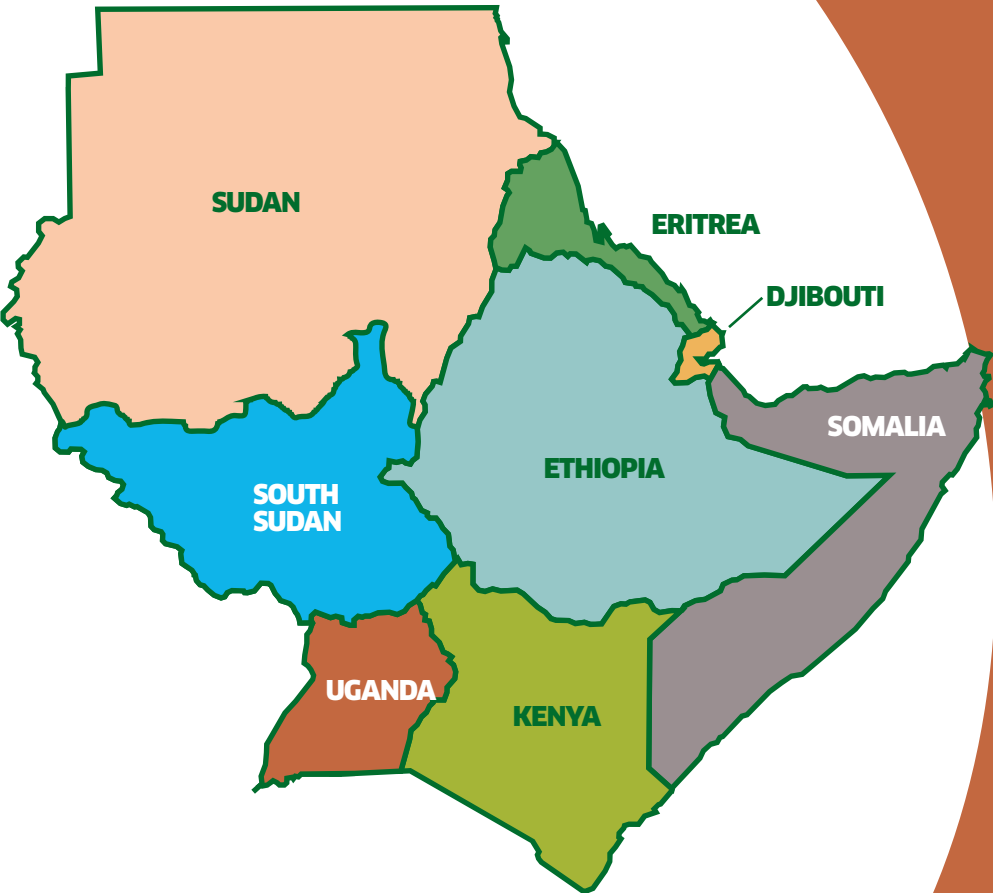


# **BUILDING SUSTAINABLE FUTURES**

PENHA  
STRATEGIC  
PLAN  
2020-2025





# OUR LEGACY

The Pastoral and Environmental Network in the Horn of Africa (PENHA) is an African inspired and led international non-governmental organisation (INGO) and research institute, founded in 1989 by a group of development practitioners concerned about the future of pastoralism in the Horn of Africa.

For 30 years, PENHA has played a leading role in bringing pastoralism to the forefront of development discourse, promoting it as a dignified way of life for communities in the Horn of

Africa and as an important contribution to the economy – linking practice with policy. Through its collaboration with partners at multiple levels – local actors, community-based organisations, universities, research institutes, non-governmental and ministerial organisations in both Africa and internationally PENHA has contributed to development policy and practice in Eritrea, Ethiopia, Kenya, Somaliland, Somalia, Sudan and Uganda.



“If the Horn of Africa loses its pastoralists, environmentalists – people who actually look after the earth far better than we do, we begin to lose sight of what humanity is.”



● Joanna Lumley OBE,  
Patron of PENHA



A pastoralist feeding his cattle, Kassala, Eastern Sudan. Photo: Zeremariam Fre.

As PENHA celebrates its 30th anniversary, pastoral and agro-pastoral communities are facing new challenges and becoming increasingly marginalised. The climate emergency – which is bringing erratic rains and more frequent droughts to the region – has meant that many pastoralists have lost their stock. Insecure land rights are another challenge, with unfavourable government policies and encroachment on rangeland by private sector actors restricting mobility and access to resources, and hindering development of the sector. COVID-19 has also brought unprecedented new challenges, particularly for mobile communities.

PENHA promotes strategies and policies that empower pastoral and agro-pastoral groups and state actors to work together to strengthen pastoral livelihoods, promote innovation, and protect the ecosystems upon which they depend.





# BUILDING SUSTAINABLE FUTURES

For centuries, pastoral communities have proved themselves to be resilient in the face of change. For PENHA, mobility is the most effective response to increasing challenges, and we work with communities, partner organisations and governments to secure pastoral rights to land and resources. Increased interest in mining and oil exploration has highlighted the need for new policies for the extractive industries which promote equity, regional integration and trade – and also protect pastoralists as they adapt to extreme weather events.





Pastoralists at a water point, Geeri village, Sahil Region, Somaliland  
Photo: PENHA Somaliland.

Research carried out by PENHA and others over the last few decades has highlighted the contribution of pastoral communities to the sustainability of the environment and to the local and national economy, and we advocate passionately to ensure that this is recognised. Pastoral communities are taking advantage of emerging opportunities, integrating indigenous knowledge with new technology, and their way of life and livelihoods are evolving. Some pastoralists are settling on the outskirts of towns, using GIS to find pastureland and mobile technology to check market prices of meat. Pastoral women are also being innovative – finding new sources of income and

sending their children to school. Young people have new aspirations – with some migrating to larger towns to find alternative employment outside of pastoralism.

PENHA's new strategy supports these 'societies in transition' in innovation and enterprise development towards sustainable futures – which also benefit the region as a whole. We emphasise the interconnectedness of communities in the Horn of Africa and beyond – interactions between the highlands and the lowlands, linkages between urban centres and rural villages, trading across national borders, links to the diaspora in the UK, as well as intergenerational relationships.



# OUR WORK

PENHA believes in strong and genuine partnerships. We work with local, national, regional and international organisations and collaborate closely with pastoralist and agro-pastoralist groups in the Horn of Africa to foster sustainable livelihoods and address their social and economic marginalisation. We value indigenous knowledge and practices, and promote African perspectives on African contemporary issues.

We use action-orientated research and provide training to empower pastoralist communities and their institutions to play a full role in their own development and in influencing government policy and research programme design.

A pastoralist woman  
in Southwestern  
Uganda. Photo:  
Vanessa Champion.



Our current work includes:

**Climate change and environment:**

Land governance and natural resource management; construction of bunds/structures; maintaining grazing reserves; seed collection for palatable fodder; and control and use of invasive species (*prosopis juliflora*)

**Conflict analysis and prevention:**

Training to address resource-based conflict in the region

**Gender equality and women's empowerment:**

Enhancing women's political representation; providing skills and promoting enterprises for women

**Livelihoods development:**

Productivity enhancement; food security and economic diversification; rural enterprise promotion; value chain studies

and interventions; innovative technology transfer projects; and nomadic services (supporting basic education and health for pastoralists)

**Migration, youth and culture:**

Capacity building among the Horn diaspora youth in the UK through support and mentoring activities to tackle diverse challenges including unemployment; fostering cohesion and integration in UK society; awareness raising on development issues

**Training and consultancy:**

Services for governments, international and regional organisations, and universities and research centres

**Water, sanitation and hygiene:**

Rehabilitation and construction of water harvesting structures and promoting hygiene practices

# OUR VISION

Resilient, socially and economically integrated pastoral and agro-pastoral communities living in harmonious cooperation across the Horn of Africa.



'PENHA links people up across the region; it defended pastoralism against all odds early in its inception... over time people started to grasp pastoralism as a mode of life, just as farming is. PENHA acted as a bridge between the peoples of the region by bringing several of them in common fora across the region to learn new things and to share experiences with each other.'

Women's handcraft workshop in Ewida village, Eastern Sudan.  
Photo: Rehab Jameel.

● Dr. Tekeste Ghebray, former Executive Secretary of the Intergovernmental Authority on Development (IGAD) at PENHA's 25th anniversary

# OUR VALUES

We promote equality and diversity, and believe in strong and genuine partnerships, networking and engagement with local, national, regional and global organisations.







Making Charcoal out of Prosopis wood, Odweyne, Somaliland. Photo: PENHA Somaliland.

## OUR MISSION

We promote sustainable development among pastoral and agro-pastoral communities through gender equality, resilience building, enterprise, innovation and regional cooperation across the Horn of Africa.

## OUR AIMS

- The social, cultural and economic integration of pastoral and agro-pastoral communities in the Horn of Africa
- Dynamic, diversified and sustainable pastoral and agro-pastoral livelihoods, with expanded access to information, technology, education and training
- A full and equal role for pastoral and agro-pastoralist women in public and economic life
- Peace building and conflict prevention
- Development of links with the diaspora in the UK



## OUR APPROACH

We work with civil society organisations, community-based organisations, INGOs, academics, research Institutions, governments and regional intergovernmental organisations – at both the grassroots and policy levels – so that each informs the other.



# OUR 2020-2025 STRATEGY

Our new strategy consists of three overlapping and complementary spheres:

“Thanks to the PENHA training we learned about the value of prosopis, and especially the animal feed we could make from milling the pods. We then set up a cooperative and began to collect, dry and process, and have sold our first 20 sacks”

● Abdikarim Ismail Yusuf from BiyoGurre, Sahil Region, Somaliland on the PENHA-FAO project

## POLICY AND ADVOCACY

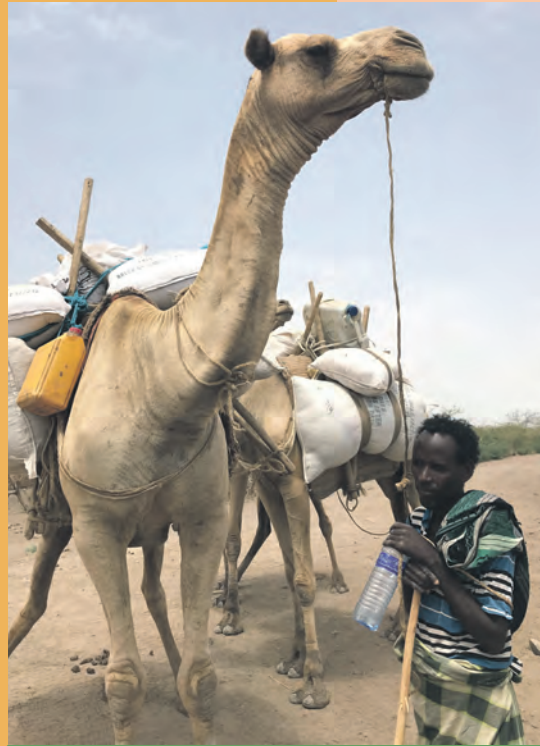
- Advocacy and awareness raising with and for pastoral and agro-pastoral communities, with a particular focus on women and youth
- Analysis and policy briefs
- Participation in national, regional and international policy forums and networks
- Facilitating policy forums for pastoral representatives



**Prosopis for animal feed production – training in the use of hammer mills, Toghddeer region, Somaliland. Photo: Nicole Kenton.**

## PROGRAMME DEVELOPMENT

- Project implementation – linked to research
- Participatory training aimed at building local capacity



Camel herder in Afar, Ethiopia.  
Photo: Nicole Kenton.

## RESEARCH, CONSULTANCIES AND NETWORKING

- **Research** in collaboration with regional and international universities and research institutions, as well as independent, action-oriented studies
- **Consultancies** with governments, international and regional organisations, universities and research centres. These include policy studies, analytical and impact assessments and project evaluation
- **Networking**, experience sharing, and knowledge management

# OUR OBJECTIVES

## PROGRAMME DEVELOPMENT

- Develop, enhance and promote indigenous coping mechanisms to improve the livelihoods of pastoralists and agro-pastoralists with an inclusive approach that engages women and youth.
- Identify and enhance indigenous conflict resolution approaches to harmonise relations between and among different community groups.
- Explore the impacts of climate change and other external stresses on the livelihoods of pastoralists and agro-pastoralists under the theme of 'societies in transition'. This includes migration, refugees, the diaspora, youth's aspirations, cross-border interactions, urban-rural linkages and gender and generational issues.
- Build on the successful capacity-building training on women's economic and political empowerment, with a view to rolling this out to other countries in the region.
- Facilitate debate and awareness-raising on pastoralism and development among the Horn diaspora community in the UK.
- Promote enterprise development and innovation.
- Develop a comprehensive new approach to youth engagement, addressing inter alia livelihoods, enterprise promotion, job creation, and participatory governance.
- Conduct participatory training aimed at sharing experiences and building the capacity of local institutions and governmental administrations at different levels across the region.



**Vegetables produced for the PENHA-Seawater Greenhouse project, Berbera, Somaliland. Photo: Christopher Rothera, Design Engineer Seawater Greenhouse.**



## POLICY AND ADVOCACY

- Engage with policymakers and researchers at country, regional, continental and international levels on pastoralism, agro-pastoralism and the environment, based on evidence from work with communities.

- Enable pastoral and agro-pastoral communities to play a part in the development and implementation of policies which affect or have a direct impact on their livelihoods. This includes monitoring and impact assessment, and the promotion of participatory approaches.

- Create enabling platforms for pastoralists and stakeholders from the Horn and beyond to facilitate knowledge and experience sharing.

- Address the role of culture in development, making use of art, literature, poetry, music, film and photography. This includes in particular engaging with youth on culture in the region and in the Diaspora and producing related analysis, research and other outputs.



## RESEARCH, CONSULTANCIES AND NETWORKING

- Create a wider network of policymakers, researchers, consultants, academics and communities to encourage and facilitate the production of evidence-based research aimed at enhancing pastoralist livelihoods in the Horn of Africa.

- Conduct research on the indigenous coping mechanisms of pastoralists and their evolving modes of production and livelihoods, including their complementarity with global North models.

- Build a depository of knowledge and information on pastoralism, with a focus on the Horn of Africa.

# PENHA STRATEGIC PLAN 2020-2025



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