

# Bale Mountains Eco-Region Sustainable Development Plan

## Report on Phase I and II Planning Workshops



In Goba, Bale

15-17 September 2008 (Phase I)

and

25-26 November 2008 (Phase II)



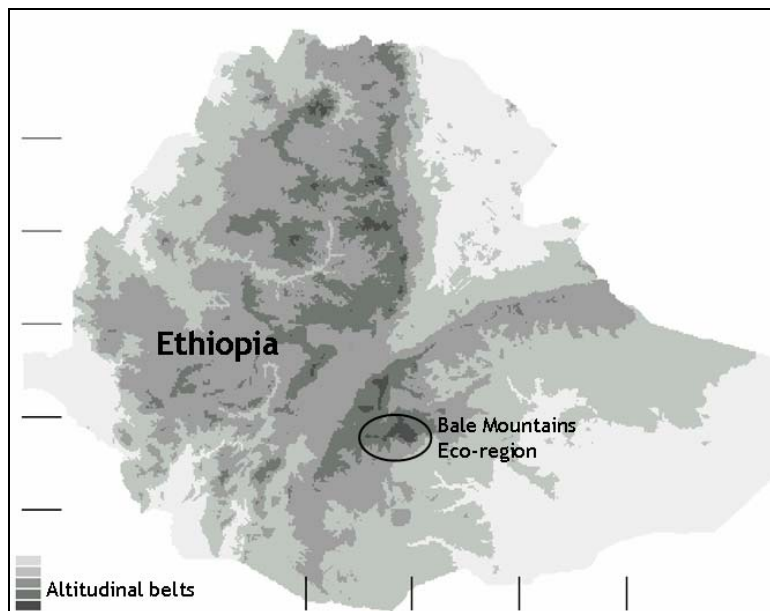
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## THE BALE MOUNTAINS ECO-REGION SUSTAINABLE MANAGEMENT PROGRAMME (BERSMP)

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The Bale Mountains area of Ethiopia, with the Bale Mountains National Park (BMNP) surrounded by priority forest areas, mountains and valleys, grasslands and agricultural land, represents the largest area of Afroalpine 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 Herenna 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.



**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 an ancient history of cultivation, land degradation, recurrent drought or 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. Current resource exploitation is opportunistic and unregulated. Agricultural land is expanding rapidly, grazing areas are heavily degraded necessitating a continuous search for new pasture, forests are being cut and cleared, and water systems disrupted. There are no effective land use management plans, land use rights and ownership are confused, and there is no control of resource use. As a result, resource users are currently taking advantage of the *defacto* open access resource management regimes<sup>1</sup> in the area. Rapid immigration with unplanned and unrestricted settlement is a 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.

The core problem facing Bale Mountains is identified as follows:

- ▶ ***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***

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<sup>1</sup> *Defacto* 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.

This core problem statement underscores the unsustainability of present natural resource management 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 and largely uncontrolled ways. There are a number of dimensions to this currently unsustainable 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 community benefits;
- ▶ The government's management is too weak to deal with pressures threatening resources;
- ▶ 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 majority of the interventions previously focused on improving the management and conservation of the BMNP<sup>2</sup> and conserving the unique ecosystems and wildlife of the area<sup>3</sup>. In 2003, the Oromia Regional Government began planning and developing of a new intervention programme for the area. The design of this new intervention has been evolving over the last two years with a focus on expanding conservation and development initiatives, bringing local communities into a central role in sustainable natural resource management, and building sustainable natural resource based livelihoods. The Bale Mountains Eco-Region Sustainable Management Programme (BERSMP) aims to contribute to the conservation and sustainable development of the unique biodiversity and ecological functions of the greater Bale Mountains Eco-Region<sup>4</sup>, whilst establishing and enhancing sustainable local livelihoods. The idea is to involve local communities in the sustainable management of the area, supported by government bodies, across the whole Bale Massif.

In line with the Food Security and Rural Development policies, as well as new conservation and wildlife policy and the development of a new Protected Area Systems Plan (PASP) for Ethiopia, the programme is enabling and facilitating the appropriate Government offices to balance sustainable natural resource use and human well being. An implementation partnership has been developed involving the relevant Regional, Zonal and Woreda government offices and two natural resource management NGOs (FARM Africa and SOS Sahel). Secondary partners include Frankfurt Zoological Society (FZS), the Ethiopian Wolf Conservation Project (EWCP) the GTZ SUN unit, MoARD/UNDP/GEF Protected Areas System Project (PASP), and local NGOs such as MELCA-Mahiber. The new programme draws widely on national and international experience of specialist conservation and development practitioners, specifically using experience and models developed in community based natural resource management, participatory development and livelihoods diversification in Oromia.

The programme **Goal** is;

The unique biodiversity and vital ecological processes of the Bale Mountains Eco-Region, and the social and economic well-being of communities dependent on the Eco-Region's natural resources, are mutually and sustainably enhanced.

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<sup>2</sup> Frankfurt Zoological Society is currently implementing the Bale Mountains Conservation Project in partnership with BMNP and the Oromia Regional Government.

<sup>3</sup> A number of other specialist conservation projects are currently running, such as the Ethiopia Wolf Conservation Project.

<sup>4</sup> In the context of this programme Eco-Region is defined as a collection of land and water units typically defined by climate, geology, topography and associations of plants and animals. Ecosystems, not political boundaries, provide a framework for capturing ecological and genetic variation in biodiversity across a full range of environmental gradients.

The programme **Purpose** is;

To support the government and local communities in the sustainable management of natural resources in the Bale Eco-Region while contributing to sustainable livelihoods and the local and national economy

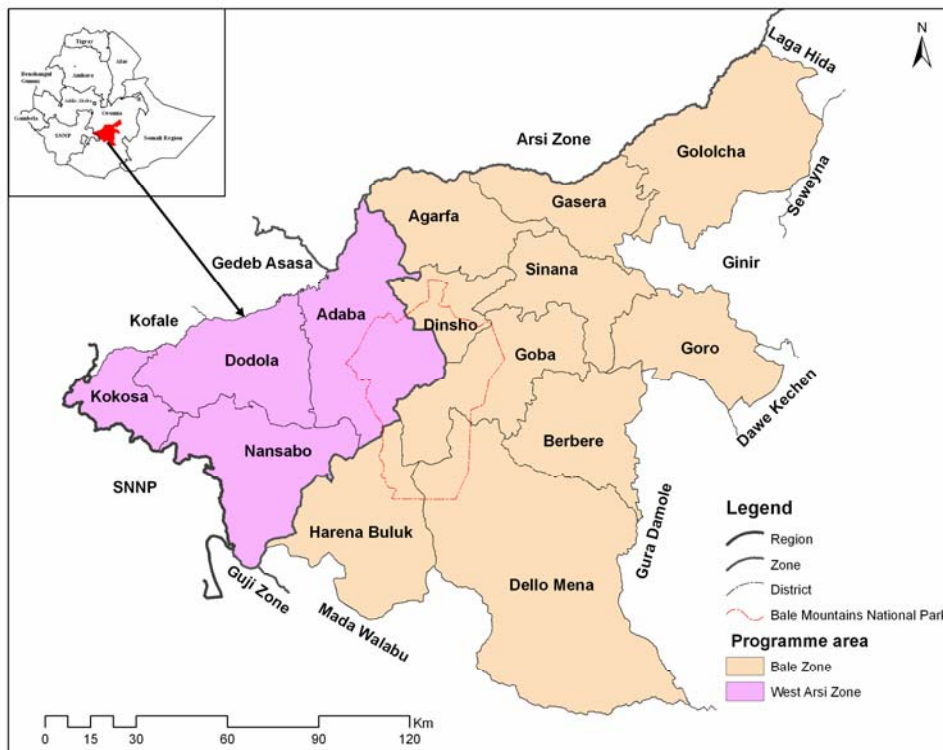
The six programme **Outputs** are;

1. Eco-Region plan completed and being used.
2. Stronger Government and Community institutional capacity for sustainable NRM.
3. Functional and sustainable NRM and conservation systems in place, incorporating different environment and community needs.
4. Community natural resource based livelihoods diversified.
5. Sustainable financing mechanisms in place for the Bale Eco-Region which benefit government and communities.
6. Improved / appropriate legal, policy and regulatory frameworks for Eco-Region planning, CBNRM and protected areas.

The programme receives support from an in-country Donor consortium made up of the Netherlands Embassy, the Norwegian Embassy and the Embassy of Ireland.

The four primary reasons for selecting these fourteen woredas (Figure 2) for intervention are:

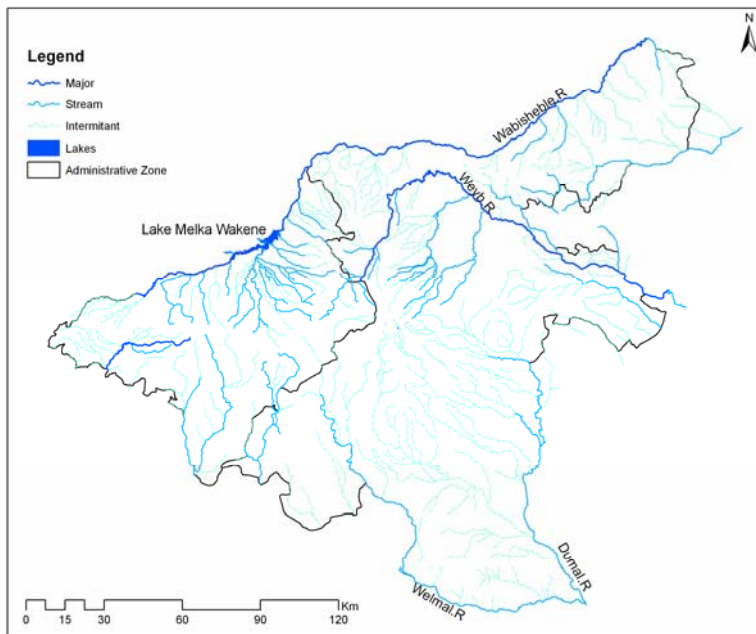
- i) The area encompasses the primary watersheds of four major river systems, as well as regionally important forests;
- ii) the area's importance for regional environmental and livelihood sustainability;
- iii) the area contains biodiversity that is unmatched in the Ethiopian Highlands<sup>5</sup>;
- iv) the high potential for nature-based tourism - with tourism being prioritised within Ethiopia as the sector with the highest potential for growth over the forthcoming decade<sup>6</sup>.



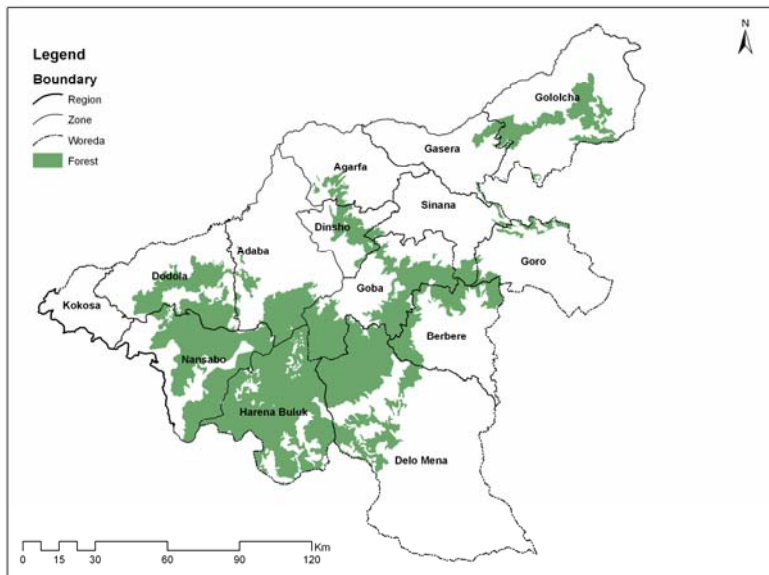
**Figure 2. Map of Bale Zone and West Arsi Zone and focal districts (woredas) for BERSMP activities**

<sup>5</sup> Williams, S.D., J-L. Vivero Pol, S. Spawls, A. Shimelis & E. Kelbessa (2005) Ethiopian Highlands. In *Hotspots Revisited* (eds. Mittermeier, R. et al.) Conservation International & Cemex.

<sup>6</sup> Ethiopia (2002) Economist Country Intelligence Unit.



**Figure 3. Major lakes, rivers and streams in the Bale Mountains Eco-Region**



**Figure 4. Distribution of forests in the Bale Mountains Eco-Region**

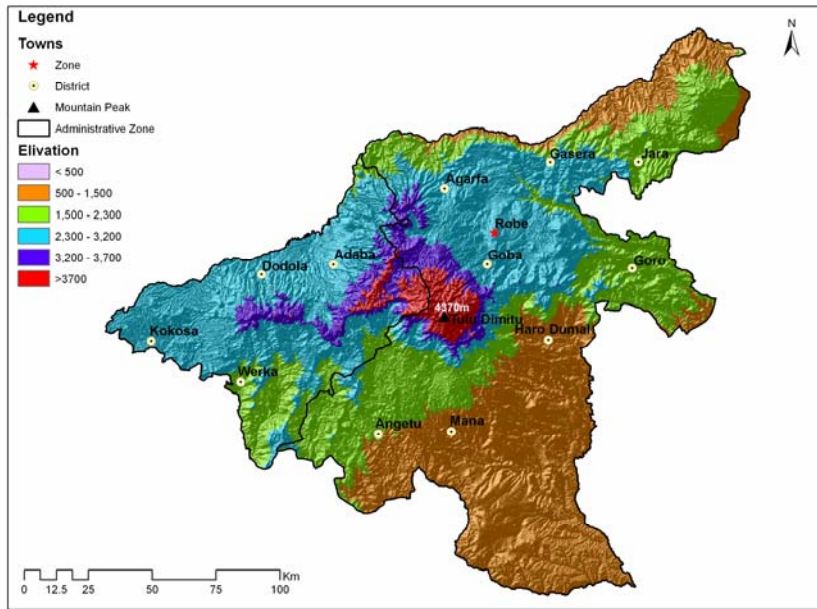


Figure 5. Elevation in the Bale Mountain Eco-Region

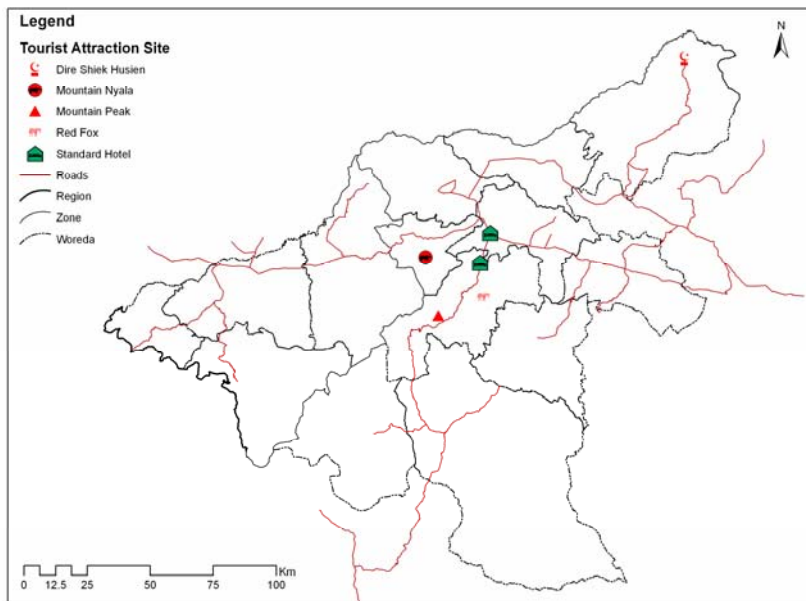


Figure 6. Tourist attractions in the Bale Eco-Region

Although the programme spans the fourteen woredas within the Bale Eco-Region, BERSMP activities currently focus on **four pilot woredas** selected on the basis of the following criteria:

**1) Ecology** – Key biodiversity and natural resources such as forest, wetlands, rivers, natural grassland, Afro-alpine vegetation, wildlife (particularly endemic species). Woreda selection targeted areas with highest potential environmental degradation and natural resource destruction.

**2) High human populations and poverty** – targeting high population areas and potential poverty alleviation impact.

**3) Livelihoods** – Livelihood activities that are consistent with those targeted by BERSMP or alternative-livelihood potential, such as NTFPs (coffee/honey/bamboo), fisheries, trophy hunting, ecotourism.

**4) Linkages and mobility** – targeting highland/lowland interactions in at least one woreda or adjacent woredas (e.g. through water flow and linkages between upstream and downstream users), human and livestock movements among pastoral groups.

**5) Partnership, collaboration, and added value** – The BERSMP picked up on successful experience of other actors who have worked in the Bale Eco-Region. The programme does not want to reinvent the wheel, or ignore innovation and progress of Government and or other development actors. The Programme aims to build on such positive experience and forge partnerships and collaboration wherever possible. In a similar manner and where appropriate, in areas where development activities have been introduced but need further follow up, this is a further opportunity for building on previous work for added value.

Examples of previous work and areas for collaboration include:

- ◆ FZS and Bale Mountains National Park – the BMNP General Management Plan sets out strategies for sustainable natural resource management with communities and provides a good foundation for BERSMP collaboration with park-edge communities and park resource users.
- ◆ Medicinal Plants Programme - previous work with producer associations and nursery establishment.
- ◆ WWF – previous work started but not followed through on, for example, bamboo training.
- ◆ GTZ – Wajib community forest management systems have been successfully introduced in Dodola and Adaba woredas. GTZ will continue to backstop the spread of Wajib in these two woredas and provide models for replication or adaptation elsewhere in the Eco-Region.
- ◆ Ethio – Italian Coop – Arsi-Bale Rural Development Programme – conducted substantial GIS work at Zonal level.
- ◆ MELCA Mahiber – innovative work with traditional ecological knowledge, local elders and youth groups.

**6) Accessibility versus inaccessibility** – (a) woredas should be easily accessible in order to facilitate the ease of implementation (the challenge of the programme is already significant), reduce travel time and expenses, consolidate work by woredas being adjacent to each other etc. (b) Inaccessible areas suffer from development neglect and are often high potential, intact natural resource areas (unspoilt). Local communities, who have received little previous development support, are often keen and open to be involved in new development practices, such as, participatory natural resource management. Selecting spread out woredas enables the programme to gain broad and diverse experience of local culture, peoples, resources, and livelihood practices. In the light of the two points of view, it was agreed that woredas be selected that achieve a balance of the two views by selecting two accessible woredas and two inaccessible woredas.

**7) National Park interactions** - At least one woreda should be selected that has part of its area inside and part outside the Bale Mountains National Park boundary. This is to enable the BERSMP to work on issues specific to park-associated communities, including resource user rights, boundary issues, land use regulation and certification, mobility and seasonal resource use, tourism opportunities, etc.



## THE ECOSYSTEM APPROACH AND PARTICIPATORY PLANNING

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A key change in the philosophy of natural resource management will be to no longer see people just 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 will be better able to manage and protect the natural resources on which they depend. This is central to the ecosystem approach, 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 function, it is vital that these communities are at the forefront of efforts to bring about the conservation and sustainable use of ecosystem 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, resource mapping and management system negotiation processes lie at the core of the BERSMP, and is based on experience gained so far on the implementation of Participatory Natural Resource Management in Ethiopia, particular FARM-Africa – SOS Sahel Ethiopia PFM experience and GTZ Wajib experience. Methodology amendments will be made depending on the resource base (rivers / grasslands) and social context. The programme aims to work, where possible, with existing community based organisations and institutions. Sociological studies have suggested that the basis of traditional systems such as the Oromo *Gada* system do exist in Bale, although it has also been argued that these systems are now defunct. Revising, investing in, and building the strength and sustainability of local level institutions is critical to the programme.

### **Sustainable Development**

The programme is focussing on sustainable natural resource management, but recognises other important development issues in the area, and the interlinked nature of such issues with NRM – however BERSMP lacks the financial and technical capacity to deal with all issues. Therefore, wherever possible the programme works to catalyse sustainable development across sectors. These include, for example, health issues (including, reproductive health and HIV/AIDS), environmental education, infrastructure development, economic development, and asset building for impoverished households.

## BALE ECO-REGION SUSTAINABLE DEVELOPMENT PLANNING OBJECTIVE

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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, development pressures or investment. To maintain both ecological integrity and human livelihoods while advancing conservation and development goals, Eco-Region stakeholders need to develop and adopt shared management objectives and approaches that address the factors undermining sustainable development and reconcile the conservation of biodiversity and ecosystem services with 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. BERSMP will pilot Eco-Region planning for the first time in Ethiopia in collaboration with Frankfurt Zoological Society (FZS). The planning process provides the impetus to forge communication and

cooperation among stakeholders and partners in the Eco-Region, and the strategic plan that is formulated provides the framework for individual stakeholder action planning towards agreed objectives.

## **BALE ECO-REGION SUSTAINABLE DEVELOPMENT PLANNING PROCESS**

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The planning process has been adapted from The Nature Conservancy's Conservation Action Planning (TNC-CAP, Figure 7), and the emerging Eco-Region planning processes being promoted by WWF (others). The TNC-CAP planning method forces planners to be logical and rational in their approach by defining the priority components of an ecosystem (*Focal Targets as per TNC-CAP*) and then analysing and prioritising the threats to those components in a systematic way. Strategic objectives and actions are then drawn up to mitigate the identified threats, and a monitoring and evaluation programme should be designed and implemented to monitor plan implementation and the status of the targets.

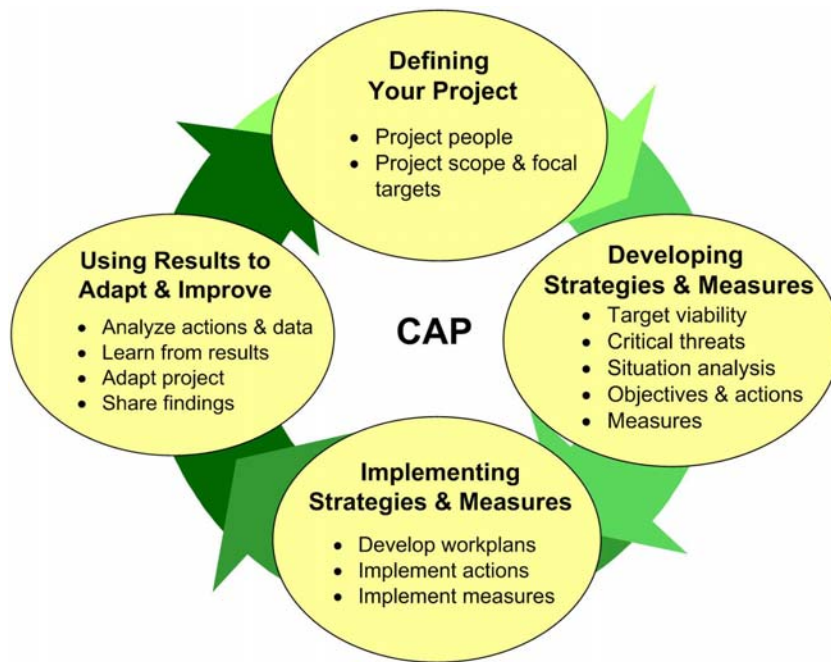
### **What is Conservation Action Planning?**

Conservation Action Planning (CAP) is a relatively simple, straightforward and tested approach for planning, implementing and measuring the success of conservation projects. The methodology was developed by conservation practitioners working in real places. It has been tested and deployed successfully by hundreds of teams working to conserve species, sites, ecosystems, landscapes, watersheds and seascapes across the globe.

At its core, CAP is a framework to help practitioners focus their conservation strategies on clearly defined elements of biodiversity or conservation targets and on fully articulated threats to these targets. It also enables them to measure their success in a manner that facilitates adaptation and learning. The CAP process accomplishes this by prompting a conservation team to work through a series of diagnostic steps that culminate in the development of clearly defined objectives and strategic actions. Together these represent a testable hypothesis of conservation success that forms the basis of an "adaptive" approach to conservation management.

*From: Conservation Action Planning Handbook: Developing Strategies, Taking Action, and Measuring Success at any Scale. June 2007. The Nature Conservancy; Arlington, Virginia, USA.*

Adaptive management underpins the approach, with monitoring and lessons learnt feeding back into new cycles of planning and implementation. The TNC-CAP method has been modified during the planning process as necessary and relevant to the Bale Eco-Region context. This modification is essential as we are planning for sustainable development, rather than 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.



**Figure 7. The Nature Conservancy’s Conservation Action Planning (TNC CAP) framework.**

The planning process for the Bale Eco-Region Sustainable Development Plan consists of five major phases as follows:

**Phase I (July 08 – Oct 08) – Priority Components, Key Attributes, Threats**

- Agree on the geographical and administrative scope of the Bale Eco-Region Plan
- Identify the priority components and their key attributes spanning ecological, economic and social components of sustainable development in the Bale Eco-Region.
- Identify the threats to the priority components and their key attributes and their direct and indirect causes.
- Review existing initiatives in the Bale Eco-Region (government, NGOs, private sector), plans, and planning processes.

**Phase II (Nov 08 – May 09) – Strategic Objectives and Actions**

- Review and rank the priority components for sustainable development in the Bale Eco-region
- Review and rank severity of threats to the highest ranking priority components and direct/indirect causes
- Identify strategic objectives to mitigate threats to the highest priority components.
- Identify and prioritise strategic actions for achieving the strategic objectives.

**Phase III (May 09 – Jul 09) – Development of Strategic Bale Eco-Region Sustainable Development Plan**

- Identify technical skill and knowledge gaps (and relevant experts) with respect to Phase I and Phase II outputs including PCs, KAs, threats, and strategies
- Assess geographic distribution of threats across Eco-Region (ie. spatial analysis of threat severity in different woredas).
- Prioritise PCs, KAs, Threats, Strategic Objectives and Actions for management intervention
- Review and summarise policies, legislation and strategic plans (woreda, zonal, regional, federal) relevant to Bale Eco-Region PCs.
- Develop stakeholder consultation and communication strategy on Bale Eco-Region Plan development (including communities, cross-sectoral government departments, and NGOs).
- Develop the conceptual framework for intervention in the Bale Eco-Region and associated programmes of work under the Bale Eco-Region Plan.
- Finalise Strategic Bale Eco-Region Sustainable Development Plan.

#### Phase IV (Aug 09 – Dec 09) – Developing Activity Plans

- Identify pilot woredas and relevant PCs, threats, and strategies for developing specific activity plans.
- Assess PC status and threat severity for pilot woredas.
- Identify relevant stakeholders and partners within pilot woredas.
- Pilot specific activity plans for woreda stakeholders to deliver the Strategic Objectives and Actions under each programme of work in the Strategic Bale Eco-Region Sustainable Development Plan.

#### Phase V (Jan 10 – May 10) – Developing a Monitoring and Evaluation Plan

- Identify key strategies for plan implementation and assumptions
- Identify and prioritise key indicators for PC and threats status monitoring
- Identify and prioritise key indicators for plan effectiveness monitoring
- Develop protocols for data collection and systems for data management, analysis, feedback for planning
- Develop monitoring and evaluation plan with clear priorities, roles, responsibilities, and timeframes

## PHASE I PLANNING WORKSHOP OVERVIEW AND OUTPUTS

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A 3-day workshop was convened in Goba from 15-17 September 2008 to undertake Phase I of the planning process, which was undertaken at the landscape level by a Core Planning Team (CPT) with the support of a planning facilitator from FZS. The CPT comprised zonal technical expertise across ecological, economic and social sectors and relevant stakeholders operating in the Eco-Region (Appendix I). This section summarises the outputs of the phase I planning workshop.

#### Scope of the Bale Eco-Region Sustainable Development Plan

The development of a working definition of the scope of the Bale Eco-Region was an essential first step in the management planning process. The scope will include the geographic extent of the Priority Components and their key attributes as well as relevant zone/woreda administrative boundaries. 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. The BERSMP has done considerable preliminary work on the scope of the Eco-Region, which was presented to the CPT at the first workshop. Eco-Region scope was based on the general identification and location of key natural resources, economic potential and socio-cultural significance.

Three levels of scale will be used within the Eco-Region Planning System and linking scale to government administrative boundaries / planning units will be a key aim.

Bale Eco-Region	Roughly equivalent to zone	Mapping scale 1:100 000
Watershed plan	Roughly equivalent to woreda	Mapping scale 1:50 000
Resource plans	Roughly equivalent to kebele	Mapping scale 1:10 000

#### Priority Components and Key Attributes

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. The TNC-CAP process identifies focal conservation targets (as opposed to indicator targets) which are the **Priority Components** of the ecosystem that together characterise the biodiversity and ecosystem services that are in need of conservation or management. In Phase I, Priority Components for the Bale Eco-Region 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.

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

Priority Component (PC)	Key Attributes	Notes
<b>Tourism</b>	<ul style="list-style-type: none"> <li>• Infrastructure and services</li> <li>• Attractions</li> <li>• Revenue</li> <li>• Promotion / marketing</li> </ul>	<p><b>Infrastructure and services</b> include, for instance, hotels/lodges, tourism providers, guides, skills/knowledge, tourist satisfaction</p> <p><b>Attractions</b> includes, for instance, wildlife, habitats, scenery, cultural sites</p> <p><b>Revenue</b> includes, for instance, no. tourists, no. operators, no. beneficiaries (incl. communities), willingness-to-pay and market value</p> <p><b>Promotion/marketing</b> includes, for instance, Ethiopia's image as a tourist destination and awareness of attractions nationally and internationally</p>
<b>Clean energy</b>	<ul style="list-style-type: none"> <li>• Quantity</li> <li>• Accessibility</li> <li>• Diversity</li> <li>• Use</li> </ul>	
<b>Industry</b>	<ul style="list-style-type: none"> <li>• Diversity of products</li> <li>• Production capacity</li> <li>• Revenue</li> <li>• No. facilities</li> <li>• Employment</li> </ul>	
<b>Business development</b>	<ul style="list-style-type: none"> <li>• Investment</li> <li>• Revenue</li> <li>• No. small business enterprises</li> <li>• Guidelines and regulatory framework</li> <li>• Free market</li> </ul>	
<b>Financial services</b>	<ul style="list-style-type: none"> <li>• Credit and borrowing levels</li> <li>• Financial institutions</li> <li>• Savings</li> <li>• Financial flows/transactions</li> <li>• Credit associations</li> </ul>	
<b>Infrastructure and services</b>	<ul style="list-style-type: none"> <li>• Quantity</li> <li>• Quality</li> <li>• Diversity</li> <li>• Access</li> <li>• Growth</li> </ul>	<b>Quality</b> includes, for instance, maintenance of existing infrastructure
<b>Social Development</b>		
<b>Population and settlement</b>	<ul style="list-style-type: none"> <li>• Size</li> <li>• Structure</li> <li>• Growth</li> <li>• Immigration/emigration</li> <li>• Distribution</li> <li>• Mobility</li> </ul>	<p><b>Structure</b> includes, for instance, household size, age/sex ratio, marriage and family networks</p> <p><b>Distribution</b> includes, for instance, urban versus rural</p> <p><b>Mobility</b> includes traditional movement and seasonality of residences (e.g. <i>Godantu</i>)</p>
<b>Culture</b>	<ul style="list-style-type: none"> <li>• Ethnicity</li> <li>• Traditional practices</li> <li>• Knowledge transfer</li> <li>• Religion</li> </ul>	<b>Knowledge transfer</b> would include, for instance, oral traditions
<b>Health</b>	<ul style="list-style-type: none"> <li>• Infrastructure and services</li> <li>• Disease incidence</li> <li>• Life expectancy</li> <li>• Reproductive and mother's health</li> <li>• Infant mortality</li> <li>• Nutrition</li> </ul>	
<b>Governance</b>	<ul style="list-style-type: none"> <li>• Ethics</li> <li>• Rights</li> <li>• Democracy/representation</li> <li>• Justice (law and order)</li> <li>• Decentralisation</li> </ul>	<b>Rights</b> 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.

Priority Component (PC)	Key Attributes	Notes
Education and training	<ul style="list-style-type: none"> <li>• Infrastructure and services</li> <li>• Attendance rate</li> <li>• Graduation rate</li> <li>• Access</li> <li>• Curriculum</li> <li>• Literacy</li> </ul>	<p><b>Infrastructure and services</b> 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><b>Attendance</b> would include boys/ girls in different levels</p>
Social security	<ul style="list-style-type: none"> <li>• Food security</li> <li>• Labour association</li> <li>• Gender equality</li> <li>• Family planning and law</li> <li>• Property rights</li> <li>• Pension and safety net systems</li> </ul>	<p><b>Pension and safety net systems</b> 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"> <li>• CBOs and traditional institutions</li> <li>• Indigenous rights and knowledge</li> <li>• Decentralisation and participation in decision-making</li> <li>• Management rights</li> <li>• Equality</li> </ul>	<p><b>CBOs and traditional institutions</b> could include, for instance, cooperatives</p> <p><b>Management rights</b> would include, for instance, natural resource ownership and user rights</p> <p><b>Equality</b> would include gender equality and equality of other marginalised groups</p>

*The selected priority components and key attributes will be reviewed and prioritised by the Core Planning Team.*

#### **Threats to Priority Components 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 is the Threat that directly impairs the viability of a Priority Component. Examples of Threats to Ecological Priority Components could be; sedimentation of a water course, habitat destruction through deforestation, or disease transmission to an endangered species. Examples of Threats to Economic Priority Components could be; the destruction of genetic resources such as forest coffee or loss of tourism potential through environmental destruction. Examples of Threats to Social Priority Components might be; HIV/AIDS reducing household labour resources, or 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 Direct Cause and Threat, and their interaction may be complex and poorly understood. Analysis of these Direct and Indirect Causes is vital in order to design strategies that reduce or mitigate the Threats. Many of the Indirect Causes are difficult to address within the scope of individual stakeholder or projects, while others may be directly addressed by one or a few stakeholders.

### Threats and Direct Causes identified for each Priority Component

Threats	Direct causes
<b>Hydrology</b>	
<ul style="list-style-type: none"> <li>• Reduction in quality and quantity</li> <li>• Reduction in wetland extent and seasonality</li> <li>• Siltation and sedimentation</li> <li>• Soil erosion</li> <li>• Trampling/soil compaction</li> <li>• Deforestation and loss of other vegetation cover</li> <li>• Land conversion</li> </ul>	<ul style="list-style-type: none"> <li>• Livestock overstocking and overgrazing</li> <li>• River bank ploughing</li> <li>• Agriculture expansion</li> <li>• Unsustainable agricultural practices</li> <li>• No resource monitoring and management</li> </ul>
<b>Forests</b>	
<ul style="list-style-type: none"> <li>• Lack of regeneration</li> <li>• Deforestation (habitat loss)</li> <li>• Land conversion</li> <li>• Fire</li> <li>• Trampling/soil compaction</li> </ul>	<ul style="list-style-type: none"> <li>• Demand for fuel wood</li> <li>• Illegal logging</li> <li>• Overgrazing</li> <li>• Settlement expansion</li> <li>• Agricultural expansion (including forest coffee)</li> <li>• Traditional honey harvesting</li> <li>• Drought</li> <li>• No resource monitoring and management</li> </ul>
<b>Afroalpine and Sub-Afroalpine (Ericaceous belt)</b>	
<ul style="list-style-type: none"> <li>• Habitat loss</li> <li>• Land conversion</li> <li>• Fire</li> <li>• Lack of regeneration</li> <li>• Trampling/soil compaction</li> </ul>	<ul style="list-style-type: none"> <li>• Overgrazing</li> <li>• Settlement expansion</li> <li>• Agriculture expansion</li> <li>• Quarrying</li> <li>• No resource monitoring and management</li> </ul>
<b>Grassland</b>	
<ul style="list-style-type: none"> <li>• Habitat loss</li> <li>• Land conversion</li> <li>• Fire (uncontrolled)</li> <li>• Trampling/soil compaction</li> </ul>	<ul style="list-style-type: none"> <li>• Overgrazing</li> <li>• Settlement expansion</li> <li>• Agriculture expansion</li> <li>• No resource monitoring and management</li> </ul>
<b>Wildlife</b>	
<ul style="list-style-type: none"> <li>• Blockage of wildlife corridors</li> <li>• Reduced genetic diversity due to inbreeding</li> <li>• Habitat loss</li> <li>• Land conversion</li> <li>• Disease</li> <li>• Poisoning</li> <li>• Unsustainable and/or illegal harvesting</li> </ul>	<ul style="list-style-type: none"> <li>• Human wildlife conflict</li> <li>• Disease transmission from domestic to wild animals</li> <li>• Agricultural expansion</li> <li>• Settlement expansion</li> <li>• No resource monitoring and management</li> </ul>
<b>Natural products (including NTFPs)</b>	
<ul style="list-style-type: none"> <li>• Unsustainable and/or illegal harvesting</li> <li>• Lack of harvest or use (i.e. untapped economic potential)</li> <li>• Habitat loss or degradation (e.g. deforestation)</li> <li>• Trampling</li> <li>• Fire</li> <li>• Alien and or invasive species</li> <li>• Pesticide</li> <li>• Herbicide</li> <li>• Erratic or insufficient rainfall</li> </ul>	<ul style="list-style-type: none"> <li>• Agricultural expansion</li> <li>• Settlement expansion</li> <li>• Overgrazing</li> <li>• Drought</li> <li>• Conflict over resource use</li> <li>• Poor enforcement of resource use regulations and laws</li> <li>• Poor understanding and awareness</li> <li>• Poor valuation of resources</li> <li>• Low income and/or low profit margins</li> <li>• Knowledge and skilled labour shortage</li> <li>• No resource monitoring and management</li> </ul>
<b>Agriculture (crops and livestock)</b>	
<ul style="list-style-type: none"> <li>• Natural resource ( soil, water and forest) degradation</li> <li>• Lack of modern agricultural technology</li> <li>• Lack of raw materials and tools</li> <li>• Low yield/production</li> <li>• Poor quality product</li> <li>• Poor marketing and sale of agricultural products</li> <li>• Low revenue and/or profit margins</li> <li>• Low agricultural input availability</li> <li>• Disease</li> </ul>	<ul style="list-style-type: none"> <li>• Drought</li> <li>• Unsustainable management practices</li> <li>• Low women agricultural extension participation</li> <li>• Poor infrastructure for storage and transport to markets</li> <li>• Market fluctuations</li> <li>• Lack of human, financial, and institutional capacity (tools, knowledge and skilled labour)</li> <li>• Lack of land or poor land quality</li> <li>• Lack post harvest technology</li> </ul>



Threats	Direct causes
<b>Tourism</b>	
<ul style="list-style-type: none"> <li>• Natural resource and ecosystem degradation</li> <li>• Wildlife population declines</li> <li>• Destruction of cultural heritage sites</li> <li>• Erosion of culture</li> <li>• Poor access to tourist sites</li> <li>• Lack of skilled tour guides and other tourism providers</li> <li>• No/low community benefits</li> <li>• Low tourist numbers</li> <li>• Low revenue</li> <li>• Poor health and sanitation standards</li> </ul>	<ul style="list-style-type: none"> <li>• Poor tourism services (bookings, guiding, transport, communication) and infrastructure transport, accommodation, booking options, financial services)</li> <li>• Poor management of wildlife and natural resources</li> <li>• Poor management of cultural heritage</li> <li>• Poor promotion of Ethiopia</li> <li>• Low community participation</li> <li>• Weak protected area management</li> <li>• Lack of financial, human, and institutional capacity</li> <li>• Poor national image</li> <li>• No resource monitoring and management</li> </ul>
<b>Clean energy</b>	
<ul style="list-style-type: none"> <li>• Easily accessible “non-clean” energy (e.g. fire wood)</li> <li>• Low awareness</li> <li>• Lack of alternatives</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of funding to develop and distribute clean energy</li> <li>• Poor technology</li> <li>• Poor promotion and awareness raising</li> </ul>
<b>Industry</b>	
<ul style="list-style-type: none"> <li>• Absence of facilities or funds</li> <li>• Poor availability of raw materials</li> <li>• Low revenue or profit margins</li> <li>• Poor quality products</li> </ul>	<ul style="list-style-type: none"> <li>• Poor infrastructure development</li> <li>• Lack of investment (and capital)</li> <li>• Poor marketing of local products</li> <li>• Poor capacity (skills and knowledge) for industrial development</li> <li>• Low demand for industrial products</li> </ul>
<b>Business development</b>	
<ul style="list-style-type: none"> <li>• Low business skills</li> <li>• Lack of business development infrastructure (e.g. transportation, communication)</li> <li>• Lack of investment, capital, or credit</li> <li>• Lack of business knowledge and skills</li> </ul>	<ul style="list-style-type: none"> <li>• Poor financial services</li> <li>• Poor business planning</li> <li>• Poor business training</li> <li>• Lack of borrowing collateral</li> <li>• Poor saving culture and low saving rate</li> <li>• Lack of business network</li> <li>• Lack of entrepreneurial culture and knowledge</li> </ul>
<b>Financial services</b>	
<ul style="list-style-type: none"> <li>• Lack of credit and savings</li> </ul>	<ul style="list-style-type: none"> <li>• Poor credit facilities and financial institutions</li> <li>• Unemployment</li> </ul>
<b>Infrastructure and services</b>	
<ul style="list-style-type: none"> <li>• Poor quality infrastructure development and service delivery</li> <li>• Lack of new construction</li> <li>• Poor maintenance of existing infrastructure and services</li> <li>• Non equitability of infrastructure development and delivery</li> <li>• Lack of knowledge and skilled workers</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of ownership or management responsibility</li> <li>• Poor human and institutional capacity</li> <li>• Lack of construction materials</li> <li>• Little responsibility or respect for public facilities</li> <li>• Poor funding for infrastructure development and service delivery</li> <li>• Low prioritisation</li> </ul>

<b>Threats</b>	<b>Direct causes</b>
<b>Population and settlement</b>	
<ul style="list-style-type: none"> <li>• Illegal settlement and encroachment</li> <li>• Unplanned urbanization</li> <li>• Uncontrolled expansion of settlement and agriculture</li> <li>• Uncontrolled immigration</li> <li>• Uncontrolled population growth</li> <li>• Polygamy, early marriage, high birth rate, large family sizes</li> </ul>	<ul style="list-style-type: none"> <li>• Poor land use or settlement plans</li> <li>• High demand for land</li> <li>• Lack of land rights and land certification</li> <li>• High demand for labour</li> <li>• Lack of family planning</li> <li>• Inequality (wealth, status, gender)</li> <li>• Low education and awareness</li> </ul>
<b>Culture</b>	
<ul style="list-style-type: none"> <li>• Cultural degradation</li> <li>• Cultural homogenization</li> </ul>	<ul style="list-style-type: none"> <li>• Loss appreciation for traditional practices</li> <li>• Modernization</li> <li>• Religion</li> <li>• Politics</li> <li>• Lack of support and resources for cultural maintenance</li> <li>• Insensitive or inappropriate tourism practices</li> </ul>
<b>Health</b>	
<ul style="list-style-type: none"> <li>• Low mother and child health</li> <li>• High incidence of diseases</li> <li>• HIV/AIDS</li> <li>• Low nutrition</li> <li>• Low lifespan</li> </ul>	<ul style="list-style-type: none"> <li>• Risky sexual behaviour</li> <li>• Lack of sanitation and clean water</li> <li>• Poor access to health centres and services</li> <li>• Lack of food security</li> <li>• Pollution</li> <li>• Lack health education and knowledge</li> <li>• Lack of health centres and other infrastructure/services</li> <li>• Cultural or social traditions and taboos</li> </ul>
<b>Governance</b>	
<ul style="list-style-type: none"> <li>• Abuse of power</li> <li>• Poor representation</li> <li>• Corruption</li> <li>• Absence of knowledge and skills</li> </ul>	<ul style="list-style-type: none"> <li>• Absence of transparency and accountability</li> <li>• Lack of multi-party system</li> <li>• Poor human, institutional, and financial capacity</li> </ul>
<b>Education and training</b>	
<ul style="list-style-type: none"> <li>• Low school attendance (especially girls)</li> <li>• High drop out rate</li> <li>• Low literacy and skilled workforce</li> </ul>	<ul style="list-style-type: none"> <li>• Gender inequality and gender-based violence</li> <li>• Low local involvement in curriculum development</li> <li>• Large distance from households to schools</li> <li>• Lack of funding, scholarships, or personal savings</li> <li>• Lack of sufficient facilities and equipment</li> <li>• Lack of sufficient competent teachers</li> <li>• Low availability and/or access to tertiary education, vocational, and non-formal training</li> <li>• Lack of jobs (low motivation)</li> </ul>
<b>Social security</b>	
<ul style="list-style-type: none"> <li>• Gender-based violence and inequality</li> <li>• Food insecurity and starvation</li> <li>• Unemployment</li> <li>• Poverty</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of safety nets</li> <li>• Crop failures and natural disasters (drought)</li> </ul>
<b>Community empowerment</b>	
<ul style="list-style-type: none"> <li>• Non-participatory development interventions and policies</li> <li>• Bureaucracy</li> <li>• Lack of recognition of traditional institutions and community-based organizations (CBOs)</li> <li>• Common resource abuse</li> <li>• Lack of equal representation or distribution of benefits</li> </ul>	<ul style="list-style-type: none"> <li>• Traditional constraints to participation</li> <li>• Illiteracy</li> <li>• Poor human, financial and institutional capacity</li> <li>• Centralization of power</li> <li>• Inequality (gender and other marginalised groups)</li> <li>• Lack of civil society lobby groups</li> <li>• Lack of natural resource ownership or management rights</li> </ul>

### Cross-cutting Indirect Causes of Threats to the Priority Components

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

### Other Plans and Management Interventions in the Bale Eco-Region

- **Bale Mountains National Park General Management Plan (2007-2017)** - Developed by the Oromia Government and FZS for the conservation and development within the boundaries of the National Park.
- **Development Corridor Plans (lowlands development)** - Special Oromia Regional initiative that uses traditional land capability classification studies in order to recommend development strategies for the lowlands and drylands of the area. Work is carried out at a high scale to make broad development recommendations
- **Wabe Shebelle River Basin Master Plan** - Broad development plans for river basin area. Work carried out by Oromia Bureau of Water Resources. Work done at high scale with broad development recommendations.
- **Genale River Basin Master Plan** - Broad development plans for river basin area. Work carried out by Oromia bureau of Water resources. Work done at high scale with broad development recommendations.
- **Government Department 5year action plans** - Each government department develops 5 year target oriented development action plans.

### PHASE II PLANNING WORKSHOP OVERVIEW AND OUTPUTS

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A 2-day workshop was convened in Goba from 125-26 November 2008 to undertake Phase II of the planning process, which was undertaken at the landscape level by a Core Planning Team (CPT) with the support of a planning facilitator from FZS. The CPT comprised zonal technical expertise across ecological, economic and social sectors and relevant stakeholders operating in the Eco-Region (Appendix II). This section summarises the outputs of the phase II planning workshop.

### Ranking Priority Components

Given limited time and resources, prioritisation is essential for the development and implementation of the Bale Eco-Region Sustainable Development Plan. Given the focus, mandate, and expertise within the BERSMP, workshop participants were asked to vote on the PCs that, in their expert opinions, were most important for sustainable development in the Bale Eco-Region and with a particularly important role on the sustainable management of natural resources. The highest ranking PCs (top 12) were selected as the focus for the development of the *initial* management strategies to alleviate threats.

Rank	PC	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	Afroalpine and sub-Afroalpine	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 was ranked (high, medium, low) based on their predicted severity, permanence and geographical scope on the target over the next 10 years (see table below).

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

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

PC	Threat	Strategic Objectives and Actions	Strategic Action Ranking					
			Feasibility	Cost	Potential benefit	Appropriate-ness	Total	
			1 = low 5 = high	1 = high 5 = low	1 = low 5 = high	1 = low 5 = high		
<b>Forest</b>	<b>Deforestation</b>	<b>Human population pressure reduced</b>						
		SA1	Form working group to assess human population growth and pressure on resources	5	4	2	3	14
		SA2	Develop Eco-Region strategy to manage population pressure on resources	4	3	3	2	12
		SA3	Implement plan	2	2	5	2	11
		<b>Livelihood opportunities increased and diversified</b>						
		SA1	Identify and pilot sustainable alternative livelihood opportunities (NR based and non-NR based)	5	3	3	5	16
		SA2	Support development and scaling up of best alternative livelihood opportunities	4	1	5	5	15
		<b>Sustainable forest management systems developed and operational</b>						
		SA1	Scale up JFM and PFM implementation in the Bale Eco-Region	5	4	5	5	19
		SA2	Continue support to current and new JFM/PFM	3	3	4	5	15
		SA3	Implement JRM schemes in BMNP GMP	4	5	2	5	16
		<b>Agricultural expansion reduced and limited to designated areas</b>						
		SA1	Ensure land use policy and legislation is understood by implementers and stakeholders, top to bottom	2	2	5	5	14
		SA2	Undertake participatory land use planning and obtain government endorsement	3	4	5	5	17
		SA3	Support PLUP implementation, including law enforcement activities	4	2	5	5	16
		SA4	Ensure human, economic and institutional capacity exist to enforce land use plans (community, local government, police and judiciary)	5	2	5	5	17
		SA5	Support improvements to agricultural efficiency (See other Objectives under Agriculture)	5	1	5	5	16
		<b>Fuelwood and timber extraction reduced to sustainable levels</b>						
		SA1	Identify key fuelwood and timber producers and consumers	5	4	2	5	16
		SA2	Identify alternative fuel and construction materials and sources	5	5	2	5	17
		SA3	Seed, support and evaluate pilot schemes	4	2	3	5	14
		SA4	Develop and scale up successful pilot initiatives	4	3	5	5	17
		SA5	Ensure capacity to enforce illegal firewood/timber extraction	3	2	4	5	14
<b>Community Empowerment</b>	<b>Low participation in development</b>	<b>Participatory development systems and processes promoted and established</b>						
		SA1	Develop guidelines to participatory development/community development and enhancement	5	4	5	5	19
		SA3	Prepare PD benefits training and deliver to all actors	5	3	5	5	18
		SA4	Work with CBOs (traditional and modern) to introduce concept of participatory development	5	3	5	5	18
		SA5	Set up and develop community trust fund for community-led, prioritised participatory development	3	2	5	5	15
	<b>Lack of benefit sharing from common property resources</b>	<b>Benefit mechanism established between government and communities concerning common property resources</b>						
		SA1	Clarify policies on benefit sharing mechanisms	5	4	5	5	19
		SA2	Fill policy gaps	1	3	5	5	14
		SA3	Carry out training and awareness of benefit sharing systems	5	4	5	5	19
		SA4	Set up benefit sharing systems	3	3	5	5	16

PC	Threat	Strategic Objectives and Actions	Strategic Action Ranking				
			Feasibility	Cost	Potential benefit	Appropriate-ness	Total
			1 = low 5 = high	1 = high 5 = low	1 = low 5 = high	1 = low 5 = high	
	<b>Lack of community resource rights for CP resources</b>	<b>Shared ownership and common property resource rights established between government and community</b>					
		SA1 Clarify rights of community, Gov/CPR	4	4	5	5	18
		SA2 For example forests: JFM, implement	4	2	5	5	16
		SA3 Certification. contract (management)	3	2	5	5	15
		SA4 Strengthen CBOs to fulfil management roles	5	3	5	5	18
		SA5 Undertake training for all actors	3	3	5	5	16
		SA6 Link to benefit sharing	4	5	5	5	19
<b>Population and Settlement</b>	<b>Unplanned and illegal settlement</b>	<b>Appropriate settlement planned and implementation and illegal expansion of settlements controlled</b>					
		SA1 Conduct participatory land use planning with communities	5	1	5	4	15
		SA1 Develop/strengthen family planning extension services and access to local communities and women in particular	3	1	5	2	11
		SA2 Conduct training and awareness raising on land use policies and legislation	5	3	3	3	14
		SA3 Finalise land certification process	3	2	5	2	12
		SA4 Strengthen law enforcement	1	1	5	1	8
<b>Governance</b>	<b>Corruption</b>	<b>Rule of law enforced</b>					
		<i>Activities need further development</i>					
		<b>Transparency and accountability in governing institutions exercised</b>					
		SA1 Develop strategies to inform civil society of their rights and responsibilities	4	3	5	5	17
		SA1 Develop and roll out an ethics and good governance training programme for governing institutional workers	3	4	5	3	15
		SA2 Organise and establish a good governance discussion forum	4	3	5	5	17
		SA3 Develop strategies to foster group decision making mechanisms within governing institutions	3	5	5	5	18
		SA4 Strengthen traditional institutions responsible for governance and mediation at kebele/woreda level	4	3	5	5	17
	<b>Insufficient skilled managers</b>	<b>Management skills and capacity built within governing institutions</b>					
		SA1 Provide short term training to relevant institution managers	5	3	5	5	18
		SA2 Develop and implement appropriate management systems within government institutions	2	3	5	5	15
<b>Agriculture (Crops and Livestock)</b>	<b>Soil and water degradation</b>	<b>Soil and water resources conserved and sustainably used</b>					
		SA1 Encourage afforestation/reforestation in Bale Eco-Region	2	1	5	2	10
		SA2 Develop integrated watershed management plan including rehabilitation plans for degraded areas	4	1	5	3	13
		SA3 Introduce improved agricultural technology and activities	5	3	5	5	18
		SA4 Train communities in soil and water management	5	4	5	5	19
		SA5 Enforce land use policy to reduce agriculture expansion on marginal land (e. slopes)	2	3	5	2	12

PC	Threat	Strategic Objectives and Actions	Strategic Action Ranking				
			Feasibility	Cost	Potential benefit	Appropriate-ness	Total
			1 = low 5 = high	1 = high 5 = low	1 = low 5 = high	1 = low 5 = high	
	<b>Low quality and productivity</b>	<b>Agricultural productivity and quality on existing agricultural land improved</b>					
		SA1 Introduce improved varieties of crops and livestock and demonstrate to communities	3	1	5	5	14
		SA2 Strengthen links with national Agricultural Research Centres to introduce improved agricultural inputs and technologies (including irrigation and soil enrichment)	5	4	5	5	19
		SA3 Build capacity of Farmer Training Centres to expand training and education to communities	5	1	5	5	16
		SA4 Strengthen sustainable farmland management practices	3	4	5	3	15
	<b>Low revenue</b>	<b>Household and government revenue from agricultural products increased</b>					
		SA1 Support/promote products with high market value (provide market value, technology)	5	3	5	5	18
		SA2 Conduct economic analysis of agriculture sector to understand and improve profit margins	5	4	4	5	18
		SA3 Improve infrastructure for post-harvest storage, handling and distribution of agricultural products	4	3	5	4	16
		SA4 Improve semi-processing activities/capacity at community level	3	2	3	3	11
		SA5 Improve market information network and accessibility to market information for local farmers (using appropriate and accessible media)	5	5	3	5	18
		SA6 Improve links between local farmers and distributors/expertors (reduce middlemen)	3	3	4	5	15
	<b>Poor quality, appropriateness and # people accessing education and training</b>	<b>Skills for alternative and sustainable livelihood options available for all</b>					
<b>Education and Training</b>		SA1 Advocate for the creation of vocational schools	5	4	5	5	19
		SA2 Advocate for the creation of rural schools accounting for potential negative impacts	4	4	5	5	18
		SA3 Raise awareness of the rights of children regarding access to school and parental obligation	5	4	3	4	16
		SA4 Identify sources of support to increase school construction and attendance	5	5	3	5	18
		<b>Rural communities have the skills and knowledge to manage natural resources sustainably</b>					
		SA1 Assess knowledge and skill gaps in communities	4	4	5	5	18
		SA2 Organise educational/instructional forums	5	3	5	5	18
		SA3 Facilitate candidate selection with knowledge propagation in mind	5	4	5	5	19
		SA4 Conduct training sessions	5	3	5	5	18
		SA5 Facilitate 'student' exchange programme (informal education)	5	3	5	5	18
<b>Tourism</b>	<b>Natural resource and ecosystem degradation</b>	<b>Tourism development and activities play an active role in the rehabilitation of natural tourism attractions</b>					
		SA1 Establish community-based natural resource rehabilitation projects using funds generated from tourism activities	3	4	4	3	14
		SA2 Support regional and local government tourism office initiatives for natural resource and ecosystem rehabilitation	4	3	4	2	13
	<b>Insufficient tourists</b>	<b>Number of national and international tourists visiting the Bale Eco-Region increased 100% by the end of 2012</b>					
		SA1 Promote tourism attractions nationally and internationally	3	2	5	4	14
		SA2 Improve and develop tourism-related services, facilities and infrastructure	3	3	4	5	15

PC	Threat	Strategic Objectives and Actions	Strategic Action Ranking				
			Feasibility	Cost	Potential benefit	Appropriate-ness	Total
			1 = low 5 = high	1 = high 5 = low	1 = low 5 = high	1 = low 5 = high	
	<b>Poor management of wildlife and wildlife population declines</b>	<b>Tourism activities in the Bale Eco-Region contribute to improved status of wildlife populations and wildlife management practices</b>					
		SA1 Promote ethical tourism practices and raise awareness of local wildlife regulations to tourists	4	3	2	5	14
		SA2 Raise funds through tourism-related activities for wildlife protection, research and management	2	4	3	5	14
		SA3 Facilitate linkages between tourism development actors and wildlife managers	5	5	3	5	18
<b>Wildlife</b>	<b>Disease outbreaks</b>	<b>Reduced impact of disease outbreaks on wildlife populations</b>					
		SA1 Identify species threatened by disease and specific diseases	5	5	5	5	20
		SA2 Develop disease control programme (e.g. rabies vaccination for dogs)	5	2	5	5	17
		SA3 Control contact between wildlife and disease reservoirs (e.g. control stray dogs)	3	2	5	4	14
		SA4 Develop rapid response plans to deal with outbreaks	4	2	5	5	16
	<b>Habitat loss</b>	<b>Wildlife habitats well/sustainably managed</b>					
		SA1 Secure habitat through PLUP etc	3	1	5	5	14
		SA2 Develop habitat management SM system (AA, Erica, bamboo, forest, grassland, water)	3	3	5	5	16
		SA3 Implement SNRM systems	4	2	5	5	16
	<b>Unplanned settlement expansion (rural and urban)</b>	<b>Settlement and rural expansion controlled within important wildlife areas</b>					
		SA1 Support participatory land use planning (as per Objectives under Population and Settlement)	5	2	5	5	17
		SA2 Wildlife resource identification	4	3	5	5	17
		SA3 Finalise boundary demarcation of the National Park and other protected areas with communities	3	3	5	5	16
		SA4 Develop and support mechanisms to encourage voluntary resettlement in key wildlife areas	4	1	5	5	15
		SA5 Strengthen law enforcement	2	2	5	5	14
	<b>Low genetic diversity of wildlife due to inbreeding</b>	<b>Core wildlife habitats and important wildlife corridors conserved</b>					
		SA1 Assess distribution of critical species and important subpopulations	5	4	5	5	19
		SA2 Develop strategy to improve connectivity between habitat patches and subpopulations	4	3	5	5	17
		SA3 Establish and maintain corridors	2	1	5	5	13
<b>Natural Products (incl NTFPs)</b>	<b>Habitat loss and degradation</b>	<b>Degraded habitats important for natural products rehabilitated, conserved and habitat loss mitigated</b>					
		SA1 Build awareness on natural resource and habitat conservation in areas important for natural products	3	3	5	2	13
		SA2 Strengthen law enforcement by building the capacity of administrators, police and judiciary at woreda level	3	3	5	2	13
		SA3 Support PNRM and PFM activities by all actors in the Bale Eco-Region	5	1	5	3	14
		SA4 Assess status of habitats important for natural products and develop/implement plan for habitat rehabilitation where necessary	3	4	5	3	15



PC	Threat	Strategic Objectives and Actions	Strategic Action Ranking				
			Feasibility	Cost	Potential benefit	Appropriate-ness	Total
			1 = low 5 = high	1 = high 5 = low	1 = low 5 = high	1 = low 5 = high	
	<b>Over-exploitation</b>	<b>Natural products sustainably managed and harvested</b>					
		SA1 Survey status and distribution of natural products	5	4	5	3	17
		SA2 Develop participatory plans for the management and sustainable use of bamboo, coffee, and medicinal plants	5	2	5	5	17
		SA3 Assess the distribution and abundance of mountain nyala across their range in the Bale Eco-Region	3	4	5	5	17
		SA4 Develop guidelines for mountain nyala harvesting, including quota setting	5	4	5	5	19
	<b>Low profit margins</b>	<b>Revenue from natural products is maximised for local communities</b>					
		SA1 Improve the quality of natural products such as coffee, bamboo, and honey through training and education	4	4	5	5	18
		SA2 Develop marketing strategy for products at national and international level using different media	5	1	5	5	16
		SA3 Introduce and strengthen value added processing activities at the community level	3	3	5	5	16
		SA4 Create branding strategy for Bale Eco-Region natural products	3	2	5	5	15
		SA5 Assess market for Bale mineral and spring water	5	3	5	5	18
		SA6 Create functional cooperatives for key natural products	5	5	5	3	18
		SA7 Strengthen links between cooperatives (producers) with distributors/exporters/consumers	3	3	5	5	16
		SA8 Assess market value for Bale natural products	5	4	5	5	19
<b>Afroalpine / Sub-Afroalpine</b>	<b>Habitat loss and land conversion</b>	<b>Reduced incidence of uncontrolled fire to acceptable levels</b>					
		SA1 Determine acceptable levels of fire and develop participatory fire management systems	3	3	5	4	15
		SA2 Establish woreda fire brigades to control fire outbreaks	4	2	5	5	16
		<b>Settlement and settlement expansion stopped and land conversion eliminated</b>					
		SA1 Enforce existing rural land policies and regulations	4	3	5	5	17
		SA2 Develop alternative livelihood options specifically for seasonal pastoralists	2	2	5	3	12
		SA3 Develop strategies for voluntary resettlement of people living in ecologically sensitive or important areas	2	1	5	5	13
		<b>Seasonal grazing regulated</b>					
		SA1 Reduce number of livestock through improved animal husbandry and livestock productivity	3	3	5	5	16
		SA2 Develop a participatory grazing land management system	3	3	5	5	16
<b>Business Development</b>	<b>Low business skills and capacity</b>	<b>Business development services establishment and capacity built</b>					
		SA1 Develop or strengthen business training institutions / organisations at different levels	4	2	5	5	16
		SA2 Implement training courses	4	4	5	5	18
		SA3 Set up business advice centre to support local rural business enterprises	3	3	5	5	16
	<b>Limited business finance sector</b>	<b>Business finance sector expanded at all levels with improved financial information and market confidence</b>					
		SA1 Review/investigate current financial system/rural finance systems/banking/loans/savings and credit	5	5	5	5	20
		SA2 Develop / establish collateral system in rural areas	5	5	5	5	20

PC	Threat	Strategic Objectives and Actions	Strategic Action Ranking					
			Feasibility	Cost	Potential benefit	Appropriate-ness	Total	
			1 = low 5 = high	1 = high 5 = low	1 = low 5 = high	1 = low 5 = high		
	<b>limited business (infrastructure/trans/coms)</b>	<b>Bale business environment opened/up /supported/ promoted</b>						
		SA1	Develop Bale business strategy related to policy incentives etc	2	3	5	5	15
		SA2	Identify and approach key actors to invest in business infrastructure/transport/communications/information	1	1	5	5	12
		SA3	Assess and publicise business product opportunities and potential	5	5	5	5	20
<b>Social Security</b>	<b>Poor economic status/ unemployment</b>	<b>Sustainable livelihood opportunities increased and diversified</b>						
			<i>Activities need further development</i>					
	<b>Competition for land and other resources</b>	<b>Competition for land and other natural resources reduced</b>						
			<i>Activities need further development</i>					

## WAY FORWARD

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Key objectives to meet as the programme goes forward in the planning process and the finalisation of the Bale Eco-Region Sustainable Development Plan will be:

- To assess and contend with gaps between what is already being done and what need to be done.
- To identify areas of synergy and conflict – where areas of conflict exist new strategies may be required to ensure overall sustainable development goals are met.
- To align and mainstream the strategies developed for each PC with ongoing initiatives and existing government strategies.

## NEXT STEPS

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### **Phase III - Developing Strategic Bale Eco-Region Sustainable Development Plan**

The outputs from Phase I and II of the planning process will form the basis for a strategic Bale Eco-Region Sustainable Development Plan at the landscape level. This will outline shared management objectives and approaches that address the factors undermining sustainable development and reconcile the conservation of biodiversity and ecosystem services with development needs. The participatory planning process and cross-sectoral stakeholder engagement will foster consensus towards these goals.

### **Phase IV – Developing Activity Plans**

The Strategic Bale Eco-Region Sustainable Development Plan at the landscape level will be the basis for activity plans to be piloted at the woreda level. Phase IV will be undertaken with relevant government offices and development stakeholders in the four pilot woredas where BERSMP is currently being implemented.

### **Phase V – Developing a Monitoring and Evaluation Plan**

A monitoring and evaluation plan will be developed to assess (i) the state of natural resources and ecosystem health, (ii) the effectiveness of the strategies laid out for tackling threats and improving sustainable development and natural resource management in the Eco-Region.

## APPENDIX I – LIST OF PARTICIPANTS IN PHASE I PLANNING WORKSHOP

Name	Organisation	Working group
Ben Irwin	BERSMP	Facilitator
Deborah Randall	FZS	Facilitator
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Ejara Tolla	Bale Zone - Water Resources Department	Ecological
Husein Indries	BERSMP and Bale Forest Enterprise	Ecological
Sahelemariam Mezmur	BERSMP	Ecological
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Addisu Asefa	BMNP	Ecological
Balay Asfaw	Bale Forest Enterprise	Ecological
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Zeleke Kebebew	BERSMP	Social
Adem Mohammed	Bale Forest Enterprise	Social
Garemew Mebratu	Bale Zone - Culture and Tourism Office	Social
Buzunesh Dereese	Bale Zone - Women's Affairs Office	Social
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## APPENDIX II – LIST OF PARTICIPANTS IN PHASE II PLANNING WORKSHOP

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Nigusu Girma	Bale Zone - Administration Office
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Yohannes Teshome	BERSMP
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Lulu Likassef	BERSMP
Belay Asfaw	Bale Forest Enterprise
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