

# **Exploratory Study of two regions in Ethiopia to Identify target areas and partners for intervention**

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## Background and Vision

The Drylands Coordination Group (DCG) is a forum for cooperation that promotes the quality assurance of development projects dealing with food security and environmental rehabilitation in the drylands of Africa. DCG was established by the Norwegian NGOs responsible for running development projects previously funded under the Sahel-Sudan-Ethiopia (SSE) Programme.

**The SSE Programme:** In response to the catastrophic drought in the Sahel region in 1984-1985, the Norwegian Ministry of Foreign Affairs established the Sahel-Sudan-Ethiopia Programme (SSE). The main objectives of the programme were food security and environmental rehabilitation. The countries that have received support through the SSE Programme are Mali, Sudan, Ethiopia and Eritrea. The average annual funding during the last three years of the programme amounted to NOK 140 million, of which almost half was channelled through multilateral institutions (UN system), a small percentage through research activities, and more than half through NGOs. The SSE Programme was phased out in 1996, but the work of the NGOs continues through the Drylands Coordination Group (DCG).

The members of the DCG are ADRA Norge, CARE Norge, Norwegian Church Aid, Norwegian People's Aid, Strømme Foundation and the Development Fund. Noragric, Centre for International Environment and Development Studies, Agricultural University of Norway, functions as the group's secretariat and technical advisor. The DCG activities are funded by NORAD. The DCG's overall objective is to improve the livelihood security of vulnerable households in drought-prone and marginal areas, especially in Africa. The DCG believes that Norway through the SSE experience has developed special competence within development assistance in drought-prone countries and that this competence should be fostered and advanced.

The DCG will:

- Contribute to assuring the quality of Norwegian development assistance in the drylands
- Contribute to the fulfillment of Norwegian responsibilities to the Convention to Combat Desertification
- Assist NORAD in its increased efforts in sustainable agriculture and natural resource management
- Promote the effectiveness of Norwegian development cooperation.
- Promote cooperation with partner institutions working with dryland management issues

## The Drylands Coordination Group and Noragric

Noragric provides the DCG with the following services:

- Quality assurance and technical assistance to individual projects. planning, reviews and special assignments
- Seminars and workshops
- Research and study reports
- Secretariat

## A Sampling of DCG's Activities

- Seminar on sustainable agricultural development and natural resource management in the drylands
- Case studies in gender issues in agricultural and natural resource management projects
- Study of decentralisation, institution building and phasing out of Norwegian project involvement
- Study on Integrated Plant Nutrition Management

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## ACRONYMS

ACA	Awassa College of Agriculture
ADLI	Agricultural Development Led Industrialization
ADRA	Adventist Development and Relief Agency
EA	Ethiopia Aid
ANRS	Amhara National Regional State
ASE	Agri-Service Ethiopia
Ato	Equivalent to Mr.
Birr	Ethiopian currency (1 Birr = 1 NOK)
BOPED	Bureau of Planning and Economic Development
CBO	Community Based Organizations
CRDA	Christian Relief and Development Association
DCG	Drylands Coordination Group
DPPC	Disaster Prevention and Preparedness Commission
CSE	Conservation Strategy of Ethiopia
DCG	Drylands Coordination Group
EARO	Ethiopian Agricultural Research Organization
EPA	Environmental Protection Authority
EECMY	Ethiopian Evangelical Church Makane Yesus
EOC	Ethiopian Orthodox Church
EOC-DICC	Ethiopian Orthodox Church and Inter-Church Commission
EWCO	Ethiopian Wildlife Conservation Organization
FDRE	Federal Democratic Republic of Ethiopia
IFSP	Integrated Food Security Program
masl	Meters above sea level
MOA	Ministry of Agriculture
MOE	Ministry of Education
MOH	Ministry of Health
NAP	National Action Program
NCA	Norwegian Church Aid
NGO	Non-governmental Organization
ORDA	Organization for Relief and Development in Amhara
PA	Peasant Association
SHDI	Self Help Development International
SNNPRS	Southern Nations, Nationalities and People's Regional State
UNCED	United Nations Conference on Environment and development
WATC	The Woreta Agricultural Training Center

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The consultant hopes that the product of the study is worthy of the contributions made in one way or another.

# **EXECUTIVE SUMMARY**

## **INTRODUCTION**

This report presents the findings of the exploratory study conducted on behalf of the Drylands Coordination Group (DCG). The Terms of Reference (ToR) instructed the consultant to make a regional analysis to identify target areas, development priorities and NGOs that are interested to work in partnership with DCG members in selected areas. The specific objectives can be seen from the ToR shown in Annex 1.

The main part of the study was conducted in May 1999 when the whole country was subjected once again to the failures of the small rains. The effects were emerging both in the Southern Nations, Nationalities and Peoples Regional State (SNNPRS) as well as in the Amhara National Regional State (ANRS). The focus of the study was on the lowland zones in SNNPRS and on the dry highlands in the ANRS. The consultant has expressed his impressions and recommendations on the basis of interviews, documents he reviewed and personal observation he made while visiting some of potential target areas. It must be appreciated that at the outset the study does not pretend to be a formal baseline survey but a purposive precursor to such a study in selected woreda(s).

## **THE NATIONAL CONTEXT**

Ethiopia is a country of great geophysical and biological diversity. The diversity in altitude and resulting climate and ecological variation present both challenges and opportunities. There are three traditionally known agro-climatic zones called Dega at altitude higher than 2,600 masl (meters above sea level), Woina Dega at altitude between 1,500 and 2,600 masl and Kolla in the lowlands below 1,500 masl. Because of centuries of agricultural activities and improper natural resource management, most parts of the country especially in the North are highly degraded. The population, now estimated at 60 million is rising at the rate of 3.1% per annum. The livestock population is also high. This is pushing more and more of erosion prone land to come under cultivation leading to rapid depletion of soil nutrients and associated natural resources denying the people their basic needs for survival. Since recent decades droughts and famines have been occurring at short intervals of less than 10 years.

It is well documented in various sources that Ethiopia is one of the poorest countries in Africa. Political events and civil wars, economic policy failures, and natural disasters are among the groups of factors considered responsible for the poverty of the Ethiopian people. Despite the Ethio – Eritrean conflict, there is however a glimmer of hope for change under the policies introduced by the present government. The regionalization and decentralization policy has empowered the regional states to address the development priorities of the local populations. The Woreda (district) is the basic administrative hierarchy of any regional government and offers the framework for local development initiatives. But capacity remains to be limited although the policy framework is there to encourage and support sustainable development initiatives at the grass roots level.

Ethiopia has a national environmental policy, which is intended to guide all environmental related activities. The Environmental Protection Authority (EPA), as a federal organ, has broad mandates to coordinate environmental strategies, action plans and legislation among other things. Already, there is a national action plan (NAP) prepared recently to guide activities intended to combat desertification. In the development field, Ethiopia has adopted a policy known as ADLI, which stands for Agricultural Development Led Industrialization. It gives heavy emphasis to sustainable agricultural development, food security and the improvement of life in the rural areas. The policy recognizes that sustainable agricultural production depends on appropriate natural resources management. And support for peasant agriculture is taken as the centerpiece of this policy.

Since the change of government in 1991, involvement of NGOs in development activities has been expanding. More and more local NGOs are coming to the picture. International NGOs have started in earnest to work in partnership with local NGOs as well as local government institutions. There is a national policy that regulates NGO activities. Although there appears to be uneasiness among some NGOs, so far, there seems to be no serious problem. In fact the NGOs themselves have also developed a code of conduct signed by most of them. The Christian Relief and Development Association (CRDA) has become a powerful indigenous umbrella organization dedicated to serve as a knowledge and information base for member NGOs as well as other development organizations.

## **DESCRIPTION AND ANALYSIS OF REGIONAL SITUATIONS**

The focus of the study was on two regions of Ethiopia. These were (A) The Southern Nations, Nationalities and People Regional State (SNNPRS); and (B) The Amhara National Regional State (ANRS). They were selected on the basis of the following criteria and/or rational; (a) prevailing peace and stability; (b) accessibility; (c) degree of environmental degradation; (d) vulnerability of the rural poor; (e) the will and preparedness of regional and local governments for development cooperation with NGOs. The following are thus brief accounts on each of the regions.

### **A. Southern Nations, Nationalities and People Regional State (SNNPRS)**

#### **1. Ethnicity and Administrative divisions**

There are more than 45 indigenous ethnic groups in SNNPRS with distinct languages and cultural base. They live in relative harmony. Perhaps, this region is the most peaceful in the country with a potential for desirable change. The SNNPRS was created upon the will and agreement made by them as provided for in the Federal Constitution. Administratively, the SNNPRS is divided into nine zones (with 72 woredas) and five special woredas. The total population projected in 1998 was 11.3 million or 21% of the national population. See Annex 10 for the major ethnic groups of the region

#### **2. Topography, climate and ecological features**



SNNPRS is a region of immense ecological and cultural diversity ranging from arid and semi – arid conditions to cool temperate zones. Using the traditional agro – climatic classification, nearly 50% of the region falls under the Kolla region (lowland), 37% under Woina Dega (mid-altitude) and 6.5% under Dega (high altitude). Compared to the Northern part of the country, the region has a wider area of forest cover. There are 7 registered and protected forest areas. On the whole, about 18% of the total area of the region is covered by shrubs, bushes and dense forests. The mean annual temperature ranges between 15 – 20 degrees centigrade. Where as the mean annual rainfall for the region ranges from 400-2400 mm. Drought occurs in most parts of the region very frequently. Some woredas have been recipients of relief assistance almost constantly.

**3. Population pressure and degree of environmental degradation**

The population is increasing beyond the national average. Among the nine zones and five special woredas of the region, the highest population sizes are recorded in North Omo, Sidama and Gurage accounting for 25.1%, 19.7% and 15% of the regional population respectively. North Omo is the largest zone with many woredas most affected by drought. Sidama zone on the other hand is a relatively well to do coffee area. The livestock population is also high and includes 7.5 million cattle, 2.2 million sheep, 1.9 million goats, 4.4 million poultry and 1.3 million equine. Hence, deforestation is increasing as a consequence of rapidly growing population. The zones that are heavily affected by population pressure are North Omo Zone, Hadiya, Kembata Alaba Timbaro (K.A.T), Gurage and four of the special woredas, namely, Konso, Derashe, Burji and Amaro (See Annex 9).

**4. Development problems and priorities**

Generally, the development problems and challenges in the SNNPRS are no different from the rest of the country although the potentials for development are far better than in the Northern part of the country. As noted in many of the documents reviewed by this consultant, the development issues are well recognized. They include inappropriate land tenure policy, inadequate institutional capacities, population pressure and natural hazards. As a consequence, the performance of the agricultural sector, since the last three decades, has been declining and at times on the negative side. Some 33 woredas are identified as drought prone and largely food insecure. The regional government has prepared a food security program to address the food needs of the people in these woredas. The program has been presented to donors through the Federal Government along with other similar programs from ANRS, Oromiya and Tigray.

**5. On going development programs**

According to official reports SNNPRS is one of the regions that are making encouraging strides towards addressing the development problems mentioned above. SNNPRS' efforts, however, are severely handicapped by lack of material and human resources both in quality and quantity. The line departments (Education, Health, Agriculture, Water etc.) are in place at all levels but the scope of their activities is not wide and deep enough to exert substantial impact. Some 61

NGOs were reported to have 248 projects operated at the woreda level. The activities revolve around construction of health stations, health centers, schools, rural roads, potable water supply systems, agricultural development, conservation and management of natural resources, small dam construction, rural saving, credit and so on. On the whole, there is positive impression by government authorities and others regarding performance of NGOs, although there are obvious reservations pointed at some NGOs both local and international.

## **B. Amhara National Regional State (ANRS)**

### **1. Ethnicity and Administrative Divisions**

The Amhara National Regional State is found in Northern, North Western and central Ethiopia. The dominant ethnic group is the Amhara. There are three minority groups, namely, Agew Himra, Argoba and Oromiya for whom distinct zones have been created. The region has 11 zones and 101 woredas with a total population of 14.4 million (1998).

### **2. Topography, Climate and Ecological features**

The region is topographically divided in two main categories, the highlands and the lowlands. The highlands comprise the largest part (over 60%) of the Northern and Eastern part of the region. The lowland part covers mainly the Western part of the region. This part consists of undeveloped areas because diseases, hot temperatures and other factors. As in SNNPRS, there are three agro-climatic zones, namely, Dega (25%), Woina Dega (44%) and Kolla (31%). The region receives the highest percentage of the total rainfall of the country, but this rainfall is not evenly distributed and is irregular. The Southern and central part of the region receives about 1000 mm of annual rainfall while the North Western and North Eastern parts bordering the Sudan, Tigray and Afar get less than 700 mm. The annual mean temperature for most parts of the region is between 15 – 21 degrees centigrade. There are ample water resources for development purposes.

### **3. Population pressure and degree of environmental degradation**

The region is overpopulated by both human and livestock population. 40% of Ethiopia's livestock are found in this region as a consequence a great part of the region is left without any vegetative cover; is exposed to heavy erosion by run-off; the soil has lost its fertility and productivity of crops is extremely low.

Traditional crop husbandry and land management practices like following, terracing, crop protection intercropping etc. are not that common. Shortage of land does not allow the following: continuous farming, cutting trees and removal of all sorts of vegetation, and mismanagement of natural resources in general have exacerbated degradation of the environment.

### **4. The Development problems**

Apart from the problems implied above, the key development constraints mentioned in several documents and highlighted by people interviewed include :

poor farm implements, shortage of oxen, lack of improved seeds, pesticides and herbicides, unproductive animals, improper land use and cultural practices, and poor management of natural resources in general. Among the poor economic and social infrastructure, the following are outstanding: poor rural roads, water and power supply system, inadequate marketing and credit services, improper land tenure policy and rigid religious constraints among other social issues. The regional government has identified 48 woredas as food insecure and highly drought prone/vulnerable areas. The total number of affected population in these woredas is estimated to be 2.5 million. The overall objective of the proposed integrated food security program prepared by the government is to ensure food security within 5 to 7 years. The expected program outputs are: a) increased agricultural production and productivity sustainable at household level; b) creation of diversified and growing employment and income opportunities in rural areas; c) building the human and institutional capacities in the projected woredas; d) introducing sustainable and husbandry practices; and e) strengthening rural marketing and credit services.

#### **5. Ongoing development programs**

The regional government has placed increasing emphasis on enhancing rural development through the participation of the people. Agricultural extension is being intensified through the application of the national system known as PADETES. A regional conservation strategy has been developed. It gives importance for soil and water conservation efforts. The livestock development strategy concentrates on solving the feed, health and genetic problems associated with good practice in animal husbandry. There are also ideas to reverse the deforestation process. The other line departments (Health, Education, Water, etc. do also their share of work with their limited budgets and capacity. Similarly, there are few multilateral and bilateral programs going on in conjunction with government activities with the aim of addressing rural poverty in the region. Sida's contribution of 300 million birr is a striking case in point. Nevertheless, the magnitude of rural poverty is so big that it takes a lot more to attain sustainable development.

### **RECOMMENDATIONS**

Based on the review of the development objectives and strategies of the regional governments, and taking into account the views and suggestions given by the persons interviewed, the following recommendations have emerged from the study. These are based on a set of criteria for the selection of target woredas and partner organizations.

## **Recommended woredas by zone for DCG cooperation in SNNPRS**

1. North Omo Zone
  - Arba Minch Zuria
  - Boroda Abaya
  - Gofa Zuria
  - Kino Koysha
  - Kucha
  - Offa
2. Kembata Alaba Timbaro (KAT) Zone
  - Alaba
3. Hadiya Zone
  - Limu
4. Gurage Zone
  - Soddo
5. Special Woreda
  - Konso

## **Recommended Woredas by zone for DCG intervention in ANRS**

1. Wag Himra Zone
  - Sokota
2. North Wollo Zone
  - Wadla
  - Delanta Dawunt
3. South Wollo Zone
  - Ambassel
  - Tenta
4. North Gondar Zone
  - Jan Amora
  - Belessa
5. South Gondar
  - Lay Gayint
  - Ebinet
6. North Shoa
  - Lalomiderna Manmamidir

7. East Gojam

- Shebel

8. Agew Awi

- Enjibara

**Recommended NGOS for Partnership in SNNPRS**

1. Adventist Development and Relief Agency (ADRA)
2. Agri Service Ethiopia
3. Ethiopian Evangelical Church Mekane Yesus (EECMY)
4. FARM Africa
5. Kembata Development Association
6. Self Help Ethiopia

**Recommended NGOS for Partnership in ANRS**

1. Agri Service Ethiopia
2. Amhara Development Association (ADA)
3. CARE Ethiopia
4. EECMY
5. Ethiopia Aid
6. Ethiopian Orthodox Church Development and Inter-Church Commission (EOC-DICC)
7. FARM Africa
8. Organization for Relief and Development in Amhara (ORDA)



# I. INTRODUCTION

## 1. History of NGOs in Ethiopia

The disastrous drought and famine of 1984/85 has triggered the appreciable increase both in the number and overall roles and activities of NGOs operating in Ethiopia. In the early 1960s, the number of NGOs was very small, probably not more than two or three. The Red Cross and Swedish Save the Children were the pioneers. Over the last 25 years, the number of NGOs in Ethiopia has grown considerably induced by the 1973/74 drought and the drought which struck again in 1984/85 which was the worst famine in the history of Ethiopia. At the initial stage most NGOs were involved in relief operations. However, as the situation got improved, NGO resources began to be redirected to support development efforts. The Sahel-Sudan-Ethiopia (SSE) Program, which was launched in 1985 or so, offered Norwegian NGOs to operate development activities in Ethiopia and the other SSE countries.

In 1997, there were 220 international and local registered NGOs in Ethiopia. Most recent sources put the number at 270 registered NGOs. Of these, 46% were members of CRDA (Christian Relief and Development Association). CRDA is an indigenous NGO umbrella organization in Ethiopia dedicated to serve as a knowledge and information base on development issues and as a provider of capacity building as stated in the mandates of the organization. This number of NGOs in Ethiopia is reportedly far less compared to most African countries. CRDA gives the example of South Africa where 54,000 NGOs operate, 700 in Zimbabwe and about the same number in Kenya. (CRDA 1998, p.5).

With respect to the conditions for NGO Operation, according to CRDA, there are three major NGO-related things that have happened since the change of government in 1991. First, improved policy environment, peace and security encouraged the formation of many local NGOs. In this connection, there is strong Government pressure to see an end to the operational role of international NGOs, and that this role should be filled by local NGOs. Secondly, NGOs themselves, local as well as international, are more inclined to address the root causes of poverty. Thirdly, international NGOs have started in earnest to assist local NGOs to build their institutional and management capacity (CRDA, 1998, p.9). From all indications, this consultant believes that the better understandings and cooperative attitudes, by both government institutions and NGOs, prevail to foster enabling conditions that are essential if the aims of combating desertification are to be met. In a workshop held on drylands management policies and information needs in the Sudano – Sahelian Zone, three major categories of enabling conditions were identified and are rephrased by the consultant as follows:

1. Technical and economic conditions of success must be met. These are applied research, market access, laid tenure security and population policy and others.
2. The institutional framework necessary for meeting these conditions must be functioning.
3. The will and initiative of the people must make the intervention happen. In other worded, popular participation, decentralization and good governance are the key for

the success of any intervention.

Further, the workshop participants reflected on the need for information about land degradation in terms of what is happening, physically to the land surface, the soil structure, the moisture content, the vegetation cover, the production of livestock, crops or other products for human use, and the viability of the ecosystems involved. Along this line, the need for the following kinds of data was specified.

- (a) Production and consumption of biomass, especially food, fodder and woody biomass;
- (b) Climate and climatic impact
- (c) Hydrological resources and impact of changes
- (d) Soil status and productivity potential
- (e) Land suitability and availability for various uses;
- (f) Human population, social and economic indicators, and human behaviors (resource use pressure, consumption patterns, restrictions, social welfare, management systems, traditional practices, land tenure, etc.,)
- (g) Price of indicator commodities
- (h) Degradation indicators (geomorphological changes, biological indicators, etc.)

(Notes taken from a summary of the workshop proceedings prepared by Christoffersen 1992).

The SSE Program was initiated in 1985 after the drought of 1984/85 with the aim of achieving food security, ecological rehabilitation and competence building. It was phased out in 1997 after being implemented well beyond the five years period originally envisaged for the Program. Experiences summed up at the SSE workshop held in Honne in 1996 indicated that substantial achievements have been made not only in relation to food security and environmental rehabilitation, but also in fields like local participation, democracy, capacity building, women's situations, education and livelihood security. It was realized, however, that the expected synergy effect related to cooperation between NGO, research and multilateral sectors had not materialized due to fragmented efforts and lack of coordination. The Workshop concluded that the Program concept with food security and sustainable natural resource management should be maintained.

The DCG being the brainchild of the SSE program have a lot to learn from the pros and cons of the SSE program. It would not be necessary for this consultant to go into details other than reminding the Group that the lessons of the SSE Program should be kept in mind when planning integrated rural development projects as this study is meant for.

## **2. ToR and Scope of the Study**

This study was conducted to secure information and perspectives for the DCG members who have expressed interest to get involved in development projects targeted at vulnerable areas in two regions of Ethiopia. The ToR requires the consultant to address the following more specific objectives.



- to describe the socio-economic profile of each of the regions with respect to, (a) the natural resource base, (b) the human resource, (c) the production/farming systems, and (d) the social and political climate including the degree of decentralization and empowerment of local government structures and community groups;
- to make analysis of the development challenges including, (a) description of development problems, (b) constraints on and opportunities for the solution of the development problem, (c) population groups adversely affected by the development problem, and environmental implications of the development problem;
- to present an overview of relevant woreda based development programs of interest to the DCG with respect to, (a) the development priorities and issues, (b) development objectives and strategies, (c) programs and implementing agencies, (d) beneficiaries, and (e) evidence of commitment by various levels of government, NGOs and local communities;
- analyze the institutional framework and organization of development agencies with respect to, (a) the structure, functions and capacity of the various levels of the regional government, i.e., regional, zonal, woreda and kebele levels respectively, (b) target groups analysis specifying primary target groups and secondary target groups, (c) the NGO sector including regional policy towards involvement of NGOs and operational guidelines if available, and cooperation that exist between NGOs engaged in development activities, (e) the linkage and cooperation that exist between NGOs/development agencies and research as well as academic organizations.
- develop specific recommendations as to where and how the DCG members can focus their support and involvement including: (a) development problems and issues, (b) target/operational areas and beneficiaries, (c) potential partners, and (d) scope of development activities.

### **3. Methodology**

The methodology used in this study involved reviews of relevant documents, discussions with key persons and informants and field visits. The analysis is based on information thus secured from the interviews and secondary data as well as observations of the consultant. The consultant held meetings and conducted interviews with planning officers, staff of departments of agriculture at regional and zonal levels and council members at woreda (district) level. He was able to meet with over 80 persons in connection with the study as can be seen in Annex 3. He visited some convenient woredas mainly to get a feel about local impressions. By and large, the people he talked to were open and prepared to release any available information that would serve the purposes of the study. Documents were made available for photocopying. It was also very fortunate for the consultant to be able to present oral report to DCG members when he visited Norway in June 1999. The members who attended the meeting shared views that were very constructive. Figure 1 shows the route followed by the consultant during the field trips.

### **4. Lay out of the report**

The consultant has attempted to present the report in accordance with the Terms of

Reference. This chapter (Chapter I) has dealt with the preliminaries as presented above. Chapter II describes the national context in which the general agro – ecological, political and institutional features are briefly discussed to establish a frame of reference. It may sound too detailed but the consultant is of the opinion that this chapter is very important because regional policies and programs are largely based on the national framework. The core of the report is found in chapters III and IV which describe the principal features of the regions based on the facts and figures as well as the impressions he gathered from the field and documents he reviewed. Chapter V presents the conclusions and recommendations.

## **II. THE FOCUS OF THE STUDY**

### **1. The National Context: Country profile**

#### **1.1. Topography, Climate and Ecological features**

The map of Ethiopia (Figure 1) shows the location and administrative divisions of the country. The map is not official but current. The country is known for its great geophysical and biological diversity. Its resource endowments are unevenly distributed and poorly developed. The principal features of the country are the contrasting highlands and lowlands. The diversity in altitude and accompanying climate and ecological variation present both challenges and opportunities. The altitude ranges from 110 meters below to 4620 meters above sea level. The country is broadly divided into three agroclimatic zones, namely, the cool temperate highlands, locally known as Dega (altitude higher than 2600 masl); the areas of the middle altitudes, Woina Dega (altitude between 1600 and 2600 masl) and the hot dry lowlands known as Kolla. Each of these zones supports very different production systems and life styles.

The Dega and Woina Dega zones contain a large part of the agricultural area while the dry lowlands and semi arid zones are dominated by livestock production through agro-pastoral and pastoral production systems. Of the total area of the country, 60% is reported to be suitable for agricultural purposes. The annual precipitation ranges from 800 to 2200 mm in the highlands. The annual rainfall in the lowlands varies from less than 200 to 800 mm. Because of the prevalence of diseases, the lowland areas are sparsely populated.

From traces of historical record, we understand that Ethiopia was once densely forested along with abundant wildlife resources. A frequently referred figure is that different types of forest about a century ago covered about 40% of the country. But, the estimate made in 1998 was that only 2.7% of the total land were under forest cover. Of this forested area, Southern Ethiopia has the largest share (11%) of forestland (SNNPRS BOPED, 1998, p.22).

The lowlands are found in the Northern, North Eastern, North Western, Eastern, South

and South Western parts of the country. They have three distinctly known features (a) the arid plains, (b) the arid valleys and escarpments and (c) the arid mountains. The arid and semi-arid areas are generally characterized by a harsh and hot temperature with a low and an even distribution of rainfall and low altitudinal ranges usually below 1500 masl. Evapotranspiration in these areas is high because of high temperatures. There are occasional strong winds in most of the lowland areas. Monthly potential evapotranspiration (PET) usually exceeds rainfall in most parts of these arid and semi-arid areas (EPA, 1998, pp. 5-13).

Rangelands and grazing areas are found in both the highlands and lowland but those in the highlands are dwindling because of expansion of farming. The lowland rangelands have low, sporadic and variable rainfall. At times, rainfall intensity is high, resulting in devastating floods. The level of incidental radiation and temperature are high, atmospheric humidity is low, and strong wind with dust and dust storms are common. Water is the most important limiting factor. The inhabitants are nomadic pastoralists. Households and animals move often in search of water, forage and food. Cultivation is very risky, limited to drought tolerant crops such as sorghum and millet. Soil salinity is a serious problem (EPA, 1998, p.18).

The major environmental and natural resource management issues in Ethiopia are well documented in the Conservation Strategy of Ethiopia. Centuries of improper land management practices, complicated by a rapidly growing population, have made large parts of the country drought prone. More and more of eroded lands are being put under cultivation in the highlands. This has led to the rapid depletion of soil nutrients and forest resources.

Thus, land degradation is one of the most serious environmental problems in Ethiopia. Because of drought, wars, inappropriate technologies and growing population, poverty levels have deepened with increasing reduction in agricultural productivity.

## **1.2. The population and socio-economic conditions**

The population of Ethiopia in 1999 is about 60 million, growing at the rate 3.1% per year. By the year 2025, the population is projected to grow to over 130 million. Besides the human population, the livestock population is also high. Ethiopia has the largest number of livestock in Africa and is tenth in the world.

As indicated previously, traditional farming systems have persisted for many centuries with increased population that led to deforestation, loss of vegetative cover, degradation and loss of the soil through erosion. The impact of the process is evident from the landscape particularly in the Northern parts of the country where much of the land is turned to bare rocks. This condition which is worsening year by year is the greatest challenge for sustainable development in Ethiopia.

The trends in food production and food consumption over the last three decades have been constantly negative. 95% of the cultivated land is under peasant agriculture with an

average area of 1.5 ha. More than one third of the rural households cultivate less than 5 ha. It is the cumulative impact of the actions of the farmers that have led to degradation and depletion of the natural resources. The poor resource base of the farmers impairs the adoption and diffusion of dryland technology. Inputs and credit are not available at reasonable rates. The average use of fertilizers is only about 15 kg/ha, which is very low compared to other countries in Africa and elsewhere. Poor infrastructure, marketing and other related factors stand against the distribution of yield increasing inputs. There is of course the Governments effort, through the national extension program, to address these issues but the impact on a sustainable basis is yet to be seen.

There is considerable scope for change to the better if security of land ownership is assured and other structural problems are properly addressed. Article 40 of the Constitution on the Right to property includes the following provision: “Ethiopian peasants have right to obtain land without payment and the protection against eviction from their possession. The implementation of this provision shall be specified by law”. But the by law is not forthcoming. There is an urgent need for a regulation to translate this into action and provide the small farmers with private incentives to invest in land by way of conservation measures, reforestation and the like.

1999 has become another disaster year for Ethiopia. Some 4.6 million people face starvation as consequence. This is on account of the failure of the Belg rains. The Ethio - Eritrea conflict is also a contributing factor by way of diverting essential resources for undesirable purposes. The factors that cause famine in Ethiopia continue to persist as demonstrated by the current. Von Braun has grouped them into four categories: (i) political events and wars; (ii) economic policy failures; (iii) structural problems of the economy (land tenure issues, poor infrastructure, growing population pressure on land, and accelerating environmental degradation, etc.); and (iv) deficiencies in and complexities of the resource base and agroclimatic conditions that show up most dramatically in natural disasters (Von Braun 1992, p. 10.). It seems that these factors are simply recorded and not addressed at all.

Ethiopia is one of the lowest in the list of African countries where social and economic infrastructure are poorly developed. Education levels are very low, and health facilities are inadequate. 80% of the rural people are illiterate. Only 10% of the rural people have access to potable water, while human waste disposal facilities are non-existent. The caloric intake of the population is 16% lower than the 2100 K Cal that has been set by WHO, as the minimal acceptable weighted average calorie needs. Health services are limited and reach only 46% of the population. As a result, infant mortality and overall death rates are high, while average life expectancy at birth is only 47 years. Ethiopia has the lowest road density; most of the existing roads need extensive maintenance.

On the positive side, Ethiopia has a sustainable development framework in the form of the conservation strategy and the environment policy of Ethiopia. Furthermore, Ethiopia is among the first countries to sign the Convention to Combat Desertification, which was effected on 15 October 1994 in Paris. The Ethiopian Government ratified the Convention in June 1997 (EPA, 1998, pp. 2-4). Following this a National Action program to combat

desertification has been formulated which has earned the country much admiration and support from the international community.

### **1.3. Political Development: Regionalisation/Decentralization**

Ethiopia's political situation has been dramatically changed over the past two to three decades after centuries of rule by successive monarchs, some strong and others weak. The military regime, which ruled the country from 1974 to 1991, had brought immense hardship and sufferings to the Ethiopian people through its misguided socialist policies and extensive civil wars. There is now a glimpse of hope under the present Government (EPRDF) although the Ethio-Eritrea conflict is over shadowing the hopes and aspirations of the people. There are attempts to redress the social, economic and environmental problems by the Government and NGOs but limited by the prevailing level of poverty of the people and weak physical and social infrastructure. On top of this, nature has not been kind and wielding. Droughts and crop failures continue to undermine long term development initiatives. As noted previously, drought has struck again in 1999 putting nearly 4.6 million people under starvation.

Politically, the country is now divided into nine self-governing regional states. The division is primarily based on ethnic grounds. The regional states are empowered to exercise far reaching autonomy. They possess extensive executive, judicial and legislative power in internal matters. Structurally, they can reorganize their areas of jurisdiction in ways they consider fit for political and economic development.

Governance within the regional states themselves is structured in such a way that the basic units of administration (i.e. woredas/districts) with their own democratically elected representatives are accorded with considerable autonomy. Below the woredas, there are area based people's organizations (kebele administrations/peasant associations) going down to the community and village levels. These institutions have brought about a situation where peoples and communities participate and take decisions regarding their political, social, economic and environmental concerns, as well as, take the necessary measures to implement such decisions. The obvious limitation they have is that they are weak in capacity and experience in developing and running a democratic system.

#### **Woreda Administration**

As indicated above, the woreda level is the basic administrative hierarchy of any regional government. It represents a decentralized and devolved level of formal state structure within the regions. Below the woreda are Peasant Associations or Kebele governed by local councils which have mandates to collect annual land taxes due to the government; enforce decisions of the regional and central governments; and mobilize their residents for community work, among other things.

The Woreda Administration has all the powers necessary to prepare, determine and implement within its own areas, plans concerning social services and economic development. Nevertheless, it remains a subordinate organ of the regional government, which can establish additional units such as zones and sub-zones between the woreda and the national levels where it is found necessary taking into account the special

circumstances of the size of the population and other factors.

Thus the woreda institutions offer platforms whereby people and communities can participate and take decisions regarding their political, social, economic, and environmental concerns.

#### **1.4. The National Environment Policy**

It was mentioned previously that Ethiopia has now a national environmental policy which was approved by the Council of Ministers on April 2, 1997. The policy seeks to guide all environmental related activities. The overall goal is to improve and enhance the health and quality of life of the people and to promote sustainable social and economic development activities through sound management and use of natural and cultural resources so as to meet the needs of the present generation without compromising the ability of future generations to meet their own needs. The Environmental Protection Authority (EPA) is given the mandate to ensure the implementation of the policy. EPA was established in 1995 by virtue of Proclamation 4 of 1995 as a semi- autonomous entity. It has broad mandates to coordinate environmental policy, strategy, action plan and legislation making, including Environmental Impact Assessment (EIA) guidelines and procedures (EPA, 1999, p. 7). A National Action Plan (NPA) has been formulated along the lines of the Convention to Combat Desertification.

#### **1.5. The National Economic Development Policy of Ethiopia**

The Natural Economic Development Policy of Ethiopia is known as ADLI, which stands for Agricultural Development Led Industrialization. It gives emphasis to sustainable agricultural development, food security and the improvement of life in the rural areas. The policy aims at transforming the national economic planning from that of command economy to free market economy. The policy is designed to enhance the productivity of the peasant agricultural sector by improving crop husbandry and farm technologies, by developing irrigation and the provision of imputes such as fertilizers, other agro-chemicals as well as increasing farm sizes and making them suitable for mechanization. Increased industrialization's is expected to come about through the use of labor intensive systems and local raw materials in the production of goods and services required particularly by the large rural population. Support for the peasant agriculture is the centerpiece of this policy. The policy recognizes that sustainable agricultural production depends on appropriate natural resources management, particularly land. It envisages that, as industrialization increases, population pressure on rural land will decrease gradually (EPA, 1999. p. 2).

#### **1.6. The National Agricultural Extension Program: PADETES**

At present Ethiopia has adopted a national extension system identified as Participatory Demonstration and Training Extension System (PADETES). The system has been developed based on the SG 2000 as well as various extension approaches tried in the country over the last 40 years. SG 2000 came to Ethiopia in 1993 with the support and

encouragement of the political leaders. SG 2000 projects are based on the following assumptions: a) small scale farmers who work on good agricultural lands should use purchased inputs such as improved seeds, fertilizers, and crop protection chemicals (and not by continuing the traditional agricultural system); b) agriculture must be intensified on lands that can stand more intensive cultivation and should be decreased in the more fragile lands or ecology; and c) 1/2 ha extension management training plots (EMTPS) are appropriate for the purpose of disseminating improved technologies. These plots can be managed by participating farmers themselves backstopped by development agents (Habtemariam, 1997, SG 2000, 1996).

The main objectives of PADETES are stated as: 1) to improve incomes and standards of living for the rural population by increasing agricultural productivity; 2) to become self-sufficient in food production; 3) to facilitate establishment of farmers' organizations; 4) to increase and improve production of industrial and export crops (cash crops); 5) to conserve and develop natural resources; and 6) encourage the participation of rural women in development. These objectives are to pursue by following the strategies listed below.

- a) The promotion and development of appropriate extension packages to increase food production based on sustainable production practices; and,
- b) Dissemination and adoption of packages through intensified extension interventions and development of the agricultural input supply services (credit, seed, fertilizer, farm implements, etc.)
- c) Promotion of the active participation of the rural communities in problem analysis, planning, implementation and evaluation

The woreda agricultural office is organized into two teams under the office head: 1) The Extension team, and 2) the regulatory team. The Woreda Council approves the activities planned by the extension team. There is however low managerial and technical capacity at the woreda level. PADETES is very strong in media development, media utilization and mass communication.

## **2. Regions selected for possible DCG cooperation**

The chairperson of the DCG and the consultant had made formal and informal discussion on the selection of the regions where to draw the attention of the DCG members. They had kept the following conditions in making the choice:

- Prevailing peace and security
- Accessibility
- Degree of environmental degradation and vulnerability
- Vulnerability of the rural poor
- Population size affected by chronic drought and food shortages
- The will and preparedness of regional and local governments to cooperate with NGOs

Finally, a decision was made to focus the study on the following regions:

Southern Nations, Nationalities, and People Regional State (SNNPRS), and

Amhara Nation Regional State (ANRS)

Priority was to be given to lowland areas in SNNPRS and the dry highlands in the ANRS. A brief description of each of the regions is given below as a matter of introduction.

Chapter III presents the details in line with the ToR of this study.

### **2.1. Southern Nations Nationalities and Peoples Regional State (SNNPRS)**

SNNPRS is located in the Southern and South Western part of Ethiopia bordering with Kenya in the South, Sudan in the South West, Gambella region in the North West and Oromiya region in the North and East (see Figure 2). It is a region of immense ecological and cultural diversity ranging from arid to semiarid climatic conditions.

There are more than 45 indigenous ethnic groups with their distinct languages and cultural setting. In the Federal Constitution, a Nation, Nationality or people is defined as a group of people who have or share a large measure of a common culture or similar custom, mutual intelligibility of language, belief in a common or related identities, a common psychological make-up, and who inhabit an identifiable, predominantly contiguous territory (Proclamation No. 1/1995, p. 14). In the same vein, a minority nationality within a woreda shall, irrespective of the small size of their population, have appropriate representation in the woreda council for the purpose of achieving national composition thereof (Proclamation No. 7/1992, p. 9). Thus the 45 ethnic groups in SNNPRS agreed to create one state on their own accord and in line with the provisions of the constitution as reflected above.

Administratively, the region is made up of nine zones having 72 woredas and 5 special woredas. The special woredas are given special status because minority groups with distinct languages and ethnic identity inhabit them.



## **2.2. Amhara Nation Regional State (ANRS)**

The Amhara Region constitute one of the earliest settled parts of the country and agricultural activities dating back for more than 3000 years or more. The region stretches over an area of about 170,000 sq. km, which makes it the second largest state in the country after Oromiya (See Figure 3). It is divided into 11 zones and 101 woredas according to the latest information. Earlier documents give different figures indicating that changes have been made. Changes have also been made in naming woredas, which can be confusing. The region is topographically divided into highlands and lowlands, the former comprising the largest part of the Northern and Eastern part of the region. The highlands are made up of chains of mountains, flat plateaus and rugged hills and gorges. They have a barren landscape, which is evidence of the serious disturbance they have been subjected to for a long time in the past. The lowland areas are found mainly in the western part of the region. A great part of the region is left without any significant cover of vegetation and is exposed to heavy erosion.

The dominant ethnic group is made up of the Amharas. There are three minority groups/nationalities within ANRS. These are Oromo, Agew Himra and Argoba. The total population of the region is nearly 15 million.



### **III. DESCRIPTION AND ANALYSIS OF REGIONAL SITUATION**

#### **A. Southern Nations, Nationalities and People Regional State (SNNPRS)**

##### **1. Location and Administrative Divisions**

The Southern Nations, Nationalities and People’s Regional State (SNNPRS) has an area of 117,506 sq. km. which makes 10% of the national area and a population of 11,329,689 (21% of the national population). Out of the total area 26,585.2 sq. km or 23.4% is cultivated; 15,621.0 sq. km or 13.8% is cultivable; 23,130.2 sq. km or 20.4% is grazing land and 19,721.5 sq. km or 17.4% is covered by shrub, bush and forest (SNNPRS BoPED, p. 48). For selected demographic indicators, see Annex 8.

The region is divided into nine zones having 72 woredas and five special woredas, 77 woredas in total as shown in Figure 2. There are more than 45 indigenous ethnic groups with their distinct languages and culture. The different languages these ethnic groups speak belong to the broad language families, i.e. Omotic, Cushitic, Semitic and Nilotic. In terms of population size the 10 major ethnic groups in the region are Sidama, Wolayita, Gurage, Hadiya, Gamo, Keffa, Gedeo, Kembata, Kullo, and Goffa (SNNPRS BoPED, p.24). See Annex 9 for major ethnic groups in SNNPRS.

##### **2. Topography, Climate and Ecological features**

SNNPRS is a region of immense ecological and cultural diversity ranging from arid and semi-arid climatic conditions to cool temperate areas. Pastoralists inhabit the lowlands of monotone forests, whereas the highlands with high rainfall are occupied by farming communities.

The region has an undulating land feature dissected twice both by the Omo-Ghibe basin and Rift Valley Lakes basin in the Western, Central and East Southern part of the region. The region's altitudinal variation ranges from 376 masl at Lake Rudolph (lowest area in the region) to 4207 masl at Mt. Guge (highest peak in North Omo). There are a number of chains of mountains associated with plateaus which extend to some zones such as the Gamo Gofa in North Omo, the Ako and Dime highlands in South Omo, the Gurage highlands in Gurage Zone, the Sidama highlands in eastern parts of Sidama & the Amaro, Burgi highlands. The picture may become clearer by the following facts and figures.

###### Altitude

Altitude range	Area in sq. km.	% of the total area
Below 500 masl	9761	8.6
500 -1500 masl	5501.5	48.9
1500 - 2500 masl	38476.5	33.9

2500 -3500 masl	9534	8.4
Above 3500 masl	277	0.2
<u>Temperature Zones</u>		
Temperature range		
Above 20 C	75,210.24	66.1
15 -20 C	34,574.28	30.4
10 -15 C	4,0009.90	3.5
<u>Mean annual rainfall</u>		
Rainfall range		
400 -1000 mm	35,795	31.5
1001 - 1600 mm	49,982	43.9
1601 - 20000 mm	24,289	21.3
2001 - 2200 mm	3,738	3.3

Source: SNNPRS BOPED, 1998

The population in 1998 was 11.3 million, growing at the rate of 3.1%. Some 80% of the population live in the highland areas (covering 40% of the region) while the remaining 20% live in the semi-arid and arid Southern lowlands as pastoralists and agro pastoralists. The lowlands encompass land areas below 1500 masl accounting for about 56% (65,804 sq. km.) of the total regional land area but inhabited by 20% of the total regional population. Among the nine zones and five special woredas of the region, the highest population sizes were recorded in North Omo, Sidama and Gurage, 25.1%, 19.7 and 15% respectively. In terms of population pressure, Gedeo, Sidama and K.A.T suffer the most. Their population densities were reported to be 457.5 persons per sq. km in Gedeo, 325.5 in Sidama and 314.7 in Gurage. Zones such as South Omo, Bench – Maji and Burji special woredas are sparsely populated.

### **Climatic factors**

The region is largely made up of the three major traditional agro-ecological zones, namely, Kolla, Woina Dega and Dega, the former covering 49.8% and the latter two 36.8% and 6.5% respectively. Mean annual rainfall varies between 500 mm in the most southern part of the region bordering Kenya and 2200 mm in the Northern part of the region bordering Gambela. Temperature on the other hand decreases from South to North West. The mean annual temperature for the region in general ranges from 15-30 degrees Centigrade.

The rainfall is bimodal. The small rains normally begin in mid February and extend to April. The main rainy season (Kiremt) starts in June and extends to October but the heavy rainfalls are in July and August. The rainfalls are however irregular and unevenly distributed.

The amount and distribution of rainfall varies from place to place within the region. Its intensity, duration and amount increase from South to North East and North West. The

mean annual rainfall for the region ranges from 400-2200 mm.

The last three years have been abnormal. In 1997, there were the effects of Elnino to be followed by Elnina in 1998. Production suffered on both accounts. This year the small rains completely failed. The consequence was that farmers could not produce belg crops and the livestock areas suffered for lack of forage and watering.

### **Vegetation**

The diverse climate and topography of SNNPRS has provided a range of natural environment supporting a wide variety of fauna and flora. Relatively, the region has a wide area of forest cover. There are 7 registered and protected forest areas. In general, shrubs, bushes and dense forests cover about 18% of the total area of the region. These patches of forests include broad leaf forest, mixed forest, riverine forest and plantation forests in different parts of the region mainly in Bench-Maji, Kaffa-Shaka, North Omo, Sidama, part of South Omo and Yem and Amaro special woredas. The highest coverage of forestland is found in Kaffa-Shaka (46%) and in North Omo (15%) zones. The vegetation covers that are associated with high forest areas (woodland, bush land, shrub land and grassland) constitute 53.8% of the total surface area of the region (ibid. p. 22).

There are three National Parks with a total area of 7068 sq. km. This coupled with two wildlife reserves (7900 sq. km.) and six controlled hunting areas (14400-15,000 sq. km.) makes the region very attractive for tourism. At the moment very few tourists visit the parks because of a number of constraints in including infrastructure, popularization, and fear of diseases.

### **Rivers and Lakes**

The SNNPRS is very well known for its vast water resources, which have vital importance for irrigation development, hydropower, fishery and other essential needs. Among the known rift valley lakes are Lakes Awassa, Abaya, Chamo, Chew Bahir (Lake Stefani) and Lake Turkana (Rudolf). There are 19 major rivers in the region (see Annex 7. for the Major rivers in SNNPRS). River Omo (Ghibe) which flows across the region is ranked first by volume and length in the region and the seventh largest in the country. Its catchment area is estimated about 78,000 sq. km. The catchment areas of almost all rivers in the region are fertile and have high potential for irrigation according to the Bureau of Planning and Economic Development (BoPED).

## **3. Population pressure on the land**

The deforestation rate is increasing mainly due to the rapidly growing population, which creates demand for food and fiber production, fuel wood and construction material. Consequently, soil erosion rates are intensified resulting in reduced level of fertility. As land holdings are shrinking resulting from overpopulation particularly in the highlands, (areas above 1500 masl), fragile lands and steep slopes are put under intensive cultivation. Poor natural resource management without conservation practices has made soils less fertile and decreased productivity. With continued population growth exerting pressure on natural resources, the environmental degradation will be exacerbated further

(UNDP, 1994, p.7).

The livestock population includes: Cattle, 7.5 million; sheep, 2.2 million; goats, 1.9 million; poultry, 4.4 million; and equine, 1.3 million. Overall, the main constraints of livestock production and productivity can be summed up as feed shortage, land degradation, livestock disease, backward breeding practice, and lack of marketing. Unwise utilization of feed resources due to high number of unproductive stock (overgrazing) is adding to further deterioration.

#### **4. Development Problems and Priorities**

The development problems in the SNNPRS are not different from what have been described in the context of the national situation. They are well recognized by government and NGOs alike. They include inappropriate land tenure policies; inadequate institutional capacities; inadequate technological packages; marketing and distribution problems; and soil erosion as a consequence of deforestation and cultivation of fragile lands and steep slopes.

The performance of the agricultural sector in the region has been very disappointing for many years. The main factors, as else where in the country, are recurrence of droughts, unsustainable agricultural practices, inadequate supply of inputs and poor socio-economic infrastructure. Population pressure has resulted in fragmented farmland holdings. Considering all these factors, the regional government has identified 33 drought prone woredas to be covered by food security program. The total affected population in these woredas, according to official reports, is 907,028 of which 834,071 are found in rural areas. The Regional Government has submitted the proposed food security program to the Government, the World Bank, EU and other donors. Similarly, they expect NGOs to give priority to these woredas for any development initiatives. North Omo contains the largest number of affected woredas as can be seen from the list given below.

##### **List of drought prone woredas identified for Food Security Program**

Kembata Alaba Tembaro (K.A.T) Zone: Omo Sheleko, Alaba, and Kachabira.

- (i) Hadiya zone: Bada Wacho, Limu, Soro
- (ii) North Omo Zone: Humbo, Kinda Koysha, Kemba, Dita Daramalo, Zola Ubamale, Baloso, Sore, Boroda Abaya, Damot Woyde, Damot Gale, Gofa Zuria, Soddo Zuria, Arba Minch Zuna, Bonke, Kucha, Offa
- (iii) Gurage zone: Lanfro, Dalocha
- (vi) Special woredas: Konso, Derashe, Burji, Amaro
- (v) South Omo: Jamer Bena, Kuraz, Salamago, Bako Gazer

The consultant has visited all the above zones except South Omo. Among the special woredas, he has been in Konso. After observing the situation and talking to the local people, he was convinced that the above woredas were indeed problem areas that required special attention. Details of his observation and findings are presented in

Chapter IV. In short, the population groups that are drastically affected by the problem are resource poor farmers. Within the household, women and youths are the most vulnerable groups. Over 50% of the rural population are in the age group 15-24 years. This group is either under employed or unemployed because of limited opportunities for land allocation (mass of landless poor) and/or employment in off-farm activities.

The activities envisaged in the Program include the following:

- (i) Integrated agricultural development:
  - crop production
  - maintenance of irrigation schemes
  - small scale credit schemes for rural women
  - selection of fuel saving technologies
- (ii) Watershed Management
- (iii) Small scale irrigation schemes
- (vi) Water supply schemes
- (v) Labor based roads
- (vi) Micro-enterprise development
- (vii) Rural credit

## **5. Overview of ongoing development programs**

### **5.1 Development programs**

The broad objectives that all development activities are intended to address are:

1. Bring about socio-economic development, which is sustainable and participatory.
2. Make an effort to narrow the gap of development disparities within the region.
3. Formulate a regional policy, which could play a vital role in the economic development endeavors of the region.
4. Initiate rural development programs that involve the farmers themselves to enhance agricultural output for meeting both the demands for food and export diversification.
5. Improve the life of the people in all aspects of basic needs in SNNPRS (taken from Regional Conservation Strategy, Vol. III, p. 38).

Government, bilateral and multilateral programs as well as NGO activities are to be guided by the above objectives. Accordingly, there are reports of concerted efforts in agriculture, health, education, infrastructure and other sectors. According to the facts and figures issued by BoPED in 1998, there were modest achievements in expanding access to clean water (from 14% in 1992 to 26.5% in 1997), road network (road density 24.7 km/1000 sq. km in 1992 to 35.4 km/1000 sq. km in 1997), irrigation (only a total of 17,500 ha of land under irrigation), education (in 1996/97 there were 122 kindergardens with 13,623 children, 2100 primary schools with 1,191,029 students, 80 senior secondary schools with 75,640 students), health (11 hospitals, 83 health centers and 366 health

stations). 61 NGOs were registered with legal entity and operational agreement. Between they were implementing a total of 248 projects with a total budget of 446,668,308 birr as shown below.

As noted above in connection with the food security program, the regional government expects NGOs to direct their efforts towards the drought prone woredas. Over the years, the NGOs have been involved in the construction of health stations, health centers, schools, rural roads, potable water supply systems, agricultural development, conservation and management of natural resources, small dam construction, rural saving and credit, and so on. Such activities are consistent with objectives and expectations of the government.

**Table 1. Number of NGOs and their projects by Zone /Special Woredas**

No	Zone/Special Woreda	No. NGOs	No. Projects
1	Benche Maji	2	6
2	Kaffa-Shaka	3	3
3	South Omo	6	21
4	North Omo	17	64
5	Gurage	17	40
6	Hadiya	5	32
7	KAT	7	15
8	Gedeo	4	10
9	Sidama	14	39
10	Konso	2	7
11	Amaro	2	2
12	Derashe	2	2
13	Burji	1	2
14	Yem	1	1
	Total	83	248

Source: SNNPRS BoPED, 1999.

Nevertheless, NGO operations have not been without problems. Internal and external problems have been reported. To illustrate, in a recent report issued by the Gurage Zonal Planning and Economic Development Department, the NGOs are said to suffer from the following shortcomings:



1. Shortage of qualified staff
2. They are not fully committed to their mission and purpose;
3. Many NGOs are keen only to short term projects and inclined more to the provision of free food handout and/or promotion of food for work program;
4. Inefficient in the management of development projects

(Gurage Zone Planning and Economic Development Department, 1998. Socio-Economic Baseline Survey. Wolkite, p.238).

With respect to NGOs relation with government agencies, NGOs were complaining in the past about the registration requirements and procedures. But now, it appears that they are coming to terms with the regulations set by the government. Moreover, NGOs have themselves adopted a code of conduct that they have jointly developed.

## **5.2. Training and Research Institutions in SNNPRS**

Training and research institutions are important allies to NGOs. In order to be effective, NGOs are advised to seek the cooperation and support of such institutions. And there have been encouraging trends along this line. There are good institutions in the SNNPRS whose services could be available especially in agriculture, education and natural resource management. The profiles of the key training and research institutions that can be valuable in the context of the interests of the DCG are presented below.

### **a). Training Institutions**

#### **(i) Awassa College of Agriculture**

Awassa College of Agriculture (ACA) is located 275 km south of Addis Ababa in the center of Awassa, the capital of the SNNPRS. It was established in 1976 under the Addis Ababa University. Currently the College is governed by a Board under the Ministry of Education. ACA is envisaged to be the nucleus of the planned Southern University of Ethiopia. The activities of the College include teaching/training, research, and extension/dissemination of research results and community services. The training and research activities emphasize food production, rural development, environmental protection and family welfare at the household level. Academic programs are offered at both degree and diploma levels in the Departments of Agricultural Engineering (AgEM), Animal Production and Range Management (APRM), General Agriculture, Home Science and Technology (HST) and Plant Production & Dryland Farming (PPDF). The continuing Education Program offers programs to working persons in the various departments in the evenings and during the Kiremt (summer) sessions.

Norwegian assistance to ACA has been delivered through NUFU, the SSE Program and bilateral support. The cooperation between ACA and NLH/Noragric has been very productive both in terms of capacity building as well as the progress in collaborative research. The College is very keen to work closely with NGOs.

#### **(ii) Wondo Guenet College of Forestry**

Wondo Guenet College of Forestry (WGCF), formerly called Forestry Resources Institute is located in the Southern region about 265 km South of Addis Ababa, very close to Awassa College of Agriculture. It was founded in 1978. Originally, the College was offering only a diploma program to train forest technicians. During this time (1986-1990), the College has also served as a host institute for a B.Sc. program carried out by the Swedish University of Agricultural Sciences (SUAS/SLU) in co-operation with the Ministry of Agriculture (Ethiopia). Since 1996 the B.Sc. program in forestry has been firmly established at WGCF. There is also a joint M.Sc program in forestry run with SLU since 1994. Three areas of specialization are available at the M.Sc level. These are Production Forestry, Farm Forestry, and Environmental Forestry.

A Board under the Ministry of Education governs the College. It is slated to be a constituent part of the Southern University of Ethiopia, which is under formation. NGOs can benefit not only from the above training programs but can also negotiate with the College for the provision of need based short term training offered by the Continuing Education Program (CEP).

### **(iii) Arba Minch Water Technology Institute**

The Arba Minch Water Technology Institute (AWTI) was established in 1986 with the general objective of promoting the advancement of water resource development and environment protection. The Institute is located in North Omo Zone 5 km north of Arbaminch.

The main objective of the Institute is to create skilled and qualified manpower vital for the effective utilization and exploitation of water resources for various aspects of development. Apart from the regular academic programs (offered at both degree and diploma levels), AWTI offers short term training programs (Certificate level) to upgrade the skills of trainees that come from governmental and non-governmental organizations. The duration of such training ranges from 24 days to three months. Technical assistance is received from UNDP, GTZ, SNV (Netherlands Development Organization), the British Council, and the Addis Ababa University.

## **b) Agricultural Research**

Awassa Research Center (ARC) of the Ethiopian Agricultural Research Organization (EARO) and the Awassa College of Agriculture (ACA) have been conducting research for many years on cereals, root crops and enset. They obtain funds from government sources as well as international grant. Recently the Ministry of Foreign Affairs of Norway managed a research grant through ICRAF under the East African Highlands Initiative of which the Center, ACA and Noragric are partners. The project is on combating soil depletion. ARC has a station in Areka some 60 km from Awassa.

ACA has research stations on the main campus and Zeway. There are also field sites for dryland research in Yavello, Mega, Tuka, Hadi-alle, Areka, Nazareth, Alage, Humbo, and Alaba. Some of the research outcomes of interest to the work of the DCG in SNNPRS and reported in various ACA research documents include:

- Development of short duration and better yielding maize varieties.
- Simple enset processing tool that local carpenters can make.
- Development of control methods for maize stalk borer.
- Multipurpose agro-forestry tree species for different agroecological zones of Ethiopia.
- Optimization of traditional dairy products processing techniques for small-scale production.
- Improvement and distribution of crossbred dairy goats to farmers.



## **B. Amhara National Regional State**

### **1. Location and Administrative Divisions**

#### **Geographical location**

The Amhara National Regional State (ANRS) encompasses a wide part of Ethiopia's Northern, North Western as well as the central highlands of Ethiopia, which were formerly called the provinces of Wollo, Gojam, Gonder and Shoa respectively. The region has an area of 170,150 sq. km and is the second largest state in the country, after Oromiya State. The region is inhabited by the dominant Amharas together with three other minority groups, namely, Oromos, Agew-Himra, and Argoba. The total population is 14.9 million. Most parts of the region have been subjected to recurrent drought and protracted civil wars for a long time although there are some surplus producing areas as well.

#### **Administrative Divisions**

ANRS is divided into 11 administrative zones, including the capital Bahir Dar, which was elevated into a zonal status recently. The other 10 zones are East Gojam, Agaw Awi, West Gojam, North Gondar, Wage Himra, North Wollo, South Wollo, Oromiya and North Shoa. The number of woredas is 104 as can be seen from figure 3. The regional government structures include 12 regional bureaus, 6 commissions, and two offices, 15 departments in administrative zones.

### **2. Topography, Climate and Ecological features**

The Amhara region is a land of diverse topography, consisting of lowlands, river valleys and gorges ranging in height from 500 to 4620 masl at Ras Dejen, the highest peak in Ethiopia. The Western and areas bordering with the Afar region are lowlands ranging between 500 and 1000 masl. The lowlands have flat gently undulating features. The central part of the region comprises of extensive volcanic plateau lying between 1,500-3500 masl which are for the most part flat or rolling with an average slope of 5-15%. In areas around Lake Tana, the land is so flat that the average slope is between 0 and 5 percent. The North Eastern and southeastern parts of the Region are mountainous having very rugged and severely broken steep slopes of between 15-20 percent. The steepness of the land leaves raindrops with very little time to percolate into the ground. Thus the extent of soil erosion by running water especially during kiremt (summer) rains is very high. This is easily seen in Wag Himra, North Wollo, South Wollo, North and South Gondar and North Shoa (WARDIS, 1996, pp.94-95).

The region is topographically divided into two main parts, namely, the highlands and the lowlands. The highlands are above 1,500 masl and comprise the largest part (over 60%) of the Northern and Eastern part of the region. Chains of mountains and plateaus characterize them. The lowland part covers mainly the Western and Eastern parts of the region. They are generally considered high potential areas except that they are not developed because of diseases, hot temperatures and the like. There is a plan now to use

the Western lowlands as buffer zone for checking the extension of desertification from Sudan.

### **Climatic Factors**

As in SNNPRS, three major agro-climatic zones are found in ANRS. These are Dega (25%), Woina Dega (44%) and Kolla (31%). The annual mean temperature for most parts of the region is between 15-21 degrees centigrade. Relatively high temperatures are observed at some valleys and marginal areas exhibiting arid climates. There are two distinct seasons, a short rainy season lasting three to four months and a long dry season of duration eight to nine months. The highest percentage of the total rainfall in the country is received here. It occurs in the Kiremt (summer) season starting mid June and ending in early September. But there are frequent rainfall failures and when the rainfall do come, it is not evenly distributed. Heavy rains with hailstorms which cause serious problem to agricultural production are also common. The number of rainy days is low over the Northern half of the Region and the first rain in most cases occur after mid June. The magnitude of soil erosion by rainfall is to a larger degree attributed to the irregularity and intensity than to the amount of rainfall.

The annual mean temperature for most parts of the region is between 15 degrees centigrade and 21 degrees centigrade. The southern and central parts of the region receive about 1000 mm of annual rainfall. The amount of rainfall reaches its lowest in North Western and North Eastern parts of the region along the boundary with Sudan, Tigray and Afar regions where it amounts to less than 700 mm.

In summary, the following points reflect the agroecological features of the region:

- over 60% of the region is located at elevation from 1500-3500 masl and a further 35% at elevations of 500-1,500 masl.
- A great part of the region is left without any significant cover of vegetation and is exposed to heavy erosion by running water.
- Owing to deforestation and lack of humus, the soil has lost the ability to absorb and retain moisture. Thus, crops suffer from lack of moisture even if there is enough and well distributed rainfall.
- Excessive destruction of the vegetation resulted in increased rate of evaporation, which consequently resulted in the reduction of water both for humans and animals.
- Large-scale deforestation has resulted in reduced wildlife population and species.
- Deforestation is followed by ecological disturbance and worsening of local climate paving the way for further desertification of the (WARDIS, 1996, p. 97).

### **3. Population Pressure on Land**

The plateaus are intensively cultivated and in the absence of any more forest areas to be cleared for cultivation, the same plots of lands are cultivated over and over again until they become less productive. Though the farmers very well know that the farmlands are overexhausted and need a period of “rest” or fallow, they cannot do it. They have

nowhere to go. And hence, no land is left for fallowing (WARDIS, p.98).

On top of the above constraint, the region is highly populated by livestock. There are 8.94 million cattle, 3.7 million goats, 3.83 million sheep, and 1.4 million equine and 9.07 poultry. This number accounts for 33.29% of the Ethiopian livestock resource. Natural herbage from grazing land is the main source of animal feed followed by crop residue. The use of hay and other additional feed sources are very limited in the region. Crop residue is available for only two to three months a year. Some studies indicate that there is a 42% feed deficit in any one year. Related to this is the incidence of animal diseases. Hence, because of shortage of arable land, farmers have no choice but to use grazing land for cultivation. This limits the availability of forage for the large livestock population.

#### **4. Development Problems and Priorities**

The Amhara National Regional State is generally divided into high potential and low potential areas for purposes of regional development strategy. This classification was made in the 1980s, which may not be true at the present time. But it is still used as valid by government institutions. A high potential area is defined as an area of optimum and good rainfall distribution. Fertility of the soil is good and land conditions are favorable for crop production. Such areas are supposed to be high in consumption of agricultural inputs like fertilizer, seed, pesticides and herbicides. They also have high demand for credit services.

On the other hand, low potential areas are those, which have, low rainfall with uneven distribution. Land degradation and low fertility of the soils prevail severely. Actual and potential productivity on crops and livestock is low. Out of the 101 woredas of the region 48 are classified under this category where an estimated population of 2.5 million have become highly vulnerable. The food insecure are always the poor farmers who lack the ability to acquire food either by producing themselves or have income to purchase it from the market. According to official documents, the poor households do not meet up to 35% of their food needs. They have different coping mechanisms such as the following:

- Diversifying cropping practices and animal rearing;
- Migratory labor;
- Off-farm activities;
- Accumulation of assets;
- Exchange of labor for food;
- Use of wild foods.

The key development constraints are generally known and well documented. They are outlined in the Integrated Food Security Program (IFSP) document as follows (IFSP, 1999, pp. 7-14).

##### **(a) Resource and environmental constraints**

### **(i) Land and soil degradation constraints**

Constraints relating to small sizes, increased population growth, environmental degradation, unfavorable land tenure system, overgrazing, deforestation and inappropriate land use system, massive soil erosion.

Due to the small size and land fragmentation, agricultural production and productivity have remained low. Population pressure coupled with unfavorable land tenure system has been responsible for over-plowing and overgrazing of farmlands. Environmental degradation has resulted from mismanagement of land resources, overgrazing, deforestation and inappropriate land use systems. This is fully reflected in the massive soil erosion that has taken place with the consequence of serious destruction of the fertile topsoils in many parts of the region.

Inappropriate and destructive farming practices have to some extent been responsible for the recurrence of droughts. Deforestation has exposed the topsoils to destructive erosion by wind and water. Absence of vegetative cover aggravated by overgrazing and over-plowing can only result in barren lands requiring considerable amount of time, effort and money to bring to bring them back to their original state.

Land shortage is one of the major problems facing the drought prone woredas. The average land holding in the region is 1.7 ha. On the basis of per capita land requirement, 94.4% of the households have insufficient land holding

### **(ii) Recurrent drought**

Recurrence and coverage of drought is increasing over time and is hindering agricultural production. Since 1950, there has been no single year in the Eastern part of Gojam when there was no drought. This coupled with the inability of the farmers to develop farming practices that suit the changing climatic situations has intensified rural poverty.

### **(iii) Inadequate research**

Agricultural research undertakings and especially the efforts made in arid zone agricultural research are limited. It was scarcely possible to develop drought resistant varieties of crops. Appropriate agronomic practices and technologies are lacking.

### **(iv) Agricultural Extension**

Existing extension packages were not designed for drought prone woredas. Farmers mention their interest to use fertilizers, improved seeds and other improved inputs but they also complain that:

- The price of inputs is too high
- The supply system is not reliable
- The inputs are taken by flood in drought prone zones
- Lack of credit service
- Improved varieties are very susceptible to drought and hence they yield less than local varieties



Further, it is evident that the extension workers are not qualified to address the above issues and teach farmers to follow some innovative practices. They are said to have no better information than the farmers themselves do.

**(v) Inability to use water resources for agricultural purpose**

The region has vast surface water irrigation potential. Around 10% of the present arable land can be put into irrigation if there were appropriate intervention to use these potentials. Total agricultural land under irrigation today is around 43,000 ha. Out of this, 90% is developed by self-help practice of farmers. This effort could have brought many hectares under irrigation, if it could get appropriate support and attention. In some parts of the region, farmers traditionally divert floods for irrigation purposes.

**(vi) Natural resource degradation**

The level of and decline in agricultural production are highly influenced by soil conservation, which is further exacerbated by land-use practices in soil mining and destruction of the soil structure. The burning of dung for fuel causes huge reduction in soil fertility and thus grain production. Large-scale soil and water conservation efforts have been going on for many years. But due to low quality of physical structures, absence of well-organized land-use guidelines, land protection guidelines and lack of maintenance to the conservation undertakings, impacts are very minimal.

Generalized land-use policy is absolutely required to solve problems of deforestation and soil erosion. The Ethiopia Constitution entitles rural people to use right but without clear specification:

- Whether the right is subject to periodic re-division as the need arises or not;
- What kind of rental or leasing arrangements are required;
- How individual use rights are to be recognized and secured by certificates of possession or long term lease or some other arrangement;
- What kind of transfers of use rights is possible from one household to the other and from generation to generation;
- How farmers can be accountable for the soil and water conservation, what will be the right of the community in managing nature given the full use rights of farmers.

The regional government is studying ways of how farmers can collaborate with investor. This study may answer some of the questions but still a detailed study and definition of these issues is crucial for successful soil and water practices.

**(vii) Pest attack**

Some 475, 000 ha of land are annually devastated by pests. Besides pests, parasitic weeds such as striga and bird pests cause much crop loss. Striga is indeed becoming a serious problem in drought prone zones.

**(viii) Problems related with the livestock economy**

Due to feed problems, the productivity of existing livestock is quite low. Besides genetic problems, disease outbreak undermines the contribution of livestock to food security.

**(ix) Population pressures and access to basic social services**

**(x) Rural marketing and credit problems**

**(xi) Cultural problems**

Culture is one of the constraints to food security. Feeding habits, not working for too many holidays and the neglect of women's role can be regarded as main constraints to food security (p. 14).

## **5. Overview of on going development programs**

### **5.1. Development objectives and priorities**

The ANRS/Sida rural development project document refers to the following Economic and political objectives of the region. It is interesting to note that they reflect not only the priorities but also the enabling environments and working principles.

#### **a) Economic objectives**

1. Develop the economic and social sectors of the region in order to produce sufficient food and general employment opportunities for the fast growing population.
2. Devise a suitable economic program to withstand the recurrent drought.
3. To create a favorable condition for each citizen of the region to material?
4. Bring a balanced development capability between woredas and nationalities.

#### **b) Political objectives**

1. To secure peace
  - 1.1. Establish strong and long lasting peaceful atmosphere in ANRS and neighboring regional states to live in unity and equality.
  - 1.2. Establish peace and stability in the ANRS and to secure this objective build on a strong institutional base especially police and security force.
  - 1.3. Organize the population of the region to play the leading role in the attainment of peace and stability of the region.
2. To secure democracy
  - 2.1. Establish a broad based democratic forum of the Amhara people/nation and nationalities to fully exercise their democratic rights directly in the political, social and economic development of the region.
  - 2.2. Enable all nations and nationalities living in ANRS exercise their right of self determination and strengthen their unity and co-existence.
  - 2.3. Organize and motivate the Amhara people to actively participate and contribute in the country's development endeavor.
  - 2.4. Build effective democratic institutions.

In order to achieve the above economic and political objectives, the regional government has reportedly adopted the following strategies. One has to bear in mind that accomplishments are generally far less than planned commitments. But still they can

reflect level of orientation to sustainable development. Thus, the strategies are:

1. Follow conservation based agricultural development led industrialization.
2. Increase production in areas with sufficient rainfall by expanding the distribution of inputs: credit and extension service.
3. In drought prone areas production and income will be increased through
  - a) Smallscale irrigation
  - b) Improved supply of fertilizer, drought resistant seeds, credit and extension side by side.
  - c) Enhanced natural conservation and reforestation, and,
  - d) Creation of income generating activities.
4. Improve rural infrastructure such as road, water supply and rural marketing to enhance agricultural productivity and rural investment.
5. Create favorable condition for small-scale industry, commerce and marketing to effectively use farmers increased production.
6. Launch short and medium term human resource development programs to overcome the shortage of skilled manpower.
7. Encourage the broad participation of the people in all development undertakings from its inception to its attainment.
8. Create favorable condition for private investors.

Obviously, agriculture remains to be on top of the development agenda. Following the guidelines of PADETE (the national extension system discussed under the national context), there are efforts to intensify agricultural extension. Since 1997, the extension staff has been increased from 507 to 2928 showing a big jump in quantity but not in quality. For the drought prone and vulnerable woredas mentioned earlier, there is the proposed Integrated Food Security Program (IFSP) which major donors are expected to support. The overall objective of the IFSP is to ensure food security within five to seven years for a population of 2.5 million found in 48 drought prone and chronically food insecure woredas. These are located in eight zones, namely, Wag Himira (3); North Wollo (8), South Wollo (15), Oromiya (3), North Showa (4), North Gondar (6), South Gonader (5), and East Gojam (3). Nearly 50% of the affected woredas are in North and South Wollo zones. The criteria used in identifying these woredas include food balance sheets, population carrying capacity, and dependence on relief and future scenarios that present a danger if actions are not taken now.

As indicated above, the ANRS places a great deal of emphasis on agricultural development, decentralization of decision making, popular participation and the continued expansion of the private sector. These priorities are reflected in program design where the main institutional focus is to strengthen local government decisions-making capacity and responsiveness to the expressed needs of the population. Attention is also paid to empowering the population to more adequately plan for their own development and express their development needs to local government institutions (Sida, 1998, p.2). But performance remains far below expectation. The government institutions are organized to the woreda level. Unfortunately they are not well endowed with adequate manpower, equipment, facilities and budget especially at the lower levels.

There are a number of programs supported by multilateral and bilateral donors. These include UNDP, UNCDF, UNICEF, FAO, Austrian Development Cooperation, FINIDA, German Technical Cooperation, Netherlands Development Cooperation, and Sida, among others which might have been left out.

Sida is implementing a 300 million Birr worth rural development program in South Wollo and East Gojam. According to the project document, Sida's program is designed to ensure flexibility of activities to be implemented at woreda level. GTZ integrated food security program is also designed at woreda level in South Goner. SNV is working in Gidan and Lalibela. Most of their activities are related to IFSP interventions (pp. 24-25). UNICEF - North Wollo, Wag Himra; WHO in North Shoa, West Gojam, North Gondar, East Gojam; UNCDF in North Gondar EU in North Shoa, North Gondar, South Gondar. A full review of these programs is beyond the scope of this study.

As this Consultant was involved and is quite familiar with the Sida project, a few words about the project can be tolerated as to indicate the nature and working principles. The overall objective of the project is to improve the living conditions of the rural population of the ANRS through a sustainable increase in agricultural productivity and natural resource use as well as through economic diversification. The overall approach is to strengthen the capacity of the Woreda Administration to respond to the needs of an empowered population. The primary target groups are farmers, rural women and private sector entrepreneurs. Secondary target groups include the Woreda Administration, the Extension and Research services, the Regional Bureaus (BoPED, BoA, BOTI), the RRA, the Women's Affairs Office and The Agricultural Cooperatives Affairs Office (ACAO) (Sida, 1998, p.3+).

There are many national and international NGOs operating in ANRS. These NGOs are better endowed with manpower and experience in project planning and international links. They are expected to devise effective and efficient methods of intervention. But the feeling among government authorities is that they have not shown these attributes in the region. They have also shortcomings when it comes to integration. They prefer to work individually without any inter-linkage. They do not consult even among themselves. Nevertheless, the two major local NGOs in the region, namely, Amhara Development Association (ADA) and Organization for Relief and Development in Amhara (ORDA) are considered trustworthy and viable by the authorities, although, their financial and technical capacities are limited. At present they rely heavily on the line departments at least for technical manpower. They are also politically inspired NGOs as TDA and REST are in Tigray.

## **5.2. Training and research institutions in ANRS**

The importance of training and research institutions for NGO operations has been reflected in section A under SNNPRS. There are opportunities in ANRS if NGOs look for cooperation in earnest. The experiences so far are not that convincing. NGOs should be able to take advantage of what is available to strengthen their respective capacities and information base. Following are the key institutions in the ANRS that could be of great

help.

### **(a) Training institutions**

In ANRS, there are several higher education institutions in education, health and technology but not in agriculture yet. The existing institutions can of course play a very valuable supporting role in rural development activities. The teacher training college and the Polytechnique College in Bahr Dar as well as the Medical College can contribute to human resources development in their respective fields of specialization and in some general ways as well.

In agriculture, there are three training centers which train assistant development agents (ADA) with a 12 + 9 months certificate qualifications. They are located in Woreta, Mertolemarium and Kombolcha. Their earlier educational programs were even less (12 + 6 months) because of urgency to acquire a large number of extension staff within a short time. Soon it was found that such trainees were underqualified to handle the task of extension at the grassroots level. For this reason, it was decided to upgrade the Woreta Agricultural Training Center to a regional agricultural college and providing training and material to facilitate the use of participatory methods by the regular extension and other agricultural field staff. This would be implemented under the provisions of the ANRS-Sida rural development project. Accordingly, the college will be developed to become the main regional agricultural development center for education and training, extension services and research activities, and become a demonstration center for the farmers. The physical standards as well as the human resources will be upgraded (Sida, 1988/199).

For higher level of education, there are several other national training institutions in the country (Alemaya, Awassa, Ambo, Jimma, Wondo Guenet, Mekelle, etc.) which offer varied training opportunities. In Alemaya, there is a degree program in agricultural extension, which accepts applicants with a 12 + 2 years diploma and several years of experience at an advanced level. Such candidates can earn a B.Sc. degree in two years time. Similar opportunities are available in other fields of agriculture, not only in Alemaya, but also in Awassa and Mekelle.

### **(b) Agricultural Research Institutions**

The overall goal for any agricultural research should be to increase productivity while maintaining the natural resource base in as much as possible. Even the national research system is far from achieving this objective. The ANRS is no exception. There are three regional agricultural research centers, one in Adet, some 45 km from Bahr Dar; another one in Sirinka, 10 km from Woldiya, the capital of North Wollo; and the third is in Sheno near Debre Berhan, the capital of North Shoa zone. As indicated above, these centers are not only weak in terms of technical manpower, laboratory and field facilities but also inadequate to address the regional food security problems. In view of this, the ANRS/Sida rural development project included a component for agricultural research. This component has not only provisions to strengthen existing research capacities and to establish new ones. The objectives are stated as follows:

- establish proper research institutions in the region;

- prepare regional research master plan;
- develop and implement on-farm research activities (with priority to variety testing on a massive scale and natural resource conservation);
- build in participatory approach in the planning and prioritization of research programs;
- develop and maintain research-extension-farmer linkage;
- build human and physical resource capacity;
- Build network and coordination.

The consultant did not get the time to look into the extent of the achievements. But from the information he got from documents and persons he interviewed, he knows that, for example, the regional research master plan has been prepared by a team of consultants and subjected to a review in a workshop held in Bahr Dar in early August. There are some ongoing on-farm research from the documents he reviewed and the discussion he had with informants. Such contributions should improve the research environment and the generation of innovations (Sida, 1998/99).

## **V. SUMMARY OF FINDINGS FROM THE FIELD TRIPS**

Chapter IV above has presented a review of the physical and socio-economic features of the regions under study. The review was essentially based on available documents and the literature in general. The objective of this chapter (V) is to reflect the personal impressions of persons interviewed at various levels. It presents supplementary information gathered through interviews, meetings and the personal observations of the consultant.

The points of inquiry during interviews and discussions revolved the questions outlined below. Generally the information, facts and figures secured were consistent with those reported in official documents and/or provided by the regional or national authorities. The consultant has not noticed significant disparity.

### **Checklist of questions/issues raised during interviews and meetings:**

1. Socio-economic conditions
  - 1.1. The natural resource base: level of degradation, management and utilization
  - 1.2. The population size, density, standard of living
  - 1.3. The production/farming system: productivity, food/livelihood security
  - 1.4. Major development problems
  - 1.5. Constraints and potentials to solve the development problems
2. Highly vulnerable Woredas in the Zone
3. Performance of development programs
  - 3.1. Ongoing programs (Government, bilateral, multilateral, NGO)
  - 3.2. Existing training and research organizations

4. Impressions on the performance of NGOs and community/traditional organizations in promoting development
5. How effective is Government policy in regulating and coordinating NGO activities?
6. Which NGOs have been successful in promoting self-help development projects?
7. What are the future development plans?
8. Documents, if available

## **A. Southern Nations, Nationalities and Peoples Regional State (SNNPRS)**

### **1. At Awassa**

The visit of the Consultant was arranged to coincide with the workshop organized by NCA on sustainable livelihood of Boran pastoralists. It was held in Awassa 2-6 May 1999. The Consultant was invited as a resource person. He chaired the first session and also participated in all of the other sessions of the workshop. Although Borana is outside SNNRPS, the issues dealt with were very relevant and there were several participants including Johan Helland; who were knowledgeable about the Southern Region.

After the workshop a formal meeting was held with Dr. Mesert Ledjibo of Ethiopian Evangelical Church Makane Yesus (EECMY) Joint Project Coordination Office (JPCO). He not only provided general information on the regional situation as well as the role and organizational setup of EECMY in the South and also arranged meetings with regional authorities. Details on EECMY and their development activities are discussed later in this report.

At the Bureau of Planning and Economic Development (BoPED), Ato Makonnen Batisso, Head of the Bureau, discussed the regional situation and what were going on of development activities, especially regarding the highly vulnerable parts of the region. He was very keen and supportive of the idea of greater involvement of the DCG members in the region. His comments regarding the contribution of EECMY and NCA were very positive. The Bureau has a small library where useful documents on SNNPRS are available. The socio-economic profile of SNNPRS and the document on the food security program were fully accessible and very useful to the Consultant. The library at Awassa College of Agriculture (ACA) was also a good source of information. Moreover, the staff who had done surveys and studies in the region willingly shared their experiences and reports. The Consultant was provided with office and access to computer and photocopying facilities. Discussion was also held with the Head of the Bureau of Agriculture, and the Director of Agricultural Research in Awassa.

Based on the information thus secured, the Consultant was able to prepare an itinerary that would allow him to cover the important zones within the available time.

### **2. Visits to selected Zones**

The Consultant visited four zones, including Kembata Alaba and Timbaro (K.A.T.), Hadiya and North Omo and the Gurage zone. These zones constitute the largest part of the region in terms of land area, population size and vulnerability. It was fortunate for the consultant to have the assistance of Ato Admassu Tsegaye, a staff of Awassa College of Agriculture during the trip to the zones with the exception of the Gurage which was done later with the assistance of Self Help Ethiopia. Ato Admassu was at his final stage of his Ph.D. studies registered at Wageningen University in the Netherlands. His dissertation research was on Enset which is an important crop in the South on which some 10 million people rely for their livelihood. The Consultant took great advantage of his intimate knowledge of the region as well as the people in various offices. Needless to say that the trip was beneficial to him as well. Annex 3 shows the list of the persons met.

### **2.1. Kambata, Hadiya and Timabaro (KAT) Zone**

KAT is situated in the North Eastern part of SNNPRS. It has five woredas, which cover a total area of 3084 sq. km. with a population of 854,357. Of this, nearly 95% are rural. The altitude ranges from 800 masl to 3058 at the peak on mount Ambericho. The annual minimum and maximum temperatures range from 15 to 42 degrees centigrade. The rainfall is bimodal occurring mid February - April (small rains) and June - October (main rainy season).

On our way to Durame, the capital of KAT, we stopped at the ADRA project site where the Durame Dairy, Draught Development Project (4-D Project) supported by ADRA and CRDA was operational. It might be interesting to note that the Consultant had previously reviewed the Project. Ato Dessalegn Desta, the DA was available and he briefed us on the progress of the Project. According to him, it was going very well, as planned. Distribution of crossbred cows to beneficiaries was made possible through purchases from private farmers and that the recipients were beginning to see the effects. A serious problem he mentioned was abortion. After this, he was kind enough to accompany us to the zonal offices. There, we met with Ato Ayano, Head of the Zonal Planning Office. We got an account of the zonal situation and the general level of poverty of the people. The main points he mentioned are outlined below:

- Food insecurity is the greatest problem of the people in general and worse in the lowland areas.
- The predominant production system in the Zone was integrated crop-livestock farming but productivity was declining year after year on account of population pressure, land fragmentation and continuous plowing. People are hard working and very keen to adopt new technologies that would improve productivity, if available and approached the right way.
- There are few development programs going on and supported by government and NGOs. The development programs are in education, agriculture, health, water and rural road construction among others. In his view, the coverage and allocation of funds is very limited relative to the needs.
- When asked about his views on NGO performance in the Zone, he said that some are strong and functional while others are weak. He singled out World Vision and EECMY as strong NGOs, dedicated to the cause of the poor. A local NGO known as



Gogota (Kare) is fast growing in influence and operational capability in association with concerned line departments and donors. He was very critical about ADRA because, according to him, they did not bother to work with local government institutions. He emphatically said that we do not know them. Ato Dessalegn of ADRA attempted to defend his organization, but was not convincing.

- When asked about the most vulnerable woredas that deserved priority, he mentioned three woredas, namely: Alaba, Omo Sheleko and Angecha, but named Alaba if one woreda was to be selected for intervention. The climate in Alaba woreda is hot semi-arid to cool moist with an average rainfall of 800 mm. The woreda experiences a dry spell of upto six months. The mean annual temperature is between 23-42 degrees centigrade. The altitude varies between 1700 and 2000 masl. It thus falls within the Woina Dega (80%) and Kolla (20%). The woreda suffers from chronic food shortages on account of drought.

After the planning office, we made a short visit to Gogota, the local NGO mentioned above which is actually the Zonal Development Association. We met three of the staff and got briefing on the aims, organization and working principles of the Association. From them, we understood, and confirmed later, that other such development associations in the region had failed to take off. According to them Gogota was better organized and operated in all five woredas with 19 full time workers. There was one coordinator in each woreda. Their areas of intervention included water development, health, education, road construction, cultural promotion, training/capacity building and relief & rehabilitation. They said that project planning initiatives generally come from the communities and that participation is their important tool. They expressed keen interest to work with any of the DCG members as they are doing with other NGOs especially World Vision. They said that they had no contact with ADRA. At the time of the visit, they were implementing projects worth some 6.3 million Birr of which 3.7 million was contribution from NGOs. They depend on line departments for technical staff depending upon the nature of the work.

## **2.2. Hadiya Zone**

Hosana, the capital of Hadiya is 50 km away from Durame if the short route is taken which may, however be difficult during the rainy season. Otherwise, the distance is over 120 km, if the round about all weather road is taken. The geographical features and the farming systems we observed while driving through the hinterland were similar to these in K.A.T. but looked more productive but not less crowded. Evidences of soil erosion and land degradation were everywhere. We arrived in Hosana around 16:00 in time to visit the planning and EECMY offices before the day was over.

At the Zonal Planning Office, we met with the Head, Ato Girma Yohannes. Ato Girma told us almost the same story we heard in Durame: about the poverty of the people, and that people were always threatened by food insecurity for the same well known reasons. He underscored the fact that the situation in the lowland areas was worse. In response to the question on the most affected woredas, he mentioned Limu, Badebacho and Soro

woredas in the order given. According to him government development activities are geared towards education, water development, health, road construction and food security but were not strong enough because of limited capacity and resources. NGOs operating in the Zone included World Vision, EECMY, Kale Hiwot and the Catholic Church. In his opinion, World Vision and EECMY were the stronger NGOs. The Hadiya Development Association was there but highly disorganized and very weak.

Next, we went to the office of EECMY South Central Synod. Ato Makonnen Ejamo, the Development Director was there to brief us on the general situation of their target areas which included Hadiya, K.A.T. and Gurage Zones. Again we heard the same story concerning rural poverty in these zones. In terms of their work, their development activities included rural development, education and child care as well as health programs. Their relations with local government institutions and community organizations were good. They had some 200 staff members with varying levels of qualification but it was clear that they count on experiences more than academic qualifications. Their main supporters were FINIDA/Lutheran Mission and Lutheran World Federation from Geneva. In the rural development field, their activities included water development, soil and water conservation, animal husbandry and promotion of appropriate technology. When asked about the most vulnerable woredas that they would give high priority, Ato Makonnen mentioned Limu in Hadiya and Alaba in KAT. He emphasized that the need in these two zones is immense. People are hard working. No beggars. But land is the main problem because of population pressure. They have family planning programs covering nearly 50% of Hadiya and KAT but the effect would show only over the long term.

### **2.3. North Omo Zone**

As mentioned previously this zone was by far the largest zone in SNNPRS having 22 woredas of which 12 are in the lowlands. 2,825 million or over 25% of the region's population reside in this zone. The Bureau of Planning and Economic Development put the population figure affected by food shortages in this zone as 22.7% during the period 1993 - 1996. After three years of relatively good weather situation, drought and pest infestation hit the zone, in 1999 thus subjecting the people to food shortages. Distribution of relief food had began in some of the woredas at the time our visit.

Because of the size of the zone and the magnitude of the problem, the Consultant and his colleague visited six woredas where they interviewed planning officers, agricultural officers and council members as well as staff of NGOs operating in the zone. The woredas visited included, Kindo Koysha, Gofa Zuria, Kucha, Offa, Humbo, Boroda Abaya and Arba Minch Zuria. Although there were slight variation from one woreda to the other, there were general feeling of desperation and disappointments over the failure of the short rains and its consequences. From the interviews and other indications, the general picture we got about the region and the woredas visited are summarized below.

- a) There is extreme shortage of land.
- b) These woredas suffer from environmental stress very frequently.
- c) They rarely experience normal rainfall distribution, be it the small rains or the main

rains. The small rains totally failed this year as in the case of most parts of the region and the country as a whole.

- d) Armyworm infestation was very serious this year.
- e) When the situation permits, farmers quickly respond and use the opportunities to produce food crops (example 1996 – 1999). Maize, root crops and coffee are important in all of the woredas.
- f) Although the ecological conditions are far better than the Northern parts of the country, there were ample sign of land degradation through deforestation and soil erosion.
- g) Floods occur more frequently in these woredas.
- h) Trypanosomiasis is a serious problem for livestock production.
- i) Malaria is a serious public health problem in all the woredas visited.
- j) These woredas have been recipients of relief food for many years, especially during and after the 1984/85 drought and famine in Ethiopia.
- k) Shortage of oxen is a common problem
- l) Development initiatives are limited.

In Arba Minch, we had the opportunity to meet with the Zonal President and got a broader perspective about the region. He was very pleased to see us and gave us a broad outline of the intentions of the government, which were frustrated by natural hazards. He said that relief assistance was generally not a preferred option but when disaster hits, one left with no other option, as in the case of 1999. When he was told that the DCG was not very keen in getting involved in relief work, it was understandable to him. He said development initiatives are welcome in spite of the current difficulties. When we asked him about priority woredas for possible intervention, he mentioned the following: Kindo Koysha, Kucha, Boreda, Humbo, Damot Woide, and Gofa Zuria. His views regarding NGOs operating in the zone were mixed. He said that, formerly, it was not that easy to work with NGOs, but lately the situation is improving because NGOs were hiding to government regulation and the code of conduct they had set for themselves. According to him the better performers in the Zone were World Vision, EECMY, SNB and Agri Service Ethiopia. Some NGOs have been rejected but their names were not revealed. It was very clear that he was in favor of the Zonal Development Association although it had suffered under some scandal over the last two years. He pointed out that it was taking off the ground under new leadership and organizational set up. After this meeting, the Consultant held discussion with the chairman of the Association and learned about their status and plans.

The next visit was to EECMY South West Synod. We were fortunate to meet with almost the entire leadership, which included Ato Nyamme Gabino, President; Ato Koste Mamo V/President; Ato Solomon Haile Ex. Secretary; Ato Gezmu Geze, Treasurer and Mr. Paul Bjarne Nerheim, from Norwegian Lutheran Mission. They were all present after a regular staff meeting they had before our arrival.

The South West Synod is functional in North Omo, South Omo as well as in Konso and Derashe special woredas. Their source of funding included Norwegian Lutheran Mission and Norwegian Church Aid. We discussed about their working principles and working

areas. As common with other NGOs these days, they told us that they follow the participatory approaches. The priority working areas included, capacity building, credit schemes, environmental rehabilitation, improving traditional water wells, water harvesting, promotion of appropriate technology and relief activities when the need arises. Their relationship with the government organizations was improving. When asked about highly vulnerable woredas in North Omo, they mentioned Arba Minch Woreda, Gofa Zuria, Boroda, Kucha and Konso special woreda. They expressed their readiness to work as partners in these woredas if and when they are invited.

#### **2.4. Konso Special Woreda**

Konso is very well known, nationally and internationally, for the traditional conservation measures and agro-forestry that the people have been practicing for ages. Unfortunately, because of population pressure, the limited land area they occupy and low productivity, their ingenious methods are not proving adequate to combat hunger and poverty. The topography is so rugged that it is not suitable for a productive agriculture. In spite of this, they continue farming with ever declining land size, scarcity of rainfall and highly depleted soils. 70% of the land is in Kolla agroclimatic zone while 30% is in the Woina Dega Zone on the mid altitudes. 60% of the population live in the woina dega. Drought is anticipated every year. While we were there, there were reports of famine related deaths. Animals on the road were weak and looked emasculated. This had been a common scene throughout our trip, especially in North Omo zone.

Konso was accorded a special status because of the ethnic and cultural identity. The population was estimated at 186,000 occupying an area of 2356 sq. km. The Acting Chairman of the Council whom we met first, gave us a gloomy picture of the life of the Konso people and the worsening situation unfolding because of the failure of the belg rains. Then, following his advice, we went to the Agricultural Office where we had a meeting with four of the staff, all with a B.Sc. degree from Alemaya except one who was a 12 +2 years diploma holder.

Apart from the topographic feature described above, we were informed that 80% of the crop production are grown during the belg season (short rains). The crops grown included sorghum, millet, maize, teff, and beans among others. The people keep livestock but suffer from forage and water scarcity. FARM Africa, in partnership with the Woreda Development Association, had implemented a successful dairy goat project, which phased out last year but the beneficiaries were continuing. There were no other NGOs involved in development activities in the woreda except the Association, which was rather weak on its own. EECMY was involved only in relief activities. We were reminded that the people have a strong traditional social organization known as Kanta akin to the Geda system of the Oromo people next door in Borena. It provides inspiration and guidance in the resolution of conflicts and complex problems as well as promotion of cooperative work among other spiritual matters. The staff reaffirmed that any development initiative that got the blessing and support of the organization would very likely work.

## 2.5. Gurage Zone

The Gurage zone is found on the North East tip of the region bounded by Oromiya in almost all direction except in the South where Hadiya and K.A.T. share the boundary. The total population of the zone projected in 1998 was 1.72 million. There are 11 woredas with a total land area of 7645 sq. km ranging in altitude from 1000 to over 3600 masl at the peak of mount Gurage with a variety of ecosystems and distinct physical, biological and soil characteristics. The population density on the cultivated area is reportedly 441 persons/per sq. km or 225 persons /sq. km over the total area. Major crops grown are enset, maize, sorghum, teff, wheat, barley, field peas and coffee. The livestock population is also high including 1,084,188 cattle, 251, 531 sheep, 294,677 goats, 1.65 million poultry and 131,363 equine.

The Gurage zone in general is food deficit in most woredas and productivity of both crop and livestock production is reportedly on the declining trend. But, ironically, it is generally understood that the Gurage people are self-reliant, although it did not look like it for the poor people who till the land. Gurages are known for their migration in search of work, trade and other gainful activities without losing the link with the home village. Although they are known to send money back home in support of relatives, it is not enough to secure the poor.

According to Ato Sisay Mamo, Head of the Zonal Agricultural Department, poverty is increasing day by day. The farming system on the uplands where the majority live is largely dominated by enset cultivation which at the present is under stress from pest attack and diseases as well as crude post harvest technology. The cereal producing woredas found in the rift valley were frequently affected by floods and drought, and whenever these occur the people face famine. Government development programs in the Zone were not extensive and was crippled by a variety of problems. Since 1994 Irish Aid had come to the zone and supporting woreda based projects. This has made a difference, giving hope, but a long way remains before the problem of rural poverty is solved. The number of NGOs operating is also limited. Among NGOs he mentioned Action Aid and Self-Help Ethiopia as the outstanding NGOs that were showing promising effects. He was very enthusiastic to hear about the interest of the DCG members on woreda based development and their wish to get involved if possible.

Following the above discussion, the Consultant visited two of the drought prone poor woredas (Lanfro and Soddo). The visit was joined by Dr. Awole Mela, Director of Self-Help Ethiopia. He was on a monitoring and evaluation mission of Self-Help's development activity in two project areas. In one of the project sites (Mareko Conservation based rural development project) an agricultural input supply shop built by Self Help Ethiopia was inaugurated. The Consultant attended the occasion and was impressed by the phase out process he witnessed. There will be more details about this NGO in the next chapter.

Lanfro Woreda is largely made up of flat plain area with annual precipitation of 800 mm. The whole woreda is within the rift valley and suffers from moisture stress. The rainfall

comes late and is occasionally short for production purposes. There are no significant water bodies in the woreda for all practical purposes. Hence, the possibilities for small-scale irrigation schemes are limited. The main crops grown are wheat, maize and pepper. The average land holding is 3.1 ha which is much higher than the national average. But productivity remains low because poor cultural practices and soil fertility. Malaria is a serious problem as in other parts of the woreda. The people and the local government/Woreda Council are anxious to get development assistance. Provision of relief assistance is unknown in the woreda. This woreda is listed as a priority area for the regional food security program.

Soddo Woreda is partly mountainous and partly mid - altitude to lowland. The topography and the soils are not very conducive to crop production. In the highlands, the main crop grown is enset while in the lower altitudes; teff, wheat and maize predominate. The woreda gets short rainfall and the soils are highly eroded. There are a number of streams starting from the hills, and along with the three main rivers flowing across the woreda the irrigation potential is good. The average land holding is only 0.5 ha and the population continues to grow. According to the Head of the Woreda Agricultural office, this Woreda is the most subsidized woreda by relatives living elsewhere. However remittance is dwindling as the economic situation in the towns gets stiffer. Therefore there is a dire need for assistance to ensure sustainable development.

Surprisingly, this woreda is not listed as a potential beneficiary of the Integrated Food Security Program (IFSP) apparently because of the assumed flow of remittance as mentioned above. Furthermore, the people are said to be too proud to report their miseries and level of food insecurity of the area to government officials. Otherwise, it was evident to the Consultant that this woreda was highly impoverished to be a target for assistance. He was informed that the woreda office had repeatedly approached Self-Help Ethiopia for intervention and the NGO was seriously considering the request. Dr. Awol Mela confided to the Consultant, that Self-Help would be interested to intervene in partnership with one of the DCG members if they opted to help the woreda. As a matter of principle Self-Help Ethiopia was prepared to participate in a cost sharing partnership if the partner was willing to do so. The Consultant thought that it might be possible to encourage one of the DCG members to face the challenge. A development project can be designed with several components in the areas of food security, natural resource management and capacity building. Self-Help Ethiopia has acquired extensive experience in the area and highly regarded by the beneficiaries and local government institutions.

## **B. Amhara National Regional State**

After returning from SNNPRS, the Consultant spent a few days in Addis Ababa to review relevant documents and consult with individuals and organizations who were involved and/or had current information and experiences about development issues and programs in the two regions, especially in the Amhara National Regional State (ANRS). Ato Addis Anteneh of Addis Anteneh Economic Consultant (AEC) was the first to be contacted. He had been involved in the planning and launching of the ANRS/ Sida Rural Development Project under a contract with ORGUT/DANAGRO consulting firms. He shared with the

Consultant his views on the problems and opportunities for development in ANRS. Furthermore, he made telephone contacts with crucial people in Bahir Dar on behalf of the Consultant and secured their cooperation, which proved to be very helpful. It could also be interesting to mention that the Consultant was one of the consultants participating in the Extension and Training study during the preparatory phase of the ANRS/Sida project in 1996. Another source of useful information in Addis Ababa was Ato Mulugeta Bezabeh of ECA/UNDP. With his assistance, the Consultant was able to get recent reports on household level socio-economic surveys in sample woredas of ANRS as well as SNNPRS.

Thus, the Consultant was better equipped when he traveled to ANRS. In Bahr Dar, he spent two fruitful days discussing and collecting current information on the regional situation and development activities that were in progress. On his way to Bahr Dar, the Consultant had visited East Gojam and Agew Awi zones respectively. After Bahr Dar, the Consultant continued to North Gondar, South Gondar, North Wollo, South Wollo, Oromiya and North Showa as shown in Figure 1. He did not visit Wag Himra zone partly because he was quite familiar with the situation there through the Wag Rehabilitation and Development Project of the Ethiopian Orthodox Church (EOC) supported by NCA. It was also a bit out of the way. The following are brief notes on the visits which hopefully will amplify the description and analysis made in Chapter III.

## **1. In Bahir Dar**

The organizations visited in Bahir Dar included the following.

- a) Bureau of Planning and Economic Development.
- b) Bureau of Agriculture
- c) ANRS/Sida Rural Development Project
- d) Disaster Prevention and Preparedness Commission (DPPC)
- d) Food Security Unit of the Regional Administration
- e) Amhara Development Association (ADA)
- f) Organization for Relief and Development in Amhara (ORDA)
- g) A team from Agri Service Ethiopia

The individuals interviewed in each of the above institutions were very cooperative and willing to provide information. They were happy with the mission of the Consultant. The purpose of the study was obviously in line with their current concerns and intentions. The onset of the drought and the spirit of urgency to do something about it might even have been a strong motivating factor. The Consultant noticed that there seemed to be a common understanding and proper communication coordination among the offices about the unfolding situation. Relief assistance was obviously the immediate priority in their minds and this was expressed openly.

There was no dispute over which disaster prone zones that were on top of the development agenda. They included Wag Himra, North Wollo, South Wollo, Oromiya, North Showa, North Gondar, South Gondar and East Gojam zones. Not surprisingly, the most drought-contributing factors for food insecurity in these zones were frequently

mentioned were land degradation, soil erosion, population pressure, pests, unwise management of water resources, and social as well as institutional factors such as customs and traditions, weak infrastructure, lack of trained manpower and technical capacity.

The Consultant has, however, observed a sharp difference of opinion between the staff of government institutions and those working in NGOs and bilateral programs. Those in government institutions insisted that development assistance from here on should focus on the implementation of the Integrated Food Security Program designed for the drought prone areas. On the other hand, while recognizing the need of drought prone areas, the so-called high potential areas should by no means be left out. This was because environmental damage was taking place there also with serious consequences. In this context, Dr. Belay Simon of ANRS/Sida project argued that the definition of high and low potential areas was a misnomer and misleading. This classification was made in the 1980s or even earlier, largely on the basis of variations in the amount of rainfall that a given area received. Since then, the situation has been changing. Moreover, he questioned whether the amount of rainfall an area receives was the sole important factor for production. Run-off could be a more devastating factor if not checked through appropriation measures. The moral of the story, in the final analysis, is “Prevention is better than cure”. The Consultant was advised to ring an alarm bell in the report as loudly as he could.

## **2. Visit to the zones**

### **2.1. East Gojam and Agew Awi Zones**

The Consultant visited these two zones before the others because of the sake of convenience. As one travels to Bahr Dar, one hits East Gojam and then Agew Awi as can be seen from figure 3. The Consultant stayed overnight in Debre Maricos. There, he had the opportunity to meet with Ato Assefa Worke, Technical Advisor of the ANRS/Sida project in East Gojam. Ato Assefa stressed the dangers that were unfolding in East Gojam, another high rainfall area in the region. He showed the Consultant pictures of sever soil erosion and gully formations in many parts of the zone. Deforestation was almost complete except for patches here and there. The ANRS/Sida project was geared to help in that direction but much more and wider coverage was needed. The local government institutions were conscious about the situation and were eager to act and counter the process.

There are 13 woredas in East Gojam of which 3 are listed as food insecure and included in the IFSP as indicated earlier. The rest are thought to be of good potential agricultural areas with sufficient rainfall and fertile soils. While driving through the zone, the Consultant saw glaring signs of heavy soil erosion and gully formation as far as he could see through the windshield. It was raining through most parts of the stretch to Bahir and the run-off and streams he saw were laden with huge amount of soils.



The next stop over was Agew Awi zone. It is one of the three special zones in the region created because of ethnic and cultural identity, as the special woredas in the SNNPRS. Agew Awi Zone is considered a high potential zone at the regional level and therefore none of the 5 woredas were selected for the IFSP. Ato Dagnew Negash, Head of the Agriculture Department did not agree with this. He forwarded strong arguments in favor of support to at least two of the Woredas. They were Enjibara and Fagata woredas, which are always food insecure as in the other woredas, included in the IFSP.

## **2.2. South Gondar**

On the way to Debre Tabor, the capital of South Gondar, we stopped in Woreta town to visit the Woreta Agricultural Training Center. The town is 55 km from Bahir Dar and 42 km from Debre Tabor. It is flanked on all side by the vast Fogera plain, the home of the well-known Fogera cattle breed. The area has great potential for dairy cattle development, paddy rice and sugar cane production as well as for small and large-scale irrigation.

The Woreta Agricultural Training Center (WATC) is located 2 km outside the town towards Bahir Dar on the all weather road connecting Bahir Dar and Gondar, the ancient capital city of Ethiopia. The Consultant had visited this Center several times in the past (recently in 1996) in connection with the study on extension and training aspect of the ANRS/Sida Rural Development Project referred to several times in this report. During the reign of the military government, the Center was used for training farmers and community leaders. Now, WATC is used for the training of Assistant Development Agents (ADAs), first through a 12 + 6 months program but later improved to 12 + 9 months. Still they had made significant change to qualify the DAs and make them better prepared for the task ahead. It was recommended that DAs be trained at 12 +2 years level to qualify them for the challenges and needs of small farmers. The recommendation was apparently taken for action through the ANRS/Sida cooperation programme. Accordingly, WATC was being upgraded to a college level in order to offer a 12 + 2 Diploma program in General Agriculture under the provisions of the ANRS/Sida project. Ato Demerew, the director of the Center, informed the Consultant that preparation of the curriculum was completed after a survey of needs assessment and a workshop. Sida had allocated 38.8 million Birr for infrastructure development. A Sida Technical Advisor was already attached to WATC to help in the development process. Unfortunately he was not available for discussion at the time of the Consultant's visit. According to the director, the college may be operational by the year 2001.

After the interview with the director of WATC, we drove to Debre Tabor and were able to make it before noon. This gave time for the Consultant to go to the Zonal Agricultural Department where he met two of the staff. The main points that came out of the discussion ran as follows: South Gondar zone was affected by heavy soil erosion, land degradation, deforestation, heavy floods in the lowland areas, shortage of land on account of high human and livestock population. The scale of government and NGO development activities was limited to produce significant change. It required much more than what was going on. Farmers are said to be generally very slow to adopt improved technologies

and rarely follow recommendations. Regarding the performance of NGOs, ORDA was mentioned as the leading NGO in zone followed by EOC, CPAR and ADA. Their collaboration with local government institutions was said to be good. A few bilateral programs supported by UNICEF, FINNIDA and GTZ were also mentioned. The prevailing drought and armyworm infestation must have also added to the gloomy picture painted by them. They gave priority to Lay Gayint, Semeda (lowland) and Farta woredas, in the order given for any possible developmental assistance.

### **2.3. North Gondar**

Gondar was the capital of Ethiopia in the nineteenth century. It is known for the remarkable imperial palaces, churches and cultural heritage. The Zone is divided into 15 woredas. The lowland woredas bordering the Sudan have better potentials for development but remain undeveloped because of problems of diseases, hot temperature and the like. Ato Teshome Mulu, Head of the Agricultural Department, echoed his concern that desertification was extending to the zone from that direction. He said that there was a zonal plan to establish a green belt in Quara Woreda in order to protect what remains of the natural forest and related resources. According to him wildlife was abundant, and that, coupled with the vegetation, made the area attractive for park establishment.

The highland woredas on the other hand are highly devastated by natural and man-made causes. They are generally characterised by sloppy mountains, undulating hills and deep gorges. The soils are poor in fertility and eroded on account of centuries of agricultural activities. The population pressure is heavy as in other parts of highland Ethiopia. No trees can be seen over the mountains or the plateaus. Fuel-wood shortage is a serious problem as well as water. When asked about the highly vulnerable woredas among the highland woredas, the Head mentioned, Jan Amora, Bellesa and Wogera in the order given. These are included in the list of food insecure woredas for IFSP intervention. The other woredas found in this category include Ebinet, Debark, Adarki, and Dabat.

The NGOs working in North Gondar Zone include ADA, ORDA, EECMY/NCA, EOC, and World Vision. Relief assistance is a regular activity in the food insecure woredas. From the information given, the NGO contributions in the development context were not that substantial. They were more oriented towards relief. In view of this, any development initiatives by NGOs are welcome by the zonal and local governments.

### **2.4. North Wollo Zone (Woldiya)**

It took almost one whole day to drive to Woldiya, the capital of South Wollo, from Gondar. The road was very good. The topography and general features of North Wollo looked worse than South or North Gondar. The main problem is moisture stress. Rainfall is unreliable. Some of the woredas are wholly dependent on belg rains (short rains). The main rains are not very helpful on the elevated plateaus because of water logging on topsoils. Elsewhere, there might be possibilities for some small scale irrigation schemes. Water harvesting could be a viable strategy but not done extensively. EECMY/LWF have

reportedly put some 5000 ha under irrigation. The National Extension Program implemented by the local governments was in progress but the impact was not appreciable yet. According to the zonal Agricultural Department, productivity had been poor mainly attributed to moisture stress. The average reported yield was 6.21 qt/ha for the 1998/99 growing season, and this only under the influence of the extension package. The average land holding is 0.78 ha/hh. 38% of the farmers do not own oxen, while some 43% of the farmers only own one oxen. The main crops grown are teff, wheat, barley and sorghum (in the lowlands).

Ato Teshome Wal, Head of the Zonal Agricultural Department, was kind enough to meet with the Consultant Saturday morning. Not surprisingly, he gave the gloomy picture as noted above. Ato Teshome added that on the average, farmers produced food crops enough for only 196 days of the year. The rest of the time they depended on relief and food for work programs. This had contributed to the construction of soil and water conservation structures seen extensively between Woldiya and Dessie. The well-established terraces and patches of greenery looked impressive.

Ato Teshome identified the following woredas as priority areas for intervention: Gidan, Delanta Dawunt and Gubalefto - in the order given. They are also included in the IFSP list along with Kobo, Meket, and Habru woredas.

EECMY, EOC, ORDA and ADA are operational in the Zone and have a good reputation among people, according to Ato Teshome.

## **2.5. South Wollo Zone (Dessie)**

The Consultant visited several institutions based in Dessie, the capital of South Wollo. They were the Department of Agriculture, EECMY/North East Area Work, DPCC/ South Wollo Branch and ORDA, in the order given. The information he obtained from these sources was not much different from what he heard in the other places. The degradation of the natural resources, recurrence of crop failure, and the associated level of poverty of the people were the main issues mentioned and elaborated in one way or another.

As in North Wollo, there have been extensive works in soil and conservation over the last 20 years by government and NGOs. Although the evidences of those efforts are visible, the impact in terms of production and better livelihood was not noticeable. People remained as impoverished as before. Both human and animal population is high. The population density is estimated to be 180-persons/ sq. km.

The woredas that are highly vulnerable and frequently affected by recurrent droughts are Sayint, Legambo, Delanta, Ambassel, Tenta and Dessie Zuria. Development initiatives carried out through bilateral and NGO programs are appreciated. The most repeatedly was the ANRS/Sida Rural Development Project covering Legambo and Sayint Woredas. The components of the project included road, water, agriculture, soil and water conservation, irrigation, education, and health. According to the Department of Agriculture, the first phase of the project was over but with limited impact because

technical support did not come on time.

The main NGOs operating in the Zone were EOC, EECMY, World Vision, Concern, and ORDA, among others. EOC, Concern and EECMY are said to be doing better than the others. ORDA had limited experience and capacity. They depended on the Line Departments for all practical purposes. On the whole, it was reported that NGOs and government institutions were operating with relative harmony and understanding.

## **2.6. Oromiya Zone**

This is the smallest zone in the Amhara region inhabited by people from the Oromo ethnic group. There are only three woredas constituting the zone. They are Cheffa Dawi, Artuma Jille and Bati. The Afar Region in the East borders the Zone, by South Wollo in the West, and by North Shoa in the South. The Head of the Agriculture Department of the Zone gave the Consultant basic information on the situation in the Zone. The total area is 369,744 ha with a population of 474,113 of which some 40,000 are urban based. The Woredas are all classified under the Kolla agroclimatic zone with limited belg rains in Cheffa Dawi and Arthuma Jille. Crops grown include teff, maize and sorghum. The main NGO active in the Zone is World Vision. This zone would not qualify for DCG consideration because it is largely a lowland area. It is, however, covered here since the Consultant was able to stop by on his way to North Shoa and to Addis Ababa.

## **2.7. North Showa (Debre Berhan)**

North Showa Zone is located in the central highlands of Ethiopia. Undulating slopes, rugged terrain and mountains are common features throughout the Zone. The elevation varies between 1050 and 4000 masl. Four thermal zones are recognized in North Showa. These are Wurch (coldest), Dega, Woina Dega and Kolla. Based on a ten-year data, the annual temperature lies between 12 and 24 degrees centigrade. The highest temperatures prevail between March-May and the lowest between November-December. The mean annual rainfall varies between 772 and 1012 mm. The main rainy season is from June to July, while the small rains (Belg) fall in February-December. There are many perennial rivers.

Debre Berhan, the capital of the zone is only 130 km from Addis Ababa. It was here that the Consultant completed his high school education nearly 40 years ago. Redd Barna Ethiopia had implemented an integrated rural development project in a locality called Wogda which was phased out in 1997. The Consultant was involved in the review of the project conducted in 1994. He found the situation extremely hazardous and downgraded from his knowledge of the high school days some 40 years ago.

Land degradation and soil erosion have expanded and become severe. There had been efforts to undertake soil and water conservation over the years as evidenced by extensive structures. Educational and health services seemed to be quite comparable with the other zones. Debre Berhan has of course grown with several business and small-scale industrial establishments. There used to be a sheep breeding program initiated in the 1980s and

ILCA research station, but they are closed now.

The Consultant held discussion at the zonal Agricultural Office. The staff were nervous about the crop failures because of the failures of the small (belg) rains. They were starting to distribute relief food in the most affected woredas. Even without the onset of the current drought, four of the woredas were identified for the IFSP. These included Gishe Rabel, Geramidir, Lalomidirna Mamamidir, and Efratana Gidim. The NGOs, which were engaged in development activities, included EOC, Agri-Service Ethiopia, FARM Africa, World Vision and Menschem for Menschem.

## **V. CONCLUSIONS AND RECOMMENDATIONS**

The reviews in chapters I – IV have hopefully given a clear pictures of the development challenges in Ethiopia in general and the two regions in particular. There is no denying the fact that there is extreme poverty in rural Ethiopia. The root causes, as elaborated in various documents, include droughts and the topography on the one hand, and socio-economic constraints on the other. Inappropriate land tenure policies, undeveloped social and physical infrastructure as well lack of human resources, are among the disturbing causes of underdevelopment.

Declining soil fertility, reduced fallow aggravates are among the challenges of the agricultural sector, and rapid deforestation induced by growing human and livestock population. On the positive side, the government has taken some fundamental steps although a lot remains to ensure sustainable development. The environmental policy of Ethiopia is a good example. The national extension system (PADETES) is believed to promote increased flow of improved technologies and enhance agricultural productivity. The government has been claiming remarkable achievements even with the modest beginnings. But the incidence of crop failure in 1999 has dampened the euphoria that used to dominate the official media. The Ethio-Eritrea conflict is another source of frustration and embarrassment. For this reason donors are holding back long-term bilateral agreements. The food security programs prepared by the various regions budgeted for over US\$ 800 million would be hampered if the conflict is not resolved.

The NGOs have better possibilities to intervene despite the political difficulty mentioned above. Surely, the drought prone areas in SNNPRS and ANRS deserve serious consideration. The political and social conditions in these regions are permissive to carry out development initiatives. There are ample NGOs, which have expressed interest to work in partnership with the DCG members. The following section presents, by region, the recommended target woredas and potential partners.

### **1. Target Woredas**

#### **A. In Southern Nations, Nationalities and Peoples Regional State (SNNPRS)**

As described in Chapters III and IV, there are 33 officially designated woredas for food security program (see the table below). The affected total population in these vulnerable woredas is estimated to be 907,028. Based on this and suggestions made by people interviewed, the following recommendations are made for consideration by the DCG. It must be noted that the Consultant has kept in mind the following criteria in recommending the target woredas.

- Degree of environmental degradation
- The Woreda should largely be a lowland area
- Accessibility
- Vulnerability
- Socio-cultural elements

- Peace and stability
- Priorities of Zonal/Woreda Governments: initiatives of local people and government in integrated rural development and management of natural resources
- Proximity of the woreda to potential partners is an advantage

**Table 2. Zones/Woredas targeted for Food Security Program in Southern Nations, Nationalities and Peoples Regional State**

No	Zone / Woredas	No	Zone / Woreda
1.	North Omo Zone <u>Woredas</u> Humbo                      Damot Gale Kindo Koyssha            Gofa Zuria Kemba                        Sodo Zuria Dita Daramelo            Arba Minch Zuria Zala Ubamale              Bonke Bolosore                    Kucha Boroda Abaya              Offa Damot Wayde	4.	Hadiya Zone <u>Woredas</u> Badawacko Limu Sore
2.	South Omo Zone <u>Woredas</u> Hamera Bena Kuraz Bako Gazer Salamago	5.	Gurage Zone <u>Woredas</u> Lanfro Dalocha
3.	Kembata Alaba Timbaro Zone <u>Woredas</u> Omo Sheleko Alaba Kachabira	6.	Special Woreda Konso Derashe Burji Amaro

Source: SNNPRS BoBED, 1998

**Recommended woredas by zone in SNNPRS**

1. North Omo Zone
  - Arba Minch Zuria
  - Boroda Abaya
  - Gofa Zuria
  - Kino Koyssha
  - Kucha
  - Offa

2. Kembata Alaba Timbaro (KAT) Zone
  - Alaba
3. Hadiya Zone
  - Limu
4. Gurage Zone
  - Soddo
4. Special Woreda
  - Konso

#### **B. In Amhara National Regional State (ANRS)**

The rationale and criteria used are the same as in SNNPRS except that in this case the focus was on the highlands unlike in the SNNPRS where the lowlands were the focus of the study. In drawing up the recommendation on the target woredas the Consultant used the highly vulnerable zones/woredas identified for the IFSP as well as comments and suggestions given by development workers.

#### **Recommended Woredas for DCG intervention in ANRS**

9. Wag Himra Zone
  - Sokota
10. North Wollo Zone
  - Wadla
  - Delanta Dawunt
11. South Wollo Zone
  - Ambassel
  - Tenta
12. North Gondar Zone
  - Jan Amora
  - Belessa
13. South Gondar
  - Lay Gayint
  - Ebinet
14. North Soa



- Lalomiderna Manmamidir

15. East Gojam

- Shebel

16. Agew Awi

- Enjbara

The above woredas appear in the table below which shows the 48 vulnerable woredas identified for the integrated food security program.

**Table 3. Zones/Woredas targeted for Food Security Program in Amhara National Regional State**

<b>No</b>	<b>Zone / Woreda</b>	<b>No</b>	<b>Zone / Woreda</b>
1.	Wag Himra Zone  <u>Woredas</u> Ziquala Sekota Dahina	5.	North Shoa Zone  <u>Woredas</u> Gishe Rabel Gebramidir Efratana Gidim Lalemidurna Mamamidir
2.	North Wollo Zone  <u>Woredas</u> Bugina Kobo Gidan Meket  Wadla Delanta Dawit Guba Lefto Habru	6.	Noth Gondar  <u>Woredas</u> Beyed Jam Amora Debark Belessa  Adarke Dabat Wogera
3.	South Wollo Zone  <u>Woredas</u> Mekadela Tenta Worebabo Legambo Sayint Debre Sina Woreillu  Wegdi Kutabir Jamma Kellela Kalu Tehuledere	7.	South Gondar Zone  <u>Woredas</u> Ebinet Libo Kemkem Lay Gayint Tach Gayint Simada
4.	Oromiya Zone  <u>Woredas</u> Cheffa Dewa Bati Artuma Jille	8.	East Gojam Zone  <u>Woredas</u> Goncha Siso Ensie Enbesie Sar Midir

Source : ANRS Food Security Unit, 1998

## **2. Recommended NGOs for partnership**

The ToR requires that the Consultant identify operational NGOs interested to work in partnership with DCG members. The Consultant has paid particular attention to this task and enquired at various levels to determine suitable NGOs. He had approached several of them and discussed the intentions of the DCG and asked each of them whether they were interested to be partners with the DCG members in implementing woreda based development projects. They were not picked at random but purposefully selected based on the criteria listed below. In order to make fair presentation in this report, the NGOs were requested to give written profiles, reports and other documents that would reflect their stature and scope of activities. That is why some of the profiles described hereunder are more detailed than others. The criteria considered in assessing the NGOs were:

- Good working relation with concerned government agencies and line departments.
- Good track record as seen by regional and zonal/woreda administration
- Existing capacity particularly in terms staff, infrastructure and organizational set up;
- Working principles
- Interest to be partner in developing and implementing development projects in the selected woredas.
- Membership of the Christian Relief and Development Association (CRDA)

The recommended NGOs as presented in alphabetical order are therefore:

### **A. In Southern Nations, Nationalities and People Regional State**

1. ADRA Ethiopia
2. Agri Service Ethiopia
3. EECMY
  - (a). South Central Synod
  - (b) South West Synod
5. FARM Africa
6. Self Help Ethiopia

### **B. In Amhara National Regional State (ANRS)**

1. Amhara Development Association
2. CARE Ethiopia
3. EECMY
4. EOC-DICAC
5. FARM Africa
6. Organization for Relief and Development in Amhara (ORDA)

### **3. Profile of recommended NGOs**

#### **1. Adventist Development and Relief Agency - Ethiopia (ADRA-Ethiopia)**

ADRA is an international NGO registered in Ethiopia with the following mission statement.

- \* Reflect the character of God through humanitarian and developmental activities.
- \* Actively support communities in need through a portfolio of development activities, which are planned and implemented cooperatively.
- \* Provide assistance in situation of crisis or chronic distress, and work toward the development of long-term solutions with those affected.
- \* Work through equitable partnerships with those in need to achieve positive and sustainable change in communities.
- \* Build networks, which develop indigenous capacity, appropriate technology, and skills at all levels.
- \* Develop and maintain relationships with our partners who provide effective channels for mutual growth and action.
- \* Promote and expand the equitable and participatory involvement of women in the development process.
- \* Advocate for and assist in the increased use of communities' capacities to care for and responsibly manage the natural resources of their environment.
- \* Facilitate the right and ability of all children to attain their full potential, and to assist in assuring the child's survival to achieve that potential.

ADRA had suffered from some internal problems in the last two years or so. From all indications, it appears that the problems are resolved and that the organization is on its normal course of action.

#### **2. Agri Service Ethiopia**

Agri-service Ethiopia (ASE) was established in 1969 when it started its activities in Wolayita Soddo. Then it was a corporate body of INVADES Formation (African Institute for Social and Economic Development African Training Center) based in Abidjan, Cote d'Ivoire. The Head Office was transferred to Addis Ababa in 1976. It became an indigenous membership NGO in 1987 and governed by a Board of Management.

The vision, mission and values are stated in various ASE documents and reflect their commitment to: eradicating poverty, adopting food security system, introducing sustainable land use, and protecting and developing the environment. ASE has a decentralized organizational structure with four Regional Program Offices (RPO) in Bale, East Gojam, North Omo, And North Shoa. The officers based at RPO and senior experts with different specialisations at Headquarters level, provide technical support to the field staff.

### **3. Amhara Development Association - All Zones**

The Amhara Development Association (ADA) is an indigenous NGO, which was established in May 1992. It has chapters throughout the region at zonal, woreda and kebele levels within the region and elsewhere in Ethiopia where sizable concentration of Amharas is found. The Association is strictly committed to rural development and is carrying out its tasks by mobilizing the indigenous population and other supporters. The main goal of ADA is to help alleviate basic social and economic problems. In more specific terms, the objectives of ADA are stated as:

1. To promote grassroots level participatory development;
2. To focus primarily on the development of the agricultural sector and the conservation of natural resources;
3. To rehabilitate the devastated economic and social infrastructure;
4. To encourage the development and proliferation of cottage industries and handicrafts;
5. To expand the role of women in the development process and to help in the provision of adequate care and nurturing for children;
6. To encourage and coordinate efforts of Amhara and other Ethiopians and non-Ethiopians to make a useful investment in the Amhara region;
7. To preserve the natural, historic and cultural heritage of the Amhara people.
8. To mobilize and coordinate resources from within and outside the region for the development purpose of the Amhara people (ALMA, Nov. 1995, pp. 10-24).

### **4. CARE Ethiopia**

CARE Ethiopia began its work in Ethiopia in 1984 in response to the 1984/85 famine, which affected some seven million people throughout the country. Since then its operations have expanded to address issues of food security, agriculture and health. As reflected in its Long-Range Strategic Plan (LRSP), CARE Ethiopia is orienting itself more towards community based rural development than relief operation. This is a major shift in line with the goals of the DCG.

CARE Ethiopia is implementing a community development project in Zeghe, West Gojam. CARE has been approached by various government agencies in the region for expanded assistance and collaborations. Considering the level of unmet needs in the region where CARE's expertise can be used effectively as well as the readiness of government bureaus to work with CARE, the organization has decided to expand its operation in this region (CARE, 1998, p.9). According to Ato Tilaye, Deputy Program Director, some 25% of CARE's activities will be concentrated in ANRS from now on. CARE Ethiopia's future program focus areas include infrastructure development, both urban and rural, irrigation, community water development and sanitation, small economic activity development/micro-credit and family planning/AIDS programs.

## **5. Ethiopia Aid**

Ethiopia Aid (EA) is an indigenous NGO legally registered with the Ministry of Justice and the Disaster Prevention and Preparedness Commission (DPPC) like any other NGO operating in Ethiopia. EA runs an integrated Urban Development project in six kebeles of Region 14 (Addis Ababa Region) and an Integrated Rural Development in the ANRS, East Gojam Zone, Gozamen Woreda. It is the smallest NGO among those considered for partnership. But they seemed to have the potential to grow in strength and scope of activities.

## **6. Ethiopian Evangelical Church Mekane Yesus (EECMY)**

The EECMY is one of the indigenous churches of Ethiopia with about 3.1 million (1996) communicant members. The EECMY considers development as physical, mental and spiritual growth of a person or society, which would lead to sustainable development. The development work of the EECMY is geared towards full human development in a holistic manner. The Development Department of EECMY was created in 1970 to integrate all activities initiated by mission organizations. The general objectives of the various development commitments are:

1. To contribute towards alleviation of human suffering wherever it occurs;
2. To inject confidence and dignity into the beneficiaries, through people centered programs;
3. To work for improved standards of living and better local infrastructure.

The above objectives are pursued through one or more of the following action oriented efforts:

- Integrated rural development projects.
- Child and youth care programs.
- Health Services.
- HIV/AIDS prevention and control program.
- Special schools for handicapped children.
- Educational work.
- Appropriate technology and micro hydro power programs.
- Water development programs.

The responsibility of implementing development programs lies upon the EECMY Synods, Presbyterates and Area Works, which are located in various parts of the country. Co-ordination and monitoring is the task of the Development Department at the Central Office.

In addition to the Development Department in the central office, the Consultant visited two of the Synods and one Area Work during the field study. These included South Central Synod (Hadiya and Kembata zones), South Ethiopia Synod (SES), South West Synod (SWS), and North Ethiopia Area Work. In general EECMY and the Synods visited

have good reputation among the people and the development agencies they are working with.

## **7. Ethiopian Orthodox Church Development and Inter-Church Aid Commission (EOC-DICAC)**

The Ethiopian Orthodox Church (EOC) has over 30 million followers, over 25,000 parish churches and monasteries and 400,000 clergy. In the course of the last two decades, the EOC has embarked on a program of relief, rehabilitation and development in various parts of the country assisted by a number of church agencies and donors. EOC remains to be a stronghold in Northern Ethiopia. EOC-DICAC was founded in 1972 and remains to be the development arm of the Church. The Commission is mandated to pursue the following objectives:

- a) To be involved in economic, social and cultural development of the society;
- b) To enhance the participation of the clergy in development;
- c) To provide social services;
- d) To make parish churches economically self reliant;
- e) To provide help and assistance to refugees and returnees;
- f) To provide help and assistance to needy children and destitute families.

The main activities of the Commission, of interest to this study, are: a) parish community development program which aims at involving the Parish communities in small scale agricultural projects and cottage industries to generate income; b) natural resources conservation and development like afforestation, agroforestry, etc.; c) water development; d) women in development, health program, human resource development, relief and rehabilitation, and children and family affairs programs.

EOC is a partner of Norwegian Church Aid - Ethiopia (NCA-E) in the implementation of the Wag Environmental Rehabilitation and Development Program located in Wag Himra Zone of ANRS. Similarly, the Church has partnership with other NGOs as well.

## **8. FARM Africa**

FARM Africa is a UK-based International NGO with programs in Ethiopia, Kenya, Tanzania and South Africa. It was founded in 1985 with the aim of enabling marginal farmers and herders to make sustainable improvements to their well being through more effective management of their renewable natural resources.

FARM Africa is recognized as having developed particular expertise in the fields of dairy goat improvement, community forest management, farmer's participatory research, and pastoral development. There is a coordination office in Ethiopia based in Addis Ababa and Headed by a Senior Ethiopian Country Representative.

## **9. Organization for Relief and Development in Amhara (ORDA) (Ato Yonas Gedamu, Acting Executive Director of ORDA)**

The Organization for Rehabilitation & Development (ORDA) formerly known as the Ethiopian Relief Organization (ERO) was established in 1984 in response to the famine of that period. As of May 4, 1997, ORDA has shifted its focus from relief activities to long term development in Amhara region. Its vision, mission and values are stated as follows:

**Vision**

Strives to be a strong development organization in the fight against poverty and distress, and works for a better livelihood of the people.

**Mission**

To support the people of the ANRS in their efforts to become self reliant through the promotion of sustainable rural development programs based on genuine participation of the people themselves.

**Values**

Team spirit, Accountability, Transparency, Participation, Equity and Gender equality, Efficiency, Credibility, reach the unreached ones, give respect for the people, work for and with the people.

The goal of ORDA is stated as, “To help the Amhara people to become self reliant, through their own efforts and with the proper utilization of natural and human resources. This goal is pursued through the following objectives:

1. Empower the community with special emphasis to genuine gender composition, to achieve self-reliance through the provision of financial, material and technical support.
2. To improve household food security through rehabilitation of natural and human resources;
3. To reduce (minimize) vulnerability through the provision of emergency relief assistance to those parts of the community who are unable to sufficiently feed themselves due to natural and man made calamities.

ORDA’s program areas include rural water supply, environmental rehabilitation (afforestation, soil and water conservation including both physical and biological conservation measures) & agricultural development (crop production, animal husbandry, small scale irrigation, fruit and vegetable production), infrastructure development (access roads), relief and rehabilitation (relief food aid), and repatriation program.

The main funding agencies to ORDA’s 1999 program are GAA, EU through SCF-UK &OXFAM-UK, Action AID-Ethiopia, Novib, and ESRDF.

**10. Self Help Development (Ethiopia)**

Self Help Development International (SHDI) is one of the NGOs involved in



development ventures in Ethiopia. It was established in 1984 in Ireland as rural based interdenominational NGO. SHDI was founded against the background of the perennial problem of recurring famine in Africa. It is operating in various developing countries. In Ethiopia, it is registered and legalized to undertake development work in the country. The general objectives are stated as follows:

- Assist the promotion by the rural people themselves, of suitable development projects which they regard as their own for the satisfaction of their economic and social needs;
- Assist to strengthen the organizational, managerial and economic capacity of rural people;
- Assist to increase the effectiveness of the local and higher government organizations to support the initiatives of rural people and promote their active participation in SHDI programs.

The guiding principle adopted by SHDI is a tripartite partnership development program approach among local communities, the government and Self-Help. And their areas of activities include: crop production; livestock production; afforestation and soil conservation; rural water supply; public health; education; and women in development. Currently, SHDI is running 3 integrated rural development projects at (a) Meki (Eastern Shoa Zone, Oromiya region); (b) Mareko (Gurage Zone, SNNRS); Alemaya (Eastern Hararghe Zone, Oromiya region).

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## **ANNEXES**

# Annex 1

## Terms of reference

### **Exploratory Study of two regions in Ethiopia to identify target areas and partner organisations for consideration by the DCG.**

#### **1. BACKGROUND**

Ethiopia has been a recipient of the former Sahel-Sudan-Ethiopia (SSE) Programme until the Programme was phased out in 1997. Although the original programme concept and objectives were very ambitious (see evaluation by COWIconsult, 1992, Honne, Honne, 1996), it remains true that the SSE Programme had produced useful results and experiences. Norwegian NGOs have played central role and made contributions in terms of improving local food production, management of natural resources, promotion of gender issues especially dealing with women and their development as well as in capacity building efforts associated with implementation of projects under the Programme.

In Ethiopia, CARE Norge, Norwegian Church Aid (NCA), Development Fund (DF), and Redd Barna have been engaged in project implementation along with their local counterparts/partners. By and large, the achievements have been noteworthy. But still the development challenges remain outstanding. Thus, poverty, environmental degradation and food insecurity define the state of the nation and require a coordinated approach with local and international support.

The phasing out of the SSE Programme gave birth to the Drylands Coordination Group (DCG) as a reflection of the commitments of the Norwegian NGOs to continue with the fundamental objectives laid down for the Programme. Presently, the membership of the DCG include: ADRA Norge, CARE Norge, Norwegian Church Aid (NCA), Norwegian People's Aid (NPA), the Stromme Foundation and the Development Fund (DF). These NGOs intend to explore future possibilities for intervention in other dryland areas beyond the areas they are involved hitherto, both geographically and in terms of the scope of their work. They are generally guided by the principles embodied in the United Nations Convention to combat desertification. In more specific terms, the DCG members aim at achieving the following among other things:

- Increased food security
- Sustainable management and use of natural resources;
- Increased access to community based services such as health, education and clean water;
- Competence building and institutional strengthening at local and regional levels.

In order to facilitate such intervention, the DCG decided to engage Dr. Aregay Waktola to undertake a exploratory study and make a regional analysis to identify target areas, development priorities and issues as well as partner organisations.

The idea is to get valuable information and a perspective on regional situation as well as local circumstances to guide the selection and formulation of specific projects by member NGOs with the participation and ownership by local partners and the target communities in particular. The expected outcome of this study is a comprehensive report providing socio-economic profiles, analysis of development problems and issues to tackle in a defined locality.

## **2. Geographical areas for consideration**

The objectives of the study are:

- To describe the socio-economic profile of each of the regions with respect to, (a) the natural resource base, (b) the human resource, (c) the production/farming systems, and (d) the social and political climate including the degree of decentralisation and empowerment of local government structures and community groups;
- To make analysis of the development challenges including, (a) description of development problems, (b) the human resource, (c) the production/farming systems, and (d) the social and political climate including the degree of decentralisation and empowerment of local government structures and community groups;
- To present an overview of relevant Woreda based development programmes of interest to the DCG with respect to, (a) the development priorities and issues, (b) development objectives and strategies, (c) programmes and implementing agencies, (d) beneficiaries, and (e) evidence of commitment by various levels of government, NGOs and local communities;
- To analyse the institutional framework and organisation of development agencies with respect to, (a) the structure, functions and capacity of the various levels of the regional government, i.e, regional, zonal, woreda and kebele levels respectively, (b) target groups analysis specifying primary target groups and secondary target groups, (c) the NGO sector including regional policy towards involvement of NGOs and operational guidelines if available, and (d) the types and size of NGOs engaged in development activities, (e) the linkage and cooperation that exists between NGOs/development agencies and research as well as academic organisations.
- To develop specific recommendations as to where and how the DCG members can focus their support and involvement including, (a) development problems and issues, (b) target/operational areas and beneficiaries, (c) potential partners, and (d) scope of development activities.

## **4. Scope of work**

The study is exploratory in nature and is intended to provide basic information about the regions in question. The consultant will collect data that are pertinent to the mission and vision of the DCG and its members. The collective vision of the DCG is improved livelihood security for vulnerable households in drought-prone, marginal areas. Hence, the study is expected to provide a description of the situation of the regions in broad terms and a more detailed socio-economic profiles of the poor and vulnerable social groups at the local level. The consultant

is not expected to conduct formal baseline surveys at this stage.

## **5. Methodology**

The methodology include:

- Desk review of current documents relating to regional set-up, development programmes, reports and relevant literature in the development field, and synthesise inputs from a number of sources into a comprehensive document;
- Field review involving interviews with key informants including government officials, experts, community leaders, etc.;
- Consultation with relevant NGOs operating in the regions in question;
- Direct observation from field trips;

## **6. Time Frame and deadlines of the work**

A period of four weeks of field work is planned in relation to the assignment. In addition the consultant will use two days for preparations before departure for the field and about two weeks of report writing. The field visits will take place in May 1999. A draft report will be presented in June for comments. At about the same time, a debriefing session will be held in Norway with the DCG members where the consultant will outline his main findings and tentative recommendations. Comments on the draft report will be sent to the consultant by end of July. The final report which has incorporated relevant points from the comments will be submitted to Noragric in August, 1999.

## **7. Tentative Schedule**

- |                           |   |
|---------------------------|---|
| Sunday, May 2:            | Travel to Southern Nations, Nationalities and Peoples Regional State  |
| Monday, May 3-9:          | Attend Workshop on Sustainable Livelihood of Boran Pastoralists Meet and consult with development workers and NGO representatives attending the workshop<br>Collect and review background documents, visit relevant regional, zonal and woreda offices in Awassa and vicinity |
| Monday, May 10-15:        | Visit selected Zones, Woredas and Kebeles or Peasant Associations   |
| Sunday; May 16:           | Travel; to Addis Ababa  |
| Monday; May 17-21:        | Compile data on SNNPRS, visit relevant offices in Addis Ababa, prepare for the visit to the ANRS  |
| Saturday, May 22-23:      | Travel to Bahir Dar   |
| Monday, May 24-June 6:    | Visit regional, zonal, and woreda offices in ANRS   |
| Monday, June 7 – June 20: | Report writing  |

Wednesday, June 23: Submit draft report to Noragric, conduct debriefing session to DCG members

Monday, August 2: Submit draft report to Noragric

Friday, August 20: Deadline for comments

Wednesday, September 1: Submit final report to Noragric



## **Annex 2**

### **INTRODUCTORY LETTER**

The Dryland Coordination Group (DCG), consisting of several Norwegian NGOs including the Norwegian Church Aid (NCA) intend to expand their involvement in development activities in two regions of Ethiopia. These are the Amhara Regional National State (ARNS) and the Southern Nations, Nationalities and peoples Regional State (SNNPRS). The expansion is foreseen within the framework of the goals of the DCG which are:

- increased food security;
- sustainable management and use of natural resources;
- increased access to community based services such as health, education and clean water; and
- competence building and institutional strengthening at local and regional levels.

Dr. Aregay Waktola is assigned to conduct exploratory study to identify possible target areas for local development and partner institutions which may cooperate with the DCG. He would need the cooperation and assistance of government institutions, NGOs and community organisations. Any assistance accorded to Dr. Aregay in providing information and/or facilitating the study would be highly appreciated.

## Annex 3

### PERSONS MET/ INTERVIEWD DURING THE FIELD TRIP

1. Ato Mekonnen Batiro - Head Bureau of Planning and Economic Development
2. Ato Desalegn Desta - Development Agent, ADRA .K.A.T (Monday 10 May, 9 : 00 – 10 : 00)
3. Ato Ayano Someno - K.A.T Planning Officer, Durame (Monday 10 May 10 : 00 – 11 : 30)
4. Ato Siraj Hassen - Staff of Gogota Kare (11:45 – 12:30)
5. Ato Dessalegi Berhanu - Staff of Gogota Kare
6. Ato Berhanu Lodamu - Staff of Gogota Kare
7. Ato Lema Gebre Hiot - Head, Bureau of Agriculture
8. Dr. Meseret Ledjebo - Director, EECMY/IPCO
9. Ato Girma Yohannes - Head, Zonal Planning Officer
10. Ato Makonnen Ejamo - Development Director, EECMY/SCS
11. Ato Alemayehu Kotiso - Development Director
12. Ato Sitotaw Melmelo - Chairman Woreda Council, Lomo Bosa Woreda
13. Ato Bekele Kassaye - Head, Woreda Agricultural Office, Gofa Zuria Woreda
14. Ato Abayneh Adeto - Chairman, Woreda Council, Sera
15. Ato Samuel Bech - Chairman, Offa Woreda Council
16. Ato Petros Nuda - Secretary, Offa Woreda Council
17. Ato Theodros Milne - Agri-service Ethiopia, North Omo Regional Office
18. Ato Alemayehu Mamo - Agri-service Ethiopia
19. Ato Medralem Dendero - Agri-service Ethiopia
20. Ato Wondemu - President North Omo Zone
21. Foano Folla - Chairman South Ethiopia Peoples Development Association North Omo Zone
22. Paul Bjarne Nerheim - Norwegian Lutheran Mission based in Arba-Minch, North Omo
23. Ato Nyamme Gabino - President, EECMY South West Synod
24. Ato Koste Mamo - V/President, EECMY, South West Synod
25. Ato Solomo Haile - Executive Secretary, South West Synod
26. Ato Gezmu Geze - Treasurer, South West Synod
27. Ato Gameda Gera - Acting Chairman, Konso special Woreda Council Animal Scientist (BSc)
28. Ato Solomon Bekele - Konso Agricultural Office
29. Ato Orkayido - Plant Science graduate, AUA, Konso
30. Ato Taye Mamo - BSc, Plant Science Agricultural Office
31. Zemedkun Workineh - Diploma, Jimma Agricultural College
32. Ato Fresenbet Woldetensai - Head Agricultural Development, Soddo
33. Fikre Inku; Kifle Teshome - Development of Agriculture Lanfro Woreda
34. Ato Abdo Adem - Woreda Council Member, Alaba

35. Ato Sisay Mamo	-	Head, Agriculture Dept, Gurage Zone
36. Dr. Awol Mela	-	Director Self Help International
1. Ato Addis Anteneh	-	Addis Anteneh Economic Consultant
2. Dr. Demissie Gebre-Michael	-	Free Lance (AEC), Addis Ababa
3. Dr. Amare Getahun	-	Consultant
4. Hadis Mulugeta	-	Sida Deputy
5. Dr. Belay Simone	-	Sida
6. Ato Bekele Aregu	-	Ethiopian Aid, Debre Marikos
7. Ato Assefa Worke	-	Sida Deber Marikos
8. Ato Amsaya	-	BoPED, Bahir Dar
9. Ato Girma Bantiwossen	-	Agri – Service Ethiopia
10. Ato Getachew Worku	-	Agri – Service Ethiopia
11. Ato Dagnev Negash	-	Head Agew Awi Agricultural Dept
12. Mr. Charlhokar	-	
13. Ato Adenew Dagne	-	Acting Commissioner Disaster Prevented Preparedness Commission (DPPC)
14. Ato Yohannes Makonnen	-	Food Security Strategy Unit Regional Council – Regional Administration
15. Dr. Belay Demissie	-	Head, Bureau of Agriculture
16. Ato Alebel Amara	-	Administrator, Gozamen Wored, East Gojar
17. Ato Genet Anteneh	-	Secretary, Amhara Development Association
18. Ato Yonas Gedamu	-	Executive Director, Organisation for Relief and Development (ORDA)
19. Ato Tadsse Amsalu	-	Agricultural Research Coordination Unit, Bureau of Agriculture
20. Ato Dernerew	-	Director, Woreda Agricultural Training Centre
21. Ato Adebabay Mengist	-	Agricultural Department, South Wollo Zone
22. Ato Eshete Teshome	-	Extension Team Leaders, South Wollo Zone
23. Ato Teshome Mulu	-	Agricultural Department, North Gondar Zone
24. Ato Ayele Assefa	-	
25. Ato Teshome Wal	-	Head, Agriculture Department North Wollo
26. Ato Miheret Endalew	-	South Wollo Ag. Dept
27. Ato Geheyehu Goshu	-	Head Agricultural Department , South Wollo
28. Temesgen Assefa	-	DPPC, South Wollo
29. Negash Alemu	-	
30. Ato Mogus Asheber	-	ORDA
31. Ato Atnafu Ayalew	-	ORDA
32. Ato Aklilu Dufera	-	Development Director, EECMY/NEAW
33. Ato Geremew Jemal	-	Head, North Shoa
34. Ato Kebede Wolde	-	Head, north Shoa
35. Ato Tilaye Ngussie	-	CARE – Ethiopia
36. Ato Wolde Kedan	-	Head, Development Division, EOC
37. Ato Fayissa	-	Development Director, EECMY

## Annex 4 Itinerary Schedule

1. May 2, 1999 traveled to Awassa
2. May 3 – 5, 1999 (Monday – Wednesday) attended the Workshop on Sustainable Livelihood of Borana pastoralists organised by NCA. Reviewed available literature and documents on Southern Ethiopia.
3. May 6, 1999 (Thursday)  
Morning : held discussion with Dr. Meseret Ledjebo, Director of EECMY Joint Project Coordination office  
Afternoon : met with Ato Mekonnen Batisso, Head of the Bureau of Planning and Economic Development (BOPED). Borrowed documents and reports for review.
4. May 7, 1999 (Friday) :  
Morning : spent time in the library of the Awassa College of Agriculture reading materials relevant for the assignment Consulted with Ato Admassu Tsegaye, Ato Merid and Dr. Zinabu Gebremariam.  
Afternoon : spent time in the library of the Bureau of Planning and Economic Development, photocopied useful materials.
5. May 8 – 9, 1999 (Saturday – Sunday) : prepared travel plans to the field in consultation with Ato Admassu Tsegaye. Reviewed documents
6. May 10, 1999 (Monday)  
Morning : traveled to Durame, capital of KAT; met with Ato Desalegn Desta of ADRA and later with Ato Ayano Someno, Head of the Zonal Planning Office. Briefly visited the Zonal Development Association.  
Afternoon : traveled to Hosana, capital of Hadeya and was on time to visit the Planning Office as well as EECMY South Central Synod.
7. May 11, 1999 (Tuesday)  
Morning : Traveled to North Omo Zone; visited The Areka Research Center and held discussion with Ato Endale Taboge, the Manager  
Afternoon : visited the Woreda office in Bale, Kindo Koysha Woreda and then spent the night in Wolayeta Soddo.
8. May 12, 1999 (Wednesday) : spent the whole day visiting officer in three Woredas, namely, Gofa Zuria, Kucha and Offa Woredas respectively. Returned to Wolayita Soddo in the evening.
9. May 13, 1999 (Thursday)  
Morning : met with the vice chairman of the Council in Humbo Woreda and then drove to the neighboring Boreda Abaya Woreda where discussion was held with staff of Agri – service Ethiopia.  
Afternoon : proceeded to Arba Minch and held discussions with the Zonal President; the Chairman of South Ethiopia People’s Development Associations, North Omo Zone; and the staff of South West Synod, EECMY in the order given.
10. May 14, 1999 (Friday) : visited the Woreda Administration Office as well as the agricultural office in Konso. Returned to Wolayita Soddo Via Arba Minch that evening to spend the night there.
11. May 15, 1999 (Saturday) : traveled to Awassa and on the way stopped at the Woreda office in Alaba and met with Ato Abdo Aden, a member of the council.

- In the evening, held discussion with Dr. Seme Debela, former manager of the Institute of Agricultural Research (IAR) who had evaluated FARM Africa's project in the region titled Farmers' Research Project (FRP) a few weeks earlier.
12. May 16, 1999 (Sunday) returned to Addis Ababa.
  13. May 17 – 19, 1999 (Monday – Wednesday) : reviewed documents.
  14. May 20, 1999 (Thursday) held discussion with Ato Addis Anteneh concerning the study on Amhara National Regional State (ANRS) and prepared a list of persons and institutions to visit in the region.
  15. May 21, 1999 (Friday) : visited the headquarters of Agri-service Ethiopia and learned more about their operations in SNNPRS and ANRS. Later in the afternoon met with Ato Getahun Belay, Programme Officer of Ethiopia Aid.
  16. May 23, 1999 (Sunday) : traveled to Debre Marikos, capital of East Gojam in ANRS. In the evening met with Ato Assefa Worke, Technical Advisor of ANRS/Sida Rural Development Project in the Zone.
  17. May 24, 1999 (Monday) : visited the ANRS/Sida project office, Ethiopia Aid the Gonzame Woreda Administration and finally the Agriculture Department of Agew Awi Zone before ending up in Bahr Dar.
  18. May 25, 1999 (Tuesday) : held discussions with the following concerning development activities and challenges in the region ; ANRS/Sida rural development project offices, DPPC, and Food Security Unit of the regional administration.
  19. May 26, 1999 (Wednesday) : had discussions at Amhara Development Association (ADA), Organisation for Relief and Development in Amhara (ORDA), and the Bureau of Agriculture.
  20. May 27, 1999 (Thursday) : traveled to South Gondar and North Gondar and held meetings in both zones including the Woreta Training Centre.
  21. May 28, 1999 (Friday) : traveled from Gondar to Woldiya in North Wollo. The trip took almost the whole day.
  22. May 29, 1999 (Saturday) : Met with Ato teshome Wal, Head of the Agricultural Department. After that drove to Dessie, capital of South Wollo.
  23. May 30, 1999 (Sunday) : spent the day in Dessie reviewing reports and other documents collected.
  24. May 31, 1999 (Monday) : visited the following offices and discussed about the zonal situation : Agriculture Department, EECMY-North East Area Work, DPPC, and ORDA Dessie Branch.
  25. June 1, 1999 (Tuesday) : made visit to the agricultural offices in Oromiya and North Showa Zones respectively. Arrived Addis Ababa in the evening.
  26. June 4, 1999 (Friday) : held discussions with the Head of the Development Division at Ethiopian Orthodox Church.
  27. June 7, 1999 (Monday) : met with the development director of EECMY.

**Annexes relating to the Southern Nations, Nationalities  
and People Regional State**

## Annex 5

### Percentage Distribution of Agro-Ecological Zones in SNNPRS

<b>Agro-Ecological Zones</b>	<b>Altitude in mt.</b>	<b>Area Covered in %</b>	<b>Climatic Condition</b>
Haroor	Below 500	8.6	Hottest
Kolla	500 - 1500	48.9	Hot
Woina Dega	1500 - 2500	33.9	Warm
Dega	2500 - 3500	8.4	Cool
Wurch	Above 3500	0.2	Coldest
Total		100	

Source:- WBISPP A.A. April, 1997

## Annex 6

### Lakes in SNNPRS

Lake	Area in Sq.km	Depth in mt.	Length in km.	Width in mt.	Altitude in mt.
Awassa	129	10	16	9	1675
Abaya	1160	13	60	20	1169
Chamo	551	10	26	2	1108
Chew-Baher	250-2000	-	-	-	500
Turkana*	-	-	-	-	-
(Todolf)	-	20	-	-	376

**Source:**- National Atlas of Ethiopia, A.A. 1988.

\* The Total Surface Area of lake Turkana is about 6400 sq.km. However, at present only a small portion of the lake is found in Ethiopia.



## Annex 7

### Major Rivers in SNNPR

River	Origion area	Zones (Rgion) Crossed Bordered by the river	Destination	Tributaries in the region
Omo	West Shewa	Oromiya, Guraghe, KAT, Kaffa-Shaka, North Omo, B.Maji, South Omo	S.Omo, Lake Rudolf	Gojeb, Shalma-Dalcha,
Gojeb	Kaffa-Shaka	Oromiya, Kaffa-Shaka, N.Omo		Denchio, Shalka, Guma,
Mago	North of S.Omo	South Omo		Zigna Mansa, Muwi, Mago Irgene,
Segen	Oromiya/Konso	Oromiya, Konso, South Omo		Mishkere Deme Kulecho, Giyo.
Weito	S.Omo, N.Omo	S.Omo, N. Omo		
Akobo	Bench-Maji	Sudan-Ethio Border	R.Omo Jimma, KAT.	
Dima	Bench-Maji	Maji, Bench	N.Omo border	Neri, Sala/Berso Maki
Muwi	Bench-Maji	Bench-Maji	R.Omo	
Kibish	Bench-Maji	Bench-Maji		Weito, Haro, Gayo Turkut
Gidabo	Sidama	Sidama	Chew Bahir	
Gelana	Gedeo	Gedeo, Amaro		Afa, Lemeto, Mirka
Wabe	Guraghe	Guraghe	Segen River	Dima Gilo, Gejet, Akula
Walga	Oromiya	Guraghe	R.Baro (Sobat)	
Meki	Guraghe	Guraghe		
Belate	KAT, N.Omo	N.Omo	Akobo River	
Gejet	Becnch-Maji	Bench-Maji		
Beko	Kaffa-Shaka	Bench-Maji	Omo River	
Dijo	Guraghe	Guraghe		
Genale	Sidama	Sidama, Oromiya	Lake Abaya	
			Lake Abaya	
			Ghibe	Gorombo, Meged, Gombora, Kereb
			Ghibe	Kerabit, Aredi, Wegera
			Lake Ziway	Bisare, Woyra
			Lake Abaya	
			Gilo	Furfura
			Gilo	Goromot, Gange, Gelana, Morcda,
			Lake ShalaJuba River	Bunora

Source:- BOPED Socio-Economic Profile, 1996

## Annex 8

### Some Demographic Indicators By Zone/Special Woreda

<b>Zone/Sp. Woreda</b>	<b>CBR</b>	<b>GFR</b>	<b>TFR</b>	<b>IMR</b>	<b>CMR</b>	<b>Life Expectancy</b>
SNNPR	30.0	127.4	4.3	128.0	189.0	48.0
Guraghe	27.1	110.3	3.9	145.0	218.0	45.6
Hadiya	25.2	106.4	3.8	113.0	165.0	51.4
KAT	23.2	95.5	3.4	130.0	192.0	48.3
Sidama	32.8	147.9	4.8	88.0	124.0	56.3
Gedeo	32.8	147.5	4.8	127.0	187.0	48.8
North Omo	31.1	128.0	4.3	154.0	231.0	44.2
South Omo	25.1	100.8	3.2	118.0	173.0	50.5
Kaffa-Shaka	33.7	146.9	5.0	153.0	229.0	44.3
Bench Maji	37.1	144.2	4.6	190.0	285.0	38.9
Yem	27.8	126.1	4.6	129.0	190.0	48.6
Amaro	33.0	145.3	5.1	74.0	102.0	59.4
Burji	40.0	200.8	6.8	99.0	142.0	54.2
Konso	38.0	137.2	6.0	11.0	161.0	51.8
Derashe	25.9	110.4	3.9	119.0	175.0	50.3

**Source:-** The 1994 Population and Housing Census of Ethiopia report for SNNPR, 1996.

CBR – Crude Birth Rate  
 IMR – Infant Mortality Rate  
 TFR – Total Fertility Rate  
 GFR – General Fertility Rate  
 CMR – Crude Mortality Rate  
**Note:-** TFR is reported rate.  
 CBR and IMR are per 1000

## Annex 9

### 12 Major Ethnic Groups of SNNPRS (1994)

Sr. No	Ethnic Groups	Size of Population	%
1.	Sidama	1820030	17.54889891
2.	Wolayta	1210235	11.66919868
3.	Hadiya	874498	8.431991231
4.	Siliti	734423	7.081375024
5.	Sebat Bet Gurage	721171	6.953598005
6.	Gamo	697540	6.7257457
7.	Keffa	551223	5.314943547
8.	Gedeo	459351	4.42910516
9.	Kembata	443525	4.276509393
10.	Kulo	273089	2.633149594
11.	Amara	312929	3.017290587
12.	Goffa	240749	2.321324299
	Others	2032429	19.59686987
	Total	10371192	100

Source:- CS Report

## Annex 10

### The Distribution of Land Under Various Uses By Zone and Sp. Woredas (1995)

<b>Zone/ Sp. Woreda</b>	<b>Total Area In sq.km.</b>	<b>Cultivated</b>	<b>Cultivable</b>	<b>Grazing</b>	<b>Shrub, Bush Land &amp; Forest</b>	<b>Others</b>
Gedeo	1347.0	212.7	709.0	161.2	51.5	212.7
Sidama	6862.0	3406.9	383.4	698.2	434.0	1939.5
N.Omo	23935.0	3023.1	4649.0	4404.0	3055.7	8803.2
S.Omo	23535.0	315.2	1576.0	8405.4	4592.1	8646.3
K.A.T.	2525.0	1564.0	11.9	212.3	171.3	565.5
Hadiya	4051.0	2110.9	178.1	527.7	517.3	716.9
Guraghe	8002.0	4230.7	240.2	2075.8	360.4	1094.9
Kaffa-Shaka	12786.0	4524.8	1488.4	2543.7	2878.9	1350.2
B.Maji	22914.0	4815.9	4510.7	3215.0	5979.9	4392.5
Burji	1374.0	85.9	53.5	78.2	984.7	171.8
Amaro	1597.0	406.2	771.4	119.4	282.0	18.0
Konso	2354.0	1176.9	357.7	501.8	127.1	190.4
Derashe	1532.0	309.8	628.9	84.1	196.1	313.1
Yem	725.0	402.3	62.9	103.5	90.5	65.9
Total	113539.0	26585.2	15621.0	23130.2	19721.5	28481.1
Percent	100.0	23.4	13.8	20.4	17.4	25.1

**Source:-** The Regional and Zonal Agricultural Bureau.

## Annex 11

### The Percentage Distribution of Farmers By the size of land Holding in SNNPRS

Zone/Sp.Woreda	Land Holding in Hectarage						
	0.01- 0.255	0.255-0.505	0.505-1.005	1.005-2.005	2.005-4.005	4.005-6.005	6.005 and above
Gedeo	2.5	5.4	15.1	45.6	24.7	5	1.7
Sadiam	4.1	12.7	29.2	34	16.8	2.6	0.6
N/Omo	5.8	15	27.9	32.3	14.5	3.3	1.2
S/Omo	1.8	17.7	32.7	25.9	17.7	3.6	0.5
k.A.T	2.3	9.3	40.4	33.3	14.1	0.3	0.3
Hadiya	0.4	7.3	27.9	42.9	20.2	1.3	-
Gurage	5.1	11.8	25.8	33.8	19.8	2.9	0.8
Kaffa-Shaka	1.5	3.6	16.3	37.8	30.6	6.4	3.8
Bench-Maji	0.4	6.4	17.4	39.1	28.8	5.7	2.2
Yem	3.3	8.3	33.3	43.3	11.7	-	-
Amaro	N.A	N.A	N.A	N.A	N.A	N.A	N.A
Burji	1.7	-	6.8	40.7	35.6	13.6	1.7
Konso	5.5	12.7	21.8	29.1	21.8	7.3	1.8
Derashe	-	5	18.3	45	26.7	3.3	1.7
Region average	26	8.9	24.1	37.1	21.8	4.3	1.3

Note:- - in nil.

N.A is Data not available

**Source:-** Household Level Socio-Economic Survey for The SNNPR, January, 1997.

## Annex 12

### The Percentage Distribution of Farmers By Number of Oxen Owned in SNNPRS

Zone/sp.woreda	Number of Oxen					
	None	One	Two	Three	Four	Five and More
Gedeo	88.5	3.7	7.4	-	-	0.4
Sidama	78.8	11.3	7.4	0.6	1.1	0.8
N/OmO	43.3	33.3	19.4	2.1	1.2	0.7
S/OmO	26.7	19.6	13.3	4.2	9.6	26.6
K.A.T	23.7	48.2	23.7	2	2	0.3
Hadiya	23.9	37.6	30.3	2.6	3.4	2.1
Gurage	52.5	24.9	17	2.3	2.4	1
Kaffa-Shaka	26	43	26.2	1.9	2.1	0.8
Bench-Maji	46.9	19.7	18.8	3.9	4.2	6.5
Yem	25	45	28.3	-	1.7	-
Amaro	60.3	25.9	10.3	-	1.7	1.7
Burji	18.3	18.3	45	3.3	6.7	8.4
Konso	50	20	15	6.6	5	3.4
Derashe	43.3	23.3	28.3	-	5	-
Region Average	43.4	26.7	20.7	2.1	3.3	3.8

**Note:-** - is nil.

**Source:-** Household Level Socio-Economic Survey For The SNNPR, January, 1997.

## Annex 13

### Food Production and Food Requirement Balance By Zone and Special Woreda in SNNPRS (1996)

Zone/ Sp/Woreda	Population In '000	Food Req.in Wheat Equ.in 000 Qt	Food Production in Wheat Equiv. (000 Qt.)			Difference In 000 Qt.	Food Prod.as% Of Total Demand	Food Prod.per Capital in Qt.
			Crop Prod.	Livestock Pro.	Total Prod.			
Gedeo	587	1352.2	335.2	60.4	395.6	(956.6)	29.3	0.67
Sidama	2129	4898.8	2108.9	405.1	2514.0	(2384.8)	51.3	1.18
North Omo	2713	6241.1	4169.6	377.7	4547.3	(1693.8)	72.9	1.68
South Omo	341	785.5	116.1	63.9	180.0	(605.5)	22.9	0.53
KAT	756	1739.7	1398.9	121.3	1520.2	(219.5)	87.4	2.01
Hadiya	1093	2515.3	2050.2	141.0	2191.2	(324.1)	87.1	2.00
Guraghe	1621	3728.3	2846.3	282.3	3128.6	(599.7)	83.9	1.93
Kaffa-Shaka	755	1737.4	1243.6	79.3	1322.9	(414.5)	76.1	1.75
Bench-Maji	339	780.4	439.1	88.1	527.2	(253.2)	67.6	1.55
Yem	67	154.1	109.1	23.6	132.7	(21.4)	86.1	1.98
Konso	164	377.9	165.6	31.6	197.2	(180.7)	52.2	1.20
Derashe	94	216.2	108.4	21.6	130.0	(86.2)	60.0	1.38
Amaro	102	236.2	165.4	11.4	176.8	(59.4)	74.9	1.72
Burji	40	92.0	59.2	15.1	74.3	(17.7)	80.8	1.86
Region	10801.0	24855.1	15315.6	1722.4	17038.0	(7817.1)	68.5	1.58

## Annex 14

### Population affected by food shortage 1993-1996

in '000000

<b>Zone/Sp. Woreda</b>	<b>Estimated Popu. 93/96</b>	<b>Estimated Aff.Pop. 93/96</b>	<b>%Aff.Pop.</b>
Region	10.520	1.149	10.9
Guraghe	1.549	0.035	2.2
Hadiya	10.044	0.089	8.5
Noth Omo	2.591	0.588	22.7
South Omo	0.326	0.059	18.0
Kaffa-Shaka	0.721	0.005	0.7
Bench Maji	0.324	0.021	6.6
KAT	0.730	0.114	15.7
Sidama	2.033	0.040	2.0
Gedeo	0.561	0.045	8.0
Amaro	0.098	0.019	19.7
Burji	0.039	0.009	24.5
Konso	0.157	0.050	31.6
Derashe	0.089	0.074	82.8



## Annex 15

### Drought Affected Population and Distribution of Aid in SNNPRS (1993-1996)

Year	Drought Affected population	Aid Distributed In '000000 qt.
1993	0.515	0.147
1994	2.898	0.365
1995	0.965	0.220
1996	0.143	0.060

## Annex 16

### Farmers to Development Agents (DAs) Ratio By Zone/Special Woredas /1996/

Zone & Sp.Woreda	No. of Farmers	DAS	Ratio
Gedeo	413507	82	1:5043
Sidama	1716770	310	1:5538
N/Omo	2165575	396	1:54096
South Omo	317727	24	1:13238
K.A.T	639522	136	1:4702
Hadiya	927927	119	1:7798
Guraghe	1396310	241	1:5794
Kaffa-Shaka	650640	139	1:4681
Bench-Maji	296278	109	1:2718
Burji	35178	15	1:2345
Amaro	97789	18	1:5433
Konso	146668	18	1:8148
Derashe	71423	14	1:5102
Yem	53023	21	1:2525
Total	8928337	1642	1:5437

**Source:-** Regional Agriculture Bureau

## Annex 17

### Literacy Rate by Zone/Special Woreda in SNNPRS (1994)

Zone/Special Woreda	Lit. Rate
Region	20.62
Guraghe	33.1
Hadiya	33.37
K.A.T	24.91
Sidama	29.92
Gedeo	23.27
North Omo	9.52
South Omo	23.17
Kaffa-Shaka	18.71
Bench-Maji	29.08
Yem	22.76
Amaro	24.19
Burji	8.14
Konso	17.49
Derashe	

**Source:-** Annual education statistics of education bureau.

## Annex 18

### The Distribution of Health Institutions in SNNPR State in 1998 by Zone and Special Woreda

Zone / Sp. Woreda	Hospital		H. Centre		H. Station			H. Post	Pharmacy			Drug vender		Rural drug shop
	Gov.	NGO	Gov.	NGO	Gov.	NGO	Private	Gov.	NGO	Private	NGO	Private	Private	
Gedeo	1		4		14	6	4	21	1	3		3	47	
Sidama	1		12	1	39	13	21	97	1	5		6	101	
North Omo	3		18		95	5	6	128	1	2	1	1	100	
South Omo	1		3		21	4		6			1	1	11	
K.A.T.			5		11	6	8	51		2		6	35	
Hadiya	1		9		19	8	4	9	2	2		3	39	
Guraghe	1	1	15	2	23	5	27	15		2		3	28	
Kefa-Sheka			6		39	1	8	41		2		2	26	
Bench-Maji	1		4		23	4	2	23		2		1	18	
Burji			1		2	1		1					1	
Amaro			1		4	1		7					1	
Konso			1		9	1		6					2	
Derashe		1			6	1		2					3	
Yem			1		5			0					1	
Total	9	2	80	3	310	56	80	407	5	18	2	26	413	

**Source:-** SNNPR State Health Bureau 1990 EFY annual Report

## Annex 19

### The Distribution of Health Personnel in SNNPR State by Zone and Sp. Woreda in 1998.

Zone / Sp. Woreda	Gen. Physician	Specialized Doctor	MPH	H. Officer	Pharmacist	Staff Nurse	Other Nurses	Pharmacy Tech	Lab. Tech	X-ray Tech	Sanitarian	H. Assis.	Others	Total
Gedeo	15	1		1	2	43	10	5	7	5	9	88		183
Sidama	56	7		2	5	111	18	7	12	2	22	287	1	533
North Omo	44	11		7	3	113	19	7	21	7	31	528		791
South Omo	7			1		22	6	1	4		7	87		135
K.A.T.	19					32	1	3	9		11	78		153
Hadiya	27	5		1	1	62	7	6	10	4	15	124		262
Guraghe	26			2	1	34	3	3	6		7	131		213
Kefa-Sheka	11				1	33	6	6	6		13	168		244
Bench-Maji	18	1			2	33	5	5	6	1	11	109		1191
Burji						6			2		2	14		24
Amaro						4		1	1		2	16		25
Konso	4					6	2	1	2		2	23		60
Derashe	2					5	1	1	1		1	19		30
Yem						7	1	2	1		3	17		31
Region	9		2	2	4	26	10	1	5		5			64
Total	238	25	2	16	19	537	90	49	93	19	141	1689	1	2919

**Source:-** IBID

## **Annexes Relating to Amhara National Regional State**

## Annex 20

### Major Agro Climatic Zones in Amhara National Regional State

No	Agro-climatic zones	Altitude	Coverage
1.	Kolla	Below 1500	31%
2.	Dega	2500 – 4620	25%
3.	Woina Dega	1500 - 2500	44%

## Annex 21

### Major Rivers in the Amhara Region by Administrative Zone

No	West Gojjam Rivers	Basin	Km
1.	Blue Nile	Blue Nile	20
2.	Gilgel Abay	Lake Tana	150
3.	Bir	Blue Nile	105
4.	Fetam	Blue Nile	95
5.	Beles	Blue Nile	125
6.	Debohila	Blue Nile	65
7.	Zima	Blue Nile	DNA
8.	Jema	Blue Nile	60
9.	Ayehu	Blue Nile	80
10	Gilgel Abay	Blue Nile	DNA
	<b>East Gojjam</b>		
1.	Blue Nile	Blue Nile	400
2.	Abaya	Blue Nile	70
3.	Suha	Blue Nile	90
4.	Muga	Blue Nile	75
5.	Chemoga	Blue Nile	45
6.	Temcha	Blue Nile	115
7.	Cheye	Blue Nile	45
8.	Tem	Blue Nile	55
	<b>South Wello</b>		
1.	Blue Nile	Blue Nile	DNA
2.	Weleka	Blue Nile	DNA
3.	Yeshum	Blue Nile	DNA
4.	Drame	Blue Nile	DNA
5.	Beshilo	Blue Nile	DNA
6.	Mesbal	Blue Nile	DNA
7.	Mechala	Blue Nile	DNA
8.	Selgi	Blue Nile	DNA
	<b>North Wello</b>		
1.	Gimmora	DNA	DNA
2.	Alwuha	DNA	DNA

3.	Getu	DNA	DNA
4.	Golina	DNA	DNA
5.	Tekeze	DNA	DNA
	<b>Oromiya</b>		
1.	Borkena	Awash	DNA
2.	Chelinka	Awash	DNA
3.	Jesa	Awash	DNA
	<b>Zone/River</b>	<b>Drainage</b>	<b>Appro. Length</b>

No	North Shew	Basin	Km
1.	Benssa	DNA	80
2.	Chacha	DNA	75
3.	Mofer Wuha	DNA	43
4.	Wenchit	DNA	135
5.	Zima	DNA	110
6.	Kesem	DNA	75
	<b>North Gonder</b>		
1.	Dinder	Blue Nile	220
2.	Rehad / Shinfa	Blue Nile	170
3.	Genda Wuha	Atbara	95
4.	Guang	Atbara	185
5.	Angereb	Atbara	210
6.	Megech	Lake Tana	DNA
7.	Mena	Tekeze	105
8.	Tekeze	Atbara	DNA
	<b>South Gonder</b>		
1.	Rib	Lake Tana	80
2.	Gumara	Lake Tana	70
3.	Blue Nile	Blue Tana	DNA
4.	Liben	Tekeze	45
5.	Tekeze	Atbara	DNA
6.	Mewen	Tekeze	40
7.	Golaye	Tekeze	55
8.	Beshilo	Blue Tana	DNA
9.	Chefa	Blue Tana	60
	<b>Wag Himra</b>		
1.	Tirarie	Tekeze	DNA
	<b>Zone / River</b>	<b>Drainage</b>	<b>Appro. Length in km.</b>

## Annex 22

### Population frequently affected by food shortages in Amhara National Regional State

No.	Zone / Woreda	Number Affected	No.	Zone / Woreda	Number Affected
1.	<b>Wag Himra Zone</b>	<b>230,000</b>	5.	<b>North Gondar Zone</b>	<b>273,500</b>
	<u>Woredas</u>			<u>Woredas</u>	
	Zignala	70,000		Beyed	46,000
	Sekota	100,000		Jan Amora	72,600
	Dahina	60,000		Debarl	13,000
				Belessa	73,000
				Adarke	34,000
				Dabat	7,000
				Wogera	27,900
2.	<b>North Wollo Zone</b>	<b>561,000</b>	6.	<b>South Gondar Zone</b>	<b>410,750</b>
	<u>Woredas</u>			<u>Woredas</u>	
	Bugina	91,000		Ebinet	100,000
	Kobo	150,000		Libo Kemkem	30,000
	Gidan	61,000		Lay Gayint	96,500
	Meket	71,000		Tach Gayint	39,000
	Wadila	49,000		Simada	145,250
	Delanta Dawint	66,000			
	Guba Lefto	33,000			
	Habru	40,000			
3.	<b>South Wollo Zone</b>	<b>499,192</b>	7.	<b>North Shoa</b>	<b>349,800</b>
	<u>Woredas</u>			<u>Woredas</u>	
	Mekadela	38,000		Gishe Rabel	47,000
	Tenta	50,000		Geramidir	73,000
	Ambassel	37,000		Efratana Gidim	101,800
	Worebabo	49,000		Mamamedirna	128,000
	Legambo	20,000			
	Sayint	30,000			
	Debre Sina	31,000			
	Woreilu	39,000			
	Wegdi	32,000			
	Kutaber	40,000			
	Dessie Zuria	10,000			
	Jamma	35,447			
	Kellela	29,245			
	KaluTehulueder	50,000			



4.	<b>Oromiya Zone</b>	<b>70,000</b>	8.	<b>East Gojam Zone</b>	<b>50,000</b>
	<u>Woredas</u>			<u>Woredas</u>	
	Bati	40,000		Goncha Siso Ensie	15,000
	Artuma Jelle	30,000		Ehbsie Sar Mider	20,000
				Shebel Berenta	15,000
	Grand Total	2,475,242			

## Annex 23

### Amhara National Regional State Population Projection for 1999 and 2025 by Zone

No.	Zone	1999 Population			2025 Population		
		Urban	Rural	Total	Urban	Rural	Total
1.	N. Gondar	286525	2105676	2392201	715098	3649815	4364913
2.	S. Gondar	141312	1878256	2019568	352682	3255622	3608304
3.	N. Wollo	107835	1331652	1439487	269131	2308182	2577313
4.	S. Wollo	255214	2175003	2430217	636954	3769981	4406934
5.	N. Shoa	177942	1607589	1785531	444100	2786470	3230570
6.	E. Gojam	175935	178980	1943915	439092	3064478	3503570
7.	West Gojam	129853	1901512	2031364	324081	3295932	3620013
8.	Wag Himra	14098	300120	314218	35186	520204	555390
9.	Agew Awi	78988	741116	820105	197136	1284593	1481729
10.	Oromiya	48031	481249	529280	119874	834159	954033
11.	Bahr Dar	116414	0	16414	290542	0	290542
	Total	1532148	14290154	15822302	3823876	24769435	28593311

## Annex 24

## **NGO Code of Conduct**

As set out in the Code, NGOs will:

- See their efforts as a means for people and communities to solve their problems by themselves.
- Act in solidarity with the goals and priorities of their target communities.
- Respect the indigenous knowledge, the dignity and identity of individuals and their culture, faith and values.
- Exercise and promote fairness, impartiality and equity in all of their activities and in their dealings with interested parties, community partners and the general public.
- Act truthfully and refrain from practices that undermine the moral and ethical integrity of their organizations.
- Be transparent and accountable in their dealings with the government, community, donors and other interested parties.
- Conform to the constitution, law, rules and regulations of Ethiopia.
- Strive to maintain their autonomy and resist conditionalities that may compromise their missions and principles.
- Fully integrate gender sensitization into their human resource development and promote non-discriminatory working practices.
- Develop and promote clear and measurable impact indicators for their programs in order to gauge relevance and effectiveness.

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