



**Building Institutional Capacity and Participatory Leadership
in Awash and Simien Mountains National Parks for Resilience,
Mitigation and Adaptation to Climate Change (BICAS-RMACC)**

**A Project Implemented By:
Population, Health and Environment Ethiopia Consortium (PHE-EC)
and Partner Organizations, Funded by DFID**

Final Evaluation Report

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Acronyms

ANP	Awash National Park
BICAS-RMACC	Institutional Capacity and Participatory Leadership in Awash and Simien Mountains National Parks for Resilience, Mitigation and Adaptation to Climate Change
CRGE	Climate Resilient Green Economy
DFID	Department for International Development
EWCA	Ethiopian Wildlife Conservation Authority
FGD	Focus Group Discussion
FZS	Frankfurt Zoological Society
GPS	Geographic Information System
GTP	Growth and Transformation Plan
IEC	Information, Education and Communication
KII	Key informant interviews
MoCT	Ministry of Culture and Tourism
MoU	Memorandum of Understanding
Mt	Mountain
NP	National Park
NGO	Non Governmental Organization
PA	Protected area
PHE EC	Population, Health and Environment Ethiopia Consortium
PPD	Project Proposal Document
REED+	Reduced Emissions from Deforestation and Degradation
RH/FP	Reproductive Health/Family Planning
SCIP	Strategic Climate Institutions Program
SMNP	Simien Mountains National Park
UNDP	United Nations Development Programme
WSD	Wildlife for Sustainable Development

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EXECUTIVE SUMMARY

“ Building Institutional Capacity and Participatory Leadership in Awash and Simian Mountains National Parks for Resilience, Mitigation and Adaptation to Climate Change (BICAS-RMACC)” was a project developed and implemented by Population, Health and Environment Ethiopia Consortium (PHE-EC) and its partner organizations; Ethiopian Wildlife Conservation Authority (EWCA), Frankfurt Zoological Society (FZS) and Wildlife for Sustainable Development (WSD). The project was developed under the framework of Strategic Climate Institutions Program (SCIP) and funded by DFID. The main goal of the project was improving the climate change adaptation, mitigation and resilience of the Awash (ANP) and Simien Mountains (SMNP) National Parks through building the institutional and leadership capacity of the two protected areas (PAs). As such establishing a new and participatory park leadership system through an integrated and multi-sectoral approach where all stakeholders at different levels are involved was the main implementation strategy adopted by the project. The purpose of this evaluation was thus to assess and determine the performance and achievements of the project implementation in reference to its envisaged objectives and outcomes, and the impact it has made; also identifying key success factors and drawing important lessons and best practices for future work. To that end, the evaluation team identified a range of representative study samples in both PAs, developed relevant data collection instrument and tools, and carried out the evaluation in the two PA involving multiple project stakeholders.

Based on the evaluation findings and the contextual analyses made; the overall implementation of the project was effective and successful in many respects; and has remarkably attained its envisaged objectives and desired impact. From its development to implementation, the project was fully consistent and aligned to key national development plans and strategies of the country, and real life problems of local communities living adjacent to the PAs. In terms of performance, the project has achieved most of its planned objectives and has made sizable impact in improving the climate change adaptation, mitigation and resilience capacity of the stated PAs. In particular, the project has been able to remarkably enhance the leadership capacity of the two PAs through establishing participatory and multi-sectoral park leadership platforms (taskforces) at different levels. Through these taskforces, it has improved the knowledge and park management capacity of EWCA, local sectoral offices and community groups. The results have created increased partnership, productive collective actions and ownership feeling of stakeholders to the PAs and their sustainable management. The project was also effective in promoting good ecosystem rehabilitation and conservation practices despite the obstruction by the current drought. The project has built the biodiversity entrepreneurship capacity of many women and youth groups and demonstrated the potential of green micro-enterprises in improving the livelihoods of these groups. In summary, important lessons and best practices of this project have demonstrated that integrated, participatory and multi-sectoral park leadership is a viable and effective approach that could be adopted to other PAs in Ethiopia faced with formidable pressure from climate change and degradation by adjacent communities for economic reasons.

However, the evaluation has also revealed some important limitations and setbacks that affected the project implementation and could undermine the sustainability of its achievements and positive impacts. In this regard, the main problems included: limited involvement of regional taskforces, lack of market linkages and outlets for project micro-enterprises, limited cooperation and integration between some taskforces and PAs coupled with lack of alternative strategies for managing livestock feed scarcity particularly during times of severe drought such as the current one. Addressing these problems and capitalizing on the project experiences requires developing and effecting targeted actions in a coordinated and holistic manner by all concerned stakeholders at all levels.

1. PROJECT BACKGROUND AND INTERVENTION LOGIC

Ethiopia has long been recognized for its varied topographic features and diverse ecosystems characterized by rich biodiversity and wide-ranging ecosystem services and products. The country encompasses some of the globally important ecosystems from the largest Afro alpine habitat on the African continent (Bale Mountains) to vast freshwater and wetlands ecosystems. These ecosystems are homes of the country's diverse flora and fauna including significant number of rare and endemic species of plants and animals. For the last hundreds of years these ecosystems have been providing essential ecosystem services and products supporting the livelihoods of millions of people in the country and beyond in addition to their role in the country's climate resilient development endeavors. In order to sustainably manage, develop and effectively utilize its biodiversity resources, the country has been demarcating and managing some of its valuable ecosystems through establishing protected areas (PAs).

However Ethiopia's PAs and the globally important ecosystems they maintain have been under increasing pressure from multiple stress factors over the last half a century in particular. The underlying drivers include increase in human population and pressure from deforestation and degradation for agricultural expansion and natural resources exploitation; habitat destruction and conversion; livestock grazing, lack of effective, participatory and locally-suited PA management systems and institutional strategies coupled with lack of sound local benefit sharing mechanisms for local communities. The growing stress from the aforementioned drivers exacerbated by increasing impacts of climate change and/or variability is evidently weakening the capacity of the PAs to provide the valuable ecosystems goods and services. As a result of increasing environmental degradation and impacts of climate change, intertwined with poverty and lack of livelihoods diversification; communities adjacent to the PAs are being forced to desperately look for greater natural resource exploitation from PAs in order to meet their livelihood needs such as food, energy resources, farming and grazing lands. The impacts are increased vulnerability of the PAs to environmental degradation, unsustainable management and climate change.

In Awash National park (ANP), in particular, acute scarcity of productive grazing lands amidst impacts of recurrent drought on already shrunk rangelands exacerbated by rapid environmental degradations and restrictions on livestock grazing have led the Afar and Oromia pastoralists to regard ANP as a formidable barrier to their traditional pastoral livelihoods. The consequences have been deteriorating relations and growing negative attitudes between the park and local communities including sporadic conflicts over resources use, degradation of the park's habitats and decline of wildlife conditions among others. Though to a lesser degree, in Simien mountains national park (SMNP), restrictions on use of forest and other natural resources without thorough consideration of local livelihoods and alternative income sources has compelled local farmers adjacent to the park to sometimes engage in activities that are unsupportive to the park.

At the heart of most of these complex problems and challenges virtually in all Ethiopian PAs and in ANP and SMNP in particular lies the limited capacity of the PAs management and lack of a genuinely participatory and collaborative park leadership system whereby relevant government sectors and stakeholders at all levels including grassroots community representatives and customary leaders are part and parcel of the PA management and decision making process. Apparently, the current uni-sectoral PAs management structure is not fully addressing the socio-economic development needs of the community and environmental sustainability concerns of the national government in a harmonized manner. The consequence has not only constrained the park-community relations but also has put the sustainable management and climate resilience of the PAs in question.

Recognizant of the multifaceted and inevitably adverse impacts of the growing climate change and environmental degradation on the current rapid economic development of the country and the sustainable management and efficient use of its natural resources; the government of Ethiopia has enshrined a number of green development strategies and climate change adaptation and mitigation schemes including the national Climate Resilient Green Economy strategy (CRGE, 2011), Reduced Emissions from Deforestation and Degradation (REDD+, 2011) among others. In this regard, one of the strategies in the national Climate Change Adaptation Plan of the Ethiopian government is the conservation and sustainable management of PAs and their valuable natural ecosystems.

However, tapping the prevailing government commitment and enabling environment created for improving the management of the PAs and rehabilitation of degraded environmental resources requires designing and implementing a new and integrated intervention approach that addresses the current gaps in the capacity and leadership of these PAs while also improving the livelihoods and socio-economic benefits of the local communities from the PAs. In effect, such interventions will not only improve the management of the PAs but will also enhance the climate adaptation and resilience of the PAs and adjacent communities for the realization of the country's green and sustainable economic development path.

The current project entitled "Building Institutional Capacity and Participatory Leadership in Awash and Simien Mountains National Parks for Resilience, Mitigation and Adaptation to Climate Change (BICAS-RMACC)" was thus initiated by Population, Health and Environment Ethiopia Consortium (PHE-EC) and its partner organizations to address the gaps in the institutional capacity and leadership of the ANP and SMNP and communities in and around the PAs with new and innovative approaches. The project was developed under the framework of Strategic Climate Institutions Program (SCIP) with the overall objective of building and improving the management and leadership capacity of Simien Mountains and Awash National Parks for increased climate change adaptation, mitigation and resilience.

2. PROJECT OBJECTIVES AND EXPECTED RESULTS/OUTCOMES

Table 1: Summary of project objectives and outcomes (extracted from project log frame)

	Purpose and objectives:	Expected outcomes and Results
Goal	Resilience and adaptation of Awash and Simien Mountains National Parks to Climate change	<ul style="list-style-type: none"> - Multi-stakeholders taskforces established and new management system maintained ; 25% of the population exposed to climate related hazards decreased from the baseline by the end of the project
Purpose/ Outcome:	Institutional Capacity and Participatory Leadership in Awash and SMNP Built	<ul style="list-style-type: none"> - A system of synergistic effect of capacities in partner organization created - participatory leadership in PAs management established
Specific objectives	Create Partnership and Collaborations among Stakeholders and Beneficiaries	<ul style="list-style-type: none"> - Joint PAs Management Taskforces established, - Joint decisions made - Participation and ownership enhanced - Advisory support on policy and strategic issues to woreda, region and higher level institutions provided, - Collaboration among stakeholders and beneficiaries facilitated
	Build park management and leadership capacity of the MoCT/EWCA, Awash and Simien Mountains National Parks and respective adjacent woredas of Amhara, Oromia and Afar Regions	<ul style="list-style-type: none"> - Improved decision making, coordination and networking capacity of leadership at all levels - Improved stewardship of parks by community members through increased involvement in planning and decision making, resulting in reduced conflicts related to the parks
	Build the capacity of women, youth groups and local institutions for engaging in biodiversity entrepreneurship	<ul style="list-style-type: none"> - Skills and knowledge of women, youth groups and local institutions capacitated in park conservation and sustainable development activities
	Promote good practices in rehabilitation of the park ecosystems as a model for environmental resilience and adaptation to the impacts of climate change.	<ul style="list-style-type: none"> - Information documented and shared to influence policy in climate change adaptation and resilience - Suitable and conducive environment created for research on carbon sequestration in PAs. - Community involvement in joint planning and decision making streamlined - Results used as an input to policy making process

3. DESCRIPTION OF THE PROJECT INTERVENTION AREAS

Awash National Park (ANP)

Awash National Park (ANP) is located at 9°20'N 40°20'E about 225km east of Addis Ababa. It is the oldest national park in the country established in 1966 and gazetted in 1969 respectively. The park lies between Afar and Oromia regional states. It covers an area of 756 km². The altitude ranges from 712m.a.s.l to 2007m.a.s.l. Awash and Kesem rivers border the park in the southern and northern boundaries. Semi-arid is the main feature of the climate of ANP. There are two rainy seasons in ANP, the main rainy season lasts from July to September and the short rainy season runs from February to April. The average annual rainfall is about 619mm while the average annual temperatures range from 22 °c to 42 °c during the day. Traditional trans-humane pastoralism is the main stay of the livelihood of the local communities living adjacent to ANP. These communities are dominantly from Afar and Kereyu/Oromo ethnic groups. The park is home for more than 80 identified mammal species and over 460 bird species among which six are endemic, five vulnerable and three near threatened species.

Simien Mountains National Park (SMNP)

SMNP is located in the northern part of Ethiopia some 886 km from the capital Addis Ababa between 13° 11'N, 38° 04'E, in the North Gondar Zone of the Amhara Regional State. It makes most of the Gondar Mountain Massifs among which Mount Ras Dejen, is the highest peak in the area and in the country with 4620 m.a.s.l. The park covers an area of 412 km². SMNP was established in 1966 and gazetted in 1969 for its spectacular landscape, unique scenery and endemic wildlife species. The park was inscribed as one of the World Heritage site in 1978 making it the first natural World Heritage Site inscribed in Ethiopia (Debonnet et al., 2006).

The climate ranges from „Woina dega“ at lower altitudes to „wurch“ at the upper elevations where as high-dega and temperate climate zones are found in between the first two climatic zones. The main rainy season lasts between June and September with a mean annual rainfall of 1550mm. Temperatures are relatively consistent throughout the year but range from -2.4-4°C at night to a maximum of 11-18°C during the day (Sillero-Zuberi *et al.*, 1995a). The park is surrounded by smallholder agrarian communities residing in six administrative Woredas.

4. PURPOSE AND SCOPE OF THE EVALUATION

The overall objective of this evaluation work was thus to assess and determine the performance and achievements of the project implementation in reference to its planed objectives and expected outcomes. To that end, the aim of the evaluation was to assess and determine what has been achieved and how and the difference the intervention has made, identifying key success factors and drawing important lessons and best practices for future work in the area.

5. EVALUATION OBJECTIVES AND FRAMEWORK

5.2 Evaluation objectives

- Assess the achievements of the project implementation in reference to the envisaged outputs and outcomes specified in the project logical framework
- Evaluate and determine if the envisaged improvements/changes as a result of the project implementation in both national parks have been attained as per the project plan relevance
- Assess and determine if the results had contributed to the overall objective/purpose of the project livelihood and other impacts
- Evaluate the performance of the project in terms of the relevance of the results to the project purpose/objectives and their sustainability
- Measure and determine the changes in the income and livelihoods of the project beneficiaries particularly those engaged in income generation activities in both national parks
- Identify the important lessons and best practices learned from the project implementation; and provide recommendations for promoting and/or scaling up of these lessons to other areas

5.2 Evaluation questions and framework

- Has the project achieved the objectives and outcomes stated in its logical framework and did those lead to the intended goal?
- Were the results and implementation process consistent to the project goal and purpose?
- Has the project implementation made any difference in the partnership and collaboration of stakeholders; capacity and leadership of park management, income and benefit sharing of target groups and knowledge and practice of local communities and institutions?
- Have these changes/improvements contributed towards increased resilience, mitigation and adaptation of park management systems, local and regional government decision makings and adjacent communities to climate change risks and biodiversity conservation?
- Can the positive outcomes and impacts of the project last after the project is completed?
- Is there an enabling environment created for sustaining the project achievements and practices?
- What lessons could be learned from the project implementation? What are the key success stories and best practices of the project implementation?
- What were the project weaknesses and implementation challenges, how can they be improved?
- What were the factors behind the success stories and limitations?
- How can the lessons, best practices and implementation philosophy of the project be improved and scaled up for future work in the same or other areas?

6. EVALUATION APPROACH AND METHODS

6.1 Evaluation approach and sampling framework

In order to achieve the stated evaluation objectives and produce a comprehensive assessment of the project performance and lessons learnt, the consultant team has applied a participatory evaluation approach employing several in-depth learning and data mining tools with a logical evaluation matrix prepared (See Annex I). To that end, both quantitative and qualitative data collection methods and tools were used to generate wide-ranging data required for the study.

Table 2 Summary of evaluation data sources and sample size

No	Project Intervention Sites	Name of Sampled woredas	Name of Sampled Kebeles	Total number of samples by type of tools				
				Household survey	KII	FGD	Observation sites	Scoring best practices
1	ANP	Fentale, Awash Fentale and Meiso	Diho, Dudub, Gelcha, Dhaka-edu, Sirba, Belo,	70	19	5	8	25
2	SMNP	Debark, Janamora	Abergina, Debir, Addisgie-miligebsa, Dibil/kayit	50	11	4	6	20
Total Samples		5	10	120	30	9	14	45

As shown in the summary table above (table 1), a total of 5 woredas from the 9 project target woredas (55.56%) were taken for the evaluation work. For ANP the woredas included: Awash Fentale (from Afar), Fentale and Meiso (from Oromia) and for SMNP Debark and Janamora. The 5 woredas were selected (in consultation with PHE, WSD and FZS) for the reason that they encompass most of the project implementation activities and stakeholder groups. Following the selection of the 5 woredas, target kebeles and stakeholders were identified for the evaluation. Accordingly, 6 kebeles were selected from the 3 woredas for Awash NP and 4 kebeles from the 2 woredas for SMNP accounting to a total of 10 study kebeles. These kebeles were selected purposively on the ground that they are adjacent to the national parks and reflect most of the project activities and challenges. In addition more than 30 key informants and stakeholder groups

in both parks ranging from the local community leaders to woreda and zone level taskforces and sectoral offices were included in the evaluation work.

6.2 Data collection methods and tools employed

A total of 6 separate but complimentary data collection methods and tools (both quantitative and qualitative) were used to gather primary and secondary data required for the evaluation.

i) In-depth review/desk study of the project document and accomplishment reports

Extensive and in-depth review of the project document and log-frames, SCIP quarter reports, taskforce reports as well as documentations on joint meetings, workshops and trainings was made in order to assess and determine the achievement of project implementation against planned activities in the log-frame.

ii) Questionnaire surveys

A total of 120 questionnaire surveys including both project direct beneficiaries and indirect beneficiary community members was carried out through a semi-structured questionnaire (Annex II) administered by trained enumerators through face-to-face interview. The aim was to collect relevant quantitative and qualitative data needed to measure the project performance and produce evidences of changes in the partnership and collaboration among community, park and sectoral stakeholders in issues as park leadership, and management as well as improvements in entrepreneurial skills and income of the project beneficiary women and youth group members. The survey was also instrumental for assessing the changes in the perceptions and know-how of local communities towards participatory park leadership and management, climate change risks and the role of protected areas.

iii) Focus Group Discussions (FGDs)

A total of 9 FGDs were carried out with project IGA groups, community representatives, park-woreda task-forces and kebele administrations (See Annex III and VIII for checklist of FGD questions and list of participants, respectively).

iv) Key informant and stakeholder interviews

More than 30 key informant interviews (19 from ANP and 11 from SMNP) were carried out with selected key informants and stakeholders including park-woreda task force members, customary community leaders, woreda administrators and sector officials, park wardens and scouts, staff of WSD and FZS among others. The aim was to get deeper understanding of the

project implementation process, lessons, problems encountered, and sustainability issues (See Annex IV and VII for checklist of key informant questions and individuals interviewed, respectively)

v) Individual scoring of project best practices

In order to identify and prioritize the project's best practices, individual scoring template (out of 10 points) was prepared for 5 best practices and learned from the FGDs. Consequently, rating of best practices were made by a total of 45 individuals including community leaders, kebele and woreda administrators, task force members, woreda and zonal tourism and culture officials, park wardens, scout chiefs, IGA chairpersons, and selected survey respondents among other key informants and stakeholders (see Annex V for the scoring template)

vi) Field visits and physical observations in the two parks and surrounding communities

The information gathered from the above sources and methods was verified and further enriched by more than 14 field visits and physical observations of the consultant to areas including project supported IGAs and production areas, park areas, and local pastoral and farming communities adjacent to the national parks among other passive learning activities.

6.3 Evaluation Limitations

The evaluation team has encountered some key limitations that impacted its performance, and to a lesser extent, on the comprehensiveness and depth of the evaluation findings. These included:

– Limitation of time to accomplish the evaluation work

As indicated in the evaluation objectives and questions above, the TOR for this evaluation work encompasses a wide-ranging activities implemented by the project over the last couple of years in ANP and SMNP that are located in more than 900 KMs distance. However, the time available for data collection in both PAs including data collection from five adjacent woredas, several stakeholders, women and youth associations, key informants; multiple taskforces and field observations was just fifteen days. Given the wide scope of the evaluation variables; the volume of data required; the time elapsed for travel; and variety of data collection instruments employed; collecting all the required data in full depth in just 15 days was truly overstretching. In order to overcome the time constraint, the consultant team has tried to work day and night including weekends. Nonetheless, the time constraint had also impacted the data collection and volume of the data collected. For instance, the consultant team was forced to abandon direct interviewing of regional taskforces; and EWCA and MoCT officials at Headquarter in Addis Ababa though attempt was made to do so.

– The timing of the evaluation work

In ANP, some of the previous park wardens who had participated in the project implementation were replaced or not accessible during the data collection. This has made it difficult for the consultant to get their views on the project implementation and challenges encountered. The long drought that has ravaged the pastoral communities adjacent to the ANP and the resulting impact on the park vegetation from livestock grazing was also another limitation that forced the

consultant to rely on information obtained from key informants on previous conditions brought by the project than current field conditions in the ground. Both of these limitations could have influenced the conclusions drawn from the evaluation positively or negatively.

7. EVALUATION FINDINGS AND DISCUSSIONS

7.1 Project effectiveness/achievement of planned outputs

Table 3: Accomplishment of project activities against initial plans in the log frame

No	Project outputs	Activities Planned	Activities Accomplished	% Accomplished	Remark
1	Strengthened and Established Partnership and Collaborations among Stakeholders and Beneficiaries	Establish 7 PAs management multi-sectoral task forces (at woreda, regional/inter-regional, and federal)	7 PAs management task forces established (2 woreda, 3 regional, 1 inter-regional and 1 federal)	100%	
		Conduct 34 (quarterly, bi-annual and annual) task force regular meetings and joint decisions at woreda, regional/interregional and national levels, respectively	31 task force meetings were conducted and joint decisions were passed and most of them were implemented	91.17%	1 woreda, 2 regional meetings not conducted
		Develop MoU and stakeholder specific scope of work and sign agreements	MoUs and stakeholder specific scope of works developed, agreements signed (PHE, EWCA, FZS and WSD)	100%	
2	Built Park Management and Leadership Capacity of MoCT/EWCA, Awash and Simien National Parks and respective adjacent Woredas of Amhara, Oromia and Afar Regions	Conduct 2 training need assessment in the Woredas surrounding Awash and Simien Mts NPs	2 training need assessment in the Woredas surrounding Awash and Simien Mts NPs conducted	100%	
		Conduct 12 capacity building trainings at various levels on collaborative PA management, conflict management and climate change linkages	A total of 10 capacity building trainings were given at various levels on relevant topics	83.33%	No of EWCA staff was below planned
		Develop resource base and climate change risk maps for ANP and SMNP	Resource base and climate change risk maps developed for both parks	100%	
		Determine carbon sequestration potential of ANP and SMNP	Carbon sequestration potential of ANP and SMNP determined	100%	
		Conduct 6 workshops at all levels	6 workshops conducted	100%	
		Conduct 2 experience sharing visits to park staff and stakeholders	2 experience sharing visits to park staff and stakeholders conducted	100%	No of EWCA staff was low
		Produce 10,000 IEC materials, 2 manuals and guidelines	Over 10,500 IEC materials, 2 manuals, guidelines produced and disseminated	100%	

		Establish and provide technical/ material support to 10 school environment clubs in woredas around the parks	11 Environment clubs established and technical/ material supports provided	100%	
		Establish fair and equitable benefit sharing system through participatory mechanism	Fair and equitable benefit sharing system guideline prepared and system more or less established	60%	Implementation not adequate
3	Built Capacity of Women, Youth Groups and Local Institutions for Engaging in Biodiversity Entrepreneurship	Identify feasible and biodiversity-smart IGAs in both parks	Several biodiversity-smart IGAs identified in both parks	100%	
		Establish 7 women & youth groups in green jobs / IGA/micro green businesses	10 women & youth IGA groups established in green businesses	100%	
		Develop and enhance the entrepreneurial skills of 250 women & youth groups in biodiversity entrepreneurship	The entrepreneurial and income generating skills of 287 (187 SMNP and 97 ANP) youth and women groups enhanced	114.8%	
		Install two solar kiosks for two organized women and youth groups (1 at ANP and 1 at SMNP)	4 solar kiosks for 2 organized women and youth groups (1 at ANP and 1 at SMNP) installed	200%	
		Conduct capacity building trainings workshops to the local communities on RH/FP, climate change issue, conflict management,	Capacity building trainings and workshops conducted to the local communities on RH/FP, climate change issue, conflict management,	100%	
		Identify and promote traditional conflict management and resolution systems	Customary (Gadda, and Erena) and community based conflict management and resolution systems promoted and successfully exploited	100%	
		Promoted Good Practices in the Rehabilitation of the Park Ecosystem as a Model for Environmental Resilience and Adaptation to the impacts of Climate Change	Disseminate 2 evaluation reports	2 evaluation reports disseminated	100%
Identify 2 demand driven research topics that help to mitigate and adapt to climate change and impacts	2 demand driven research topics relevant to mitigate and adapt to climate change identified		100%		
Produce 2 documentary films	2 documentary films produced		100%		
Producing factsheets/policy briefs to help federal and regional policy makers, the linkage between CRGE and PHE	Project briefs, leaflets and posters produced in different languages and disseminated to stakeholders		100%		

Based on the review of project document and reports and verification made through FGDs, key informant discussions and field visits, the overwhelming majority of project activities and outputs indicated in the log frame have been effectively accomplished. As shown in table 2, key project milestones achieved included establishing multi-sectoral PA management task-forces at various levels; conducting task force regular meetings and passing of critical joint decisions particularly at woreda levels; development of resource base and climate change risk maps of the two national parks; building the capacity of EWCA staff and other primary stakeholders through successive trainings, workshops and experience sharing visits; establishing and nurturing of local women and youth associations in biodiversity/green businesses (IGAs); development of entrepreneurial skills and income generating capacity of local women and youth; installation of solar kiosks, solar panels and other technical and material supports to youth groups and park adjacent communities; awareness creation and promotion of good environmental management practices, climate change and adaptation mechanisms through building the capacity of local communities and establishing school environmental clubs; development and strengthening of traditional conflict management systems and equitable benefit sharing mechanisms; as well as dissemination of project philosophy and activities through policy briefs, posters, films and leaflets to regional and national policy makers.

Notwithstanding the remarkable attainment of planned activities, the project implementation has also shown some limitations and weaknesses in accomplishing a few project outputs as initially planned. Most notable ones include, one woreda and two regional taskforce regular meetings were not conducted. In particular regional level task force meetings have shown relatively lower performance. According to the information obtained from the coordinator of the project implementing organization at ANP (WSD) and some woreda taskforce members, the main reason for the delayed woreda task force meeting was due to the severe drought that has been ravaging the pastoral communities for over nine months and the apparent unsoundness of calling the drought stricken pastoralists for a meeting that would most likely tell them to take out their livestock from the park. Nevertheless, the non-attainment of some of the regional taskforce meetings is largely due to the lack of commitment and readiness of regional task force members and concerned bureaus.

Another important limitation observed in terms of attainment of the expected results was the limited number of IGAs that were generating income during the project evaluation time. Although most of the project initiated IGAs were established and made operational; more than half of these IGAs have not yet began generating income. For instance, the solar kiosk and traditional handcraft women associations in ANP, and beekeeping and highland fruit production associations in SMNP were not generating income or have temporarily stopped generating income at the time of field visits by the evaluation team for reasons discussed later in the report.

7.2 Relevance of Key project outcomes

The main goal of the project was to enhance the resilience and adaptation of Awash and Simien Mountains National Parks to climate change through building the institutional capacity and participatory leadership of the parks. To that end, the project has been implementing a range of activities to achieve key contributing outcomes that will ultimately lead to the attainment of the stated goal. In this regard, examination and analysis of the project results and outcomes obtained from this evaluation has evidently shown that the results and outcomes were consistent and fully anchored towards achieving the envisaged goal/impact of the project as well as highly relevant and directly linked to the national development plans and local level real life problems of the communities around the PAs.

At national level the achievements and impacts of the current project were very relevant and could sizably contribute to the realization of the country's rapid and broad-based Growth and Transformation Plan (GTP) through pursuing a carbon neutral and climate resilient economic development strategy. In this regard, the positive changes brought by the project implementation on the conservation and rehabilitation of the PAs do directly contribute to the realization of the national REED initiative. Given the substantial role assigned to PAs in the CRGE, the outcomes of the project could contribute to the realization of the national CRGE goals by enhancing the capacity of the PAs and multiple sectors for increased carbon sequestration by the PAs.

At local and woreda level the achievements of the project were multipurpose and highly relevant to the socio-economic development needs and sustainable natural resources management and use challenges of the local communities and concerned government sectors. On one hand, the achievements of the project in creating a participatory and collaborative park leadership system has played fundamental role to the sustainable management and equitable use of natural resources critical for conserving the parks and building resilience to climate change. On the other hand, the entrepreneurial capacity buildings and income generation activities (IGAs) are instrumental for improving the livelihoods of the local youth and women. The impact is not only greater synergy between park and community but also improved economic capacity of climate vulnerable households for increased adaptation and resilience to the climate risks.

Outcome 1: A new participatory and multi-sectoral park leadership and joint decision making system established

Perhaps the most significant achievement of this project was its ability to build a new, participatory and multi-sectoral PA management system through establishing joint and collaborative leadership platforms called „task-forces“. The taskforces (total of seven) were established at three administration levels; park-woreda, regional/inter regional and national.

At each level, the taskforces are composed of multiple sectors and stakeholders with defined duties and responsibilities forming an all-embracing and joint park leadership institution. For instance, the park-woreda task force is composed of up to 17 sector offices and stakeholder groups including woreda administration, woreda culture and tourism, woreda land administration and environmental protection, woreda justice and security, park office/EWCA, customary /informal institutions, local universities, woreda women and youth offices among other important sectors.

Following the establishment of these taskforces, members were provided with various awareness creation trainings, workshops and experience sharing visits. The aim was to enhance the awareness, knowledge and leadership capacity of task force members. The key topics, among others, covered include national and global importance of PAs and conserving biodiversity, participatory park management, climate change adaptation and mitigation and CRGE strategies.

To that end, these task forces have been actively engaged in planning and implementation of key activities and passing vital joint decisions. The accomplishments of each woreda task force were reviewed and feedbacks given through quarterly regular meetings organized by PHE-EC and partner organizations. For Awash, the chairing of the joint woreda task force was made to rotate among the four target woredas from Afar and Oromia regions. In view of this, evaluation findings on the outcomes and impact of establishing, strengthening and enforcement of the task forces particularly the park-woreda task force has shown outstanding achievement of the project in many aspects.

Primarily, the establishment and active engagement of the park-woreda task forces has brought paradigm shift and positively influenced partnership and collaboration of the various sectors and stakeholders involved for the new park leadership and management of its natural resources. Although there is difference in degree with the woreda taskforce, the regional and national level task forces have also created a positive partnership and collaboration among sectors. This was indeed the result of the continuous awareness creations, consultations and capacity building efforts made by PHE-EC and its project implementing partners in improving the attitude of indifference, ownership feeling, and responsibility of the various stakeholders in the parks leadership. As one woreda administrator from the SMNP woreda task force put it rightly, *“this project has made me realize how important the participation of my woreda administration and other key government sectors such as the woreda justice and police are for the protection and sustainable management of the precious world heritage site (SMNP) that our grand fathers have conserved for so long”*. Another woreda task force member in SMNP added *“previously the park office did not work with our office and I used to think the park was literally a useless entity that simply collects money for the federal government, but now I have fully realized that the park is not the property of MoCT or EWCA, it is ours, the local people and we are committed to conserve it”*.

Similarly, the consultant's experience in ANP was inspiring. For the traditionally conflicting communities and troubled relations of local administrations of park adjacent woredas in Afar and Oromia regions, the establishment and enforcement of the park-woreda task forces has played crucial positive roles.



Pic.1 FGD with Gelcha Kebele Administration Cabinet, Fentale woreda, Oromia

According to the key informants and stakeholders interviewed, the park-woreda task force in ANP did not only bring the customary leaders, woreda administrations and multiple sectors into the joint park leadership system, but has also created a never-existing arena for peace building and cooperation among communities and stakeholders around the park. This has been resonated by all key informant interviewed and FGDs conducted in Awash Fentale, Fentale and Mieso woredas. The result has improved partnership and joint decision making by EWCA, local communities and stakeholders. In this regard, the findings of the FGDs were also consistent with the survey results administered to a total of 120 respondents both from direct beneficiary groups (IGAs) and indirect beneficiary groups who were asked to rate the current level of partnership and collaboration between park, sectoral stakeholders and local communities in park leadership and joint decision making after the project implementation. As can be seen in figure 1 below, the majority (> 90%) of the respondents stated that overall the partnership and collaboration between the parks, sectoral offices and adjacent communities in park leadership and joint decision making is strong or moderately strong after the project implementation.

Evidently, more than 46% (56 out of 120) respondents have said that the current partnership and collaboration of stakeholders in park leadership and management is strong while more than 43% (52 out of 120) said that it is moderate.

However, there was slight difference in the rating of the partnership and collaboration between project direct beneficiary and indirect beneficiary respondents for the apparent reason that involvement and non-involvement in project supported IGAs could influence the perception of the respondents.

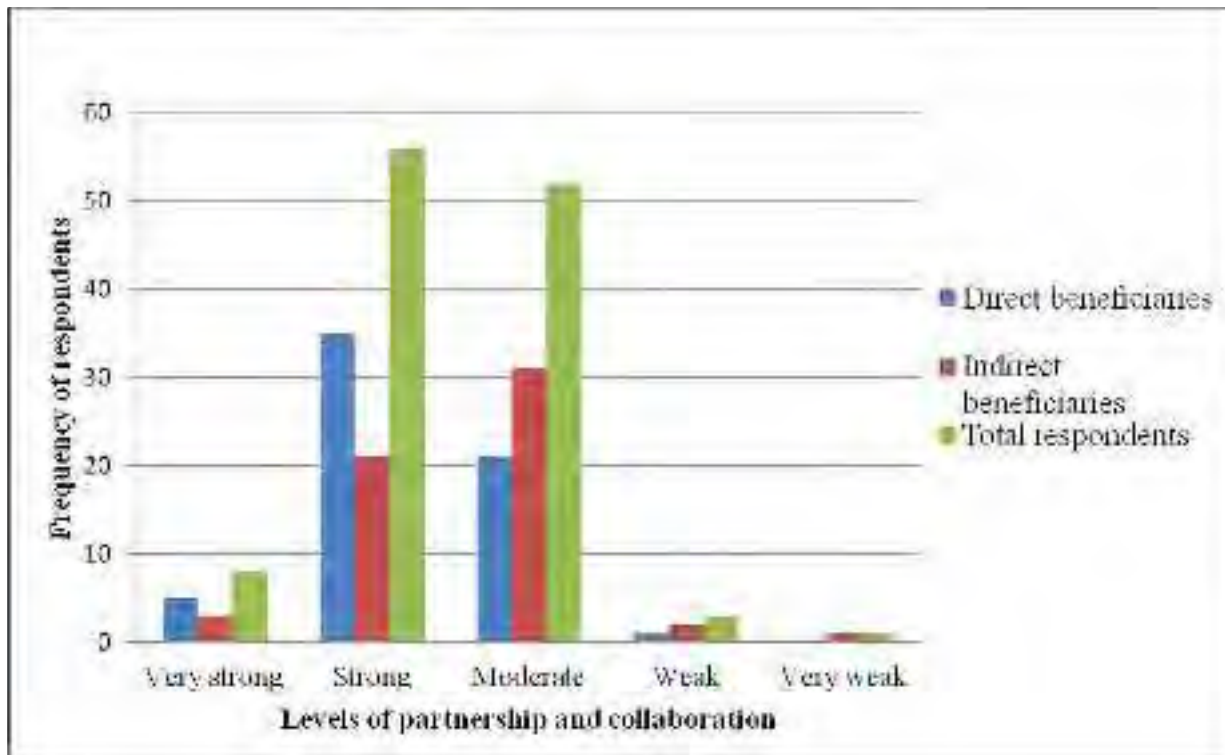


Fig. 1; Current level of partnership and collaboration between parks/EWCA, government sectors and local communities in park leadership and decision making

Though not in the same level of performance to the park-woreda taskforces, the role played by the federal level task force was also important and significant. As was learnt from the project implementation reports reviewed and physically observed in the two PAs, the federal taskforce has been able to achieve key project outcomes including the establishment of speed brakes at ANP, institutionalization of the project’s new multi-sectoral approach at policy level through the formulation and enactment of a new EWCA regulation No. 337/2014 as well as the resettlement of more than 250 households from SMNP to Debarke town.

In general the evaluation has shown that the establishment and effective implementation of the new participatory and multi-sectoral park leadership system was one of the notable outcomes of the project implementation. The new approach through its taskforces has created a joint decision-making and partnership platform bringing the various sectors and stakeholders, long forgotten in the uni-sectoral park leadership system, to a participatory and holistic leadership exercise talking the same language for a common goal.

However, the new multi-sectoral approach and its implementation taskforces were not without limitations and implementation gaps. Apparently, the most relevant problems that challenged the effectiveness and outcomes of the new multi-sectoral and participatory park leadership approach and implementing taskforces are highlighted hereafter. For the park-woreda task forces, the most important gaps identified include limitations in reaching out and sharing of the task force establishment, its activities, decisions passed and new knowledge and experiences gained to the lower level administrations (kebeles) and grassroots communities. This gap has sometimes resulted in broken communication and hesitant collaboration of local communities to the taskforces as observed in the poor awareness and limited knowledge of some community members about the task force activities in Addisgie-miligebssa in SMNP and Diho in ANP.

Taskforce members and key informants asked about the gap in information and knowledge dissemination to local community stated that the problem arose from the poor communication channels used to reach out communities. According to these key informants, the traditional Dhagu (man to man information sharing) of Afar, and kebele meetings in Oromia and Amhara regions were used as principal channels of information dissemination to local communities. However, it was found out that kebeles do not gather the community for the sake of sharing knowledge and information on taskforces rather they use meetings called up for other administrative purposes to disseminate knowledge and information from task forces. This has apparently limited the awareness of the grassroots community about the taskforce activities and decisions in some woredas.

Similarly, the limitation with the traditional Dhagu communication system was that pastoralists, particularly in time of hardship often focus on common daily needs as pasture, drought, water and conflicts rather than taskforces. This implies the need for strengthening and enhancing the traditional information sharing systems and adopting alternative knowledge sharing channels such as regular meetings between taskforce and community, and use of local media such as radio and TV programs

Another critical problem that faced the park-woreda task-forces particularly in Awash NP was the lack of effective collaboration and integration between the woreda task force and the park administration and staff. According to the task force members interviewed in all the three woredas, the ANP office particularly some of the higher officials appear to be barriers of the participatory and integrated park management and protection activities and decisions of the woreda taskforce. According to information obtained from all key informants, woreda administrators and sector officials in the three woredas above and even confirmed by some of the current park staff, the lack of support and collaboration from the Park to the woreda taskforces was one of the obstacles that affected the effectiveness and synergy of the task forces activities.



Pic 2. Group interview and discussion with staff of Awash NP

Regrettably, the park office was often not collaborative when the woreda task forces and some customary leaders try to patrol and control some illegal encroachment activities and settlement inside the park boundary. According to these informants, the main explanation they were given by the park officials (some of whom are currently suspended) was lack of logistics and budget which the key informants did not agree with. They argued that all what the members of the taskforce asked was transportation and collaboration from ANP to protect the park which they have come to recognize as their own recently.

The long drought that has devastated the pastoral communities living in the neighboring woredas since last September (2014) was another natural catastrophe that challenged the full-scale execution of the important decisions made by the joint taskforces. According to the traditional leaders and woreda administrators, the main reason for the local livestock herders to graze their livestock inside ANP at the moment is the devastation of their rangelands due to the drought.

At higher levels (beyond the woreda-task forces), the biggest problem for the implementation of the new approach was the fact that regional level taskforces were weak, ineffective or inactive. Apparently, woreda taskforces have been engaged in their regular meetings; planning and executing of important taskforce activities; and passing and enforcing of crucial decisions. Some of these decisions and activities included persuasion of communities and leaders, livestock herders to withdraw live stocks from park areas, controlling and exclusion of settlements, farms, illegal hunting, deforestation, charcoal making, and fire incidences in and around the PAs.

In contrast, the regional level task forces did not have plans that guide their actions like the woredas and reports prepared regarding task forces or its activities. While woreda-taskforce member sector offices such as the Awash-Fentale woreda administration office have assigned specific working days and staff for dealing with park related issues as part of their regular operation (Annex IX), there is very little engagement (if at all) of the regional level taskforces in the task force mission and implementation of the multi-sectoral approach.

Another problem of the various levels of taskforces was their lack of communication and vertical integration. Evidently, none of the woreda taskforces were requested for reports or plans by regional taskforces except the constant encouragement and collaboration they receive from zonal culture and tourism sector offices. This implies that taskforce as a new and innovative park leadership and management approach still needs institutionalization and mainstreaming at regional levels despite its endorsement by the EWCA regulation No. 337/2014 at national level.

However, the problems discussed above shall not by any means diminish the relentless efforts and unwavering support and dedication shown by some regional administrations and sector offices such as the Amhara regional government, North Gondar zone culture and tourism bureau, SMNP, EWCA in handling and negotiating the resettlement of more than 256 households residing inside SMNP to Debarq town spending over 161 million birr as compensation payment for the resettled households.

Outcome 2: The awareness, ownership feeling and conservation responsibility of local communities and other stakeholders to the national parks and resources enhanced

As highlighted in the discussion of the first outcome, one of the main contributing factors for the sound implementation of most of the woreda-task force plans and activities was the creation of a platform of good awareness, positive attitude and ownership feeling of local communities and sector offices about the national and global significance and conservation necessities of the parks and their biodiversity. This was the result of the successive consultations, awareness creation workshops, and trainings given to stakeholders and community representatives followed by the technical and entrepreneurial capacity building trainings, and income generation activities introduced. The above mentioned activities of the project coupled with the creation of true participation and joint decision making opportunities for local administrations, sector offices and community representatives have given rise to growing ownership feeling, positive attitude and conservation responsibility among the community and other stakeholders alike.



Pic 3. FGD with local community representatives at Addis-miligebsa kebele, Debark

Throughout the evaluation process, evidences of growing awareness, sense of ownership and responsibility to the park and its sustainable management were conspicuous everywhere for both national parks from a local youth at Debir kebele in SMNP to an old traditional leader at Gelcha kebele in ANP, from Debark woreda administrator to Awash-Fentale and Meiso administrators. In a country where most protected areas were historically delineated and/or gazetted without the genuine participation and consultation of the local communities (including forceful eviction of rural households from park); building positive perception and collaboration of local people and sectoral stakeholders in park management and natural resource conservation was indeed a rare achievement for the project.

However, it should be noted that the current momentum of ownership feeling and conservation participation among local communities, youth, women and sectoral stakeholders can only sustain and bear lasting results when the mindset (software) changes are accompanied by meaningful benefits and equitable sharing systems. Such gaps and the resultant community dissatisfactions were for instance observed among some participants of the FGDs in Gelcha in ANP and Addis-Milligebsa in SMNP. FGD participants in the Gelcha kebele and others to a lesser extent stated: *“we know the park is ours and are committed to conserve it and fight any illegal activities unless difficult circumstances as the current drought occur; but what does the park did for us over the last 50 years of its existence?”*

Another yet important problem voiced by FGD participant at Diho kebele of Afar, was the loose integration and alignment between state development projects and local smallholder and pastoral development efforts. The establishment and development of big state projects such as the Kesem sugar factory can indeed bring measurable economic development and employment opportunities for the local pastoral communities thus creating alternative livelihoods for the communities. This can positively contribute to ANP from reduced pressure of livestock grazing and exploitation of natural resources by the communities. Such achievements are possible when there is local level integration and alignment of the state project activities and local livelihood strategies. In the context of the Kesem sugar factory and local pastoral communities at Diho kebele however the integration seems loose. Apparently, some onion and maize farms of pastoralists at Diho kebele have dried out of water stress while big irrigation canals of the state's sugarcane plantations are running in few hundred meters from the drought devastated crop farms. According to the local pastoralists the failure of their crops has partly forced them to look for other means of surviving the drought such as looking for animal feed at ANP. The implications to ANP are increasing pressure from pastoralists for livestock feed and other natural resources to keep their livestock and their life alive.



Pic 4. Two Afar men standing next to a drought devastated Onion farm just few meters away from a big irrigation channel of the Kesem state sugarcane plantations at Diho kebele, Afar

Outcome 3: The institutional and park management capacity of EWCA and stakeholders strengthened

In order to assess and determine the effectiveness and relevance of project activities in building the capacity and knowledge of EWCA and sectoral stakeholders; participants of the different capacity building and knowledge sharing activities were asked to rate the effectiveness and relevance of each activity that they participated out of five points, where five means very effective and useful, while one means ineffective and literally non-useful. Accordingly, the mean participant rating results of the five major capacity building and knowledge sharing project activities are analyzed in figure 2 below.

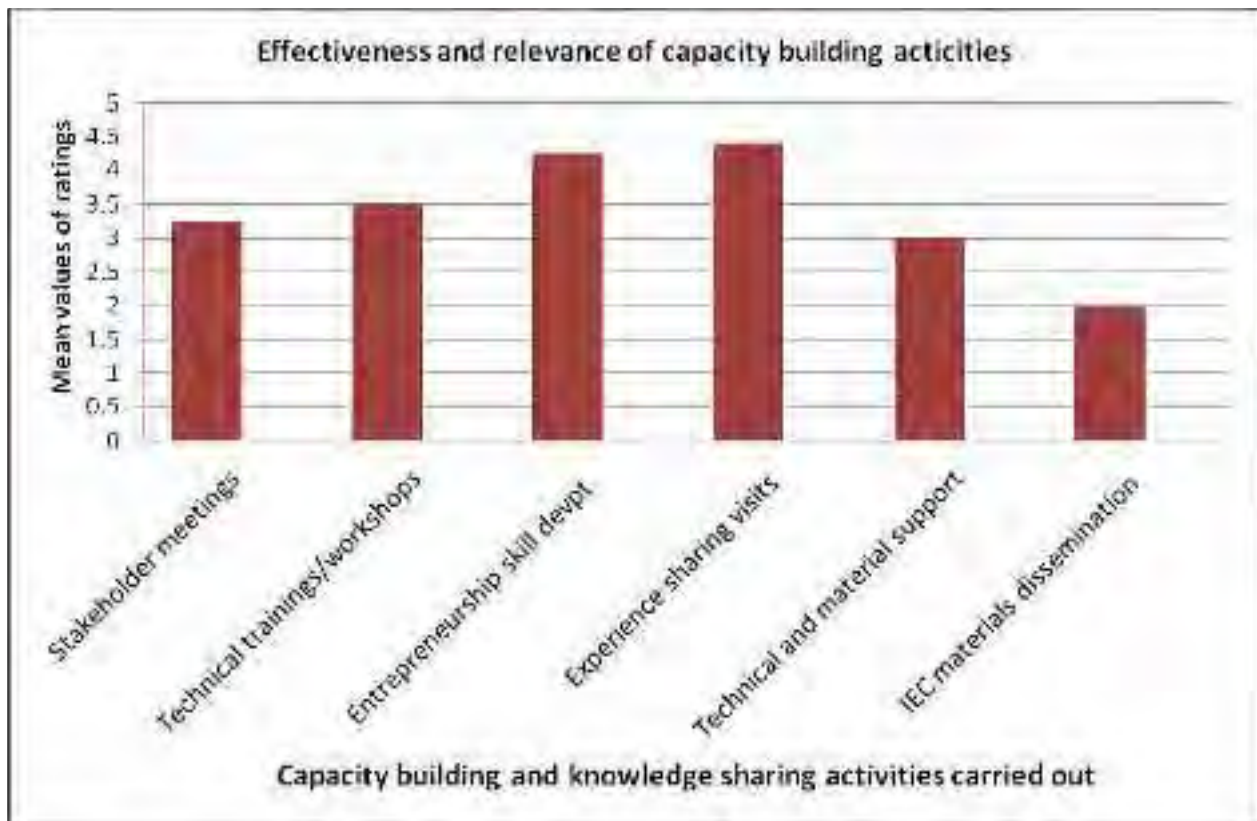


Fig. 2; participants' rating of effectiveness and relevance of the capacity building and knowledge sharing activities carried out by the project

According to the results (fig. 2) constructed from separate ratings of over 50 participants in one or more of the activities, it can be said that the overall importance and relevance of the capacity building activities in meeting the desired project objectives was more than satisfactory with an overall mean ranking value of 3.5 out of 5.0 points. However according to the respondents, the effectiveness and relevance of some of the activities was comparatively higher than the others in building the institutional capacity of EWCA and other sectoral representatives participated.

As shown in fig 2, experience sharing visits and entrepreneurship skill development trainings were the two most rated capacity building activities with mean rating value of 4.4 and 4.3 respectively. In particular, the experience sharing visits to Abrha-wo-Atsbaha in Tigray, SMNP in Amhara were eye-opener experiences, according to the participants. One female participant from Meiso woreda taskforce stated: *”After visiting how people in Abrha-Atsbaha have created such a magnificent green area by rehabilitating a severely degraded landscape, I began to wonder why we people in Awash area could not do the same with a much better and suitable land we have?”*. Another participant added: *“In SMNP, there are a number of benefit sharing schemes for the local people and the wildlife population is increasing, but here in Awash the unique animal we have, Sala (Beisa oryx) is threatened; I do not want my children to say - many years ago there was a unique wild animal in Awash NP called Sala - looking at its pictures”*. In essence, the experience sharing visits have sparked enormous impulse and craving among the participants for improved management of the wildlife resources and PAs in their respective areas before it is too late.

Table 4: Number of IGA beneficiaries trained for entrepreneurship skills

Type of IGA	Number of IGAs	Number of direct beneficiaries	IGA beneficiaries who received training	Remark
Solar kiosk	4	45	45	
Handcraft	1	10	10	44 others were trained by the IGA members
Milk collection and Sale	1	10	10	
Highland fruit production	1	70	70	
Beekeeping	1	53	53	
Biogas development and use(all women)	1	59	59	
Energy saving stove	2	20	20	
Tour guiding and ecotourism (Hyena cave)	1	27	27	
Total	12	294	294+	More than 100%

Similarly, the biodiversity entrepreneurship skill development trainings given to IGA members were highly relevant, practical and useful. As learned from the FGDs made with many of the IGA associations, the entrepreneurial capacity building trainings, demonstrations and materials and technical supports have not only transformed the business know-how and skills of the local youth and women but have also made them see PAs from a new angle as source of alternative income and livelihoods support as opposed to the traditional negative perception they have.

The technical trainings/workshops and regular stakeholder meetings were rated 3rd and 4th with mean rating values of 3.5 and 3.25 respectively. According to the findings of the survey and key informant discussions, the technical trainings provided by partnering local universities and PHE were satisfactorily effective and relevant in enhancing the knowledge and capacity of EWCA and other stakeholders in key subjects as the national and global significance of PAs, participatory park management, environmental rehabilitation, climate change risks, adaptation and mitigation. In the same line, regular meetings of task forces mainly the park- woreda task forces have been critical in transforming and enhancing the knowledge and capacity of partner sector offices, administrations, community representatives, elders and customary leaders.

The other two capacity building activities, establishment and technical supports to environmental school clubs and dissemination of IEC materials were ranked 5th and 6th respectively. Creating awareness through environmental and wildlife school clubs was indeed a new and an innovative way of reaching out the future generation, implemented with considerable effectiveness though the activity was lately weakening perhaps due to budget constraints. Yet, the new approach can even influence school curricula if strengthened. Similarly, the use of IEC materials which were prepared in different local languages and disseminated to the various stakeholders were important. However, their accessibility and impact was limited as most of the papers ended up in the woreda sector offices with limited circulation to sectoral staff and communities at lower levels.

Outcome 4: The income and livelihoods of direct beneficiary groups improved through biodiversity entrepreneurship/IGAs and the equitable benefit sharing system established

In order to assess and determine changes brought in income and livelihood conditions of project direct beneficiary groups from IGAs, annual gross incomes of a total of seven IGAs that were fully or partly supported by the project were analyzed. According to results found (table 5), more than 85% (six out of the seven) IGAs studied in this evaluation were made fully or partially operational while the operationalization of the remaining one IGA (Solar kiosk youth group at Diho) was almost completed. However, in terms of generating income, more than half (four out of the seven) IGAs studied (labeled as NA in table 5) have not yet begun generating revenue or have temporarily stopped generating revenue during the time of the evaluation.

Table 5: Additional incomes of project direct beneficiary group members from IGAs

No	Income Generation Associations/Groups	Kebele/Woreda	Gross annual income/ yield	No of Assoc. members	Estimated gross benefit/member/year
1	Traditional handcraft women Associations	Diho, Awash Fentale	NA	54	NA
2	Solar kiosk youth Association	Diho, Awash Fentale	NA	10	NA
3	Hyena cave local tourism Association	Dhaka Edu, Fentale	19,200 *	20	960
4	Community soil and water conservation	Gelcha, Fentale	8,000 kg	20	400kg of grass
5	Beekeeping youth Association	Debir, Debark	NA	70-80	NA
6	Solar kiosk Youth Association	Dibil, Janamora	43,800	20	4,380
7	Highland fruit producing group	Abergina, Debark	NA	60-80	NA

*Average total number of visitor cars per month was 8, entrance fee per visitor car is 200 birr
 NA: Not applicable

The main reasons why some of the IGAs are not currently generating income were that; some IGAs were established a little late (such as Solar kiosks); some enterprises naturally take some years to produce goods and generate income (Highland fruit association at Aberginna, and Beekeeping youth Association at Debir); while the traditional handcraft women at Diho had been producing local goods and earning incomes but have temporarily stopped as the local community leaders and administration have banned the use of the Doum palm tree leaves (raw materials) for the resource is depleting amidst the current drought and valuable sacred wild animals that inhabit these trees were threatened.

Others that are not included in the list above such as the Solar kiosk at Fentale woreda has been fully established and has began operating. But, it is not functioning regularly due to limitations within the association members mainly due to the high number (15) of members and little short term income per individual. Overall the evaluation of ongoing efforts by PHE-EC and the IGA groups does indicate that these IGAs will soon begin fully operating and generating income.

On the other hand, IGAs that are currently well operating are generating considerable income to the members and contributing to livelihood improvement. As can be seen from the figures in table 4; members of the Hyena cave local tourism association at Dhaka Edu, Fentale woreda were able to generate an estimated total income of 19,200 birr per year.



Pic. 4: Chairperson of a beekeeping youth association standing in front of the association's apiary site containing more than 60 beehives, Debir kebele, Debark woreda, North Gondar

Likewise, members of the Solar kiosk association at Kayit kebele in Janamora woreda were able to generate an estimated total income of 43,800 birr per year.



Pic.5 Birhan Sechi Solar Kiosk youth association members, Janamora, N. Gondar

Another exemplary IGA was the community soil and water conservation at Gelcha, in Fentale woreda. Though this group was not directly established and materially supported by the PHE-EC project like the other IGAs discussed, members of the group have been able to effectively utilize the awareness and knowledge created by the project and EWCA among other governmental actors to establish a community soil conservation and land rehabilitation association and harvest an estimated 400 kg of grass for livestock feed per member per annum. In an area where natural pasture is scarce especially during dry seasons, 400 kg of pasture means more than its monetary equivalent for the pastoralists.

The above findings imply that; if rightly established, effectively operationalized and regularly followed up; biodiversity income generation activities and micro-enterprises (IGAs) can and do create green job opportunities and climate-smart alternative livelihood sources producing sizable income to local youth, women and communities. The outcome will not only enhance the income and livelihood of the local people but will also contribute to the short-term and long-term resilience and adaptation to climate change from the improved economic capacity and mitigation from the improved environmental management and avoided deforestation and degradation.

However, for realizing the potential of IGAs in improving the income of local youth and women, and adaptation and resilience of the PAs to climate change; the major problems and barriers need to be addressed. Primarily, the lack of market opportunity and linkage between the IGAs and available market sources should be resolved. According to members of the Traditional handcraft women group at Diho in Awash Fentale, the major challenge they faced before the current temporary stoppage of the business was lack of market outlet and facility/shop to sell their products in Awash town or other tourist areas such as at the gate of the ANP. Similarly, the major challenge faced by the local tour guiding youth association established and trained by the project at Awash Fentale was the lack of job opportunity for the trained youth that eventually led for the temporary quitting of some members from tour guiding business.

According to some members of the tour guiding association interviewed the problem arose mainly because most tour operators coming from Addis bring their own tour guide and are not in any legal framework obliged/requested to participate the local youth though the youth have much better knowledge and familiarity with the local tourism attraction sites, culture and people. In cases where job opportunities are available, for instance at ANP, the park scouts mostly consider the job as their own and systematically avoid the trained youth. The bottom-line of the market and job opportunity problems boil-down in to two issues; lack of market integration of IGAs with different national and local market outlets; and lack of cooperation and recognition of IGAs to work with EWCA. In both cases, solving the problems requires creating enabling environment through formulating and enforcing new comprehensive regulations and systems at national (MoCT) and local, (EWCA) levels in addition to supporting and linking the IGAs with concerned agencies.



Pic 6. Traditional handcraft women group at Diho kebele, Awash Fentale woreda, Afar

Another limitation, external, was misunderstanding in the use of criteria set for selecting IGA members by local level government officials or responsible bodies as was observed in one IGA in SMNP where the IGA group member selection was remade in the presence of the local PHE-EC/FZS coordinator.

Outcome 5: Good environmental rehabilitation and conservation practices promoted

One of the reasonably achieved outcomes of the project implementation was its promotion of good environmental protection and rehabilitation practices, behaviors and actions in and around the PAs through the park-woreda task forces, consultations, trainings, experience sharing visits, school clubs, IEC materials and customary institutions. As a result, today most local community groups, individual farmers and pastoralists and park management staff are involved in a various environmental rehabilitation and resource conservation practices; from effective control of illegal hunting to community-based woodland conservation. Indeed, accurate and organized benchmark data on the status of wildlife populations, vegetation conditions and illegal activities before and after the project implementation was not readily available during the evaluation work. However, assessments through a participatory field observation of current park conditions and retrospective analysis of the same with some park staff, woreda taskforce members and community leaders in both PAs has led to the rough assessment values on the implementation of the environmental management practices indicated in table 6 below.

Table 6: Assessment of good environmental protection and management practices promoted

No	Environmental protection and management practices promoted	Participatory assessment of current implementations	Remark
1	Control of deforestation and charcoal making inside the parks	>80%	
2	Control of illegal hunting	>95%	
3	Control of (free) livestock grazing	50 %	90% for SMNP, 50% in ANP
4	Control of fire incidences	>90%	
5	Control of illegal encroachment and settlement inside park boundary	60 %	90% for SMNP and 60% for ANP
6	Rehabilitation of degraded lands and natural ecosystems	50 %	Efforts are there but not adequate

According to the key informants, park wardens and community leaders interviewed in both PAs; the state of environmental degradation and illegal activities inside the PAs such as deforestation, charcoal-making, over-grazing, illegal settlement and encroachment were widespread and severe before the implementation of this project. However, after the implementation of the project many of the aforementioned problems have been substantially controlled as shown in table 6. Though it was not possible to accurately indicate the changes in environmental conditions in statistical terms due to lack of benchmark assessments, virtually all participants of the current participatory assessment stated that substantial improvements have been made in environmental protection, conservation of wildlife populations, habitat conditions, and flow of tourism activities after the implementation of this project. These improvements and good practices are playing critical role in enhancing the climate change adaptation, mitigation and resilience capacity of the PAs.



Pic 7: Herds of Gelada baboon feeding and playing on rehabilitated grass (guassa) lands which use to be a cattle grazing ground by local communities at SMNP, according to the informants.

7.3 Project impact and contributions

Table 7: Project impact, indicators and assessment

No	Envisaged project outcomes and impacts	Impact Indicators	Assessment
1	A participatory and multi-stakeholder PA leadership instituted and the management of ANP & SMNP enhanced /transformed	<ul style="list-style-type: none"> – A participatory and multi-sectoral PA leadership system established – The role of multiple sectors in PA leadership increased – Effective and all-inclusive decisions and actions taken 	8.5
2	The collaboration and partnership of local communities and stakeholders in park management enhanced	<ul style="list-style-type: none"> – The awareness and ownership feeling of communities to PA increased – The attitude and understanding of communities/stakeholders changed – The collaboration and support of communities/stakeholders increased 	8.8
3	The institutional capacity of ANP, SMNP and partner organizations to climate change adaptation, mitigation and resilience built	<ul style="list-style-type: none"> – The technical knowledge and capacity of EWCA and partner improved – The climate adaptive management systems and actions of the PAs improved from synergetic effect of the new capacity created 	6.5
4	The biodiversity entrepreneurship capacity and skills of youth, women and community built	<ul style="list-style-type: none"> – A number of green businesses(IGAs) and associations created – Significant number of youth and women engaged in green jobs 	7.0
4	The income, livelihoods and equitable benefiting of local youth and women in adjacent park areas improved	<ul style="list-style-type: none"> – The income of local youth and women increased by the IGAs – The livelihoods of project supported households improved – An equitable benefit sharing system created and implemented 	4.5
5	The protection and rehabilitation of the PAs and natural resources improved	<ul style="list-style-type: none"> – Several good environmental management practices adopted – Illegal activities reduced and wildlife and habitats of the PA recovered 	7.5
6	Relations between park, community and sectoral stakeholders improved and conflicts sustainably reduced/resolved	<ul style="list-style-type: none"> – Joint decisions made and actions taken effectively implemented – Conflicts between park-community and between communities reduced – The role and influence of customary institutions for sustainable PA management and conflict resolution enhanced 	8.0
7	Higher level policy making influenced and enabling environment created for scaling up the project approach	<ul style="list-style-type: none"> – Relevant policies and regulations formulated and enacted at national and sectoral levels to implement the project’s new approach – Practical implementation guidelines and institutional structures created, human and logistical resources allocated for mainstreaming the approach 	7.5
	Overall the resilience, mitigation and adaptation of ANP and SMNP to Climate Change enhanced	Participatory and effective park leadership and decision-making system established and lasting climate adaptive actions implemented; Climate related risks better managed through improved institutional capacity and equitable incomes generation activities created; policies, and actions of line ministries, EWCA, sectoral offices and communities made more responsive to climate	8.25

In order to evaluate the impacts of the various project achievements and outcomes discussed hitherto with respect to the project goal; verifiable impact indicators were developed for each principal project outcome as shown in table 7 above. Accordingly, the impact of each of the main project achievements/outcomes was measured (from ten points) from the analyses of evidences of changes observed on the ground, analysis of impact indicators and through impact ratings by project stakeholders such as park wardens, IGA representatives, woreda task force members among others. According to the findings; the overall impact of the project implementation was significantly high with an overall impact rating of 8.25 (82.5%).

Given the complexity and multi-dimensionality of the project objectives and far-reaching nature of the project goal against deeply rooted PA management and leadership problems in Ethiopia; the short-term and long-term impacts brought by the project were more than satisfactory. In particular the impact of the project in bringing a new park leadership and management paradigm in both PAs; and the changes brought by the project on the collaboration and partnership of local communities, multiple sectoral offices and park offices in PA management was remarkable and solid. Evidences from the current evaluation indicate that, the project has made credible impact in building the participatory leadership and management of the two PAs and strengthening the collaboration and partnership of local communities and stakeholders in joint decision making.

In line with this, the contribution of the project in promoting peace and local conflict resolution between traditionally conflicting community groups, and improving the park and community relations through the taskforces and customary institutions was solid. Moreover, the project has been able to considerably strengthen the technical and institutional capacity of the two PAs and partner sectoral stakeholders; as well as build the biodiversity entrepreneurship capacity and skills of local community groups. Similarly, the impact of the project on the communities and PA knowledge and actions in protecting and rehabilitation of natural resources and wildlife in and around the PAs was deep. As a result, the protection and rehabilitation of natural resources and wildlife in and around the PAs has shown improvements when compared to previous conditions as was learnt from the various stakeholders. However, it should be noted that the impact of the project in promoting good environmental practices is gravely challenged by the drought in ANP. Moreover, the project has made significant impact in building the biodiversity entrepreneurship capacity and skills of hundreds of local youth, women and other groups; paving the way for a improved livelihood of these communities from the incomes generated in the IGAs.

At higher level the formulation and enactment of the new EWCA regulation No 337/2014 demonstrates the impact of the project at national policy level and its contributions in creating enabling political will and institutional frameworks to further mainstream and adopt the project intervention approach. It can thus be concluded that overall the project has made important contribution in enhancing the resilience, mitigation and adaptation of ANP and SMNP to Climate Change and related risks.

7.4 Sustainability of project outcomes and impact

Table 8: Sustainability of project outcomes and impact

No	Project outcomes and impacts	Sustainability indicators	Assessment
1	A participatory and multi-sectoral PA leadership system established; the management of ANP and SMNP strengthened and improved	<ul style="list-style-type: none"> – Task forces mainstreamed in regular work and logistical plans of concerned national, regional and local government ministries & sectors – The new approach formalized and institutionalized by the federal and regional governments through proclamations and legal frameworks – Task forces recognized and supported in budget, logistics and staff 	7.0
2	Increased collaboration and partnership of local communities and stakeholders in park management and protection	<ul style="list-style-type: none"> – Benefits of local communities, youth and women from the current initiatives maintained, expanded Lower level discussion between park-community and administrations strengthened, and continuous consultations and shared decisions 	7.0
3	The institutional capacity of ANP, SMNP and partner organizations strengthened and synergetic capacity created	<ul style="list-style-type: none"> – The new knowledge and capacity put into practice – Additional and complementary trainings given to EWCA staff and sectoral offices – Effective vertical and horizontal integration and cooperation between EWCA and local sectoral stakeholders and administrations created 	6.2
4	The biodiversity entrepreneurship capacity and skills of youth, women and community built	<ul style="list-style-type: none"> – The new entrepreneurial skills gained applied and sustained by the current and more number of IGAs and local associations – Linkages between established IGA associations and concerned governmental agencies created for additional support and follow up 	7.0
5	Alternative and equitable green income generation opportunities created and the income, livelihoods and benefiting of local youth and women in park areas improved	<ul style="list-style-type: none"> – IGAs made operational and meaningful income generated – Market networks and liaisons created for the IGA products – Other viable small green businesses created and supported – Equitable benefit sharing and IGA member selection system ensured 	5.0
6	Good environmental management practices promoted and the protection and recovery of natural resources and wildlife improved	<ul style="list-style-type: none"> – The adopted environmental management practices are assisted by EWCA, agriculture and environment offices – Alternative lands and sources of pasture created for livestock grazing 	6.0
7	Traditional conflict management systems strengthened and relations between park, community and improved and conflicts resolved	<ul style="list-style-type: none"> – Established park-woreda/community task forces are maintained – Customary institutions are recognized and partnered in PA management 	7.0
	Overall the resilience, mitigation and adaptation of ANP and SMNP to Climate Change enhanced	The new participatory park leadership mainstreamed, institutionalized, budgeted and hence more joint climate adaptive actions implemented. Climate related risks well managed, institutional capacity strengthened and local livelihoods improved and increased climate resilience created	6.5

For the sustainability of the project impacts and outcomes are equally important to the positive changes brought by the project implementation; the consultant has put utmost efforts to assess and measure all the available evidences and opportunities that could ensure the sustainability of the positive impact as well as, the challenges and setbacks. To that end, key indicators for each of the project impact/outcome were identified and the sustainability assessment was made based on the evidences found from the evaluation and critical appraisals (ratings out of ten) made by sectoral stakeholders, park wardens, community leaders, IGA representatives and taskforce members.

Based on the results of the sustainability assessments (table 8); overall majority of the outcomes and impacts brought by the project implementation appear to be reasonably sustainable after the completion of the project. In particular, the new participatory and multi-sectoral PA leadership system and the huge impact it has made on the collaboration and partnership among stakeholders for joint park leadership and decision making appear to be a lasting impact in the management of the two PAs and beyond. Similarly, the impact of the project in building the entrepreneurship capacity and skills of local youth and women was found reasonably sustainable with vivid potential for lasting impact on the livelihoods of local communities. Although not to the same level, evidences from the assessment suggest that other major impacts of the project also appear fairly sustainable. For instance, the current good environmental management practices and natural resources conservation activities promoted by the project could continue to play sizable role in enhancing the climate resilience and adaptation of the PAs and local communities.

Despite the above positive indicators, the sustainability of the project outcomes and impacts is also faced with some serious challenges and threats as evidences from the evaluation indicated. One important challenge is the lack of mainstreaming and formalization of the regional level taskforces in regular government operations (though it is early to suggest). This could pose serious threat to the continued operationalization, effectiveness and logistical support of both the woreda and regional taskforces. Secondly, the lack of horizontal and vertical integration and synergy between EWCA and regional/national government and sectors including reaching out the grassroots levels could create cracks in implementing the noble approach of participatory park leadership. Third, the lack of market networks and linkages between the project IGAs and local and national market sources and enterprises could shadow the potential impact of IGAs in improving the income and resilience of their livelihoods to climate change shocks besides effects in eroding the current community ownership feeling to the PAs. Fourth, the loose integration and teamwork between large-scale state development projects and local agricultural and pastoral development activities along with the lack of alternative grazing lands and livelihood sources could indirectly weaken the sustainability of some of the project impact such as the conservation and rehabilitation of the natural resources of the PAs.

These challenges and threats squarely imply the need for developing and implementing a multi-functional and practical exit strategy (should the project terminate) that addresses the underlying problems and lays out the way for the successful exploitation and permanence of the project expected and unexpected positive results and impacts.

7.5 Efficiency of Project Implementation

This project has been implementing wide-ranging and multipurpose activities in just two years. It has successfully accomplished most of the planned activities and brought a number of positive outcomes and impacts in the two PAs and adjacent communities. When the volume of the project activities, levels of accomplishment and impact are measured from the standpoint of the project's budget, lifetime, and human and logistical resources employed; the project implementation was very efficient in most respects. Clearly, PHE-EC and its partner organizations were efficient and well coordinated in using the limited budgetary, human and logistical resources they had to effectively implement the vast project activities and make significant impact in a relatively short period of time; as one park-woreda-taskforce member at SMNP stated it *“PHE-EC came to Simien park with limited budget but made significant impact in the management of the park and participation of stakeholders while other NGOs had reportedly big budget but achieved little.”*

8. BEST PRACTICES AND LESSONS LEARNED

8.1 Best Practices and success factors

Reading through the in-depth discussions and analyses presented on the various project outcomes and positive impacts it has made in this report does provide clear insight about some of the project's best practices and success stories vis-à-vis the factors and reasons behind the successes and experiences. In view of this, a separate individual scoring of the project best practices was carried out by 45 key informants to further scrutinize and prioritize the best practices and success factors for potential scaling up in future works.

Table 9: Project best practices, lessons and scaling up potentials

No	Best practices	Mean score values	Scaling up potential
1	<i>Multi-sectoral and participatory park leadership and joint decision making</i> as a new and effective approach for building stable partnership, collaborative PA management and synergy among stakeholders	8.5	high potential
2	<i>Trainings, workshops and experience sharing visits</i> for building the capacity of EWCA and stakeholders	7.5	high
3	<i>Promotion of good environmental practices</i> through school clubs, trainings, field visits, IEC materials for improved actions of EWCA and communities to climate adaptation and mitigation	7.0	Moderate
4	<i>Biodiversity entrepreneurship</i> as a tool for improving the income, equitable benefit sharing and increased climate adaptive capacity of local people	5.0	promising

According to the results of the individual scoring made out of 10 points, the most significant achievement and best practice of the project with mean score value of 8.5 was the “**Multi-sectoral and multi-stakeholder participatory park leadership approach as an institutional platform and collaborative park management system**” for the sustainable management and increased climate adaptation and resilience capacity of PAs in Ethiopia. In particular, the **park-woreda taskforces** have demonstrated high effectiveness in creating a participatory and holistic park leadership system with vivid scalability potential to other PAs faced with similar problems such as Omo, Nech Sar and Gambella National Parks.

The main factors for the success of the new multi-sectoral approach could be attributed to three important aspects. The first and most important factor was the nobility of the project idea and its implementation philosophy. In a country where uni-sectoral PAs management and decision makings systems have failed time and again; the new and truly participatory multi-sectoral leadership approach was noble and innovative in recognizing the critical roles of multiple stakeholders and the indispensability of integrating these stakeholders to bring real partnership and synergetic effects in PA management.

The second factor was the severity and formidability of the problem that the project intended to tackle. Today, growing impacts of climate change and environmental degradation are being felt by every PAs, local community and the Ethiopian government more than ever. As a result the new holistic approach of combating the formidable problems has greatly helped the new system to succeed. The third factor was the genuinely participatory nature of the project implementation process. Evidently, PHE-EC and its partner organizations were rather facilitators while the taskforce members were the sources of the solutions and makers of the decisions.

Other best practices identified included; **trainings and workshops** especially **experience sharing visits** as good practices for building the capacity of EWCA and stakeholders rated 7.5. Similarly, the **promotion of good environmental practices** through school clubs, field demonstrations and IEC materials was a valuable and adoptable best practice of the project rated 7.0. This was in particular rated by key informants for its role in influencing the knowledge and actions of EWCA, sector offices and the local communities at large for better adaptation and mitigation to climate change. For both practices, the factors behind the success can be associated to the innovativeness of the project implementation strategy such as the use of environmental and wildlife clubs and on-spot learning from practical experiences (visits). Equally important for the successes was the efficient coordination of the activities by PHE and its partner organizations.

Another best practice of the project, though limited empirical evidence was found yet, rated 5.0 and identified as promising by key informants was the use of **biodiversity entrepreneurship** as an alternative tool for improving the income, equitable benefit sharing and increased economic capacity of park adjacent communities for creating greater synergy and climate adaptive capacity of the PAs and local communities.

According to the key informants, the project's endeavor in building the green entrepreneurship capacity of local women and youth was rated from two angles. The first was the entrepreneurship trainings and material supports given by the project which was rated high and identified as a best practice with significant long-term impact akin to the technical capacity building trainings and experience sharing visits discussed above. The second was the short-term contribution of the green jobs (IGAs) in producing income and improving the livelihoods of the youth and women engaged in the green businesses. From this angle biodiversity entrepreneurship as a best practice for income generation by local youth and women was rated promising apparently due to the limited number of IGAs currently generating income whilst its future prospects for improving the lives of these youth and women engaged was fully recognized.

8.2 Lessons Learned

Undoubtedly, one of the key contributions of the project that is equally important to the various achievements and impacts it has made in the two PAs and adjacent communities are the valuable lessons gained from the project implementation. These lessons can be used as stepping stones and guiding experiences not only to other PAs in Ethiopia but also for EWCA and other line ministries dealing with existent challenges for sustainable natural resources management in the face of growing impacts of climate change and pressure from human-induced environmental degradations and resource-use conflicts. In this regard, the most important lessons drawn from the evaluation are summarized hereunder.

1. Participatory multi-sectoral park leadership and decision making approach is a viable and workable system that can be taken as the way forward for improving the management and leadership of the ANP and SMNP, and Ethiopian PAs at large. The new approach was noble, anchored to the core of the PA management problems and well-accepted by virtually all stakeholders with conspicuous optimism for its continued implementation. This demonstrates the potential of the new approach for scaling up to other PAs that are currently enduring similar problems.
2. PA and natural resources management through holistic, multi-stakeholder and joint decisions making platforms (taskforces) does not only help to bring constructive collective actions but also creates significant awareness, conservation responsibility and lasting partnership among the different stakeholders involved for a common goal.
3. Taskforces, particularly park-woreda level task forces, have not only demonstrated their potential as an essential local institutional platforms for sustainable PA management but also as indispensable medium for peace building and conflict resolution among conflicting communities: "a renaissance to the effective customary conflict resolution systems".

4. PA Leadership empowerment of formal and informal community leaders, local administrations and multiple-sectoral stakeholders has evidently created model conservationists from among the local farmers and pastoralists with growing sense of ownership and responsibility; resulting in substantial role of the local people in controlling encroachers, illegal settlers, livestock grazing , fire and charcoal making.
5. Fully tapping the potential of the new multi-stakeholder approach for improving PA management however requires effective and strong vertical integration and horizontal coordination among stakeholders at all levels (EWCA, woreda, regional, national taskforces). Failure to establish and maintain this integration would mean clapping in one hand.
6. Building climate change adaptation and resilience capacity is a long-term process that can be developed through targeted actions founded on good knowledge and practices. Hence, trainings, demonstrational visits, and dissemination of IEC materials were effective mechanisms for enhancing the technical knowledge and capacity of stakeholders in rehabilitating and managing PAs and environmental resources. However learning is a continuous process that needs follow up and guidance to master the desired practices.
7. The necessities for fulfilling household economic needs are obvious drivers of resource degradation and overexploitation in PAs by local communities particularly among marginalized, landless and poor youth and women groups. Equipping PA adjacent women and youth through green entrepreneurship capacity and IGAs has demonstrated the potential of such activities in improving local livelihoods and creating conservationist community.
8. Yet ensuring the uninterrupted operationalization, market efficiency and meaningful income generation of the IGAs along with equitable benefit sharing of the youth and women engaged is a must than an option for achieving the desired long-term and short-term impact.
9. The project implementation and its measurable impacts were able to influence higher level policy making as evidenced by the enactment of the new regulation of EWCA. However, Ethiopia is also a country rich in outstanding proclamations and regulations yet brutally challenged by poor enforcement of these laws and regulations. Hence, unremitting efforts for the full-scale and all level enforcement of the new regulation is critical to realize the project's long vision.
10. Above and beyond, the project's best practices and lessons shall be shared at local, regional and national levels to relevant stakeholders including non-governmental organizations and grassroots communities to disseminate the new practices and create broader awareness and lasting impact in the country.

9. CONCLUSIONS AND RECOMMENDATIONS

9.1 Conclusions

Overall, the evaluation has shown that the implementation of the current project was effective and successful in many respects; and has achieved most of its principal objectives and envisaged impact. The project has been able to build a new multi-sectoral and participatory park leadership system in both Awash and Simien Mountains National Parks. The new leadership approach and its park-woreda task forces have been able to create an all-inclusive, practical and effective joint decision making platforms with notable outcomes vis-a-vis greater participation, awareness and ownership feeling and commitment among local communities, sectors and administrations to the PAs. In particular, collective actions by woreda taskforces were able to inject huge momentum and synergy among stakeholders in park management and resources conservation. In the same line, the establishment and implementation of the new participatory park leadership platforms particularly the park-woreda task force has played critical role in facilitating traditional conflict resolution and peace building between historically conflicting communities. Interestingly, the park-woreda task forces have been central in bringing the traditionally at-odds community leaders and elders of the Afar and Oromo people side-by-side in harmony for a common goal and common good, as one elderly from Awash Fentale (Afar) put it rightly “We are more than happy for the peace built between our two communities!”

The project has also been reasonably effective in strengthening the institutional capacity of the PAs and partnering sectors on subjects as participatory park management, climate adaptation, environmental conservation and rehabilitation among others. The result was improved technical knowledge and skills of EWCA staff and application of new knowledge in park management as the use of GPS by scouts in SMNP. In the same line, the knowledge and experiences gained from the field visits were able to ignite new conservation impulse and commitment among the woreda task forces members, sector offices and community representatives. The project’s achievement in building the biodiversity entrepreneurship capacity and skills of local people was also prominent. Consequently, high number of local youth and women are now organized and engaged in a many micro- green business associations (IGAs). Though most of the project supported IGAs have not yet began generating income, the few that have begun have demonstrated the potential of green jobs as an alternative income source and means of livelihood support for local youth and women. This has contributed to the building of positive attitude, better valuing and conservation of PAs among the local youth and women including those who were engaged in deforestation and illegal charcoal making inside the parks for economic reasons.

Another achievement of the project was its contribution to the rehabilitation of natural resources in and around the PAs through promoting good environmental management practices, building environmental and wildlife school clubs, dissemination of IEC materials, providing trainings, technical, and material supports. The effect was improved environmental rehabilitation and resource conservation for better mitigation and adaptation to climate change.

Notwithstanding, the overall good performance and significant achievements of the project“ there were also some implementation gaps and shortfalls with respect to fully achieving some project objectives and sustaining outcomes due to some limitations and barriers both internal and external. With respect to implementation gaps, the most notable problem was the delay or late implementation of some project activities such as the full-scale operationalization and income generation of IGAs, and conducting of some regional taskforce meetings. As a result, significant numbers of IGAs have not yet begun generating revenue. Even among those that are operational, some have stopped operating or generating income. The main reasons could be challenges from the severe drought (ANP), time-taking nature of some IGAs, lack of market linkages and facilities for IGA products (Awash), limited cooperation between IGAs and ANP in using market opportunities, temporary banning of extraction of raw materials (Afar women handcraft group), and weaknesses within the IGA members (Fentale solar kiosk) among other factors.

Another problem that affected the implementation of the project and may continue to challenge the realization of its outcomes and impact was the lack of integration and cooperation between woreda taskforces and EWCA particularly in ANP; lack of full engagement and action in implementing and/or supporting the new multi-sectoral approach at regional levels. A related challenge observed was the loose integration and alignment between state development projects and local development interventions as well as the lack of alternative livestock grazing land and feed source for local communities..

The above mentioned and other problems identified in the report, could put substantial setbacks to the overall effectiveness, impact and sustainability of the project outcomes and best practices. Given the clear influence that hierarchical organizational authority and work flow in Ethiopian line ministries, the limited engagement and commitment of higher level task forces and relevant sectoral bureaus could pull back the effective operation, mounted momentum and partnership built among the woreda task forces despite the firm commitment of the park- woreda task force members to continue implementing the woreda task forces activities.

In nutshell, this evaluation has demonstrated that the project implementation has been successful and made sizable contributions in building and strengthening the leadership capacity and climate adaptation, mitigation and resilience of the two PAs and adjacent communities. Yet, sustaining the current project achievements and building lasting climate resilience and adaptive capacity is a process than an end that requires regular implementation of targeted actions in a coordinated and holistic manner by all concerned stakeholders at all levels. In this regard, the following recommendations are put forward for capitalizing on the positive project outcomes and impacts.

9.2 Recommendations and Policy implications

In the short-term

- Mainstream and strengthen the new multi-sectoral and participatory park leadership approach and its implementing park-woreda task forces into the regular operations of the project target woredas including ensuring the regular budgeting and logistical support
- Develop an operational and all-inclusive exit strategy that clearly lays out the way for the successful exploitation and permanence of the project results and impacts.
- Improve the dissemination of the new knowledge and best practices gained from the project to local communities and administrations through meetings, workshops and even radios and TV programs in local languages
- Consolidate and fully operationalize the remaining project IGAs and ensure the generation of income and equitable benefiting of all association members from incomes generated
- Build coordination and integration between the park-woreda task forces, EWCA and grassroots community potentially through cascading the task forces to kebele levels
- Create market opportunities, networking and product selling centers/shops to IGAs in collaboration with local government micro-enterprise agencies, EWCA, private sectors, regional and national enterprises
- Share the findings, lessons and best practices of the project to all other PAs in Ethiopia facing similar existent challenges.
- Share the findings and best practices of the project and influence higher level ministries, regional stakeholders and policy makers through national and regional workshops, policy briefs, and even through the use of parliamentarians and standing committees
- Strengthen and follow-up the implementation of the project good environmental rehabilitation and protection practices, school clubs, carbon studies, climate risk maps etc for the park management

In the long-term

- Push for the full-scale enforcement of the new EWCA regulation and institutionalization of the new approach and its taskforces at regional and national levels.
- Push for the creation of enabling legal and institutional systems for linking project IGAs and similar prospective park-adjacent community income generation activities with governmental and non-governmental agencies and enterprises such as MoCT, EWCA, woreda micro-enterprise agencies, private tour companies,
- Initiate similar multi-functional projects and capitalize on project achievements and best practices through developing new and equitable alternative income generation and community-based conservation schemes in collaboration with other national and international development agencies, donors and conservationists
- Create forums of communication and systems of integrated implementation (if possible) between state development projects and local pastoral and agricultural development activities for creating a win-win scenario between national interest and local community livelihood needs
- Create more equitable benefit sharing and income generating schemes with prudent and accountable implementation frameworks (at local level)
- Look for feasible short-term and long-term alternative solutions for managing livestock feed scarcity during drought periods and its undesired impact on PAs, modernizing the livestock husbandry systems and pastoral way of life to fit current contexts, and creating alternative grazing lands and animal feed sources for park adjacent communities with the leading participation of the new ministry of livestock and fishery, regional land and environmental protection agencies, regional and local administrations, agricultural and pastoral development offices, customary leaders among other actors

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12. ANNEXES

Annex I: Project Evaluation Matrix

Evaluation criteria	Key evaluation questions	Illustrative/proxy indicators	Data sources and tools
<p>1. Performance/achievement</p>	<p>– Has the project achieved the objectives and outcomes stated in its logical framework and did those lead to the intended goal?</p> <p>Output 1: strengthening and establishing partnership and collaborations among stakeholders and beneficiaries;</p> <p>Output 2: building park management and leadership capacity of the national parks, and partnering federal, regional and woreda level govt ministries and local institutions</p> <p>Output 3: building the capacity of beneficiary women and youth groups for engaging in biodiversity entrepreneurship;</p> <p>Output 4: promoting good practices in rehabilitation of the park ecosystems for improved environmental resilience and adaptation to climate change</p>	<ul style="list-style-type: none"> – No and % of PA management task forces established – No and % of regular meetings conducted – No and % of joint decisions and resolutions passed – No and % of stakeholder-specific scope of works developed and signed – Presence of evidence for community involvement in joint decision making – Number of trainings, workshops and experience sharing visits conducted, – Existence of sound benefit sharing system established – Number of biodiversity income generating entrepreneurship activities identified – No and % of women and youth who received entrepreneurship skill development trainings – Changes in income of women and youth who are engaged in entrepreneurship activities – Number of traditional conflict management and resolution systems identified and promoted – Number of evaluation reports, materials, manuals, policy briefs and guidelines produced and disseminated to relevant stakeholders to promote good rehabilitation practices – Changes in the knowledge and capacity of stakeholders including local communities 	<ul style="list-style-type: none"> – Review of project document and reports; – Planned/Actual comparisons – Staff and stakeholder interviews – Survey findings; – Field observations

		<p>and institutions in park conservation and sustainable development activities</p> <ul style="list-style-type: none"> – Number of demand driven research topics identified to help mitigate and adapt to climate change – Existence of information documented and shared to influence policy and strategies in climate change adaptation and resilience 	
2. Relevance	<ul style="list-style-type: none"> – Were the results and implementation process of the project consistent to the project purpose and main objectives? <p>I.e. to what extent are the outcomes obtained adhered to the intended goal of establishing a participatory leadership and strengthening the partnership and capacity of stakeholders in PAs management for increased resilience?</p>	<ul style="list-style-type: none"> – Distribution and percentage of project results and outcomes convergent and divergent to the project objectives and implementation strategies 	<ul style="list-style-type: none"> – Key informant interviews, synthesis of survey data, review of park reports and analysis of results convergence – Comparison of project activities with the project purpose at all levels. – FGDs
3. Impact	<ul style="list-style-type: none"> – as the project implementation made any difference in the partnership and collaboration of stakeholders; capacity and leadership of park management, income and benefit sharing of target groups and knowledge and practice of local communities and institutions? Have these changes/improvements contributed towards increased resilience, mitigation and adaptation of park management systems, local and regional government decision makings and adjacent communities to climate change risks and biodiversity conservation. 	<ul style="list-style-type: none"> – Existence of stakeholders partnership and collaboration mediums, communication systems and participatory decision making schemes established and are operating – Evidence of improved collaboration and synergy between park administrations, relevant governmental institutions/ administrations, and local institutions and communities in park management leadership and sustainable conservation of biodiversity – Evidence of changes in capacity, entrepreneurial skill and income/benefits of local youth and women groups supported by the project – Evidence of likelihood of improvements in conflict management, and shared stewardship of the conservation and management of the parks and its natural resources – Evidence of improvements in the knowledge and practices of local 	<ul style="list-style-type: none"> – Stakeholder interviews – In-depth case studies of beneficiary groups – FGDs – Review of park management decision making process – Before and after income trends – Survey of community perceptions – Physical observation of changes

		institutions and communities for better adaptation and management of climate related risks	
4. Sustainability	<ul style="list-style-type: none"> - Can the positive outcomes and impacts of the project last after the project is completed? Is there an enabling environment created for sustaining the project achievements and good practices? 	<ul style="list-style-type: none"> - Perception of stakeholders and beneficiaries towards the project impacts and its future benefits - Willingness and commitment of stakeholders including government agencies to mainstream the project philosophy in their regular operations? - Existence of enabling environment and support (such as customary by laws and/or legal frameworks) for sustaining the project achievements and good practices - Capacities of the parks management and woreda administrations to maintain and operate the new management paradigm 	<ul style="list-style-type: none"> - Community surveys - Stakeholder interviews - Trend analysis of project outcomes - Assessment of existing capacities of the two parks
5. Important lessons and best practices	<ul style="list-style-type: none"> - What lessons could be learned from the project implementation? What are the key success stories and best practices of the project implementation? What were the project weaknesses and implementation challenges? What were the factors behind the success stories and limitations? - How can the lessons, best practices and implementation philosophy of the project be improved and scaled up for future work in the same or other areas. 	<ul style="list-style-type: none"> - Listing and detailed illustration of important lessons - Listing and narrative and/or graphic documentation of best practices - Table of best practices - Summary of important challenges - Synthesis of project success stories and scaling up opportunities and strategies - Synthesis of policy level and operational recommendations 	<ul style="list-style-type: none"> - Stakeholder score rankings of best practices - FGDs analysis - Field visits - Stakeholder interviews - Documentation and compilation of best practices

Annex II. Sample evaluation survey questionnaire

Hallo, good morning/afternoon;

My name is I come here to collect data and learn from you through presenting questionnaire. The purpose of this questionnaire is to collect relevant information needed for evaluating the performance and achievements of the project entitled ***‘Building Institutional Capacity and Participatory Leadership in Simien Mountains National Park for Resilience, Mitigation and Adaptation to Climate Change and improved livelihood’*** which has been implemented by PHE-EC/WSD and its partners that has been implemented by PHE/WSD since 2013 to date.

To that end, we are kindly requesting you to take few minutes and give us your valued answers and opinions to the questions included in this questionnaire.

Thank you very much for your time and cooperation

Conscientia PLC, Addis Ababa

1. General information

Woreda:		Kebele/gott:			
Date		Name and signature of data collector			
Respondent number:					
Sex (thick)		Male		Female	
Age (thick)	18-30	31-45	46-60		>60
Education level (thick)	No formal education	Primary	Secondary	Diploma	Degree or above
Occupation (major source of livelihood)					

Part II: Achievement of project objectives and envisaged outcomes

1. Have you ever heard of the (stated) project that has been under implementation by PHE and its partners in Awash or Simien Mountains National Parks?

- a) Yes b) No

2. If your answer for question 1 is yes, what is the project trying to do and achieve?

3. Have you ever participated in the project implementation or its activities at any level?

- a) Yes b) No

4. If yes in what way or in which activity (please tick all your participations)

No	Type of participation	Frequency of participation	Purpose
1	Park –woreda task force		
2	Zonal task force		
3	Regional task force		
4	Inter regional/federal task force		
5	Regular meetings		
6	Joint decision making /conflict resolution meetings		
7	Workshops		
8	Trainings		
9	Other forms of participation		
10			

5. Do you think the implementation of the project has strengthened the partnership and collaboration between the park, communities and other stakeholders at various levels?

a) Yes, b) No

6. If you say yes, how do you evaluate the current level of partnership and collaboration between the park, communities and various stakeholders after the project implementation?

Very strong	Strong	Moderate	Weak	Very weak

7. Do you think the project implementation has led to the establishment of a joint leadership and decision making system among stakeholders in managing the park and related issues?

a) Yes b) No

8. If you say yes, how do you evaluate the effectiveness and functionality of the new joint/collaborative leadership and decision making task forces/ forums?

Task force	Very effective	Effective	moderate	weak	ineffective
Park-woreda task force					
Regional task force					
Inter-regional task force					
Federal task force					

9. Have you ever participated in meetings, workshops, capacity building trainings or other project activities arranged by the project?

a) Yes b) No

10. If you say yes, how do you evaluate the effectiveness and importance of the training/ workshops or other activities you participated to you and the joint park management?

No	Participation	Very high	High	Medium	low	Very low
1	Training					
2	Stakeholder meeting					
3	Workshops					
4	experience sharing visits					
5	Technical supports					
6	Other					

11. Have you ever received project related study documents, posters, documentary films or other materials from the project or its partnering organizations

a) Yes, b) No

12. If you say yes, can you indicate which one and how many up to now?

Materials	Posters	Films/videos	Study documents	reports	Manuals
Number					

13. Are you a member of any type of group established by the project?

a) Yes b) No

14. If you are member of women, youth or other groups supported by the project, how important were the entrepreneurial skill trainings and other supports you received from the project to you and your livelihood?

Very useful	Useful	Fairly useful	Not bad	Irrelevant

15. If you are currently engaged in alternative income generation activities as a result of the support of the project, please tell us the changes you got in your income as a result of the new business activities?

No	Income generation activities	Monthly gross income/ produce	Net yearly income in birr	Other forms of benefits	remark
1					
2					
3					
4					
5					

16. Do you think the project has assisted the local communities inside or adjacent to the park create a fairer and equitable benefit sharing from the natural resources of the area?

a) Yes , b) No

III. Overall project impact and sustainability

17. Do you think the management and leadership capacity of the park has now improved as a result of the project activities?

a) Yes, b) No

18. How do you evaluate the overall impact of the project activities in improving the park management and leadership capacity?

Very high	high	moderate	low	Very low

19. Do you think the project has promoted good environmental rehabilitation and biodiversity conservation practices to local communities and concerned institutions?

a) Yes , b) No

20. Do you think local communities and other stakeholders have now improved knowledge, awareness and capacity for climate change adaptation, mitigation and resilience?

a) Yes=1, b) No=0

21. Do you believe the activities and best practices of the project should continue to be implemented and strengthened in your area and beyond?

Strongly agree	Agree	Moderately agree	Not agree	Should stop

22. What were the weaknesses and limitations of the project or its implementation process?

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.....

.....

.....

23. What other comments or suggestions do you have about the project?

.....

.....

Thank you very much!

Annex III: Checklist of questions and issues for FGD

1. Are you aware of the project that has been implemented by PHE-EC/WSD and its partner organizations such as FZS and EWCA in your area/park?
2. What do you think was the project trying to do and its objectives/activities?
3. Do you know or have come in contact with established task forces? Do you think they were helpful in improving the partnership and collaboration between stakeholders? Which task forces were effective?
4. Do you think the implementation of the project has brought any improvement in:
 - The partnership and collaboration between the park, communities and other stakeholders?
 - Institutional capacity, joint leadership and decision making among stakeholders in park management and related issues?
 - Entrepreneurial skill and alternative income generation capacity of women and youth groups
 - Knowledge and practices of local communities in rehabilitation and climate adaptation
5. What do you think are the most important changes and impacts the project has made?
6. How do evaluate the project implementation with regard to its inclusiveness in involving and benefiting all community sections including women and marginalized groups?
7. Do you think the project has been able to bring adjacent communities, the park office and other stakeholders together for a common goal?
8. Has the project promoted good environmental rehabilitation and biodiversity conservation practices to local communities and concerned institutions?
9. Do you think local communities and other stakeholders have now improved knowledge, awareness and capacity for climate change adaptation, mitigation and resilience?
10. What were the weaknesses and limitations of the project/its implementation process?
11. How do you think the outcomes of the project would sustain beyond the project period?
12. Do you believe the activities and best practices of the project should continue to be implemented and strengthened in the area and beyond and how?

Annex IV: Checklist of questions for Key informants and Stakeholders

- 1) How did you come to know/ work with the project?
- 2) Could you tell me about your roles and responsibilities in the project activities?
- 3) What were the project's intentions and anticipated outcomes?
- 4) How was the project implemented? Could you please describe the processes and activities implemented?
- 5) How do you evaluate the achievements of the project in relation to its objectives?
- 6) Could you describe some of the changes/improvements brought by the project?
- 7) How would you compare the participation and collaboration of stakeholders on the park management and related issues before and after the project implementation?
- 8) Are park related decisions now made more inclusively than before? How inclusive?
- 9) How do you evaluate the effectiveness of the various task forces in implementing the intended tasks? Which were effective and which not? Was there satisfactory integration and coordination between key stakeholders and others accordingly? Why?
- 10) Do you think the institutional capacity of the park and EWCA has improved as a result of the project implementation? How?
- 11) How important were the trainings, workshops and experience sharing visits in enhancing the knowledge and practices of adjacent communities and other stakeholders for better environmental rehabilitation and climate adaptation/mitigation?
- 12) Could you please describe some of the good rehabilitation practices and biodiversity conservation efforts the communities/park have adopted/are implementing now?
- 13) How were the project beneficiary youth and women groups and members selected?
- 14) Do you think project beneficiary youth and women have now enhanced biodiversity entrepreneurial skills and alternative income generation sources?
- 15) Could you describe the changes in income or other forms of benefits to the women and youth groups as a result of the project that you might have come across or heard?
- 16) How sustainable will the outcomes and positive impacts of the project be after the project is phased out? To what extent are the project activities and best practices mainstreamed within the regular development programs of EWCA/Park to ensure sustainability? Why?
- 17) For MoCT/EWCA will you support and push for creating enabling policy environment at higher level such as integration of the system at MoCT and EWCA policy level and strategy
- 18) Could you please identify and score the best practices of the project for potential scaling up?
- 19) What were the major strengths and limitations of the project and its implementation process?
- 20) What other comments or suggestions do you have about the project/implementation?

Annex VI: Field visits and observations Checklist

No	Visit areas	SMNP	ANP	Observation purposes
1	Rehabilitation areas/sites supported by the project	2	2	– Get insight on the influence of the project on the knowledge and practices of communities
2	Entrepreneurial activities/businesses of beneficiary women groups	3	3	– Get insight on operations of biodiversity- business activities by women groups
3	Entrepreneurial activities/businesses of beneficiary youth groups	3	3	- Learn about entrepreneurial activities of youth groups
4	Schools and environmental clubs supported by the project	1	1	– Learn about the projects activities in promoting its ideals through environmental clubs
5	Other areas/community groups assisted by the project (clink, church solar panels)	1	1	– Get insight on project’s other supports and interactions with communities
6	Park-community interface areas/boundary households	3	3	– Learn about the daily activities of adjacent communities and pressure on the park resources
7	Task force offices/regular meetings or places/training centers or rooms	1	1	– Get insight on the operations and organization of task forces or project - business activities by women groups
8	Other areas deemed important observing			–

Annex VII: List of Key informants and Stakeholders Interviewed

No	Name of KI	Woreda/ Region/	Organization/group	Position/responsibility
1	Taha Mohammed	Awash Fentale, Afar	Pastoral Community	Community Elder
2	Hassen Elema	Awash Fentale, Afar	Pastoral Community	Customary leader (Erena Aba)
3	Mohammed Adem	Awash Fentale, Afar	Solar kiosk Assoc	Solar Kiosk group representative
4	Hawa Ali	Awash Fentale, Afar	Traditional handcraft women Assoc.	Handcraft women group chairperson
5	Mesele Yilma	Awash Fentale, Afar	Woreda Administration	Planning, implementation and support office head
6	Dejen Mekuye	Awash Fentale, Afar	Woreda culture and tourism office	Woreda tourism Expert
7	Lema Endale	Meiso, Oromia	Woreda Administration	Woreda Administration and woreda task force member
8	Fami Jemal	Meiso, Oromia	Woreda culture and tourism office	Woreda culture and tourism office and woreda task force
9	Ibrahim Haji Ahmed	Fentale, Oromia	Woreda Administration	V/Administrator and Pastoral development office head
10	Hawaz Chercher	Fentale, Oromia	Woreda culture and tourism office	Woreda tourism office head and woreda task force
11	Hassen Asebot	Fentale, Oromia	Hyena cave tourism assoc.	Founding member of the Assoc.
12	Ali Seid	Fentale, Oromia	Hyena cave tourism assoc.	Member of the tourism Assoc.
13	Mohammed Asebot	Fentale, Oromia	Dhaka Edu kebele	Kebele chairperson
14	Wario Asebot	Fentale, Oromia	Gelcha kebele	Kebele chairperson
15	Fetuhdin Kedir	Awash NP	Awash National park	Acting Park Administrator
16	Tejitu Shumet	Awash NP	Awash National park	Community affairs leader
17	Kumela Dirirsa	Awash NP	Awash National park	Chief of park scouts
18	Kitesa Amenu	Adama, Oromia	East shoa zone culture and tourism bureau	East Shoa zone culture and tourism v/head
19	Getahun Marilign	Debark, Amhara	Debir beekeeping Assoc.	Chairperson of the Assoc.
20	Endale Demissie	Debark, Amhara	Woreda cult & tourism	Senior expert
21	Luel Mesfin	Janamora, Amhara	Woreda Administration	Woreda Administrator
22	Shegaw Wube	Telemt, Amhara	Woreda Administration	Woreda Administrator
23	Belete Tilaye	Debark, Amhara	Woreda Administration	Woreda Administrator
24	Liuel Mesfin	Janamora, Amhara	Woreda Administration	Woreda Administrator
25	Serkalem Workie	Adirkay woreda	Woreda Administration	Woreda Administrator
26	Tadesse Yigzaw	Debark, SMNP head quarter	Semien Mt NP	Tourism and community warden
27	Abebaw Azanaw	Debark, SMNP head quarter	Semien Mt NP	Research conservation and control warden
28	Misganaw Mulate	Semien Mts. NP	Semien Mt NP	Chief of scout
29	Getachew Assefa	Debark	FZS,	FZS Site coordinator
30	Teshale Atsbaha	Addis Ababa	WSD,	Director and site coordinator

Annex VIII: List of FGD participants

No	Name of participant	Sex	FGD groups	Kebele	Woreda / Region/
1	Hassen Elema	M	Local community	Diho	Awash Fentale, Afar
2	Senaya Yayo	M	Local community	Diho	Awash Fentale, Afar
3	Humeda Esse	M	Local community	Diho	Awash Fentale, Afar
4	Abito Ahmed	M	Local community	Diho	Awash Fentale, Afar
5	Ena-ami Teha	M	Local community	Diho	Awash Fentale, Afar
6	Saale Biliaa	M	Local community	Diho	Awash Fentale, Afar
7	Abdulkedir Ali	M	Local community	Diho	Awash Fentale, Afar
8	Ayisa Kisse	F	Local community	Diho	Awash Fentale, Afar
9	Esse Degama	M	Local community	Diho	Awash Fentale, Afar
10	Muhamed Adem	M	Solar Kiosk youth Assoc	Diho	Awash Fentale, Afar
11	Muhamed Ahmedin	M	Solar Kiosk youth Assoc	Diho	Awash Fentale, Afar
12	Birka Hussien	M	Solar Kiosk youth Assoc	Diho	Awash Fentale, Afar
13	Ali Harbufa	M	Solar Kiosk youth Assoc	Diho	Awash Fentale, Afar
14	Mussa Ahida	M	Solar Kiosk youth Assoc	Diho	Awash Fentale, Afar
15	Hawa Ali	F	Handcraft women Assoc	Diho	Awash Fentale, Afar
16	Berietta Doya	F	Handcraft women Assoc	Diho	Awash Fentale, Afar
17	Abaynesh Ali	F	Handcraft women Assoc	Diho	Awash Fentale, Afar
18	Inahult Mohamed	F	Handcraft women Assoc	Diho	Awash Fentale, Afar
19	Hariri Hussien	F	Handcraft women Assoc	Diho	Awash Fentale, Afar
20	Hawa Ahmedin	F	Handcraft women Assoc	Diho	Awash Fentale, Afar
21	Tulu Bulga	F	Handcraft women Assoc	Diho	Awash Fentale, Afar
22	Fatuma Ali	F	Handcraft women Assoc	Diho	Awash Fentale, Afar
23	Wario Asebot	M	Kebele Admin Cabine	Gelcha	Fentale, Oromia
24	Adem Jejeba	M	Kebele Admin Cabine	Gelcha	Fentale, Oromia
25	Jilo Wako	M	Kebele Admin Cabine	Gelcha	Fentale, Oromia
26	Adem Bulto	M	Kebele Admin Cabine	Gelcha	Fentale, Oromia
27	Jilo Hawaz	M	Kebele Admin Cabine	Gelcha	Fentale, Oromia
28	Roba Jilo	M	Kebele Admin Cabine	Gelcha	Fentale, Oromia
29	Huda Woday	M	Kebele Admin Cabine	Gelcha	Fentale, Oromia
30	Roba Dedhecho	M	Kebele Admin Cabine	Gelcha	Fentale, Oromia
31	Wako Bosha	M	Kebele Admin Cabine	Gelcha	Fentale, Oromia
32	Lema Endale	M	Woreda task force	Meiso	Meiso, Oromia
33	Fami Jemal	M	Woreda task force	Meiso	Meiso, Oromia
34	Muluken Girma	M	Woreda task force	Meiso	Meiso, Oromia
35	Geremew Abate	M	Woreda task force	Meiso	Meiso, Oromia
36	Kulo Muhamed	F	Woreda task force	Meiso	Meiso, Oromia
37	Tesfaye Kelbesa	M	Woreda task force	Meiso	Meiso, Oromia
38	Seid Ali	M	Woreda task force	Meiso	Meiso, Oromia
39	Ahmed Mohammed	M	Woreda task force	Meiso	Meiso, Oromia
40	Eshetu Berie (priest)	M	Local community	Addisgie- miligebssa,	Debark, Amhara
41	Tarekegn Fente	M	Local community	Addisgie- miligebssa,	Debark, Amhara
42	Wubet Mulaw	M	Local community	Addisgie-	Debark, Amhara

				miligebssa,	
43	Tekeba Haile	M	Local community	Addisgie-miligebssa,	Debark, Amhara
44	Woretaw Derbie	M	Local community	Addisgie-miligebssa,	Debark, Amhara
45	Mitin Meshesha	F	Local community	Addisgie-miligebssa,	Debark, Amhara
46	Masresha Ayalew	F	Local community	Addisgie-miligebssa,	Debark, Amhara
47	Hulubanchi Azanaw	F	Local community	Addisgie-miligebssa,	Debark, Amhara
48	Negash Berie	M	Local community	Addisgie-miligebssa,	Debark, Amhara
49	Alemayehu Bizuneh	M	Local community	Addisgie-miligebssa,	Debark, Amhara
50	Lewute Bizuneh	M	Local community	Addisgie-miligebssa,	Debark, Amhara
51	Derso Adugna	M	Solar kiosk youth Assoc	Dibil/kayit	Janamora, Amhara
52	Asefa Zina	M	Solar kiosk youth Assoc	Dibil/kayit	Janamora, Amhara
53	Sendeku Yirga	M	Solar kiosk youth Assoc	Dibil/kayit	Janamora, Amhara
54	Tigist Melese	F	Solar kiosk youth Assoc	Dibil/kayit	Janamora, Amhara
55	Habtamu Mulugeta	M	Solar kiosk youth Assoc	Dibil/kayit	Janamora, Amhara
56	Marye Adane	F	Solar kiosk youth Assoc	Dibil/kayit	Janamora, Amhara
57	Atirsaw Meseret	M	Solar kiosk youth Assoc	Dibil/kayit	Janamora, Amhara
58	Amlake Ademe	F	Solar kiosk youth Assoc	Dibil/kayit	Janamora, Amhara
59	Tiget Mamamru	F	Solar kiosk youth Assoc	Dibil/kayit	Janamora, Amhara
60	Fekadu Dereje	M	Solar kiosk youth Assoc	Dibil/kayit	Janamora, Amhara
61	Tifte Fetene	F	Highland fruit Assoc	Abergina	Debark, Amhara
62	Tifte Muhaba	F	Highland fruit Assoc	Abergina	Debark, Amhara
63	Ethun Nigatu	F	Highland fruit Assoc	Abergina	Debark, Amhara
64	Tiblet Addisse	F	Highland fruit Assoc	Abergina	Debark, Amhara
65	Abeba Mitiku	F	Highland fruit Assoc	Abergina	Debark, Amhara
66	Kibru Birara	M	Highland fruit Assoc	Abergina	Debark, Amhara
67	Yeshimebet Nigussie	F	Highland fruit Assoc	Abergina	Debark, Amhara
68	Yemata Negash	F	Highland fruit Assoc	Abergina	Debark, Amhara
69	Emebet Muhaba	F	Highland fruit Assoc	Abergina	Debark, Amhara
70	Fenta Tadesse	F	Highland fruit Assoc	Abergina	Debark, Amhara
71	Yezabnesh Derso	F	Highland fruit Assoc	Abergina	Debark, Amhara
72	Tazeb Muluaalem	M	Beekeeping youth Assoc	Debir	Debark, Amhara
73	Getahun Marilign	M	Beekeeping youth Assoc	Debir	Debark, Amhara
74	Ayehu Gebeyaw	F	Beekeeping youth Assoc	Debir	Debark, Amhara
75	Godadit Tesema	F	Beekeeping youth Assoc	Debir	Debark, Amhara
76	Emagn Endewuket	F	Beekeeping youth Assoc	Debir	Debark, Amhara
77	Abiba Alem	F	Beekeeping youth Assoc	Debir	Debark, Amhara
78	Askenaw Molla	M	Beekeeping youth Assoc	Debir	Debark, Amhara
79	Demeke Endewuket	M	Beekeeping youth Assoc	Debir	Debark, Amhara
80	Getahun Worku	M	Beekeeping youth Assoc	Debir	Debark, Amhara

Annex IX: Monthly work plan of the Awash-Fentale Woreda administration office;

“Protection and conservation of Awash National Park and surrounding infrastructures” listed as one of the regular works of the office at No 6.

የአዋሽ ፈ/ወ/መስተዳድር የስራ ፕሮግራም		
ተ/ቁ	የስብሰባ አይነት	ፕሮግራም
1	የወረዳ ጸጥታ ም/ቤት ጋር፤	ወር በገባ 14 ና 28
2	ዞን ላይ በመገኘት የጸጥታ ስራ ሪፖርት መወያየት፤	ወር በገባ 28
3	ከአጎራባች ወረዳ የጸጥታ ም/ቤት አባላት ጋር ፤	ወር በገባ በ10 ና 22
4	ከከሰም ነሜ ለፈን ፕሮጀክት አመራር ጋር	ወር በገባ 12 ና 24
5	ከወረዳ ካብጌ አባላት ጋር፤	ዘወትር ማግኘት
6	የአዋሽ ብሔራዊ ፓርክና፤ የመሰረተ ልማት አውታሮች ጥበቃና አንክብካቤ ኮሚቴ ጋር ፤	ወር በገባ በ3 ና 18
7	የመንደር ማሰባሰብ ኮሚቴዎች ጋር፤	ወር በገባ በ12 ና 24
8	በፒአር ስትሪንግ ኮሚቴ ጋር፤	ወር በገባ 15 ና 30
9	ከኤች አይቪ ኤ/መ/መ/ጽ/ቤት ቦርድ፤	ወር በገባ በ25