

**Bale Eco Region
Sustainable Development Plan**



Oromia Regional State

Oromia Bureau of Land and Environmental Protection

Bale and West Arsi Zonal Administration

Bale EcoRegion Sustainable Management Programme
Partnerships in Development



Embassy of the
Kingdom of the Netherlands



Oromiya Forest Enterprise
Enterprise
Supervisory Agency
Bale and Arsi Forest
Enterprise



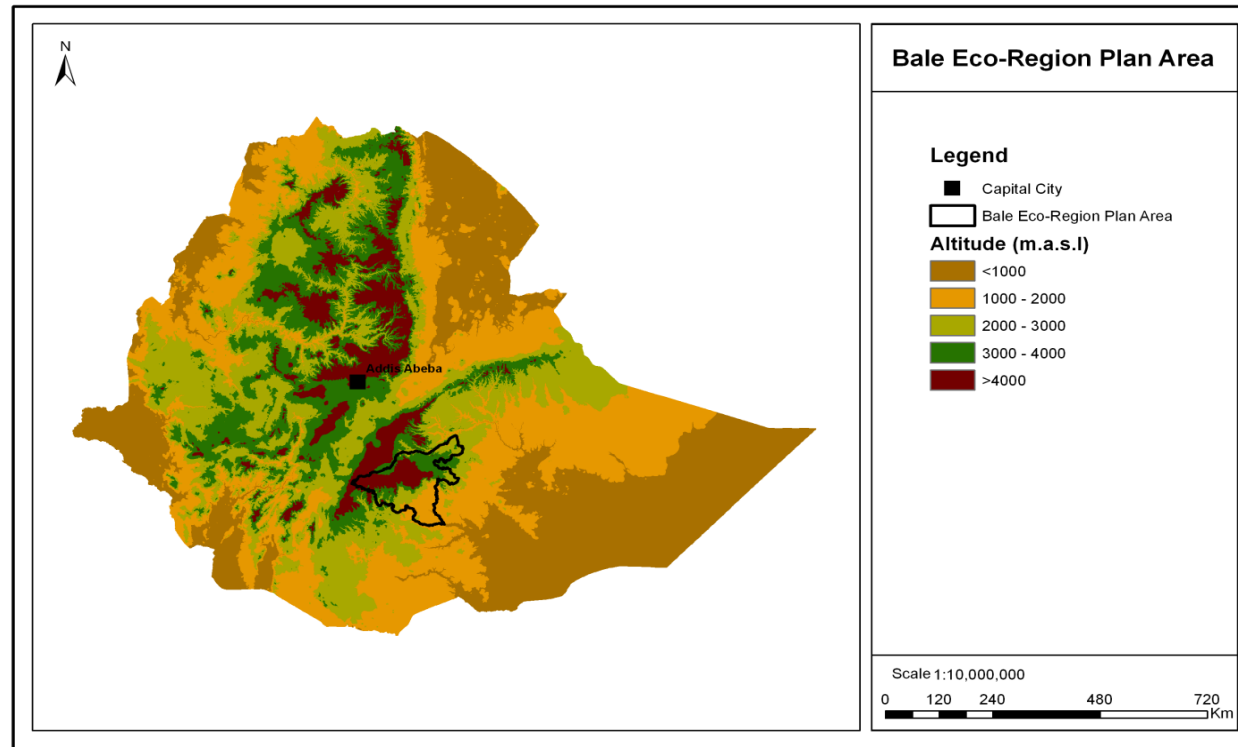
ROYAL NORWEGIAN EMBASSY

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I. THE BALE MOUNTAINS ECO-REGION

The Bale Mountains area of Ethiopia, with the Bale Mountains National Park (BMNP) at its centre, is a mosaic of forests, grasslands and agricultural land spread across a landscape of mountains and valleys. The highest Bale plateau represents the largest area of Afro-alpine habitat on the African continent. This area forms the watershed of the Bale massif, which is critical for the livelihoods and well being of hundreds of thousands of people in the highlands of southeast Ethiopia, and an estimated 12 million people in the lowlands of southeast Ethiopia, northern Kenya and Somalia. The Hareenna forest, covering the southern part of the massif, is the second largest stand of moist tropical forest in Ethiopia. The forests together with the Afro-alpine plateaux are host to globally unique and diverse fauna and flora, including a significant number of rare and endemic species. The Bale Mountains are designated as a global biodiversity hotspot.

Figure 1: The location of the Bale Mountains Eco-Region in Ethiopia



The Bale Mountains are relatively environmentally intact. The area is not blighted by a history of cultivation, land degradation, recurrent drought and chronic food insecurity. However, negative pressures on natural resources in the Bale Mountains are rapidly growing. Unsustainable natural resource exploitation and degradation throughout the area is increasingly threatening the sustainability of the environment, food security and sustainable livelihoods potential. Current resource exploitation is opportunistic and unregulated. Agricultural land is expanding rapidly, grazing land is being ploughed up and/or is heavily degraded, forests are being cut and cleared, and water systems disrupted. There are no effective land use management systems and/or plans in place, local land use rights and ownership are confused, and there is no control of natural resource use. As a result, resource users are currently taking advantage of *de facto* open access resource management regimes¹ in the area. Rapid immigration with unplanned and unrestricted settlement is a further significant and mounting problem both within and outside the National Park. Existing settlements are growing, and new settlements are appearing in previously unsettled and environmentally sensitive areas.

Development studies have shown that the core problem facing the Bale Mountains is:

- ▶ ***The natural resources of the Bale Mountains are poorly managed and producing an unsustainable flow of benefits for local communities and the wider Ethiopian populace***

This core problem statement underscores the unsustainability of present natural resource management situation in the Bale Mountains. Pressure is mounting as resource-poor local communities are increasing and seeking to meet their livelihood needs by exploiting natural resources in unsustainable, inefficient, and largely uncontrolled ways.

There are a number of dimensions to this currently unsustainable problem situation:

- ▶ Local community livelihoods are poorly developed and dependent on the unsustainable use of natural resources;
- ▶ Communities and government are not working together to conserve and sustainably use resources;
- ▶ Human impacts are eroding Eco-Region values and exceptional resources;
- ▶ The area's tourism activities are not contributing to the area's management and/or community benefits;
- ▶ The policy framework for natural resource management, landscape level planning and protected areas is inadequate;
- ▶ Threats to the wider Bale Eco Region are undermining the long-term conservation of the area.

In response to these adverse and imminent threats the Oromia Regional Government has invested in conservation and development initiatives in the Bale Mountains. The Bale Eco Region Sustainable Management Programme was commenced in 2006-7 as a landscape level participatory conservation and development programme. The Programme is jointly implemented by Government (Oromiya State Forest Enterprise Supervisory Agency / Bale Forest Enterprise) and NGO's (FARM-Africa and SOS Sahel Ethiopia). The programme introduces to Bale a number of new development approaches with the aim of enabling and facilitating the appropriate Government offices to promote sustainable development; a balance of sustainable natural resource use, economic development, and human well being (social development). The development of the **Bale Eco Region Plan** is a key part of this process. Introducing a landscape level planning system that will key into Government development goals and priorities, developing a shared vision for sustainable management across the Bale Eco Region and resulting in practical planning at Zonal, Woreda, Kebele and Community levels.

¹ *De facto* open access resource management regimes can be defined as open tenure regimes. In Bale this refers to all resources not held by individual user rights (i.e. farm land). Forests, grasslands, water systems and even the National Park are treated as open access resources, in spite of the paper policies and theoretically regulated land management systems.

II. ECOREGION PLANNING OBJECTIVES

The Ecosystem Approach

A key change in the philosophy of natural resource management is to no longer see people as the core problem of the sustainable management of the Bale Eco Region, but also as part of the solution. Given the right support and inclusion in decision-making, local communities, led and supported by local Government, will be better able to manage and protect the natural resources on which they depend. This is central to the ecosystem approach, as outlined in the Convention on Biological Diversity (CBD), which promotes conservation and sustainable use in an equitable way so that humans and biodiversity can exist and live within the ecological limits of the ecosystem.

An ecosystem approach to planning and management is needed to ensure that physical development and use of the ecosystem does not occur haphazardly in response to individual interests, political or socio-economic pressures. Central to the ecosystem approach is the recognition that, since local people are both important beneficiaries of healthy ecosystems as well as a major threat to the maintenance of ecosystem functions, it is vital that these communities are at the forefront of efforts to bring about the conservation and sustainable use of the ecosystem's natural resources.

The approach is relatively new and extends biodiversity management beyond protected areas, engaging a wide range of sectoral interests and recognising that humans are an integral part of the ecosystem. Thus, participatory development planning and negotiated sustainable management system lie at the core of the approach. A planning process will be commenced in which different levels of Government and Community will be involved. The resultant Bale Eco Region Plan will concentrate on three core sustainable development themes; Environmental Management / Economic Development / Social Development. The Plan will identify key activities under each theme with the aim of addressing threats to the promotion of each theme. The Planning process is explained in detail and the planning process results are recorded in this report.

Shared Vision for Sustainable Development

Eco Regions are diverse landscapes made up of complex ecological, economic and social components and processes. Often, these components and processes are being altered by external and internal factors such as wider policy or economic decisions, human population increase and immigration, and development pressures such as investment. To maintain both the ecological integrity and human livelihoods, while advancing conservation and development goals, the Eco Region stakeholders need to develop and adopt shared management objectives and approaches. Objectives and approaches that address the factors undermining sustainable development, and reconcile conservation of biodiversity and ecosystem services, with sustainable development needs.

Devising a vision and strategy for the Eco Region through a participatory planning process provides a constructive means of establishing cross-sectoral stakeholder engagement and consensus towards sustainable development. Thus, the objective of the Eco Region planning process is to deliver this joined-up approach to sustainable development. The planning process provides the impetus to forge communication and cooperation among stakeholders and partners in the Eco Region. The strategic plan that is formulated provides the framework for individual stakeholder action towards agreed objectives.

The Bale Eco Region Plan recognises important conservation and development issues in the area, interlinked nature of such issues, and the need collaboratively manage such linked issues as we move towards achieving sustainable development. There is an emphasis on sustainable natural resource management for three key reasons;

- (i) The attainment of sustainable Economic and Social Development goals is largely reliant on stable environmental conditions,
- (ii) the current livelihoods dependence of local communities on natural resources
- (iii) the severe and unabated natural resource degradation now occurring in the Eco Region.

However, the Bale Eco Region Plan seeks to catalyse sustainable development across sectors, including, for example, health issues (including, reproductive health and HIV/AIDS), environmental education, infrastructure development, economic development, and asset building for impoverished households.

Defining Sustainability;

Sustainability is a word often used, but seldom clearly defined. In our context sustainability refers to the continual flow of products and or services, that remain constant both now and in the future, whilst being used, hence sustainable use.

Sustainable Development - *Development that meets the needs of the present without compromising the ability of future generations to meet their own needs*

World Commission on Environment and Development (WCED) 1987

III. GEOGRAPHIC SCOPE OF THE PLAN

The development of a working definition of the scope of the Bale Eco Region was an essential first step in the planning process. The scope includes the geographic extent of the Priority Components of the Three Planning themes, as well as relevant Zone and Woreda administrative boundaries. The geographic scope captures the key natural resources, economic potential and socio-cultural significance within the Eco Region. The scope may be gradually refined as more information on the individual Priority Components and their key attributes is collected during the planning and implementation process. Considerable preliminary data collection has been done within this geographic the scope of the Eco Region. This Data is contained within the Bale Eco Region database (see Bale EcoPlan Doc4 – Policy Links). All stakeholders to this data base as part of the Bale Eco Region Plan implementation and sustainable management.

Figure 2: Map of Bale Zone and West Arsi Zone within the Bale Eco Region

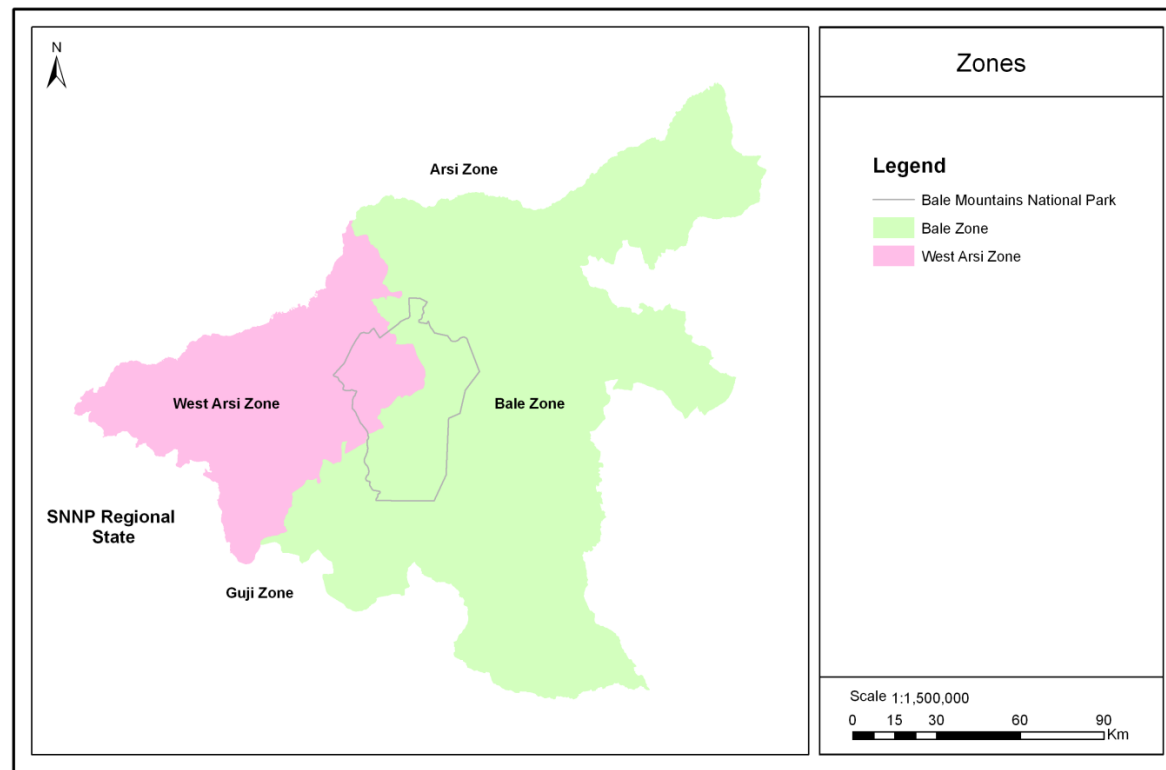
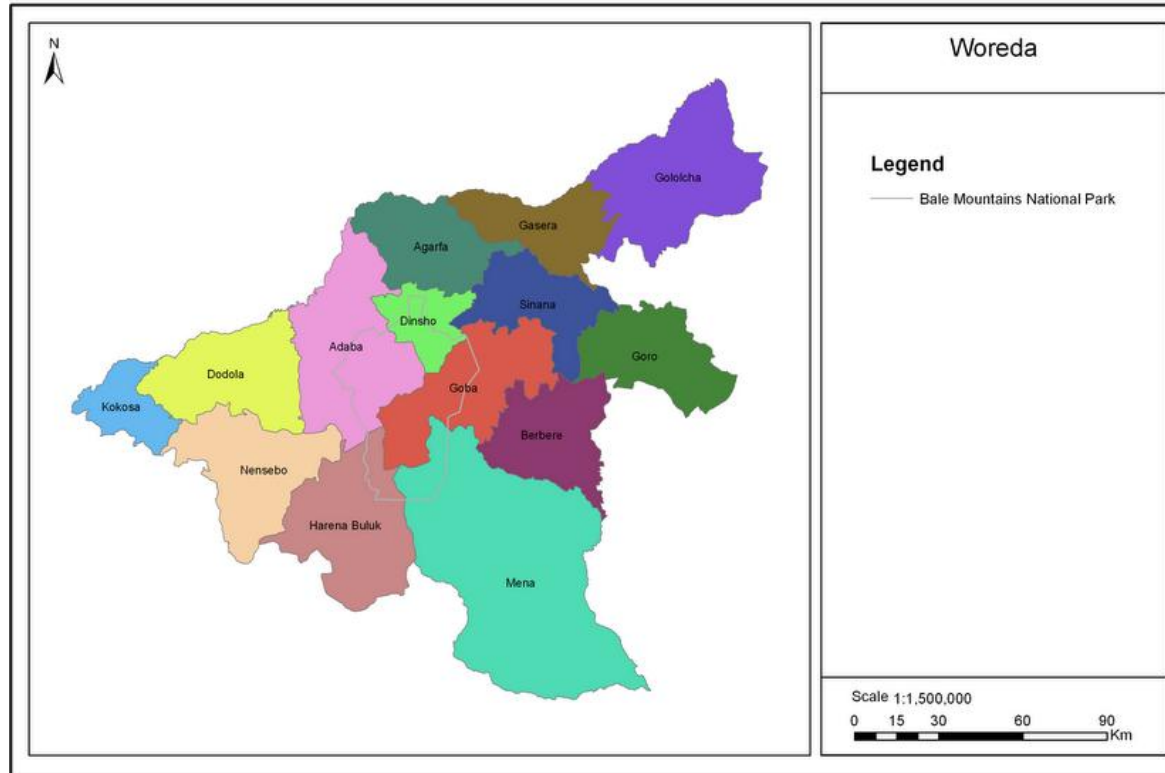


Figure 3: Map of Woreda boundaries within the Bale Eco Region



V. THE PLANNING PROCESS

The planning process has been adapted from The US Nature Conservancy's Conservation Action Planning (TNC-CAP, Figure 7) and the emerging Eco Region planning processes being promoted by WWF (others). From these emerging planning methods we have identified 3 core **Planning Themes** under which to develop sustainable development approaches to ecosystem management.

The TNC-CAP method has been modified during the Bale planning process, as necessary and relevant to the Bale Eco-Region context. This modification is essential as we are planning for a wider goal of sustainable development, rather than a specific goal natural resource management or biodiversity conservation alone. Thus the process also incorporates *Economic* and *Social Development* aspects of the landscape, as well as *Environmental Stability*, on an equal weighting and broader scale. In doing so, we have aimed to balance the three pillars of sustainable development – economic development, environmental management, and human well being.

The TNC-CAP planning method was then followed as it focused the planning group to be logical and rational in our approach by defining the **Priority Components**² of the (eco) system, under each Planning Theme. Priority Components are further broken down into **Key Attributes** in order to gain a deeper understanding of them. The Priority Components were then analysed and prioritised in a systematic way in terms of the **Threats** to them. This part of the planning process is essentially a problem analysis process. Once completed the planning group moved onto the solution oriented work. **Strategic Objectives** and **Actions** were drawn up to address and mitigate the identified Threats to the Priority Components.

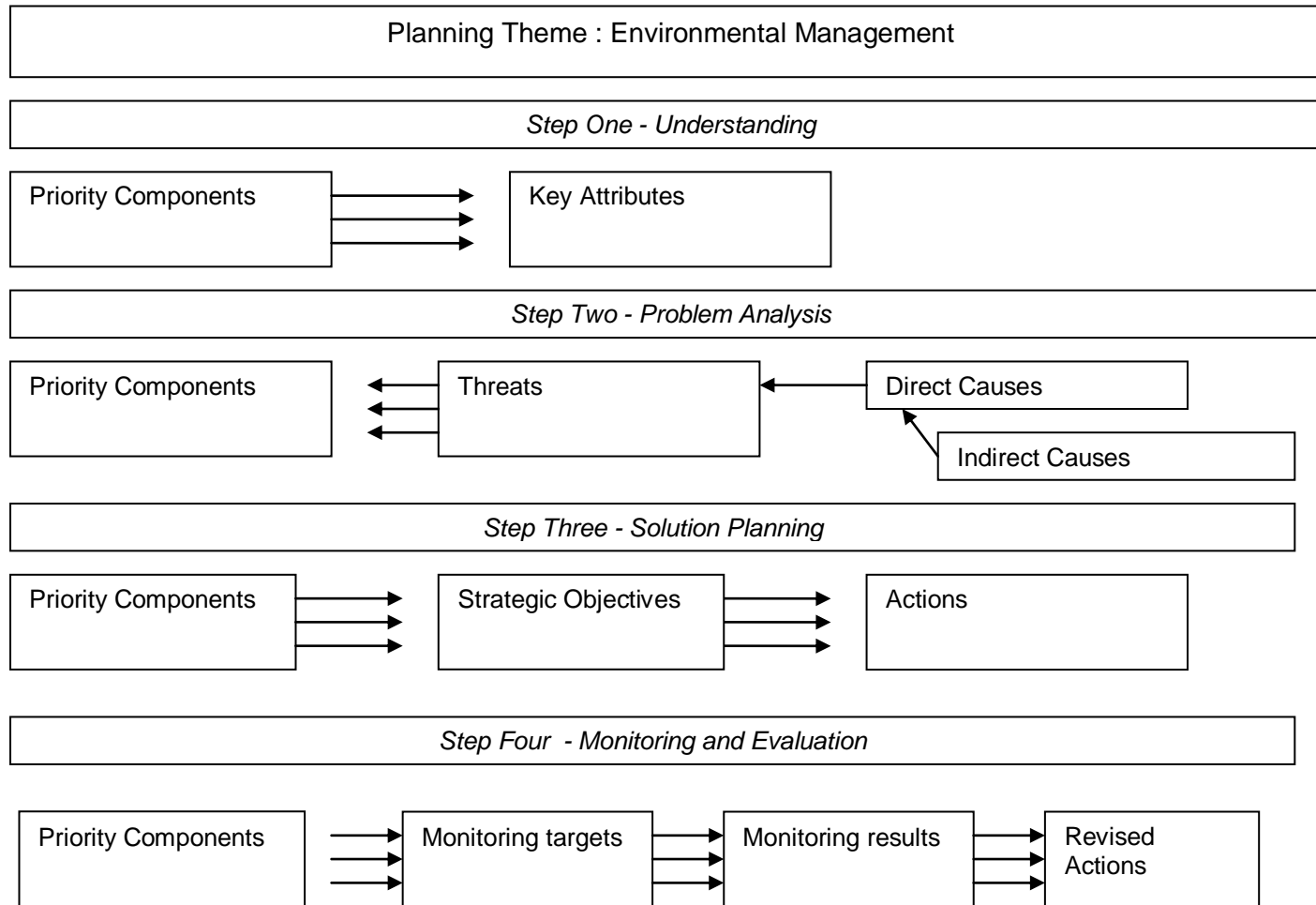
A Monitoring and Evaluation programme now needs to be designed and implemented to monitor the Bale Eco Plan implementation, and the status of the Priority Components over time. Adaptive management underpins the approach, with monitoring and lessons learnt feeding back into new cycles of planning and implementation.

Fig 7 – Could use the diagram explaining Process Approach here to make this clearer.

Two workshops were convened in Goba Town, Bale Zone (Eco Region Planning Phase I – 15th to 17th September 2008 and Phase II – 25th to 26th November 2008) as the foundation for participatory planning. This part of the planning process was undertaken at the landscape level by a Core Planning Team (CPT) with the support of a planning facilitator from FZS. The CPT comprised of Zonal technical expertise across ecological, economic and social sectors and relevant stakeholders operating in the Eco Region (see [Appendix I and II](#) for the participants list). The information and data outputs of the Eco Region Planning phase I and II planning workshops (recorded below) have been condensed in to the Bale Eco Region Plan, (see Bale Eco Plan Doc2 – the Plan).

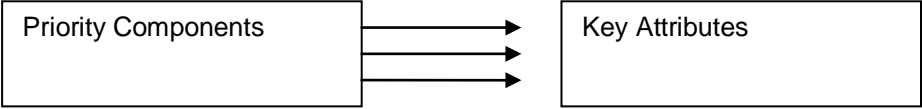
² Priority Components are referred to as Focal Targets in the original TNC CAP

Figure 7. Bale Eco Region Planning framework.

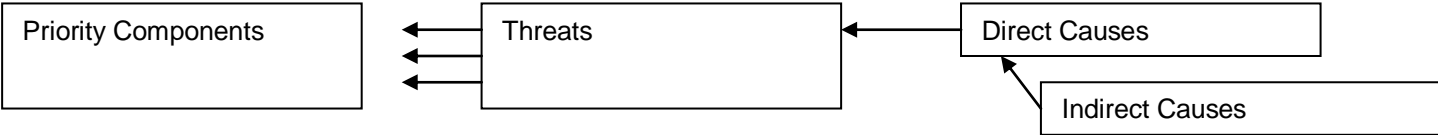


Planning Theme : Economic Development

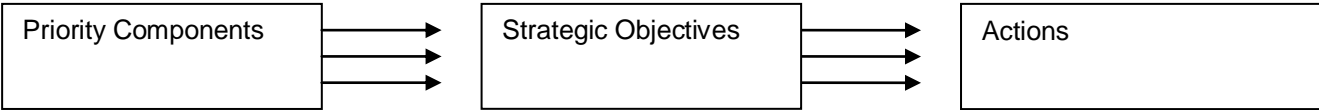
Step One - Understanding



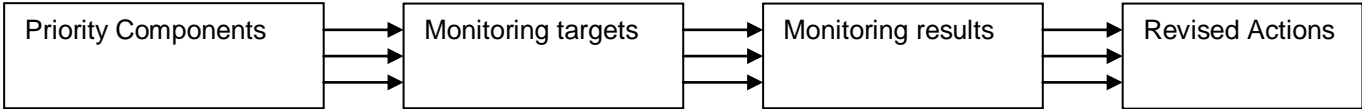
Step Two - Problem Analysis



Step Three - Solution Planning

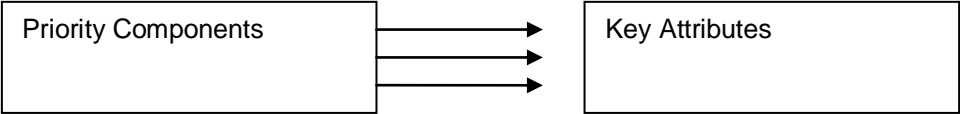


Step Four - Monitoring and Evaluation

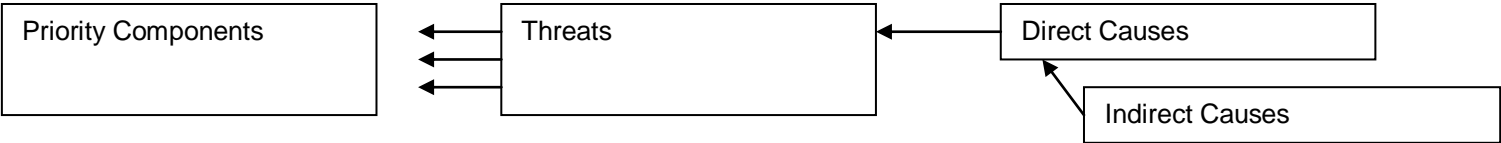


Planning Theme : Social Development

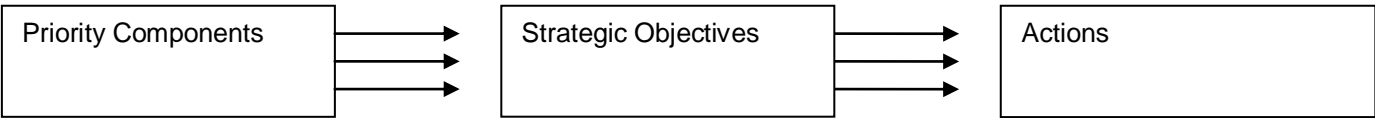
Step One - Understanding



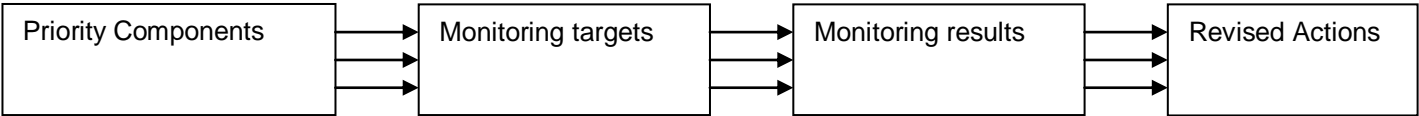
Step Two - Problem Analysis



Step Three - Solution Planning



Step Four - Monitoring and Evaluation



VI. BALE ECOREGION PLAN - WHAT TO PLAN FOR AND MANAGE?

Priority Components (PCs) and Key Attributes (KAs)

Landscapes, particularly those encompassing human elements, are inherently complex therefore, given the limited resources available, it is impossible to manage and monitor all individual components and inter-linkages. Thus, the Plan identifies **Priority Components** of the Eco Region that together characterise key facets of the Eco Region that are in need of management. These Priority Components were identified under the three pillars of sustainable development: *ecological, economic* and *social*. The overall objective of the Eco Region Plan is to improve the condition of these Priority Components in some way and to balance the interactions between them – reducing negative conflicts and contradictions while increasing positive complementarity. Thus, the Priority Components will be the basis for setting goals, carrying out management actions, and measuring effectiveness. Due to the holistic and wide ranging nature of the landscape, the management vision, high-level strategic plan and detailed action plans to address the threats to the Priority Components will also necessarily be holistic and wide ranging.

For each Priority Component (PC) a number of defining Key Attributes (KAs) were identified. They are critical aspects of the Priority Components that, if degraded, would jeopardize the Priority Component's viability over the long-term. KAs should:

- (i) clearly define the target,
- (ii) limit its distribution or development,
- (iii) determine its natural variation over space and time,
- (iv) be relevant on a time scale of 50-100 years.

These were identified by workshop participants based on expert opinion and traditional knowledge and later refined based on relevant literature and best-practice elsewhere.

| Environmental Management | | |
|--|---|--|
| Priority Component | Key Attributes | Notes |
| Hydrological system | <ul style="list-style-type: none"> • Discharge volume • Vegetation cover • Soil water retention and infiltration • Extent of wetlands • Water quality | <p>Discharge includes flow rate</p> <p>Soil water retention and infiltration includes ground water levels</p> |
| Forest | <ul style="list-style-type: none"> • Extent and fragmentation • Forest structure • Tree species composition and abundance • Forest glades • Wildlife species composition and abundance | <p>Forest structure includes tree density, regeneration, and cover</p> <p>Tree species composition includes species richness and abundance</p> |
| Afro alpine and Sub-Afro alpine (Ericaceous belt) | <ul style="list-style-type: none"> • Extent and fragmentation • Species composition and abundance (flora and fauna) • Habitat structure | Important fauna include rodents, large mammals, and birds |
| Grassland | <ul style="list-style-type: none"> • Extent and fragmentation • Species composition (flora and fauna) • Vegetation quality | |
| Wildlife | <ul style="list-style-type: none"> • Habitat extent, quality, and fragmentation • Population size, distribution and dynamics • Species composition and abundance | Species composition and abundance includes birds, amphibians, reptiles, and mammals and particularly endemic and endangered species |
| Natural Products (including NTFPs) <ul style="list-style-type: none"> • Medicinal plants / Bamboo • Fuel wood and timber • Coffee / Honey • Mineral water • Incense, gum and oils • Hunted species | <ul style="list-style-type: none"> • Extent • Distribution • Density • Diversity • Yield • Quality • Revenue • Use • Sustainability | <p>Yield includes sub-aspects such as habitat quality, resource status, production systems, and management skills</p> <p>Type of use is, for instance, commercial versus subsistence</p> <p>Revenue includes, for instance, access to markets and market value of goods</p> |

| Economic Development | | |
|--|---|---|
| Priority Component | Key Attributes | Notes |
| Agriculture (crops and livestock) | <ul style="list-style-type: none"> • Yield • Quality • Type of use • Land use • Revenue • Sustainability | <p>Yield includes sub-aspects such as soil, water, production systems, and management skills</p> <p>Type of use is, for instance, commercial versus subsistence</p> <p>Revenue includes, for instance, access to markets and market value of goods</p> |
| Tourism | <ul style="list-style-type: none"> • Infrastructure and services • Attractions • Revenue • Promotion / marketing | <p>Infrastructure and services include, for instance, hotels/lodges, tourism providers, guides, skills/knowledge, tourist satisfaction</p> <p>Attractions includes, for instance, wildlife, habitats, scenery, cultural sites</p> <p>Revenue includes, for instance, no. tourists, no. operators, no. beneficiaries (incl. communities), willingness-to-pay and market value</p> <p>Promotion/marketing includes, for instance, Ethiopia's image as a tourist destination and awareness of attractions nationally and internationally</p> |
| Clean energy | <ul style="list-style-type: none"> • Quantity • Accessibility • Diversity • Use | |
| Industry | <ul style="list-style-type: none"> • Diversity of products • Production capacity • Revenue • No. facilities • Employment | |
| Business development | <ul style="list-style-type: none"> • Investment • Revenue • No. small business enterprises • Guidelines and regulatory framework • Free market | |
| Financial services | <ul style="list-style-type: none"> • Credit and borrowing levels • Financial institutions • Savings • Financial flows/transactions • Credit associations | |
| Infrastructure and services | <ul style="list-style-type: none"> • Quantity • Quality • Diversity • Access • Growth | <p>Quality includes, for instance, maintenance of existing infrastructure</p> |

| Social Development | | |
|----------------------------------|--|--|
| Priority Component | Key Attributes | Notes |
| Population and settlement | <ul style="list-style-type: none"> • Size • Structure • Growth • Immigration/emigration • Distribution • Mobility | <p>Structure includes, for instance, household size, age/sex ratio, marriage and family networks</p> <p>Distribution includes, for instance, urban versus rural</p> <p>Mobility includes traditional movement and seasonality of residences (e.g. <i>Godantu</i>)</p> |
| Culture | <ul style="list-style-type: none"> • Ethnicity • Traditional practices • Knowledge transfer • Religion | <p>Knowledge transfer would include, for instance, oral traditions</p> |
| Health | <ul style="list-style-type: none"> • Infrastructure and services • Disease incidence • Life expectancy • Reproductive and mother's health • Infant mortality • Nutrition | |
| Governance | <ul style="list-style-type: none"> • Ethics • Rights • Democracy/representation • Justice (law and order) • Decentralisation | <p>Rights includes individual and group rights and would include for instance social rights, community rights, resource use rights, management rights, rights to assembly, work, religion, justice etc.</p> |
| Education and training | <ul style="list-style-type: none"> • Infrastructure and services • Attendance rate • Graduation rate • Access • Curriculum • Literacy | <p>Infrastructure and services includes, for instance, no. schools, no. teachers, student to teacher ratios, types and level of facilities (e.g. primary/secondary/tertiary facilities, training colleges)</p> <p>Attendance would include boys/ girls in different levels</p> |
| Social security | <ul style="list-style-type: none"> • Food security • Labour association • Gender equality • Family planning and law • Property rights • Pension and safety net systems | <p>Pension and safety net systems would include those for elderly, women, poor, orphans and other vulnerable groups/individuals. Also insurance systems during emergencies</p> |
| Community empowerment | <ul style="list-style-type: none"> • CBOs and traditional institutions • Indigenous rights and knowledge • Decentralisation and participation in decision-making • Management rights • Equality | <p>CBOs and traditional institutions could include, for instance, cooperatives</p> <p>Management rights would include, for instance, natural resource ownership and user rights</p> <p>Equality would include gender equality and equality of other marginalised groups</p> |

Priority Components - Threats and Direct / Indirect Causes

The Priority Components are subject to a number of factors which may lead to their degradation and/or affect their long term viability, most of which are driven by human pressures on the Eco Region. We refer to these factors as **Threats**. Threats can operate at a number of levels. Most immediately, there are Threats that directly impair the viability of a Priority Component.

Examples of Threats to Ecological Priority Components could be;

- sedimentation of a water course,
- habitat destruction through deforestation,
- disease transmission to an endangered species.

Examples of Threats to Economic Priority Components could be;

- the destruction of genetic resources such as forest coffee
- loss of tourism potential through environmental destruction.

Examples of Threats to Social Priority Components might be;

- HIV/AIDS reducing household labour resources,
- poor education constraining development potential.

At the next level, there are the Direct Causes of these Threats. For example, unsustainable agricultural practices might be the Direct Cause of sedimentation. There may be more than one Direct Cause of the Threat on the Priority Component. One further step removed, at the next level, are the Indirect Causes of the Threats, such as lack of institutional capacity, poor governance, population growth, and poverty. A number of Indirect Causes may affect each the Direct Cause and Threat, and their interaction may be complex and poorly understood. Analysis of these Direct and Indirect Causes is important as it informs the design of appropriate strategies that will reduce, address and/or mitigate the Threats. Many of the Indirect Causes are difficult to address within the scope of individual stakeholder or a single project, while others may be directly addressed by one or a few stakeholders.

Threats and Direct Causes identified for each Priority Component

| Environmental Management | |
|---|--|
| Priority Component – Hydrology | |
| Threats | Direct Causes |
| <ul style="list-style-type: none"> • Reduction in quality and quantity • Reduction in wetland extent and seasonality • Siltation and sedimentation • Soil erosion • Trampling/soil compaction • Deforestation and loss of other vegetation cover • Land conversion | <ul style="list-style-type: none"> • Livestock overstocking and overgrazing • River bank ploughing • Agriculture expansion • Unsustainable agricultural practices • No resource monitoring and management |
| Forests | |
| <ul style="list-style-type: none"> • Lack of regeneration • Deforestation (habitat loss) • Land conversion • Fire • Trampling/soil compaction | <ul style="list-style-type: none"> • Demand for fuel wood • Illegal logging • Overgrazing • Settlement expansion • Agricultural expansion (including forest coffee) • Traditional honey harvesting • Drought • No resource monitoring and management |
| Afro alpine and Sub-Afro alpine (Ericaceous belt) | |
| <ul style="list-style-type: none"> • Habitat loss • Land conversion • Fire • Lack of regeneration • Trampling/soil compaction | <ul style="list-style-type: none"> • Overgrazing • Settlement expansion • Agriculture expansion • Quarrying • No resource monitoring and management |
| Grassland | |
| <ul style="list-style-type: none"> • Habitat loss • Land conversion • Fire (uncontrolled) • Trampling/soil compaction | <ul style="list-style-type: none"> • Overgrazing • Settlement expansion • Agriculture expansion • No resource monitoring and management |
| Wildlife | |
| <ul style="list-style-type: none"> • Blockage of wildlife corridors • Reduced genetic diversity due to inbreeding • Habitat loss • Land conversion • Disease • Poisoning • Unsustainable and/or illegal harvesting | <ul style="list-style-type: none"> • Human wildlife conflict • Disease transmission from domestic to wild animals • Agricultural expansion • Settlement expansion • No resource monitoring and management |
| Natural products (including NTFPs) | |

| | |
|---|--|
| <ul style="list-style-type: none"> • Unsustainable and/or illegal harvesting • Lack of harvest or use (i.e. untapped economic potential) • Habitat loss or degradation (e.g. deforestation) • Tramping • Fire • Alien and or invasive species • Pesticide • Herbicide • Erratic or insufficient rainfall | <ul style="list-style-type: none"> • Agricultural expansion • Settlement expansion • Overgrazing • Drought • Conflict over resource use • Poor enforcement of resource use regulations and laws • Poor understanding and awareness • Poor valuation of resources • Low income and/or low profit margins • Knowledge and skilled labour shortage • No resource monitoring and management |
|---|--|

| Economic Development | |
|--|---|
| Priority Component - Agriculture (crops and livestock) | |
| Threats | Direct Causes |
| <ul style="list-style-type: none"> • Natural resource (soil, water and forest) degradation • Lack of modern agricultural technology • Lack of raw materials and tools • Low yield/production • Poor quality product • Poor marketing and sale of agricultural products • Low revenue and/or profit margins • Low agricultural input availability • Disease | <ul style="list-style-type: none"> • Drought • Unsustainable management practices • Low women agricultural extension participation • Poor infrastructure, storage and transport to markets • Market fluctuations • Lack of human, financial, and institutional capacity (tools, knowledge and skilled labour) • Lack of land or poor land quality • Lack post harvest technology |
| Tourism | |
| <ul style="list-style-type: none"> • Natural resource and ecosystem degradation • Wildlife population declines • Destruction of cultural heritage sites • Erosion of culture • Poor access to tourist sites • Lack of skilled tour guides and other tourism providers • No/low community benefits • Low tourist numbers • Low revenue • Poor health and sanitation standards | <ul style="list-style-type: none"> • Poor tourism services (bookings, guiding, transport, communication) and infrastructure transport, accommodation, booking options, financial services) • Poor management of wildlife and natural resources • Poor management of cultural heritage • Poor promotion of Ethiopia • Low community participation • Weak protected area management • Lack of financial, human, and institutional capacity • Poor national image • No resource monitoring and management |
| Clean energy | |
| <ul style="list-style-type: none"> • Easily accessible “non-clean” energy (e.g. fire wood) • Low awareness • Lack of alternatives | <ul style="list-style-type: none"> • Lack of funding to develop and distribute clean energy • Poor technology • Poor promotion and awareness raising |
| Industry | |

| | |
|--|---|
| <ul style="list-style-type: none"> • Absence of facilities or funds • Poor availability of raw materials • Low revenue or profit margins • Poor quality products | <ul style="list-style-type: none"> • Poor infrastructure development • Lack of investment (and capital) • Poor marketing of local products • Poor capacity (skills and knowledge) for industrial development • Low demand for industrial products |
| Business development | |
| <ul style="list-style-type: none"> • Low business skills • Lack of business development infrastructure (e.g. transportation, communication) • Lack of investment, capital, or credit • Lack of business knowledge and skills | <ul style="list-style-type: none"> • Poor financial services • Poor business planning • Poor business training • Lack of borrowing collateral • Poor saving culture and low saving rate • Lack of business network • Lack of entrepreneurial culture and knowledge |
| Financial services | |
| <ul style="list-style-type: none"> • Lack of credit and savings | <ul style="list-style-type: none"> • Poor credit facilities and financial institutions • Unemployment |
| Infrastructure and services | |
| <ul style="list-style-type: none"> • Poor quality infrastructure development and service delivery • Lack of new construction • Poor maintenance of existing infrastructure and services • Non equitability of infrastructure development and delivery • Lack of knowledge and skilled workers | <ul style="list-style-type: none"> • Lack of ownership or management responsibility • Poor human and institutional capacity • Lack of construction materials • Little responsibility or respect for public facilities • Poor funding for infrastructure development and service delivery • Low prioritisation |

| | |
|--|--|
| Social Development | |
| Priority Component - Population and settlement | |
| Threats | Direct Causes |
| <ul style="list-style-type: none"> • Illegal settlement and encroachment • Unplanned urbanization • Uncontrolled expansion of settlement and agriculture • Uncontrolled immigration • Uncontrolled population growth • Polygamy, early marriage, high birth rate, large family sizes | <ul style="list-style-type: none"> • Poor land use or settlement plans • High demand for land • Lack of land rights and land certification • High demand for labour • Lack of family planning • Inequality (wealth, status, gender) • Low education and awareness |
| Culture | |
| <ul style="list-style-type: none"> • Cultural degradation • Cultural homogenization | <ul style="list-style-type: none"> • Loss appreciation for traditional practices • Modernization • Religion • Politics • Lack of support and resources for cultural maintenance • Insensitive or inappropriate tourism practices |

| Health | |
|--|---|
| <ul style="list-style-type: none"> • Low mother and child health • High incidence of diseases • HIV/AIDS • Low nutrition • Low lifespan | <ul style="list-style-type: none"> • Risky sexual behaviour • Lack of sanitation and clean water • Poor access to health centres and services • Lack of food security • Pollution • Lack health education and knowledge • Lack of health centres and other infrastructure/services • Cultural or social traditions and taboos |
| Governance | |
| <ul style="list-style-type: none"> • Abuse of power • Poor representation • Corruption • Absence of knowledge and skills | <ul style="list-style-type: none"> • Absence of transparency and accountability • Lack of multi-party system • Poor human, institutional, and financial capacity |
| Education and training | |
| <ul style="list-style-type: none"> • Low school attendance (especially girls) • High drop out rate • Low literacy and skilled workforce | <ul style="list-style-type: none"> • Gender inequality and gender-based violence • Low local involvement in curriculum development • Large distance from households to schools • Lack of funding, scholarships, or personal savings • Lack of sufficient facilities and equipment • Lack of sufficient competent teachers • Low availability and/or access to tertiary education, vocational, and non-formal training • Lack of jobs (low motivation) |
| Social security | |
| <ul style="list-style-type: none"> • Gender-based violence and inequality • Food insecurity and starvation • Unemployment • Poverty | <ul style="list-style-type: none"> • Lack of safety nets • Crop failures and natural disasters (drought) |
| Community empowerment | |
| <ul style="list-style-type: none"> • Non-participatory development interventions and policies • Bureaucracy • Lack of recognition of traditional institutions and community-based organizations (CBOs) • Common resource abuse • Lack of equal representation or distribution of benefits | <ul style="list-style-type: none"> • Traditional constraints to participation • Illiteracy • Poor human, financial and institutional capacity • Centralization of power • Inequality (gender and other marginalised groups) • Lack of civil society lobby groups • Lack of NR ownership or management rights |

Indirect Causes (cross cutting) of Threats to the Priority Components

| Priority Components | Indirect Causes of Threats |
|---|---|
| <ul style="list-style-type: none"> • Hydrological system • Forests • Afro alpine and Sub-Afro alpine (Ericaceous belt) • Grassland • Wildlife • Natural products (including NTFPs) • Agriculture (crops and livestock) • Tourism • Clean energy • Industry • Business development • Financial services • Infrastructure and services • Population and settlement • Culture • Health • Governance • Education and training • Social Security • Community empowerment | <ul style="list-style-type: none"> • Lack of alternative livelihoods and poverty • Population growth • Poor human, institutional and financial capacity • Low government commitment • Poor planning • Unclear or weak policy implementation • Lack of local ownership • Confused use rights and management roles/responsibilities • Poor management and law enforcement • Poor communication and outreach • Inequality (especially gender) • Conflict • Lack of awareness • Globalization • Climate change • War and insecurity • Political instability • Weak currency • Natural disasters • HIV |

Prioritising the Priority Components

Given limited time and resources, the Priority Components were prioritised for the development and implementation of the Bale Eco Region Plan. Workshop participants were asked to vote on the PCs that, in their expert opinions, were most important for the sustainable development in the Bale Eco Region and with a particularly important role in the sustainable management of natural resources and halting unsustainable natural resource use. The highest ranking PCs (top 12) were selected as the focus for the development of the *initial* management strategies to alleviate threats in the Eco Region.

| Rank | Priority Component | Score |
|------|---------------------------|-------|
| 1 | Forest | 25 |
| 2 | Community empowerment | 22 |
| 3 | Population and settlement | 20 |
| 4 | Governance | 18 |
| 5 | Agriculture | 18 |
| 6 | Education and training | 14 |
| 7 | Tourism | 14 |
| 8 | Wildlife | 12 |

| | | |
|----|------------------------------------|----|
| 9 | Natural products (including NTFPs) | 11 |
| 10 | Afro alpine and sub-Afro alpine | 10 |
| 11 | Business development | 10 |
| 12 | Social Security | 9 |
| 13 | Culture | 8 |
| 14 | Infrastructure and services | 6 |
| 15 | Grassland | 6 |
| 16 | Hydrological system | 6 |
| 17 | Financial services | 5 |
| 18 | Clean energy | 5 |
| 19 | Industry | 2 |
| 20 | Health | 2 |

Assessing severity of threats and direct/indirect causes

The severity of Threats and Direct / Indirect Causes were also ranked (high, medium, low) based on their predicted severity, permanence and geographical scope on the Priority Component over the next 10 years (see table below).

| Factors for assessing Threat rank | Effect on Priority Component |
|-----------------------------------|---|
| a. Severity | <ul style="list-style-type: none"> • Destruction or elimination (Severe) • Seriously degrading or limiting (High) • Moderately degrading or limiting (Medium) • Slight impairment (Low) |
| b. Permanence | <ul style="list-style-type: none"> • Not reversible • Reversible but not affordable • Reversible with reasonable resources • Easily reversible with few resources |
| c. Geographic extent | <ul style="list-style-type: none"> • Very widespread • Widespread • Localised • Very localised |

Threats and Direct / Indirect causes ranked as high were then prioritised for the development of Strategic Objectives and Actions. Actions were also ranked according to their feasibility, cost, potential benefit and appropriateness.

Results Table:

| Priority Component | Threats | Planning Theme - Environmental Management |
|--------------------|---------------|--|
| Forest | Deforestation | Strategic Objective - Human population pressure reduced |
| | Actions | Form working group to assess human population growth and pressure on resources- through app survey & census & GIS |
| | | Develop Eco-Region strategy (plan) to manage population pressure on resources |
| | | Implement plan |
| Forest | Deforestation | Strategic Objective - Livelihood opportunities increased and diversified |
| | Actions | Identify and pilot sustainable alternative livelihood opportunities (NR based and non-NR based) |
| | | Support development and scaling up of best alternative livelihood opportunities |
| Forest | Deforestation | Strategic Objective - Sustainable forest management systems developed and operational |
| | Actions | Scale up JFM and PFM implementation in the Bale Eco-Region |
| | | Continue support to current and new JFM/PFM |
| | | Implement JRM schemes in BMNP GMP |
| Forest | Deforestation | Strategic Objective - Agricultural expansion reduced and limited to designated areas & New agricultural methods & training needs identified e.g. intensification instead of expansion |
| | Actions | Ensure land use policy and legislation is understood by implementers and stakeholders, top to bottom |
| | | Clarify national level policy with regards to above & impact @ local level e.g. key differences & uses between State forests/lands, Private Forests & common property areas. |
| | | Identify different types of land & areas suitable for different types of produce – e.g. export crops? Local consumption crops? Cash crops etc |
| | | Undertake participatory land use planning and obtain government endorsement |
| | | Support PLUP implementation, including law enforcement activities |
| | | Ensure human, economic and institutional capacity exist to enforce land use plans (community, local government, police and judiciary) |
| | | Support improvements to agricultural efficiency (See other Objectives under Agriculture) |
| Forest | Deforestation | Strategic Objective - Fuel wood and timber extraction reduced to sustainable levels |
| | Actions | Identify key fuel wood and timber producers and consumers , |
| | | Identify alternative fuel and construction materials and sources |
| | | Develop woodlot action plan / Identify pro's & con's for introduction of fast growing tree species for consumptive use |
| | | Seed funding, support and evaluate pilot schemes |
| | | Develop and scale up successful pilot initiatives by showing e.g.'s from successful case studies |
| | | Ensure capacity to enforce illegal firewood / timber extraction – identify deterrents & reasons to enforce. |

| Priority Component | Threats | Planning Theme - Environmental Management |
|--------------------|---|---|
| Wildlife | Disease outbreaks | Strategic Objective - Reduced impact of disease outbreaks on wildlife populations |
| | Actions | Identify species threatened by disease and specific diseases / spatial area threats |
| | | Develop disease control programme (e.g. rabies vaccination for dogs) |
| | | Assimilate data collection & management – ariel surveys etc & establish strict modes of control. |
| | | Control contact between wildlife and disease reservoirs (e.g. control stray dogs) |
| | | Develop rapid response plans to deal with outbreaks – develop partnerships to share data on these. |
| Wildlife | Habitat loss | Strategic Objectives - Wildlife habitats well / sustainably managed |
| | Actions | Secure habitat through Participatory Landuse Planning. |
| | | Develop habitat management sustainable management systems (afro-alpine, erica, bamboo, forest, grassland, water) |
| | | Implement SNRM systems – show benefits of SNRM for successful uptake |
| Wildlife | Unplanned settlement expansion | Strategic Objective - Settlement and rural expansion controlled within important wildlife areas |
| | Actions | Support participatory land use planning (as per start. objects under Pop. & Set.) |
| | | Wildlife resource identification –ranges? where? corridors? significant breeding areas? |
| | | Finalise boundary demarcation of the National Park and other protected areas (forests) with communities – define ways to clearly show boundaries. |
| | | Initiate dialogue between local communities on their feelings towards resettlement in key areas. |
| | | Develop and support mechanisms to encourage voluntary resettlement in key wildlife areas |
| | | Strengthen law enforcement |
| Wildlife | Low genetic diversity due to inbreeding | Strategic Objective - Core wildlife habitats and important wildlife corridors conserved |
| | Actions | Assess distribution of critical species and important sub-populations |
| | | Develop strategy to improve connectivity between habitat patches and sub-populations |
| | | Establish and maintain wildlife corridors – see above |

| Priority Component | Threats | Planning Theme - Environmental Management |
|--------------------|------------------------------|---|
| Natural Products | Habitat loss and degradation | Strategic Objective - Degraded habitats important for natural products rehabilitated, conserved and habitat loss mitigated |
| | Actions | Build awareness on natural resource and habitat conservation in areas important for natural products – strengthen lack of knowledge & show benefits (economic) of these |
| | | Strengthen law enforcement by building the capacity of administrators, police and judiciary at Zone / Woreda level |
| | | Support PNRM and JFM activities by all actors in the Bale EcoRegion |
| | | Devise strategies to help areas & people where the potential for natural products is low – very important to balance up benefits of diversified livelihoods |
| | | Assess status of habitats important for natural products and develop / implement plan for habitat rehabilitation where necessary |
| Natural Products | Over-exploitation | Strategic Objective - Natural products sustainably managed and harvested |
| | Actions | Survey status and distribution of natural products & identify areas of excess & loss |
| | | Develop participatory plans for the management and sustainable use of bamboo, coffee, and medicinal plants, essential oils? Gum? Others? |
| | | Assess the distribution and abundance of mountain nyala across their range in the Bale Eco-Region – share knowledge & survey data. |
| | | Develop guidelines for mountain nyala harvesting, including quota setting based on staple populations etc. |
| Natural Products | Low profit margins | Strategic Objective - Revenue from natural products is maximised for local communities |
| | Actions | Improve the quality of natural products such as coffee, bamboo, and honey through training and education |
| | | Develop marketing strategy for products at national and international level using different media |
| | | Introduce and strengthen value added processing activities at the community level |
| | | Create branding strategy for Bale Eco Region natural products |

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| | | Assess market for Bale mineral and spring water @ local/regional level. |
| | | Create functional cooperatives for key natural products, ensure women's groups are created and included |
| | | Strengthen links between cooperatives (producers) with distributors / exporters / consumers |
| | | Assess market value for Bale natural products- Assess market Local / National / International |

| Priority Component | Threats | Planning Theme - Environmental Management |
|--|---------------------------------------|--|
| Afro-Alpine & Sub Afro-Alpine | Habitat loss / land conversion | Strategic Objective - Reduced incidence of uncontrolled fire |
| | Actions | Determine acceptable levels of fire and develop participatory fire management systems |
| | | Map areas of previous fire occurrences & look at seasonal / vegetational variation |
| | | Establish Zone / Woreda fire brigades (reaction teams) to control fire outbreaks – train and equip |
| | | Establish firebreaks around sensitive or high risk areas |
| Afro-Alpine & Sub Afro-Alpine | Habitat loss / land conversion | Strategic Objective - Settlement and settlement expansion limited / land conversion regulated |
| | Actions | Settlement census' carried out & seasonal variation studied |
| | | Enforce existing rural land policies and regulations – clearly define who is responsibility where |
| | | Develop sustainable livelihood options specifically for seasonal pastoralists |
| | | Develop strategies for voluntary resettlement of people living (illegally) in ecologically sensitive areas |
| Afro-Alpine & Sub Afro-Alpine | Habitat loss / land conversion | Strategic Objective: Seasonal grazing regulated |
| | Actions | Reduce number of livestock through improved animal husbandry and livestock productivity |
| | | Develop a participatory grazing land management system |

| Priority Component | Threats | Planning Theme - Social Development |
|-----------------------|---|--|
| Community Empowerment | Low participation in development | Strategic Objective - Participatory development systems / processes established and promoted |
| | Actions | Develop guidelines to participatory development / community development and enhancement |
| | | Prepare participatory development benefits training and deliver to all actors |
| | | Work with CBOs (traditional and modern) to introduce concept of participatory development |
| | | Identify sources of potential income for community development / trust fund (PES ?) |
| | | Set up and develop community trust fund for community-led, prioritised participatory development |
| | | Discuss potential location of Trust fund & issues regarding access & types of projects considered for funding. |
| Community Empowerment | Lack benefit sharing from common property resources | Strategic Objective - Benefit mechanism established between government and communities concerning common property resources |
| | Actions | Clarify policies on benefit sharing mechanisms |
| | | Identify existing / potential common property resources clearly and resource user rights |
| | | Fill policy gaps |
| | | Carry out training and awareness of benefit sharing systems |
| | | Set up benefit sharing systems |
| Community Empowerment | Lack com. resource rights for CPRs | Strategic Objective - Shared ownership and common property resource rights established between government and community |
| | Actions | Clarify rights of community, Government to Common Property Resources |

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| | | Implement Community based NRM, for example JFM |
| | | Establish Common Property management - Certification / Gov. / Comm Contract Management |
| | | Define Government / Community management & responsibility roles |
| | | Strengthen CBOs to fulfil community level management roles |
| | | Undertake training for all actors |
| | | Link resource management to benefit sharing |

| Priority Component | Threats | Planning Theme - Social Development |
|----------------------------------|---|---|
| Population and Settlement | Unplanned and illegal settlement | Strategic Objective - Appropriate settlement planned and implemented and illegal expansion of settlements controlled |
| | Actions | Conduct participatory landuse planning with government and communities. with ref. to population and settlement |
| | | Introduce (build on existing) settlement planning systems (Urban / Rural) |
| | | Develop/strengthen family planning extension services and access to local communities and women in particular |
| | | Conduct training and awareness raising on land use policies and legislation in relation to settlement |
| | | Finalise land certification process |
| | | Strengthen law enforcement controlling illegal settlement |

| Priority Component | Threats | Planning Theme - Social Development |
|---------------------------|----------------------------|---|
| Governance | Corruption | Strategic Objective - Rule of law enforced |
| | Actions | Support Government and community initiatives and action to stop corruption practices |
| | | Develop anti-corruption strategies and actions |
| | | Rule of law, and actors in law enforcement clearly defined & understood & all levels, by all stakeholders |
| | | Develop incentives against corrupt behavior established. |
| Governance | Corruption | Strategic Objective - Transparency and accountability in governing institutions exercised |
| | Actions | Develop strategies to inform civil society of their rights and responsibilities |
| | | Develop and roll out an ethics and good governance training programme for governing institutional workers |
| | | Organise and establish a good governance discussion forum |
| | | Establish transparent decision making mechanisms within governing institutions first – make sure these are understood at local level. Develop strategies to foster group decision making mechanisms within governing institutions |
| | | Strengthen traditional institutions responsible for governance and mediation at kebele/woreda level |
| Governance | Insufficient skills | Strategic Objectives - Management skills and capacity built within governing institutions |
| | Actions | Support Government Capacity Building programmes including relevant skills gap identification and gap filling |
| | | Provide short term training to relevant institution managers |
| | | Support, develop and implement appropriate management systems within government institutions |

| Priority Component | Threats | Planning Theme - Social Development |
|-------------------------------|--|---|
| Education and Training | Poor quality, appropriateness & Nos. accessing Education and Training | Strategic Objective - Skills for alternative and sustainable livelihood options available for all |
| | Actions | Assess / monitor level of access & enrolment of girls / women into existing schools / vocational centres |
| | | Show benefits of empowering marginalized groups & equipping them with educational skills |
| | | Advocate for the establishment of more vocational schools |
| | | Advocate for the establishment of rural schools |
| | | Raise awareness of the rights of children regarding access to school and parental obligation and benefits of education, increased incomes, potential to improve quality of life in longer term. |
| | | Identify sources of support to increase school construction and attendance |
| Education and Training | Poor quality, appropriateness & Nos. accessing Education and Training | Strategic Objective - Rural communities have skills and knowledge to manage resources sustainably |
| | Actions | Assess to knowledge, information and skill gaps identification and filling in communities |
| | | Organise educational / instructional forums |
| | | Facilitate candidate selection with knowledge propagation in mind |
| | | Offer / conduct community level training sessions |
| | | Facilitate 'student' exchange programme (informal education) |

| Priority Component | Threats | Planning Theme - Economic Development |
|--|-------------------------------------|--|
| Agriculture (Crops and Livestock) | Soil and water degradation | Strategic Objective - Soil and water resources conserved and sustainably used |
| | Actions | Encourage afforestation/reforestation in Bale Eco Region |
| | | Support government development of integrated watershed management plans, including rehabilitation plans for degraded areas |
| | | Introduce improved agricultural technology, innovations and activities in line with differing challenges /needs in different areas (agro-ecological zones). |
| | | Train communities in soil and water management technology, innovations and activities in line with differing challenges /needs in different areas. |
| | | Enforce land use policy and law to reduce agriculture expansion on marginal land (i.e. slopes / river banks) |
| Agriculture | Low quality and productivity | Strategic Objective - Agricultural productivity and quality on existing agricultural land improved |
| | Actions | Introduce improved varieties of crops and livestock and demonstrate to communities |
| | | Strengthen links with national Agricultural Research Centres to introduce improved agricultural inputs and technologies (including irrigation and soil enrichment) |
| | | Build capacity of Farmer Training Centres to expand training and education to communities |
| | | Strengthen sustainable farm land management practices |
| Agriculture | Low revenue | Strategic Objective - Household and government revenue from agricultural produce increased |
| | Actions | Support / promote products with high market value (provide market value, technology) |
| | | Conduct economic analysis of agriculture sector to improve understanding profit margins from small scale agriculture |
| | | Improve infrastructure for post-harvest storage, handling and distribution of agricultural products |
| | | Improve semi-processing activities / capacity at community level |
| | | Improve market information networks and accessibility to market information for local farmers (using appropriate and accessible media) |

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| | | Improve links between local farmers and distributors /exporters (reduce middlemen) – through establishment of co-ops / Women’s groups / Local client managers. |
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| Priority Component | Threats | Planning Theme - Economic Development |
|--------------------|--|---|
| Tourism | Natural resource and ecosystem degradation | Strategic Objective - Develop new Eco tourism activities that are linked to ecosystem & sustainable natural resource management. |
| | Actions | Establish & promote benefits of Eco-tourism to local communities in terms of ecosystem, livelihoods, goods, services & potential incomes |
| | | Establish community-based natural resource rehabilitation projects using funds generated from tourism activities |
| | | Support regional and local government tourism office initiatives for natural resource and ecosystem rehabilitation |
| Tourism | Insufficient tourists | Strategic Objective - Number of national and international tourists visiting the Bale Eco Region increased 100% by the end of 2012 |
| | Actions | Promote / market tourism attractions nationally and internationally. Develop marketing activities, strategies & targets |
| | | Improve and develop tourism-related services, facilities and infrastructure |
| | | Develop & test different types of eco tourism packages – e.g. Trekking / Camping /Hunting / Birdwatching / Climbing Endangered Species Drive / Cultural Visit to Community / Production of local goods (honey). |
| | | Stress importance of good service, reputation, word of mouth recommendations & return custom. |
| Tourism | Poor management wildlife - population declines | Strategic Objective - Improved Wildlife management & increased wildlife populations supported by tourism initiatives & activities. |
| | Actions | Promote ethical tourism practices and raise awareness of local wildlife regulations to tourists |
| | | Show benefits of sustained wildlife populations to local communities |
| | | Raise funds through tourism-related activities for wildlife protection, research and management |
| | | Facilitate linkages between tourism development actors and wildlife managers – lodge owners / developers / conservation institutions. |

| Priority Component | Threats | Planning Theme - Economic Development |
|-----------------------------|---|---|
| Business Development | Low business skills | Strategic Objective - Business development services establishment and business skills and capacity built |
| | Actions | Review existing BDS |
| | | Study business potentials at Woreda / Kebele level - supply & demand of services & understanding. |
| | | Develop or strengthen business training institutions / organizations at different levels |
| | | Implement Business training courses |
| | | Set up business advice centre to support local rural business enterprises & ensure accessibility |
| Business Development | Limited business finance sector | Strategic Objective - Business finance sector expanded at all levels with improved financial information and market confidence |
| | Actions | Review / investigate current financial systems / rural finance systems / banking / loans / savings and credit |
| | | Develop / establish collateral system in rural areas |
| | | Make people aware of systems & how they work especially concepts of credit and debt |
| Business Development | Limited business infrastructure (trans/coms) | Strategic Objective - Bale business environment opened up / supported / promoted |
| | Actions | Develop Bale business strategy related to policy incentives |
| | | Identify and approach key actors to invest in business infrastructure / transport / communications /information |
| | | Assess and publicise business product opportunities and potential |

APPENDIX I – LIST OF PARTICIPANTS IN PHASE I PLANNING WORKSHOP

| Name | Organisation | Working group |
|---------------------|---|---------------|
| Ben Irwin | BERSMP | Facilitator |
| Deborah Randall | FZS | Facilitator |
| Gadisa Chimdessa | West Arsi Zone – Agric. and Rural Dev Office | Ecological |
| Ejara Tolla | Bale Zone - Water Resources Department | Ecological |
| Husein Indries | BERSMP and Bale Forest Enterprise | Ecological |
| Sahelemariam Mezmur | BERSMP | Ecological |
| Dawit Biru | Arsi Forest Enterprise | Ecological |
| Seyoum G/Kidan | BERSMP | Ecological |
| Addisu Asefa | BMNP | Ecological |
| Balay Asfaw | Bale Forest Enterprise | Ecological |
| Thadaigh Baggallay | FZS-BMCP | Economic |
| Shiferaw Ajebi | Bale Zone - Pastoral Development Office | Economic |
| Gezahagn G/Mariam | Bale Zone – ARDO | Economic |
| Edris Husen | Bale Zone – Investment | Economic |
| Beyene Zembaba | Bale Zone - Pastoral Area Development Office | Economic |
| Mesfin Bekele | Bale Zone - Finance and Economic Development | Economic |
| Mohameed Deme | West Arsi Zone - Finance and Economic Development | Economic |
| Birku Reta | Mada Welabu University | Economic |
| Abdunasir Yunus | Mada Welabu University | Economic |
| Tigist Takle | West Arsi - Finance and Economic Dev. Office | Economic |

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|------------------|---|----------|
| Muktar Abdo | Bale Zone - Culture and Tourism Office | Economic |
| Haji Birmaji | West Arsi Zone – Agric. and Rural Dev. Office | Economic |
| Nigusu Girma | Bale Zone - Administrative Office | Economic |
| Abdulaziz Shemsi | Bale Zone - Health and EPA | Social |
| Jeilan Ibrahim | Bale Zone - Education office | Social |
| Etefa Fufa | Bale Zone – ARDO | Social |
| Adamu Zeleke | Sinana Agricultural Research Centre | Social |
| Bekele Diriba | Sinana Agricultural Research Centre | Social |
| Bereket Assefa | BERSMP | Social |
| Zeleke Kebebew | BERSMP | Social |
| Adem Mohammed | Bale Forest Enterprise | Social |
| Garemew Mebratu | Bale Zone - Culture and Tourism Office | Social |
| Buzunesh Derese | Bale Zone - Women's Affairs Office | Social |
| Zegeye Kibret | EWCP | Social |
| Dereje Tadesse | FZS-BMCP | Social |

APPENDIX II – LIST OF PARTICIPANTS IN PHASE II PLANNING WORKSHOP

| Name | Organisation |
|-------------------------------|-----------------------------------|
| Ben Irwin (Facilitator) | BERSMP |
| Deborah Randall (Facilitator) | FZS |
| Karen Laurenson (Facilitator) | FZS |
| Feyiso Dube | Bale Zone - Water Resource Office |

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|--------------------|--|
| Janbo Woliy | Adaba-Dodolla Forest Enterprise |
| Umar Hiko | Bale Zone - Investment Office |
| Zegeye Kibrit | EWCP |
| Nigusu Girma | Bale Zone - Administration Office |
| Beyene Zembaba | Bale Zone - Pastoral Area Development Office |
| Alemayehu Lemam | Bale Zone - Economic Development Office |
| Shiferaw Ajebi | Bale Zone - Pastoral Area Development Office |
| Girma Ayalew | BERSMP |
| Seyoun G Kidan | BERSMP |
| Sahlemariam Mezmur | BERSMP |
| Bekele Diriba | Sinana Agricultural Research Centre |
| Ibrahim Abdurahman | Bale Zone - Women Affairs Office |
| Feki Umer | Bale Zone - Health Department |
| Bereket Assefa | BERSMP |
| Husien Indries | BERSMP |
| Yohannes Teshome | BERSMP |
| Addisu Asefa | BMNP |
| Lulu Likassef | BERSMP |
| Belay Asfaw | Bale Forest Enterprise |
| Zelege Kebebew | BERSMP |
| Diriba Dadi | Mada Welabu University |
| Ademu Zeleka | Sinana Agricultural Research Centre |
| Gezahagn G/Mariam | Bale Zone - Agriculture and Rural Development Office |
| Nadew Tesema | Bale Forest Enterprise |
| Graham Hemson | EWCP |
| Garemew Mebratu | Bale Zone - Culture and Tourism Office |
| Thadaigh Baggallay | FZS-BMCP |

Muktar Abde

Bale Zone - Culture and Tourism Office