of the knowledge of the area to that date and some guidelines on how management objectives should be met. Unfortunately, this plan was never implemented. Since 1991, the effectiveness of protection and management in the area has declined dramatically, whether under the management of EWCO (until 1997) or the Oromia Region (1997-present). As a result, BMNP became an open access resource and rapid human population growth and immigration have led to an influx of inhabitants and unsustainable use of BMNP natural resources, consequently the unique ecological and hydrological resources of BMNP are seriously imperilled.

In 2007 a new GMP was developed for BMNP, when it was administrated by the Oromia Bureau of Agriculture and Rural Development. Similar in structure to this GMP otherwise, it included a programme to develop sustainable natural resource management, laying out a roadmap to reduce resource use and manage the use of the park for grazing etc., it in collaboration with local communities. However in late 2008, new legislation established EWCA (Ethiopian Wildlife Conservation Authority) and reassigned management of BMNP from Oromia back to EWCA. As this legislation also generally rendered resource use and settlement illegal, the Sustainable Natural Resource Management Programmes and the actions therein, were no longer valid and thus could not be implemented. As EWCA gained in strength, it took some time to develop realistic plans to deal with settlement and grazing given the continued use and immigration into the park and the constraints of the legislation.

The primary purpose of this GMP is to lay out the vision and philosophy for the 10-year development and management of BMNP. In addition to its primary purpose, this GMP has other functions.

Primary purpose:

- To lay out the vision and philosophy for the 10-year development and management of BMNP

Secondary purposes:

- To outline strategies by which the vision can be achieved
- To lay out the roles and responsibilities for implementers
- To function as a public relations document by providing a written description of BMNP's management philosophy
- To solicit donor funding by clearly laying out the management framework, priorities and input requirements
- To provide continuity in management as managers, policy makers or partner projects change
- To provide a framework for the participation of and coordination among all stakeholders, including local communities, government, projects and donors

Principles underlying this GMP

The following principles guide the implementation of this GMP and are fundamental to management of BMNP.

Principles underlying the GMP:

- Conservation of the ERVs takes precedence in all actions
- Partnerships with stakeholders, particularly park-associated communities, are a key component of GMP implementation
- Environmental and socio-cultural impacts of developments and on park associated communities will be minimised
- Management systems will be responsive and adaptive to changing circumstances and knowledge

GMP Structure

10-year strategic and 3-year action plan structure

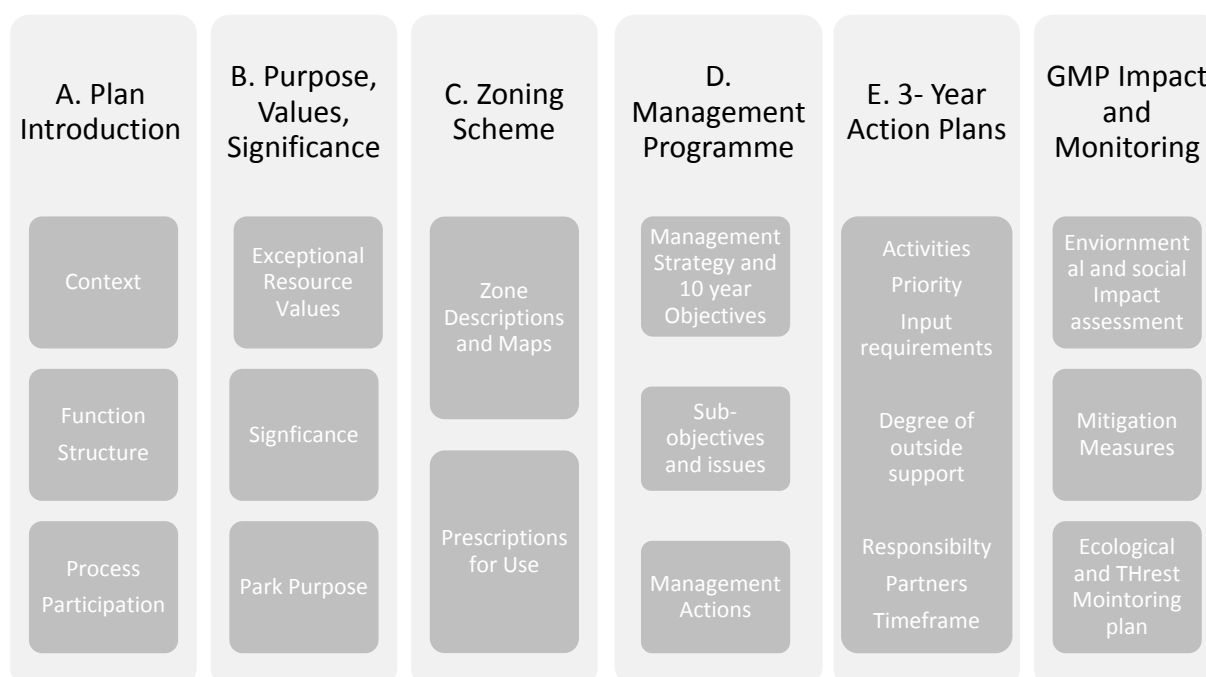
This GMP has adopted the “Logical Framework Approach”, which has proven to be the most effective approach for development and conservation project planning. This approach ensures explicit and logical linkages are established between all components of the GMP. This provides an efficient, accountable and logical rationale for planning and facilitates GMP implementation, monitoring and evaluation. This GMP incorporates both 10-year strategic objectives and 3-year action planning to ensure that the GMP retains a long-term strategic vision while providing the required flexibility and responsiveness to changing needs and situations. The 3-year action plan also lays out roles and responsibilities, identifies external support required and potential partners, and prioritises actions for implementation. Each management action also includes specific activities to guide day-to-day implementation. Ultimately, there should be a strong link between the actions and activities prescribed by this GMP and the Annual Operations Plans (AOPs) and associated budgets developed by park management.

The GMP is structured by management programmes that break down overall park management into coherent themes. Management departments within BMNP will mirror this management programme structure and thus primary responsibility for implementing each programme will fall to the Team Leader of a given department. This allocation of responsibility helps to build a sense of ownership and accountability for GMP implementation and success among all park staff. Each management programme follows the Logical Framework Approach adopted throughout the GMP.

The five management programmes for BMNP are:

- Ecological Management
- Interim Settlement and Grazing Management
- Tourism Provision and Management
- Park Operations
- Outreach

Figure A.2. BMNP GMP Structure



The Planning Process

This General Management Plan (GMP) is the third GMP that has been developed for BMNP. A GMP was first developed in 1986 (Hillman, 1986), providing a summary of the knowledge and problems and issues facing BMNP at that time. A new GMP was developed in 2006, using a new approach and structure and this was ratified in 2007 by Oromia Region who managed BMNP at the time. As most of the structure and content and structure is still relevant, this GMP is based on the format of the 2007 document. However, as legislation has changed, a major revision has been carried out of now-named Interim Settlement and Grazing Management Programme, whilst other programmes have been updated in the light of progress made on implementation, rather than majorly revised, as the situation on the ground had not otherwise changed significantly,

EWCA therefore established a Core Planning Team (CPT) at the head office with the role to establish Site Core Planning team. The SCPT was therefore tasked with directing the planning process, making key decisions on the process adopted, planning the GMP structure, and guiding the participation of other stakeholders. The SCPT consisted of:

Site Core Planning Team:

- EWCA Conservation Department Director
- Wildlife Protection and Development Department Director
- Bale Mountains National Park Warden
- Frankfurt Zoological Society-Bale Mountains Conservation Project

The SCPT had conducted several meetings to determine on how to go about the revision of the GMP and finally established five different Technical Working Groups (TWG, see Appendix 2 for members) of experts responsible and knowledgeable about the issues in each of the thematic areas of the GMP. These TWG met over a number of days in 2015 to revise each management programme. Internally, EWCA management members, including members of SCPT and TWG attended two workshops to review and provide constructive feedback, particularly on the ISGMP. Furthermore, meetings hosted by BMNP management and FZS were held with local stakeholders in each woreda to discuss issues facing the park, discuss the gazettelement of BMNP and to discuss the content of the GMP draft in 2016 and 2017.

All the programs in the draft document were then reviewed thoroughly by EWCA management level. As part of validating the document, a stakeholder workshop was held in March 2017. Finally, the CPT reviewed the GMP in light of comments from the stakeholder workshop and other stakeholders in March 2017, before ratification.

Participation in Planning

The planning process involved a variety of participatory approaches to encourage a broad range of stakeholders to engage in the GMP planning process, feel ownership over the framework and strategies developed, and, ultimately, to commit to GMP implementation. A stakeholder analysis was carried out by the Core Planning team and members of the planning team and stakeholders who participated to community, woreda zonal and higher levels are outlined in Appendix 2.

B. Park Purpose, Significance and Values



B. Park Purpose, Significance and Values

Park Purpose

The park purpose statement is formulated from the Exceptional Resource Values of the Park (see below), historical considerations and federal and regional policies.

BMNP Purpose is:

To conserve the ecological and hydrological systems of the Bale mountains, including the afroalpine and montane forest habitats with their rare, diverse and endemic species, while contributing to the social and economic wellbeing of the present and future generations of people locally in Ethiopia and in the wider region.

The BMNP has a multitude of supplementary and complementary purposes.

Supplementary and complementary purposes of BMNP:

- To become a showpiece for protected area management in Ethiopia, thus forging strong political commitment and institutions from grassroots to Federal level,
- To work in partnership with the local communities to support both traditional and innovative resource-use practices of legitimate users to ensure the sustainable use of natural resources such as water, grass, honey and non-timber forest products and livelihood security,
- To promote ecologically and culturally sensitive tourism so that tourism becomes a key driving force of the local and national economy and provides equitable and sustainable benefits,
- To encourage and support ecological and sociological scientific research,
- To conserve both current and future commercially important wild genetic diversity, such as medicinal plants or Arabica coffee,
- To provide a link for people with their natural heritage as an environmental educational resource,
- To conserve all sites of cultural and historical significance and stimulate the conservation of traditional ecological knowledge and cultural heritage.

Bale Mountains National Park Significance

Park Description

The Bale Mountains National Park is located 400 km southeast of Addis Ababa in Oromia National Regional State in south-eastern Ethiopia. It belongs to the Bale-Arsi massif, which forms the western section of the south-eastern Ethiopian highlands.

The local boundary of BMNP, encompassing 2150 km² lies within five woredas in two Zones: Adaba (west) in West Arsi zone and then in Bale Zone, Dinsho (north), Goba (northeast), Dolomena, Hareenna Buluk and Berbere (east). The park area is encompassed within geographical coordinates of 6°29' – 7°10'N and 39°28' – 39°57'E and covers the largest area above 3000m *asl*. In Africa. Tullu Dimtuu, altitude 4377m *asl*., is the highest peak in the Park and one of the highest in Ethiopia.

The BMNP is comprised of three major zones:

- I. The landscape of the northern Gese section extends from one mountain range to another, with a central broad flat valley and an altitude range of 3000 and 3550m *asl*. The southern ridge of the Gese area, which is relatively dry, is mainly covered with *Juniperus procera*, while the relatively wet northern ridge is largely occupied by *Hagenia abyssinica* and *Hypericum revolutum*. The flat valleys of Gese are dominated by species of the genera *Artemisia*, *Helichrysum*, *Ferula* and *Kniphofia*.
- II. The central part of the park, an afroalpine plateau, the largest expanse in Africa, lies between about 2800m *asl* to the north and 4377m *asl*. The northern escarpment of the Sanetti Plateau, which lies between 2800 and 3350 m *asl*., is dominated by *Juniperus spp*. Followed by *Hagenia-Hypericum* stands between 3350-3500 m. The area between 3550 and 4000m *asl*. Is covered by *Erica* shrub on ridges and *Helichrysum* moorland in the valleys. The flat mountaintop is covered by *Helichrysum* moorland dotted with *Lobelia spp*. Much of the Sanetti plateau lies over 4000m *asl*. And there are several peaks ranging from 4050m (Worgona and Wasema) to Tullu Dimtuu at 4377m.
- III. The southern escarpment is covered by one of the most extensive and largely natural forests remaining in Ethiopia, the Hareenna Forest extending between 39°-40° E and 6°-7° N. The slope of the southern escarpment falls rapidly in altitude from the tree line at 3200 to 2000m within a distance of only 8 km.

The Exceptional Resource Values of BMNP are outlined below.

Exceptional Resource Values of BMNP

Exceptional Resource Values (ERVs) are the biophysical features of an area that are considered to be particularly important in maintaining the unique ecological character and functions of an area and that provide outstanding benefits (social, economic, aesthetic) to local, national and international stakeholders. The identification of BMNP's ERVs provides a foundation for the park's purpose, identifying the park's management issues and opportunities and generating management objectives and targets.

The Bale Mountains National Park is the most important conservation area in Ethiopia (FDRE, 2005). It is the world's largest afroalpine area and encompasses the second largest moist tropical forest in Ethiopia. The Bale Mountains are a centre of endemism, and are the most important area for a number of threatened Ethiopian endemics in all taxa.

The Bale Mountains are also a "Water tower", being the origin of major rivers of regional importance and has dry season water-holding capacity in its swamps and lakes. This hydrological system is of critical importance to up to 20 million downstream users. Bale is also very important from other social and cultural aspects, with local communities partially or totally dependent on many of its natural resources such as grass, non-timber forest products and fuelwood. With its scenery, biological and cultural attractions, the Bale Mountains have great potential for tourism although this is currently largely untapped.

The area is thus of critical biodiversity, ecological, cultural and economic importance. The table below shows the top 18 ERVs prioritised by BMNP GMP Planning Team, grouped into four main categories: *natural, scenic, social and cultural*.

Table B1. Exceptional Resource Values of the Bale Mountains National Park

Category	Exceptional Resource Value	Rank
Natural	Endemic, endangered and flagship species <i>e.g.</i> Mountain nyala, Ethiopian wolf, Giant lobelia, African wild dog	1
	Afroalpine habitat	3
	Hydrological system of wetlands and rivers	4
	Haremma Forest	5=
	Distinct altitudinal vegetation zones <i>e.g.</i> Afroalpine, bamboo, <i>Erica</i>	5=
	Rodent community	7
	Migratory and endemic birds	10=
	Gese grasslands and antelope	10=
	Coffee and medicinal plants	15=
Scenic	Mountain peaks, plateau and lava flows: Chorchora, Rafu	8=
	Alpine lakes and mountain streams	17=
	Haremma escarpment, including Gujerale	17=
Social	Water catchment (economic value)	2
	Environmental goods and services such as NTFP, grass etc.	8=
	Coffee	15=
Cultural	Traditional pastoral transhumance system (Godantu)	10=
	Cultural sites (<i>e.g.</i> Abel Kassim, Gassuray, Alija)	10=
	Traditional ecological knowledge	14

Natural Values

Endemic and flagship species

The Bale Mountains are a centre of endemism, and a critically important area for a number of threatened Ethiopian endemics. The afroalpine area is home to over half the global population of Ethiopian wolves (*Canis simensis*), the rarest canid in the world, and listed as Endangered by the World Conservation Union (IUCN), whereas the northern *Juniper-Hagenia* woodlands, harbour the largest population of the endemic and similarly endangered Mountain nyala (*Tragelaphus buxtoni*), estimated to be approximately two-thirds of the global population.

Less obviously, 26% of Ethiopia's endemic species (1 primate (Bale Monkey), 1 bovid, 1 hare and 8 species of rodent) are found in the area, including the entire global population of the giant mole-rat (*Trachyoryctes macrocephalus*). Of the area's recorded birds, 6% are Ethiopian endemics. In addition there are several rare and endemic amphibian species found only in Bale as well as 1321 species of flowering plants with 163 endemic (23 to Bale alone) to Ethiopia.

Figure B1. Mountain nyala distribution and density in the Bale Mountains National Park

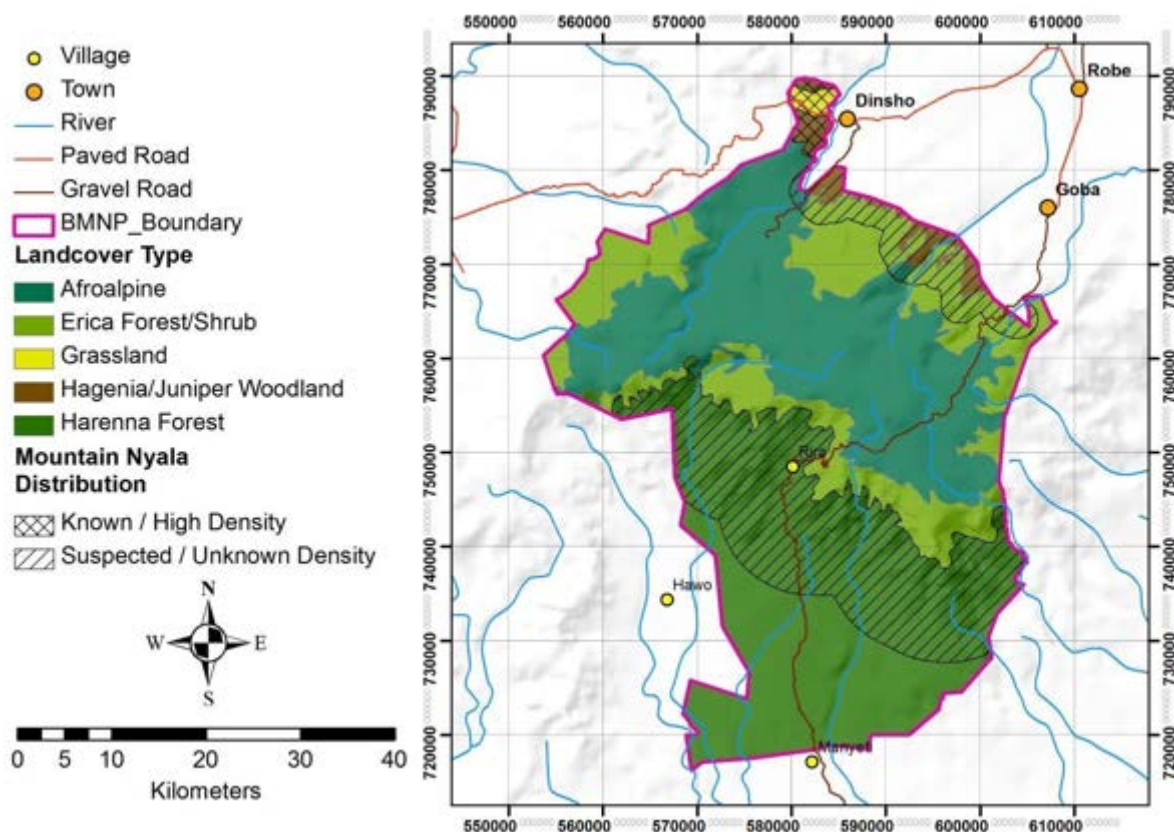
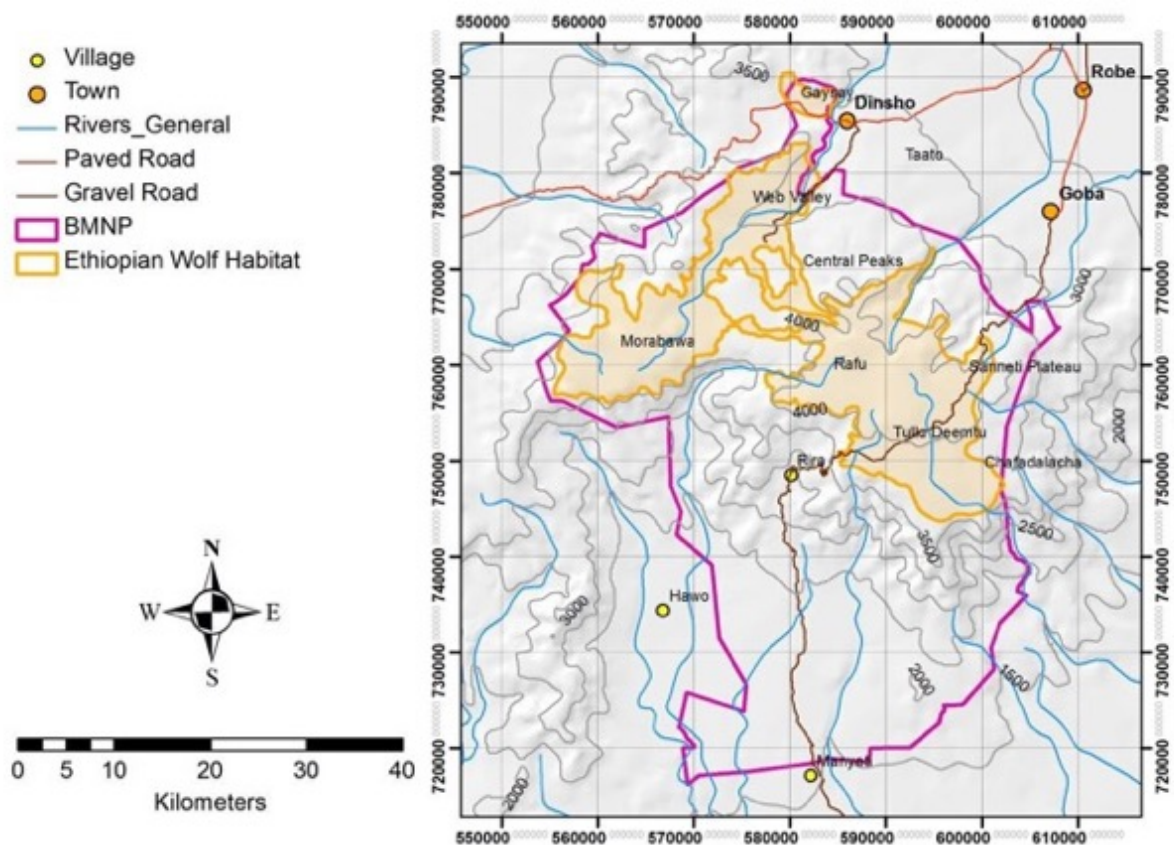


Figure B2: Ethiopian wolf habitat in relation to rodent distribution and density in BMNP



Hydrological System

The Bale massif plays a crucial role in climate control in the region, attracting large amounts of orographic rainfall. Rainfall can occur in any month of the year, although peak rainfall occurs between March and October, peaking in August and March. Some 600-1000mm falls annually in the lower altitude areas, and 1000-1400mm in the higher areas. The watershed of the plateau is characterised by flat, swampy areas and many small shallow lakes that are crucial for flow regulation. Overall a total of c. 40 rivers rise in BMNP area, contributing to five major rivers: the Web, Wabe Shebelle, Welmel, Dumal and Ganale. Some rivers were stocked with brown and rainbow trout in the 1960s and 70s and good fishing under licence is still available in some areas.

Figure B3: Major rivers and watersheds supplied by the Bale Mountains National Park

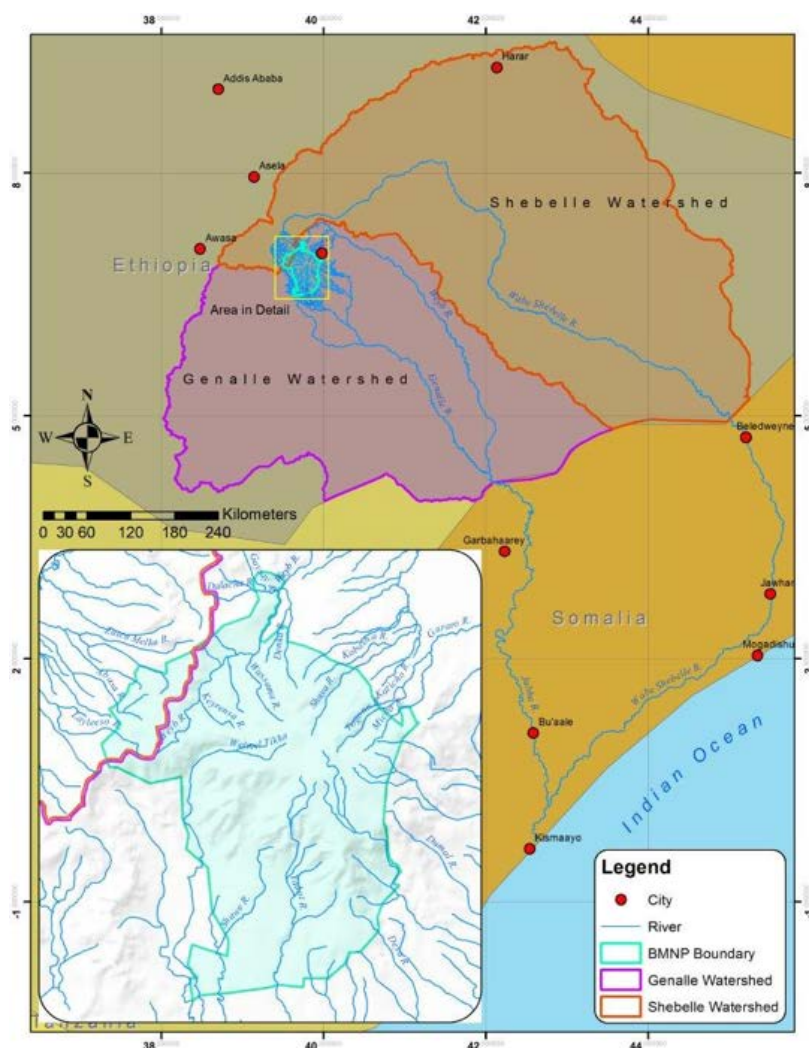


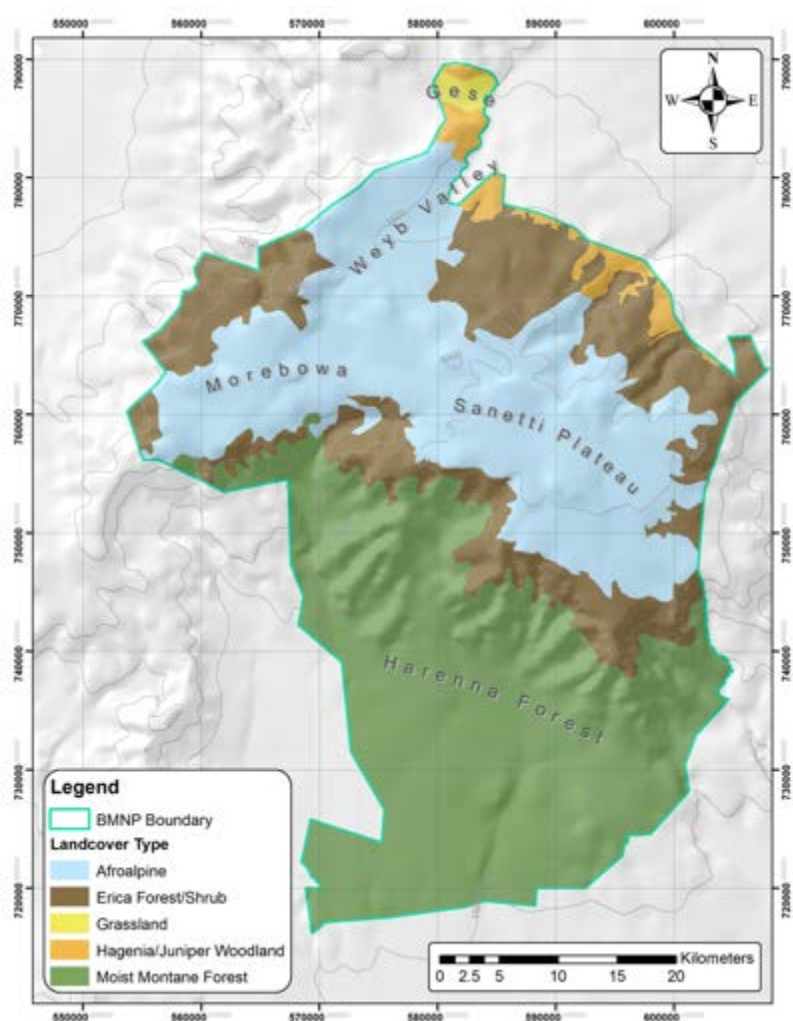
Table B2. Major rivers and their tributaries in BMNP (adapted from Hillman 1986)

Major rivers	Tributaries
Wabe Shebele	Abasa, Arba, Baaranda, Boko, Furunna, Gondadoh, Layleeso, and Solay
Web	Albabo, Dalacha, Danka, Dimbeeba, Garano, Gese, Kabasha, Kaficho, Keyrensa, Lolla, Micha, Shaiya, Shaiya-Gugesa, Tayanta, Togona, Toroshama, Walla, Wasama, Web and Zetegne Melka
Dumal	Deyu and 5 un-named tributaries
Welmel	Garemba, Rira, Shawe, Shisha and Yadot
Ganale	Welmel and 2 other large tributaries

Hareenna Forest

The Hareenna forest and adjacent Mena-Angetu forest form the second largest stand of moist tropical forest remaining in Ethiopia. Approximately half of the park falls in this forest which ranges from 3500m to 1,500m *asl* at the southern park boundary. This forest is home to high levels of biodiversity and endemism, including many threatened species such as *Prunus africanus*. Lions and endangered African wild dogs are still found in this forest, as are giant forest hogs. However its floral and faunal composition is still poorly documented.

Figure B4: Vegetation map of the Bale Mountains National Park



Afroalpine habitat

The highland plateau and slopes of the Bale Mountains, areas over 3,500 m *asl*, encompass the largest area of afroalpine habitat (c. 1,000 km² and 17% of the total) on the continent. Many of the Bale and Ethiopian endemic species are found in this habitat type, whether plant (*Lobelia spp.*) or mammals, such as the Ethiopian wolf, or the giant molerat (see above). Overall, due to the extreme climate, plant diversity is low, but the grasses and herbs support an extraordinary high density and diversity of rodents. The soil is constantly turned over by cryoturbation and rodent activity. Swamps and lakes are another key feature of this highland area.

Distinctive altitudinal zones, including Erica and bamboo

A spectacular feature of the southern part of the park is the progression through distinctive altitudinal vegetation zones as the altitude falls from the afroalpine plateau at 4000 m to the park boundary at

1500 m, with just 60 km separating the *Combretum/Terminalia* dry wooded grasslands and the afroalpine highlands (Tadese and Garedew 2001). At the higher altitudes, giant heather stands of *Erica* form a unique habitat, whereas bamboo provides an important resource across large areas. *Hagenia* trees are common on the upper slope, although *Juniperus* is absent. Below 2,200 m larger tree species such as *Podocarpus falcatus* appear, many over 30 m in height.

Rodent community

The rodent community, particularly of the afroalpine plateau are a keystone ecological species in BMNP (see Fig. B2). 32% of the 47 BMNP mammal species are rodents and they are the main natural grazers of the afroalpine areas. The impressive giant molerat is apparently endemic to the Bale Mountains and lives underground, coming up only to harvest vegetation around the burrow holes in its 200 m² territory. Endemic rodents are found throughout BMNP; for example 2 endemic

shrews have been identified in the Harenna forest and at least 8 endemic species in the whole park.

Migratory and endemic birds

Over 170 species have been recorded in BMNP to date, some 20% of the species recorded for Ethiopia. 57% of Ethiopia's endemic birds are found in the Bale Mountains, such as Rouget's rail, spot-breasted plover, blue-winged goose, the black headed siskin and white-backed black tit. The area, with its abundant rodent community, is also very important for many internationally rare large eagles, vultures and other raptors. Bale is also the only known breeding site for a number of Eurasian species, such as the golden eagle, the ruddy shelduck and choughs. The park also has breeding populations of another species, the wattled crane, the only known site out with southern Africa. In addition, it is an important over-wintering ground or passage station for migrants from Eurasia, particularly passerines and waterfowl.

Gese grasslands and antelopes

This small but important zone at the north of the park comprises almost flat land, with swampy areas. The area is particularly important for mountain nyala, although good populations of other antelope such as Menelik's bushbuck, reedbuck, and grey duiker are found in large numbers on these grasslands, particularly in areas where human disturbance is slight, or at night. Grazing pressure is high in this area, and invasive unpalatable plant species are a potential increasing problem.

Genetic stocks of wild plants

The forests and grasslands of the Bale Mountains have important stocks of valuable wild genetic material, including wild coffee (*Coffea arabica*) and medicinal plants. The area is regarded as the most important for genetic stocks of wild coffee and medicinal plants in Ethiopia. Three medicinal plant hotspots have been identified: two in the Gese area and one in the Angesu area, spanning the park boundary.

Scenic Values

Mountain peaks, plateau and lava flows

From the Sanetti plateau rise the highest peaks of the mountains, Tullu Dimtuu, along with Batu, Worgona, Wasema, Archaah and Adola, which together make up the Central Peaks area. Although not as high, the peaks in the western part of the park, such as Garamba Deema offer a spectacular site on the approach by road.

The Sanetti Plateau, over 4,000 m asl shows evidence of glaciation, as recently as 2000 years ago. Generally, the afroalpine area offers spectacular vistas in a somewhat hostile climate and is a key attraction for visitors. West of the Sanetti plateau lies the lava flows area, a broken, rocky area of relatively recent lava outpourings originating from a peak or peaks on the Sanetti Plateau. The lava flows are clearly visible from satellite photos and on the ground stunning rock formations are visible, for example in the Rafu area.

Alpine lakes and mountain streams

The alpine lakes and mountain streams are a key feature of BMNP and, as well as providing vital habitat and ecosystem services, are an attractive scenic feature in their own right. Access is good to small lakes on the Sanetti Plateau and these draw birdwatchers and other tourists. In the Harenna Forest and Gese area, walkers along river banks can be rewarded with stunning waterfalls and attractive water flows and scenery.

Hareenna escarpment

The Hareenna escarpment falls away rapidly from the southern edge of the mountains and Sanetti plateau, from 3,500m eventually to 2,000m asl, over a distance of just 8km. When not cloaked in mist or cloud, the cliffs of the escarpment offer impressive views to the south.

Social Values

Water catchment

BMNP is the source of water for five major rivers (the Wabe-Shebelle, Web, Welmel, Ganale, and Duma) on which an estimated 12 million people depend. The afroalpine wetlands and the Hareenna forest hold the water, releasing it year round to the arid and semi-arid areas of south-eastern and southern Ethiopia, including the Ogaden and Somali agricultural belt. The livelihoods and food security of the people in these lowland areas are highly dependent on good environmental management in the highland areas. Water flow is regulated and stabilised in the dry and rainy season through the water retention properties of the highland wetland areas and dry season rainfall in the mountains is crucial to maintain river flow. Overuse and overgrazing of the system and compaction of the wetlands will increase the seasonality of water flow with increased flooding and decreased dry season water availability. In turn this would rapidly increase degradation of rangelands surrounding the few areas with permanent water and increase food aid dependency, a scenario that has already developed in northern Kenya.

Environmental goods and services

BMNP and surrounding area provide a range of goods and services both locally and nationally, in addition to water provision. Indeed, most park-associated communities are partially or almost entirely dependent on natural resources. For example, BMNP provides grazing ground for livestock herds, and a variety of non-timber forest products (NTFP) such as honey and coffee. Unfortunately, the natural resources of the area are being treated as open access resources and use is increasing, with concomitant negative impacts such as forest destruction.

In addition, two of the rivers flowing from BMNP have hydroelectric schemes: the Melka Wakana scheme on the Wabe Shebelle and the Yato mini-scheme on the Yadot river. The produced hydroelectricity supplies the towns of Dodola, Adaba, Dinsho, Robe, Agarfa, Ali, and Goba, and Dola Mena respectively.

The area is also an important climate change reference area. With global warming increasing, climate records of the Bale Mountains will be vital in determining how climate change will affect the afroalpine areas over the forthcoming decades.

Coffee

Coffee plays a vital social and economic role in Ethiopia and is part of the national identity. It is also extremely important economically, being a major foreign currency earner. A considerable amount of wild coffee is harvested in the Bale Mountains, including BMNP and this provides a significant income source for many local communities. However increasing forest and semi-forest coffee management needs to be managed to ensure that biodiversity in the forest is not adversely affected.

Cultural Values

Traditional transhumance system (Godantu)

The transhumance system of Oromo pastoralists is known as the Godantu system and is a key feature of traditional human use of the Bale Mountains. In this system, livestock, particularly cattle are sent to higher grazing grounds during the months when crops are growing in lower altitude areas, or into the forest for shade during the dry season. However this should not be confused with

the cattle movements that are a consequence of the loss of grazing land outside of the park, thus forcing cattle into the park to graze.

Cultural sites

A number of cultural sites are situated within BMNP Abel Kassim, Alija and Gassuray. Some of these areas are still used by local communities for religious reasons although the important areas are not well documented.

BMNP in the International Context

Biodiversity Hotspot

BMNP is the most important component of the Ethiopian Highlands Conservation International (CI) Hotspot, within the Eastern Afromontane Hotspot (PASP, 2005). Listing as a hotspot does, however, arise from two criteria. First it acknowledges the outstanding global importance of the biodiversity in the area, but it also acknowledges its threatened status. With some 97% of the natural vegetation of Ethiopian Highlands estimated to have been already lost, the importance of BMNP in conserving the remnants of this unique biodiversity is clear.

BMNP as a World Heritage Site

World Heritage Site designation is given to places on earth that are of outstanding universal value to humanity and as such, have been inscribed on the UNESCO World Heritage List to be protected for future generations to appreciate and enjoy. The Bale Mountains clearly fulfils the criteria required for World Heritage Sites (WHS) of outstanding natural heritage, as WHS should:

- i. be an outstanding example of natural heritage representing significant on-going ecological and biological processes in the evolution and development of terrestrial, fresh water, coastal and marine ecosystems and communities of plants and animals; or
- ii. contain superlative natural phenomena or areas of exceptional natural beauty and aesthetic importance; or
- iii. contain the most important and significant natural habitats for in-situ conservation of biological diversity, including those containing threatened species of outstanding universal value from the point of view of science or conservation;

World Heritage Site Listing would assist BMNP by:

- Reinforcing its importance globally, regionally and nationally
- Raising the profile of the area internationally, thus obtaining support for biodiversity conservation and associated poverty alleviation
- Assisting in fundraising for effective park management support and development, both directly from UNESCO and the UN Foundation and improved leverage from other donors
- Providing a valuable marketing tool for tourism

Application for WHS Listing by the nominated office in Ethiopia can be submitted once this GMP is ratified and once BMNP legal status is clarified. Actions to assist in WHS listing are laid out in the Outreach Programme.

Biosphere Reserve

Biosphere reserves are sites recognized under UNESCO's Man and the Biosphere Programme which innovate and demonstrate approaches to conservation and sustainable development. Biosphere reserves have three inter-connected functions: biodiversity conservation, economic and human development and logistic support for research, monitoring, environmental education and training. These reserves should also generate knowledge and experience which can be used more widely and are seen as tools to help countries implement the Convention on Biological Diversity and its Ecosystem Approach.

Biosphere reserves are organized into 3 interrelated zones: core, buffer and transition areas. Only the core area requires legal protection and hence can correspond to an existing protected area such as nature reserve or a national park. This zonation scheme is applied in many different ways in the real world to accommodate geographical conditions, socio-cultural settings, available legal protection measures and local constraints. This flexibility can be used creatively and is one of the strongest points of the biosphere reserve concept, facilitating the integration of protected areas into the wider landscape.

The Greater Bale Ecosystem, encompassing the National Park, with surrounding areas of Participatory Forest Management managed between communities and OFWE, undesignated forest, pasture and farmland could qualify for listing as a biosphere reserve.

Biosphere Reserve Listing would assist BMNP by:

- Providing a framework to guide and reinforce projects to enhance people's livelihoods and ensure environmental sustainability.
- Raising awareness locally and nationally of both citizens and government
- Assisting in fundraising from different sources
- Serving as a pilot site to explore the Ecosystem Management Approach for sustainable conservation and development

Listing the Bale Mountains as a Biosphere Reserve can be explored if a priority action, under the Outreach Programme.

IUCN Protected Area Category

IUCN defines a protected area as: *"An area of land and/or sea especially dedicated to the protection of biological diversity and of natural and associated cultural resources and managed through legal or other effective means"* (IUCN 1994). Protected areas are categorised by IUCN into six categories, according to their management objectives, rather than the current state of the area.

Currently, BMNP is assigned on the UNEP-WCMC database as Category II a *"Protected area managed mainly for ecosystem protection and recreation (National Park): natural area of land and/or sea, designated to (a) protect the ecological integrity of one or more ecosystems for present and future generations, (b) exclude exploitation or occupation inimical to the purposes of designation of the area and (c) provide a foundation for spiritual, scientific, educational, recreational and visitor opportunities, all of which must be environmentally and culturally compatible"*.

Using the WCPA draft toolkit, this categorisation was revisited, with analysis suggesting that IUCN Category II was indeed the best fit for BMNP and noting that in general

Categorisation by WCPA draft toolkit:

- The basis of categorisation is by primary management objective, not effectiveness of management.
- Categories represent grading of human intervention, with I-III representing areas where there has been limited and little modification of the environment and IV-VI significantly greater intervention and environmental modification.
- Category II areas can include sustainable use by indigenous people as long as does not affect primary management objectives.
- Zoning is commonplace in Cat II Areas/National Parks to allow for completely protected areas, visitor use and use by indigenous people.

And that for BMNP,

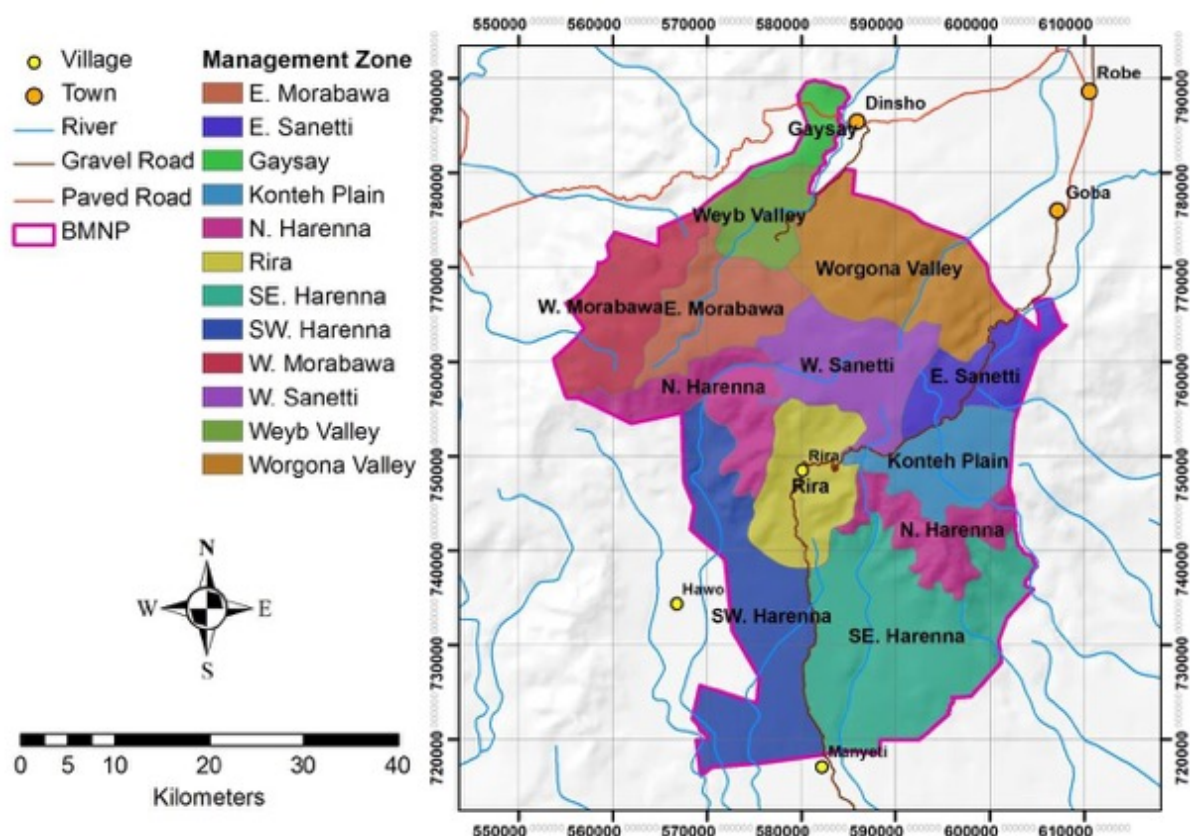
BMNP under WCPA

- BMNP park purpose is hydrological and ecosystem protection
- The park and programme purposes state that protection is for future generations,
- Guiding principles explicitly state that conservation of Exceptional Resource Values takes precedence over natural resource or any other type of use and that any negative impacts should be mitigated and monitored

Bale Mountains National Park Management Zoning Scheme

Zonation is being used in BMNP to provide a framework for securing the protection of the park by reconciling the primary management aim of protecting the natural resource values whilst allowing limited use of these resources – whether by staff, tourists or other communities in the interim.

Figure B5: Zoning scheme of the Bale Mountains National Park



C. Ecological Management Programme



C. Ecological Management Programme

Programme Purpose: The diversity of ecological processes and species across the altitudinal range of the Bale Mountains better understood and maintained using best practice monitoring, management and research techniques that feed back into adaptive management.

Ecological Management Strategy

The exceptional resource values of the Bale Mountains National Park are the key features that characterise the area and designate its international significance. Ecological monitoring and management of these values and mitigation of threats is thus core work within BMNP management and thus this Ecological Management Programme is a key aspect of this GMP. Ecological monitoring of the state of these exceptional resources is also a key aspect of monitoring and evaluation of the implementation of this GMP and will determine whether the park purpose is being met.

This ecological management strategy provides a general statement of principles and policy that will guide the ecological management of the natural resources within BMNP over the 10-year period covered by the GMP. Achievement of all components of the programme will ensure that all components of the ecosystem are maintained in their desired state. Actions to reduce threats will be necessary in some situations, however, while appropriate management action will eliminate or at the very least reduce threats, other threats may emerge as our understanding of BMNP ecosystem increases and external factors change. As such, adaptive management is a critical component of the Ecological Management strategy and ensure that the actions under this programme are modified to deal with changes in threats and management needs. This will conserve BMNP's ERVs and build best practice in monitoring and ecological management within the park.

This strategy is aligned with the federal and regional legislation and policies with the National Biodiversity Conservation and Research Policy (1998) and Strategy and Action Plan (2005), the Environmental Impact Assessment Proclamation (No. 300/2002) and the Wildlife Development, Conservation and Utilization Policy (2005) and its accompanying Proclamation (Negarit Gazet 163/2008) and gazettelement of the Bale Mountains National Park in 2015 (Negarit Gazet 338/2014) being particularly relevant (see section A).

Guiding Principles

- BMNP management will work to maintain all components and processes of the naturally evolving and dynamic park ecosystem in which change can be a natural process.
- Active management may be appropriate when past or present human activities have disrupted ecological components or processes so as to cause, for example, a reduction in floral and faunal species diversity, a threat to rare and threatened species, or disruption in ecosystem functioning.
- Active management and restoration may also be appropriate in (i) areas that are now too small for natural processes to be maintained, such as the park headquarters area or (ii) where habitat or species have been disturbed by management, settlement, livestock grazing or other development activities such as towers, powerlines or road construction.
- Research and monitoring that is directly relevant for BMNP planning, development and management will be prioritised so as to provide a basis for decision-making and adaptive management.

BMNP Principal Ecosystem Components

Ecological systems, communities and species in BMNP are inherently complex therefore, given the limited resources available, it is impossible for BMNP management to monitor, research, and manage all individual components of the ecosystem. Thus, an adapted planning process has been used to identify those ecological components, termed here “Principal Ecosystem Components” (PECs) that together represent the whole ecosystem and its functions. It is intended that together these PECs represent the unique biodiversity and ecological processes of the Bale Mountains and identify the components that will be the focus of management action. A number of secondary ecosystem components that co-occur with each PEC are also identified. Assuming that the PECs are truly representative, concentrating on their monitoring and management will ensure that all ecosystem components within BMNP, including all co-occurring ecosystem components, are conserved and, thus, an overall healthy ecosystem will be maintained.

Table C1: Principal Ecosystem Components and Co-occurring Ecosystem Components

PEC	Co-occurring Ecosystem Components
Hydrological System	<ul style="list-style-type: none"> • Wetlands • Horas • Alpine lakes • Rivers
Harennna Forest	<ul style="list-style-type: none"> • Endemic and threatened tree spp. <ul style="list-style-type: none"> ◦ <i>Warburgia ugandensis</i> ◦ <i>Filicium decipiens</i> ◦ <i>Prunus azettem</i> ◦ <i>Hagenia abyssinica</i> ◦ <i>Afrocarpus falcatus</i> • Medicinal plants • Forest coffee (<i>Coffea arabica</i>) • Endemic rodent spp. <ul style="list-style-type: none"> ◦ Bale shrew (<i>Crocidura baileyi</i>) • Bat spp. • Endemic and threatened amphibians and reptiles <ul style="list-style-type: none"> ◦ <i>Chamaeleo balebicornutus</i> ◦ <i>Chamaeleo harennae</i> • Endemic, near endemic, and threatened bird spp. <ul style="list-style-type: none"> ◦ White-backed tit (<i>Parus leuconotus</i>) ◦ Abyssinian catbird (<i>Parophas magalinieri</i>) ◦ Black-winged lovebird (<i>Agapornis taranta</i>) • Large mammal, including primate spp. <ul style="list-style-type: none"> ◦ Bale monkey (<i>Cercopithecus djamdjamensis</i>) ◦ Guereza colobus monkey (<i>Colobusguereza guereza</i>) ◦ African wild dog (<i>Lycaon pictus</i>) ◦ Lion (<i>Panthera leo</i>) ◦ Giant forest hog (<i>Hylochoerus meinertzhageni</i>) ◦ Mountain nyala (<i>Tragelaphus buxtoni</i>)

PEC	Co-occurring Ecosystem Components
<i>Erica</i> forest and shrub	<ul style="list-style-type: none"> • Endemic and threatened tree spp. <ul style="list-style-type: none"> ◦ <i>Erica arborea</i> and <i>E. trimera</i> • Epiphytes • Endemic amphibians and reptiles <ul style="list-style-type: none"> ◦ <i>Balebreviceps</i> spp. ◦ <i>Ericabatrachus</i> spp. • Endemic rodent spp. <ul style="list-style-type: none"> ◦ <i>Megadendromus nikolausi</i> • Endemic and near endemic bird spp. <ul style="list-style-type: none"> ◦ Rouget's rail (<i>Rougetti rougetti</i>) ◦ Bale parisoma (<i>Parisoma greaventris</i>)
Gese grasslands	<ul style="list-style-type: none"> • Large mammal including antelope spp. <ul style="list-style-type: none"> ◦ Mountain nyala ◦ Menelik's bushbuck (<i>Tragelaphus scriptus meneliki</i>) ◦ Bohor reedbuck (<i>Redunca redunca</i>) ◦ Serval (<i>Felis serval</i>) ◦ Hyaenas (<i>Crocota crocuta</i>) ◦ Golden jackal (<i>Canis aureus</i>) • Endemic rodents <ul style="list-style-type: none"> ◦ White-footed rat (<i>Praomys albipes</i>) • Endemic, near endemic, and threatened bird spp. <ul style="list-style-type: none"> ◦ Abyssinian long-claw (<i>Macronyx flavicollis</i>) ◦ Black-headed siskin (<i>Serinus nigriceps</i>) ◦ White-collared pigeon (<i>Columba albitorques</i>) • Medicinal plants
<i>Hagenia</i> / Juniper woodlands	<ul style="list-style-type: none"> • Threatened tree spp. <ul style="list-style-type: none"> • <i>Hagenia abyssinica</i> • <i>Juniperus procera</i> • Antelope and primate spp. <ul style="list-style-type: none"> ◦ Mountain nyala ◦ Menelik's bushbuck ◦ Grey duiker ◦ Guereza colobus monkey ◦ Olive baboon (<i>Papio anubis</i>) • Threatened, endemic, and near-endemic bird spp. <ul style="list-style-type: none"> ◦ Bale parisome (<i>Parisomagrise aventris</i>) ◦ Abyssinian woodpecker (<i>Dendropicos abyssinicus</i>) • Endemic rodents <ul style="list-style-type: none"> ◦ White-footed rat (<i>Praomysalbipes</i>)
Afroalpine	<ul style="list-style-type: none"> • Endemic and near endemic bird spp. <ul style="list-style-type: none"> ◦ Spot-breasted plover (<i>Vanellus melanocephallus</i>) ◦ Blue-winged goose (<i>Cyanochen cyanoptera</i>) • Eurasian bird spp. Breeding sites

PEC	Co-occurring Ecosystem Components
Afroalpine (cont)	<ul style="list-style-type: none"> ○ Red-billed chough (<i>Pyrrhocorax pyrrhocorax</i>) ○ Golden eagle (<i>Aquila chrysaetos</i>) ○ Ruddy shellduck (<i>Tadorna ferruginea</i>) • Raptor spp. <ul style="list-style-type: none"> ○ Bearded vulture (<i>Gypaetus barbatus</i>) ○ Steppe eagle (<i>Aquila nipalensis</i>) ○ Tawny eagle (<i>Aquila rapax</i>) ○ Verreaux's (black) eagle (<i>Aquila verreauxii</i>) • Other bird spp. <ul style="list-style-type: none"> ○ Wattled crane (<i>Grus carunculatus</i>) • Endemic rodent spp. <ul style="list-style-type: none"> ○ Giant molerat (<i>Tachyoryctes macrocephalus</i>) ○ Blick's grass rat (<i>Arvicanthis blicki</i>) ○ Harsh-furred rat (<i>Lophuromys melanonyx</i>) • Endemic mammals spp. <ul style="list-style-type: none"> ○ Ethiopian wolf ○ Starck's hare (<i>Lepus starcki</i>) • Afroalpine plant spp. <ul style="list-style-type: none"> ○ <i>Lobelia rynchopetalum</i> ○ <i>Helichrysum</i> spp. ○ Grasses and shrubs
Mountain nyala (<i>Tragelaphus buxtoni</i>)	
Ethiopian wolf (<i>Canis simensis</i>)	

The PECs for BMNP cover various spatial scales and levels of biological organisation of a functioning ecosystem, from processes operating at the landscape and ecosystem level, to components representing the community level and, finally, species themselves (Table C2). For each PEC, a number of defining Key Ecological Attributes (KEAs, Table C2) have been identified for each. KEAs are the ecological features that most clearly define or characterise the PEC, limit its distribution, or determine its long-term viability. These KEAs are generally attributes of biological composition, spatial structure, abiotic or biotic processes, or ecological connectivity. The KEAs also provide a basis for developing a monitoring plan to improve our understanding of the PECs, their ecological functioning, and any threats to their integrity and long-term viability. Thresholds of Potential Concern (TPCs) will be developed for each KEA so as to identify when management actions are required to restore a PEC/KEA to its desired state. For example, TPCs for BMNP might identify the maximum sediment load for the hydrological system or minimum population sizes for Ethiopian wolves and mountain nyala. If such thresholds are reached management interventions will be triggered.

Table C2: Principal Ecosystem Components in Bale Mountains National Park

Principal Ecosystem Component	Level of Ecological Organisation	Key Ecological Attributes
1. Hydrological System	System	<ul style="list-style-type: none"> ○ Water flow ○ Water retention of vegetation and soil ○ Water quality ○ Wetland extent and dynamics ○ Wetland bird diversity and abundance
2. Hareenna Forest	Community	<ul style="list-style-type: none"> ○ Forest cover ○ Forest structure ○ Forest fragmentation ○ Indicator species diversity, distribution and abundance
3. <i>Erica</i> forest and shrub	Community	<ul style="list-style-type: none"> ○ <i>Erica</i> structure and distribution ○ Indicator species (amphibian and bird) diversity, distribution and abundance
4. Gese grasslands		<ul style="list-style-type: none"> ○ Indicator species diversity, distribution and abundance ○ Wetland quality and dynamics ○ Plant composition and distribution
5. <i>Hagenia</i> / Juniper woodlands		<ul style="list-style-type: none"> ○ Woodland area, extent and fragmentation ○ Tree composition and structure ○ Indicator species diversity, distribution and abundance
6. Afroalpine		<ul style="list-style-type: none"> ○ Rodent and bird diversity and abundance ○ Indicator species diversity, distribution and abundance ○ Wetlands quality and dynamics ○ Plant composition and distribution
7. Mountain nyala	Species	<ul style="list-style-type: none"> ○ Population size, structure and distribution ○ Habitat availability ○ Genetic diversity
8. Ethiopian wolf		<ul style="list-style-type: none"> ○ Population size, structure and distribution ○ Prey abundance and distribution ○ Genetic diversity

Ecosystem Threats

A threat, for the purposes of this GMP, is defined as any factor, resulting either directly or indirectly from human activities (legal or illegal), that has the potential to destroy, degrade, or impair a PEC or its KEAs in the next 10 years. Threats were assessed according to their severity (level of damage), permanence (potential for permanent damage/loss), geographic scope and trends, with an overall threat ranking then given by the working group (Table 3). Note that the threat assessment was done accordingly to more detailed scoring in 2015, however overall rankings are roughly equivalent.

During the threat analysis, several threats were identified as affecting more than one PEC. A threat matrix was developed to show which threats are cross-cutting and to depict their overall threat rank for each PEC (Table C3). Pressure from agricultural expansion, livestock overstocking and settlement are severe and high level threats that are affecting a number of PECs and requires immediate management action. Strategies and action to mitigate these threats are outlined in the Interim Settlement and Grazing Management Programme (ISGM). Some threats (e.g. disease, dogs, disturbance, insularity, uncontrolled use of natural resources) also spanned both mountain nyala and Ethiopian wolves, the two BMNP species identified as PECs.

Prioritisation of these threats, based on their overall threat rank, guides the prioritisation of 3-year action plan for this programme and the ecological monitoring plan for BMNP.

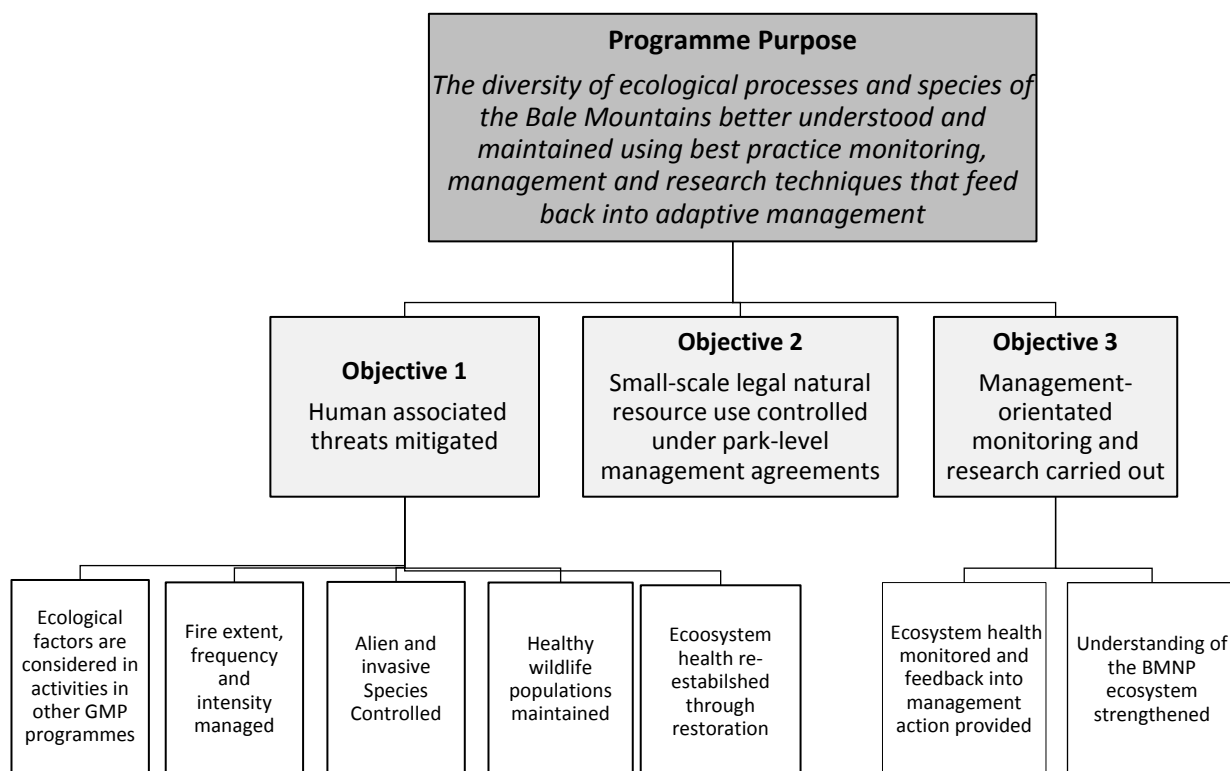
Table C3. Identified Threats to BMNP Principal Ecosystem Components

	Hydrological system	Haremma forest	Erica forest and shrub	Gese grass-lands	Afroalpine	<i>Ha-genia</i> /Juniper woodlands	Mountain nyala	Ethiopian wolf
Agriculture expansion	10	9	9		6	8	9	6
Livestock overstocking	10	7	11	8	10	9	10	10
Wood extraction		7	10		7	6		
Fire		8	10	6	4		5	3
Settlement	7	10	9		9	8	9	9
Unsustainable harvesting of non-timber NR, e.g. bamboo, grass, coffee	5	6						
Poaching, persecution, and/or human disturbance							4	4
Disease								11
Negative environmental impacts of infrastructure development, e.g. quarrying, building, road kill, litter				5	7		4	
Other		7 (Coffee cultivation, Invasive spp.)		7 (Invasive Spp)			3 (Bush encroachment)	

Threats of each PEC and their score (Severity, Permanence and Scope were scored based on 1-4 ordinal scale; Trend: 1= increasing, 0 = constant, -1 = decreasing). Threats were then assigned to broad categories of Severe (11-13), High (8-10), Moderate (5-7), Low (1-4).

Ecological Management Programme 10-Year Objectives

Figure C1: Logical framework for the Ecological Management Programme, including the programme purpose, objectives, and specific objectives.



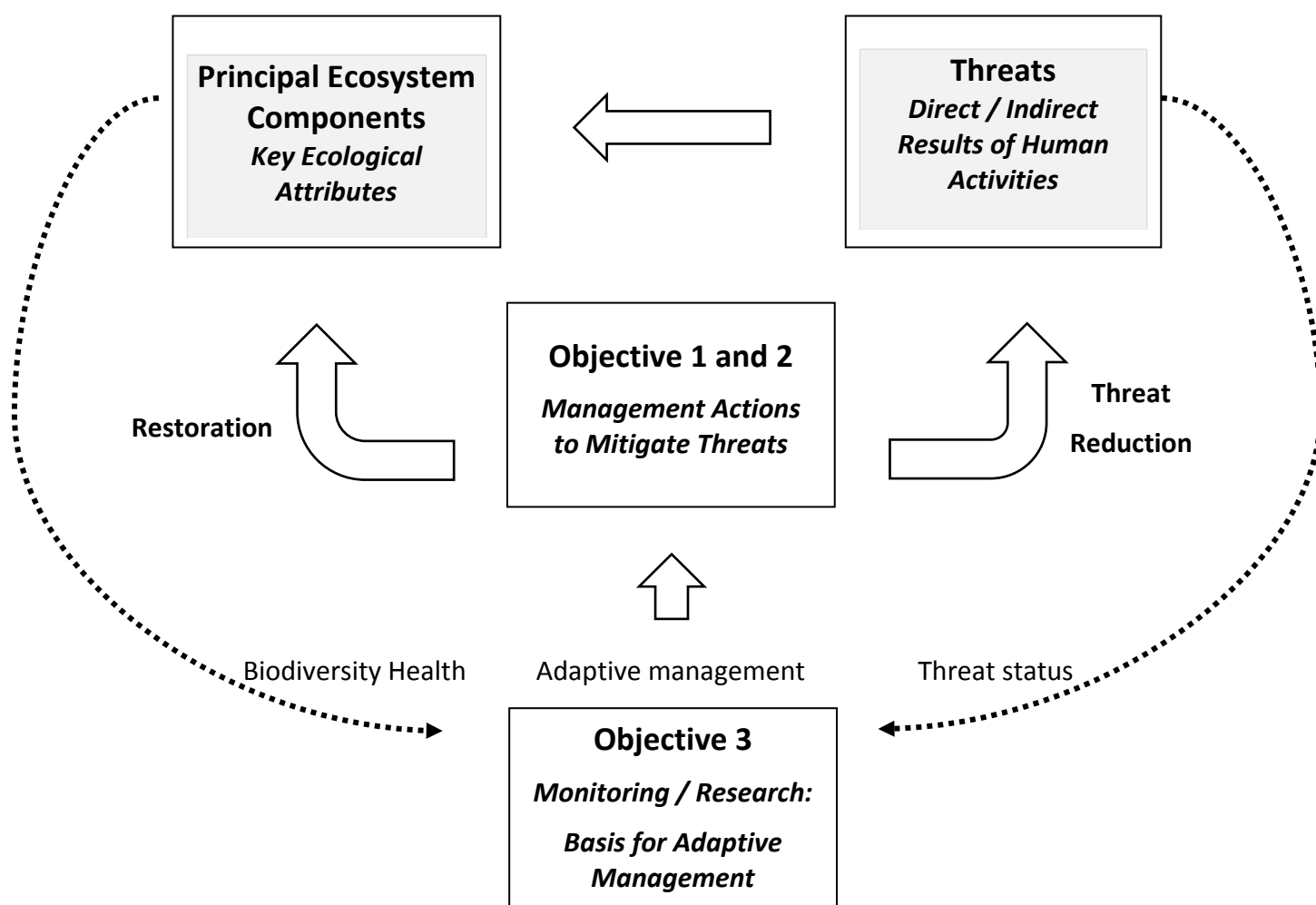
The following three objectives provide the framework for achieving the programme purpose:

1. Human associated **threats** to BMNP Principal Ecosystem Components and their Key Ecological Attributes **mitigated through active management**
2. Small-scale **legal natural resource use controlled** under park-level management agreements
3. **Management-orientated monitoring and research** of Principal Ecosystem Components and Key Ecological Attributes carried out

A series of 10-year management specific objectives and associated actions have been formulated for these management objectives, which are described below. In addition, a brief description of the relevant management issues or challenges is included, providing justification for the actions.

A feedback loop (Fig. C2) between the three objectives, dealing with management action and monitoring/research, forms the basis for adaptive management of the BMNP ecosystem to achieve both the EM/SNRM Programmes and the park purpose. The 3-year Action Plan for the Ecological Management Programme, which lists the activities, input requirements, priorities, responsibilities and timeframe for carrying out the actions, is included in Section H.

Figure C2: Adaptive Management Framework



Objective 1: Human associated threats to BMNP Principal Ecosystem Components and Key Ecological Attributes mitigated through active management

The first objective deals with the ecological management necessary to mitigate human associated impacts on the BMNP exceptional resource values, through active management that should maintain (or restore) the desired state of the PECs and KEAs. Human settlement, livestock overstocking, agricultural expansion and wood extraction resulting from immigration and population growth are the severe and widespread threats to BMNP and its ecosystem health. The Interim Settlement and Grazing Management Programme (ISGMP) has been specifically developed to address these high ranking threats to ecosystem health in BMNP. However, other specific objectives with actions are outlined in this programme that deal with other priority threats that require immediate mitigation as well as PEC/KEA restoration once threats are reduced. The importance of carrying out each action, according to the threat level, is reflected in the priority rankings assigned to each action in the 3-year action plan (Section H). Actions to mitigate threats given a low or even medium ranking are unlikely to be addressed in the first period of the GMP.

Specific objective 1.1: Ecological factors are considered in threat reduction activities in other GMP programmes

One main function of this programme is to provide ecological input that support actions planned in other programmes that will reduce threats to PECS and KEAs. BMNP biologists must be proactive in engaging with other BMNP experts to ensure that their needs are met when carrying out GMP activities. In addition to ensuring BMNP data is presented and used at management review and planning meetings, regular meetings and discussions with other staff members must take place.

Action 1.1.1: Ensure location and implementation of phasing of grazing reduction considers ecological factors

With the phased approach to grazing and settlement reduction, it is vital that the determination of zones for management action is based on protecting the most valuable Principal Ecosystem Components and those areas that are most threatened areas of BMNP. BMNP biologists must provide the ecological input for the zone development in the development of detailed Grazing and Settlement Reduction Action Plans.

Action 1.1.2: Provide ecological input to support actions other programmes that will reduce threats to PECS and KEAs

Other programmes and actions will require ecological input and the biologists must be proactive about providing their input. Data collection protocols for monitoring/evaluation of sustainable natural resource management agreements under the Interim Grazing and Settlement Management Programme and under Objective 2 of EM programme will be developed, and data collected accordingly will be reported to relevant decision makers.

Specific objective 1.2: Fire extent, frequency and intensity managed

Historically, fire in the Bale Mountains is likely to have been a natural feature of the *Erica* forest and *Hagenia*/Juniper woodland and may be a requisite for *Hagenia* woodland regeneration. In addition, *Erica* moorland fires have probably been set by people for over 5000 years, in the belief that fire stimulates the growth of new grass for cattle feeding (Miehe & Miehe, 1994). Keeping *Erica* height low also improves access, visibility and security for pastoralists and reduces predation risk for livestock. However, the natural fire system in the Bale Mountains is no longer functioning due to human population growth and consequent habitat fragmentation, loss, and degradation. In addition, overgrazing after fire in the *Erica* zone is preventing regeneration and significantly altering the vegetation community. The frequency of fire setting is potentially increasing and was a serious problem in 2015. As a result, uncontrolled fire now represents a high level threat to the *Erica* forest and shrub. Forest fires are also a potential high risk to the Harenna forest, for example, when started in association with honey harvesting or slash and burn cultivation, as these fires frequently get out of control (Brown 1966). Such uncontrolled fires could potentially affect the whole forest with devastating impact.

A number of actions have been formulated in order to ensure that the extent, frequency and intensity of fire is appropriately managed within in BMNP, whilst acknowledging that fire has a role in ecosystem function.

Action 1.2.1: Develop and implement fire management plan

A fire management plan will be developed that outlines the desired and acceptable frequency of fire and mechanisms to combat the threat from fire where necessary but also to put in appropriate management regimes after fire. Where fire may be a natural and necessary part of the ecosystem functioning, managed burning may need to be undertaken in order to achieve the desired state of certain PECs or KEAs, for instance in the *Hagenia*/Juniper woodlands. However, this prescription, by itself, requires experimental research to confirm

the fostering effect of fire for the regeneration of these tree species and this is identified as priority research topic. In the Erica zone, fire may need to be controlled to prevent severe habitat destruction, or extra protection measures put in place to stop subsequent overgrazing, at least until grazing is generally reduced.

Action 1.2.2: Strengthen infrastructure, services, and human capacity for fire monitoring and control

The infrastructure, services, and human capacity for fire monitoring and response will be outlined in detail in the fire management plan to be developed under Action 1.2.1. Some immediate activities should be undertaken to strengthen the park's ability to monitor and respond to fire outbreaks which include the purchase of equipment such as fire-beaters, backpack sprayers, fire resistant cloth, helmets, chains saw and water tanks for trailers. Local fire monitoring, prevention and control committees were formed in kebeles in the forest area over 10 years ago, but are no longer active. If feasible these could be an integral part of a fire monitoring system for BMNP. Several global datasets on fire activity are also available from remote sensing data that offer other options for fire mapping and monitoring in conjunction with ground surveys. Such use of remote sensing technology has been shown to provide reliable data on the extent, frequency and factors affecting these in the BMNP for the time period of 2000-2008 (Abera & Kinahan, 2011). In addition to using remote sensing, other options for fire monitoring need to be explored, including ranger based monitoring, and other fire surveillance strategies. Overall, databases should be developed to enable analyses of trends (past, present and future) the seasonality, timing, and inter-annual variation in fire incidence and biomass burned in BMNP over the long-term. BMNP can also work with honey gatherers and farmers to minimise the use of fire in Hareenna forest.

Specific objective 1.3: Healthy wildlife populations maintained and threats to population viability mitigated

Throughout the world, active management is often necessary to maintain viable wildlife populations, when these are reduced by human-induced pressures (e.g. disease, disturbance, habitat fragmentation, etc.). Less often, active management is used to prevent populations reaching high numbers that strain ecosystem balance (e.g. maintaining corridors for dispersal, removing invasive species) and restoring populations after large perturbations to the ecosystem.

A number of endangered species occur in BMNP and two, Ethiopian wolves and mountain nyala, have been identified as PECs because they are subject to specific threats that will not be mitigated by the conservation of their resource base and other PECs. Such threats include dogs, diseases and overhunting. In addition, whilst not selected as a PEC, Bale's endemic and endangered amphibians are in decline and urgent action is required. Specific management actions have been drawn up to mitigate these threats, as outlined below.

Action 1.3.1: Implement dog control strategy and action plan

Direct predation and attacks by dogs pose a threat to a number of wildlife populations, including rodents, mountain nyala, Menelik's bushbuck and other antelope species (especially young calves) in the Gese grasslands and *Hagenia*/Juniper woodlands. Infectious diseases (e.g. rabies and canine distemper) transmitted from dogs are also the greatest immediate threat to Ethiopian wolf survival (see below) and will be dealt through this action. Dogs also pose a threat to Ethiopian wolves through competition as rodent predators and hybridization and to other scavengers like hyena and vultures through consumption of wildlife carcasses.

National legislation prohibits the occurrence of dogs in BMNP and wider Ethiopian legislation dictates that domestic dogs should not be allowed to freely wander away from homesteads. However, whilst in the long term the reduction in livestock grazing and human settlement will reduce and remove dogs from BMNP, urgent short term action is required. This action plan,

which involves community sensitisation and then monitoring and enforcement, will be implemented in partnership with the ISGM, Outreach and Park Operations Programmes and the Ethiopian Wolf Conservation Programme (EWCP), as it involves extensive community interaction and scout action.

Temporary Regulations for Dog Control in the Bale Mountains National Park

Regulations

Dogs are only allowed in BMNP, on a temporary basis, with a permit from BMNP/ kebele CBOs, in zones allocated for seasonal or geographical use under the interim settlement and grazing reduction strategy.

Only female dogs or castrated male dogs may be kept.

Every dog must be registered by BMNP/kebele CBO, and vaccinated against rabies and CDV. Dog owners must produce a vaccination certificate on request and maintain effective vaccination status. If no certificate can be provided, the dog must be removed or humanely euthanized.

No more than two dogs can be owned per household: any additional dogs must be removed from the park.

Dogs must be restricted to the homestead.

Any dog found more than 100m from settlements will be considered feral and humanely euthanized.

All contact between wildlife and domestic dogs must be prevented.

Duty of Cooperation

Any person has a duty of cooperation with the Bale Mountains National Park, or the appropriate conservation partners thereof, or the appropriate local body, in the implementation of these regulations. Failure of dog owners to cooperate will invalidate their permit allowing them to temporarily access livestock grazing in BMNP.

Owners of dogs in BMNP therefore have the duty to:

Obtain permit for the presence of the dog from BMNP/kebele CBO.

Notify BMNP, or conservation partners thereof, of the incidence of dog diseases and wildlife killed by dogs.

Take necessary measures to ensure that his/her dog/s is /are vaccinated and free of diseases.

Take necessary measures to ensure their dogs are restricted to their homesteads.

Present permits and vaccination certificates to BMNP and local authorities.

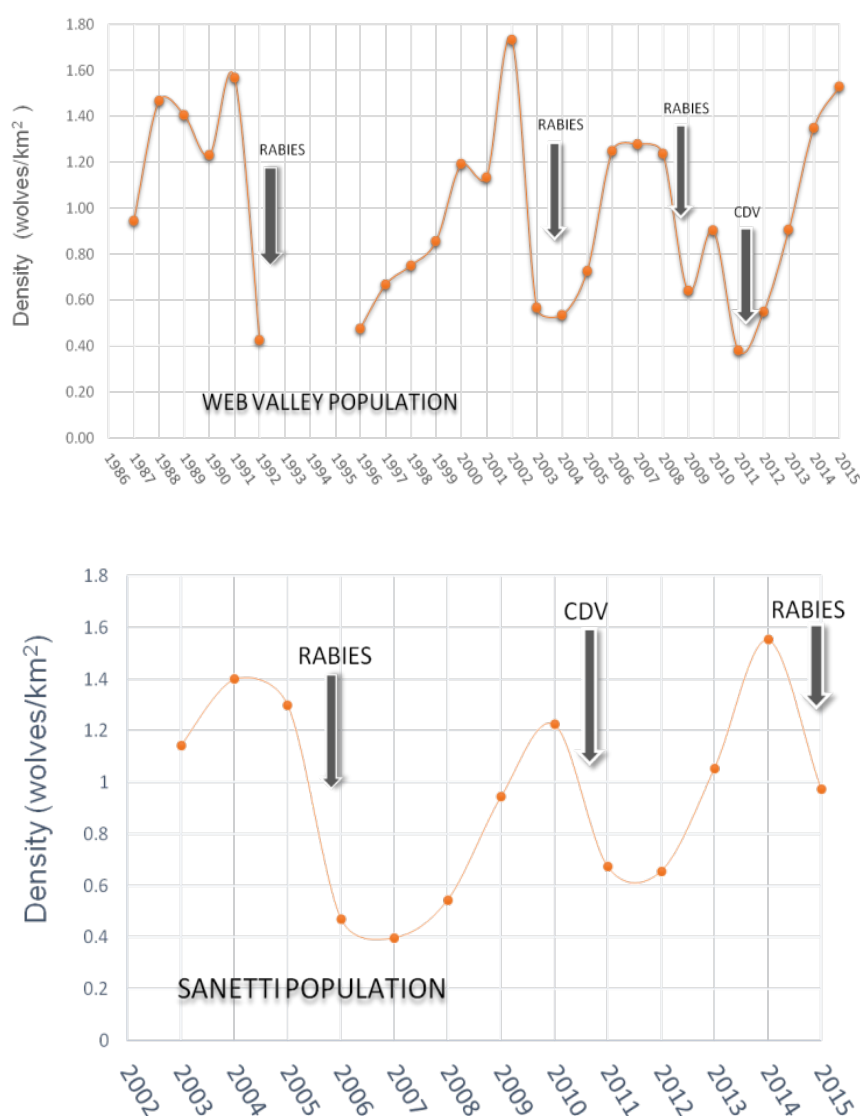
Action 1.3.2: Develop and implement wildlife disease management policy and action plan

Diseases pose a significant threat to a number of species in BMNP including Ethiopian wolves, mountains nyala and amphibians. Disease surveillance and management currently undertaken by the EWCP confirm that at least five outbreaks of rabies and at least three, possibly four outbreaks of canine distemper have occurred in the Bale Ethiopian wolf population in the last 25 years. In 2015 alone rabies and CDV were diagnosed in Ethiopian wolves

(EWCP, 2015; Laurenson *et al.* 1998). These outbreaks, when not controlled, have caused mortality of up to 76% in affected subpopulations. Population viability analyses suggest that outbreaks of this severity and frequency substantially increase the probability of extinction among Ethiopian wolves (Haydon *et al.* 2002, 2006).

Currently EWCA/BMNP management devolves their responsibility to monitor and manage dog diseases to EWCP. Due to limited resources, this is likely to remain the situation during the course of the GMP, although BMNP capacity and involvement in this work should be built as resources allow. Information should be shared openly. A dog disease action plan for dogs living in and around BMNP will be formulated by BMNP, EWCP and local veterinary offices and other stakeholders. BMNP will also facilitate feasibility studies and liaise with external experts to assess other disease management options, particularly those using oral vaccines for dogs and Ethiopian wolves.

Figure C3: Density of wolves at two locations in BMNP and Rabies occurrence



BMNP should however prioritise their direct involvement in activities that increase the surveillance of disease in other species such as mountain nyala or the endemic and endangered amphibians, where there are fewer partners available. Local, zonal, federal and perhaps international expertise should be used to draw up simple systems and procedures for BMNP to detect, monitor and manage disease. For example, severe outbreaks of livestock disease are also regularly reported on regional radio, and these should serve as a trigger for increasing wildlife surveillance. Partnerships should be built with relevant research organisations for other species. Procedures for disease surveillance (including post-mortem analysis and sample handling) should be implemented to ensure compliance with BMNP Health and Safety Regulations.

Action 1.3.3: Support evidence-based adaptive management of mountain nyala hunting around BMNP

There are four mountain nyala hunting blocks around BMNP and BMNP is a likely source population for hunted populations adjacent to the park. BMNP will facilitate current efforts to improve community involvement in management and benefit sharing under the Outreach Programme. Annual hunting quotas are currently set by EWCA and OFWE but research in BMNP (Kinahan & Bunefeld, 2013) to test census methods have not been integrated into survey and quota-setting methods. BMNP should also be more actively involved in quota setting and research to understand mountain nyala population dynamics and movement and dispersal patterns between BMNP and hunting blocks should be promoted. However, as population size may not be a good indicator for sustainable quota setting for large trophies of male mountain nyala, other indicators should also be investigated. This research is outlined as a priority under Objective 3.

Action 1.3.4: Manage human-wildlife conflict

One of the major costs to park-resident and park-adjacent communities is from human-wildlife conflict (HWC). In Bale, this commonly occurs where agricultural fields immediately adjoin the park boundary. For example, around Dinsho, mountain nyala commonly leave the park at night to browse on grain crops. In addition, warthogs and baboons are often cited as problems. Livestock losses from predators are rarer, as owners take care to protect their livestock at night when in the park.

A valuable strategy in improving the welfare of park-associated communities, which can have as much effect as increasing benefits in improving their overall cost-benefit balance, is to reduce losses from such conflict.

Central to tackling HWC is the collection of good data on where HWC is occurring, its type and scale and estimate its economic costs. The sites where HWC mitigation strategies will be implemented will be identified through literature review, questionnaires, discussions with communities and local authorities. Where HWC is severe a task force including will be set up to discuss and pilot mitigation solutions with roles and responsibilities clearly agreed. Effectiveness monitoring is crucial. It is known, however that good landuse planning is central to minimising HWC and is a key objective under the Outreach programme. Thus good liaison must take place between these two programmes and relevant park staff.

Specific objective 1.4: Alien and invasive species controlled

Alien and invasive species can seriously degrade communities and ecosystems as they can out-compete native species and permanently alter community composition and structure. Alien species such as the Mexican marigold (*Tagetes Minuta*), Meskal flowers (*Biden spp.*), Castor Oil Bean Plant – *Ricinus Communis* and *Calsalpinia decapetala* are known to occur in BMNP (e.g. along the main roads on Gese and in Hareenna forest, I. Rushworth and Y. Levene, *pers. comm.*). Little is known about their distribution and impact and thus the degree of threat is typically perceived to be low, although this may not be the case. Indeed, history

has shown that once invasive species establish, they can be very hard to eradicate and thus early intervention is imperative. Other alien species, such as dogs and cats, also threaten wildlife populations through intensive predation of native species. An understanding of which alien and invasive species are of greatest concern will be a research priority under Objective 3, and will feed back into the actions in this section.

Action 1.4.1: Train park staff and partners in identification of alien species

As a first step to managing alien species, park and monitoring staff should be readily able to recognize and identify alien and invasive species. Priority alien and invasive species lists with appropriate pictures and descriptions, identified under research in Objective 3, will be provided to all park staff, and will be regularly updated with new any information. Systems and databases for regular reporting of sighting locations of alien species will be developed and integrated into ecological and ranger-based monitoring.

Action 1.4.2: Develop and implement strategy for alien species control in BMNP

A strategy will be developed to control the extent of alien and invasive species in BMNP and mitigate any potential negative impacts of alien and invasive species. In some cases, alien and invasive species will need to be completely removed from the park while others may be relatively benign, causing little or no impact on ecosystem health. Emphasis here should be on the detection and early intervention, to prevent widespread and more intractable problems at a later date.

Specific objective 1.5: Ecosystem health re-established through restoration where necessary

Given the extent of human pressures currently impacting on the BMNP ecosystem, some habitats are severely degraded and will require restoration. Implementation of the ISNRM programme must precede any restoration efforts under the EM Programme and thus these actions are unlikely to be implemented in the first phase of this GMP, although watershed management are needed more immediately.

Action 1.5.1: Develop and implement watershed management and restoration plans

Habitat degradation and erosion caused by livestock overstocking and other factors pose a particular risk to the BMNP watershed. First, overuse by livestock causes loss of vegetation and bare soil and results in soil loss. In addition, dense vegetation in marshy areas retains and releases rainfall water slowly, providing a natural flow regulation system. Grazing in these marshy areas, which are particularly high in the dry season, increases soil compaction, habitat degradation, and erosion. This impedes the proper functioning of the hydrological system of the Bale Mountains and potentially leads to increased flooding in the wet season and decreased dry season river flow. This will have disastrous consequences for BMNP, local communities, and downstream users locally and regionally. Thus the further loss of soil and stabilisation of watersheds in some areas is required until settlements and grazing are reduced, whereas more general restoration may be required after livestock populations reduce.

Action 1.5.2: Undertake other habitat restoration where necessary

Where settlement has taken place, for example in the Harenna forest or some afroalpine areas, habitats have been significantly altered and degraded due to direct impact or agriculture. Once settlements are no longer used, restoration of these areas may need to be undertaken where natural regeneration will not relatively quickly return the areas to relatively natural habitats. For example, alien or invasive species may need controlled.

Objective 2: Small-scale legal natural resource use is controlled under park-level management agreements

Under current legislation, some resource use is clearly permitted in National Parks, under local BMNP management prescription. Resource use includes, but is not limited to, grass for thatching, honey and coffee collection as well as the use of 'Horas' (mineral water for livestock). Currently use of these resources is taking place *ad hoc* and needs to be coordinated and managed to ensure it occurs in a sustainable manner without negative environmental impacts, but with optimal community benefit.

In the last decade, huge strides have been taken to sustainably manage the use of forest resources outside BMNP through participatory forest and rangeland management (PFM and PRM) by communities and local state actors such as OFWE. The same participatory approach can be used for legal resource use in BMNP such that communities and BMNP jointly agree what and how much of each resources can be used and who has user rights. Whilst ultimately BMNP must enforce these agreements, this is best done in a participatory fashion so that communities also take responsibility for the privilege of using the park, thus joint monitoring and enforcement plans will be drawn up with clear roles and responsibilities for all parties.

Action 2.1: Regulate the use and environmental impact of livestock watering at 'Horas'

The use of horas in BMNP (e.g. Hora Sanqate in Hareenna and Hora Gona in the Afroalpine) as a means of obtaining minerals for livestock is a traditional practice and is perceived to be important for animal health. However, over the years the number of livestock accessing BMNP and the length of time they graze around horas has increased and is leading to extensive environmental degradation. Hora use has never been prevented or supported, but must now be formalised and regulated as grazing in BMNP is phased out. Communities will be supported to develop byelaws that regulate and scale down access to horas and associated park-compliant practices.

Principles:

- Agreements will be formed on the basis that BMNP are the rightful users of the land.
- Agreements may be declared void if users do not adhere to the agreements and byelaws.
- Agreements will be phased and renewed after monitoring impact on the ecosystem.

The following sub-activities are required:

- i. Identify major Horas and assess significance and environmental impact (e.g. Hora Sanqate, Hora Gona)
- ii. Identify hora boundaries and major access routes
- iii. Assess traditional use institutions and whether they are still in place
- iv. Assess which institutions most appropriate for joint regulation, such as nearby PFM CBO
- v. Discuss and agree regulations around seasonal use with appropriate CBOs
- vi. Investigate development of watering points and provision of minerals as long term alternative to hora use
- vii. Support monitoring and enforcement

Action 2.2: Develop and implement system for wild coffee collection and management

Wild coffee collection has been practiced in Harennna Forest from as early as the 17th century, however more intensive wild coffee management is relatively recent. Furthermore, the range of wild coffee in the Harennna forest has been advancing to higher altitudes, perhaps due to climate change, dispersal by natural agents such as baboon and birds, as well as planting by humans. As a result, there has been active clearing with more intensive coffee forest management in both OFWE/PFM areas and in BMNP in recent years, despite this being illegal in BMNP.

During the 2008/9 BMNP boundary demarcation process, the community representatives and Woreda administration agreed that new wild coffee management would not be allowed in the National Park and that only wild coffee collection would be permitted. Nevertheless, new illegal coffee plantations have been regularly found in the park with associated forest clearing which has absorbed considerable management time to address. An underlying problem is that there is no proper documentation about who has traditional access to wild coffee inside BMNP and thus it is difficult to engage and discuss with coffee owners about rights, roles and responsibilities.

A system to control and ensure the sustainability of wild coffee collection must be developed and agreements between BMNP and communities drawn up.

A number of principles will underlie this system:

- Agreements will be formed on the basis that BMNP are the rightful users of the land.
- Intensive tending of coffee and planting is not allowed, nor are structures in the park during harvest season
- Agreements may be declared void if users do not adhere to the agreements and byelaws.
- Agreements may also be renewed or operation rules adapted after monitoring of changes to the ecosystem and habitat quality.

The following sub-activities should be carried out:

- i. Enforce the 2009 boundary agreement rules and agree only to permit collection of un-managed wild coffee, to encourage regeneration of the natural forest inside plantations as part of rebuilding the wild coffee system. *Further illegal coffee planting and intensive tending shall be monitored by BMNP scouts and penalties applied including up-rooting of planted coffee.*
- ii. Identify and register wild coffee owners in each kebele and establish user associations with clear byelaws about management roles, rights and responsibilities, and develop guidelines
- iii. Introduce permit and payment system for wild coffee users inside BMNP in order to recognise use rights and management responsibilities.
- iv. Facilitate and support self and joint monitoring and enforcement of agreed rules by coffee owners
- v. Develop participatory ecological monitoring strategy using existing structures in PFM areas and with BMNP scouts and paraecologists, to evaluate impact of coffee management on ecosystem health, and adapt rules based on feedback from monitoring and research

Action 2.3: Develop and implement a system for the collection of honey inside BMNP

Haremma forest is widely used for traditional beekeeping practices and honey collection by both resident communities and lowland pastoralists. Beekeeping has an important ecological function as bees help pollinate flowering plants and enhance genetic diversity. Beekeeping and honey collection has not been formally allowed or prohibited in BMNP in the past and thus *de facto* use rights have been enforced by traditional institutions. Traditional rules regarding beekeeping activities around the use of fire in the forest for honey collection, the type of trees cut for hive preparation and how trees were debarked to allow for rejuvenation minimised adverse impacts and risk of fire spread. Furthermore, individuals had rights over certain forest areas and responsibility of protecting these areas from misuse. However, over time traditional rules have become weakened and beekeeping is now unregulated.

A number of principles will underlie this system:

- Agreements will be formed on the basis that BMNP are the rightful users of the land.
- Beekeeping and honey harvesting have minimal environmental impacts
- Agreements may be declared void if users do not adhere to the agreements and byelaws.
- Beekeepers should share responsibility for forest protection.

The following sub-activities are required:

- i. Identify forest beekeepers by locality and facilitate formation of users' associations with clear byelaws, management structures (CBO) and responsibilities for forest protection
- ii. With user associations, develop and introduce a permit system in order to formalise access rights and management responsibilities for users, using a zonation system if necessary
- iii. Ensure restrictions and rules on live tree cutting, debarking and fire use in the forest are included in permitting system
- iv. Support beekeepers in environmental education as well as links users with relevant organizations to create a platform and niche market for wild, organic honey.

Action 2.4: Develop and implement a system for the legal collection of any other natural resources, including grass cutting

Systems to control and monitor the use of other natural resources, such as grass cut for thatch or weaving, will be developed along similar lines to the Actions 2.1-2.3.

Objective 3. Management-orientated monitoring and research of Principal Ecosystem Components and Key Ecological Attributes carried out

Ideally, the functioning of the Bale ecosystem should be fully understood, the status of the PECs and their KEAs should be known and the threat levels should be comprehensively identified and monitored. This knowledge should be used to make informed management decisions in order to meet the park's objectives and thus a fully adaptive management system would be operational. Although this knowledge on some PECs/KEAs and key threats is currently available in BMNP, the level of our understanding on the cause-effect relationships of the PECs and threats is lower. Thus, a framework has been drawn up in this GMP to assess the severity of potential threats where these are unknown, to monitor the ecosystem's

health, and to ensure that the most important applied research that will inform management decisions and increase the park's knowledge base will be carried out.

Specific objective 3.1: Ecosystem health monitored and feedback into management action provided

An ecological and threat monitoring (ETM) framework was developed for the last GMP for monitoring the health of the Bale Mountains ecosystem within the National Park and for assessing the impact of management actions in reducing threats and improving the status of the PECs. As the scope for ETM monitoring is much greater than the resources available, this framework had to be refined during the GMP implementation period. A pairwise comparison of PECs and their threats was conducted in 2009, giving a prioritised list of indicators to be monitored. The actual ETM plan was then drawn up in 2009, taking into account the cost and resources available, methods piloted and protocols finalised over the subsequent years and the ongoing monitoring of primary indicators implemented from around 2011 (see Appendix 1). Databases were set up for efficient storage and analysis of data and BMNP personnel trained to implement the programme alone. However once technical support was withdrawn, and with staff turnover, the plan has not always fully implemented and database maintenance is problematic.

The actions under this specific objective are designed to ensure that the current monitoring programme in BMNP does fulfil its objectives to generate information that will inform management decisions and provide the basis for adaptive management.

Action 3.1.1: Assess and prioritise threats to PECs and KEAs annually based on monitoring data and research findings and inform management actions in this and other programmes

With data on ecosystem health accruing from the implementation of the BMNP monitoring plan, regular reviews and assessments of these data will be required by BMNP biologists and provided to management meetings, as part of the adaptive management process depicted in Figure C2. Whilst this has occurred to some degree and indeed information on key threats such as livestock and settlement and Ethiopian wolf population trends are included in this plan, the production of reports and their submission to management in a timely fashion remains a challenge that must be overcome.

Action 3.1.2: Implement ETM plan and ensure reports provided to management on the status of priority PECs, KEAs and threats.

After several years of systematic monitoring and ongoing research on priority topics, a reasonable amount of information is now available on the status and threats to BMNP's PECs and KEAs. Protocols for priority indicators have now been developed. However, priorities and plans must be regularly reviewed during the GMP lifetime as threats and the availability of resources change. The prioritised list of indicators for monitoring was reviewed during GMP development (Appendix 1) and this should be done on a 3 yearly basis in the future and modifications made as necessary and as resources are available. Furthermore, new tools and techniques will need to be incorporated into the monitoring plan and protocols as knowledge and expertise are acquired.

Action 3.1.3: Implement Spatial Monitoring and Reporting Tool (SMART) and Geographic Information Systems (GIS) for ranger based monitoring (RBM)

Ranger (or scout) based monitoring can be an effective means of collecting data from all parts of the park on an *ad hoc* basis while scouts are on patrol as well as monitoring resource protection effort. BMNP, in line with EWCA policy, has adopted and adapted the internationally developed 'SMART' programme for data collection and storage, developed by a consortium of NGOs worldwide including FZS, to the BMNP context. A training programme was undertaken in July 2015 and data formats selected, but it remains to be fully implement-

ed with further scout training and database management required. In future, the system must be kept up to date and generate regular reports forms to inform decision-making and establishing the effectiveness of patrolling.

Specific objective 3.2: Understanding of the BMNP ecosystem strengthened

Currently, the state of knowledge of the BMNP ecological processes, species and threats is fairly low, although much improved on the situation ten years ago. Most management decisions have to be made with preliminary rather than detailed or expert knowledge. Indeed, to increase understanding of ecological processes and interactions long term studies are required and these are not generally being conducted. For example, work to assess the suitability of the chosen PECs and Thresholds of Potential Concern (TPCs, see below) is important to assess whether these components do achieve the desired aim of monitoring and maintaining an intact and functioning ecosystem where all components are in their desired state. However, this may be considered as relatively low priority, given the resources required to address threat reduction.

Action 3.2.1: Improve understanding of the desired state of all PECs and KEAs to identify Thresholds of Potential Concern (TPCs) for monitoring and management

The underlying objective of the monitoring plan is to identify changes in the desired state of ecosystem components and identify the causes of those changes, be they natural or human-induced. For this, it is necessary to improve our understanding of ecosystem function, ecosystem processes, and ecosystem dynamics in order to identify “Thresholds of Potential Concern” (TPC) for each PEC and its associated KEAs. Whilst it is not anticipated that such thresholds can be fully developed within the first phase of GMP implementation, progress towards identifying TPCs for each KEA will be achieved through knowledge and data collected as part of the research and monitoring actions outlined under this objective.

Action 3.2.2: Promote and facilitate research by other national and international institutions and persons

The prioritised list of research topics has been updated as part of this GMP revision (Appendix 3) and should also be on the BMNP website. This list is a dynamic document and will be updated regularly as different priorities emerge, new knowledge is obtained and research is completed. Given the current resource limitations, BMNP recognizes that it will have to rely on partners to a great extent to fulfil the purpose and objectives of the Ecological Management Programme and thus BMNP needs to actively promote relevant research. The list should be maintained by the BMNP ecologist and posted on the BMNP website to ensure it is available to external actors as well as being circulated to external academic, conservation and research institutions by a variety of methods and funding for priority topics should be included in applications to donors.

Priority research projects will be facilitated by BMNP management by assisting with permissions, providing facilities, support for overall logistics and/or funding applications, and other aspects, such as requesting EWCA to waive research fees, where possible.

In order to build strong partnerships, promote capacity building within BMNP and ensure that knowledge from research in BMNP is captured institutionally through reports and data-sharing, a set of rules and regulations have been drawn up outlining operational guidelines for undertaking research in BMNP. Liaison with researchers to ensure reports and papers are obtained in order capture records on the BMNP knowledge base still needs active management by BMNP staff.

Table C4: BMNP Research Regulations

Research Regulations in the Bale Mountains National Park

- Researchers should report to the park office upon arrival and present both letters of permission from the relevant authorities, a copy of their research proposal and complete all relevant administration forms as required. Researchers may only undertake the work for which they received letters of permission.
- It is strictly forbidden to collect samples or specimens of any plant or animals without explicit letters of permission from the relevant authorities.
- Researchers should also receive a letter of support from the park prior to beginning their work.
- Researchers will be assigned a park liaison person with whom they will discuss their work plan and timeline before commencing the work.
- Researchers should ensure that their park liaison person is kept regularly up-to-date on progress of the project and report any changes in their work plan as necessary.
- Researchers should also submit written quarterly reports to their park liaison person for review and comment.
- Researchers should provide BMNP with copies of any publications, theses, and management summaries as per park research procedures. It is the responsibility of the researcher to inform the park of all publications arising from the research.
- The Bale Mountains National Park and any park collaborators should be acknowledged in any publications or other materials produced and offered authorship where it is considered appropriate.
- Researchers should promote local employment and training wherever possible
- Researcher must only use firewood from sustainable sources
- Researchers must abide by all park regulations

D. Interim Settlement and Grazing Management Programme



D. Interim Settlement and Grazing Management Programme

Programme Purpose:

The BMNP is free from the impact of human settlement and livestock grazing

Interim Settlement and Grazing Management Strategy

The biodiversity and ecological processes of BMNP are being severely impacted by the expansion of human activities in and around the park. Settlement and the unsustainable use of natural resources such as livestock grazing has increased annually to date and are impacting the viability of endangered species as well as the provision of ecosystem services that are critical for humans. Current estimates suggest more than 965 households living permanently in BMNP and some 750,000 head of livestock using the afro alpine area and 25,000 livestock in Hareenna forest in peak seasons. In order to secure the long-term future of BMNP a balance must be struck between long term as well as immediate human needs as well as the conservation of the exceptional resource values of BMNP that are globally important.

When new federal legislation was passed in 2008/2009 that created EWCA (Negarit Gazette 163/2008), BMNP was designated as a national park and the following activities were prohibited: -

5.1.e *Undertaking agricultural activities or preparing land for cultivation*

5.1.f *Allowing to water and graze domestic animals*

5.1.g *Allowing, passing through or keeping an domestic or wild animals*

However, under Section 5.2.e and “based on agreements made between a national park and surrounding communities, seasonal utilization of natural resources such as bee-keeping and honey harvesting, cutting and taking of forage and medicinal plant collection may be permitted under controlled conditions.” The sustainable management of these proscribed activities are dealt with under the Ecological Management Programme.

Under this legislation, the BMNP Sustainable Natural Resource Use Programme developed for the 2007 GMP, could not be implemented and strict law enforcement, once the BMNP was gazetted, was perceived to be the general way forward. BMNP was finally legally listed (gazetted) in 2015 (Negarit Gazette 338/2014) as a National Park, by which act the Ethiopian Government decided and made a commitment that the land use inside the BMNP boundaries should be allocated to biodiversity conservation: as such the BMNP should be recognised as the valid and legal form of landuse.

In reality as the BMNP has been considered a *de facto* open access resource for well over 40 years, it will take time to reduce the BMNP settlement and resource use, particularly grazing, and for local communities, with assistance, to change their livelihood strategies. Thus the current situation cannot be brought under control immediately. A phased approach is therefore proposed, where the areas of the BMNP free of settlement and grazing will be expanded over time, giving time for BMNP management systems to be built and for assistance to be provided to local commu-

nities to help them live within the limits of their own lands outside the park. This programme is thus described as interim as in future GMPs may no longer be relevant.

A series of principles, drawn from national policy and legislation and IS&GM systems elsewhere were drawn up to guide the design and implementation of the IS&GM Programme.

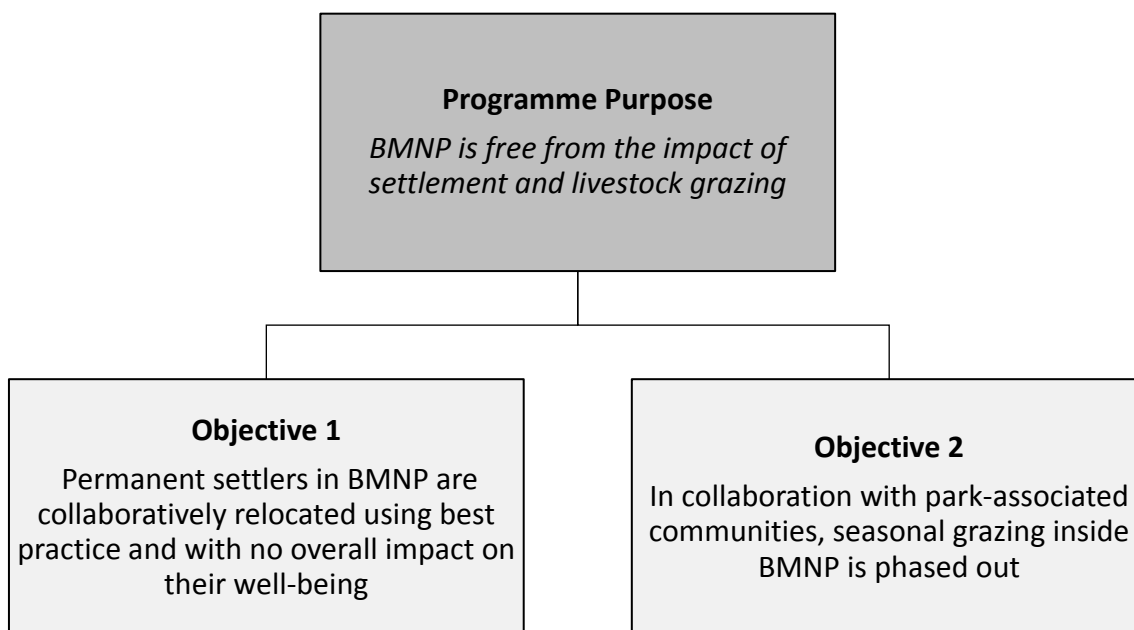
Guiding Principles:

- National Legislation underpins the programme approach and legitimacy of the existence of BMNP
- BMNP-associated communities and local government are key partners and will fully participate in detailed action plan development and implementation
- Regional, national and international best practice will be adopted when considering voluntary relocation
- A 'do no harm' outcome and minimum level of disruption to human well-being are sought
- Compensation in the form of in-kind (e.g. land, assets, infrastructure, livelihood initiatives) or money will be provided for park permanent settlers according to national and regional legislation
- Implementation will be phased, operate at optimal pace in order to reach consensus and voluntary compliance
- Implementation will be adaptive, based on feedback from achievements and obstacles

Interim Settlement and Grazing Management Programme 10-year Objectives

The Interim Settlement and Grazing Management Programme provides a framework for managing the impacts of human settlement and activities in the BMNP

Figure D1: Logical framework for the Interim Settlement and Grazing Management Programme, namely the programme purpose and objectives



In order to achieve the programme purpose, the following two 10-year objectives have been drawn up, based on the guiding principles of BMNP, along with an issues and opportunities analysis:

1. **Permanent settlers of BMNP are voluntarily relocated using best practice with no overall impact on their wellbeing.**
2. **In collaboration with park-associated communities, seasonal grazing inside BMNP is phased out.**

A series of associated actions have been formulated for these management objectives, and are described below. In addition, a brief description of the relevant management issue or challenge is included, providing the justification for the actions. The 3-year action plan for the ISGM Programme, which lists the activities, input requirements, priorities, responsibilities and timeframe for carrying out the actions, is included in Section H.

Objective 1: Permanent settlers in BMNP are voluntarily relocated using best practice and with no overall impact on their well-being

Key Facts

- 715 Permanent households recorded in Hareenna Forest villages in 2013.
- 1230 Households recorded in 2013 in Afroalpine area, of which ~250 have no land outside BMNP
- Expansion of human settlement and livestock grazing has been increasing every year and require appropriate management actions to ensure sustainability

Human settlement and cultivation inside BMNP has been increasing since the park was established in the 1970s, with rates of use escalating since the overthrow of the Derge Government in 1991. Some people lived or used the park before its establishment, but by 1986 the estimated population was just 2500 (Hillman 1986). At that time, three main areas were settled and principally used seasonally by pastoralists: The Upper Web Valley, the western boundary, and the Hareenna escarpment.

By 2003, over 40,000 people were estimated to inhabit BMNP, representing a 16-fold increase in less than 20 years (BMNP 2004). Settlement increased in all areas of the park, including remote and inhospitable areas of the Afroalpine and Hareenna forest. In the mid-2000s, a completely new 700 hectare area, Aboye, was illegally cleared for agriculture by the Rira community near the Katcha clearing.

As part of a settlement reduction strategy and for formal BMNP gazettement, the BMNP boundary was redefined and boundary agreements reached with all Kebeles bordering the national park during 2008/9. The 2008/9 re-demarcation of the park boundary for BMNP 44gazettement reduced 65% of the permanent settlements by excluding three well-established Kebeles (Hawo, Wege Hareenna and Meskel-Darkena) which are located on the western park border.

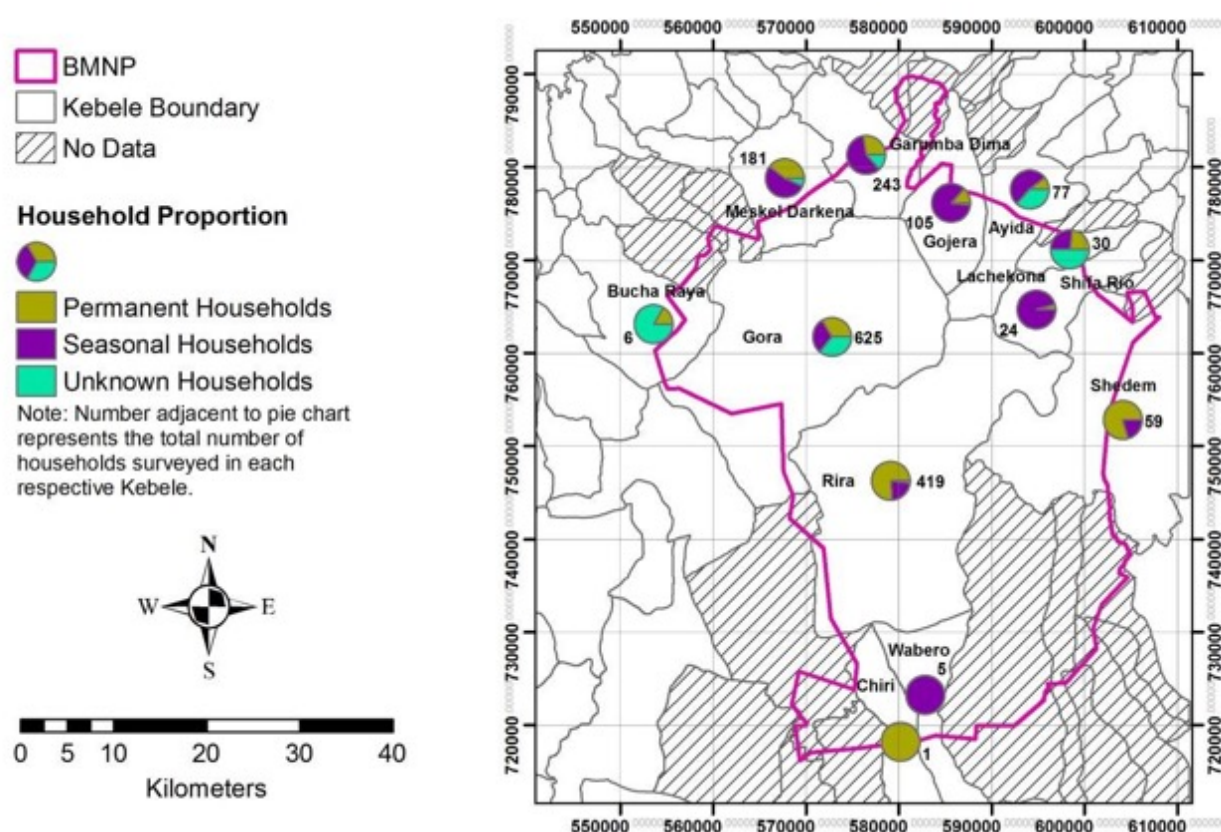
However, it was not possible to exclude some of the farming villages during the re-demarcation as they are located in the most fragile habitats and deep inside the park (Figure D2, Table D2). Forest village boundaries were recorded in three forest settlements in 2008/9 during boundary negotiations (Rira, Cheffa-Dhera and Geremba Goro) and can be used as a basis for agreement with woredas and communities on current boundaries to limit expansion of these communities, until relocation is supported. In essence during boundary re-demarcation, these communities were recognised as having some legal status.

The increased settlement within BMNP has occurred for a number of reasons. First there has been a management vacuum in BMNP and, until 2013, little law enforcement took place outside of the Gese grasslands area near HQ. This situation arose from the existence of a very limited and low capacity scout force, a lack of finance for law-enforcement operations, poor infrastructure, equipment and general park operations (see Park Operations Programme). This was coupled with the

lenient and/or lack of attention of both federal and regional governments towards addressing the problems.

Second, there has been intrinsic human population growth of the families that lived in or used the park at the time of its establishment. As communities living outside the park increased, converted land to agriculture and struggled to find alternative non-land based livelihoods, land inside the park was regarded as 'available' as there was no systematic effort over the last 40 years to halt further expansion due to above management vacuum. Immigration thus occurred both seasonally and permanently.

Figure D2: BMNP and three major farming villages in the park



Details on Settlement

Table D1: Permanent farming villages and estimated households inside the Harenn forest in BMNP in 2013

Village	Woreda	Kebele	# Households	*Estimated total population
Cheffa-Dhera	Delomena	Wabero	60	360
Geremba-Gora	Adaba	Wege-Harenn	180	1425
Rira	Goba	Rira	475	3600
Total			715	5480

a. Forest Farming Villages

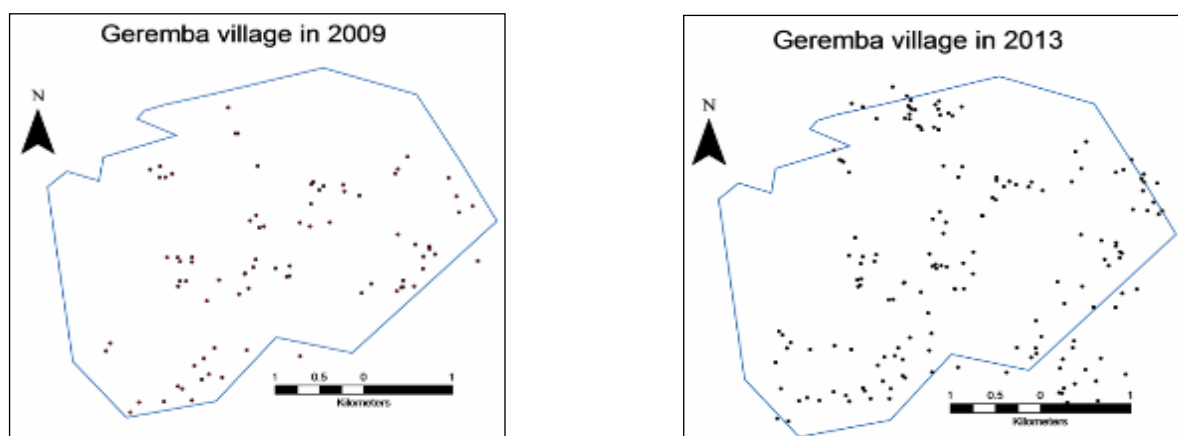
Rira Village, Harenna Forest

Rira village is located in the heart of the BMNP, covering some 2450 ha, on the public road and at the interface between Harenna forest and the sub-afroalpine habitats. Whilst a small seasonal or permanent settlement was present prior to BMNP's existence, the development of the public road, intrinsic population growth and immigration means that it has rapidly grown. In 2006 362 households were recorded, and then 450 in 2010 and ~475 in 2013. Household sizes are large, averaging eight. Rira is already fragmenting the landscape of the National Park and having negative impacts from overgrazing, fire setting and agricultural expansion, with particular impact on the rare Giant *Erica* and amphibian communities. Rira hosts a kebele office, a school, and veterinary and health posts. In 2013, ~110 households used the Afroalpine area on Sanetti for grazing, as well as the forest and sub-afroalpine areas. A new wheat farming area of ~700 hectares was illegally cleared in 2005 around Aboye. In addition to agro-pastoralism, the community harvest forest products such as honey, coffee and bamboo, and thus have much more varied livelihood options than northern communities. The highway which crosses the park land from north to south (Goba town to Delomena) has significantly negatively affected the park due to impact of increased traffic, including public transport and it is also considered as the main reason for the population growth of Rira village in the park. Currently new asphalt roads are under construction to the east and west of BMNP (from Adaba to Delomena and Goba to Delomena) which are outside the park, therefore traffic in the park and incentives for trade in Rira, and may decrease. It will also be one important pull factor triggering the Rira people to take up the planned cooperative relocation

Geremba-Gora

Geremba-Gora is a newly emerged and rapidly expanding farming settlements located in the west part of the BMNP, but with intact forest and bamboo between it and the park boundary. In 2013 there were 110 permanent households of which 45% had two or more huts, 178 in all.

Figure D3: Distribution of permanent huts in Geremba Gora village in 2009 and 2013



The village has a school and Mosque. In 2009 the village's external farming territory was identified in collaboration with local residents to separate settlements and farmland from other unoccupied land of the park (Figure D2). However, within the last six years, settlements have expanded beyond the original agreed boundary and the number of huts has increased by more than 100%. The village is inaccessible to vehicles; thus regular monitoring is challenging.

Cheffa-Dhera

Cheffa-Dhera is located close to the coffee belt of the Harennna forest and is established in a forest glade. In 2013, 52 households were recorded, averaging six family members per household, but a 20% increase from 2006. Residents have farmland in the glade and livestock but their main livelihood is wild coffee management in BMNP. In addition, Cheffa-Dhera hosts non-resident individuals who are clearing the forest for coffee plantation.

b. Afroalpine Pastoralist Settlements

Most Afroalpine settlement occurs seasonally and consists only of huts and fenced areas for holding livestock overnight, without any agricultural activity. However some users are now permanent residents, as the pattern of grazing has changed and is occurring year-round. These permanent residents do include a few families that were present when the BMNP was created. In a 2013 survey, households using the afroalpine area of BMNP were recorded from 14 kebeles of three woredas. Over 80% users stated they had farmland and houses outside the park and generally exhibited a polygamous family situation. Within BMNP, 16% used more than one hut. The kebeles with the most afroalpine users are from Meskel Darkena, Gojera, Wege Harennna, Geremba Dima and Rira.

Figure D4: Distribution of permanent huts in afroalpine settlements in 2009 and 2013

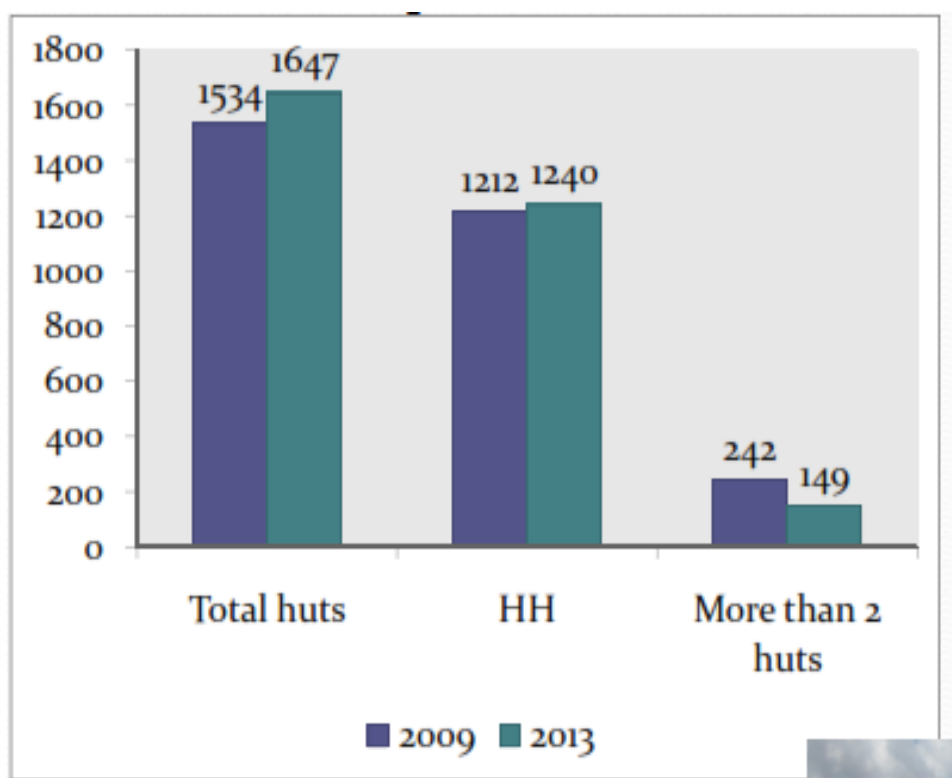


Table D2: Seasonal and semi-permanent huts in the afroalpine: Data based on BMNP surveys in 2013 or 2011 (Gojera and Ayida only)

Woreda	Kebele	# of Huts	# household
Adaba	Bucha, Koma, Lencha-Washa combined	199	176
	Meskel-Darkina	315	298
	Wege-Harena (only Afroalpine part)	310	298
Adaba Total		824	772
Dinsho	Geremba-Dima	186	182
	Hora-Soba, Karrari and Ayida combined	112	111
	Gojera	156	156
Dinsho Total		265	256
Goba	Fasil-Angeso, Itittu-Sura and Shedem combined	103	95
	Rira (only Afroalpine part)	134	107
Goba Total		237	202
Afroalpine Total		1326	1230

Whilst the reduction in grazing will reduce the number of afroalpine users and houses, up to 20% of households may require assistance in sourcing land outside BMNP.

Strategic Approach

With this long history of increasing settlement in BMNP, the situation cannot be reversed overnight and will take huge political commitment, capacity and resources to reverse. The long-term goal must therefore be put into perspective by planning manageable short-term and medium-term actions leading towards the long-term goal.

Regional government is ultimately responsible for relocation of any communities in BMNP and EWCA's role is to act as a facilitator for the process. The eligibility of households for compensation payments or replacement land is a political and legal decision that will be decided during the settlement management process by the taskforce (Actions 1.2), and thus is outwith the detail that can be provided in this GMP.

Re-settlement for the inhabitants of Rira, Geramba-Gora, Cheffa-dhera and Afroalpine will be carried out on a cooperative basis. The resettlement will be undertaken within the existing woredas or Zones outside the park, or perhaps to the nearby towns (e.g. Goba, Robe and Delomena). Resettlement could be aligned with current land certification processes, and explore whether those people who have no land rights, may be moved out of the park in exchange for secure land tenure. Urban plots in local towns will be sought in order to offer them to eligible park residents who wish to move to towns.

The following actions are required to reverse the current decline of BMNP natural resources. Some must take place urgently and concurrently.

Action 1.1 Build consensus and political support with at all levels with all stakeholders for strategy and implementation

Political support at the very highest level is required and must be obtained for implementation of this programme. The programme will not proceed unless consensus is reached across relevant Woreda, Zonal, regional and federal government bodies and agencies, including Regional Presi-

dent and Prime Ministerial offices. This will require lobbying, workshops/retreats and potentially a local (Senkelle Hartebeest Sanctuaries and Simien Mountains National Park) or international study tour for relevant decisions makers to create common understanding on the prevailing conservation problems of the BMNP and to have reached on consensus on the proposed strategies and actions in the GMP of BMNP. Open and continuous discussions should be undertaken with local governments and communities at kebele and village level to develop confidence of local communities for voluntary relocation: the understanding and participation of the communities at kebele and village level in the development and implementation of the process is essential for success.

Action 1.2. Identify appropriate relocation sites and obtain land for the park inhabitants

In order to minimise and mitigate potential effect of relocation, households should be enabled to follow as similar a lifestyle as possible to that in their place of origin. The BMNP Permanent park inhabitants with no other land (e.g. many of the Rira People, some in afro alpine) should get appropriate new relocation sites. The sites may be within or outside their own woredas, whereas other settlers who have recently arrived should be encouraged to relocate to their area of origin, which is well known.

Accordingly, the responsible offices in the park-adjacent woredas administrations will take the tasks to find appropriate and alternative land areas outside the park and to make them available for the Rira, Geremba Goro, Cheffa-dhera and Afroalpine settlers in the park. With the direct facilitation role of EWCA and the park office continuous discussions need to be undertaken between the surrounding woredas administrations to reach feasible decisions. This tasks need to be undertaken early in order to provide a basis for negotiation with the park inhabitants. Finding re-settlement sites outside the gazetted BMNP boundaries is feasible, but requires strong commitment, understanding and collaboration of the relevant local administrations (Zonal and Woredas). Forest settlers are predominantly agro-pastoralists but also benefit from the extraction of forest products. Thus land for them to practice agriculture and keep livestock must be found as close as possible to the current villages. A number of options need explored such as the state farms in Bale and West Arsi Zones and also land near the forest edge to the east or west of the park. As this is clearly a government-led activity, close collaboration between BMNP and local government offices is essential, with BMNP acting as the facilitator. It is also possible that some residents may request plots in town rather than agricultural or grazing land.

Action 1.3. Form a taskforce and develop a detailed relocation plan for BMNP permanent residents

Using the process for the Simien Mountains National Park (SMNP) Gich relocation as a model, a task force to outline and drive the implementation of relocation must be created and coordinated by the Bale and West Arsi Zone administrations and senior management at Federal and Regional level. The taskforce must also include community representatives.

This task force will develop an action plan for relocation that follows current legislation and best practice in Ethiopia and international guidelines and includes full community participation. The detailed action plan will incorporate the following points:

- Establish the criteria for legal status and entitlement to resettlement packages. These criteria will then be incorporated as elements of the study to establish the exact number, location and specific details of each park residents.
- Establish the number, location and details of park residents (***See also Action 1.4***)
- Demarcate village boundary as per 2009 agreements (***See also Action 1.4***)
- Clarify the legal status of residents and users
- Survey households for their preferences
- Estimate costs involved and each resident's potential package.
- Determine how the current land certification process will be used to obtain land outside the park for the people who have moved into the park post-1971, but do not have land rights elsewhere and thus that they obtain secure tenure for new land

- Determine how the current land certification process will be incorporated to ensure that people with land outside the park remain permanently outside the park
- Prioritise communities for relocation based on feasibility and the level of threat they post to biodiversity and ecosystem integrity.
- Provide additional details under proposed **Actions 1.4-1.6** below

This action plan will then be ratified and implemented by all relevant federal, regional and local authorities, communities and partners.

Specific actions for each community group are also suggested as follows.

a. Cheffa-Dhera

- Identify households who have farmland outside the national park and support retraction to those areas.
- Allow sustainable forest coffee production (wild harvesting) under BMNP permit (See Objective 3) by those with current user rights, as an incentive for relocation

b. Geremba Goro

- Remove the new houses and restore land converted to farmland outside the agreed 2009 village boundary
- Identify households who have built two or more huts within the pre-2009 village and consolidate if possible.
- Ensure regular monitoring by local administration and visits by BMNP to monitor and prevent further expansions outside the agreed 2009 boundary;
- Identify all households who have farmland outside the national park, in the main Gora village or within Wege-Haremma kebele, and support retraction to those areas.

c. Rira

- Ensure houses and fields around Aboye and Katcha are included in all activities.
- Relocate some isolated households back to the main village from isolated areas
- Establish clear interim grazing plan for livestock
- **No land should be allocated to any new household head whether external to Rira or from an existing Rira household:** existing household heads will only be allowed to remain on their land until they are relocated

d. Afroalpine Settlers

- Identify households with no houses or farmland in home kebele and follow action plan to agree temporary conditions, source land etc.
- Support retraction and livelihood diversification of those HH who have other land and houses

Action 1.4 Identify and record current extent of homesteads and farmland, including village boundary

This action must start as soon as possible in order to prevent ongoing expansion and to assess the scale of financial support required. Village boundaries were recorded in the three forest settlements in 2009 and can be used as a basis for agreement with woredas and communities on boundaries and limiting further expansion. This will provide the baseline data against which expansion, tree cutting or other use can be controlled and against which immigration can be prevented and legal action can be taken. Records will be made in a participatory process involving community representatives, park staff and Goba woreda land administration office to ensure all farmland (size and location) and houses (number and type, date of establishment) and natural trees are recorded.

Action 1.5 Agree temporary conditions for local natural resource use until relocation takes place

Based on previous experience, some months or years may pass before the necessary conditions (land, finance etc.) for relocation are met, it is critical in the interim that resource use around settlements in BMNP is controlled. Thus temporary local agreements between BMNP management and villagers must be drawn up to control grazing, fuel and bamboo collection and the conditions for living, as a short term interim measure. Draft management agreements (which are consistent with national wildlife legislation) are outlined in below for discussion, but penalties must also be agreed with communities and local government, followed by enforcement.

Outline Temporary Management Agreement for Forest Residents (Draft)

Land Allocation: No further land will be allocated to any household head (external or internal) nor converted to agriculture, settlement, gardens, homesteads or other kinds of development.

Fuelwood: The park will issue temporary permits for fuelwood collection but no sale of wood will be allowed. Partners will work to implement fuel-saving methods and using sustainable sources of fuel until relocation takes place.

Bamboo: Households will be issued temporary permits to harvest bamboo for household use only, but it cannot be sold.

Grazing Control: Temporary grazing permits may be issued to xxx residents, on payments of a fee, for a fixed number of livestock per household allowing rotational grazing for three months in each of 4 areas: afroalpine, sub-afroalpine, around Rira village and Hareenna forest. (This will disperse the effect of grazing pressure and associated land degradation within the main Rira village, but also limit negative effects elsewhere. Permits will only be issued for livestock owned by the residents, thereby discouraging big herds and residents looking after the livestock of non-residents. As no permanent grazing will be allowed on the Sanetti Plateau, all huts will be removed. People who hold grazing permits could only build temporary huts using local material, mainly grasses.

Dogs are not allowed inside BMNP. No new dogs will be allowed and existing dogs must be kept inside homesteads until the natural end of their lifespan. Any other dog found free-ranging will be euthanased as per National Legislation. See also EM Programme.

Penalties for infringing bye-laws must be agreed and then bye-laws enforced.

Action 1.6 Secure finance for relocation costs and packages

As relocation will be carried out by the Government and any finance required to fund the costs of relocations (cash compensation for eligible park inhabitants) will most likely to be secured from core Ethiopian Government budget. EWCA must however lobby for this funding once consensus is reached with Federal and Regional Government and put detailed financing plans forward with Oromia Region to MoFED to secure this budget.

Action 1.7: Develop separate livelihood improvement strategy document and implement for re-located communities

Following the experience of SMNP Gich Community relocation it is very important to develop a separate alternative livelihood improvement strategy document to implement for those choosing to be relocated outside the park. These interventions, in addition to creating a pull factor for relocation, is an important means of reducing local communities pressure on the park resources. Feasible strategies and actions need to be identified which will consider the involvement of government and development partners around the BMNP. Identification and implementation of possible alternative private business and cooperatives will create new and possible alternative sustainable livelihoods for the park inhabitants and could be the best incentives pull factors for the success of the intended relocation process.

Action 1.8: Implement as per detailed relocation plans developed in Action 1.2

It is likely that implementation will take place over a number of years, not just because finance may be phased, but also to ensure that best practice is followed and lessons learnt from initial activities.

Objective 2: Seasonal grazing inside BMNP is phased out, in collaboration with park-associated communities

Key Facts

- ~25,000~75000 livestock head grazing seasonally in dry season in Hareenna Forest.
- ~750,000 livestock head (up to 150 TLU/km²) grazing seasonally in Afroalpine.
- Afroalpine grazing increases by 1.5-10 times in wet season
- Grazing pressure in north-western areas (Web, Morebawa) may be up to 20 time greater than sustainable levels (more than 19.5TLU/hectare)

Grazing by livestock is an increasing and unmanaged threat to the biodiversity and ecosystem service of the BMNP and considered an immediate priority for action (see Ecological Management Programme). Traditionally, under the Godantu system, livestock moved into the afroalpine in the wetter months, from June to September, when livestock are excluded from lower pastures where agricultural crops are being grown. In the Hareenna forest, influxes of pastoralists from the surrounding lowland areas occurred for 3-4 months in the dry season, in order to escape lowland heat and restricted pasture (December-March). Livestock also used BMNP to access the natural mineral springs, or horas, that are found in certain areas and have high levels of sodium, potassium, calcium, manganese and zinc (Hillman 1986).

Reports from the 1950s and 1960s suggest that only brief visits by livestock occurred to the mineral horas in afroalpine areas, but permanent and seasonal livestock grazing in BMNP is now extensive in all areas of the park. The number of livestock in BMNP has therefore risen dramatically since its establishment (Hillman 1986, Marino *et al.*, 2006) with some 25,000 head found in the Hareenna forest and 750,000 head in the afroalpine at peak season. The increase in livestock using the park is a direct result of human population increase, poor land planning outside the park and land conversion for agriculture and little law enforcement outside the Gese area.

Thus although the traditional Godantu system of seasonal livestock movements may have been operational at the point of park establishment, current systems of livestock usage are unsustainable; grazing occurs all year and associated settlement has become more and more permanent. Large areas around houses suffer from trampling, invasive weeds and, most significantly, wetlands are losing their water retention properties due to impaction. Now there are few, or even no, areas in the park which remain unaffected in some way by livestock grazing and associated human activities.

Details on Current Extent and Patterns of Grazing

Afroalpine

Data and published papers suggests that grazing levels in all seasons are estimated to be well over sustainable levels of use (0.3 TLU/km^2 if present continually, BMNP 2013), even within the seasonal patterns within the ecosystem. Grazing pressure being recorded at $150\text{--}195 \text{ TLU/km}^2$ in the highest density areas such as the Web Valley or Morebawa (Vial *et al.* 2011). Grazing pressure is within the sustainable range in only one small area on eastern Sanetti (Shedem.) Overall a 33–95% reduction is required to even reach sustainable levels of use, let alone livestock-free areas.

Afroalpine livestock densities increase by a factor of 1.5–10 in the wet season. These increases are greatest in the north-western and north-eastern sectors, with few seasonal differences in the central area. Increased livestock numbers are associated with more people with livestock, rather than bigger livestock groups.

Figure D5: Livestock grazing sectors and sampling transects in the afroalpine areas of BMNP

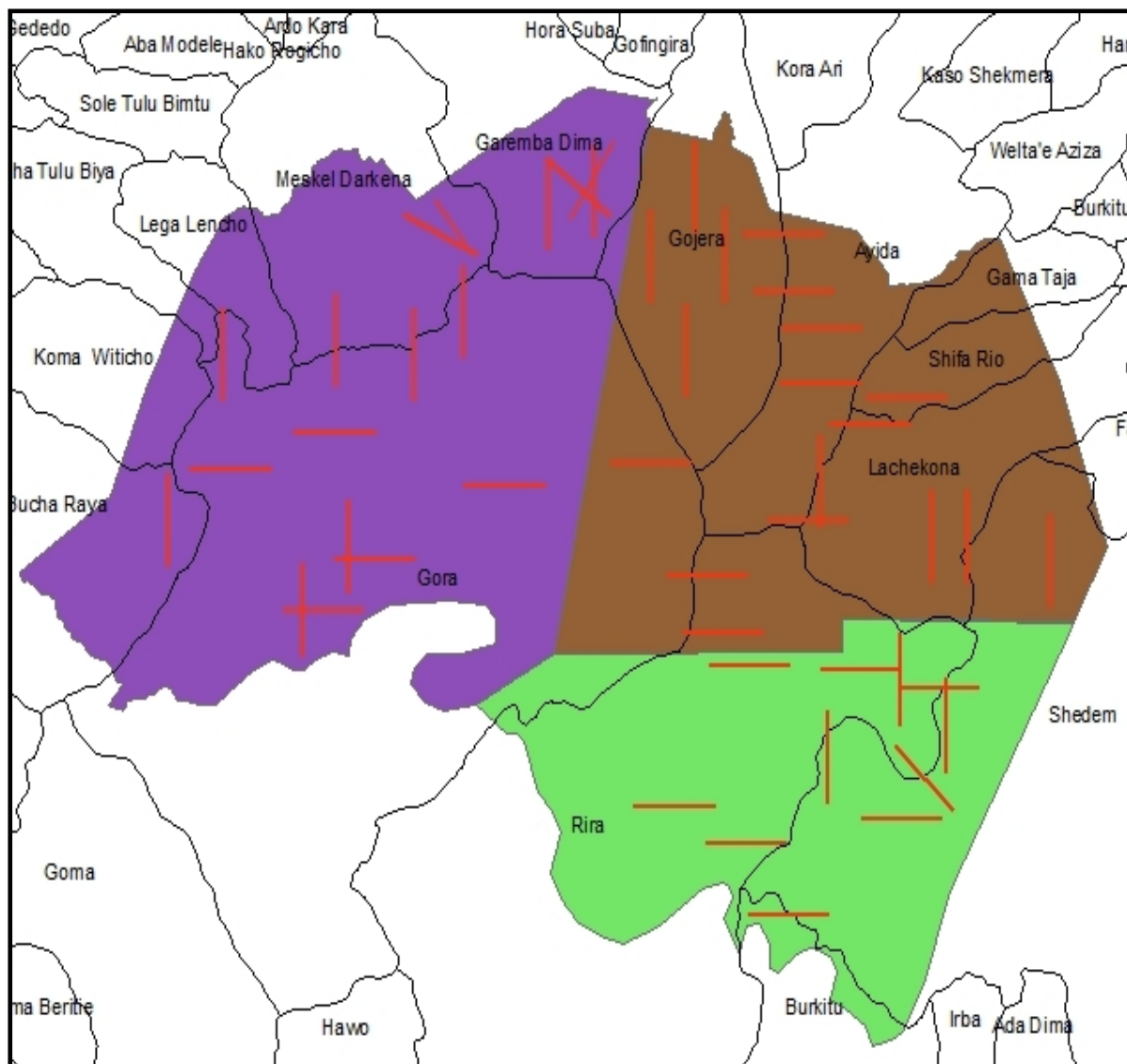
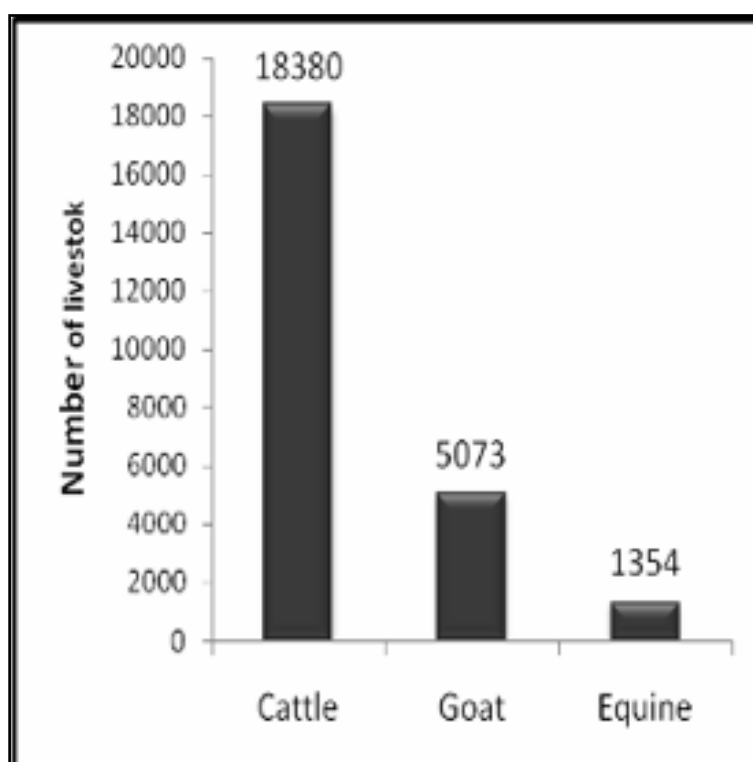


Figure D6: Estimated number of livestock grazing in Harennna forest during dry season (BMNP 2010). Some 200-300 Households are thought to be involved



Harennna Forest: ~25,000 head of livestock in peak season

Semi-pastoralists from Delomena and Harennna-Buluk woredas traditionally practiced transhumance, whereby people and their livestock visited the Harennna forest annually for three months in December - February. The purposes of transhumance are to both escape lowland heat in the dry season, find shade and to obtain forage for livestock. Traditional institutions governing resource use have slowly weakened, particularly since 1991 and entry and exit dates are no longer regulated. Furthermore, the grazing territories have expanded to higher altitude parts of the park and now cover the whole forest area during the dry season. This is partially driven by the expansion of coffee at the lower altitudes and where PFM by local communities and OFWE now regulate grazing. Thus leakage is now occurring into the BMNP.

Strategic Approach

Grazing control or prohibition has not been practiced for many years and thus an immediate blanket ban is again impossible for BMNP to enforce, given its low capacity for enforcement. Moreover massive conflict will arise unless a consensus building and negotiation take place. Thus a collaborative and phased approach is required where communities take ownership and collaborate in regulation of grazing.

The strategy to stop grazing in BMNP thus involves some key elements:

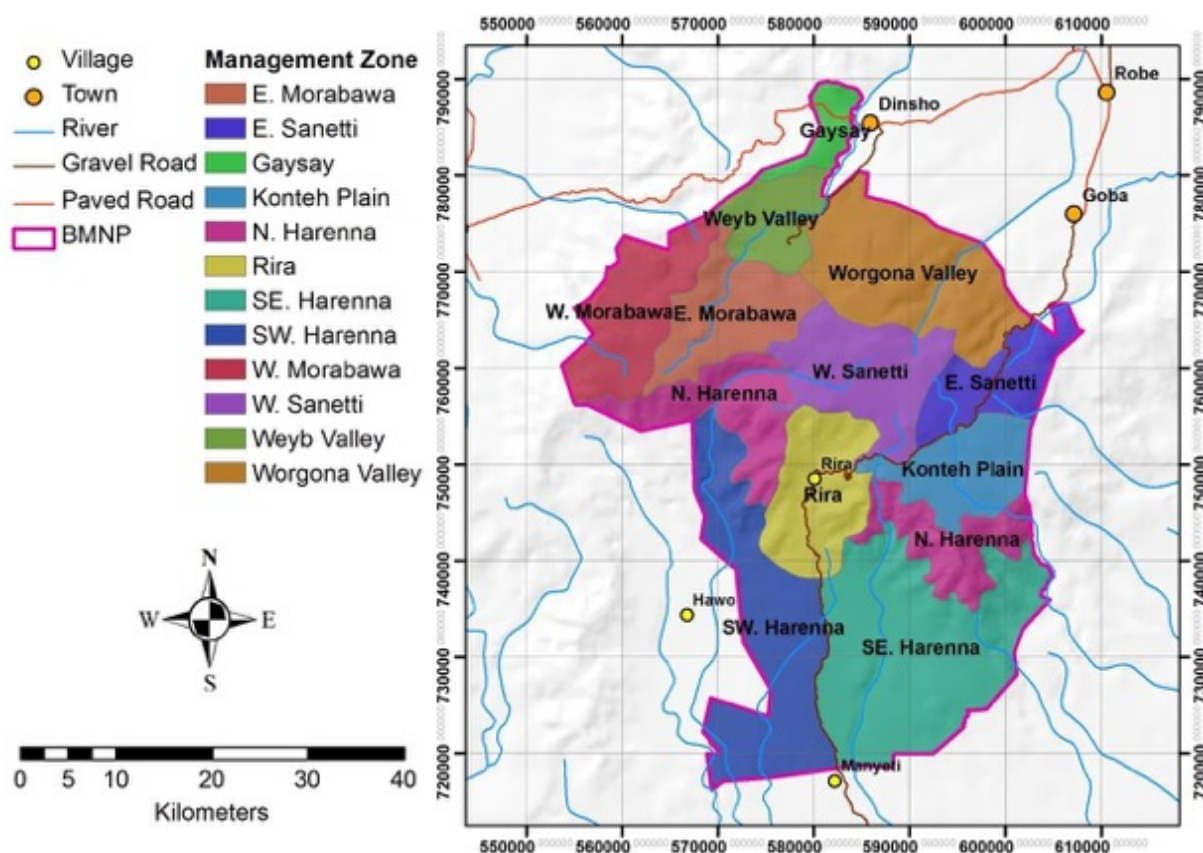
Underlying Principles (to be enshrined in BMNP-CBO management agreements)

- Agreements will be formed on the basis that BMNP are the rightful users of the land
- PFM agreements will be used as models, thus incorporating the principle that fees will be paid for grazing
- Zoned grazing will only be allowed as an interim measure and will be phased out.
- Agreements may be declared void if users do not adhere to the agreements and temporary byelaws.

A phased approach: Initial phase of five years (to allow time for initial set of management systems), with subsequent phases lasting 3 years. This will time for strategies to be put in place to mitigate the effect of reduced access to pasture by communities outside BMNP and to allow people to adjust their livelihood strategies.

Temporal and spatial no-grazing zones: Zoning is simpler to monitor and enforce and expand over time than a gradual reduction in densities. A combination of critical ecosystems and geographical approach will be considered for zoning scheme (no grazing, controlled grazing and zero grazing (cut and carry system) zones. This approach most easily be dovetailed and implemented alongside the settlement reduction strategy. A five-month proposed grazing period is proposed in the afroalpine (May-Sep) and three months in the Haremma forest (Dec-Feb). Initial total no-grazing zones are proposed in the following areas in Figure D7.

Figure D7: Zones for Phased Grazing in BMNP



Community Involvement: CBOs in park-adjacent kebeles:

In order to build relations with adjacent communities and share responsibility, the approach will involve working with these groups in park adjacent kebeles to develop and implement this strategy. CBOs are present in virtually all kebeles, but to date they have not been actively engaged by or in BMNP management. They do however present a strong opportunity for moving this strategy forward.

Fees, licenses and fines: Livestock temporarily using the park in interim grazing zones must be licenced and fees paid. CBOs will collect and keep fees and fines to provide an incentive for participatory management and as a means of benefit sharing.

Strengthening of Law Enforcement: BMNP law enforcement requires strengthening, even if the park is working collaboratively with the assistance of CBOs in park-adjacent kebeles. This is dealt

with in the Park Operations Programme, although it is noted that a temporary, perhaps tented, outposts will be required in key areas that will move with phasing. For example such an outpost might be required at Tullu Deemtu when a no grazing zone is put in place on Sanetti Plateau.

The following actions are thus proposed.

Action 2.1. Develop separate and detailed Grazing Pressure Reduction Strategy (GPRS) for BMNP

Following the experience of SMNP, it is recommended that EWCA management develop a separate GPRS for the BMNP. This will include the endorsed actions (2.2-2.7), and should be holistic in addressing the human needs and biodiversity conservation in and around the park. This GPRS need to be undertaken by independent consultant as soon as possible.

Action 2.2: Build consensus and political support with at all levels with all stakeholders for strategy and implementation

As under Objective 1, political support at the very highest level federally and regionally is required and must be obtained for implementation. Activities to obtain this support for grazing management will be coordinated with activities under Action 1.1. Additional work is also required to discuss with local government and then, again the understanding and participation of the communities and at kebele level in the development and implementation of the process is essential for success.

Action 2.3: Conduct village level campaign to all livestock areas outside BMNP to publicize the National Park regulations, BMNP boundaries and permitted activities and grazing phase out.

As an entry point to ongoing discussions, BMNP need to raise knowledge of the new regulations and recent gazettelement of BMNP, with local government and communities in the Bale and West Arsi Zones. Whilst knowledge is better in the highlands, more emphasis is required in the lowland areas in particular so that everyone knows what is allowed and not allowed in BMNP, the overall strategy to reach that state and how a participatory approach is required. In 2014 discussions between BMNP and incoming grazers covered these issues and that grazing would not be allowed from 2015.

Action 2.4: Develop and support existing PFM CBOs to expand remit to manage rangelands and grazing and, if necessary, set up new CBOs in kebeles where no PFM CBO exists.

Until recently, PFM CBOs had the remit to manage forest resources within the kebele. However, as a holistic and integrated approach is required to environmental management within BMNP and within the kebeles (for example forests cannot regenerate unless grazing is regulated, thus local landuse planning must include grazing land management), these PFM CBOs are a good institution and entry point for discussing the management of other natural resources. Thus recently work has commenced in expanding the jurisdiction of existing PFM CBOs and this must be continued. Moreover, there are a very few park-adjacent kebeles where there are no forest resources or CBO, thus, building on the participatory rangeland management approach, CBOs for grazing and other NR management must be set up for ongoing natural resource management.

Action 2.5: With CBOs, design details and byelaws of interim grazing control programme and temporary management agreements

Using the steps for developing PFM agreements for community and government forest management as a model, the following steps are required to identify those with temporary user rights, clarify areas of initial no-grazing zones, develop byelaws that include the exact entry and exit days and months of seasonal grazing, design and set up permit and fee collection system, and design a penalty system with byelaws for BMNP-CBO agreements. Agreement templates must be drawn up for use transparently, equitably and systematically across all park-adjacent kebeles.

Action 2.6: Support implementation of GPRS, and enforcement and monitoring of temporary agreements

Once bilateral BMNP-CBO agreements are signed, implementation must take place. CBOs will need ongoing support from BMNP to ensure transparent financial management, administration and joint monitoring and enforcement systems are put in place.

E. Tourism Provision and Management Programme



E. Tourism Provision and Management Programme

Programme Purpose: Tourism in the Bale Mountains developed and managed to contribute to the conservation of the BMNP exceptional resource values, local livelihood opportunities and to create greater stakeholder understanding

Tourism Provision and Management Strategy

Worldwide, tourism is making a significant contribution to development, combating poverty and the management of natural resources. Tourism in Ethiopia is rapidly increasing due to its unique tourism opportunities, stability and security. Indeed successive Growth and Transformation Plans have promoted tourism as a growth area and National Tourism Plan has now been developed. Whilst wildlife tourism is less prominent, there is significant potential as outlined in the EWCA Marketing Strategy (EWCA 2013) and indeed the BMNP and Simien GMPs.

As outlined in the 2007 BMNP GMP, a Tourism Development plan (TDP) was developed in 2015 for the Bale Mountains National Park and is used as a basis for this management programme (BMNP 2015). The plan noted that BMNP offers excellent tourism opportunities, but its potential to generate income to support conservation management and to diversify the livelihoods of local communities has not yet been optimised. It is possible for the Bale Mountains to become one of the best wildlife tourism destinations on the African continent, however in order to realise this potential there is a need for very strong resource protection, careful development planning and creation of a positive investment environment for private sector tourism operators. Indeed the plan quotes

“Unless very significant efforts are made by EWCA and the Government to relocate people outside the Park, the natural values of the BMNP will become increasingly threatened and there is no realistic possibility for BMNP tourism opportunities to be realised.”

These efforts are outlined in the IS&G MP in this GMP and its success is fundamental for the TDP and this programme to be successfully implemented and revenue for communities and government alike to be generated.

i. Key tourism product attributes of the Bale Mountains and external issues

a. Positive Attributes

The most valuable assets of the BMNP from a tourism product perspective are its rare and endemic wildlife and bird species. The most valuable of these is the Ethiopian Wolf, which is becoming increasingly known around the world due to the efforts of EWCA, EWCP and FZS among others. The fact that the BMNP is home to an estimated 60% of its global population, and the fact that wolves are relatively easy to view, makes for an excellent – and potentially high value - tourism experience.

Other rare and endemic species such as the Mountain Nyala, the Bale monkey and indeed species such as the Giant Mole-rat provide the basis for excellent wildlife tourism product.

The birdlife of the BMNP is also of global importance, with the many endemic species representing a unique product offer for bird-watching tourists and adding significant value to the wider experience of general nature tourism visitors.

The BMNP offers great beauty and varied walking/trekking possibilities.

This is enhanced by the possibility to combine the high mountains areas with the tropical Harennna forest environment.

The ability for tourists to walk and explore freely is also a major advantage in comparison to other national parks in Africa where, as a result of the presence of dangerous wildlife, visitors must remain largely in a vehicle.

Table E1: Overview of Tourism Product Attributes

Context	Tourism Product Attributes	Ranking
<i>Product Context</i>	Physical Landscape	
	Wildlife	
	Wilderness Character	
	Botanical values	
	Non-Natural Infrastructure	
	Human Impact	
<i>Conservation Linkages</i>	Management Capacity	
	Conservation – Tourism Linkages	
<i>Policy Environment</i>	National, Regional, Local Policies	
<i>Regulatory Environment</i>	Regulatory Effectiveness and Impact	
<i>Fiscal Environment</i>	Taxation and Fiscal Support	
<i>Property Rights</i>	Existence and Effectiveness of Property Rights	
<i>Climate</i>	Seasonality	
<i>Security</i>	Security Context	
<i>Logistics</i>	Logistical Context	
	Access	
<i>Health Services</i>	Availability and Quality of Health Services	
<i>Business Synergy Potential</i>	Product	
	Markets	
	Marketing	

KEY: Green = High/Positive Orange = Moderate Red = Low/Negative

b. Negative Attributes

The presence of human settlements and domestic livestock in many areas of the BMNP has a highly detrimental effect on tourism prospects. This is not normal in national parks around the world and if Ethiopia has ambitions to compete internationally as a tourism destination this issue must be urgently addressed. Overgrazing by livestock results in a lack of botanical diversity, insect life and consequently the presence of birds and other charismatic wildlife.

Human presence serves to disturb wildlife (making it more difficult for visitors to experience wildlife viewing) and erodes the natural/wilderness character of the Park.

Perhaps the most significant issue of all is the prospect of rabies transmission from domestic dogs to Ethiopian wolves – a major threat to the BMNP's best tourism asset. In general, visitors are always happy to encounter local people and are interested to learn about and experience local culture and customs – however it is recommended that these kind of cultural experiences should be developed *outside the Park* in the surrounding communities and not in the Park itself.

The presence of the public road within the BMNP makes non-tourism traffic noise and visibility a significant issue in certain locations. The TDP recommends that EWCA and Government consider closing the public road across the Sanetti plateau for non-tourism traffic at certain times of day, and ideally in the medium term future for this road to be closed to non-tourism traffic altogether.

These attributes are mirrored in the SLOT (Strengths, Limitation, Opportunities, and Threats) analysis for BMNP tourism development was also carried out during the planning process by the working group (Table E2).

Table E2. SLOT analysis for tourism development in BMNP 2015

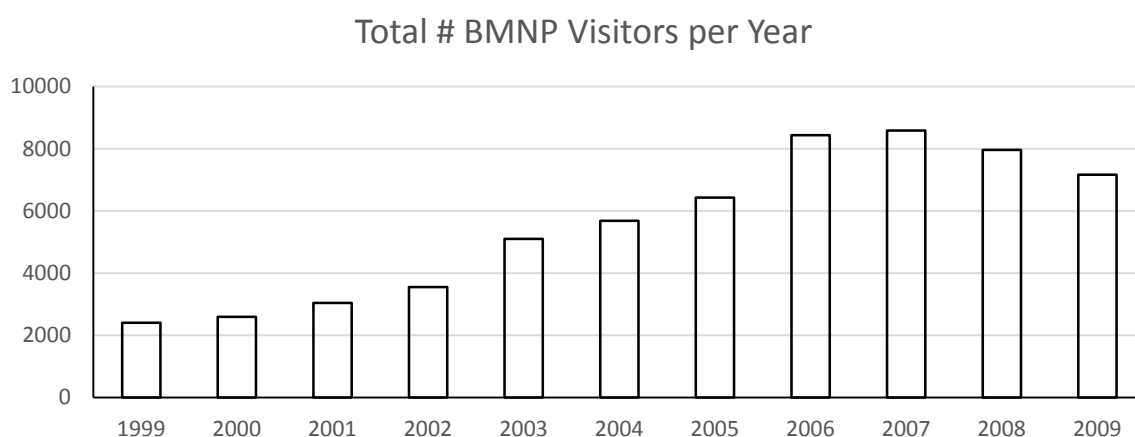
Strengths	Limitations
Diversity of wildlife including birds Diversity and beauty of landscapes and ecosystems Wilderness experience opportunity Clean air and unpolluted environment Friendly people and local hospitality Interesting local culture Range of appropriate tourism activities Improved BMNP and tourism infrastructure Service provision improved Exposure through social media and information technology	Limited community involvement and benefit sharing opportunities Little experience in marketing Insufficient infrastructure for different markets Poor standard of service provision: professional behavioural standards, codes of conduct, hygiene, Limited BMNP/EWCA capacity and resources to invest in tourism Limited marketing and no overarching strategy Weather
Opportunities	Threats
Ethiopian Tourism is growing Political stability* Improved infrastructure (road) Central Government interest and support for tourism Support from local government and stakeholders such as university Good international flight connections Private sector interest and investment opportunities Increased Media exposure Marketing initiatives by private operators	High degree of human presence in park affecting resources and also tourist experience Declining state of BMNP environment and wildlife due to human impact (encroachment, livestock, fire, disease) Infrastructure such as roads, towers and pylons in the park Some regional instability (but rarely affects BMNP) Investment climate does not encourage private operators

*NB since this SLOT analysis was completed, this situation has not held: the instability in late 2015-2016 have severely impacted on visitor numbers to BMNP

ii. Market trends

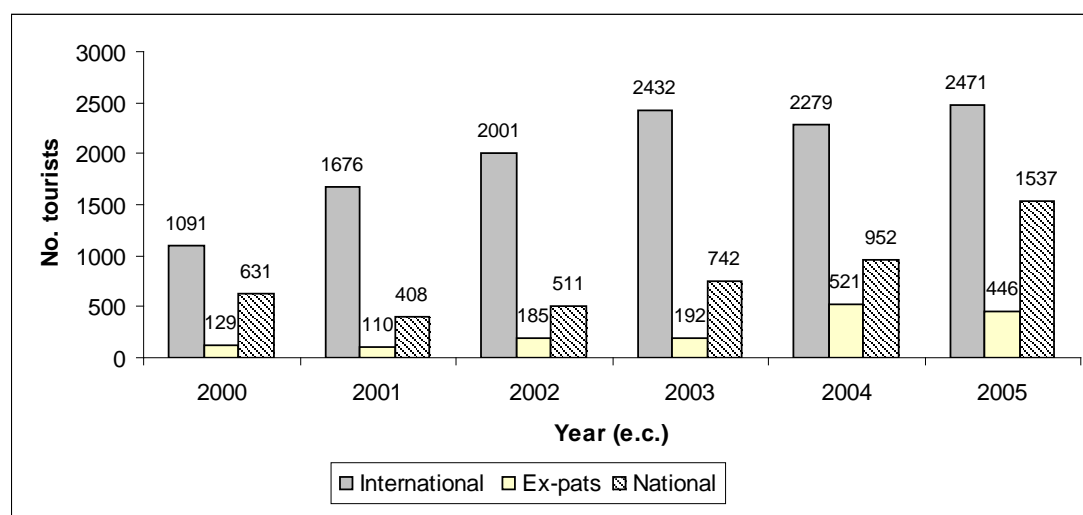
In recent years' visitors have increased, particularly since the asphalt road was completed (Figure E1 and E2) with over 8000 visitors annually in 2006-7 EC, of which about 40% (300) were international.

Figure E1. Total Fee-paying visitor numbers in the Bale Mountains National Park 1999-2009 E.C



(Ethiopian Calendar, equivalent to end August 2017).

Figure E2. Fee-paying visitor numbers in the Bale Mountains National Park 2000-2005 (Ethiopian Calendar, equivalent to end August 2013).

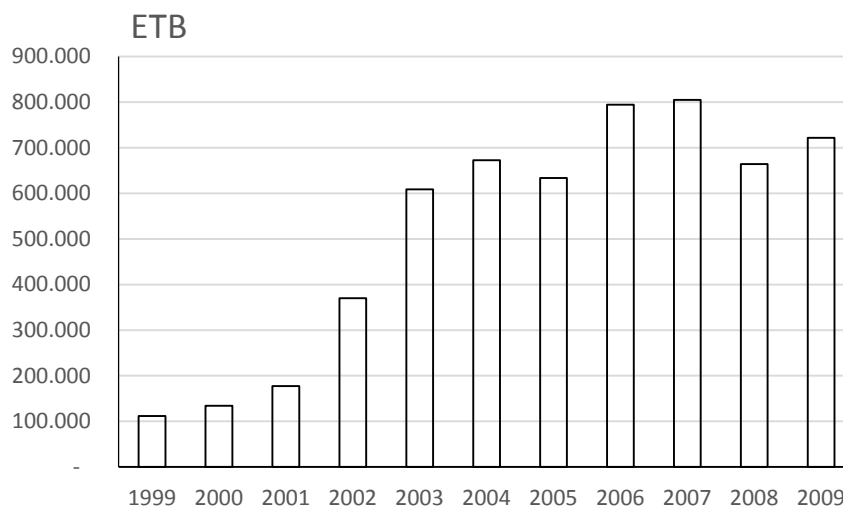


Detailed analysis is included in the TDP but the most recent increase in international and expatriate visitors may reflect the opening of the Bale Mountains Lodge in December 2013 (2006 EC), which provides a good quality place to stay.

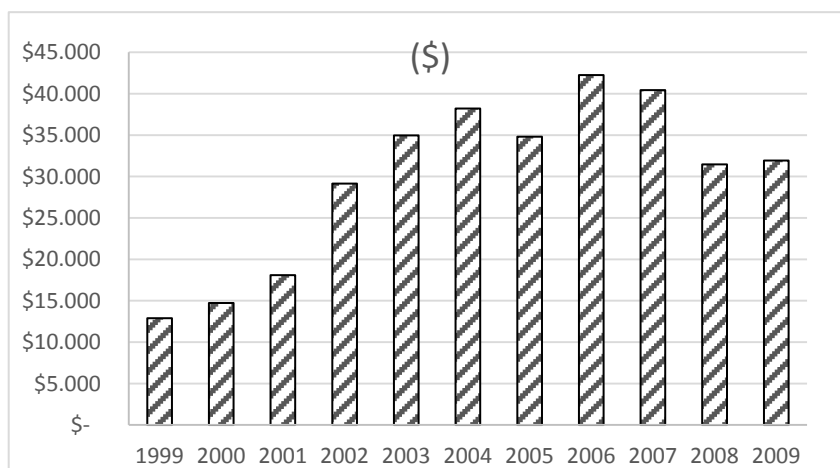
Interestingly, visits by Ethiopian nationals have increased most rapidly over years in question (Figure E2), numbering up to 1500 *p.a.* recently. Correspondingly, revenue from tourists has increased with around 800,000 ETB, some \$40,000 generated in the year 2007 E.C.

Figure E3: Annual Income from tourists to BMNP 1999-2009, a, ETB and b. USD \$

a. ETB



b. USD



BMNP's tourism potential, however, still remains largely untapped. The Simien Mountains National Park for example, had some 26,000 paying visitors a year in 2015 and is now generating over \$260,000 income annually for government and up to \$879,000 for communities, more than enough to cover its current basic annual operational costs and also provide substantial contribution to community livelihoods.

Whilst SMNP has a competitive advantage due to its proximity to the historical route, BMNP's income can clearly be increased if carefully developed.

iii. Identifying tourism development opportunities

The detailed TDP describes the future tourism opportunities, within the categories in Table E3.

Table E3: BMNP tourism opportunities and niches (BMNP TDP, 2015)

Tourism Opportunities	Niches
<i>Sightseeing</i>	Those who visit the BMNP in a general sense, and do not engage significantly in any specialist activity such as trekking. They will include vehicle-based / driving tourists and other visitors who will enjoy short walks and explore the areas.
<i>Trekking</i>	Those visitors whose primary purpose is to undertake a multi-day walk / trek ('walking' is generally used to describe gentler routes, whereas 'trekking' is commonly understood to mean more strenuous route choices. Both are considered as 'trekking' here for simplicity).
<i>Horse Riding</i>	Those visitors whose primary purpose is to undertake a multi-day horse-riding experience.
<i>Wildlife</i>	Although wildlife will be an integral part of the experience of all visitors to the BMNP, this category of visitors will visit the BMNP specifically to view and photograph wildlife.
<i>Bird Watching</i>	The birdlife, and in particular the endemic bird species of the BMNP represent a major tourism opportunity for specialists.
<i>Fishing</i>	There may be an opportunity to develop fishing tourism experiences in the small rivers outside BMNP. However concerns are present that exotic fish such as trout must not be introduced into additional rivers courses within the ecosystem due to their impact on native freshwater species. Currently trout are present only in a number of rivers on the north side of BMNP.
<i>Other Adventure Activity</i>	Those visitors who seek to enjoy another specific outdoor activity such as mountain biking.
<i>Schools / volunteer tourism</i>	The conservation context of the BMNP provides a fascinating product offering for groups of international schools and/or universities, with the further possibility of attracting specialised research focused tour operators.
<i>Cultural/Community</i>	There is potential for a tourism product which centres primarily upon experiencing the culture and way of life of the peoples of the region, which will be enhanced due to the setting and natural values of the BMNP.

iv. Guiding principles for tourism development and management

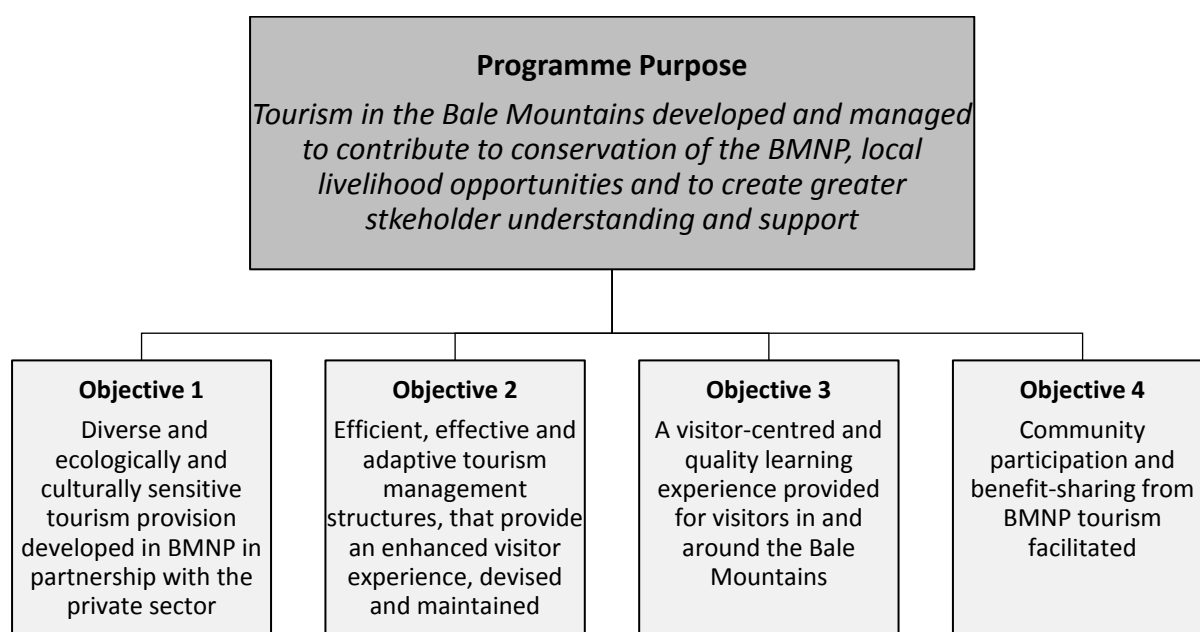
A set of principles designed to underpin the development of tourism provision and management have been drawn up, as follows:

Set of principles of development of tourism

- Conservation of the exceptional resource values of BMNP must take precedent in tourism development and management. Developments will be within the scale and character of the local landscape, be aesthetically appropriate by using natural materials and generally have a minimal environmental, including carbon, footprint.
- BMNP and EWCA will focus their resources on creating and regulating an enabling investment environment for tourism rather than developing or managing tourism facilities
- BMNP and EWCA will engage and support the private sector to deliver a high quality tourism experience in BMNP but will also ensure that benefits to conservation and communities from private operators are enhanced
- Local communities are stakeholders, partners and beneficiaries from tourism inside and outside BMNP and should benefit from the creation of additional and diverse livelihood opportunities. Disadvantaged groups must be supported to actively participate in tourism management and benefit sharing.
- Tourism should have minimal cultural and social impact locally
- Good service, courtesy and respect are essential for enhancing visitor experience and must be provided at all times by all stakeholders
- BMNP and local government staff, as well as other private individuals involved in BMNP tourism service provision are ambassadors for BMNP, Oromia and Ethiopia and, as such, must deliver best practice.

Tourism Provision and Management 10-year Objectives

Figure E4. Logical framework for the Tourism Provision and Management Programme, including the Programme Purpose, Objectives, and Sub-Objectives.



The 10-year objectives for Tourism Provision and Management (TPM) have been designed to address the relevant issues and challenges facing BMNP management, as identified by the park stakeholders. The four objectives are:

1. **Diverse and ecologically and culturally sensitive tourism provision** developed in BMNP in partnership with the private sector
2. **Efficient, effective and adaptive tourism management structures**, that provide an enhanced visitor experience, devised and maintained.
3. A visitor-centred and **quality learning experience** provided for visitors in and around the Bale Mountains
4. **Community participation and benefit sharing** from BMNP tourism facilitated.

A series of actions have been formulated for these management objectives, and are described below and in Figure E4 above. In addition, a brief description of the relevant management issue or challenge is included, providing the justification for the actions. The 3-Year Action Plan for the Tourism Provision and Management Programme, which lists the activities, input requirements, priority, responsibilities and timeframe for carrying out the actions are included in Section H.

Realising the tourism development opportunities

The TDP sets out proposed **tourism infrastructure development zones** and recommends the following for *new tourism infrastructure development*. However more detailed information on the type and location of infrastructure in these zones may be required as a first step. The following type of tourist facilities and infrastructure are envisaged:

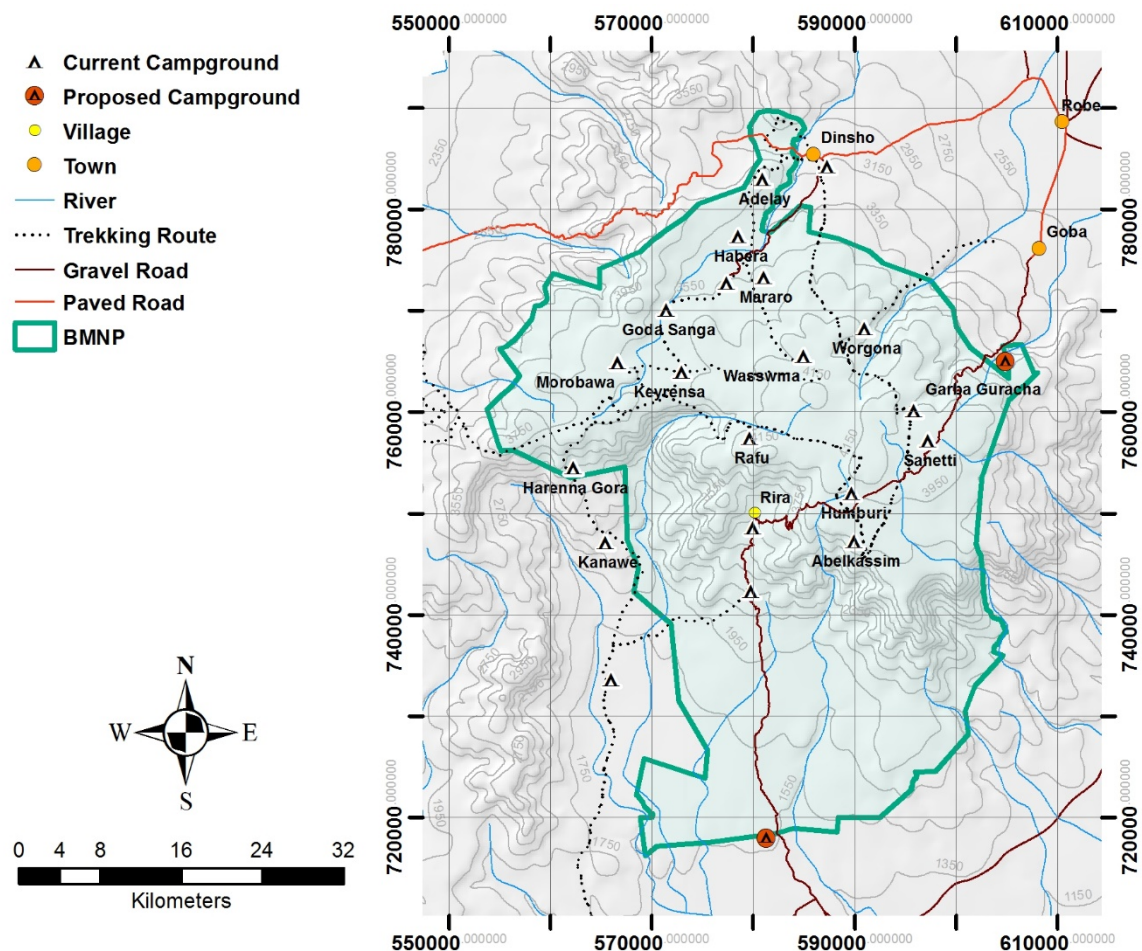
Campsites

Campsites (within the BMNP and in community areas adjoining the Park) should be developed. Basic campsites would, at the minimum, provide a toilet and horse corral facilities and potentially a basic shelter for cooking and resting from bad weather.

The basic campsites could be managed and maintained by the BMNP management or under a service contract with a local ecotourism association. Standards of cleanliness could be enforced by ensuring that any group is always accompanied by a registered guide and it must be the responsibility of that guide to ensure that the campsite is left in a clean and tidy condition for future visitors.

It is strongly recommended that a partnership is formed between EWCA and a private sector operator for all more advanced camping facilities.

Figure E5. Campsites in BMNP

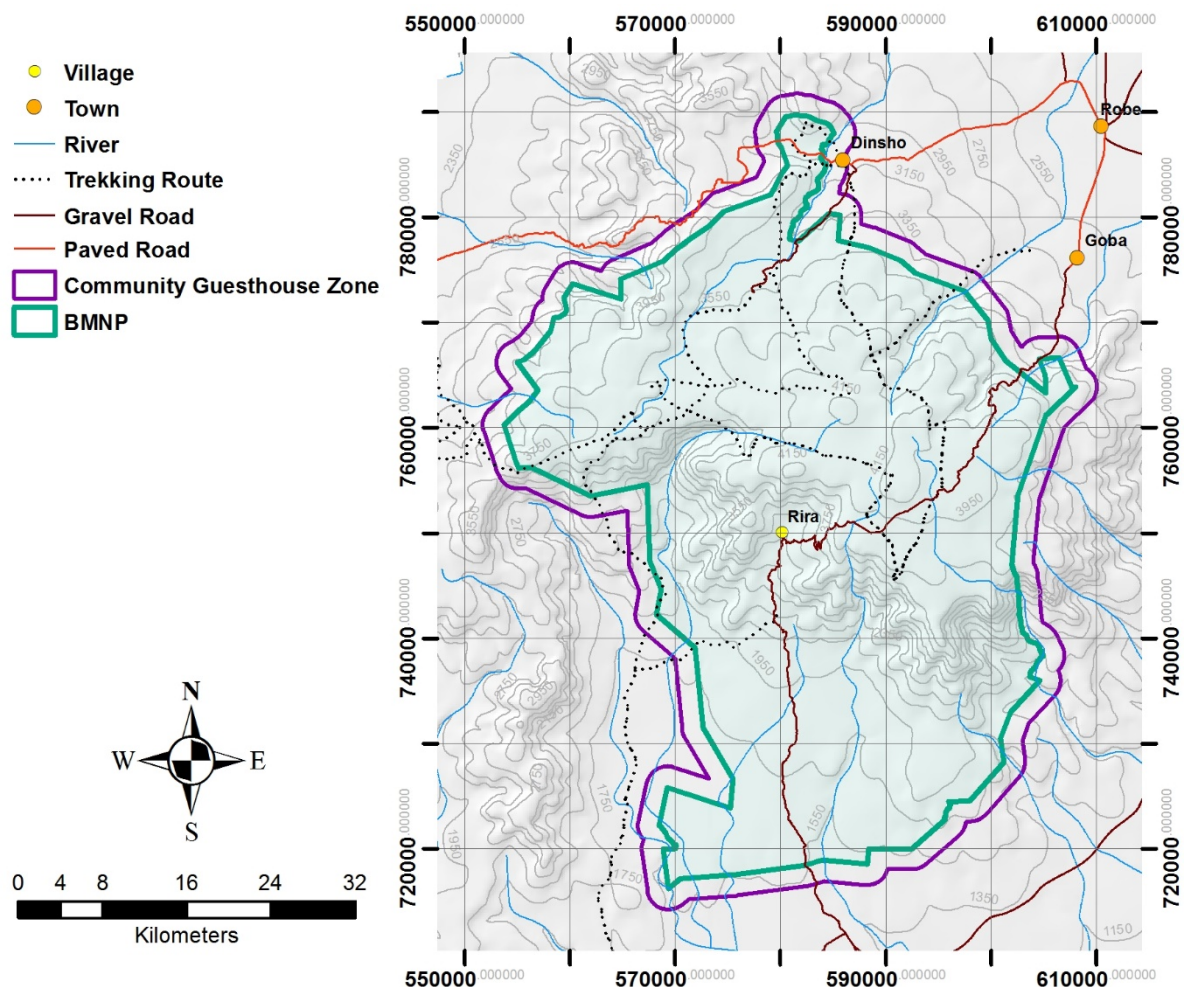


Guesthouses / Community Lodges

Given the weather conditions associated with the BMNP during much of the year, where rain and wind can be possible on many days, there is merit in also developing non-camping based experiences to suit most price categories.

This could involve developing a network of simple guesthouses (or 'community lodges' if located in community areas) which are designed using natural materials and sited along lower elevation trekking routes. It is recommended that the maximum bed capacity for these guesthouses/lodges does not exceed 16 beds. Further work is required to identify priority sites on the edges of the park and to ensure good collaboration with OFWE, where concessions fall within participatory forest management areas with potential for tourism activities. (Action 1.3).

Figure E6. Zone of guesthouses / community lodges in BMNP

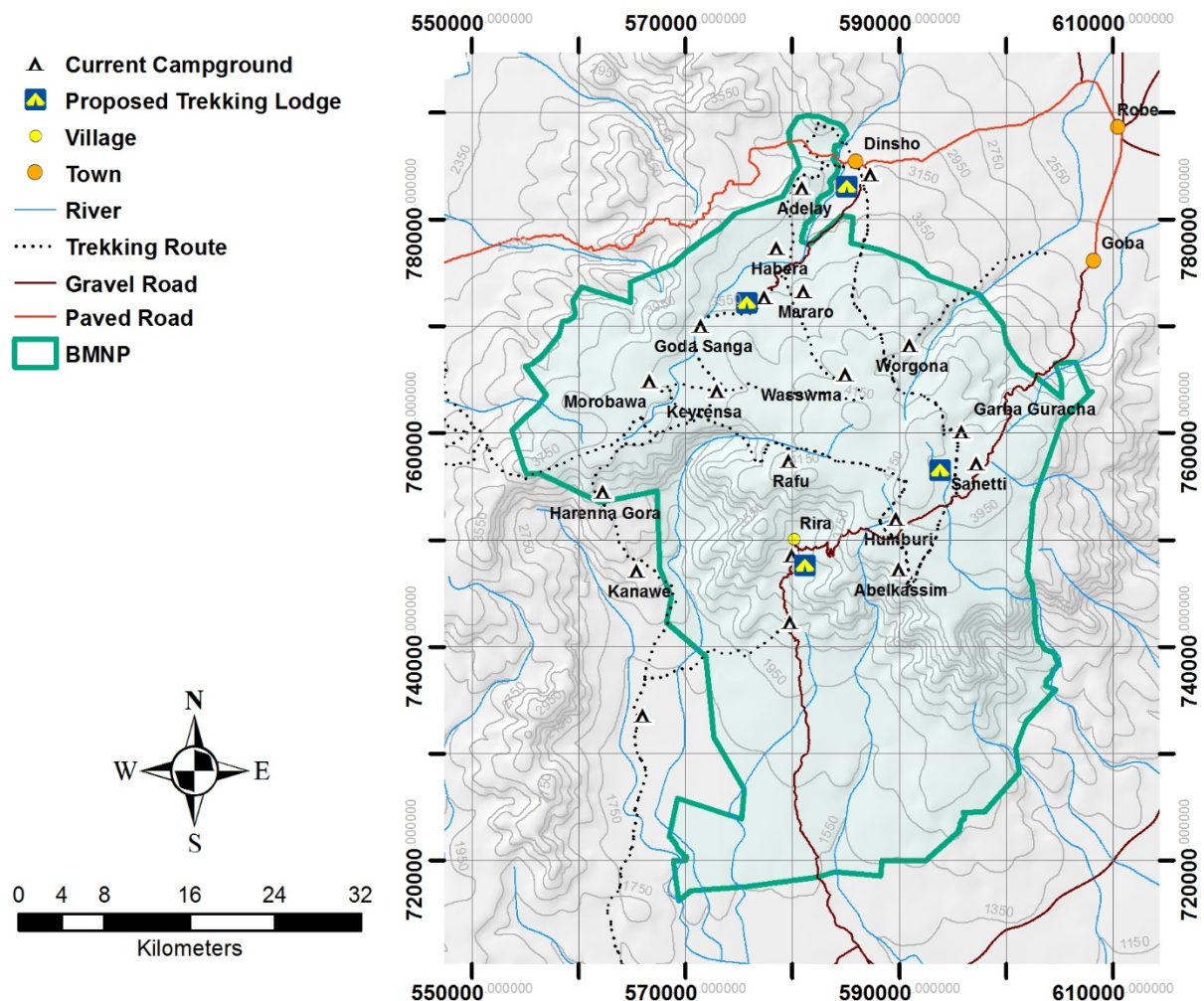


Trekking Lodges

There is an opportunity to cater for visitors who are interested in trekking but who do not wish to camp and are looking for a higher standard of accommodation with good food, en-suite twin or double bedroom accommodation and an overall facility design based upon imaginative eco-friendly architecture. It is recommended that very environmentally sensitive 'lodge' style accommodations are constructed at the beginning and end some of the more popular trekking routes and along lower elevation routes where there is the possibility of road or good track access for materials/supplies.

These facilities will differ from the 'Guesthouses / Community Lodges' proposed and described above as it is recommended that due to the standards of comfort/service required and the markets they will service (mid to upmarket), they should be operated wholly by a private operator. It is recommended that the maximum bed capacity for these lodges does not exceed 24 beds.

Figure E7. Proposed trekking lodges in BMNP

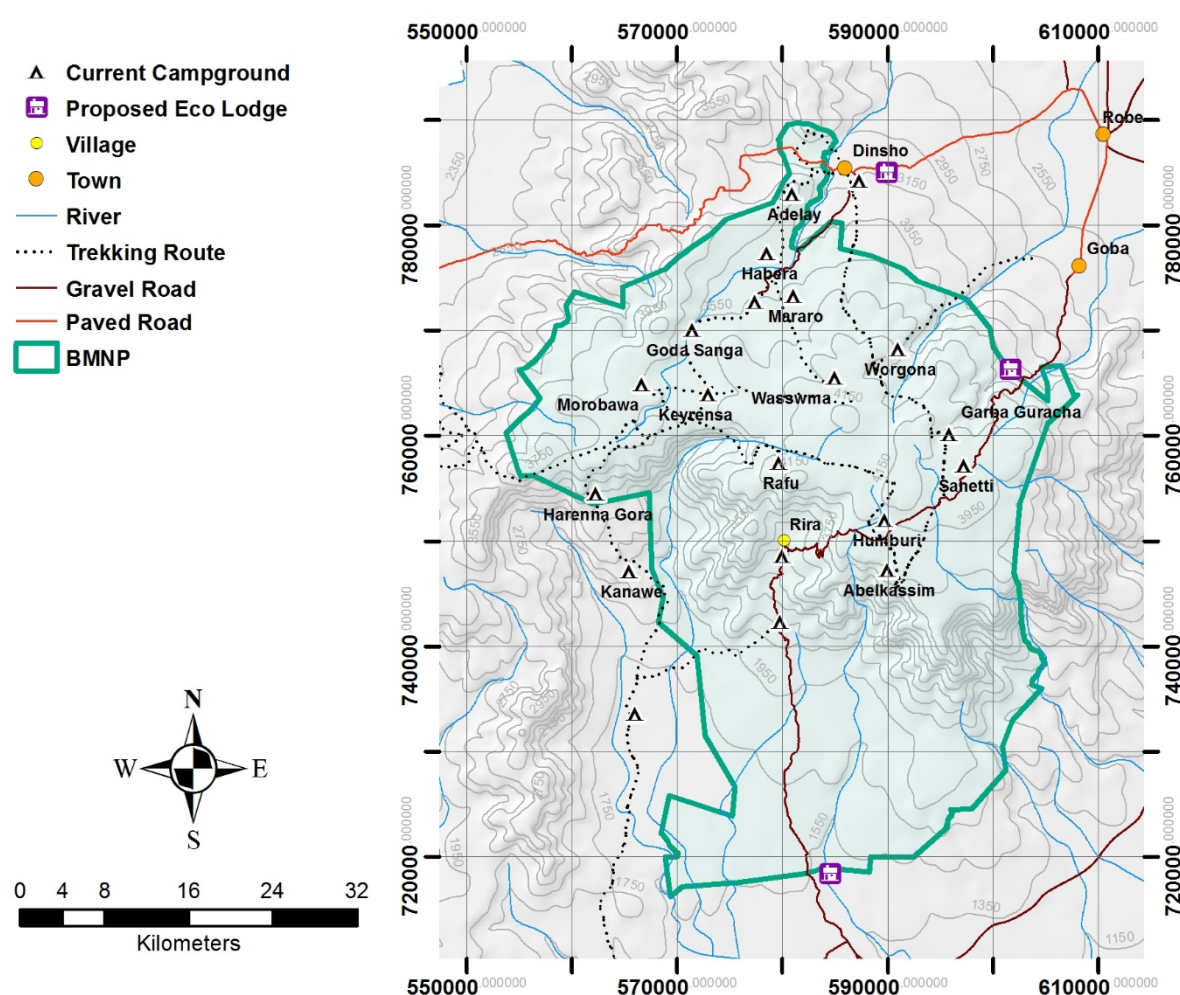


Mid-Range Eco-lodges

The current Bale Mountains Lodge has proved successful in attracting international visitors who are looking for a higher standard of accommodation in the BMNP. Given the projected significant increase in visitors to BMNP in future years there is definite scope for mid-range accommodation, offered at a lower price point than the Bale Mountains Lodge. The optimal location for such accommodations would be in the area around Dinsho and on the approach to the Sanetti plateau from the north. In time, there might be a possibility for such a facility in the south of the Park, subject to interest in activities in the lower elevations of the Hareenna forest.

These facilities could be located within the boundaries of the BMNP or on community land (which would represent an opportunity to engage communities in the BMNP context). Once again, it is recommended that partnerships are formed between EWCA and private sector operators to develop these.

Figure E8. Proposed eco lodges in BMNP



Wildlife Tourism Lodges/Camps

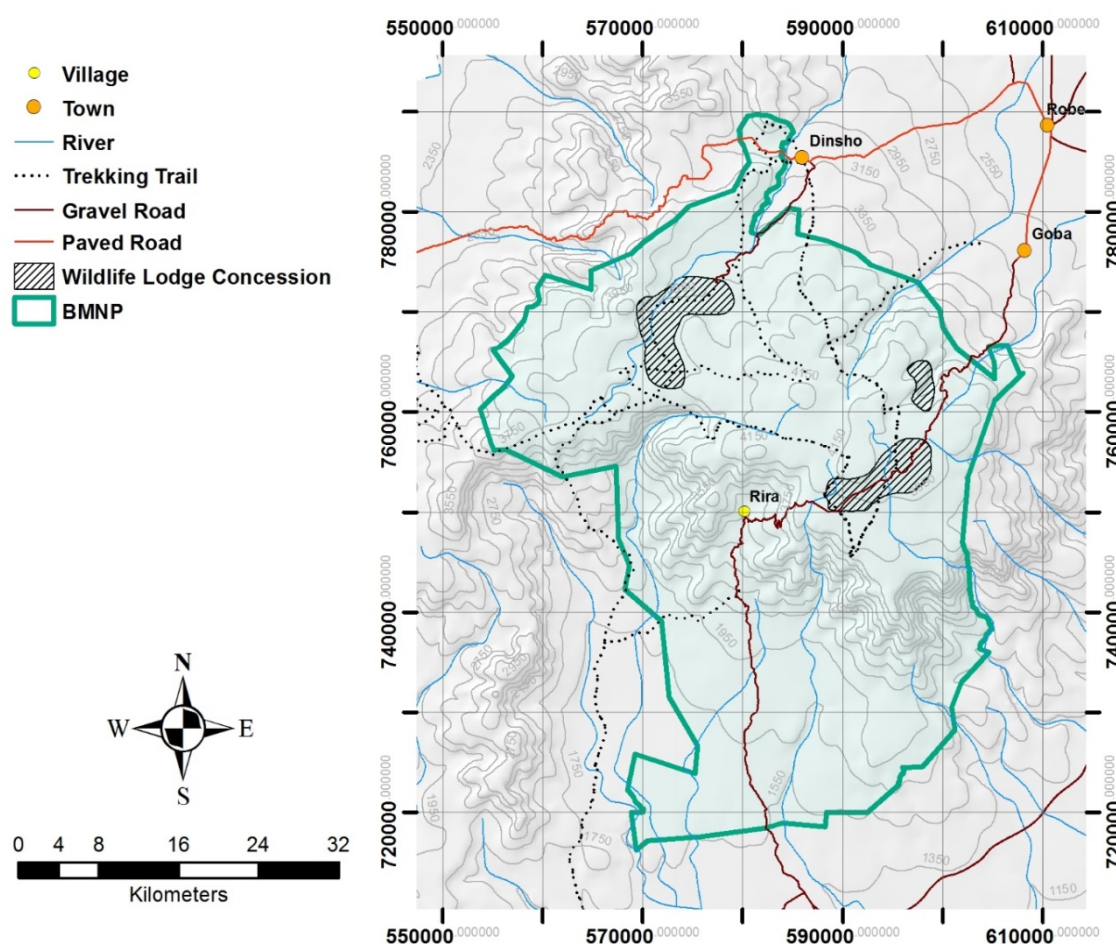
There is an opportunity to develop at least one good quality wildlife-focused tourism lodge or camp within the BMNP. There will be scope to target (but not in the same area) both the 'mid' range of the market for international wildlife tourists looking for a specialist experience (\$100-200 p/night range) and scope to develop at least one very high quality wildlife tourism lodge, which will be a new level of tourism provision in Ethiopia (where wealthier specialist wildlife tourism visitors will pay ≥ \$300-\$400 per person per night). Maximum bed capacity of these lodges should not exceed 16 beds.

The potential locations for such a lodge (or lodges, subject to interest from potential investors) are:

- 1) In the **Web Valley** area, where sightings of Ethiopian Wolves will be the main attraction. However, the human use of this area must be addressed before this is viable.
- 2) The **Sanetti plateau** area, where there are possible sites in some of the valleys leading from the high plateau. Temperatures and general weather conditions might make operations challenging.

Given that these lodges/camps would need to be situated in sensitive areas of the BMNP in order to be accessible for the best wildlife viewing experiencing (including early morning and evening for photography) it is critical that only the most experienced and conservation-minded wildlife tourism operators are selected – and, like all future initiative, that this is done **through a professionally advised, public tender process**. The lodge/camp must meet the highest environmental standards and visual impact of any lodge/camp must be considered carefully when siting such facilities.

Figure E9. Proposed wildlife tourism lodges/camps in BMNP



Objective 1: Diverse and ecologically and culturally sensitive tourism provision developed in BMNP in partnership with the private sector

The BMNP Tourism Development Plan, developed in 2015, as recommended in the 2007 GMP, outlines a range of actions required to develop tourism in BMNP. EWCA/BMNP must focus upon **providing secure and long-term tourism development and operating rights** to *carefully selected* tourism operations in order to grow tourism

The following actions are extracted and adapted from the TDP, and adapted to fit in the wider GMP framework, mindful that a number of actions must be EWCA HQ led.

Action 1.1: Work with EWCA HQ in the development and implementation of concession tendering processes to ensure the award of concessions and development of infrastructure in the tourism zones as outlined above.

The provision of secure and long term tourism development and operating rights in BMNP requires that a) EWCA conducts carefully planned and well-promoted tender processes and that b) EWCA develops and implements licensing and operating standards which both guide and regulate the tourism industry in the BMNP. Actions to develop these guidelines procedures are primarily outlined in the TDP and as these initiatives must be EWCA-led, BMNP's role will be to ensure that they are facilitated and reviewed for BMNP appropriateness. They are, however, absolutely fundamental for BMNP and the PA network as a whole

Action 1.2: Develop campsites and trekking routes within the BMNP

During the last GMP two campsites were developed: one on Adelay ridge in the north of the park and one at the southern boundary in Hareenna Forest, complete with water and ablutions and a communal shelter. However, in the heart of the afroalpine no facilities exist for trekkers. A number of campsites with basic facilities are identified above in Figure E5 for future development by BMNP, whether managed to BMNP or through a service contract with a local ecotourism association. Basic campsites would, at the minimum, provide a toilet and horse corral facilities and potentially a basic shelter for cooking and resting from bad weather. Standards of cleanliness could be enforced by ensuring that any group is always accompanied by a registered guide and it must be the responsibility of that guide to ensure that the campsite is left in a clean and tidy condition for future visitors.

Two sets of trails have been developed in the Hareenna forest: one, which can be done self-guided near Rira village with access to picturesque waterfalls. A forest coffee trail was also developed in the Hareenna forest, just outside the park, along with the Sankate Coffee Village development. In addition, the Bale Mountains Lodge have opened up a few walking trails around the lodge and to the nearby peak. Trails and trekking routes should be developed further, with accompanying maps and information during the course of this GMP.

Action 1.3: Ensure park-managed tourism centres and facilities meet highest quality standards

Some tourism facilities will be managed by BMNP, such as the interpretive centres, toilets and possibly some campsites. Maintenance of hygiene and service standards is a recurring problem in many parks in developing countries, and steps must be taken by BMNP to improve on its current standards.

Action 1.4: Facilitate investment in guesthouses and community lodges

BMNP can also take a role in assisting private investment to develop guesthouses and community lodges. This would involve developing criteria for optimal locations, surveying the areas, preparing tender documents and finding operators. assisting communities with drawing up agreements with private operators and OFWE, if sites fall within PFM areas, and perhaps assistance in sourcing finance.

Action 1.5: Develop and implement a realistic 3-5 year destination marketing plan to complement efforts by private sector operators and other Government departments

The BMNP is gaining in international recognition, however significant further marketing and promotional activities will be required in order to grow tourism further. Marketing is also required to attract the best operators to take over concession sites in the park. Many of these efforts should be aimed at the niche target markets identified in the TDP and outlined above. Marketing is generally the responsibility of Regional or Federal authorities, where technical expertise is placed and indeed strategic development planning is currently underway at the Ministry of Culture and Tourism. The private sector will further develop their own business specific marketing and promotional strategies. It is, however, very important to also have an over-arching EWCA/BMNP-led initiative in order to consistently promote the BMNP's tourism assets with clear marketing messages for the target audiences. Implementation of a BMNP marketing plan will need strong working relationships and coordinating with tour operators, travel agents, guide books, travel magazines, airlines and other appropriate tourism sites as well with other commercial and government marketing organisations.

Most immediately, BMNP may be responsible for ensuring EWCA develop this plan, liaison with stakeholders, information sharing and the development of publicity materials. Thus priority activities will include the development of appropriate literature and promotional materials and the expansion of the BMNP website to incorporate marketing materials and links to other websites and other efficient distribution channels. BMNP may also need to produce material for tourism and trade fairs, as part of broader tourism promotional activities being undertaken by EWCA and the Ministry of Culture and Tourism.

Objective 2: A visitor-centred and quality learning experience provided for visitors in and around the Bale Mountains

Ethiopia has developed a reputation for its low standard of tourist provision and poor attitude of tourism providers to international tourists. Tourists inevitably complain not just only about adequate infrastructure and hygiene levels, but also of the arrogance, unhelpfulness and inadequate knowledge base of both service staff and the general public. Every guide book to Ethiopia comments on the shouting and begging of children and the stares and crowd harassment that accompany 'ferenjis', particularly in rural areas. However, in areas where responsible tour operators have been active, a marked change in attitude and practices has occurred. The creation of a tourism and tourist-friendly environment in the Bale Mountains must be a cornerstone of tourism development.

Action 2.1: Provide tourism awareness training and publicity campaigns for selected local communities in and around park

Progress was made during the last GMP to improve the attitude of children when interacting with tourists and create a welcoming culture. However, continued effort by BMNP is required, with teachers, women and youth groups to avoid shouting phrases such "ferenji" or "give money" and avoid staring or crowding tourists. In addition, publicity should cover topics that deepen the understanding of the lives and origins of tourists and how to deal with cultural differences. With so many people in and around the park, key areas and communities will be selected that have the most contact with visitors and where efforts should be focussed.

Action 2.2: Integrate visitor interpretation into park infrastructure development

A major education/interpretation/resource centre is under construction at BMNP HQ which will improve interpretation and information sharing with park visitors and could also be used under the park outreach programme for environmental education. Welcome points where visitors pay park fees, such as the one recently constructed near the park gate in Dinsho, need to be created in other areas, particularly the gate at the southernmost part of the park in Hareenna. Interpretation panel should be planned for development in other areas, particularly at park entry points such as the Hareenna forest or Angesu on the Sanetti plateau and these could also be a focus on collecting information on visitors. These would also be sites for

providing a range of information on organising treks, local transport, fishing, park regulations, local culture, accommodation and food available in the particular area. A shop that sold or made available both park publications such as guidebooks, maps and postcards and perhaps local artefacts and products could be included, although challenges remain on how these should be set up and managed: BMNP could offer these as private concessions as community enterprise opportunities.

Action 2.3: Assess, plan, produce and disseminate interpretation materials

Although a range of materials are now available (guidebook, maps, website, flyers) these will need review and reprinting during the lifetime of this GMP. In addition, a range of materials will be required to improve interpretation at Visitor's Centre in Dinsho. In addition, few interpretation or marketing materials for BMNP are currently published in Amharic or Oromifaa (and other visitor languages such as German, French or Spanish) and thus are relatively inaccessible to most local visitors and this must be rectified. Existing materials will also need updating and reprinting regularly.

Information and promotional material on cultural sites outside of the park, which are additional destinations for visitors, could also be improved. For example, whilst recent guidebooks mention both Sof Omar caves and the Wabe Shabelle Gorge, there is little information available on the Sheik Hussein religious site to the north of Agarfa.

Table E4. Visitors and Service Providers Code of Conduct. This should be distributed to every visitor and signed copies retained with fee payments.

Golden Rules for Bale Mountains Tourists and Service Providers

Welcome to the Bale Mountains National Park. We hope you enjoy your stay and can contribute to the conservation of this unique and living natural heritage.

You can help park management and the environment, animals and habitats you will see by observing a few simple rules. These Golden Rules are designed to manage your impact on the park and communities and also enhance your safety and enjoyment.

Remember that everyone in the park, including you, has a responsibility to adhere and enforce these Golden Rules. Don't be afraid to gently remind other park users!

- **Guides:**

You must take a guide if trekking for more than half a day in the park. You do not need to take a guide if you stay with a vehicle and on public roads, or just walk locally.

- **Be safe!**

Do not take risks with your personal safety in the park by climbing or walking in dangerous areas. Please follow the advice of your guide at all times and stay in designated areas.

- **Respect other park users**

Other people have a right to use BMNP, whether scientists, local inhabitants or other visitors. Please ensure that your interactions with other people are respectful of their work and culture. Do not encourage begging behaviour from anyone, especially children. Giving anything, from money to unwanted water bottles is prohibited in the park. But please do greet everyone you see with a smile and a wave!

- **Don't forget to pay your park fees!**

Remember these help park management conserve this unique place. Make sure you pay only at officially designated sites and provide all required information to help with record keeping and in the interests of your safety. Accept only officially stamped and numbered receipts.

- **Drive carefully in the park**

If viewing wildlife from a vehicle, please keep to tracks, drive slowly and do not drive when the ground is very wet. Do not use mobile phones outside of accommodation facilities. Wild animals al-

ways have right of way. If you stay only on public roads, you do not need a guide.

- ***Wildlife are able to find and consume their own food.***

Do not feed wildlife

- ***Do not bring any domestic or exotic animals or plants into the park***

Please ensure that you do not unknowingly bring any exotic plants or their seeds into the park. Exotic plants are a major threat to the environment.

- ***Do not consume wildlife or purchase wildlife products when in the park or in park-associated communities***
- ***Make sure your environmental impact is minimal***

Do not damage any vegetation or animals in the park and do not collect any native plants or animals.

Remember to:

- *Take out all litter that you produce:* Litter can both harm animals and people and is also extremely unsightly. This is especially true of cigarette butts which often kill birds that mistake them for food. Please dispose of rubbish at your accommodation or at designated BMNP collection points.
- *Camp only in designated areas:*
- *Take care with fire:* Please be very careful with cigarettes or matches, or when lighting fires. Accidentally started fires are a major threat to much of the Bale Mountains vegetation. Campfires are only permitted at authorised campsites. Fuelwood must be brought into the park and be from a sustainable source.
- *Allow animals to behave naturally without disturbance:* Many wild animals become distressed when approached too closely by people or vehicles. Keep noise to a minimum and never try to attract animals' attention.
- *Do not use non-biodegradable soaps or detergents in the natural water bodies*
- *Use toilets where provided or bury waste at least 50m from water*
- ***Enjoy your visit or interaction with local communities***
 - *Dress modestly, especially when bathing*
 - *Bathe and toilet only in community designated areas*
 - *Avoid open displays of affection in villages* – this is not customary in rural Ethiopia.
 - *Enjoy any food or drink offered:* Try to make sure that the hosts have sufficient for themselves, and please avoid becoming drunk and loud. This could be both offensive and frightening to your hosts.
 - *Do not try to push your religious beliefs on other people.*
 - *Men should be respectful of local women at all times.*
 - *Do not hand out expensive gifts or money to individuals:* This will encourage begging and may cause local conflict. If you wish to donate money to the community, please ask the advice of guides, or village elders or contribute to BMNP Community Development Fund
 - *Do not hand out unwanted water bottles or other items to individuals:* This will also encourage begging and negative interactions with future visitors
 - *Please follow set prices for services such as horse hire:* Negotiation will create uncertainty and unpleasant relations. Guidelines can be obtained from the park office.
 - *Ask permission before you take photographs:* Please do not pay for photographs as this encourages begging and creates unpleasantness between visitors and the community.
 - *Only buy everyday handicrafts such as baskets, mats, spoons:* Do not buy family heirlooms as these are an important part of the cultural heritage.

Objective 3: Effectiveness, efficiency and adaptability of BMNP tourism regulation, facilitation and management improved and providing an enhanced visitor experience.

EWCA/BMNP will concentrate their resources on *creating and regulating an enabling investment environment for tourism* rather than actually developing tourism facilities and services themselves. Although some capacity has been developed under the last GMP, some gaps still remain in this regard, and staff turnover can be high. Thus the following actions are required:

Action 3.1: Build capacity of BMNP staff to facilitate and regulate BMNP tourism

Whilst training of a number of BMNP staff has taken place in the last 10 years, extension in the breadth and depth of training is required, not least due to staff turnover. Moreover training points must be adopted by staff. Self-identified capacity gaps currently include an understanding of BMNP's role in tourism provision and management, of tourists, the tourism industry and of tourism facility management. Most staff, not just frontline staff, but all those who might interact with tourists or tourism providers, must be trained in tourism awareness and customer care. Staff should also be fully updated on the TDP and any external or internal policies and developments in the BMNP. Ongoing needs assessments and capacity building will be required throughout the lifetime of this GMP and refresher training provided.

Action 3.2: Improve tourism administration and information systems

Tourism administration systems have been improved in recent years, but some gaps remain in terms of implementation and ensuring that information is readily available for management and reporting at both BMNP and EWCA level. Currently basic information is collected on tourists when paying park fees (visitor number, origin, length of stay) and further information is sought through more in-depth visitor feedback surveys that were meant to be provided to tourists by guides. However, due to poor implementation and management and that the BMNP experts are not directly collecting data, there are challenges in acquiring consistent and accurate data, resulting in low capacity to detect and take appropriate action. Moreover standard procedures to deal with issues and complaints are required with clear responsibility assigned to park staff and associated timelines for action.

A range of data should be collected at park entry points through a computerised system that provides easy feedback to management on for example, revenues, tourist origin, satisfaction, tourism movement, traffic over the Sanetti road and into the Web valley. All information must then be collated and annual reports disseminated to relevant stakeholders. The private sector can also be levered to collection this data in order to enhance the detail and value of the information received, perhaps through conditions placed within the licenses of tourism operators which oblige them to collate and remit certain data on their customers to EWCA.

Action 3.3: Monitor and regulate visitor volume and impact in sensitive areas.

With careful zoning of tourism development at this stage, it is highly unlikely that maximum visitor carrying capacity will be reached in the short to medium term. However, the TDP identifies areas of the BMNP where visitor numbers will need to be carefully monitored - primarily the Sanetti plateau and, in time, the Web Valley. It is suggested that the following management actions are undertaken:

- 1) Tourism traffic on the main road over the Sanetti plateau is recorded, with guidelines on the number of vehicles which can stop close to a wildlife sighting (e.g. an Ethiopian Wolf) being limited to no more than 2 vehicles and that a waiting time of no more than 15 minutes is observed should there be other vehicles in the vicinity
- 2) Traffic on the proposed tourism-only road loop on the Sanetti plateau is also carefully controlled, by means of entrance gates for vehicles entering and exiting such a road loop (thereby enabling EWCA to limit traffic numbers at such time as it is reasonably

felt that the area is becoming too busy, too degraded or when weather conditions are adverse);

- 3) Vehicle traffic is also limited into the Web Valley – again by means of a controlled entrance gate. Priority should be given to any wildlife tourism lodges/camps which are developed in that area (whose guests will wish to spend longer watching wildlife than the 15 minutes proposed above for the more public Sanetti plateau) and for vehicle access to support trekking groups.

Action 3.4: Establish adaptive management system to linking feedback from visitor experience to management action.

Trip evaluation form represent the main system for linking visitor experience to management action, but information is also sometimes obtained from mobile operators and concessions holders. In addition comments may be provided through on social media and internet-based methods. The evaluation forms are not used consistently and information is not always accurate. However, irrespective of the origin of the comments, all information must be considered, appropriate management action taken and potentially feedback provided to visitors or operators. A new system, where responsibility is clearly assigned for gathering comments and taking action is required, with consequences for inaction outlined. This should be reported against at tourism department meetings and park management meetings on a regular basis.

The golden rules for park tourism should be distributed to every tourist entering the park, on payment of park fees. Visitors should sign these on payment, and they could be included as part of the receipt. Access to these rules should also help prevent misunderstandings between tourism, park staff or guides, as will provide easy reference on allowed activities. This should reduce conflict and enhance visitor experiences.

Action 3.5: Design and establish systems for monitoring and regulating the environmental and cultural impacts of tourism facilities and activities

Whilst tourism can clearly bring enormous economic benefits to individuals, communities and nations, as well as for the management of natural resources, there are often drawbacks associated with an influx of relatively wealthy visitors to an area. Most frequently, a high level of visitor use can have a direct impact on the quality of the natural resources they have come to observe. For example, tourists overuse can degrade roads and tourist sites, produce waste, cause littering and can use water that is essential for natural hydrological processes. Moreover, exposure and contact with people from other countries, whilst beneficial in many ways in introducing and widening the horizons and knowledge of local communities, can have a detrimental impact on the culture and social wellbeing of communities. Begging children and the erosion of core community values are clearly not desirable side-effects of tourism.

No progress has been made to develop or implement such a system in the last years, perhaps reflecting its perceived low priority as tourist numbers are low. As tourist numbers and infrastructure grow, this will become a higher priority and external assistance will be required.

Objective 4: Communities participation and benefit-sharing from BMNP tourism facilitated

Involving communities directly and indirectly in tourism within the BMNP, in a culturally and socially acceptable manner, is a key tenet of tourism development in Bale. There is an obvious need for tourism development to increase the involvement of local communities in the BMNP and to generate economic and other benefits that can be used to support or incentivise their willingness/ability to alter their livelihood impacts and to conserve the environment of the BMNP.

However we must ensure realistic expectations: It will never be possible for all communities living in and immediately adjacent to the park to participate equally in tour-

ism development. Differences in community location and community composition as well as community interest and capacity mean that direct involvement in tourism initiatives will be limited.

Under the model proposed in the Tourism Development Plan, opportunities for communities to be involved and benefit from tourism take a variety of forms, even when the majority of tourism services are primarily provided by the private sector. The TDP provides detail relating to how to select relevant communities for tourism development support and recommends that *communities living outside the Park are prioritised*, and this must be respected given that providing benefits to people living within the Park simply perpetuates the current problem of people within the Park and works against the ISGM strategy.

The means of engagement will depend upon the particular type of tourism and location within the BMNP. The following structures are recommended as best practice in maximising community benefits:

- a) **Community Ownership and Management of Tourism:** This is only recommended where there is a very simple form of tourism being developed, for example a campsite, a community guesthouse or homestay – where the relevant community has the capacity (or is likely to achieve the capacity through training) to deliver a consistent product.
- b) **Community Operations Partnership:** This is a form of tourism whereby a 3rd party operator owns the tourism business (for example a trekking operator) but the guests of that business are hosted in accommodations which are managed and operated by local communities. The community would be engaged by means of payment for the services they provide and there will be additional employment opportunities created such as local guiding, provision of transport and food/drink.
- c) **Community Fee Distribution Partnership:** This is a model whereby in return for the right to situate a tourism facility (e.g. a lodge or camp) on community land, or in return for access to a community wildlife conservancy (see section below) a 3rd party operator pays fees to the relevant community (or communities).
- d) **Community Shareholding in a Tourism Business:** This is a model whereby again in return for the right to situate a tourism facility (e.g. a lodge or camp) on community land that community engages as a shareholder in the business of a 3rd party tourism operator. This model usually requires a donor or other source of finance to purchase that stake in the business for the community, or the community agrees to provide land or materials for the construction of the tourism facility.

The TDP provides further detail on all of the above approaches.

In all of these models, there are obligations for local community employment. Similarly, the communities and the tourism operators are obliged to adhere to specified conservation objectives through a system of 'Conservation Covenants' within their contractual and financial arrangements, which will include, for example, agreement to abide by the park rules, follow conservation-compatible principles when and thus work to maintain the integrity of the natural resources on which their income depends. Conservation covenants are being piloted in current livelihood and Income generating initiatives under the Outreach Programme

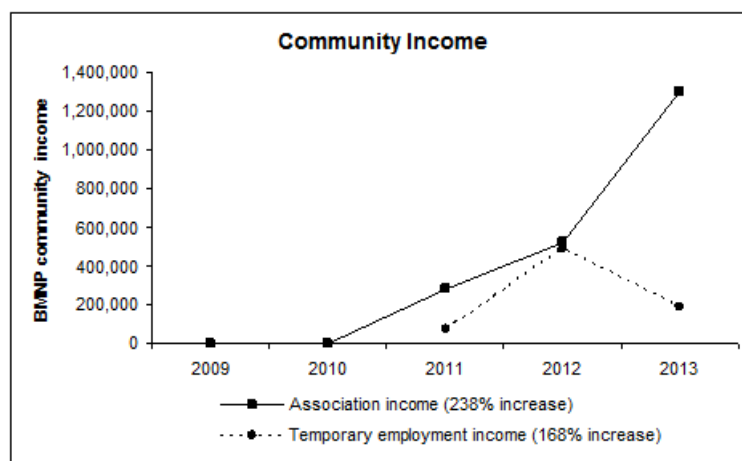
In practice, other models may occur also in practice and can still yield benefits for community members.

- e) **Provision of goods (e.g. foodstuffs) or services:** To date, the development of community service provision (guides, horse-lenders, fuelwood, cooks, artefacts) through FZS initiatives has proven challenging to implement with mixed results, even after repeat training, due to the low understanding and capacity levels in the community, difficulties in providing quality standards (for example in guiding services), poor leadership and management within tourism associations and limited business skills,. Nevertheless over the last decade community income from tourism has grown considerably in parallel with an increase in tourist numbers, albeit from a low base (Fig-

ure E3), which shows income accruing primarily from direct service provision (guiding, horse lending)

- f) **Through employment at lodges/concessions, without other formal arrangements:** The potential benefits of harnessing community benefits to private sector initiatives can be illustrated by the Bale Mountain Lodge. During the construction phase, around \$200,000 was paid to local casual workers. Of the 29 staff employed on site in 2015, 27 originated from the Bale Ecosystem of which 23 came from the nearest community, Rira. None of these staff had jobs in the tourism sector before BML was constructed and have been trained to fill the available positions. Over \$3000 a month is thus currently going into the Rira economy, where none or very few waged positions are available outside government. This is about half the amount of income accrued by local ecotourism associations in the Dinsho area, and thus some 33% of all community benefits. In addition some purchasing is done with local business although the scale of this could increase if individuals selling at markets could obtain TIN numbers or form cooperative which could do the same.
- g) **Other private tourism-related business through direct employment:** this might occur through tour or guiding companies, camp services etc. This sector is currently very undeveloped locally around BMNP.

Figure E10. BMNP community income through tourism and employment



Action 4.1: Reform the systems of local guiding and tourism services associations

The TDP recommends that a system to be created which enables the private sector to hire the best guides, the best horses/handlers and all of the best staff which they can find in order to operate their businesses in a way which delivers the highest possible visitor satisfaction. This will require a *merit based* (rather than rotation based) system to be developed, which be beneficial both for EWCA and for the local people of the Bale Mountains because better business will result in increased Park revenues and increased local employment.

All stakeholders agreed that the guiding system in BMNP required reform as standards of service are not always good, the current single association has a monopoly and exerts undue pressure on BMNP management and are difficult to monitor and control. The way in which the local guiding association is presently structured (a simple rotation system with no consideration of merit, although direct bookings with a particular guide can and does occur) does not reward good service and good guides are demotivated. There are frequent reports of poor customer satisfaction and this will damage the future prospects for tourism in the Bale Mountains.

The current rules around the use of guides in BMNP are outlined below.

BMNP Rules on Guides

- Guides must accompany all park visitors walking for more than a half a day trek in the park, for safety reasons.
- Visitors transported in vehicle on public roads do not need to be accompanied by a guide.
- All park users, including guides and service providers should abide by the Code of Conduct

Preliminary discussions have been held to develop a system where BMNP would test and license any guide or other service provider, whether from an association or a private individual, who wanted to lead or assist with multiday treks inside the BMNP. There should also be a strong system of training so that independent travellers can also hire good guides and other service staff, again according to a system of merit and regular customer feedback.

The role of guiding associations, whether the Nyala Guides or other association, thus needs discussed and clarified further. Similar system could apply to the cook, horse lenders and artisan associations that are currently operating. However further discussion is required to amend the system and implement a licensing system

Recently efforts have been made to set up and train a guiding association for the forest ecosystem, through the Sankate coffee village, which is outside the park. This needs developed further and integrated into the overall BMNP system.

Action 4.2: Build capacity of BMNP service providers and park users to deliver quality services, gain employment and adhere to park rules

An awareness campaign, with subsequent monitoring, enforcement and sanctions is required to ensure that all park users in the tourism sector adhere to the code of conduct (Table E2). In addition the park could assist with capacity building of guides, community members who might provide services in the hospitality sector, even in private operator in terms of topics such as customer care, equipment and infrastructure maintenance, hygiene standards and English provision to raise standards, after which a system of merit and regular customer feedback could operate. Moreover, there is also some capacity building requirement in order to help organise the private sector operators in and around BMNP into an effective industry representation forum.

Action: 4.3: Develop guidelines for community involvement and benefit sharing in concession tendering and implementation

Concession tenders and final agreements must provide detailed quality standards and arrangements for community involvement and benefits. For example, staff employment arrangements, revenue allocation for community benefit and other means of involvement must be specified. Guidelines will be drawn up which set out the areas and standards by which concession and other tourism-related concessions agreements should meet. These issues were all addressed during the awarding of the Bale Mountains Lodge and indeed that enterprise and agreement serves as a reasonable example for other initiatives in the Bale Mountains.

Action 4.4: Support relevant community groups through the negotiation of any conservation enterprise agreements

Communities entering into relationships with the private sector in conservation enterprise agreements will require support and training during negotiations and also to be able to manage and monitor ongoing relationships. For example, groups will need to understand business work and their accounts, profit loss margins. Thus initial training and ongoing mentorship will be required.

Action: 4.5: Support small private businesses and cooperative groups to develop ability to provide goods and services to tourists and produce to camps and lodges.

Local products (produce/foodstuffs) are an important way in which tourism can enhance wider community benefits. During the course of the last GMP a number of groups were set up including the Barre Women's group who make handicrafts, service provision in the form of cooks, camp attendants, firewood and horses lending. In addition, the Sankate Coffee Village was developed, along with a forest coffee trail in the Hareenna forest.

A group of organized youths and women, could be engaged and supported to supply foodstuffs and other local produce to tourists, campsites and lodges owners and souvenir shops. The existing few number of tourist facilities in and around the BMNP often bring in the majority of their fresh produce from outside local markets. Groups (youth and women) need to be assisted in providing produce, under contract, to the existing tourist facilities lodges/hotels/campsites in and around the park and this scheme need to be expand from now on. Whilst some of this can be driven by the private operators in the case of lodges or hotels, BMNP should facilitate these relationships.

Two women's associations (Barre (Dinsho), Rira) have been set up to produce local artefacts such as basketware, cow horns spoons, and wooden food storage containers for tourists around BMNP. Extensive training has been provided during the course of the last GMP by FZS, for example in small business skills, and external advice given on design and product development. These, whilst somewhat successful, have taken considerable time and effort to set up and achieve and maintain a functioning business model, given the low original capacity of the producers and the part-time production mode. In addition, a limited tourism market constrains sales. Efforts have been made to connect groups with the markets in Addis (e.g. biannual visits to the Bazaars), but supply issues then emerged. However, BMNP should provide some ongoing support to these groups and if cost, supply and feasibility issues can be solved then expanding into the national market through private businesses may still be an opportunity to explore.

F. Park Operations Programme



F. Park Operations Programme

Programme Purpose: BMNP exceptional resource values secured using efficient, modern, effective and adaptive protection, financing and management systems that are considered to be a working model nationally and internationally

Park Operations Strategy

The park operations programme is the core programme for the management of the Bale Mountains National Park, as it is the foundation for the effective protection of the ERVs and thus BMNP's its intrinsic and socio economic values as well as tourism and generating other community benefits. If the Park Operations programme is not effectively implemented, then it is likely that the other programmes will be able to achieve their objectives or purpose.

The PO Strategy incorporates a set of principles designed to guide the achievement of the programme purpose, as described below:

Guiding Principles

- Conservation of the Exceptional Resource Values takes precedence in all management actions and decisions
- All park operations, developments and activities, including water and fuel use, will be designed and conducted so as to have minimal environmental impact
- Staff will set the example of best practice as park users
- Best quality and high standards will be the benchmark for infrastructure and equipment procurement, construction and maintenance
- Park management recognise that they are providing a service to park users as well as managing resources

Significant improvement in management effectiveness have been recorded during the implementation period of the last GMP and are reflected in the improved METT scores in Table F1 (See Appendix 1 for more detail)

Table F1: Scores for each component of the METT 2005-2017

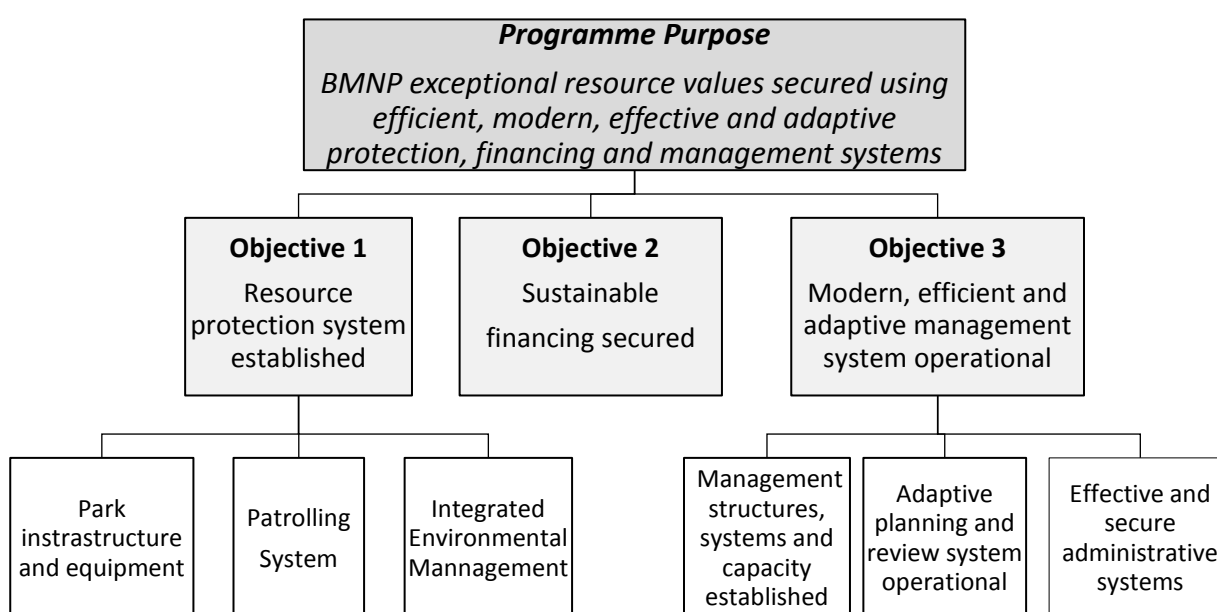
Year	Overall METT Score	Context (%)	Planning (%)	Inputs (%)	Processes (%)	Outputs (%)	Outcomes (%)
2005	35	33	50	50	26	50	25
2009	38	67	56	56	44	33	50
2010	45	67	56	56	36	33	50
2011	40	67	50	50	31	33	42
2012	45	67	50	50	38	50	67
2013	61	67	56	56	64	50	67
2017							

Park Operations Programme 10-year Objectives

The Park Operations Programme 10-year objectives have been designed to address the relevant issues and challenges facing BMNP management, as identified by the park stakeholders. The objectives take into account the guiding principles for this management programme. The three objectives are:

1. **Resource protection system** established
2. Sustainable **financing** secured
3. Modern, **efficient and adaptive management and administration** operational

Figure F1: Logical framework for the Park Operations Programme, including the programme purpose, objectives, and specific objectives.



A series of 10-year specific objectives and associated actions have been formulated to achieve these management objectives and are laid out above and described below. In addition, a brief description of the relevant management issue or challenge is included, providing the justification for the actions. The 3-year action plan for the PO Programme, which lists activities, input requirements, priority, responsibilities and timeframe for carrying out the actions is included in Section H.

Objective 1: Resource protection system established

Currently, BMNP management has difficulties to protect the resources of BMNP for a number of reasons. Firstly, BMNP has only recently (2015) been gazetted by the government and whilst in theory the park was recognised since its creation in the 1980s, the legal basis for enforcement was weak. Since 2009 when the park boundaries were agreed with communities and local government pushing through prosecutions has been much easier. However, to start enforcing laws where long-established practices, whether illegal or legal, have been in place and were not challenged, is very difficult and involves initial conflict and dispute and protracted processes. Secondly, BMNP has not had the infrastructure, equipment or human resources for effective management and patrolling systems.

An analysis was conducted to highlight the progress and continuing challenges for resource protection in the BMNP, outlined below in Table F1.

Table F2. Analysis of some of the strengths and weaknesses of the BMNP

Strengths (Internal)	Weaknesses (Internal)
<ul style="list-style-type: none"> • Expert and management staff number and capacity relatively good • Good staff facilities • Reasonable access to vehicles • Scout mobility enhanced by horse and good equipment 	<ul style="list-style-type: none"> • Limited number of scouts • Financial limitation • Physical demarcation challenges due to dense forest or sheer cliffs. • Patrolling system and practices not ingrained • Scout legal power and gaps in follow up on legal • Limited infrastructure for staff and patrolling over whole park • Difficult access to remote areas • Insufficient calming measures on public roads in park • Insufficient rapid back up for scouts from HQ
Opportunities	Challenges (External)
<ul style="list-style-type: none"> • Supportive attitude from political leaders and legal bodies • Presence of supportive initiatives /stakeholders • Have good advisory partners (e.g. FZS) 	<ul style="list-style-type: none"> • Permanent and temporary settlers in park • Some local community members regularly break rules in Gese area (livestock) and removal of Erica wood • No buffer zone in some areas • Some awareness gap on legal bodies • Some awareness gap with political leaders, local administrators and local communities • Land scarcity

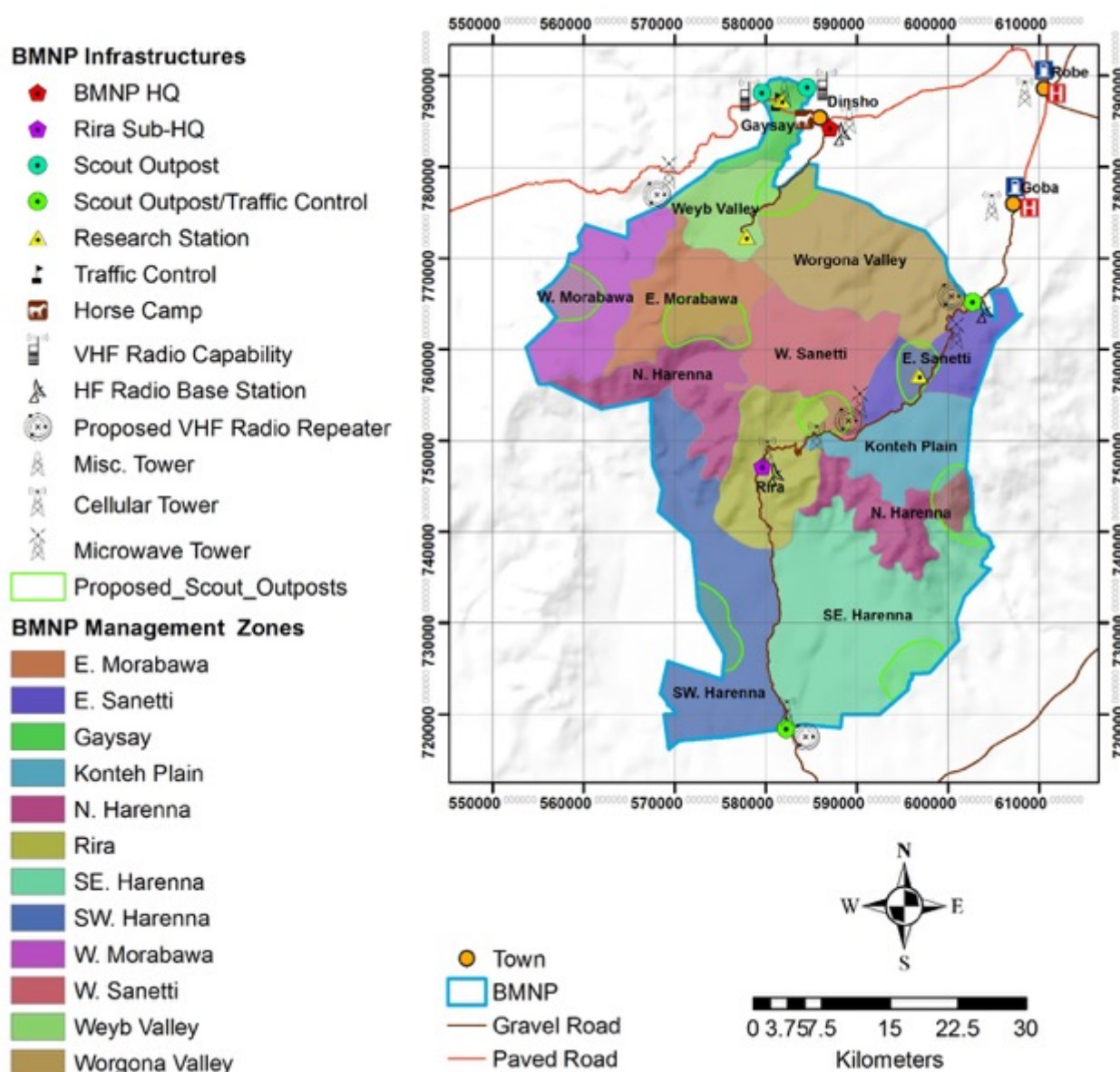
Over time however, as new practices are accepted, resource protection will become easier but a significant investment is required in the next ten years to instate new practices and behavioural norms. BMNP management must have the tools to efficiently and professionally manage and secure the park's resources.

Three specific objectives have been developed to establish a functioning resource protection system.

Specific objective 1.1: Park infrastructure developed and equipment procured

Professional and effective protected area management requires quality, well designed and well located infrastructure to enhance management activities. Protected area headquarters need to provide accommodation for senior staff, storage and garage facilities and be a hub of both internal and external communications and have sufficient office space and ancillary services. Power and water are other basic services that must be provided and maintained for staff welfare. The location of existing infrastructure and the zones for future outpost development are located in Figure F2 below.

Figure F2: Existing infrastructure and potential planned future infrastructure.



Action 1.1.1: Construct and maintain priority BMNP buildings

In the last 10 years, considerable infrastructure had been developed. However, the increased number of staff and the need to put in place an extensive resource protection system, there are ongoing needs. Accommodation for 12 single staff and for 8 married staff is needed at HQ, as well as a guest house and a hall for social amenities as well as meetings. For regular patrolling throughout the BMNP, outposts must be strategically located to maximise patrol coverage, communication and comfort. An additional 8 outposts (to add to the current 6) are required, with some structures required for stabling horses and storage of feed. Other mobile temporary/seasonal outposts need to be established for extended periods when no-grazing zones are enforced during the phased approach to controlled livestock grazing. Continued maintenance is required on current buildings as the list grows additional maintenance budget will be required. Support staff may need to be appointed to carry out basic maintenance, rather than outsourcing smaller works.

A park infrastructure development plan, based on Table 1 in the 3-year action plan. Outpost development will be aligned with increases in staff numbers and with administrative zone boundaries.

Table F3: Park building requirements

Area	Required
HQ	Staff housing for 8 single staff Social amenities hall /meeting room Two offices.
Scout Outposts	8 new outposts required throughout park, comprising: Bedrooms, kitchen, office, store, horse stables, ablutions, security fences, power (solar) and water (wells/springs and piping). Radio base.
Rira Sub HQ and 4 existing outposts	Permanent water supply from spring or borehole with piping and pump.

An additional campsite will be developed as part of the tourism development programme and will require some basic infrastructure. All campsites should be developed with a kitchen area, Ablutions block, wash area and selected sites for tent erection. At times, if not occupied by tourists, campsites could serve as temporary outposts for the scouts with potential for solar systems for light and recharging of radios and cell phones. However, tourists are always a priority.

Action 1.1.2: Plan, construct, and maintain management track network and potentially public roads in the park

A track network will allow access for management, research, monitoring and tourism, as well as enhancing the safety of park users. In addition to the public all-weather road across the Sanetti plateau, there are currently some tracks for game viewing in the Gese area and a 4WD track into Kotera in the Web Valley from HQ. This track is maintained by EWCP, but under constant use and damage by livestock. Seasonal access to western Hareenna may be possible along an old loggers' track, whereas the tracks built by Food for Work programmes in the 1980s from Kotera to Morebawa and the Sanetti Plateau have been rarely used and often impassable except by motorbike. BMNP management have prioritised the rehabilitation of 85km of these tracks for all weather access to Sodota/Morebawa (40km), central Sanetti (50km) and Gese (15km) with around 200 km of walking and riding tracks improved. In addition, an all-weather loop road on Sanetti for tourism access is proposed, (40 km). It is also possible that maintenance of the Sanetti and Rira road will fall to BMNP during the lifetime of this GMP, if new roads are built around the plateau and this must be considered in future budgets.

Action 1.1.3: Control track and road use in the BMNP

The public roads through BMNP present a threat to both tourism and directly to wildlife. Fast and heavy polluting vehicles can impact negatively on tourism experiences and road kills still occur on the Gese road section, despite the current speed control measures. This can be exacerbated when animals, particularly baboons, are fed from public buses and lorries. Baboons have consequently harassed vehicles but also suffered mortality. Ongoing awareness efforts and campaigns are required with these road users as well as the application of fines to infringements.

The Goba-Dele Mena road is also a problem and traffic has increased a lot in recent years. Trucks and buses regularly traverse this route and both harass wildlife and detract from a positive tourism experience. Night driving from public use, should be banned with the entry gates closed before dark. Other traffic calming measures must also be put in place. In the medium term, use of this road may decline if asphalt roads are built through communities around the plateau, which will have positive impact on the park. A small fee or tax on all vehicles, not just tourist vehicles, as occurs in other protected areas, could be used to fund awareness campaigns and support other traffic mitigation efforts. Alternatively, this could be put on bus ticket sales to avoid retention issues, if on gate fees. An efficient monitoring system between Angessu and Manyetti outposts needs to be introduced.

Action 1.1.4: Construct and maintain fencing that improves efficiency of law enforcement

Having three operational scout outposts in the Gese grasslands area is extremely inefficient and ties up a substantial proportion of the scout force and other resources. However, this level of effort is required to control grazing on Gese. Whilst in some areas there is a good buffer zone outside the park, with relatively intact habitat for wildlife such as mountain nyala, in others there is a hard edge and no disadvantage in preventing medium and large ungulates movement. Indeed, it could prevent human-wildlife conflict. Fencing of these boundaries could therefore reduce the numbers of scouts needed to patrol key areas of incursion and thus is proposed along some boundary sections to assist with law enforcement. First priority will be to fence the 20km Hora Soba boundary on Gese but further provision for fencing may be required in high pressure areas along the boundary such as Angessu, Ayida, Geramba Dima and Morebawa.

Action 1.1.5: Improve and maintain boundary demarcation and park signposting

Now that BMNP has been gazetted, boundary demarcation with beacons must be completed, although substantial sections have been done. Although progress was made during 2006 GMP implementation Park and boundary signs have now been constructed at a few key sites, and there are many information signs at HQ. Signposting is, however, still inadequate and in some areas (e.g. all the south of the park), there are no signs: up to 60 additional signs of various types are current priorities and need for 200 signs identified in all. A corporate identity for BMNP was developed and should now be used everywhere. All signposts have been constructed with environmental, social and aesthetic issues in mind so that they enhance the BMNP and its potential World Heritage Site status.

Action 1.1.6: Procure and maintain sufficient field equipment.

Whilst considerable progress has been made under the 2006 GMP to source equipment for effective park management, an expanding staff complement and specifically a larger complement of scouts, horse carers and outpost guards, means that needs also keep growing. In addition, many items of equipment, due to the extreme climate, need regular replacement, with different types exhibiting different lifespans (see Table F3). Replacement time for equipment will vary with use, but as a rough guide for budgeting purposes the following replacement times are estimated:

Table F4: Park equipment and replacement times

Type of Equipment	Annual	2-3 years	3-4 years	5-6 years	6-8 years	8 years +
Uniforms and clothes						
Boots						
Field equipment						
Radios: Handhelds						
Firefighting equipment						
Tents and equipment						
Horse saddles and tack						
Office equipment						
Solar equipment						
Horses						
Motorbikes						
Vehicles						
Workshop equipment						

Scouts require patrolling equipment including uniforms, cold weather clothes, boots, raincoats and technical equipment (binoculars, cameras, GPS, compass, first aid kits and potentially cyber-trackers for Scout based monitoring). Lightweight water and wind proof tents are also essential.

The firearm complement needs to be updated and regularly assessed, repaired and refurbished with non-functioning weapons decommissioned. Sufficient ammunition is also required for training. Specific firearms with telescopic site for the elimination of illegal dogs in the park as well as problem animal control need to be sourced and procured as well as standard military issue weapons for protection.

Action 1.1.7: Procure and maintain sufficient office equipment.

Office and IT equipment such as printer/canners, photocopiers, projectors and desktop computers for management and technical work is a recurrent need and must be budgeted annually as per staff complement and replacement needs. Experts, head scouts as well as wardens will all need access to computers. Desks and chairs need to be maintained and purchased or made with replacements also budgeted. Rira sub-HQ must be able to function independently in terms of administration and thus needs working power (solar), a photocopier and computer.

Action 1.1.8: Procure and maintain and care for vehicles, motor bikes, horses and communications systems

Vehicle needs must be regularly reviewed and older vehicles replaced, whether 4WD or motor-bikes. Other vehicles required for park management including track maintenance, includes a tractor and trailer, excavator, small lorry and pickups. The BMNP workshop also has to source equipment so that it can carry out basic servicing on vehicles, and also ensure that appropriate staff are recruited. Equipment needs include a welding machine, compressor, strong jack, fuel tank and general vehicle servicing and maintenance tools.

With horses a key component of patrol effectiveness and efficiency, substantial investment in new horses is required and current animals must be well looked after. A complement of between 60 to 100 animals is to be required with an average of 5 at each of the 16 outposts with sufficient numbers at base camp for emergency patrols and replacement of sick, injured and old animals. This will require investment in new staff, training, feed purchase at specific times, new and ongoing training on horse care, infrastructure and associated equipment. Up to 10 mules are also required for other labour and construction services. Appropriate saddles and bridles as well as carrying packs for the mules need to be acquired and replaced as necessary. Veterinary assistance and medications need to be correctly acquired, stored and used appropriately.

Action 1.1.9: Procure and maintain the radio communications systems.

A communication system is a priority for BMNP and this has proved challenging to install during the 2006 GMP implementation although the expansion of the mobile phone network has been helpful. Irregular power supply at HQ must be mitigated with provision of generator or solar back up and all outposts require power for VHF radios and charging batteries and mobile phones.

The installation of four repeaters at strategic, protected and elevated points needs to be completed and then maintained. Hand held radios need to be issued and scouts trained as to their use and care. Key vehicles in addition to the outposts, need to have mobile radio units installed and potentially tracking units installed, which could be run through a digital radio network.

Action 1.1.10: Procure/maintain and install fire protection equipment.

Rubber fire beaters with handles, knap sack sprayers, chain saw, axes, hoes, shovels and protective helmets for fire control should be kept and maintained at each outpost in readiness to combat fire with the local communities at all times. Scouts need to be trained to maintain a strict rule of command over volunteer community fire fighters and in fire-fighting techniques.

Specific objective 1.2: Adaptive resource protection plan operational

Main scout activities are the control of illegal wood collection, logging, mining, poaching and hunting of wild animals, destruction of the ecosystem, registration and destruction of illegal habitation

created by people, control of illegal grazing, protection against fires. In addition, they must act to ensure the safety of park users, and as ambassadors to all visitors by articulating the attributes and values of the Bale Mountains with its extraordinary biodiversity and valuable ecosystem services including hydrology. BMNP requires a clear resource protection plan that encompasses a staff deployment and patrolling plan. This comprehensive patrolling system that takes into account increasing scout numbers and encompasses the whole park must be developed along the details provided below.

BMNP proposes that two types of patrolling will take place as the coverage of the park increases. Firstly, daily patrolling will take place from outposts, where scouts will walk or ride beginning and ending at the outposts. This will be standard at all outposts. In addition, multi-day multi-person extended patrols will take place to cover larger and more remote areas between outposts, with a limited number of scouts. These will be horse-based and will use mobile outpost or big tents. Constant communication with outposts and HQ will be required in case of incidents and the need to call for back up support. Additional rations and per diems will be required to support this type of patrol.

Outposts will be strategically placed so that they are accessible from one to the other within a day by horse. All outposts will have feed supplies for horses in order to allow scouts to travel lightly on horseback and be more efficient.

Three resource protection sectors will be designated, namely afroalpine, Erica/subalpine, and Harrenna Forest. Each sector carries different needs in terms of equipment due to factors of weather, altitude, wild animal protection, access and back up.

Action 1.2.1: Develop and implement operational patrolling system, taking into account scout numbers and community based resource protection systems

A patrolling system must maximise efficient deployment of staff whilst covering as much of the park as possible, as frequently as possible. Given the severe constraints of scout numbers in BMNP, a prioritisation assessment taking into account ERVs, threat types and levels and thus level of protection required, will be undertaken. The resource protection system will incorporate a feedback system for incident reporting, a ranger based resource monitoring system using SMART and administrative zoning. Some key elements are described below.

Horse carers and outpost caretakers should be from the local vicinity of the outpost and would be responsible respectively for stables, horse welfare and tack (horse carers) and (outpost caretakers) the general appearance of the outpost and its cleanliness, appearance and basic maintenance. Both would report to a head of section at HQ, although local outpost commanders would supervise day-to-day activities. Leave and time out for the carers and horse attendants will be organised at HQ and there will be two stationed at each outpost to allow for this. Two additional horse attendants to be based at HQ as this is where sick horses are cared for and where scouts and horses are trained.

Organisational Structure for Patrolling

Ideally here are 3 chief scouts governing the teams of eighteen platoons of eight scouts each. Each platoon would be commanded by a head scout, backed up by a second in command (2IC) and six regular scouts.

One platoon would be responsible and based at one of the 14 outposts and would patrol in that vicinity. Four platoons could be deployed at temporary outposts, on extended patrols within the park or covering for others on leave or sickness or other valid reasons.

Each platoon will stay as a unit and be rotated through the outposts at 24-day intervals, giving them six days leave per month in addition to their annual leave. The platoons can be deployed at any site or station in the park as is deemed necessary by the park warden, chief scouts and the operational/rotational plan at the time. No platoon will remain at any one station for more than the 24 days. Scouts will receive a field ration each month, both as monetary and as real food, to cover 24 days in the field.

Each chief scout would be responsible for maintaining six regular scouts and may need to request temporary secondment from other patrols.

Action 1.2.2 Build complement and capacity of resource protection staff at all levels

Of the 80 operational scouts, one third is currently tied up patrolling the Gese grasslands area, which is consequently well controlled. With another third of the scouts either unable to go on patrol or else on leave at any one time, and others deployed at the three outposts in Angessu and Rira and Manyetti, this leaves approximately 15 scouts available for resource protection or other activities in other areas. An increase in scout numbers and support staff is required to around 147 scouts, 28 outpost attendants, 30 horse carers and 2 scout/drivers. Thus the total employed in resource protection should not be less than 207 and can increase in multiples of 8 as to an increase in outposts or to scale up presence.

Moreover the capacity of new and existing staff must be improved. An ongoing training plan is required that outlines new scouts training and refresher training for current scouts.

Basic scout training for new recruits (with refresher) must cover the following topics

- Conservation management,
- Legal aspects
- Paramilitary basics: if scouts carry weapons they must be trained in their use and safety
- Basic policing skills including arrest procedures
- Equipment use and maintenance

More advanced and refresher training is required for existing scouts, with an emphasis

- Policing, conflict management, negotiation skills,
- Radio use
- Information gathering for SMART system (e.g. GPS use)
- Case data collection for arrests
- Training on regular data collection for use with the existing SMART program is necessary

Head scouts/officers require basic operations training combined with extended leadership training.

All other managerial and administrative staff could undertake short courses now available at the Madawalabu University in Robe, or purpose designed courses on selected topics such as leadership, people management, communications, accounts, administration systems and procedures, human resource management, tourism management). These should be identified annually for priorities, according to the human resource management system.

Action 1.2.3: Obtain support from local administration, communities, police and judiciary for resource protection

Local stakeholders in each Woreda, including administration, communities, police and judiciary are essential partners in a resource protection system. They must therefore be fully aware of all resource protection operations, modes of activity, legal and technical issues and there must be full agreement and understanding of the prosecution system and procedures. Focal point of contacts for discussion of resource protection issues between BMNP management and these stakeholders must be established for efficient communication and cooperation, followed by ongoing discussions and appropriate training. Furthermore, a database for following up the results of actions and prosecutions must be constructed and used in monitoring the outcomes of infringements. Short term courses and distance learning ability must be available for capacity building of these officials and local community staff when deemed necessary. In addition, the park legal expert should be fully knowledgeable and able to follow up cases, with the support of the warden.

Action 1.2.4: Standard Operations Procedures for scout and park systems developed and implemented

Many PA management agencies (e.g. KWS) produce as Standard Operating Procedures (SOPs) that relate to many aspects of park management, but particularly focus on those involved with scout operations. For example, there could be procedures for operating radios, conducting patrols, investigating and reporting incidents, conducting park-community liaison or task force meetings. A

list of activities that would benefit from following SOPs will be drawn up and then details drafted before being absorbed into BMNP park systems and shared more widely within EWCA. SOPs for radios and GPS usage and form filling out for SMART exists already.

Action 1.2.5: Standard Operations Procedures developed for fire control and prevention

The random mobilisation of community members with no organised and planned direction is costly and ineffective and thus clear fire management guidelines and protocols should be drawn up. Scouts must lead the process and act as leaders in fire control demanding discipline and correct procedures from kebele voluntary fire teams, if these can be mobilised. As outlined in the EM programme, training is needed and outposts should be equipped with necessary fire prevention tools kept in good and working condition. (Chainsaws, beaters, knapsack sprayers, shovels, picks, axes, katanas, fire helmets, etc.). In addition local communities and Woreda centres and officials need some increased awareness on fire control and prevention whereas increased awareness by communities on the damage caused by fire is required.

Specific objective 1.3: Integrated Environmental Management of park developments and activities implemented

Integrated Environmental Management (IEM) refers to a functioning and adaptive system for mitigating the negative environmental effects of development activities. This typically begins with an Environmental Impact Assessment (EIA) but then includes an adaptive system for that development site that implements the mitigation measures recommended and monitors their implementation and effectiveness.

Action 1.3.1: Develop and implement Integrated Environmental Management (IEM) policy, guidelines and operational procedures for BMNP

Although federal and regional environmental policy and legislation include sections on environmental impacts these have not been implemented at park level. The first step to minimise the environmental impacts of park management and thus fulfil the PO guiding principles is to develop guidelines for IEM that draw on federal and regional policy and regulations, and examples from other similar organisations. This should be adopted at EWCA level and then cascade down. Overall BMNP IEM policy and guidelines will need to be integrated fully into park planning and management, including zonation prescriptions. All future management operations and park developments must then adhere to this policy.

Action 1.3.2: Assess and retroactively mitigate the environmental impact of existing park development, including quarries, external agency infrastructure, buildings and roads

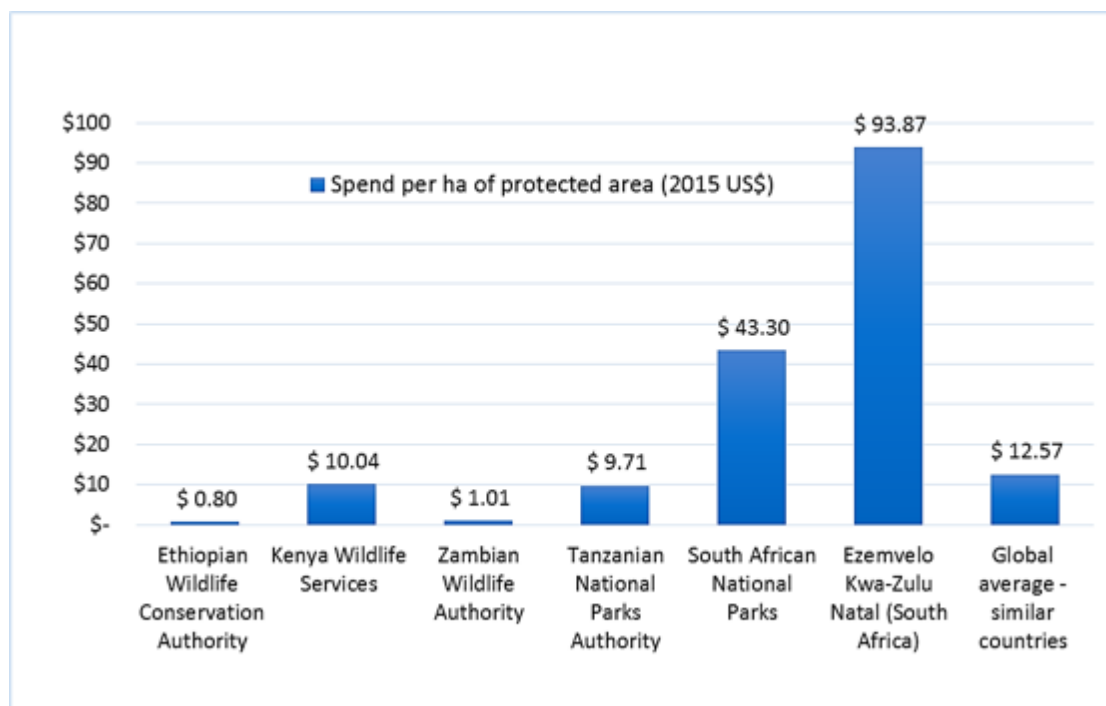
Existing BMNP infrastructure and other developments were not assessed for their environmental impacts or assessments were very superficial (e.g. Quarries, Ethio Telecom radio/phone towers, main roads, new kebele roads). Thus these developments must be retroactively assessed and mitigation measures suggested. Over time these must be implemented and the changes in the environmental impacts of the developments regularly assessed. Special attention may be required for Ethiopian Road Authorities quarries and roads inside BMNP, particularly the road across the Sanetti plateau, radio and telephone tower and the extensive power lines across Gese, which have extensive negative visual impact for tourism and are also potentially very damaging to birds of prey.

Objective 2: Sustainable financing secured for BMNP (and park-associated communities)

There is no doubt that financial resources provided for the management and development of BMNP are inadequate and have been for decades. Government investment in the protected areas of Ethiopia generally is one of the lowest internationally at \$0.8/hectare, compared to the global average of \$12.6/ha and regional figures of \$9.7 in Tanzania and \$10.0/ha in Kenya (EW-

CA/SDPASE 2015). Overall at least 5-10 times this figure is required to meet basic needs, never mind investment.

Figure F3: National protected areas management authority spending per hectare for selected African countries compared to EWCA (SDPASE/EWCA 2015)



Sources: Kebede et al. (2013), ZWA (2013), TNPA (2013), SANParks (2012), Ezemvelo KZN Wildlife (2013), Balmford et al. (2003)

In 2011, a 5-year Business and Sustainable Financing Plan was developed for BMNP as part of GMP implementation, with the goal ***“To increase finances available as well as improve financial management efficiency in the short and long term, for the effective management of the BMNP”, which***

- i. Analysed the financial needs for optimal and critical (essential) BMNP management and GMP implementation,
- ii. Identified priority areas for investment (e.g. resource protection and tourism development),
- iii. Identified financial strategies for increasing revenue and cost saving and estimated business plan implementation costs.

Whilst budget allocation from Government has improved generally since EWCA's creation (EWCA/SDPASE 2015), the core BMNP budget was, however, still only ETB, 1,160,000.00, (46,000 Euros), in the EC 2008 fiscal year (2017), not including salaries.

Additional financial support has been provided since 2004, by Frankfurt Zoological Society and since 2009 through two different grants, by the European Union, of up to 500,000 euros per year (BMNP B&SFP, 2011). This support has focussed on infrastructure development, technical advice, tourism development, ecological and threat monitoring and community outreach activities. Other support is provided on specific initiatives such as Ethiopian wolf monitoring and disease control and environmental education from the Ethiopian Wolf Conservation Programme.

A number of strategies outlined in the BMNP B&SF plan (2011) have already been implemented (Table F4).

Table F5: Strategies and progress for financing BMNP management and community benefit sharing, (BMNP B&SFP 2011)

Overall Strategy	Specific Strategy	Progress and comments
Financing Strategies	Carbon credits from REDD+	Challenges due to settlement management uncertainty, thus BMNP not currently included in current REDD (+) schemes
	Eco lodge development	Bale Mountains Lodge built in Hareenna Forest
	Entry fee diversification and collection	Partially completed, further fee collectors required or bank transfer system implemented with the gates at Angessu and Dalo Mena
	Corporate and individual sponsorship	Not implemented
	Grants / Partner funding/ Donations	Substantial funds levered from EU, FZS, and potential for additional German funding in 2016 onwards. Mechanisms for donations direct to BMNP or communities need to be established and capacity of both these group for grant management needs built
	Increase in government central budget allocations	Budgets increased, continued lobbying at all levels required.
	Community conservation levy on park entrance fees	No efficient mechanism yet identified. Provision may be included in new EWCA Trust Fund legislation
Cost-Saving Strategies	Promotion of community associations (for increased benefit sharing for communities)	Partially Completed and Ongoing: Tourism service providers (guides, horse lenders, firewood, cooks), handicrafts x 2, Sankate coffee village tour all developed
	Privatisation of Dinsho lodge	Completed but needs regulation on standards offered and best tourism principles.
	Research partnerships with academic and research institutions and the use of volunteers	Some specific high priority studies conducted. EWCP supporting wolf monitoring and disease control. Mahleberg University with ten weather stations installed throughout the park.

Whilst all strategies could increase community benefit sharing if mechanisms were in place, those in grey focus on directly increasing community benefits.

It should be noted that one disincentive for individual park managers to increase revenue is that individual parks or even EWCA, are not able to retain income as all revenue returns to central treasury. Moreover, many activities that could increase revenue, such as increasing and diversifying park fees, or setting up trust funds, must be conducted at EWCA HQ level or federally. Some such initiatives are currently underway; fee levels for example are currently being reset through new regulations and the development of a revolving trust fund that could earmark donations to BMNP is also in process.

A number of actions from the 2011 B&SF plan are still outstanding and are outlined below. Note that activities to develop further benefit sharing with communities are outlined in the Outreach Pro-

gramme under Specific Objective 1.4. The BMNP B&SF plan estimated that revenue sharing strategies had the potential to generate approximately \$311,000 per annum for park-associated communities, not including potential revenue from tourism service providers' associations. These could include a community levy on park fees, sharing revenue from fines and direct donations for visitors or other stakeholders. Moreover, benefit sharing is promoted in the IS&GM programme, where fees for accessing grazing will be retained by the CBOs in park-associated kebeles involved in management.

All these mechanisms need to be verified how they can work in the Ethiopian legal context and are to be dealt with in the outreach program. These include donations, levys from the horse association, the guides association, the wood association and many others involved in tourism activities and revenues due to the presence of the BMNP.

The following actions are thus focussed on increasing income for park management.

Action 2.1: Update cost and revenue estimates in the BMNP BSF Plan

In 2011, on average some \$450,000 (optimal) and \$300,000 were estimated to be required per annum for effective park management and to support GMP implementation. However, these figures do not include staff salaries, other standard operating costs (bank, utility bills etc.), settlement management costs, or the implementation of a tourism development and marketing plan. Thus these figures will require revision and updating once this GMP is completed.

Action 2.2: Operationalise use of proposed Protected Area Trust Fund for generating funding to BMNP and park-associated communities.

The current initiative to set up a PA Trust Fund must be used to best advantage by BMNP and to support benefit sharing with park-associated communities. BMNP staff must keep abreast of this initiative and ensure that this mechanism can be used to support BMNP.

Action 2.3: Assess and capitalise on potential for small scale revenue retention at park level or through trust fund

Currently revenue obtained in BMNP is returned direct to the Federal treasury. There is however some limited potential for revenue retention for some forms of revenue, such as fines (currently around \$12,000 per year is being collected) or even revenue from concession sites, that could be passed onto local community organisations, as a method of benefit-sharing, or for funding essential park operations. Moreover, there may be provision through the federal PA trust fund to pursue such arrangements.

Action 2.4: Lobby and support initiatives by staff, EWCA and partners for additional government and donor funding

Although additional funds could be raised externally by BMNP from a suite of potential donors, staff currently have no capacity to carry out such fundraising activities and thus have to rely on partners and donors who are driven by their own objectives. Thus a key action in this GMP should be to increase the fund raising capacity of BMNP management. In addition, lobbying of decision makers in the Treasury and Ministry must continue to ensure that budget from Government continue to increase and that donor support is not seen as a reason to reduce core budgets. As a first step new costings of initiatives in this GMP should be completed for both operations and capital/development costs.

Action 2.5: Investigate and capitalise on opportunities for national commercial sponsorship

With the uniqueness and high endemism of species of the Bale Mountains, there is a strong potential brand image. Indeed, a number of companies already use Bale-associated names, such as Nyala, there is potential to obtain sponsorship in kind or in cash to support activities and infrastructure within BMNP. Exploring opportunities will require direct lobbying and investigation by BMNP staff.

Action 2.6: Establish mechanisms for private donations to BMNP

Many protected areas gather support from interested individuals, past visitors, and local or international philanthropists. However, such support is stronger when a donor organisation is set up, as it

provides a mechanism and accountability for payments both nationally and internationally. Some local businessmen have already expressed a desire to use their positions to support Bale, thus there may be an opportunity to set up a “Friends of Bale” type of organisation. Individuals need to be identified and targeted, request lists drawn up and the legal mechanism for such payments explored. It is possible that the development of the Trust fund might provide this vehicle, if it can also operate at the local level.

Action 2.7: Explore and capitalise on methods of acquiring payment for BMNP ecosystem services

In 2015, a valuation of the direct income and ecosystem services provided by BMNP estimated that BMNP was worth **\$31.9 million / year** (EWCA/SDPASE 2015) even at current low levels of tourist visitation, of which the amount estimated due to carbon storage was **\$1.26 million/year** and for water was **\$10.14 million /year**. However, these most of this value is very difficult to realise in direct income terms. Ethiopia generally and Oromia Region in particular, is moving ahead rapidly with developing REDD (Reducing Emissions from Deforestation and forest Degradation) schemes to obtain payment for carbon storage. Currently the forests of the Bale Mountains are being included in a REDD+ scheme financed by the Norwegian Government. BMNP itself however has not included due to uncertainty around the settlement relocation plans and the challenges in ensuring those plans would meet social responsibility standards for carbon payments. However, effort must be made to ensure BMNP may receive payments to ensure that no leakage occurs into the park from this scheme.

Payments for other BMNP ecosystem services, such as watershed protection and the regulation of water flow, may provide more benefits. For example, in a number of countries, considerable work has gone into developing watershed based negotiations for fundraising tie-ins for hydro-electricity, clean water supplies, beverages and beer sales, including Tanzania, Indonesia and the Philippines. These need to be explored for the Bale Mountains. It is clear that additional external technical expertise and funding will be required to complete this action.

Objective 3: Modern, efficient and adaptive management and administration of BMNP established

Whilst considerable improvements in staffing and structures have been made in the last few years, under EWCA, with a growth in the scout force and at expert and warden level, management and administration structures and systems in BMNP still need some investment for them to be fit for purpose to manage a protected area the size and the complexity of BMNP. Staff numbers, particularly of scouts are still insufficient and generally the working conditions and capacity of staff, their morale and their professionalism are not yet appropriate. In 2015, park staff identified the following gaps in park management and administration. Other points raised are dealt with in previous actions.

Table F6: Gaps in Park Management and Administration Conditions or Systems

Issue	Comment
Poor salary packages	Difficult to solve as set by government and EWCA HQ, but co-management or other arrangement with partners could give more flexibility
Gaps in structure and staffing of structure	Scout complement needs increased. Additional higher level technical expertise required. Staff turnover challenging as trained staff constantly are transferred or leave for long term training. See Action 3.1.1
Poor and insufficient staff accommodation	Required for 20 management staff although clarity required on which staff will be provided with accommodation and level of accommodation. New blocks required (see Action 1.1.1)

Issue	Comment
Limited office and field equipment	Additional and replacement equipment required, particularly as staff numbers grown. See Action 1.1.5
Lack of computerized data management system	Many systems set up before 2014 but staff turnover makes maintenance challenging and as a result many are not being maintained.
Old equipment, limited disposal sites	Much old equipment is in storage and should have a mechanism for disposal, either through sale or discarding. For example, old sleeping bags, broken cookers, irreparable vehicles and other items, old tents are all retained but unusable and irreparable.
Inadequate store equipment	Material for scout deployment often not maintained correctly and not suitable for use.
Management gap	Team effort and utilisation is not always adapted, regular meetings with all key staff is essential to understand the complexity and effectiveness of all fields of action.

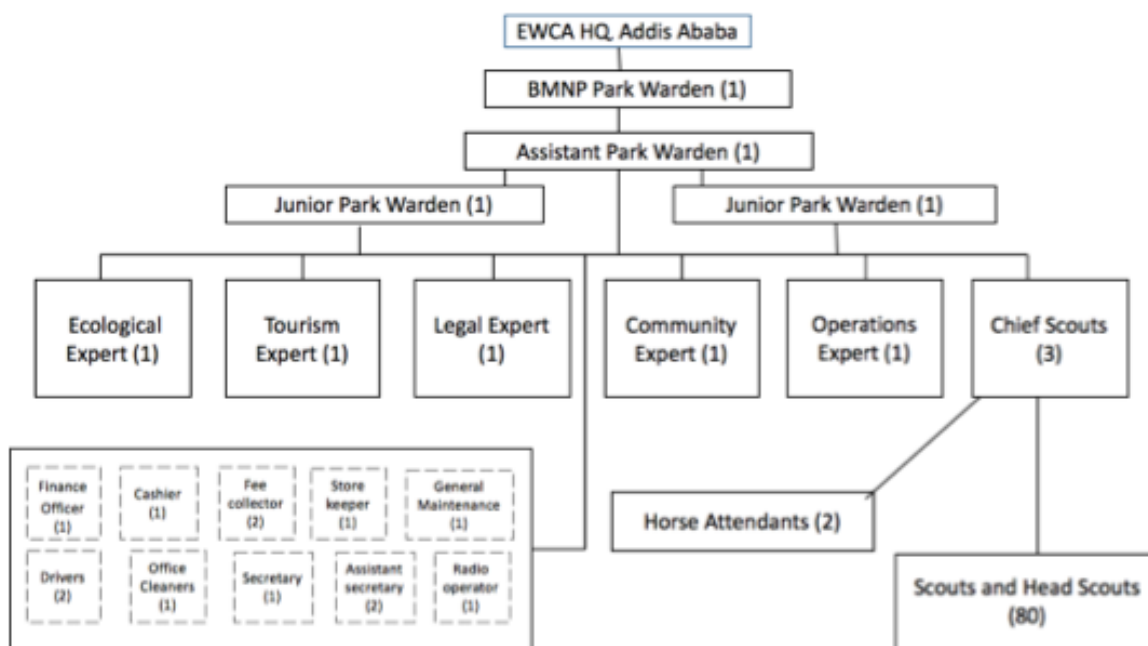
These issues are dealt with under the following objectives and actions.

Specific objective 3.1: Transparent and effective management structures, systems and capacity established

Responsibility for meeting many of the desired objectives within this GMP (e.g. settlement management, public relations) are difficult to assign within current management structures. For example, the roles of three current posts, 'Park Biologist', 'Park Ecologist' and 'Wildlife Monitoring Expert' are not well described or distinct. With no post responsible for outreach activities, or settlement management, but three posts apparently allocated to research and monitoring, there is a clear mismatch between park management needs and staffing structures and job descriptions.

Furthermore, there is a striking gap in the human capacity available, both in terms of numbers and level of expertise required to implement this GMP. Staff lack training and expertise in a range of crucial areas such as basic protected area management, working with communities, human resources management, ranger-based monitoring, database handling systems and tourism management. Whilst scout capacity building is dealt with under Objective 1, most other administrative or technical staff, whilst they have received some relevant training, are not fully equipped with skills to do their jobs.

Figure F7: Current park management structure



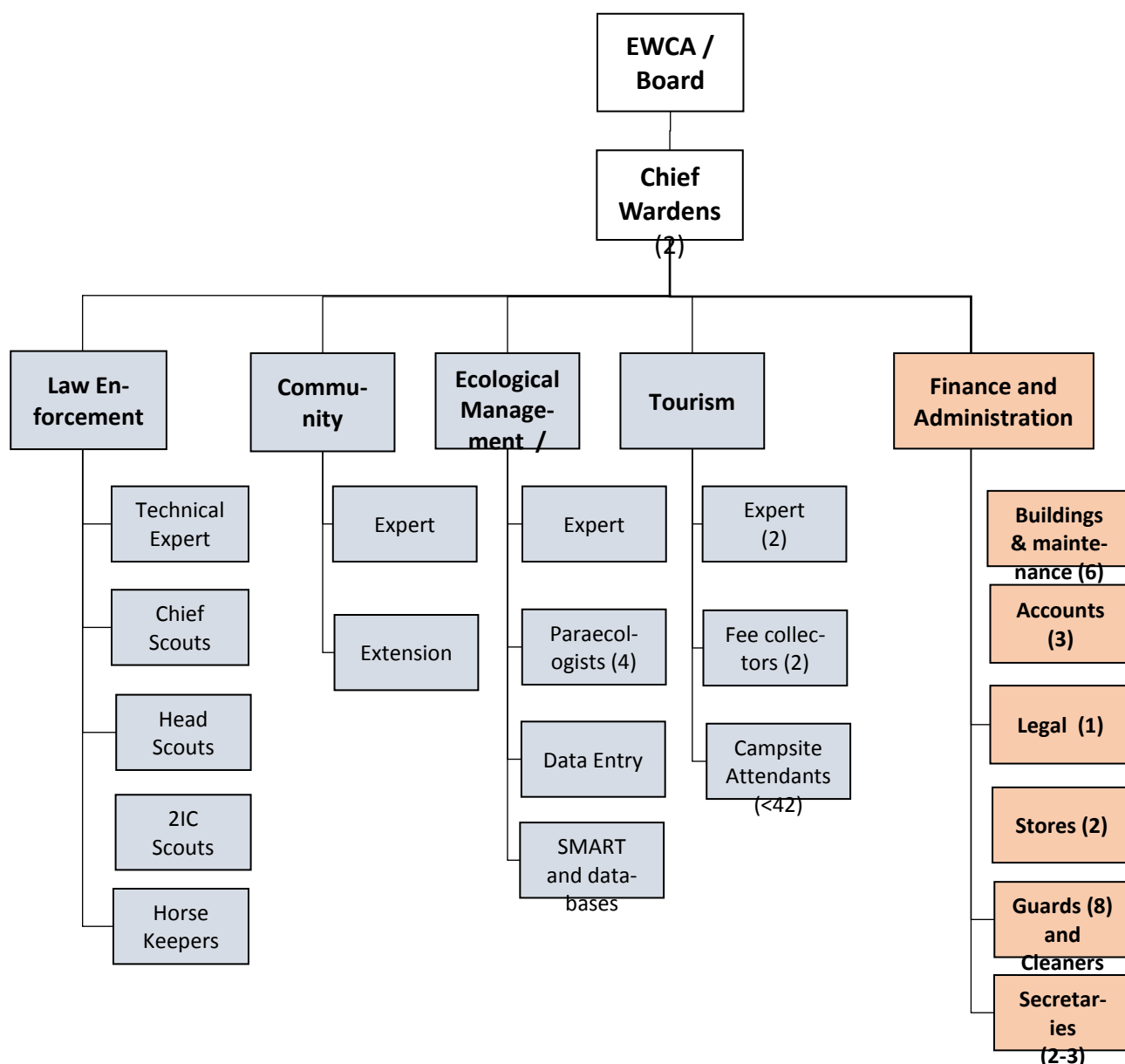
Existing layout of active staff in the park as of January 2017.

BMNP also recognises that a well-motivated staff force is likely to be more committed and accountable in carrying out its obligations to a high standard. Currently, park staff sometimes feel marginalized from management and decision making processes and, for a variety of reasons, not just employment conditions. Some staff exhibit a low level of commitment and poor morale and many never be able to perform at an acceptable level. Whilst basic salary package and good working conditions go some way to set baseline motivation a number of additional actions can be implemented that will improve staff motivation and professionalism. However, some staff may not be of high enough quality or ever be sufficiently motivated to exercise their duties efficiently and their redeployment should be considered and facilitated.

Action 3.1.1: Review and revise park departmental and staffing structure and posts, in light of GMP implementation and any Co-Management arrangement.

A thorough review of the current park management structure and the allocation of humans and financial resources is required to improve efficiency and ensure that all responsibilities of BMNP management can be met. Figure F8, depicts a potential structure proposed that will be appropriate for GMP implementation and is modelled on protected area authorities elsewhere in Africa. Table F5 outlines current BMNP and FZS partner staff and also lists the total staff requirements currently envisaged.

Figure F8: Proposed park management structure



In addition to the 148 law enforcement associated staff, around 34 technical and support staff will also be required. This includes technical experts for tourism, ecology, community outreach, paraecologists and data entry staff, buildings and works maintenance and then administration support including drivers, guards and staff to care for horses and any tourism facilities.

The above structure also allows for a co-management system to be implemented at senior level, by separating out the senior management team responsibilities between i. local Government and community interactions (including settlement management) and ii. Park Operations.

Table F7: Total BMNP and FZS staff currently and projected needs, including support staff.

Position	BMNP	FZS	Ideal staffing Requirements
Managerial			
Warden	1		
Deputy warden	1		
Junior warden	1		
FZS Project Manager (also technical inputs)		1	
FZS Community Outreach Manager ¹ (also technical)		1	
Technical			
Tourism expert	2		2-3
Ecologist ²	2		
Community outreach expert ¹	1	3	4 but depends on scope of work
Paraecologists		4	4
Date entry clerk		1	2
Law Enforcement			
Sector resource protection wardens			4 (2 senior, 2 junior)
Chief scouts	3		3 Chief scouts. 18 Head scouts, 18 2ICs,
Scouts	80		108
Radio operator			1
Legal expert	1		1
Head horse care expert		1	1
Horse attendants	2		30 (2 per outpost)
Park Administration, Building and Works			
Maintenance and building		6	6
Fee collectors	2		2
Office staff (Accounts (3) and Administration, storekeepers (2), Secretaries (3))	7	6	12
Drivers	2	3	8
Guards		12	8
Cleaners	2		2
Outpost caretakers			27
Campsite Guards/caretaker			3 per campsite, thus up to 42
Total	106	38	263 (304 if all campsites developed)

¹ It is envisaged that most outreach programmes working on activities outside BMNP do not fall under BMNP mandate. However, BMNP must facilitate these projects, as per the GMP outreach programme strategy and ensure that activities are in line with park development and reduced pressure on the park. Thus these posts are mainly donor funded but there must be good information sharing and coordination with the park.

² Note that EWCP also fulfil the BMNP requirement for Ethiopian wolf monitoring and thus additional monitoring staff would be required if they did not provide this service

Under this potential revised management structure, responsibilities and job descriptions of park staff will need to be examined and revised appropriately. With revised job descriptions, the payment level for many posts must be also be reassessed, particularly because park staff currently receive very low salaries compared to civil service rates in other offices, with a similar education level, responsibilities and volume of work. For example, scouts are paid at the level of a guard, rather than an employee who is expected to work independently in sometimes basic and adverse conditions, carry out negotiations with community members, collect information and make reports. This is the first step in trying to ensure that staff salaries match job descriptions and responsibilities under the revised management structure.

Action 3.1.2: Assess, develop and implement strategy to fill gaps between current situation and capacity required to implement GMP

A capacity needs assessment generally and for specific staff (annually) is required before a strategy can be developed to meet these needs. A variety of strategies can be pursued to meeting capacity needs and some training needs are already known (see also scout training in Actions 1.2.2). The human resource management system in Action 3.1.5 should provide the basis for this capacity building assessment, against the TORs for each job. BMNP can then justifiably approach partners for specific requests for training opportunities, or even staff needs. The potential of obtaining funding from outside sources and donors both within country and internationally can also be explored.

Action 3.1.3: Improve and maintain good employment benefits such as housing, uniforms and medical/accident insurance provision

Good employment conditions lead to effective and motivated staff. Currently employment benefits in BMNP are poor, with few additional incentives for living or working in remote areas. Incentives can be provided in a number of ways, not just by direct financial means. Provision of good quality equipment, uniform, housing, training, social benefits (e.g. medical, life insurance or education support) recognition of effort and international recognition will all contribute to job satisfaction and improved employment conditions. Good uniforms and appropriate equipment for work are important in ensuring staff are able to carry out their jobs efficiently, in comfort and with pride. Some uniforms have been recently provided to scouts and management, but annual requirements for all staff need to be assessed and procurement made. No medical insurance is currently provided for park staff and treatments have to be paid from salary. An emergency medical fund should be set up that could cover large expenses, would be of benefit to all staff and remove anxiety. In addition, insurance companies, particularly those who use Bale for marketing must be approached for sponsorship. Staff housing is currently inadequate, and although construction is being carried out, overall guidelines need to be drawn up on the standard and provision of housing for different levels of staff. With such guidelines in place, current housing availability can be assessed and a plan for improvement made.

Action 3.1.4: Introduce strategies to strengthen staff morale including internal competitive reward system for good service

Staff morale is identified as being poor in BMNP and a number of strategies should be adopted to improve the situation. A competitive reward system can be a very effective motivating factor for many staff. Those receiving awards, aside from any financial or material benefit, experience pride and a rise in self-esteem, which improves job satisfaction. One of the tasks of the reinvigorated management committee (see below) should be to design and implement a competition and award system. Moreover, a Staff Association is already in place that pulls in all levels of staff and aims to improve the activities and morale of staff members. The Association carries out a number of activities, some of which could be facilitated by BMNP itself. Provision of tea or cafeteria facilities at the new office buildings would be a beneficial first step, although would only reach staff based there.

Action 3.1.5: Implement transparent and effective human resource management systems

BMNP recognises that offering incentives to improve staff effectiveness is only one side of the equation. To complement this there is a need for an established and enforceable system that clearly set out the required standards and regulations that must be adhered to by staff and their dependants in BMNP.

The conduct of all staff is important for creating a good example to other park users, whether tourists, researchers or community members. BMNP codes of conduct for all park staff have been drawn up (Table F8). These are complimentary and compatible with the government civil service policy, regulations, disciplinary procedures and codes of conducts. Most BMNP staff are not aware of these and thus are not aware of either their rights or responsibilities. The adoption of this code by staff members will require further integration and awareness-raising for it to be successfully incorporated into working practices.

Table F8: BMNP Staff Code of Conduct

Code of Conduct for BMNP staff

- Staff should be well presented with clean and neat uniforms when on duty
- BMNP equipment should be kept clean and in good condition
- Staff should be polite and respectful when interacting with park users
- Staff should have good timekeeping and attendance to duty
- Staff must respect the Exceptional Resource Values of BMNP
- Regular reporting and incident reporting must be timely
- Staff must respect park regulations e.g. not permit their livestock to graze in the park
- Staff must not be under the influence of alcohol or drugs such as khat at any time during work hours
- Staff must be respectful of work colleagues, park visitors and community members
- Staff must carry out instructions and duties as requested in an efficient manner
- Staff must be honest and transparent at all times
- Staff must not leave their work post without permission from line manager, particularly on market days, except in emergency situations
- Staff will work towards self-improvement
- Horses and all animals must be treated humanely
- Staff must use electricity, other power sources and the internet responsibly and appropriately.
- All waste must be disposed in designated sites and in an environmentally appropriate manner

Action 3.1.7: Implement government health and safety standards

Health and safety at work is an increasing concern across the world, but little attention has been paid to ensuring safe working practices within BMNP. With an increase in activities, particularly for scouts carrying firearms, regulations and procedures must be set up to ensure staff safety and health. As a first step, current government standards must be investigated, before BMNP procedures for working, fire prevention and control, first aid, and accident reporting can be drawn up. Finally, staff must be made aware of policy, regulations and procedures and trained where appropriate.

Specific objective 3.2: Effective and secure administrative systems operational

Action 3.2.1: Ensure park regulations and policies are up-to-date, understood by park users and appropriate

A variety of regulations and policy relating to BMNP use are either in force or in draft. For example, Table F9 details the Park Regulations, taken from current legislation, but does not detail the punishments that might be accorded to their violation. Inclusion of such detail and confirmation of other items needs also to be finalised at EWCA level and information disseminated to park level to staff, park users and justice bodies.

Table F9. BMNP Regulations

Regulations of BMNP

- No domestic animals, including livestock and domestic dogs, allowed in the park except with explicit written permission from BMNP warden with detailed conditions
- No litter must be dropped in the park
- Alien species must not be brought into the park
- No hunting, killing or collection of animals, animal products or plants, except with explicit written permission from BMNP warden with detailed conditions
- No deadwood collection or cutting of trees, shrubs, Erica or bamboo allowed except with explicit written permission from BMNP warden with detailed conditions
- Environmental disturbance is forbidden *e.g.* excessive noise, harassment of animals, damage to trees or plants
- Camping is only permitted in designated areas
- No off-road driving in motorised vehicles, except with explicit written permission from BMNP warden with detailed conditions
- No fires allowed except at designated sites
- No construction of permanent shelters, or general infrastructures except with explicit written permission from BMNP warden with detailed conditions
- Water must not be contaminated in any way
- Water must be used economically
- Use of power must be appropriate and responsible
- All waste, especially that created when trekking or patrolling, must be carried out of the park or disposed of at designated sites
- Park property must not be damaged

Action 3.2.2: Design, implement and maintain a simple, effective store system that is compatible with both paper and computer systems

Storage systems and facilities are currently poor: the store has no hard floor and thus is damp, whilst equipment lists are not easy to access. Old and broken equipment are not decommissioned and removed from stores. In addition, store inventories are not regularly checked by management. The current system needs to be reviewed and revised appropriately, with expert help. The human capacity to manage the new computerised system will be improved.

Action 3.2.3: Improve equipment care and maintenance

Even poor equipment is not well maintained by both staff users and storekeepers. As new and better quality (and thus more expensive) equipment becomes available care protocols must be drawn up and established in working practices. Specific accountability for maintenance must also be assigned. This will ensure cost-effective use.

Action 3.2.4: Improve and maintain efficient electronic and paper filing system

The administrative system is not very efficient with filing systems, reports and record archiving poor. This means that letters and reports cannot easily be retrieved for reference and collective knowledge is lost. In addition, records are not computerised and capacity to operate systems is low. To improve the system, a review and redesign by experts is required and then identified capacity needs addressed.

Action 3.2.5: Improve and maintain financial management system

A number of factors have combined that have resulted in current poor financial management with poor financial planning and reporting with inefficient use of the already low budget allocated. Capacity levels of park staff are poor, recording and reporting systems inadequate and park staff at

management level unaware of how government financial systems operate, and thus how to optimise their use. The system can be improved by a thorough overhaul, and improving staff capacity and responsibilities.

Action 3.2.6: Establish regular and ad hoc management committee meetings

In order to include staff in management, a management committee, that includes partner staff must be formulated and meet regularly. This will include the objectives and terms of reference of the committee and the identification of members through election or co-option. This has very high priority for ensuring good relations and communications with partners.

Specific objective 3.3: Synergistic, collaborative and adaptive planning and review system operational

Planning at all levels is a crucial activity for any organisation from both strategic and operational perspectives and for aligning financial and human resources. It is required within Ethiopian government systems for requesting budgets. However, within BMNP, improvements of current systems are required for efficient operations and as staff levels change. Moreover, it is vital that the 3-year action plan in this GMP is embedded into annual planning and is revised and extended for the next 3-year cycle. The GMP must become an adaptive and reactive document. The following actions have been developed to achieve this:

Action 3.3.1: Review and implement GMP Monitoring and Evaluation Plan

Annual review meetings should be held to monitor and evaluate the implementation of the GMP, management effectiveness and the impact that the GMP is having, as outlined in the Monitoring and Evaluation Section of this GMP.

A backward look (review) is as important as a forward plan, and indeed should form the basis of the formal plan, but is a component of the plan-implement-review cycle that is often poorly carried out or documented. This action will therefore not only provide a key “review” component of the planning and management cycle, but be the basis for an adaptive management system review that is flexible and responsive to changes in context. Baseline assessments need to be undertaken, for example of the METT, once the plan is approved and regular monitoring systems need to be integrated into work plans and annual operational planning and reporting. A report should be produced of results achieved and why actions were not carried out or require adaptation.

Action 3.3.2: Improve annual and quarterly operational planning, budgeting and reporting systems

This action will ensure that the whole management team is involved in regular planning and that budgeting is aligned with activities. Annual planning and determination of realistic outputs and timelines should take into account the human and technical capacity available, budget availability, including obtaining partner project budget allocations, for rationalisation of BMNP budgets and then reprioritisation and appropriateness of actions and activities in line with changing circumstances and new knowledge. Part of the planning process requires the clear allocation of responsibilities to staff members so that implementation will take place. The 3-year Action Plan within the 10-year strategic framework of the GMP will be the basis for annual work plans and used in all planning activities.

Under the previous GMP progress was made to improve reporting systems and ensure that this included partners’ activities. However, this system is not necessarily functioning optimally and sometimes lapses. Ongoing responsibility for this system must be assigned and proactive engagement of department heads, the databases that were set up must be maintained and monitoring and evaluation of BMNP annual workplans and GMP implementation must take place.

Action 3.3.3: Develop next 3-year Action Plan for 10-year GMP

In order to ensure that subsequent rolling 3-year Action Plans are produced in a timely fashion it is important that protected area planning is built into management structures and the next cycle of planning takes place in 3 years’ time.

G. Outreach Programme



G. Outreach Programme

Programme Purpose: Stakeholder support for BMNP secured and pressure on BMNP exceptional resource values reduced.

Outreach Programme Strategy

The Outreach Programme (OP) aims to ensure that BMNP is an outward-looking institution working collaboratively with its neighbours and stakeholders and that BMNP it is integrated and acting synergistically on development and other initiatives outside its formal boundaries. The OP strategy puts BMNP at the heart of a Bale ecoregional integrated conservation and development management system that should provide additional support for the conservation of BMNP as well as facilitating a positive flow of benefits out of BMNP to local communities— including information, ideas, education opportunities, development initiatives and, where possible, revenue. Effective partnerships are essential for the achievement of the OP's strategy by increasing understanding, dialogue and participatory conservation management among local, national and international stakeholders. Partnerships must be built on mutual trust, communication and understanding, which requires new systems of communication and education, improved information sharing and opportunities for discussion, debate and negotiation. Simultaneously BMNP will play a role in facilitating community livelihood development, thereby mitigating the costs of living next to the park and restriction of resource access, and develop and use best practice to ensure the equitable sharing of benefits, thus ensuring that. BMNP will also engage with partners in facilitating participatory local level land use planning. Since human population pressure is the basic underlying driver of degradation of the BMNP's exceptional resource values, BMNP will collaborate with reproductive health agencies to both increase demand and supply of family planning services.

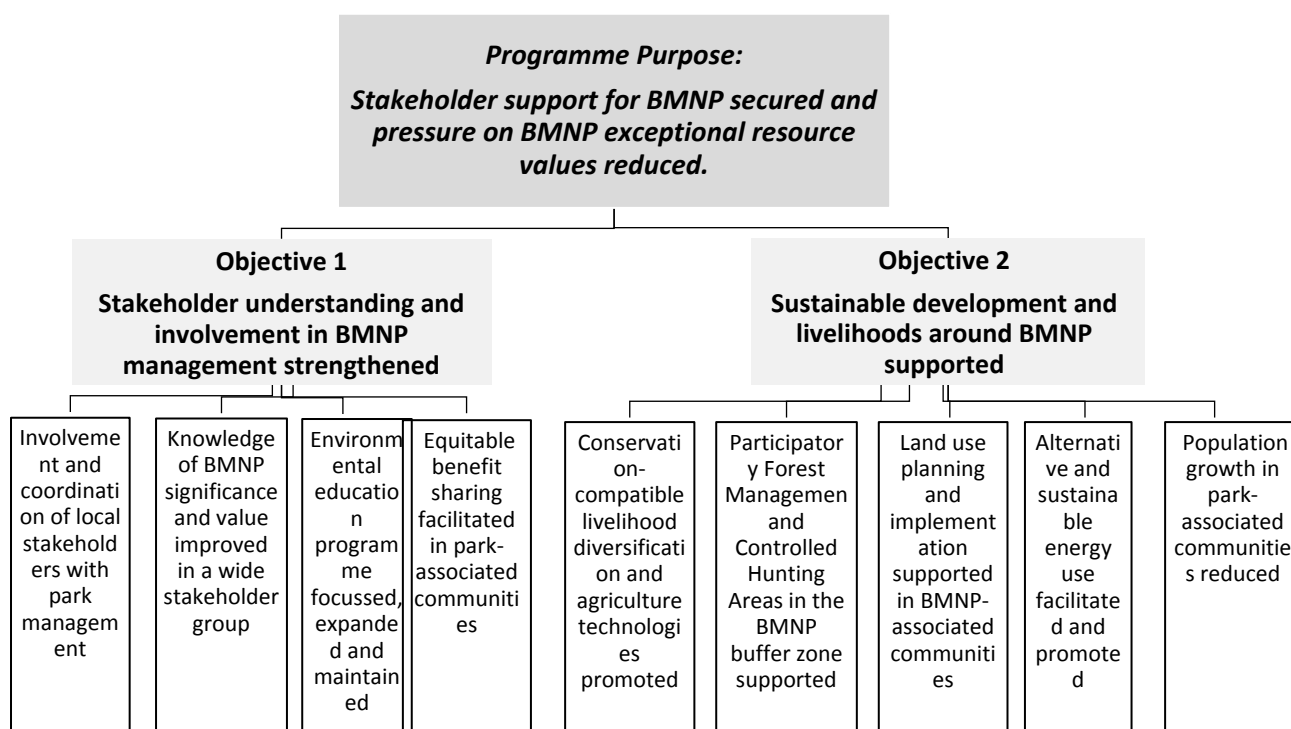
This strategy is aligned with federal and regional legislation and policies, including the National Environmental Policy (1997), the National Conservation Strategy (1997), the National Rural Development Policy (2002), the National Biodiversity Conservation and Research Policy (1998) and Action Plan (2005) and Access to Genetic Resources and Community Knowledge and Community Rights Proclamation (2006) and Regulations (2007). Moreover, the strategy is consistent with the National Wildlife Development, Conservation and Utilization Policy, and the Wildlife Development, Conservation, Utilization (Regulation No 163/2008) as well as the 2007 National Forest Policy, Strategy and associated proclamation.

The following guiding principles for programme implementation were formulated from policy, legislation and best field practice elsewhere.

Guiding Principles

- Mutual respect underpins the relationships between BMNP and stakeholders
- Communication and dialogue are central to all BMNP relationships and partnerships
- Communities are positive partners in BMNP management
- Supporting development of park associated communities and benefit sharing increase community's sense of ownership and commitment to BMNP, as well as reducing threats
- Coordination between stakeholders and partners is essential for effective management of BMNP Outreach Programme 10-Year Objectives

Figure G1: Outreach Programme Logical Framework with Programme Purpose, Objectives and Specific Objectives



Two 10-year objectives with associated specific objectives have been drawn up for the Outreach Programme to tackle the issues, challenges and opportunities identified by park stakeholders relevant to this programme.

These are

Objective 1: Stakeholder understanding and involvement in BMNP management strengthened

Objective 2: Sustainable development and livelihoods around BMNP supported

The 10-year specific objectives and associated actions have been formulated for these management objectives and are described below. In addition, a brief description of the relevant management issue or challenge is included, providing the justification for the actions. The 3-year Action Plan for the Outreach Programme, which lists the activities, input requirements, priority, responsibilities and timeframe for carrying out the actions, is included in Section H.

Objective 1. Stakeholder understanding and involvement in BMNP management strengthened

Globally, there is a tendency for national parks to view themselves as islands and to operate without reference to the wider context, both locally and nationally. However, conservation activities cannot operate in isolation of the surrounding environment, particularly in BMNP where the major threats have been identified as habitat loss and over-exploitation of natural resources by park-associated communities. It is therefore critical that BMNP engage with local communities and facilitate community participation into park management and decision-making. This GMP recognises that local communities are positive partners in the future management of BMNP.

This objective therefore aims to integrate and coordinate local communities and their and government and nongovernmental actors' development objectives with BMNP management, to improve the scale and equity of benefit sharing, as well as to increase support locally, nationally and internationally for BMNP conservation.

Specific objective 1.1: Involvement and coordination of local stakeholders with park management improved

Although there has been significantly improved coordination and collaboration between BMNP and local stakeholders in the last few years, lack of coordination and integration among actors around BMNP still poses a challenge to park management and lack of integration has caused conflicting development interests. For example, a number of agencies have initiated a variety of permanent infrastructure development projects for communities residing inside the park despite established government policies and legislation clearly prohibiting these initiatives. In addition, infrastructure such as roads and telephone towers has been constructed without consultation with BMNP management and without Environmental Impact Assessments (EIAs) or mitigation measures being put in place.

Action 1.1: Establish BMNP Park Advisory Committee (PAC) and maintain good communication through regular meetings

The regulation legal establishing Bale Mountains National Park, issued in 2014, lays the foundation for the establishment of a Parks Advisory Committee and indicated the involvement of relevant local organizations and Government offices at zonal level downwards. The Committee will provide advice and support to the BMNP office in carrying out its duties and responsibilities; support the Park office in enhancing the contribution of the local community in park management thereby conveying a sense of ownership; and review the annual plans and performance reports of the office of the Park. Recently task forces have been set up under partner projects, with a similar structure and function to the PACs, thus harmonisation is required. Once the PAC is established, BMNP will support regular meetings on a quarterly basis.

Action 1.2: Establish and maintain forums for BMNP-community dialogue

BMNP will encourage and facilitate the delegation of representatives by park-associated communities, including representatives from marginalised groups, to strengthen BMNP-community dialogue. Simultaneously BMNP will hold an internal workshop to establish a consensus on a working model for community involvement in BMNP. Initially the park and each community will meet to decide on a forum structure for grievance and problem solving, discuss problems and issues, and identify indicators to monitor the impact of forums. These forums will meet regularly and the overall effectiveness of BMNP-community forums developed will be monitored to assess their impact park-community partnerships. Results will be fed back to both communities and BMNP management.

Action 1.3: Improve partnerships and linkage with relevant organizations

BMNP needs the support of government institutions and other organisations operating in the conservation and development context in the area (e.g. NGOs, CBOs, academic institutions and research projects). Creating strong partnerships will foster the involvement and joint ownership that will ensure the long-term development and management of BMNP and will also ensure that BMNP is a stakeholder in policy development, decision-making and development initiatives outside its boundaries. Thus, the park will create internal guidelines for contact and collaboration with other institutions. These will include allocating points of contacts, opening individual files for all communication, and establishing regular reporting, feedback and budget planning mechanisms. Regular communication will be established with collaborators, and, if appropriate, formal meetings will be held.

Specific objective 1.2: Knowledge of BMNP significance and value improved in a wide stakeholder group

Although the situation has improved considerably over the last decade, BMNP suffers from a lack of recognition of its significance as a biodiversity hotspot, of its critical ecosystem services that are important socio-economically in wider region, its tourist potential and its eligibility for World Heritage Site listing. This is a particular challenge when seeking to obtain high level political support and funding amongst decision makers in Ethiopia. Wider national and international awareness of BMNP will significantly increase support, including funds, for conservation and management activities by creating a sense of ownership and responsibility among all stakeholders (international, national, and local).

Action 1.2.1: Promote BMNP's significance with decision-makers at all levels

Better support from donors, federal, regional and local government members will be obtained if they understand the significance of BMNP. Key target groups include at the local level, administrators, police lawyers, judges, agriculture officers, investment offices, health and education officials, kebele administrators, religious leaders, women and youth representatives. Key ministries and bureaux at federal and regional levels include Culture and Tourism, Environment and Forests, Finance and Economic Development, Investment Bureaux and Agriculture as well as Parliamentary Standing Committees. Innovative and appropriate methods and materials to engage these groups are needed that go beyond workshops and might include 'roadshows', identification and support of 'BMNP conservation champions' in key government positions, study tours or retreats. Annual brainstorming sessions to improve BMNP's publicity will take place and implemented according to budget limitations.

Action 1.2.2: Apply for UNESCO World Heritage Site listing

UNESCO World Heritage Sites (WHS) are specific sites (e.g. forest, mountain, lake, desert, monument, cultural sites, city) that are considered to be of outstanding cultural or natural importance to the common heritage of mankind and that should be conserved for future generations of humanity. WHS listing provides sites with increased international status, including logistic support for biodiversity conservation, access to certain funding mechanisms and publicity opportunities. Moreover, sites should be given increased protection if qualifying under international conventions.

The Bale Mountains with BMNP at its core should fulfil the criteria to be listed as a UNESCO World Heritage Site (WHS) with outstanding universal values of natural heritage. BMNP was accepted onto the tentative list in 2008, but full application has not been submitted to UNESCO as it has been waiting for the park gazettelement and this GMP development, there was a clear plan to address the threats of settlement and unsustainable natural resource use within the park. Preparations are now underway for dossier submission and must be followed through.

Action 1.2.3. Explore benefits of listing BMNP as a UNESCO Biosphere Reserve and/or Geopark and take action if a priority

BMNP could also potentially qualify as both a UNESCO biosphere and Geopark, the latter due to its extensive geological features. Few, if any sites are currently listed under all 3 relevant UNESCO initiatives. Both these listing might help in BMNP promotion for tourism and with donors and decision makers. Whilst funds and time are limited, BMNP needs to decide whether there are considerable benefits that justify investment and which listings should be targeted.

Specific objective 1.3: Environmental education programme focussed, expanded and maintained

The aim of an environmental education programmes is to improve understanding and support for BMNP in local communities and other stakeholders such as government and to share information, thereby laying the foundations for responsible action and behavioural change. BMNP is an environmental education resource that can be used to explain the principles and need for conservation in an increasingly over-utilised world, as well as to restore cultural links with the environment and traditional ecological knowledge. Environmental education will also encourage people to under-

stand the rationale for BMNP and to take more active and responsible roles in how they interact with BMNP, its management and its resources

BMNP, in collaboration with partners such as the Ethiopian Wolf Conservation Programme, Melca Mahiber, FZS and Farm Africa/SOS Sahel have been providing environmental education for park-associated communities using both formal and informal means over the last decades. However transforming knowledge into action has been challenging primarily because individual immediate needs are uppermost in determining behaviors. Evaluation of previous efforts and a clear strategy must be developed in order to target and harmonize efforts and to make best use of scarce resources.

Action: 1.3.1: Develop clear environmental education strategy, based on evaluation of previous programmes

With such extensive needs and a huge community around the park, BMNP can never reach all sectors and members of the community. Thus priorities must be developed and current programmes evaluated and harmonized in order to identify key target audiences (e.g. children, elders, decision-makers), key messages and desired outcomes. Appropriate target group-relevant methods must then be adopted in order to achieve maximum impact using target group-relevant methods.

Action 1.3.2: Enhance capacity of park and key government staff for environmental education

Before embarking on capacity building, gaps in current capacity of both park and other collaborating actors need to be assessed and methods of filling the identified gaps explored.

Action 1.3.3: Strengthen and extend current school and elders environmental clubs programme

On the assumption that these groups are priorities for BMNP education programmes and current efforts are successful and having impact, continuous support and encouragement need to be provided to existing school environmental clubs so as to address newly joining members and introduce new ideas. The current environmental club programme does not cover all BMNP-associated communities and thus those with no clubs should be prioritised in new phases. A harmonized environmental education manual, after review of manuals from other actors in other ecosystems, should be developed, incorporating case studies from Bale Mountains.

Efforts must also be made to include similar studies into education curricula (regional and national). For example, BMNP can be used for teaching Afan Oromo, English or Amharic grammar and environmental concepts can be introduced into maths teaching. This and other techniques (such as for example naming school class rooms by ERVs of BMNP) should be explored to develop a fully comprehensive and exciting EE programme. Efforts could also be made to establish woreda level elders environmental club forum comprised of kebele clubs.

Action 1.3.4 Organize visits to park for other key stakeholders

Both political and administrative support of stakeholders can be mobilized by enhancing their understanding of the park's significance and challenges through show and tell visits organized for relevant actors at all levels. The BMNP will strive to organize such visits on annual basis depending on available resources.

Specific objective 1.4: Equitable benefit sharing facilitated in park-associated communities

Benefit flows to park associated communities from revenues generated by BMNP is currently inadequate. Currently there is no mechanism in place to share BMNP income with local communities either in the form of development support or direct cash payments. Absence of benefit sharing is often considered as a major reason for prevailing lack of sense of park's ownership or belongingness by a wider community, although it should be noted that income is also very limited and expectations should be modest and managed with both communities and other actors. BMNP will explore innovative methods to increase benefit flow and to generate revenue for community initiatives to address this problem. Even with such initiatives the equitable sharing of any benefit is an enor-

mous challenge but BMNP will learn from best practices amongst development practitioners and to ensure that such benefits that do flow from BMNP are shared equitably.

Action 1.4.1: Identify and facilitate equitable benefit-sharing mechanisms

BMNP will also identify and work with partners to succeed in realising the benefits that can be shared with communities. BMNP will liaise with development partners to explore potential models and options that exist elsewhere for benefit-sharing. Benefit-sharing scheme in BMNP must consider and include marginalised groups. Currently under Ethiopian law there is no obvious mechanism that provides for participation but also limits transaction costs. Appropriate schemes will be piloted, evaluated and, if successful, scaled up and expanded.

Action 1.4.2: Implement and maintain mechanisms to collect money from visitors and other donors for community projects

In many protected areas worldwide, schemes have been adopted that add community levies to park tourist fees, with the levy then being collected, managed and dispersed by a Community Development Fund (CDF). These schemes are typically well accepted by visitors and options for introducing such a scheme in BMNP will be investigated in the Ethiopian context – including the appropriate mechanism for collecting the community levy, managing the CDF and distributing revenues. In addition, options for retaining other income at park level such as fines or concession fees, as well as one off donations, and using the same distribution system should be explored. Monitoring the effectiveness of the scheme will include examination of the equitability of the benefit-sharing.

Objective 2: Sustainable development and livelihoods around BMNP supported

Key challenges identified for BMNP, that are driving the unsustainable use of natural resources, are the rural-based local economy, lack of economic opportunity and the low education standard of the park-associated communities, most or all of whom are dependent on natural resources for their livelihoods. These factors also underpin the high rate of population growth which is also increasing land conversion and the pressure on the natural resources both inside and outside the park, year on year. Within BMNP the local communities identified the lack of benefits that they receive from BMNP as a primary issue and indeed perceive the park to be reducing their livelihood opportunities. In reality, BMNP is a legal form of land use and if that land was used by other communities they would not perceive that they were losing land use opportunities.

Whilst BMNP is not a development actor, BMNP must nonetheless and wherever possible play a role in addressing these fundamental issues by facilitating community livelihood development in order to mitigate the costs of living next to a protected areas and associated opportunity costs. A range of livelihood development initiatives will be facilitated to reduce the dependency on natural resources that are being unsustainably used in and around BMNP.

Specific objective 2.1: Conservation-compatible livelihood diversification and agriculture technologies promoted

With a high level of dependency of park-associated communities on BMNP's natural resources and ongoing agricultural expansion, diversification of environmentally friendly livelihood options and potential intensification of agriculture could have a significant effect to reduce land conversion and improve community livelihoods, thereby reducing pressure on the natural resource of the BMNP in the long term. Beneficiaries will be encouraged to enter into conservation covenant with project developers and relevant government institutions, whereby they agree to abide by park and local byelaws in return for assistance.

Action 2.1.1: Promote and develop market chains for small and medium enterprises based on legal harvesting of natural resources, particularly honey and coffee, inside and immediately adjacent to BMNP

There is huge demand for natural resources such as coffee and honey in Ethiopia and a growing market nationally and internationally. Moreover, there may be demand for niche products such as 'conservation' or 'biodiversity' products in these markets. For example, in the southwest of Ethiopia, there have been huge efforts to develop coffee production and market access by a wide variety of donor funded initiatives. The potential of these markets for products such as honey, coffee or grass is unrealised in Bale currently and there may be potential to capture more economic benefits for local communities by local processing to improve quality and quantity, with appropriate promotion and branding.

FAO's Market Analysis and Development (MA&D) approach has demonstrated effectiveness for developing value chains for small and medium scale commercial forest enterprises in many places in Ethiopia, with similar environmental and socio-economic settings to BMNP. Women are particularly encouraged to take part in order to boost their economic gains and engagement in forest management.

BMNP will support state (OFWE, Cooperative office etc.) and non-state partners such as FZS or Farm Africa working in the area to promote and expand this approach. These efforts will build on an assessment of the achievements and lessons learnt from previous and current interventions as few of these previous initiatives are successful yet and none are self-sustaining. Thus efforts to develop market chains and improve quality and income from products must be approached using expert knowledge and with realistic timescales (perhaps 10 years in some cases to sustainability) and budgets. BMNP will help set priorities for intervention based on impact on the park and communities affected adversely by restriction to resource access. Efforts should also be made to further expand to new opportunities by approaching donors and specialist NGOs.

Action 2.1.2: Promote conservation-compatible small business development in the park associated communities

Both state and non-state actors are promoting petty trade initiatives in the Bale Mountains, such as honey and coffee production, animal fattening, milk processing and poultry production. Women are a primary beneficiary of such schemes. Major constraints identified for expansion and sustaining such business remain the lack of start-up capital and a lack of business skills. This gap can be filled by providing the requisite training and start-up conditions for communities to establish their own small loan scheme. Village saving and loan associations (VSLA) can be facilitated and capitalization of businesses can be supported through the provision of revolving funds. As BMNP lacks capacity to institute such schemes, it will identify and work with appropriate partners, but facilitate and prioritise communities for intervention according to those having impact on BMNP resources.

Action 2.1.4: Support introduction and expansion of new and improved agricultural crop varieties

Currently climate-smart agriculture is being piloted and the introduction of new crop varieties are being promoted by NGO partners in collaboration with the Sinana Agriculture Research Centre. BMNP should encourage the expansion of such initiatives and assist agriculture offices and other partners in promoting new crop varieties and indeed new crops. BMNP will also support promotion of improved horticultural crops in park-associated communities such as highland fruits (apple, pear) production.

Action 2.1.5: Support initiatives that specifically reduce grazing pressure

BMNP is under enormous grazing pressure (See ISGMP). Traditional highland grazing areas are being rapidly converted to agricultural use and the lack of law enforcement in BMNP has resulted in grazing in the BMNP reaching unsustainable levels (see S&GMP). As free grazing is brought under control in BMNP, BMNP must work with partners in governments and NGOs to intervene in park-adjacent communities and mitigate opportunity costs, with minimal impact on livelihoods. BMNP should help facilitate an increase in awareness of overgrazing problems and the unsustainability of livestock herd size in kebeles and support initiatives that will reduce extensive grazing pressure and herd size whilst maintaining or improving household income. These activities will include the promotion of improved breeds, animal feed and zero-grazing developments and animal health improvement programmes and integrated the approach with land use planning (see below).

Specific objective 2.2: Participatory Forest Management (PFM) and Controlled Hunting Areas (CHA) in the BMNP buffer zone supported

BMNP is now essentially totally surrounded by PFM cooperatives, where communities are jointly managing forests with Oromia Forest and Wildlife Enterprise (OFWE). Over the last few years PFM has significantly improved forest conditions outside BMNP through regulating open access, illegal logging, reducing fire incidences and improving forest regeneration. Moreover, in some areas to the north of BMNP with good mountain nyala populations, efforts are also now being made to improve the involvement of communities and the sharing of benefits from controlled hunting areas management. PFM cooperatives can also serve as a platform for establishing park-community dialogue forum or establishing equitable benefit sharing. The role of forest management cooperative can also be expanded to all natural resource management in the kebeles and to control illegal grazing, settlement and agriculture expansion in the BMNP through formalized working partnerships.

Action 2.2.1: Enhance the institutional and managerial capacity of community based organisations (CBOs) involved in natural resources management (PFM, PRM etc.) around BMNP

The human and institutional capacity of both CBOs and their government partners for effective implementation of PFM and Participatory Rangeland Management (PRM) is however still low and ongoing input is required. Thus individual skills and institutional systems must still be strengthened with an explicit focus on developing women, organizational development; leadership; record keeping and financial management; improved forest byelaw enforcement and monitoring; collective decision-making; conflict resolution; benefit sharing; community development and the role of women. Currently CBOs are dominated by middle aged and old men but all capacity development efforts will ensure the equal participation of women, men, and young people.

BMNP will endeavour to build the capacity of the Cooperative Promotion Office (CPO) and to the appropriate government departments such as OFWE and pastoral development office. A specific focus in this regard will be to build their human and logistical capability of CPO etc., to provide mentoring to the CBOs in organizational and business development.

Action 2.2.2 Support efforts to improve community involvement in CHA management and benefit sharing

In the Bale Mountains four CHAs are currently operational by three safari hunting companies as concessionaires. These hunting areas are currently managed only by government and the concessionaires and communities are not significantly involved in management nor are they benefitting from revenue generated. Community involvement in management of these CHA will improve their sense of ownership and support their conservation and management. Encouraged by PFM gains, both government and concessionaires are increasingly interested in engaging communities in CHA management. However, lack of a clear set of directives to implement policy, coupled with a lack of models are slowing progress. Communities are also lacking the required skills for area management and OFWE still has little experience in this regard. Therefore, BMNP, in collaboration with partners, will support development of CHAs with community involvement and help build OFWE's technical skill in the CHA management. BMNP can also support the development of tourism management skills in associated communities in OFWE in order to fulfil this potential.

Specific objective 2.3: Land use planning and implementation supported in BMNP-associated communities

In the past 40 or so years the local communities living around Bale Mountains transformed their economic activity from predominantly agro-pastoralist to lifestyles based on more sedentary farming. However, animal rearing is still a large component of the current farming system because it supplies draught power for the farm, protein for family and is also an indication of social status of owners. Despite the important role of livestock in local livelihoods, the landscape is rapidly chang-

ing with communal grazing land being transformed to individuals' agricultural land, without consideration of the grazing land requirements for the livestock herd.

As a result and in the absence of effective law enforcement, the local community are now using protected areas like forest, controlled hunting areas and the BMNP as alternative communal grazing areas and these areas are being grazed unsustainably (see IS&NRMP). It is essential that BMNP support and encourages the development and implementation of land use planning in park-associated kebeles, to ensure that sufficient grazing land remains for livestock herds outside the park boundary if healthy livestock herds are to be maintained.

BMNP is bounded by a total of five woredas with 26 kebeles, but none yet have a land use plan. Arbitrary decision-making by officials, encroachment onto public land for settlement, grazing and agriculture are common and undermine other initiatives and a systematic and integrated approach to development problems. Currently public land administration authorities do not have the capacity or funds to develop legally binding land use plans and also lack regulatory capacity for their implementation. Therefore, BMNP should support and encourage local level participatory land use planning and also explore ways of strengthening capacity of woreda environmental protection, land use and administration offices.

Action 2.3.1: Increase capacity of Woreda Environmental Protection, Land use and Administration (EPLUA) Departments

The EPLUA woreda offices are responsible for land-related issues and processes and thus should drive local level land use planning usually at kebele and watershed levels, land registration and certification. However due to limited human and financial capacity, no woreda around BMNP has yet started a land use planning exercise. BMNP will engage with partners to support build both institutional and human capacity of woreda offices and support clear processes for local level land use planning and plan enforcement.

Action 2.3.2: Support participatory land use planning (PLUP) in park-associated kebeles

BMNP must work with Government and NGO partners to ensure PLUP take place in all park-adjacent kebeles, with priority given to kebeles where land conversion is most rapid or where community activities are having most impact on BMNP.

Action 2.3.3: Provide support for kebele-level land certification in park-associated communities

In highland kebeles of Bale and West Arsi Zones, first level land certification is almost finalized and the government is piloting cadastral based land certification in some kebeles. However, none of the pilot kebeles are park-associated. It is imperative that BMNP lobby for land certification to start in kebeles bordering the BMNP should approach donors and NGO to support such initiatives.

Action 2.3.4: Support institutionalisation of rigorous monitoring, evaluation and enforcement for PLUP implementation

Monitoring, evaluation and enforcement of adherence to local land use plans are an integral element of PLUP implementation, once plans are developed. This among others will provide information on whether the planning interventions are successful in achieving the development objectives and whether implementation is enforced according to the arrangement. The initial planning team should be supported to develop capacity for monitoring, evaluation and enforcement, and clear roles and responsibilities of all stakeholders should be articulated during plan development so that it is clear who should take action if byelaws are broken. Regular monitoring can be carried out by the kebele planning team members, reporting to the Woreda team land use planning coordination team. In addition, PLUP implementation valuation committees are proposed to carry out regular evaluation. The evaluation can be carried out every half year or quarterly if resources are available. As resources are often a limiting factor in poor PLUP implementation, BMNP, in collaboration with partners, will endeavour to avail financial and logistical support for such undertakings.

Specific objective 2.4: Alternative and sustainable energy use facilitated and promoted

Park-associated communities are dependent on natural resources both for fuelwood and building materials. With the implementation of PFM initiatives, BMNP resources are at risk from 'leakage' from these areas outside the park, if extraction has been controlled and reduced under PFM schemes. Such leakage would also undermine REDD(+) schemes that are currently being developed.

Action 2.4.1: Promote alternative and energy-efficient fuel sources and building materials

BMNP will collaborate with OFWE and other actors to directly develop the use and supply of alternative options for fuelwood and building materials (e.g. indigenous woodlots, promoting community and household nurseries and woodlots). The park will facilitate the promotion, distribution and the proper use of fuel efficient stove and affordable solar powers as a means of rapidly reducing reliance on BMNP natural resources.

Action 2.4.2 Maximise BMNP use of sustainable energy and promote awareness of alternative energy sources and energy saving methods

With its secondary purpose of exhibiting best practice in conservation, BMNP is obligated to play a role in demonstrating conservation-related practices wherever possible. In order to demonstrate alternative carbon-neutral and sustainable energy sources and energy saving methods, the park must partner with experienced organisations to ensure that these messages are incorporated in the education/interpretation/resource centre. The Outreach Programme will also lobby for these to be incorporated into any BMNP developments, particularly new builds. In addition, BMNP should work internally with its staff to promote and provide carbon-neutral energy use in all their activities.

Specific objective 2.5: Population growth in BMNP-associated communities reduced

High population growth in BMNP is a driver of the unsustainable use of natural resources and agricultural and grazing expansion. Although an expanded health extension programme by the government has resulted in increased awareness of reproductive health and the provision of free contraceptives, much more remains to be done to stabilise populations and to increase demand and supply. Demand for reproductive health services is still low and whilst this is driven by complex issues such as socio-economic status, security in old age and need for labour it is also associated with more pliant factors such as a lack of knowledge or religious and cultural beliefs. Moreover access to contraceptives is still limited in remote communities as is choice of methods. BMNP is not a reproductive health agency and yet is directly affected by the rising human population, thus BMNP must act as an advocate and facilitator to the efforts of other Government departments and NGOS to improve reproductive health, as well as directly raising awareness of this issue and the connection between human and environmental health in outreach activities.

Action 2.5.1: Increase awareness of the benefits of reproductive health and family planning as well as the links between population, health and the environment

In order to increase demand for family planning services in park associated communities, the park should work with partners to support the provision of refresher trainings to health extension workers and carefully designed family health education and awareness raising strategies for religious leaders. In addition family planning topics will be included in the environmental education programmes of the park, staff and scout training programmes and in park-community discussion forums.

Action 2.5.2: Increase logistical and material support for reproductive health initiatives

The park will liaise and encourage the woreda and zone health offices to prioritize work in kebeles in and around the park and also approach both NGOs and donors interested in family planning to encourage them to implement projects.

H.

3-year Action Plans



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This GMP should guide the management of the BMNP over the next 10 years, by laying out the vision for BMNP and the strategies by which that vision might be achieved. In addition to providing this long-term vision and strategy, this GMP must also be directly applicable to the day-to-day management needs of BMNP and the people who are primarily responsible for its implementation. These 3-year action plans have therefore been designed to provide further detailed activities that need to be accomplished as part of the overall identified action. This structuring should help facilitate understanding and implementation of both park managers and other stakeholders. Each 3-year action plan also clearly lays out park roles and responsibilities for implementing each action and identifies potential partners that might be involved. This GMP is also ambitious and its implementation is beyond the current capacity of the park or its partners. Input required for implementation can include technical advice, human and/or financial capacity, data, and/or equipment and the level of external support necessary for implementation of each action has been ranked (none, some, most, all). A prioritisation process has also been undertaken to facilitate GMP implementation within the confines of limited resources and a suggested timeline to guide implementation of each action over the next 3 years. Exact timings of action will depend on funding availability and prioritisation.

[illegible]

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[illegible]

[illegible]

Abbreviations

FZS= Frankfurt Zoological Society, GIZ= German Technical Cooperation, EWCP= Ethiopian Wolf Conservation Project, LEA=Law Enforcement Agency, PO= Park Office, CBO= Community Based Organization, RG=Regional Government, LG=Local Government. TF= Task force/PAC, BEP=Bale Ecosystem Projects

Specific Objectives	3-Year Management Actions/ Activities	Input required	Level of external support	Priority	Responsibility		Timeframe											
					Park	Partners	Year 1				Year 2				Year 3			
							1	2	3	4	1	2	3	4	1	2	3	4
Settlement and Grazing Management Programme 3-year Action Plan																		
Objective 1: Permanent Settlers in BMNP are voluntarily relocated using best practice and with no overall negative impact on their well-being																		
	Action 1.1 Build consensus and political support, at all levels with all stakeholders for strategy and implementation	Human and financial capacity	Some	High	EWCA PO	RG, LG,FZS, KfW, GIZ, BEPs, EWCP												
	a. Organise international study tours for the federal, regional, zonal level relevant highest and higher officials																	
	b. Organize Highest officials meeting to introduce the endorsed BMNP GMP																	
	c. Very close discussion and communication (even lobbying) with relevant higher officials at all level to create equal understanding on the strategy																	
	d. Organize consultative workshop for zonal and woreda level higher officials and relevant stakeholders of BMNP																	
	e. Organize experience sharing programs (SMNP, Senkelle) for government officials and selected community elders																	
	f. Open and continuous village level campaigns to directly discuss on the issues of voluntary relocation with the target communities																	
	Action 1.2. Identify appropriate relocation sites and obtain land for the park inhabitants	All	Some	High	TF PO LGA	RG, LG,FZS, KfW, GIZ, BEPs, EWCP												
	a. Communicate with Zonal and Woredas officials surrounding the park to determine if new land registration and certification can be a solution for relocation of the park inhabitants, including provision of free land plots in urban or rural areas as desired by BMNP residents willing to																	

Section H: 3-Year Action Plans

Specific Objectives	3-Year Management Actions/ Activities	Input required	Level of external support	Priority	Responsibility		Timeframe											
					Park	Partners	Year 1				Year 2				Year 3			
							1	2	3	4	1	2	3	4	1	2	3	4
Settlement and Grazing Management Programme 3-year Action Plan																		
	emigrate																	
	b. Consult with Oromiya regional office responsible for land distribution and ownership office to find solution for the relocation of the park inhabitants outside the park																	
	c. Communicate with Zonal and woredas officials surrounding the park on how to relocate people who recently migrated from their area of origin to the park																	
	Action 1.3. Form a taskforce and develop a detailed relocation plan for BMNP permanent residents	All	Some	Med	EWCA RG, LGA	RG, LG,FZS, KfW, GIZ, BEPs, EWCP												
	a. Form task force for relocation of Rira, Geramba Gora, Chefe dera villages and Afroalpine permanent inhabitant (Federal, regional, BMNP, Zonal, woreda and kebele representatives, and community members)																	
	b. Develop detailed action plan for relocation that follows current legislation and best practice in Ethiopia and international guidelines and includes full community participation. AP will include points below																	
	c. Establish the criteria for legal status and entitlement to resettlement packages																	
	d. Establish the number, location and details of park residents																	
	e. Demarcate village boundary as per 2009 agreements																	
	f. Clarify the legal status of residents and users																	
	g. Survey households for their preferences																	
	h. Estimate costs involved and each residents’ potential package.																	
	i. Determine how the current land certification process will be used to obtain land outside the park for the people who have moved into the park post-1971, but do not have land rights elsewhere and thus that they obtain secure tenure for new land																	

Specific Objectives	3-Year Management Actions/ Activities	Input required	Level of external support	Priority	Responsibility		Timeframe											
					Park	Partners	Year 1				Year 2				Year 3			
							1	2	3	4	1	2	3	4	1	2	3	4
Settlement and Grazing Management Programme 3-year Action Plan																		
	j. Determine how the current land certification process will be incorporated to ensure that people with land outside the park remain permanently outside the park																	
	k. Prioritise communities for relocation based on feasibility and the level of threat they post to biodiversity and ecosystem integrity.																	
	l. Produce resettlement action plan will mainly include the above activities (a-k) and ratify by all relevant federal, regional and local authorities, communities and partners.																	
	m. Draw up and sign agreements for terms and conditions of resettlement between householders, Federal, Region, Zone, local government and BMNP																	
	Action 1.4. Implement the resettlement action plan as logistics, manpower and the required funds are made available for each different park inhabitant	All	Most	Highest	EWCA RG/LGA TF/PO	RG, LG,FZS, KfW, GIZ, BEPs, EWCP												
	a Identify households of Cheffa-Dera who have farmland outside the national park and support retraction to those areas.																	
	b Remove the new houses and restore land converted to farmland outside the agreed 2009 village boundary in Geremba Goro village																	
	c. Identify households in Geremba Goro village who have built two or more huts within the pre-2009 village and consolidate if possible																	
	d. Ensure regular monitoring by local administration and visits by BMNP to monitor and prevent further expansions outside the agreed 2009 boundary																	
	e. Identify all households who have farmland outside the national park, in the main Gora village or within Wege-Hareenna kebele, and support retraction to those areas.																	
	f. Ensure houses and fields around Aboye and Katcha are included in all activities to Rira village																	
	g. Relocate some isolated households of Rira village back to the main village from isolated areas																	

Section H: 3-Year Action Plans

Specific Objectives	3-Year Management Actions/ Activities	Input required	Level of external support	Priority	Responsibility		Timeframe											
					Park	Partners	Year 1				Year 2				Year 3			
							1	2	3	4	1	2	3	4	1	2	3	4
Settlement and Grazing Management Programme 3-year Action Plan																		
	h. Establish clear interim grazing plan for livestock until relocation takes place																	
	i. Ensure regular monitoring by local administration and BMNP to monitor and prevent any new land allocation																	
	j. Identify households with no houses or farmland in home kebele and follow action plan to agree temporary conditions, source land etc.																	
	k. Support retraction and livelihood diversification of those Households who have other land and houses																	
	Action 1.5 Identify and record current extent of homesteads and farmland, including village boundary	All	Most	Highest	TF/PO	RG, LG,FZS, KfW, GIZ, BEPs, EWCP												
	a. Determine village boundaries with the participation of community representatives, park staff and Goba woreda land administration office based on 2009 agreement																	
	b. Determine farmland (size and location) and houses (number and type, date of establishment) and natural trees with the participation of community representatives, park staff and Goba woreda land administration office																	
	Action 1.6: Agree temporary conditions for natural resource use until relocation takes place	All	Some	Highest	TF PO	RG, LG,FZS, KfW, GIZ, BEPs, EWCP												
	a Draft and enter into temporary 3-way agreements between BMNP, communities and local government on natural resource use/management. Ensure penalties included																	
	b. Ensure monitoring and law enforcement of agreements takes place																	
	Action 1.7: Secure finance for voluntary relocation costs and packages	All	Most	Highest	EWCA RG MOFED	RG, LG,FZS, KfW, GIZ, BEPs, EWCP												
	a. EWCA and the regional government lobby fund allocation from the federal government for financial compensation for permanent park inhabitants																	

Section H: 3-Year Action Plans

Specific Objectives	3-Year Management Actions/ Activities	Input required	Level of external support	Priority	Responsibility		Timeframe											
					Park	Partners	Year 1				Year 2				Year 3			
							1	2	3	4	1	2	3	4	1	2	3	4
Settlement and Grazing Management Programme 3-year Action Plan																		
	b. Develop project proposal to raise funds to for retraction of recent inhabitants of the park/those not eligible for compensation packages)																	
	Action 1.8: Develop separate livelihood improvement strategy document and implement for relocated communities	All	Most	Highest	EWCA TF/ PO	RG, LG,FZS, KfW, GIZ, BEPs, EWCP												
	a. Prepare TOR for the development of livelihood Improvement strategic (LIS) document for relocated BMNP inhabitants																	
	b. Tender Offer the assignment to develop LIS document																	
	Action 1.8: Implement as per detailed relocation plans developed in Action 1.2, 1.8 etc.,	All	Most	Highest	EWCA, PO	RG, LG,FZS, KfW, GIZ, BEPs, EWCP												
Objective 2: Seasonal grazing inside BMNP phased out, in collaboration with park-associated communities																		
	Action 2.1. Develop detailed Grazing Pressure Reduction Strategy (GPRS) for BMNP	All	Most	Highest	EWCA TF/ PO	RG, LG,FZS, KfW, GIZ, BEPs, EWCP												
	a. Prepare the required TOR for the development of Grazing Pressure reduction strategy (GPRS) document																	
	b. Assign GPRS development to competent actors																	
	Action 2.2: Build consensus and political support with at all levels with all stakeholders for strategy and implementation	All	Most	Highest	EWCA RG/ LGA TF/ PO	RG, LG,FZS, KfW, GIZ, BEPs, EWCP												
	a. Ensure activities coordinated with those under resettlement objective																	
	b. Ensure specific discussion with regional and zonal and woreda level higher officials continue to maintain common understanding																	
	Action 2.3: Conduct village level campaign to all livestock areas outside BMNP to publicize the National Park regulations, BMNP boundaries and permitted activities and grazing phase out.	All	Most	Highest	LEA PO	RG, LG,FZS, KfW, GIZ, BEPs, EWCP												

Section H: 3-Year Action Plans

Specific Objectives	3-Year Management Actions/ Activities	Input required	Level of external support	Priority	Responsibility		Timeframe												
					Park	Partners	Year 1				Year 2				Year 3				
							1	2	3	4	1	2	3	4	1	2	3	4	
Settlement and Grazing Management Programme 3-year Action Plan																			
	a. Set plan for discussions for the lowland or other communities regarding the new regulation and strategies for grazing management																		
	b. Support and encourage woreda, kebeles and CBOs to be involved in the all activities																		
	Action 2.4: Develop and support existing PFM CBOs to expand remit to manage rangelands and grazing and, if necessary, set up new CBOs in kebeles where no PFM CBO exists.	All	Most	Highest	CBO LEA/ PO	RG, LG,FZS, KfW, GIZ, BEPs, EWCP													
	a. Conduct discussions with the existing CBOs around the park and reach agreement with park office to control grazing in their respective Kebeles following the model of PFM as well as the grazing zoning scheme																		
	b. Support and strengthen the existing CBOs around the park to implement grazing and rangeland management plans																		
	d. Establish new CBOs where none exist together with local administration office to ensure control of grazing and sustainable uses of other NRs																		
	Action 2.5: With CBOs, design details and byelaws of interim grazing control programme and temporary management agreements	All	Most	Highest	LEA/ PO CBO	RG, LG,FZS, KfW, GIZ, BEPs, EWCP													
	a. Identify and determine those with temporary user rights, clarify areas of initial no-grazing zones, the exact entry and exit days and months of seasonal grazing, design and set up permit and fee collection system, and design a penalty system and agreement templates that will be considered in the bylaw and agreement																		
	b. Following the model of PFM, develop bylaws for interim grazing control and other NR uses together with each kebeles CBOs and implement																		
	Action 2.6: Support ongoing implementation of GPRS and enforcement and monitoring of temporary agreements	All	Most	Highest	LEA/ PO CBO	RG, LG,FZS, KfW, GIZ, BEPs, EWCP													

Specific Objectives	3-Year Management Actions/ Activities	Input required	Level of external support	Priority	Responsibility		Timeframe											
					Park	Partners	Year 1				Year 2				Year 3			
							1	2	3	4	1	2	3	4	1	2	3	4
Tourism Provision and Management Programme 3-Year Action Plan																		
Objective 1: Diverse and ecologically and culturally sensitive tourism provision developed in BMNP in partnership with the private sector																		
	Action 1.1: Work with EWCA HQ in the development and implementation of concession tendering processes to ensure the award of concessions and development of infrastructure in the tourism zones.	Technical advice	None	High	EWCA PO /ETO	FZS, KfW												
	a. Conduct (EWCA) carefully planned and well-promoted tender processes for the development of Campsites, Guesthouses / Community Lodges, Trekking Lodges, Wildlife Tourism Lodges																	
	b. Develop and implement (EWCA) licensing and operating standards which both guide and regulate BMNP tourism																	
	Action 1.2: Develop campsites and trekking routes within the BMNP	Technical, financial, human	Most/all	High	EWCA PO / ETO	FZS, KfW												
	a. Conduct survey on the proposed new trekking routes in BMNP and surrounding area																	
	b. Prioritise the identified campsites with basic facilities for development																	
	c. Develop the required campsites design and specification																	
	d. Outsource the work for capable local contractor based on legal tender procedure																	
	e. Manage the construction process/tenders as per plan																	
	f. Maintain existing camping sites in the BMNP																	
	g. Review trekking map and potentially reprint																	
	Action 1.3: Ensure park-managed tourism centres and facilities meet highest quality standards	Technical, financial, human capacity	Most/all	High	EWCA PO/ETO	FZS, KfW												
	a Identify the existing gap of tourism infrastructure in																	

Specific Objectives	3-Year Management Actions/ Activities	Input required	Level of external support	Priority	Responsibility		Timeframe											
					Park	Partners	Year 1				Year 2				Year 3			
							1	2	3	4	1	2	3	4	1	2	3	4
Tourism Provision and Management Programme 3-Year Action Plan																		
	terms of provision of quality services																	
	b. Ensure all viewpoint infrastructure is environmentally and aesthetically appropriate for visitors by testing design options on visitors																	
	c. Renovate/maintain toilets available on the existing campsites, HQ, and outposts																	
	d. Improve and maintain information centres and contents																	
	e. Develop short term and long term plan to improve the available facilities																	
	f. Implement mechanisms of collecting feedback from tourists and adaptively manage																	
	g. Undertake periodic maintenance of the facilities																	
	Action 1.4: Facilitate investment in guesthouses and community lodges	Technical, financial, human capacity	Most/all	Medium/High	EWCA PO ETO	FZS, KfW												
	a. Assist private investment to develop guesthouses and community lodges in BMNP based on the tourism development plan of BMNP																	
	b. Develop criteria for optimal locations of guesthouses and community lodges																	
	c. Conduct surveying the areas for the development of guest house and community lodge and EIAs																	
	d. Prepare legal tender documents and finding possible operators																	
	e. Assist communities with drawing up agreements with private operators: ensuring community benefits strongly articulated and supporting communities in negotiations																	
	f. Assist communities in sourcing finance as required																	

Specific Objectives	3-Year Management Actions/ Activities	Input required	Level of external support	Priority	Responsibility		Timeframe											
					Park	Partners	Year 1				Year 2				Year 3			
							1	2	3	4	1	2	3	4	1	2	3	4
Tourism Provision and Management Programme 3-Year Action Plan																		
	Action 1.5: Develop and implement a realistic 3-5 year destination marketing plan to complement efforts by private sector operators and other Government departments	Technical advice	Some	Med	EWCA PO ETO	FZS, KfW												
	a. In collaboration with stakeholders, carryout problems and issues analysis for BMNP marketing																	
	b. With stakeholders, identify marketing plan objectives including target audiences and messages																	
	c. With stakeholder, draw up actions to meet marketing objectives																	
	d.Implement as per plan and as funds available																	
	e. Ensure marketing plan reviewed annually to take into accounts changing context in this rapidly developing area																	
Objective 2: A visitor-centered and quality learning experience provided for visitors in and around the Bale Mountains																		
	Action 2.1: Provide tourism awareness training and publicity campaigns for selected local communities in and around park	Technical	None	Medium	EWCA PO ETO	FZS, KfW												
	a. Work with local teachers to develop tourism friendly behaviour in children in the area																	
	b. Work with community leaders, youth and women’s groups might also be productive, to ensure that traditional values and attitudes are reinstated.																	
	Action 2.2: Integrate visitor interpretation into park infrastructure development	Technical, financial	Low	Medium	EWCA PO/ ETO	FZS, KfW												
	a Develop welcome points at the gate at the southern-most part of the park in Harenna.																	
	b Develop Interpretation panel at park entry points such as the Harenna forest, Angesu on the Sanetti plateau																	

Specific Objectives	3-Year Management Actions/ Activities	Input required	Level of external support	Priority	Responsibility		Timeframe											
					Park	Partners	Year 1				Year 2				Year 3			
							1	2	3	4	1	2	3	4	1	2	3	4
Tourism Provision and Management Programme 3-Year Action Plan																		
	c Provide a range of information and collect information from visitors at the park entry gates																	
	d Develop shops that sell or make available both publications and souvenir and handicrafts, either under private management or at fee collection points																	
	Action 2.3: Plan, produce and disseminate/sell interpretation materials	Technical, financial	Low	Medium	EWCA PO/ ETO	FZS, KfW												
	a Review and improve the available interpretation materials (guidebook, maps, website, flyers etc.)																	
	b. Design new interpretative materials, taking into account the corporate image																	
	c Reprint improved interpretation materials (guidebook, maps, website, flyers etc.)																	
	d. Distribute materials to users at park HQ, EWCA, Tour operators, Bole airport , Ethiopian airlines ,																	
	e. Improve information and promotional material on cultural sites outside of the park, (e.g. Sof Omar caves and the Wabe Shabelle Gorge, Dere Sheik Hussein)																	
	g Distribute free Golden Rules of Tourism and Service Providers Code of Conduct to every visitor/user of park																	
Objective 3: Effectiveness, efficiency and adaptability of BMNP tourism regulation, facilitation and management improved and providing an enhanced visitor experience																		
	Action 3.1: Build capacity of BMNP staff to facilitate and regulate BMNP tourism	Technical, financial	Some	Medium	EWCA PO/ ETO	FZS, KfW, UNV												
	a Identify the current staff capacities, attitudes and practices for tourism provision and tourism facility management																	
	b. Identify relevant tourism awareness and customer care training courses at colleges/University, or develop tailor-made training																	
	c. Provide in depth training for tourism experts of BMNP, as per individual needs																	

Specific Objectives	3-Year Management Actions/ Activities	Input required	Level of external support	Priority	Responsibility		Timeframe												
					Park	Partners	Year 1				Year 2				Year 3				
							1	2	3	4	1	2	3	4	1	2	3	4	
Tourism Provision and Management Programme 3-Year Action Plan																			
	d. Review need for updating training annually and conduct as appropriate																		
	Action 3.2: Improve tourism administration and information systems	Technical advice, human and finances	All	High	EWCA PO / ETO	FZS, KfW, UNV													
	a. Assess any gaps in the implementation and management in acquiring consistent and accurate data, including the collection of basic information at park entry points and take appropriate action.																		
	b. Implement, analyse information and ensure that information is readily available for management and incorporated in reporting at both BMNP and EWCA level.																		
	d. Conduct visitor feedback surveys using tourist guides, private sector partners or other means																		
	Action 3.3: Monitor and regulate visitor volume and impact in sensitive areas.	Technical, financial	Some	Low/Med	EWCA TO /ETO	FZS, KfW, UNV													
	a. Monitor visitor numbers in areas identified in the TDP (Sanetti plateau, Web Valley)																		
	b. Draw up traffic regulation rules and implement for tourism traffic control (number of car, time of day) on the main road over the Sanetti plateau																		
	c. Limit and control vehicle traffic into the Web Valley if numbers increase							As required											
	Action 3.4: Establish adaptive management system to linking feedback from visitor experience to management action.	Technical, financial	Low	Medium	PO /ETO	FZS, KfW, UNV													
	a. Report and discuss tourist feedback at tourism department and park management meetings on a quarterly basis and take action.																		
	Action 3.5: Design and establish systems for monitoring and regulating the environmental and	Technical, financial	Some	Medium	EWCA PO /ETO	FZS, KfW, UNV													

Section H: 3-Year Action Plans

Specific Objectives	3-Year Management Actions/ Activities	Input required	Level of external support	Priority	Responsibility		Timeframe											
					Park	Partners	Year 1				Year 2				Year 3			
							1	2	3	4	1	2	3	4	1	2	3	4
Tourism Provision and Management Programme 3-Year Action Plan																		
	<i>cultural impacts of tourism facilities and activities</i>																	
	a. Assess and determine the level of negative impacts of existing tourists and tourism infrastructure (economic, cultural and environmental) in and around BMNP																	
	b. Assess and determine the level of positive impacts of existing tourists and tourism infrastructure (economic, cultural and environmental) in and around BMNP																	
	c. Design a system of regular visits to facilities and implement, ensuring timely follow up and implementation of appropriate measures																	
Objective 4: Communities participation and benefit sharing from BMNP tourism facilitated																		
	<i>Action 4.1: Reform and improve the systems and quality of local guiding and tourism services provider associations</i>	Technical advice, human capacity	Some	High	EWCA PO ETO	FZS, KfW, UNV												
	a. Create and assist implementation of a system which enables the private sector to improve the quality of service provision to delivered to tourists (Guides, horse handlers, cooks etc.)																	
	b. Support the reform the current guiding situation of BMNP to improve services provision to tourists and improved spread of community benefits to different park-associated communities																	
	c. Support tourist services providers to self-regulate and improve functioning of associations																	
	<i>Action 4.2: Build capacity of BMNP service providers and park users to deliver quality services, gain employment and adhere to park rules</i>	Technical advice	Some	Med	EWCA PO ETO	FZS, KfW, UNV												
	a. Implement awareness raising campaign, for park users in the tourism sector to adhere to the code of conduct																	
	b. Provide training for guides and other services providers to improve service delivery																	

Section H: 3-Year Action Plans

Specific Objectives	3-Year Management Actions/ Activities	Input required	Level of external support	Priority	Responsibility		Timeframe											
					Park	Partners	Year 1				Year 2				Year 3			
							1	2	3	4	1	2	3	4	1	2	3	4
Tourism Provision and Management Programme 3-Year Action Plan																		
	c. Conduct subsequent monitoring on the performance and service delivery and take action as required E.g. Ensure park rules and those of service providers association are adhered to and apply sanctions for those who violate rules or do not maintain standards																	
	d. Use feedback on performance of local tourist services providers to service provider management																	
	e. Develop awards and enhancement system to encourage higher quality service delivery																	
	Action: 4.3: Support small private businesses and cooperative groups to develop ability to provide supplies to tourists/camps/lodges	Technical advice, human and financial capacity	Most	Med	EWCA PO ETO	FZS, KfW, UNV												
	a. Support existing artefact producing groups and review product range once tourism numbers and market grows.																	
	b. Explore options to supply artefacts in Addis Ababa and feasibility of increasing quality and maintaining supply chains																	
	c Assist groups of community members to supply local products such as honey or coffee to visitors																	
	e Establish producers associations and supply chains of local famers produce for consumption at lodges/ hoteliers in and around the park																	

Specific Objectives	Ob-	3-Year Management Actions/ Activities	Input required	Level of Ext Sup- port	Priority	Responsibility		Year 1				Year 2				Year 3			
						Park	Potential partners	1	2	3	4	1	2	3	4	1	2	3	4
Park Operations Programme 3-year Action Plan																			
Objective 1: Resource protection system established																			
1.1: Park infrastructure developed and equipment procured		Action 1.1.1: Construct and maintain priority BMNP buildings	Financial, technical	All	High	W, DW	FZS, KfW												
		a. Build new infrastructure (including temporary out-posts) according to current and updated priority plan																	
		b. Ensure maintenance of current infrastructure including development of responsible team and/or system																	
		c. Ensure Environmental Impact Assessments are carried out on all new and existing developments and adopt mitigation measures																	
		d. Maintain rain gauges at HQ, Rira subHQ and key out-posts such as Manyetti					Mahleberg Univ												
		Action 1.1.2: Plan, construct and maintain management and tourism track network, and potentially public roads in park	Financial, technical	All	Medium	W, DW	FZS, KfW												
		a. Ongoing maintenance of Dinsho-Sodota, Gese tracks																	
		b. Conduct feasibility study with EIA of other priority tracks for management and tourism																	
		c. Source finance and implement track development plan as funds and feasibility allows																	
		Action 1.1.3: Control track and road use in the park	Technical	None	High	W, DW	FZS, KfW												
		Implement fines for bad practice such as littering and speeding on the roads through the park																	
		Investigate and implement other measures for infraction as is legally acceptable																	

Action 1.1.4: Construct and maintain fencing to improve efficiency of law enforcement	Financial technical	All	High	W,DW	FZS, KfW													
a. Investigate feasibility and cost-effectiveness of fencing in Gese area, draw up development and maintenance plans, conduct EIA and raise awareness of plans with local government and communities																		
b. Investigate feasibility and cost-effectiveness of fences in other high pressure areas																		
c. Source finance and implement as funds and feasibility allows																		
Action 1.1.5: Improve and maintain boundary demarcation and park signposting	Financial, technical	All	High	W,DW	FZS, EU, KfW													
a. Finalise park boundary beacon placement after community sensitisation																		
b. Install directional/information signposting for management and tourism purposes according to standard design according to prioritisation as funds allow																		
c. Develop and implement standard checking and maintenance plan for boundary beacons and signs																		
Action 1.1.6: Procure and maintain sufficient field and office equipment, vehicles and communications systems	Financial	All	Med	W,DW	FZS, KfW													
a. Ensure sufficient 4WD and motorbikes available to all park sectors, including forest. (Rira vehicle and 3 motorbikes current priority)																		
b. Obtain tractor/pick-up, trailer and small lorry, with accessories for HQ																		
c. Procure more horses, mules and accessories in line with staff and outpost increases and ensure staff are trained in proper care																		
d. Procure and maintain camping equipment (tents, sleeping bags, sleeping mats, cooking equipment) for mobile patrols and longer term tented outposts																		
e. Ensure scouts have sufficient uniforms, boots, rain-gear, cold weather clothing, rucksacks and peripherals at all times																		

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	a. Establish and maintain point of contact with local "Mana Murti Ganda" and also local judiciary and police in each woreda																			
	b. Hold regular/annual meetings or workshop with local police, judiciary and administration at kebele (Mana Murti Ganda) and woreda level on prosecution systems and procedures																			
	c. Design and use geodatabase for follow-up arrests and prosecutions as part of SMART ranger based monitoring system																			
	Action 1.2.4 Standard Operating Procedures for scout and park systems developed and implemented for fire control and prevention	Technical	Some	High	W, DW, Ecol	FZS, KfW														
	a. Training of local community and scouts																			
	Action 1.2.5 Standard Operating Procedures for scout and park systems developed and implemented	Technical	All	High	W, DW	FZS, KfW														
	a. Develop list of procedures for which standard operations systems should apply at BMNP level and check progress on development form EWCA																			
	b. Develop relevant SOPs																			
	c. Ensure all staff aware of rules, SOPs and guidelines for law enforcement, park rules and regulations etc.																			
1.3: Integrated Environmental Management of park developments and activities implemented	Action 1.3.1: Develop and implement Integrated Environmental Management (IEM) policy, guidelines and operational procedures for BMNP	Technical	Most	High	Ecol.	FZS														
	a. Assign responsibility for EIAs to staff member in Ecology Department																			
	b. Contract consultant to review federal and regional EIA guidelines and adapt for BMNP, ensuring they address runoff from settlements and agricultural practices																			
	c. Ensure EIA Guidelines incorporated into all agreements for development in park, tourism etc.																			
	d. Increase awareness of staff on EIA guidelines and triggers for EIA																			
	e. Carry out regular spot checks on all BMNP facilities, including tourist concessions																			

	Action 1.3.2: Assess and retroactively mitigate the environmental impact of existing park development, including quarries, building and roads	Technical	Some	Medium	Ecol.	FZS												
	a. Carry out EIA on all existing park infrastructure and activities																	
	b. Carry out EIA on non-park managed structures such as telecom towers and liaise with appropriate agencies																	
	c. Plan and implement any appropriate mitigating measures																	
	d. Assess quarrying activity within BMNP, carry out EIAs and liaise with Road Authority to implement mitigation measures																	
	e. Assess requirement for quarry restoration																	
Objective 2: Sustainable financing plan for BMNP (and park-associated communities) operational																		
	Action 2.1: Operationalise use of proposed National Protected Area Trust Fund for generating funding to BMNP and park-associated communities.	Technical Financial	Most	High	EWCA	GIZ, FZS												
	a. Ensure liaison with contact point at EWCA HQ																	
	Action 2.2: Assess and capitalise on potential for small scale revenue retention at park level or through federal trust fund	Technical	Some	Medium	W, DW	FZS												
	a. Set up legally with EWCA HQ and communities and others																	
	Action 2.3 Lobby and support initiatives by staff, EWCA and partners for additional government and donor funding	Technical Financial	Most	High	W	FZS												
	a. Keep priority list of capital, recurrent and technical investment requirements from GMP updated and ensure staff are aware of priorities at annual planning meeting																	
	b. Lobby with EWCA HQ staff, government offices involved in budget allocation, partners and donors to specify investment priorities																	
	c. Engage actively with any potential donors visiting BMNP																	
	d. Provide training to park staff on basic proposal devel-																	

opment and grant management.																			
e. Source outside assistance for major proposal development																			
Action 2.4: Investigate and capitalise on opportunities for national commercial sponsorship	Staff time	Some	Medium	W	FZS														
a. Engage Nyala Insurance and others for material and/or financial sponsorship																			
b. Investigate other businesses that use names or logos associated with Bale e.g. Nyala hotel, Nyala cigarettes																			
c. Investigate opportunities for discounts and donations to fulfill equipment requirements e.g. tyres, computers, printing																			
Action 2.5: Establish mechanisms for private donations to BMNP	Staff time, technical	Some	Medium	W	FZS, KfW														
a. Identify interested individuals locally and nationally																			
b. Explore legal mechanism for establishment of national and international donations potentially through Trust Fund or a local organization such as Friends of Bale																			
c. Establish system of recording contacts of tourists and visitors to BMNP for subsequent interactions/request																			
d. Make and maintain simple request list for private donations and post at tourist concessions and on website, with details on donation methods (currently could be earmarked for BMNP through FZS)																			
e. Establish system for requesting and managing private donations at BMNP level																			
Action 2.6: Explore and capitalise on methods of acquiring payment for BMNP ecosystem services	Technical Financial	All	Medium/ High	W	FZS, KfW, EU														
a. Clarify role of BMNP in REDD+ schemes for Haremma forest, particularly that payments to prevent leakage into BMNP should be included																			

	b. Investigate feasibility of obtaining payments to BMNP for water provision																		
	c. Investigate feasibility of other mechanisms for BMNP ecosystem services payments																		
Objective 3. Modern, efficient and adaptive management and administration of BMNP established																			
3.1: Transparent and effective management structures, systems and capacity established	Action 3.1.1: Review and revise park departmental and staffing structure and posts, in light of GMP implementation	Staff time, technical	Some	High	W, EWCA	FZS													
	a. Review staffing structures required to implement GMP																		
	b. Follow up contact point in EWCA personnel management with respect to new structure																		
	c. Prepare job descriptions for any new posts																		
	d. Ensure new post requests are included in annual operations and budgeting planning																		
	e. Follow up budget and staffing requests with relevant personnel in management authority																		
	Action 3.1.2: Assess and develop strategy to ensure staff capacity in place for GMP implementation	Staff time, technical	Some	High	W	FZS													
	a. Implement system of assessing current capacity of staff annually based on system previously developed,.																		
	b. Assess priority future capacity needs to implement GMP and review annually																		
	c. Ascertain opportunities, timing and application procedures for training requests to partner and other funders																		
	d. Prepare and submit requests for training opportunities annually																		
	Action 3.1.3: Improve and maintain good employment benefits such as housing, uniforms and medical insurance provision	Staff time, technical	Some	High	EWCA	FZS													
	a. Draw up annual uniform requirements for all staff																		
	b. Provide uniforms and field equipment to all staff as per requirements and Action 1.1.5																		
	c. Draw up guidelines and regulations for staff emergency																		

[illegible]

[illegible]

e. Decommission obsolete and broken equipment																			
Action 3.2.3: Improve equipment care and maintenance	Staff time	Some	High	W, DW	FZS														
a. Develop care protocols for each type of equipment																			
b. Train storekeeper and equipment users on equipment care and maintenance																			
c. Check and inventories equipment condition and presence regularly by including in workplans																			
Action 3.2.4: Improve and maintain efficient electronic and paper filing system	Technical, staff time	Some	High	W, DW	FZS														
a. Review current administrative, report and record keeping system																			
b.: Obtain expert advice and design a new system including filing system, job descriptions, work plans and protocols																			
c. Assess capacity needs to operate system and train appropriately																			
d. Implement new system and ensure included in job descriptions and workplans																			
Action 3.2.5: Improve and maintain financial management system	Staff time	Most	High	W, DW, EWCA	FZS														
a. Train all relevant staff in financial management systems including budgeting, financial planning, reconciliations and reporting as per government system																			
b. Draw up and review job descriptions and work plans to meet needs of financial management system																			
d. Assess capacity needs to operate system and train appropriately																			
e. Implement new system and ensure included in job descriptions and workplans																			
Action 3.2.6: Establish regular and ad hoc management committee meetings	Staff time	None	High	W, DW	FZS														
a. Formulate structure and terms of reference for management committee																			
b. Identify members of management committee, ensuring good representation across grades																			
c. Form management committee and meet regularly																			

3.3: Synergistic, collaborative and adaptive planning and review system operational	Action 3.3.1: Review and implement GMP Monitoring and Evaluation Plan	Technical, staff time	Some	High	W, planner	FZS												
	a. Hold BMNP management meeting to review GMP monitoring and evaluation plan and priority indicators, and ensure in line with BSC system and EWCA indicators																	
	b. Where data is not already being collected, develop methods for collecting information for indicator verification, assign responsibility and embed in monthly task planning and job descriptions																	
	c. Ensure annual METT assessment is being carried out																	
	d. Produce progress report biannually/ in line with EWCA requirements , that includes analysis of achievements and obstacles																	
	Action 3.3.3: Improve annual and quarterly operational planning, budgeting and reporting systems	Technical, staff time	Some	High	W, planner	FZS												
	a. Set up planning meetings with complete management team and partners for quarterly and annual activity planning																	
	b. Refer to GMP 3-year Action Plan when drawing up annual work plans																	
	c. Assign responsibility to a staff member for each developed activity, during quarterly and annual planning																	
	d. Ensure budgeting is in line with activities and priorities																	
	e. Liaise with partners on allocation of responsibilities for planned actions annually																	
	f. Establish and maintain contact with planning office in EWCA with responsibility for budget defence																	
	g. Communicate improved park planning system to line manager in EWCA																	
	Action 3.3.3: Develop next 3-year Action Plan for 10-year GMP	Staff time	None	High	W, planner	FZS												
	a. Liaise with partners on involvement in next cycle of action planning																	
	b. Review current problems and issues under each management programme																	

	c. Evaluate 10 year objectives and sub objective in each management programme for continued relevance and adjust if necessary																		
	d. Evaluate current 3- year action plan for completion, continued relevance, priorities and reasons for non-implementation																		
	e. Develop new actions and activities as required																		

Outreach Programme 3-year Action Plan

10-Year Objectives and Sub-Objectives	Ob- and Sub-Objectives	3-Year Management Actions/ Activities	Input required	Level of external support	Priority	Responsibility		Timeframe											
						Park	Partners	Year 1				Year 2				Year 3			
								1	2	3	4	1	2	3	4	1	2	3	4
Objective 1: Stakeholder understanding and involvement in BMNP management strengthened																			
1.1: Involvement and co-ordination of local stakeholders with park management improved	Action 1.1.1: Establish BMNP Park Advisory Committee (PAC) and maintain good communication through regular meetings		F	Some	High	W, CO	FZS, EWCP, WA												
	a. Ensure Park Advisory Committee (PAC) involves key local actors																		
	b. Carry out PAC meetings regularly (quarterly)																		
	c. Invite community representatives to attend PAC meetings at least once in a year																		
	d. Provide training to PAC on monitoring and evaluation, facilitation skills, park protection and operation																		
	Action 1.1.2: Establish and Maintain BMNP -Community dialogue forum		F	Most	High	W, CO	FZS, EWCP, WA, KA												
	a. Identify priority park-adjacent communities to be engaged by BMNP management																		
	b. Hold internal BMNP workshop on community participation to reach consensus on broad mechanism for BMNP																		
	c. Engage with all park-resident and priority park-adjacent communities to have them delegate representatives - ensuring marginalised groups are represented																		
	d. Hold workshop/meeting with each identified community to identify current issues and the indicators to monitor impact of forums, and to decide forum structure with mechanisms for grievance and problem solving																		
	e. Hold and facilitate forum meetings																		
	Action 1.1.3: Improve partnerships and linkage with relevant organizations		FT	Some	Medium	W	WA, Unv, NGO												
	a. Identify development and other actors with which BMNP should partner																		
	b. Engage with these institutions to determine if contact and communication would be mutually beneficial																		

Outreach Programme 3-year Action Plan

10-Year Objectives and Sub-Objectives	3-Year Management Actions/ Activities	Input required	Level of external support	Priority	Responsibility		Timeframe											
					Park	Partners	Year 1				Year 2				Year 3			
							1	2	3	4	1	2	3	4	1	2	3	4
	c. Create guidelines for contact between BMNP and other collaborating institutions																	
	d. Establish a point of contact within BMNP for every collaborator																	
	e. Open a file to store all communication between BMNP and collaborators																	
	f. Establish regular communication, and if appropriate formal meetings, with each collaborator																	
	g. Establish regular reporting, feedback and budget planning mechanisms for each organisation																	
1.2: Knowledge of BMNP significance and value improved in a wide stakeholder group	Action 1.2.1: Promote BMNP's significance with decision-makers at all levels	FT	Most	High	EWCA, ORCT, CO, TO	WG, UNV, NGO												
	a. Hold work shop for zonal and woreda key government targets																	
	b. Hold workshop for regional and federal key government targets																	
	c. Identify BMNP key conservation champions in key government position																	
	d. Road shows																	
	Action 1.2.2: : Apply for UNESCO World Heritage Site listing	FT	Some	High	EWCA	AHRC, FZS, ORCT												
	a. Establish committee for preparation of dossier																	
	b. Submit dossier																	
	Action 1.2.3: Explore benefits of listing BMNP as a UNESCO Biosphere Reserve and/or Geopark and take action if priority	FT	Some	Low	EWCA	AHRC, FZS, ORCT												
	a. Create action group to explore benefits of listing BMNP																	
	b. Identify the positive benefits to be gained from BR and/or Geopark listing																	
	c. Identify process to create a Biosphere Reserve and Geopark																	
	d. Decide whether to apply for Bio Reserve and/or Geopark listing																	
	e. Ensure that activities required to maximise BR/GP benefits included in BMNP annual operations plans																	

Section H: 3-Year Action Plans

Outreach Programme 3-year Action Plan

10-Year Objectives and Sub-Objectives	3-Year Management Actions/ Activities	Input required	Level of external support	Priority	Responsibility		Timeframe											
					Park	Partners	Year 1				Year 2				Year 3			
							1	2	3	4	1	2	3	4	1	2	3	4
1.3. Environmental education programme focused, expanded and maintained	1.3.1: Develop clear environmental education strategy, based on evaluation of previous programmes	FT	Med	Med	CO, E, TO	FZS, EWCP												
	a. Hold workshop with current BMNP EE partners to evaluate current programme																	
	b. Use the workshop to develop a 3 year EE strategy for in/around the BMNP																	
	c. Implement and evaluate with partners																	
	1.3.2: Enhance capacity of park and key government staff for environmental education	FT	All	High	EWCA, W,	FZS, EWCP, UNV, GIZ												
	a. Identify gaps in the staffs knowledge																	
	b. Explore option for environmental training in Ethiopia																	
	c. Produce and implement training plan																	
	1.3.3: Strengthen and extend current school and elders environmental clubs programme	F	Most	High	EWCA, W	FZS, EWCP, UNV												
	a. Identify schools which do not have clubs and prioritise																	
	b. Train teachers in environmental education method																	
	c. Obtain start up materials for new clubs																	
	d. Provide refreshment training to clubs and teachers																	
	e. Provide further materials for clubs																	
	f. Establish elders club																	
	g. Follow up and support clubs as necessary																	
	1.3.4 Organize visits to park for other key stakeholders	F	Most	Medium	EWCA, W	FZS, EWCP, MM												
	a. Arrange visit for key woreda government actors																	
	b. Arrange visit for key zonal government actors																	
	c. Arrange visit for key regional and federal government actors																	
1.4: Equitable benefit sharing	1.4.1: Identify and facilitate equitable benefit-sharing mechanisms	FT	Some	Medium	EWCA, CO	FZS												

Section H: 3-Year Action Plans

Outreach Programme 3-year Action Plan

10-Year Objectives and Sub-Objectives	3-Year Management Actions/ Activities	Input required	Level of external support	Priority	Responsibility		Timeframe											
					Park	Partners	Year 1				Year 2				Year 3			
							1	2	3	4	1	2	3	4	1	2	3	4
facilitated in the park associated communities	a. Identify models/experiences/options available to be offered as benefits																	
	b. Negotiate with relevant communities for implementation of benefit-sharing schemes (ensuring equitability issues addressed)																	
	c. Implement pilot schemes with partners																	
	d. Monitor and evaluate pilot schemes (especially equitability of benefit sharing)																	
	1.4.2: Explore and implement mechanisms to collect money from visitors and other donors for community projects	FT	Some	Medium	W, CO, TO													
	a. Explore options and alternatives suitable within the Ethiopian context (e.g. NGO/CBO/co-operative type organisation)																	
	b. Identify ways to collect money for this scheme																	
	c. Implement recommendations to establish scheme (ensuring equitability issues addressed)																	
	d. Monitor and evaluate the scheme (especially equitability of benefit-sharing)																	
Objective 2: Sustainable development and livelihoods around BMNP supported																		
2.1: Conservation-compatible livelihood diversification and agriculture technologies promoted	Action 2.1.1: Promote and develop market chains for small and medium enterprises based on legal harvesting of natural resources, particularly honey and coffee, inside and immediately adjacent to BMNP	FT	All	High	CO	FZS, GIZ												
	a. Undertake preliminary assessment on previous Market Analysis and Development (MA&D) initiatives																	
	b. Design strategy for promotion of the approach																	
	c. Provide MA&D training																	
	d. Develop participatory market chain for key products																	
	e. Support enterprise development																	
	f. Further expand to new opportunities																	

Outreach Programme 3-year Action Plan

10-Year Objectives and Sub-Objectives	Ob- and Sub-Objectives	3-Year Management Actions/ Activities	Input required	Level of external support	Priority	Responsibility		Timeframe											
						Park	Partners	Year 1				Year 2				Year 3			
								1	2	3	4	1	2	3	4	1	2	3	4
		2.1.2: Promote conservation-compatible small business development in the park associated communities	FT	All	High	CO	FZS, GIZ												
		a. Promote enterprise groups on honey, coffee, animal fattening milk processing, poultry production (women specific)																	
		b. Provide business skill training																	
		c. Support capitalization of business																	
		d. Provide VSLA training																	
		e. Provide necessary materials for establishment of VSLA's																	
		f. Establish saving and lending groups (VSLA's)																	
		Action 2.1.3: Support introduction and expansion of new and improved agricultural crop varieties	FT	All	Medium	CO	FZS, GIZ, O												
		a. Assist agriculture office in promoting climate smart agriculture																	
		b. Assist agriculture office in promoting new crop varieties																	
		c. Assist agriculture office in promoting high and low land fruits																	
		d. Provide logistical support to ensure seed availability																	
		e. Hold farmers day																	
		Action 2.1.4: Support initiatives that specifically reduce grazing pressure in and around park	FT	Most	High	CO,E,TO	FZS, GIZ, O												
		a. Increase awareness of problems associated with overgrazing																	
		b. Promote use of improved breeds and fodder																	
		c. Conduct study on carrying capacity of livestock grazing in the Bale Mountains, incorporating transhumance practices																	
		d Support improved management of communal grazing land around BMNP through development of participatory rangeland management groups																	
		e. Support improved animal health projects/programmes																	
2.2:	Participatory Forest	Action 2.2.1: Enhance the institutional and managerial capacity of community based organisations (CBOs) involved in	FT	All	Medium	CO, E, TO	FZS, GIZ, O												

Section H: 3-Year Action Plans

Outreach Programme 3-year Action Plan

10-Year Objectives and Sub-Objectives	3-Year Management Actions/ Activities	Input required	Level of external support	Priority	Responsibility		Timeframe											
					Park	Partners	Year 1				Year 2				Year 3			
							1	2	3	4	1	2	3	4	1	2	3	4
Management (PFM) and Controlled Hunting Areas (CHA) around BMNP supported	<i>natural resources management around BMNP</i>																	
	a. Assess current status of CBOs and identify gaps																	
	b. Design strategy to address the identified gaps																	
	c. Provide training on (organizational development training, financial mgmt., record keeping, financial mgmt.)																	
	d. Enhance participation of women and young people																	
	Action 2.2.2 Support efforts to improve community involvement in CHA management and benefit sharing	Technical, financial	All	High	E,CO	FZS, GIZ, O												
	a. Support Develop of Controlled hunting with community involvement																	
	b. Build OFWE's capacity in wild life management																	
	c. Organise exchange visit for government and community																	
	d. Develop community's capacity in CHA management																	
	e. Support development of community and OFWE's tourism skill																	
2.3: Land use planning and implementation supported in BMNP-associated communities	Action 2.3.1: Increase capacity of Woreda Environmental Protection, Landuse and Administration (EPLUA) Departments	FT	All	High	W,E,CO	FZS, GIZ, O												
	a. Engage partners support build woreda government institutional capacity for land use planning																	
	b. Develop land use planning skill of woreda government																	
	Action 2.3.2: Support participatory land use planning (PLUP) in park-associated kebeles	FT	All	High	W,E,CO	FZS, GIZ, O												
	a. Approach donor to support Participatory Land Use Planning (PLUP) in park associated kebeles																	
	b. Prioritise kebeles for land use planning																	
	c. Provide necessary equipment and training for PLUP																	
	d. Carry out Participatory land use Planning (PLUP)																	

Outreach Programme 3-year Action Plan

10-Year Objectives and Sub-Objectives	Ob- and Sub-Objectives	3-Year Management Actions/ Activities	Input required	Level of external support	Priority	Responsibility		Timeframe											
						Park	Partners	Year 1				Year 2				Year 3			
								1	2	3	4	1	2	3	4	1	2	3	4
		Action 2.3.3: Provide support for kebele-level land certification in park-associated communities	FT	All	Medium	W	LG, FZS, GIZ												
		a. Approach donors to support land certification in park associated kebeles																	
		b. Support Provision of necessary materials																	
		c. Select land certification committee and provide training																	
		d. Implement land certification																	
		Action 2.3.4: Support institutionalisation of rigorous monitoring, evaluation and enforcement for PLUP implementation	FT	All	High	W,ME	LG, FZS, GIZ												
		a. Establish PLUP evaluation committee																	
		b. Develop capacity of the committee for monitoring and evaluation																	
		c. Support undertaking of PLUP implementation and enforcement evaluation every quarter																	
2.4: Alternative and sustainable energy use facilitated and promoted		Action 2.4.1: Promote alternative and energy-efficient fuel sources and building materials	FT	All	High	CO,E	LG, FZS, GIZ												
		a. Promote and demonstrate fuel efficient stoves and alternative building material at market days																	
		b. Support woreda mine and energy offices in strengthening fuel efficient stove programmes																	
		c. Conduct discussion forums with woreda executive and law makers to promote alternative and energy efficient fuel sources																	
		d. Encourage and support institutions such as prison houses, Universities , Colleges and hotels energy efficient fuel use																	
		e. Work with partners to produce and distribute publicity materials on alternative and energy efficient fuel and building material use																	
		Action 2.4.2 Maximise BMNP use of sustainable energy and promote awareness of alternative energy sources and energy saving methods	FTH	All	Low	W	FZS												
		a. Identify partner with experience in alternative energy source/saving methods																	

Outreach Programme 3-year Action Plan

10-Year Objectives and Sub-Objectives	3-Year Management Actions/ Activities	Input required	Level of external support	Priority	Responsibility		Timeframe											
					Park	Partners	Year 1				Year 2				Year 3			
							1	2	3	4	1	2	3	4	1	2	3	4
	b. Produce simple report on alternative energy source/ energy saving methods that can be demonstrated in BMNP																	
	c. Engage partners in demonstrating alternative energy source /energy saving method with in BMNP HQ and all park operations																	
2.5: Population growth in BMNP-associated communities reduced	Action 2.5.1 Increase awareness of the benefits of reproductive health and family planning as well as the links between population, health and the environment	FTH	All	High	W, HR	FZS, PHE, GIZ, O												
	a. Facilitate family planning conferences in all park associated kebeles																	
	b. Facilitate religious leaders family planning conference/training/dialogue																	
	c. Include family planning component in environmental education programme																	
	d. Include family planning in scout training programme																	
	Action 2.5.2: Develop partnerships and increase logistical and material support for reproductive health initiatives	FT	All	Medium	W, HR	FZS, PHE, GIZ, O												
	a. Liaise with zone and woreda health offices to work in areas around the park																	
	b. Approach donors/NGOs interested in family planning to have project in and around BMNP																	
	c. Coordinate trainings on reproductive health for health extension agent and model women																	
	d. Devise monitoring and evaluation programme on the effectiveness of family planning initiatives																	

Appendices



Appendix 1: Monitoring and Evaluation: BMNP Status, Threats and GMP Implementation

Objectives of Monitoring and Evaluation

Monitoring and evaluating the GMP implementation and associated impacts, is a key aspect of assessing whether the GMP has been used and whether it has achieved its stated purposes and objectives. Monitoring and evaluation are also a key component of future adaptive management; so that the overall benefits from GMP implementation are maximised and any negative impacts are mitigated, through the adjustment of 3-Year Action Plans.

A multi-tiered framework has been developed to enable monitoring and evaluation to be carried out at several different levels: from Park Purpose, through Programme Purposes and Objectives, to Actions and Activities. This draws on best practice elsewhere. Monitoring and evaluation (M&E) is therefore an integral activity for all GMP components.

The M&E framework has a number of objectives:

Objectives of M&E framework of BMNP GMP

- Provide stakeholders and partners with information to measure progress
- Determine whether expected impacts have been achieved
- Provide timely feedback in order to ensure that problems are identified early in implementation and that appropriate actions are taken
- Assess the GMP's effectiveness in meeting the park purpose and thus conserving biological diversity and ecological systems
- Evaluate the benefits accruing to communities and other beneficiaries
- Appraise the underlying causes of GMP outcomes, whether positive or negative
- Track the level and quality of community consultation and participation in BMNP activities

Identifying risks and assumptions is also an important component of any GMP and should be elaborated or refined for each programme annually. A number of underlying assumptions are listed here which may prevent or hamper GMP implementation.

Political stability in Ethiopia, Oromia Region and the Bale and West Arsi Zones

Park-associated communities are willing and able to engage with BMNP management

Continuing political support at all levels nationally

Government Ministries and agencies at the federal and regional level have the capacity and willingness to support BMNP management and BMNP partners

BMNP partners continue to be willing to collaborate and support BMNP

Availability of sufficient and appropriate financial, human and technical resources

i. Management Effectiveness Monitoring

Progress towards achieving the Purposes devised in each Management Programme, which essentially are a part of measuring management effectiveness, can be monitored in a number of ways. However, a World Bank/WWF Management Effectiveness Tracking Tool (METT) was developed in 1998 and has been used regularly in many protected areas since. Moreover, FZS and OFWE have developed a similar tool for community managed protected areas, focussing on governance issues.

The Management Effectiveness Tracking Tool (METT) has been designed to be:

Management Effectiveness Tracking Tool for implementation of GMP in BMNP

- Capable of providing a harmonised reporting system for protected area assessment within donor organisations
- Suitable for replication
- Able to supply consistent data to allow tracking of progress over time
- Relatively quick and easy to complete by protected area staff, so as not to be reliant on high levels of funding or other resources
- Capable of providing a “score” if required
- Based around a system that provides four alternative text answers to each question, strengthening the scoring system
- Easily understood by non-specialists
- Nested within existing reporting systems to avoid duplication of effort.

The tracking tool has been developed to provide a quick overview of progress in improving the effectiveness of management in individual protected areas, to be filled in by the protected area manager or other relevant site staff. It is **not** an independent assessment, nor should it be used as the sole basis for adaptive management. Moreover, the tracking tool is too limited to allow a detailed evaluation of *outcomes* and is really aimed at providing a quick overview of the management steps identified in the WCPA Framework up to and including *outputs*. Thus, even if management is excellent, but biodiversity is continuing to decline, then protected area objectives are not being met. Therefore, the Ecological Monitoring Programme is the key component that will inform BMNP managers on whether the condition of the biodiversity and ecological processes through the Priority Ecosystem Components.

METT analyses have been conducted periodically since 2005 and are reported below. These should be repeated annually by park managers to help monitor progress, agree next steps and set priorities during annual planning.

Table App1.1: Scores for each component of the METT 2005-2017.

Year	Overall METT Score (Max =99)	Context (%)	Planning (%)	Inputs (%)	Processes (%)	Outputs (%)	Outcomes (%)
2005	35	33	50	50	26	50	25
2009	38	67	56	56	44	33	50
2010	45	67	56	56	36	33	50
2011	40	67	50	50	31	33	42
2012	45	67	50	50	38	50	67
2013	61	67	56	56	64	50	67
2017	59						

ii. Park Purpose and GMP Impact Monitoring and Evaluation

Monitoring progress in achieving the Park Purpose and thus at the ultimate impact or outcome level, relies heavily on implementing BMNP Ecological and Threat Monitoring Plan. This Ecological and Threat Monitoring (ETM) plan focuses on determining the status of BMNP Priority Ecosystem Components, the components of BMNP ecosystem that have been prioritised and together should represent the unique biodiversity and ecological processes in the whole ecosystem (see Ecological Management Programme). Indicators and Means of Verification have been drawn up by technical experts and detailed methods determined as part of the previous GMP implementation. Periodic evaluation of monitoring data needs to be embedded in adaptive management systems and embedding such a system is an integral part of the Ecological Management and the Park Operations Programme.

Monitoring the impact of the GMP implementation, including monitoring the status of the PECs, but more importantly by monitoring changes in the severity of the identified threats. These should be reduced through the implementation of management actions in the GMP. A framework for monitoring the severity and impact of threats was drawn up as part the Ecological Monitoring Plan.

In the 2007 GMP a comprehensive park monitoring framework was developed, to cover all PECs and associated threats. From 2009, the original monitoring framework list of indicators was refined and prioritised and implemented according to budgetary availability and protocols were tested and refined to ensure feasibility and cost-efficiency. Information on the following priority indicators BMNP PEC status and threats and action plan has generally been implemented in the last 5 years, with the exception of settlement surveys in 2016.

Table App1.2: Priority Indicators from the BMNP Ecological and Threat Monitoring Plan and frequency of data collection

Indicator	PEC/Threat	2012	2013	2014	2015	2016
Forest Settlement	Threat to Haremma Forest	May June		Feb/March		Feb/ March
Afroalpine Settlement	Threat to Afroalpine		Feb-Mar / April-May		Feb-Mar/ April-May	
Afroalpine Livestock presence	Threat to Afroalpine	Dec-Jan/ July-Aug	Dec-Jan/ July-Aug	Dec-Jan/ July-Aug	Dec-Jan/ July-Aug	Dec-Jan/ July-Aug
Forest resource extraction	Threat to forest	Every 2 months	Every 2 months	Every 2 months	Every 2 months	Every 2 months
Forest disturbance/trails	Threat to forest	March April		April May		April May
Mountain nyala population	PEC: Mountain Nyala status	Sept	Sept	Sept	Sept	Sept
Alpine Lakes	PEC: Hydrology Status	March + Oct		March + Oct		March + October
Erica forest: structure, composition and threats	PEC: Erica status and threat (regeneration)	June			Oct-Nov	
Haremma Forest: structure, composition and threats	PEC: Haremma Forest status and threat (regeneration)		June + Nov			June+ Nov

Indicator	PEC/Threat	2012	2013	2014	2015	2016
Northern woodlands: structure, composition and threats	PEC: Northern Woodlands status and threat (regeneration)	Feb			June	
AA vegetation	PEC: Afroalpine status			June		
Ethiopian wolf population size and structure	PEC status	Data collected by EWCP for BMNP				
Disease outbreaks, Ethiopian wolves	PEC threat					

In addition, the framework outlined below will provide easily assessable indicators for measuring the impact of plan implementation, whether positive or negative. These indicators are essentially intermediate indicators in the outcome and impact results chain. The potential positive impacts (and related indicators) resulting from the implementation of each programme's management specific objectives will be shown in **Black** and, where appropriate, the potential negative impacts (and related indicators) will be shown in **Grey**. BMNP management will have the responsibility for establishing a practical workplan for routine measurement of these indicators, following the initial collection of baseline data. This database will provide the foundation for subsequent adaptive management through the adjustment of the rolling three-year Action Plans according to lessons learnt.

Thus these monitoring frameworks should be used by the park management to guide the selection and of priority indicators for monitoring plan impact and the collection of data built into job descriptions and work plans. Specific and SMART targets for objective impact indicators should be developed as part of Annual Operation Plans, in line with capacity and financial resource availability. Thus the table below are for guidance only.

Table App1.3: Ecological Management Programme Impact Monitoring Plan

Specific objective	Potential Impact (Positive and Negative)	Indicator	Source of Information
1.1: Ecological factors are considered in threat reduction activities in other GMP programmes	Threats impacting on priority habitats reduced according to priorities	Threat reduction indicators in AA, Forest etc.	EMP reports
1.2: Fire extent, frequency and intensity managed	Fire frequency and extent reduced. Status of the relevant (forest, woodlands and <i>Erica</i>) PECs is maintained or enhanced.	Regeneration of indicator species in PECs Fire frequency and extent	EMP reports
1.3: Healthy wildlife populations maintained and threats to population viability mitigated	Wildlife populations stable or increasing	Population size, structure and distribution of mountain nyala and Ethiopian wolves	EMP reports
	Reduced incidence of disease e.g. rabies and canine distemper in Ethiopian wolves	Disease incidence	EWCP reports
	Increased HWC	Areas, incidence of HWC.	RBM

Specific objective	Potential Impact (Positive and Negative)	Indicator	Source of Information
		Reports to BMNP management	
1.4: Alien and invasive species controlled	Reduced abundance or distribution of alien species	Abundance and distribution of alien species	EMP reports
1.5: Ecosystem health and proper function re-established through restoration	Reduced erosion around the hydrological system	Extent of erosion around horas and watercourses and track formation in marshlands	EMP reports
	Increased area of natural forest structure and dynamics	Forest/woodland structure	
2.1 Regulate the use of livestock watering at 'Horas'	Erosion around horas reduced		
2.2: Develop and implement system for wild coffee collection and management	Forest status improved/maintained	Forest extent, composition, structure	EMP reports
2.3: Develop and implement a system for the collection of honey inside BMNP	Reduced fire in forest	Forest extent, composition, structure	EMP reports
	Forest status improved/maintained		
2.4: Develop and implement a system for the legal collection of any other natural resources, including grass cutting	Improved status of relevant natural resources	TBD	EMP reports
3.1: Ecosystem health monitored and feedback into management action provided	Improved monitoring of the PECs	Monitoring Database set up and maintained	Department reports
	Improved management of BMNP	METT score	Annual assessment
3.2: Understanding of BMNP ecosystem strengthened	Management decisions based on improved information	Justification for key management actions Improved information in interpretative materials	BMNP reports Interpretative materials
	Increased support for BMNP	Government budgets for BMNP	Budget

Table App1.4: Interim Settlement and Grazing Management Programme Impact Monitoring Plan

Objective	Potential Impact (Positive and <i>Negative</i>)	Indicator	Source of Information
1. Permanent settlers are collaboratively relocated	As below + Reduced area of agricultural and settlement in BMNP	Land cover	Remote sensing or field surveys
2. Seasonal grazing phased out	Improved status of lakes and marshes in hydrology system	As per Ecological and Threat Monitoring (ETM) Plan	EMP
	Reduced overgrazing in afroalpine	As per ETM Plan	EMP
	Decreased incidence of disease in Ethiopian wolves	As per Ecological Monitoring Plan	EMP
	Increased regeneration in Erica and northern woodlands	As per ETM Plan	EMP
	Increased regeneration in Harrenna Forest	As per ETM Plan A	EMP
	<i>Increased negative attitude towards BMNP management in park-associated communities</i>	<i>Community perception of park # conflicts annually</i>	<i>Attitudinal surveys</i>
	<i>Decrease in socio-economic status/livelihoods and social cohesion of some people</i>	<i>Socio-economic status and quantity of resource use</i>	<i>Surveys</i>

Table App1.5: Tourism Provision and Management Programme Impact Monitoring Plan

Objective	Potential Impact (Positive and Negative)	Indicator	Source of Information
1. Diverse and ecologically and culturally sensitive tourism provision developed in BMNP in partnership with the private sector	Greater awareness and support of BMNP: nationally and internationally	Visitors to website Donations Budget from Government	Hits on website Visitor surveys Budget
	Increased visitors to BMNP	# of visitors	Tourism department accounts and records
	Increased infrastructure	No. and type of beds and concessions available	Tourism department accounts and records. Concession agreements and usage records
	Fair and transparent access to lease concessions by private investors	Lease concession procedures published	EWCA, BMNP and tourism department records
	Increased visitors and length of stay	# of visitors and # of days visiting	Tourism department accounts and records
	Increased range of tourism opportunities for visitors (diversification)	# of different activities undertaken by visitors	Park records Visitor use and satisfaction surveys
	<i>Increased environmental impact from visitors</i>	<i>Status of PECs and EIAs Visitor satisfaction and feedback</i>	<i>BMNP monitoring plan and EIAs Visitor surveys</i>
	<i>Increased pollution and waste at tourism sites</i>	<i>Quantity of pollution and waste at sites</i>	<i>EIAs and targeted inspections by BMNP staff</i>
	<i>Decline in visitor safety as a result of diversification and increased access to remote areas</i>	<i>Safety incidence</i>	<i>RP department records</i>
	<i>Park becomes managed for tourism and revenue production not conservation</i>	<i>Park budget and allocation to tourism</i>	<i>Annual budgets and workplans</i>
2: A visitor-centred and quality learning experience provided for visitors in and around the Bale Mountains	Quality of tourism infrastructure improved	Visitor evaluation and feedback	Visitor use and satisfaction surveys
	Enhanced visual appeal of BMNP tourism facilities	Visitor satisfaction of park facilities and accommodation	Visitor use and satisfaction surveys
	Improved interactions between community members and visitors	Visitor and community feedback	Visitor use and satisfaction surveys Community surveys

Objective	Potential Impact (Positive and Negative)	Indicator	Source of Information
	Improved understanding by community members of visitors backgrounds and objectives	Level of knowledge in communities	Community surveys
	Improved visitor understanding of BMNP ERVs, ecology and conservation issues	# of maps and guidebooks sold, and leaflets distributed	Tourism department records
		Visitors evaluation and feedback on information material	Visitor use and satisfaction surveys
	<i>Negative impact on local culture and communities</i>	<i>Community perceptions, attitudes and behaviour</i>	<i>Community surveys</i>
3. Effectiveness, efficiency and adaptability of BMNP tourism regulation, facilitation and management improved and providing an enhanced visitor experience	Improved quality of tourism provision in BMNP	Level of knowledge or tourism needs among park staff Visitor evaluation and feedback	Staff knowledge, attitude and practices surveys Visitor use and satisfaction surveys
	Tourism facilities and presence are having a minimal impact on BMNP environment	Evidence of pollution or litter around facilities, water use and effective use of water and fuelwood	Targeted inspections by BMNP staff and self-evaluations by concessionaires Visitor use and satisfaction surveys
	Enhanced responsiveness of BMNP to tourism needs and trends	Visitor satisfaction of park facilities and accommodation	Visitor use and satisfaction surveys
	<i>Increased cost of managing and mitigating effects of tourism renders cost/benefit analysis negative</i>	<i>Costs of managing and mitigating effects of tourism</i>	<i>Cost/benefit analysis</i>
4: Community participation and benefit sharing opportunities in BMNP tourism developed and established as core to BMNP tourism provision and management	More communities are willing and able to engage with tourism management and provision and make informed decisions on appropriate options	Willingness of community groups to develop realistic tourism opportunities # successful tourism-related ventures Capacity and skills of community members	Survey of community attitudes Community skill survey
	Improved benefit flow from tourism to local communities	# of successful tourism-related ventures Financial figures	Tourism Department reports Concession agreements, and income Accounts of community tourism facilities

Table App1.6: Park Operations Programme Impact Monitoring Plan

Specific Objective	Potential Impact (Positive and Negative)	Indicator	Source of Information
1.1: Park infrastructure developed and equipment procured	Improved office, outpost and operational facilities for park	#, effectiveness and location of scout patrols	RBM, Departmental records
	Staff morale improved with access to good equipment to carry out duties	Attitudes of staff	Staff surveys
1.2: Adaptive resource protection plan operational	Reduction in # illegal activities taking place in BMNP	Illegal incidents, extent of agricultural, settlement, timber extraction and use, poaching	Ranger based monitoring, EMP reports, Park records
	Increased management control in BMNP	# and location of scout patrols	Park records, RBM, patrolling reports
	Law enforcement efforts of other BMNP stakeholders enhanced	Establishment of information sharing and collaboration mechanisms with local communities, police and judiciary	Departmental Records
	Improved status of PECs and their KEAs	As per EMP	EMP reports
	<i>Deterioration in relations with park-associated communities</i>	<i>Community attitudes</i> <i>Incidence of complaints to park</i>	<i>Surveys</i> <i>Park records</i>
1.3: Integrated Environmental Management of park developments and activities implemented	Proper waste and pollution management systems throughout the Park	Evidence of functioning systems	Site Specific EIAs
	Reduced environmental impact from road construction	Evidence from sites	Road and quarry EIAs
2. Sustainable financial plan for BMNP and park-associated communities operational	BMNP budget for park management and community development increases	Budget and expenditure Donations	BMNP accounts
	Improved use of budget	# outputs for expenditure	
3.1: Transparent and effective management structures, systems and capacity established	Improved management effectiveness	METT scores	Annual METT report
	Improved staff capacity	Performance against department annual operation plan activity targets and 3-Year Action Plan	Training reports, BMNP management records
	Improved staff morale and safety	Requests for transfer	Personnel records
		Performance against department annual operation plan activity targets and 3-Year Action Plan	Self-evaluation
		Incidence of work accidents	BMNP management records

Specific Objective	Potential Impact (Positive and Negative)	Indicator	Source of Information
3.2: Effective and secure administrative systems operational	Improved management effectiveness	METT scores	Annual METT report
	Budgets fully used	Budget return rates	Financial records
	Equipment efficiently used and maintained, fewer replacements	Equipment lifespan	Equipment records
3.3: Synergistic, collaborative and adaptive planning and review system operational	Monitoring and evaluation of management effectiveness and GMP implementation takes place and thus management is adaptive	Next 3-year Action plan and AOPs produced in timely fashion and taking into account progress in GMP implementation	3-Year Action Plan, GMP implementation reports

Table App1.7: Outreach Programme Impact Monitoring Plan

Specific Objective	Potential Impact (Positive and Negative)	Indicator	Source of Information
1.1: Involvement and co-ordination with local stakeholders with park management improved	Community issues are dealt with by BMNP, within remit	# task force meetings	Minutes of BMNP Community Forum and management meetings
	Improvement in community-park relationship	Community attitudes towards/opinions of BMNP	Community surveys
	Improved communication between stakeholders and “joined up actions” in local government	Strategic and action plans of stakeholders take into account BMNP priorities and management	Meetings minutes Zonal, local government, tourism etc. plans
1.2: Knowledge of BMNP significance and value improved in a wider stakeholder group	Improved BMNP awareness, locally and nationally	Quantity of press coverage	Collation of press reports
	Improved political and public support at all levels	Access and action from high level politicians	Park and partner reports
	Reduction in settlement and grazing in the park	# Households and livestock in park	EMP reports
1.3: Environmental education programme focussed, expanded and maintained	Improved awareness of conservation and environmental issues in school children, youths and the wider public	School and youth knowledge and awareness	Surveys
	Increased awareness of BMNP rules/regulations and management methods	Attitudes towards /opinions of BMNP	Park records
	Reduced conflict with surrounding communities	Incidences of rule violation within BMNP	Park records
1.4 Equitable benefit sharing facilitated with park-associated commu-	Community perceptions and cooperation improves	Attitudes towards/opinions of BMNP	Surveys
	Less advantaged community groups gaining equitable access	Increased park-driven/related projects in	Park and projects records

Specific Objective	Potential Impact (Positive and Negative)	Indicator	Source of Information
nities	to resources	associated communities # of recipients and distribution of financial benefits	Community based Management organisations records
	Community Development Fund (CDF) assisting with conservation-positive development initiatives	Existence of CDF and scale of operation	Park and CDF reports
2.1: Conservation-compatible livelihood diversification and agricultural technologies promoted	Park-associated communities have increased livelihood options	# alternative livelihoods adopted	Livelihoods survey
	Increase in conservation-positive development initiatives at HH level	Scale of benefit flow and average (range) household income, taking into account population growth rate and inflation	Income survey
	Increased immigration into areas surrounding BMNP	Trends in population growth and immigration in Park-adjacent areas	Direct observation, land use mapping, census records
2.2 PFM and CHA in the buffer zone supported	<i>Increased illegal activities into park through leakage</i>	<i># illegal activities in relevant areas and perpetrators' origin</i>	<i>RBM</i>
2.3 Landuse planning implementation supported	Decrease land conversion in medium to long term	# hectares of land converted from forest or pasture to agriculture land	Remote sensing, kebele records
2.4 Alternative and sustainable energy use promoted and facilitated	Decreased use of BMNP natural resources for energy use by all park users and park associated businesses and communities	Use of fuelwood	Survey
		Types of energy use in BMNP	Electricity bills, records
2.5 Population growth reduced in park-associated communities	Improved maternal and child health	# hectares of land converted from forest or pasture to agriculture land	Remote sensing, kebele records
	Decrease land conversion in medium to long term		
3.3: Human-wildlife conflict understood and mitigated	Increased understanding and dialogue on HWC in area	Body of information on HWC	RBM and HWC records and summary reports
	Improved relations between communities and park	Attitude of communities and BMNP to HWC	Community and staff survey
	Reduced costs associated with HWC for park-associated communities	Type, incidence and scale of HWC	RBM reports and joint HWC records
	Increased negative attitude to park if HWC mitigation unsuccessful	Community perception of park	HWC surveys, meeting minutes, Community KAP surveys

iv. Monitoring GMP Action Completion

Monitoring of the implementation of the 3-Year Action Plans will be done twice yearly, by comparing progress on implementing Annual Operations Plans with the 3-Year Action Plans. Tables will be drawn up listing each activity and status of implementation, as per the example table below. BMNP management will be responsible for drawing up and completing these tables as part of their regular planning.

Table App1.8: Example - Park Operations Programme Action/Activity Implementation Monitoring

Action/Activity	Completion status on 1.7.17	Tasks undertaken	Comments

Appendix 2: BMNP GMP Planning Team

Table App2.1: BMNP Planning Team of GMP

Name	Position and office	EWCA internal workshop Dec 2016	March 2017 Workshop	Working Groups				
				PO	T	EM	ISG	OR
H.E Seada Kedir	Prime Minister office social cluster State Minister		1					
H.E Fetiha Yosuf	Chairman of EFDR HPR for Culture Tourism and communication affair		1					
H.E Ali Ahmed	Debut Chairman of EFDR HPR for Culture Tourism and Community Affairs		1					
Dawud Mume	Director General EWCA		1					
Ahimed Muhamed	X Administrator of Bale Zone							
Birhanu Feissa	Oromia Regional state president office Advisor							
Abebe Mebratu	Oromia Regional state president office Advisor		1					
Bekele Mengesha	PM office social cluster Advisor		1					
Jemal kedir	Deputy Director General of ETO							
Dr. Fanuel Kebede	Advisor to the DG of EWCA	1						
Kahasaye G/tensay	Research & Monitoring Director	1	1					
Kumera Wakijira	National Parks and Sanctuaries Coordination Director	1	1					
Daniel Paulos	Wildlife Trafficking Directorate Director	1	1					
Girma Timer	Wildlife Protected Areas development and Protection Directorate Director	1	1				x	
Zerihun Zewde	Public Relation and information Director	1	1					
Samuel Demeke	Planning Director	1	1					
Rezenom Almawu	Community and stakeholder partnership Director	1	1					
Haily G/Egziabher	Wildlife Utilization Director	1	1					
Arega Mekonenen	EWCA Project expert		1					
Ayelech Gugisa	Gender affair Directorate Director	1	1					
Wegayehu Lema	Finance, procurement and property admin Directorate Director	1						
Mitiku G/Michael	Legal Affair Directorate	1						
Kinfe	X Human resources Development Directorate (EWCA)	1						
Alefe Babu	Internal Audit Directorate (EWCA)	1						
Abebe Feleke	Information Technology Directorate Director	1						

Name	Position and office	EWCA internal workshop Dec 2016	March 2017 Workshop	Working Groups				
				PO	T	EM	ISG	OR
Ashebir Weyessa	Ethics follow up Unit	1						
Balcha Kenen	Administration and security		1					
A/rezak Shamlis	Bale Zone		1					
Seifu Esmael	Bale Goba Administration		1					
Muktar Aldo	Bale Zone Chief Tour head		1					
Hussein Hiko	Bale Zone Dollo woreda administration		1					
Kefa Feye	Bale Zone Environment forest and Climate change head		1					
Girma Lemma	Bale Zone High Court		1					
Abeduleaziz Mohamed	Bale Zone Tourism and Culture Head		1					
Gulema Tilahun	BMNP		1					
Teshitt Osolo	BMNP Tourism Warden		1					
Shimelis Wondimu	BMNP Park Ecologist		1					
Gezahagn Bedassa	BMNP planner		1					
Shamil Keder	BMNP Warden	1	1					
Dr Zelealem Tefera	Born Free Foundation, Country Director		1					
Zelealem Abebe	Dinsho woreda Admin. Office		1					
Abdujelil Abde	Dinsho Woreda Administration		1					
Elias Shumi	EBC/reporter		1					
Abayneh Tulu	ENA camera operator		1					
G/Hiwot Kahsay	ENA editor		1					
Kirubel Lakew	Tourism Expert ETO		1					
Biniyam Tsegaye	Tourism Expert ETO		1					
Zewedu Beblu	Ethiopian Broadcasting Cooperation		1					
Biruk Tesfaye	Ethiopian Broadcasting Cooperation		1					
W/Gebrial Berhe	Tourism Senior Expert ETO		1					
Daniel Worku	Tourism Expert EWCA		1					
Kassaye Wami	Protected Area Senior Expert EWCA		1					
Shimelis Tekletsadik	Protected Area Senior Expert EWCA		1					
Demeke Wuhiba	Protected Area Expert EWCA		1					
Tamirat Chanyalew	Protected Area Expert EWCA		1					
Tilahun Teklu	Community senior EWCA		1					
Nakachew Birlew	PR Senior Expert EWCA		1					
Fedlu Abdella	National Park coordination EWCA		1					
Abiot Hailu	Protected Area Senior Expert EWCA		1					
Girma Ayele	EWCA		1					
Hailu Sisay	EWCA		1					
Andualem Mote	EWCA		1					
G/Meskel Gizaw	National Park coordination expert EWCA		1					
Addisu Asefa	Monitoring & research senior expert EW-CA		1					
Aschalewu Gashawu	Park warden of BMNP		1					
Desta Wonjoro	Protected Area expert EWCA		1					

Name	Position and office	EWCA internal workshop Dec 2016	March 2017 Workshop	Working Groups				
				PO	T	EM	ISG	OR
Zelalem Mamo	EWCA tourism officer		1					
Teresfa Dendena	Expert OFWE		1					
Mohammed Edris	FZS- CLO		1					
Alemeyehu Zewude	FZS-CLO		1					
Neville Slade	FZS-Project Manager		1					
Husien Indris	FZS-SHARE project coordinator and Senior Technical Advisor	1	1					
Kasahun Abera	GIS- BFP conservation		1					
Mulate Assefa	GIZ		1					
Yohanes Mamo	Goba Adm. Office Driver		1					
Teferi Seyoum	Goba Oromia tourism and wildlife driver		1					
Samuel Hailemariam	Haleta Media		1					
Tigistu Bekele	Haleta Media		1					
Girma Kebede	Harena Buluk adm. Office driver		1					
Salih Seid	Harena Buluk Woreda Administration		1					
Tewabe Negash	HOCT		1					
Misgana Lami	Medda Woalabu University		1					
Yirdaw Asfaw	Medda Wolabu University		1					
Tadele Gashw	MLE coordinator PHEEC		1					
Biruk Asrat	MOCT planning		1					
Genene Hile	OFWE Bale Branch Manager		1					
Abduljamel Hassen	OFWE Bale Branch Manager		1					
Mohammednur Samel	OFWE Parks Coordinator		1					
Dereje Ejigu	Oromia EFCCA Authority		1					
Tadelech Chala	Oromia head office		1					
Shukri Bakur	Oromia Tourism and Culture		1					
Negash Tekelu	PHE – director		1					
Kumbi Haji	SOS Sahel		1					
Geremew Mebratu	Tourism Expert		1					
Tekalign Gemechy	W/Arsi land administration		1					
Tekalegn Gemechu	W/Arsi Landuse and Administration Bureau		1					
Yasin Gerju	West Arsi adm and peace		1					
Gemechu Roba	West Arsi EPFCCA		1					
Aman Burka	West Arsi/ Shashemane		1					
Dawit Dessalegn	West Arsi/Shashemen		1					
Ermias Kifle	Wondo Genet College School of Wildlife		1					
Eric Bedhin	EWCP					x		
Edriss Ebu	EWCP					x		
Karen Laurenson	FZS	x		x	x	x	x	x
Tibebe Yelemfirhat	EWCA expert, National Park Coordination			x				

Table App2.2. EWCA Core Planning Team Composition:

Name	Position/ Organisation
Dr. Fanuel Kebede	Technical Advisor to DG of EWCA
Kumera Waqijira	Director, National Parks and Sanctuaries Coordination Directorate
Samuel Demeke	Director, Planning Preparation and follow up Directorate
Arega Mekonnen	EWCA Project Expert/SDPASE project
Girma Timer	Director, Wildlife Protected Areas Development and Protection Directorate

Table App2.3: Site Core Planning Team

Name	Position/ Organisation
Aschalewu Gashew	BMNP Chief Warden
Neville Slade	FZS BMNP Project Manager
Girma Timer	EWCA PADPD Director
Tibebu Yelemfirhat	National Park Coordination Directorate Expert
Jilalodin Demisis	EWCA Planning officer
Dr. Karen Laurenson	FZS Regional Manager (Facilitator)

Technical Working Groups Composition

Ecological Management - Addisu Asefa (EWCA HQ), Sena Gashe (BMNP), Muluken Abay (BMNP) Abdurhamin Wario (IBC Medicinal Plant Project), Neville Slade (FZS), Eric Bedin (EWCP), Teklu Tekola (OFWE), Demeke (Medawelabu Universtiy), Karen Laurenson (FZS: Facilitator)

Interim Settlement and Grazing Management – Girma Timer (EWCA), Husien Indries (FZS), Aschalew Gashew (BMNP), Neville Slade (FZS) Karen Laurenson (FZS: Facilitator)

Tourism Development and Management – Zelalem Mamo (EWCA), Blruk xx Medawelabu Universtiy, Mathew Thornton (FZS), Zerayo Endale (BMNP, Abadir xx (Zonal BoCT,) Daniel Worku TDP developed by Neil Birnie of Conservation Capital with BMNP and FZS

Park Operations - Ato Aschalew Gashew (Chair Person), Tebebe Yelem firhat (EWCA HQ), Neville Slade (FZS), Hordofa Beyecheu (BMNP), Girma Tadesse (BMNP), Gezahegn Bedassa (BMNP), Abiot Hailu (EWCA)

Outreach - Fedlu Abdullah (EWCA HQ), Shamil Kadir (BMNP), Awel Kassim (BMNP), Werku Tadesse (BMNP), Eban Yigezu (FZS), Husien Indries (FZS), W/ro Bizunesh Derese (Deputy Head of Bale Zone EPLUA)

High level GMP Discussion and Approval Meeting

This was carried out between March 7-8th, 2017 at Kiruftu lodge in Bishoftu town. Participants were from House of People's representative, Prime Minister's office, Federal Ministry of Culture and Tourism, Ethiopian Wildlife Conservation Authority (EWCA), Ethiopian Tourism Organization(ETO),

Oromia Environment, Forest and Climate change Bureau, Oromia Culture and Tourism Bureau, Oromia Forest and Wildlife Enterprise (OFWE), Bale and West Arsi Zones peace and security office, Environment forest and climate change, Tourism and culture, OFWE Bale branch, Bale zone high court, Four woreda (Goba, Dinsho, Delomena and Harena Buluk) administrators. Representatives of NGOs (FZS, Farm Africa, SoS Sahel Ethiopia, Population Health and Environment Ethiopian Consortium (PHE-EC)), Bale Mountain National Park (BMNP), Meda Welabu and Hawasa Universities.

All the GMP programmes were presented, discussed in detail and approved (endorsed) on March 8, 2017

Appendix 3: Community and Local Government Consultation

As part of participatory planning process, consultations were carried out at two local levels. First a meeting was held at the 5 woreda capitals (Adaba, Goba, Delomena, Harena Buluk, and Dinsho) where 14 key government institutions (see below) and 5-8 members of the 26 park-associated park kebeles attended. All the five draft programmes were presented and discussed in detail. Important inputs were obtained and incorporated into each programme of the management plan.

At each of five woreda levels the following representative attended;

- Woreda administration,
- Agriculture and Natural resource/Pastoral Area Development Offices
- Environmental protection Land Administration Utilization (EPLA&U)
- Peace and security,
- Justice,
- Culture and tourism,
- Women and children affairs,
- Cooperative promotion agency
- Woreda police
- Woreda court president
- Woreda kebele team members
- Oromia Forest and Wild Life Enterprise (OFWE)

Table App3.1: Participants of woreda level meetings (number and gender)

Woreda	# Participants												
	Harena Buluk		D/mena		Goba		Dinsho		Adaba		Total		
	M	F	M	F	M	F	M	F	M	F	M	F	T
Woreda sector office	12	2	19	4	23	1	24	2	18	2	96	11	107
BMNP	12	1	10	1	8	1	12		13		55	3	58
BMNP-adjacent kebeles	14		49		19	1	38	8	35	5	155	14	169
Total	38	3	78	5	50	3	74	10	66	7	306	28	334

Kebele Meetings

58 participants from each kebele (administrators, managers, development agents, elders, women) took part.

Table App3.2: Participants of kebele level meetings (number and gender)

Woreda	Kebele Name	# of participants		
		Male	Female	Total
D/Mena (2016)	Burkitu	222	78	300
	Walta'i gudina	83		83
	Dayou	255	270	525
	Oda dima	105	25	130
	Bobiya	60	40	100
	Chiri	425	37	462
	Wabero	87	2	89
	Irba	315	80	395
H.Buluk (2016)	Hawo (Hrena-buluk)	120	30	150
	Shawe	200		200
	Soduwelmel	121	28	149
Goba (2016)	Rira	232	25	257
	Ititusura	86		86
	Angeso	63	10	73
	Shedem	225	20	255
Dinsho	Gojera	56	4	60
	Ayida	88	1	89
	H/soba	250	50	300
	Gofingira	267	20	287
	G/dima	247	20	267
	Dinsho 02	147	24	171
Adaba	Washa	402	91	493
	Koma	220	25	245
	Bucha	188	22	210
	Meskel Darkina			
	Wege Harena	40	20	60
Total		4,504	922	5,436

Appendix 4: BMNP Threat Analysis

Threats to each PEC and score for severity, permanence and scope and trend. Threats were then assigned to broad categories of Severe (11-13), High (8-10), Moderate (6-8), Low (2-5), roughly comparable to those in the 2006 BMNP GMP.

Table App4.1: Threat Analysis of the Principal Ecosystem Components

PEC	Threat	Severity	Permanence	Scope	Trend	Total
Hydrological system	Livestock grazing	3	2	4	1	10
	Settlement	2	2	2	1	7
	Agriculture	3	3	3	1	10
	Grass cutting	1	1	2	1	5
Haremma forest	Agriculture	3	4	1	1	9
	Settlement	4	4	1	1	10
	Wood extraction	2	3	1	1	7
	Firewood collection	2	1	2	1	6
	Fire	3	3	2	0	8
	Bamboo extraction	2	1	2	1	6
	Coffee plantation	2	2	2	1	7
	Livestock grazing	2	1	3	1	7
Erica forest and shrub	Fire	2	3	4	1	10
	Wood extraction	3	2	4	1	10
	Settlement	4	4	1	0	9
	Agriculture	4	4	1	0	9
	Livestock grazing	3	3	4	1	11
Northern Gese grasslands	Livestock grazing	3	2	4	-1	8
	Alien species	2	3	2	0	7
	Fire	2	2	2	0	6
	Infrastructure development	2	2	1	0	5
Hagenia/Juniper	Settlement	3	3	1	1	8
	Agriculture	3	3	1	1	8

woodland	Livestock grazing	3	1	4	1	9
	Firewood collection	2	1	2	0	6
Afroalpine	Livestock grazing	4	1	4	1	10
	Settlement	4	3	1	1	9
	Wood extraction	3	2	1	1	7
	Infrastructure development	3	3	1	0	7
	Agriculture	2	3	1	0	6
	Fire	2	1	1	0	4
Mountain nyala	Livestock grazing	3	3	3	1	10
	Poaching, persecution, and/or human disturbance	1	2	1	0	4
	Wood extraction	2	1	2	0	6
	Settlement	3	3	2	1	9
	Road kill	2	2	1	-1	4
	Bush encroachment and <i>Solanum</i> spread	1	1	1	0	3
	Agriculture	3	3	2	1	9
	Fire	2	1	2	0	5
Ethiopian wolf	Disease	4	2	4	1	11
	Livestock grazing	4	1	4	1	10
	Settlement	4	3	1	1	9
	Agriculture	2	3	1	0	6
	Human disturbance	1	1	1	1	4
	Fire	1	1	1	0	3

Appendix 5: BMNP Research Priorities 2017

Table App5.1: Research priorities for BMNP in 2017

Priority data that are urgently required by management (and that BMNP will proactively promote)
Field Test of impact of widespread use of oral and parenteral vaccinations in Ethiopian wolves on population dynamics
Firewood consumption and extraction from northern woodlands and Rira (monitoring in place in southern Hareenna)
Impact of environmental education on attitudes and behavior
Impact of PFM on attitudes and practices
Status, population trends, threats (particularly disease) of endemic/threatened amphibian spp.
Watershed and wetland dynamics and impact of human activities on watershed and wetland function
Economic valuation of hydrological services provided by BMNP: Check SHARE outputs if completely covered
Impact and estimate of limits of sustainable use of legally harvested natural resources (e.g. honey collection, coffee, grass cutting), where data are lacking
Potential for alternative livelihood schemes in the Hareenna forest and market value chains analysis, e.g. the potential for honey and coffee products contribution to livelihoods
Livestock carrying capacities in the Bale Mountains, including the Hareenna Forest and afro-alpine, under transhumance activities
Understanding of human livelihood activity calendar around and within Bale Mountains for strategic planning of monitoring and patrolling (when, how and where)
Feasibility of equitable distribution of tourism benefits to park adjacent communities
Modelling number of staff/ service providers and revenues for communities for tourist service provision under different tourism scenarios (# tourists doing different activities, fees etc
An international review of community benefits obtained from (i) tourism service provision and (ii) other sources of benefit and associated best practices
Develop tools for climate change monitoring, particularly for extent of afroalpine and Erica belt
Update map (using remote sensing data) of Afroalpine vegetation types to serve as a baseline and to assess recent agriculture encroachment and new settlements in the Afroalpine ecosystem.
Resilience of seasonal grazing areas in Hareenna forest (short term and long term studies of flora and fauna change) and implication for future management of the area
Prevalence and effect of disease on amphibian populations
Identified research topics that are a priority for management
Impact of disturbance on wolf behaviour
Behaviour, ecology and population dynamics of Ethiopian wolves in suboptimal habitats in the Bale Mountains (Central Peaks, Tullu Demtu, Morabawa, Somkeru-Korduro)
Establish and obtain baseline on presence of alien species in BMNP and management options
Status distribution and patterns of local extinction of giant molerats due to loss of wetlands from settlement and overgrazing (including genetic studies)
Ecology and population dynamics of rodents in Afroalpine ecosystems affected by grazing (including the long-term study of the exclosures in Web and Sanetti)

Regeneration of Erica vegetation following fires, and recovery of rodent populations under various land uses (including intensive grazing immediately after a fire)
Socio-economic survey on the use of fire in Haremma and Ericaceous belt
Dynamics of mountain nyala movements into and out of BMNP, CHAs and PFM areas
Accurate and efficient methods of setting mountain nyala hunting quotas that maintain trophy size
Modelling mountain nyala population and trophy viability under different offtake scenarios
Establish poaching rates in Haremma forest (e.g. fish offtake and mammal hunting)
Investigate human-wildlife conflict, especially livestock predation and mountain nyala, baboon and wart-hog crop raiding outside the northern and southern sections of the park. Verification of measures taken to mitigate HWC
Sustainable harvesting rates for firewood and bamboo in PFM areas
Investigate impact of climate change on endemic species distribution and ecosystem functioning
Biomass (wood and wood products) production on private and communal land (PFM) and biomass demand matrix in Bale Mountains
Other identified research topics
Diversity of <i>Coffea Arabica</i> in Haremma forest and economic potential
Trends in arrival and departure times and population trends of migratory wetland birds
Investigate status of African wild dog and lion in Haremma forest, and behavioural ecology, including movement patterns.
Investigate the use of Amphibians as indicators of water quality
Investigate disease and parasites in Mountain Nyala, in particular rabies
Undertake taxonomic research into Haremma forest epiphytes
Investigate the role of epiphytes in water retention
Investigate patterns and determinants of rodent population dynamics
Complete species diversity inventory for BMNP
Determine bearded vulture population size, ecology, breeding behaviour, genetic diversity
The relationship between vaccinated dogs and incidences of rabies in humans
Sustainable levels of grass cutting
Prevalence of wildlife diseases in the BMNP
Impact of different land use practices on soil properties
Change in wildlife population in PFM areas and implication for human-wildlife conflict
Woody plant species structure, composition and diversity in PFM areas and supporting management to target affected plant species
Collate previous research on fish
Investigate amphibian diversity and range in Sanetti
Investigate the relationship between species diversity and habitat quality/structure in the Haremma forest, Gese Grasslands, Erica, afroalpine and Hagenia/juniper Woodlands with a view of identify indicator/ detector species of habitat status and change
Determine habitat and altitudinal distribution of birds of the BMNP for climate change monitoring