

PENHA

The Pastoral and Environmental Network in the Horn of Africa (PENHA) is a non-governmental organization, registered as a charity in the UK with its head office in London. Accordingly, PENHA is strictly a non-political and non-religious organization. It is an African inspired and African-led initiative, established in 1989 by a group of research and development workers concerned about the future of pastoralists and determined to identify strategies and policies for the improvement of their quality of life.

PENHA operates in the IGAD region of the Greater Horn of Africa, which includes Djibouti, Eritrea, Ethiopia, Kenya, Somalia, Sudan and Uganda.

PENHA's Mission

PENHA's mission is to eliminate poverty among pastoralists in the Horn of Africa through the empowerment of communities and the fostering of sustainable and dignified livestock-based and non-livestock based livelihoods.

Objectives

With a coordinated approach at the grassroots and policy levels, PENHA aims:

- **to empower pastoralist communities and their institutions to play a full role in their own development**
- **to influence development policy and development program design to foster sustainable livelihoods among pastoralists**

We aim to be a progressive force, taking positive steps towards poverty eradication, and substantially advancing social development in the pastoral and agro-pastoral areas of Uganda.

Activities

- Policy and action-oriented research
- Advocacy with and for pastoralists
- Influencing Policy
- Training for government and local NGOs
- Participatory training and awareness raising with men and women in pastoralist communities
- Collaborative Partnerships and Capacity Building for local NGOs/CBOs
- Community-based development projects in collaboration with local NGOs and people

PENHA's Vision

Our vision for the pastoral areas of Uganda is of a dynamic, diversified, monetized and sustainable economy, offering all its citizens good livelihoods alongside access to proper health and education facilities in line with those elsewhere in Uganda.

This vision includes:

- A modern quality of life for people in pastoralist communities
- Greatly expanded access to information, education and training
- The social and economic integration of pastoralist communities, nationally and regionally

- Peaceful relations with neighboring communities, based on mutually beneficial interaction

We believe that pastoral mobility is rational in semi-arid areas where the availability of resources - water and pasture – is highly variable from one season to another and agriculture is marginal.

But there is scope to improve dryland farming – with new seed varieties and improved processing and storage. There are numerous opportunities to diversify livelihoods - through the processing of milk and meat products or beekeeping for honey.

It no longer makes sense for entire communities to be defined by one livelihood system. Pastoralism is the best means of exploiting semi-arid environments, but in future children born into pastoralist communities must face an expanded set of choices – to work as herders, to engage in mixed farming, to produce for subsistence or for the market, to become doctors or lawyers, carpenters or mechanics.

PENHA-Uganda

PENHA established a country chapter in 2000, which is registered with Uganda's NGO Board. The country chapter networks and collaborates with the PENHA offices in Eritrea, Ethiopia, Sudan and Somaliland. All the country chapters report to country program officers in London, who are primarily responsible for coordination and fundraising.

PENHA Structures

PENHA is truly a network. In each country, a small core staff works with an identified group of experts in specific areas who come in on specific projects or activities. This flexible way of working has proved to be both efficient and cost-effective.

In each country, the Program Coordinator liaises with a London-based country officer, who has primary responsibility for fundraising. The Program Coordinator, in collaboration with local partners, defines a country-specific agenda informed by consultations with local people and community groups.

PENHA's Local Advisory Board

PENHA-Uganda has a local advisory board composed of distinguished individuals who hail from different regions, have a good understanding of the issues facing Uganda's pastoralist communities and are strongly committed to development.

The current board members are: Hon. Hope Mwesigye (women's MP for Kabale), Hon. Anifa Kawooya, (women's MP for Ssembabule), Elly Karuhanga (formerly MP for Nyabushozi), and Fiona Egunyuy (formerly MP for Kumi and currently a member of the Electoral Commission). The members have demonstrated their commitment, allocating considerable time as well as their own resources to PENHA activities. However, they are all busy people with other commitments and the chairperson wishes to see the board strengthened by the addition of new members who can devote more time to overseeing PENHA-Uganda's operations.

The advisory board gives PENHA staff guidance on policies and programs, ensuring that the latter are in line with government policies and that the organization is truly "African-led".

Local Partners

The Uganda Gender Resource Centre (UGRC)

UGRC works across Uganda to empower women through research, advocacy, training and micro-credit programs. UGRC has jointly organized a number of our workshops and trainings. UGRC has also helped us to reach the grassroots and define an agenda for the empowerment of pastoralist women. They are experienced in community-based development work and have well-established paralegal, gender awareness and business skills training programs. PENHA and UGRC have collaborated closely since 1999, jointly carrying out many activities.

The Nyabushozi Development Agency (NYDA)

NYDA aims to promote social and economic development among Banyankole pastoralists. NYDA has a network of volunteers in all parishes. NYDA has participated in PENHA activities since 1994, and has collaborated closely with PENHA-Uganda since 1999. NYDA has participated in and co-organized 12 PENHA workshops and trainings.

PENHA has formal collaboration agreements with NYDA and UGRC. We also work with other NGOs and institutions concerned with pastoral development.

The Matheniko Development Forum (MADEFO) is a local NGO, supported by various European donors, serving the pastoralist communities of Karamoja through research, policy & advocacy work, training and micro-projects. MADEFO has participated in a number of PENHA workshops and trainings.

The Sembabule Women's Development Agency (SEWODA)

SEWODA serves women from both farming and pastoralist communities and focuses on efforts to raise household incomes. It is a UGRC rural partner organization.

Relationships with partners and the communities

PENHA-Uganda's staff have altruistic motives and a strong commitment to the people they serve. We have formed strong relationships with people at all levels in pastoralist society. There is a general feeling among pastoralists that PENHA "belongs" to the communities in a very real sense. This mutual trust and personal warmth is valuable and helps to ensure that PENHA's policies and programs reflect local priorities and are informed by a sound understanding of ordinary pastoralists' thinking. PENHA has a network of collaborators in dispersed communities across the Cattle Corridor. We hope, in future, to formalize this network so that pastoralists across the Districts are better able to coordinate with each other, with PENHA and with relevant institutions at the District and national levels.

Activities 1999-2004

- **Regional Workshop on Pastoral Development**, with CSOs , Government and legislators.
- **Pastoral Community Needs Assessment (2000)**, conducted in Nyabushozi & Sembabule
- **Nyabushozi Poverty Eradication Workshop (2000)** for community groups, with HIV/AIDS awareness activities.
- **Distribution of Awareness Materials**, covering a range of areas to community groups, CSOs and MPs in the PPG.
- **Capacity Building for Local NGOs** (through grants, training and co-working)
- **Involving local partners in regional workshops**
- **Networking and Experience Sharing**

- **Gender & Human Rights Training (2000 & 2003)** (with UGRC), for “agents of social change“ in communities and highlighting the way gender inequality promotes the spread of HIV/AIDS.
- **Natural Resource Management Training (for Mbarara, Teso & Karamoja) (2001)**, with the Natural Resources Institute of the UK’s University of Greenwich (NRI), for NGOs and local government.
- **‘Policies and Institutions that Promote Sustainable Development for Pastoralists’ (2001)** (with NRI). 4 Stakeholder Workshops with policymakers, local government and local and international NGOs.
- **Integrated Health and Education Interventions in Nyabushozi (2001/2)** (with NYDA and UNICEF), focusing on safe water provision and AIDS Prevention
- **‘Gender, Rights & Resources’ Training Workshop** for sub-county level actors (2002)
- **Civic Education & Consultation Workshops under the Constitutional Review Process (Mbarara, Moroto & Nakapiripirit Districts) (2002)**, with UGRC and MADEFO.
- **Leadership Skills & Strategic Planning Training for Women Leaders at District and Sub-County Levels (2003)**
- **Establishment of an Agricultural Learning Center / Demonstration Farm (2003)**, developing Nkoma Farm (Masaka) as a site for participatory learning with pastoralists and for the promotion of improved techniques for mixed farming
- **Establishment of an Exotic Goats Breeding Center at Nkoma Farm (2003/4)** to support the distribution of high yielding Boer goats and crosses to women’s groups
- **Business Skills & Goat Management Training for Women’s Groups (2003)**
- **Distribution of exotic goats and breeding stock to women’s Groups (2003/4)**
- **Organizational & Financial Management Training for local organizations (2003)** (with Mbarara University and UGRC)
- **Production of issues and policy briefs (2004)**
- **Research on the Pastoralist Parliamentary Groups in Ethiopia, Kenya and Uganda, conducted with NRI (2004)**

Program Areas

PENHA worked with local partners and community groups to develop a country program that responds to local conditions and priorities.

1. **Institutional Support for Pastoral-area CBOs**
 - Grants, Skills training / development of human resources
 - Support for participation in national and regional forums
2. **Women’s Empowerment**
 - Business Skills Training for Women’s Groups
 - Assisting women’s groups to increase incomes through goat rearing with improved breeds
 - Leadership Skills & Strategic Planning Training for Women Leaders
3. **Gender & Human Rights Awareness**
Promoting social change through:
 - Gender & Human Rights Seminars for women and men
 - Publication & Distribution of Awareness Materials
4. **Information, Education & Communication for HIV/AIDS Prevention & Mitigation**
 - Supporting HIV/AIDS Awareness activities
 - Assisting families, orphans, carers and sufferers to increase their incomes with exotic goats
5. **Water Sources for People and Livestock**
 - Construction of community-managed water sources and valley dams with pumps & troughs for cattle

- Training for community groups on rainwater tank construction
- 6. Promoting Sustainable Agricultural Intensification & Sound Natural Resource Management**
- Training for local government, NGOs and community groups
 - Establishing a Demonstration Farm and supporting the participation of herders' and women's associations in national programs
- 7. Advocacy and Policy Work**
- Dissemination of Policy Briefs & Position Papers
 - Workshops for Policymakers and CSOs
 - Feeding lessons into national and District CSO networks

Pastoralists across the Cattle Corridor and PENHA's regional focus

PENHA has chosen to focus its limited resources on the pastoralist communities of Western and central Uganda, while our policy work addresses pastoralism in all of Uganda's Cattle Corridor Districts.

Karamoja's three contiguous Districts – Nakapiripirit, Moroto and Kotido – are almost exclusively pastoralist and are probably the least developed Districts in Uganda, though others are worse off according to some indicators. There are almost 1 million people in Karamoja.

There may be up to 1 million poor pastoralists – Bahima, Banyarwanda and others – scattered across the Western and central Districts. The environment is semi-arid, but has much greater potential for agriculture than most of Karamoja. Pastoralists live side-by-side with farming communities, in historically antagonistic relationships. There is a wealthy and politically powerful elite, consisting of perhaps several thousand individuals, but most Western pastoralists are little better off than their Eastern counterparts. Indeed, in Ssembabule, access to safe water is the lowest in the country and illiteracy levels among pastoralist women are similar to those in Karamoja. Development in the West has been highly unequal, with most interventions targeting the pastoralist elite and ranchers.

Karamoja has benefited from two major international NGO programs – Oxfam in Kotido and LWF in Moroto – as well as substantial EU-funded programs. So, it was sensible for PENHA to focus on the West where there has been a little or no NGO activity. But, NGO programs in Karamoja have limited coverage and given the scale of the development challenge, it is very much a case of "the more the merrier". PENHA seeks, whenever resources allow, to extend its activities to the East.

One of PENHA's goals in Uganda is to bring greater attention to all the pastoral areas and to encourage NGOs, government and international organizations to bring programs to pastoral areas.

It is important to acknowledge that there are also smaller pastoralist communities such as the Sebei, a Kalenjin group in Bugisu. Moreover, the Acholi, Ateso and Baruli could be described as agro-pastoralist – cattle have traditionally played a central role in their livelihoods and cultures, and they have always interacted with neighboring pastoralist communities.

Future Directions

Working with women's groups, herders' associations and sub-county administrations

PENHA will focus more on its work with community-based organizations – women's groups and herders' associations – building their capacity to take part in key national programs such as the NAADS program. Poor pastoralists must not be left out in the market-oriented expansion of the

livestock sector - these grassroots organizations can become vehicles for their participation in the economic and social processes that are driving rapid change.

In this, we will continue to work with the intermediary organizations – local NGO partners – as well as District and sub-county administrations.

Feeding lessons from grassroots and policy level work into emerging CSO forums

At the same time, we must maintain our policy-level work and feed lessons from our sub-county level work into the emerging District, national and regional NGO forums.

Promoting the expansion of rural communication

We will devote more effort to information, education and communication for pastoralist communities – producing local language materials that support community-level work by local individuals and groups as well as radio discussions.

Strengthening the regional dimension of PENHA's work

PENHA is a regional organization and we must strengthen coordination between country chapters.

While there are fundamental commonalities, the problems facing pastoralists in different countries are very situation-specific, and interventions have to be tailored to local circumstances. Approaches that work in one country are not often readily transferable to another. But, many of the problems facing pastoralists – such as conflict in Karamoja or the control of animal diseases - have important cross-border aspects and cannot be handled separately in one country.

PENHA's Exotic Goat Rearing Project

PENHA imported South African Boer goats and established a breeding center at Nkoma Farm.

Breeding with carefully selected local Mubende goats produces crosses that mature quickly and are high-yielding in terms of meat.

Goat meat is readily marketable locally and fetches relatively high prices.

Custom restricts women's ownership of cattle, the principal store of wealth in pastoralist communities. Women formerly controlled milk and milk processing, earning modest incomes from roadside sales, particularly of ghee. But, men soon took over with the expansion of the commercial milk market in the 1990s. Working with organized women's groups, we aim to help women to boost their incomes through goat rearing. Since women tend to allocate a greater portion of their personal incomes than men do to meeting basic household needs, including on health and education for children, boosting women's incomes has the potential to improve household welfare. Given the currently very low levels of women's discretionary expenditure, even moderately successful interventions here could have significant spillover effects.

PENHA provided training in goat management and basic business skills to women's groups from Nyabushozi, Ssembabule, Bukanga and Kabale. These groups were then given exotic and local breeding stock.

The initial results have been very good and we aim to expand the project. We need to produce more and better quality goats at Nkoma so that we can help the women's groups to build up their stocks.

Working in local languages and linking up grassroots and work

We endeavor to work in local languages wherever possible. Since 2000, we have produced local language versions of all our workshop and policy-oriented reports.

We have found that ordinary people are capable of participating in debates on complex policy issues.

Despite the high levels of illiteracy in the pastoralist communities, local language documents and informational materials are extremely valuable. They serve as a basis for community and radio discussions and they support the work of community level development agents.

In all our work, we strive to link pastoralists and their organizations up with policy processes at the District and national levels. Our work at the community level informs our efforts at the policy level – one informs the other. Moreover, it is a central goal to help pastoralists to participate in the policy and decision-making processes that affect them.