

Pastoralist Forum Ethiopia (PFE)
Strategic Plan, 2004-2008

May 2004
Addis Ababa

Table of Content

| | |
|---|-----------|
| ACKNOWLEDGEMENT | 3 |
| LIST OF ABBREVIATIONS | 3 |
| 1. INTRODUCTION | 4 |
| 2. BACKGROUND | 5 |
| 2.1 PASTORALISM IN DEVELOPMENT/POLICY ARENA | 5 |
| 2.2 PROBLEM ANALYSIS | 6 |
| 3. PASTORALIST FORUM ETHIOPIA (PFE) | 7 |
| 3.1 THE NEED FOR PFE | 8 |
| 3.2 GAP ANALYSIS | 8 |
| 3.3 PFE'S KEY ROLES AND RESPONSIBILITIES | 9 |
| 3.4 THE NEED FOR STRATEGIC PLAN | 9 |
| 4. THE STRATEGIC PLANNING | 10 |
| 4.1 THE SPM PROCESS | 10 |
| 4.2 VISION, MISSION, VALUES AND PRINCIPLES, AND STRATEGIC OBJECTIVES | 11 |
| 4.3 STRATEGIES | 13 |
| 4.4 PROPOSED INTERVENTION FOCUS | 14 |
| 4.5 CRITICAL ISSUES AND PROPOSED STRATEGIES | 15 |
| 4.6 STAKEHOLDER ANALYSIS | 16 |
| 4.7 ENVIRONMENTAL SCANNING (INTERNAL) | 20 |
| 4.8 ACHIEVEMENT OF IMPLEMENTATION PLAN OF PFE, 2000-2003 | 26 |
| ANNEX 1. LIST OF ORGANIZATION AND PASTORAL COMMUNITIES GROUPS CONSULTED IN DRAFTING THE DOCUMENT | 27 |
| ANNEX 2. LIST OF PFE FOUNDING AND MEMBER NGOS | 28 |
| ANNEX 3. PFE'S ORGANIZATION STRUCTURE | 26 |
| ANNEX 4. PROPOSED DRAFT PROGRAMS | 26 |
| ANNEX 5. MINUTES OF THE PFE'S STRATEGIC PLANNING WORKSHOP (JUNE 4/2004) | 29 |

Acknowledgement

The present PFE's Strategic Plan (SP) Document for the period 2004 to 2008 has been prepared using participatory SPM development methods. In the process of preparing SP, the team has followed a series of extensive consultations of stakeholders and role-players at different levels. The SP team would like to thank all those organizations and individuals participated in the consultation process.

We are deeply indebted to the Pastoral Community Groups from Assayita (Afar Region) and Kereyu (Oromiya region) who have been cooperative to the team and have contributed valuable inputs.

We are also thankful for PFE Board of Directors, founders and member NGOs, since without their leadership and contribution the SPM would have not been realized. Finally, our special thank goes to Panos Ethiopia's management body and the entire staffs for providing the team all the necessary material assistance and moral support.

List of abbreviations

| | |
|----------|--|
| CBOs | Community Based Organizations |
| CRDA | Christian Relief and Development Association |
| CSOs | Civil Society Organizations |
| DfID | Department for International Development |
| DPPC | Disaster Preparedness and Prevention Commission |
| EPD | Ethiopian Pastoralists Day |
| MoFA | Ministry Of federal Affairs |
| MOJ | Ministry of Justice |
| PFE | Pastoralist Forum Ethiopia |
| PRSP | Poverty Reduction Strategy Paper |
| SDPRP | Sustainable Development and Poverty Reduction Program |
| SLOT (W) | Strengthen Limitation Opportunities and Threats/Weakness |
| SNNP | Southern Nation Nationalities and peoples |
| SPM | Strategic Plan and Management |

Pastoralist Forum Ethiopia (PFE) Strategic Plan, 2004-2008

Final Draft Document, May 2004

1. Introduction

Pastoralist Forum Ethiopia (PFE) is a membership local umbrella organization advocating on behalf of the Ethiopian pastoralists better heard by the decision-makers and the public, and representing collective independent voices of its member pastoral CSOs/NGOs. The Forum envisioned that concerns of the pastoralists would take the proper attention of policy-makers and addressed in policy processing environment, and culminate all-rounded pastoral marginalization. Since its establishment in 1998, PFE has conducted various activities to raise the profile of pastoralists and attained considerable achievements. Lacks of defined organizational direction and focus have become challenges of PFE to maximize its efforts and hence contribute more to promote the rights of pastoralists and culminate their marginalization.

PFE was convinced and well aware that having strategic Plan (SP) was indispensable to charter its future activities, and to effectively undertake its mandates and attain its envisaged goals. The major reasons that necessitated PFE to develop its strategic plan include the need for systematic and organized actions to limelight the pastoral issues and better advocacy and lobby works; keep the momentum of pastoral movement towards attainment of better policy environment; the need for organizational capacity to move on the already started and new activities; the prevailing dynamism of internal and external environments; the need to respond to newly arising or identified needs; and, the need for strategic competence by enhancing organizational sustainability.

The present SP is prepared as a part of the organizational capacity building program of the PFE. Initially, the project proposal was prepared aiming at the development of two complimentary documents-*Strategic Plan, and Advocacy and Lobby Strategy*. This document therefore focuses on the SP part of the project. The purpose of developing PFE's SP is therefore to define and determine organizational strategic direction and focus while the specific objectives are to evaluate the overall status of PFE (capacity, situation, management,) etc; develop organizational vision, mission and strategic plan. The SP enables the Forum to better represent the marginalized pastoral communities, and pastoral civil society organizations; and promote their rights and ensure their representation in policy processing environments.

The task to develop the Strategic Plan was undertaken by a team consisting of the consultant and a staff of PFE and the process was started in November 2003. The team used conventional methodologies to develop the SP document. During the process, PFE's values, attitudes, existing activities, and organizational status assessed; gaps identified; vision, mission, and objectives set; intervention focus areas and strategies set; and action plans for the coming years are developed. The first draft of the document was distributed to the concerned bodies in March 2004 and commented.

This final draft SP document was discussed in a workshop organized for stakeholders and partners. The improved document will be presented to PFE Board of Directors for approval.

2. Background

Ethiopia is home for more than 12-15 million pastoralists who reside in 61% of the nation's landmass. The pastoral populations are minorities made up of 29 different ethnic groups belonging to the Cushitic, Omotic, and Nilotic stock. The majority of pastoralists come from the Somali, the Afar, the Oromo, the South Omo (SNNP), and Gambella (Nuer) ethnic groups. The pastoral areas are estimated to comprise 42% of the national total livestock population (~78 million). In addition, the pastoral areas are rich in biodiversity, mineral and water resources, energy resources, cultural heritages and untapped tourist attractions. The pastoral regions are characterized by harsh climatic conditions (erratic and insufficient rainfall accompanied by high temperature) and ecologically fragile environment (land degradation and poor soil conditions) having vast rangeland resources. These ecological and environmental features favor livestock production over crop farming. A transhumance mode of livelihood (target oriented mobility/migration) is the integral part of pastoral production system. It is through this mode of life, what we call the pastoral way of life, which is governed and regulated by the indigenous knowledge system that pastoral communities lived and sustained their civilizations for centuries.

2.1 Pastoralism in Development/Policy Arena

Government: The major development programs currently being implemented in pastoral regions are the programs of the Rural Development Strategy. The development priority areas of the government are linked with supporting and enhancing sedenterization of the pastoralists on voluntary basis. The programs include food security, capacity building, range development, infrastructure development etc... There are also programs being implemented in collaboration with bilateral and multi-lateral organizations.

The major policy changes so far made by the Federal Government include the constitutional right of pastoralists not to be displaced from their own land, power decentralization to the Regions, and formation and reformulation of pastoral institutions. The government has assigned a Pastoral Affairs Standing Committee in Federal the Parliament, and has recently established Pastoralist Area Development Department (PADD) under the Ministry of Federal Affairs. In addition, the Pastoral Regional States has reformulated many of their institutions to incorporate pastoralism. That is, the Oromiya Regional state has recently established Pastoral Development Commission while other regions have Pastoral Coordination Office under the Regional Bureau of Rural Development. Moreover, a conference on Pastoral Area Development was launched for the first time in April 2002. Even though the existing trend of institutional development in the country is encouraging, it seems doubtful if all the pastoral institutions are really coordinated and are in favor of pastoralism and pastoral development.

Non-Government Sectors: Multi-lateral and bilateral development programs are being undertaken in pastoral regions. The World Bank financed Pastoral Community Development Project has recently launched and it is the biggest project in terms of coverage and fund. IFAD and ADB have programs in pastoral regions as part of their regional programs. Bilateral organizations like USAID, DFID, and GTZ has got integrated pastoral development projects. Many NGOs including members of PFE are working on pastoral development mainly in food security and basic service delivery and expansion as well as micro-irrigation and water development. The relief and rehabilitation activities are not uncommon in the pastoral regions as the regions are drought prone and marginalized. Most of NGOs working in pastoral areas have got relief and/or rehabilitation programs/projects. In 2004, DPPC appealed food aid for 10 million peoples of which more than 70% were pastoralists.

International Instruments: The interest of pastoral communities seems to have attracted much more attention at the international level than ever before. The UN, which considers pastoral communities as indigenous peoples from Africa, has paid serious attention to their plight at the various global

summits. Consequently, the UN has developed international instruments to defend the rights of pastoral communities as part of the global indigenous populations' rights. Apart from the various conventions developed by the UN General Assembly to protect the interest of indigenous populations, the UN Conference on Environment and Development of 1992 popularly known as the Rio Summit or the Earth Summit has clearly incorporated articles that specifically refer to the right to development of indigenous populations in its Agenda 21; and it is well known that the latest UN Global Summit Against Racism and Racial Discrimination also addressed the plight of indigenous populations throughout the world. Above all, the UN set up a Working Group on Indigenous Populations in 1982 under the UN Human Rights Commission that in turn works under Economic and Social Commission (ECOSOC).

Recently, the UN Secretary General has appointed a Special Rapporteur for the Working Group on Indigenous Populations. The ILO has produced its own Convention 169 regarding indigenous populations. Indeed, the international community and the UN in particular are paying special attention to pastoral rights and pastoral development. In addition, the World Bank has recently launched interesting development interventions for pastoral communities particularly for pastoralists in Ethiopia. Although the UN and the international community have come out with several instruments to protect the rights of pastoralists, the past two regimes in Ethiopia did not give attention to them.

2.2 Problem analysis

Political marginalization: Although the government and non-government sectors have deployed various pastoral development initiatives, which have never been in the country, pastoralism is still marginalized at policy level. That is, macro economic policies and programs have overlooked pastoralists' way of life and living conditions so that pastoralists have experienced decades of failed policies and a century of economic, social and political marginalization. For instance, the Food Security Strategy (2002) and the Five-years (2000-2004) Development Plan did not address the plight of pastoralists. Similarly, the recently developed Sustainable Development and Poverty Reduction Strategy (SDPRP) (2002-2004) does not seem to address the issues of pastoralists in the way that the pastoral communities have insisted during the PRSP consultation processes. These strategies and plans do not seem to refer to the lessons drawn from past experiences and understanding of realities in pastoral areas.

Economic marginalization: Pastoralists are the most economically and politically marginalized social groups in Ethiopia. Pastoral land was unlawfully and against the consent of pastoral communities passed on to commercial farms, military training centers, and game-park reserves. Reports show that large-scale agricultural production has taken about 1.9 million hectares of pastoral grazing lands, while the National Parks has taken 466,000 hectare of the valuable pastoral lands. The Federal Government of Ethiopia Constitution has declared that *Ethiopian pastoralists have the right to free land for grazing and cultivation as well as the right not to be displaced from their own lands without their will (Article 40:5)*. The absence of the by-laws to implement this provision has created a big concern to the pastoralists. Recently, there is a new trend of land alienation in Kereyu pastoral system in which the government owned Merti Sugar Factory is about to confiscate three villages for Sugarcane plantation.

Social marginalization: The coverage of social services and infrastructure are very minimal in pastoral regions as compared to the national averages (see table below). The primary school coverage has reached 67%, while it slips down below 15% in pastoral regions, except for Oromia-41%.

Services Coverage at the National Pastoral Regional Levels

| Service coverage | National Coverage | Afar | Somali | Oromiya (pasto. areas) | South Omo |
|----------------------------|-------------------|---------------------------------------|--------|------------------------|-----------|
| Education: | | | | | |
| • Primary | (67) | 9 | 13 | 41 | 10 |
| • Secondary | N.A | 4 | 10 | N.A | 4 |
| Health | 52 | 33 | 25 | 46 | 40 |
| • Total health | 52 | 0.2 | 11 | N.A | 23 |
| • Immunization | 115 | 2 | 6 | 1 | 1 |
| • Hospitals | 785 | 8 | 11 | 4 | 5 |
| • Health centers | | | | | |
| Water (RURAL) | 38 | 14 | 7 | 25 | 22 |
| Postal service (districts) | N.A | 17 | 7 | N.A | 1 |
| Road | N.A | | | N.A | |
| • All weather | | 1271 | 2188 | | 131 |
| • Dry weather | | 1500 | 5198 | | 148 |
| Telephone (Coverage) | 33% | 11% combined | | | |
| Electricity | 13% | Mainly capital towns using generators | | | |

Source: Beruk Yemane (2003). Marginalization of pastoral areas in socio-economic Infrastructure

Natural resources shrinkage, recurrent drought and population pressure coupled with pastoral policy constraints, mainly lack/inadequacy of the social and economic services, have exceeded the pastoralists' traditional mechanisms of coping with the fragile and harsh climatic conditions they used to live in. The resultant effects of these deep-rooted challenges have brought about depletion of assets (especially the livestock), food insecurity, and conflict, which in turn result in overall pastoral livelihood insecurity and crises. In totality, the artificial and natural calamities are threatening the existence of the pastoral livelihood systems in which the growing of poverty both in depth and dimensions in pastoral regions can be taken as an indicator of the challenges the pastoralists are facing today. Therefore, creating a strong and systematic advocacy and lobby system and a capacity better to understand the dynamics of pastoral livelihood systems in relation to the broader policy environment is an essential pre-requisite for sustainable pastoral development.

3. Pastoralist Forum Ethiopia (PFE)

High degree of marginalization of pastoralists and pastoralism in the country necessitates the establishment of Pastoralist Forum Ethiopia (PFE) in 1998. Pastoral advocacy and lobby is a recent phenomenon in the country although country like Kenya has been practicing it since long time. There has not been a consortium of advocacy and lobby organization until the establishment of Pastoralist Forum Ethiopia (PFE). Some pastoral NGOs however, have exerted efforts to surface out plights of pastoralists.

The Forum, since its formation by few pastoral oriented NGOs merely for sake of information exchange, has played a significant role in raising the profile of pastoralists through organization of national fora on pastoral development issues and key events, and undertaking annual Ethiopian Pastoralist Day (EPD) as part of its *advocacy toolkits*. In addition, the Forum engaged in the national pastoral poverty reduction strategy (PRSP) process and a *Chapter on Pastoralism* was submitted to the Federal Government for inclusion in the national PRSP, which was partly considered in the final PRSP. Based on various suggestions coming from the advocacy activities, the Forum proposed a 'Pastoral Development Policy Recommendations' document and submitted to the Ministry of Federal Affairs. PFE has transformed from loose network of pastoral CSOs/NGOs to the full-fledged local umbrella NGO.

PFE represents the pastoralists and its member NGOs in various fora in national, regional, and international levels. Currently, the PFE founding and member NGOs are altogether 18. Panos Ethiopia hosts PFE although the Forum is in the process of institutional independency.

3.1 The Need for PFE

The hitherto policies developed in the country did not consider a long-term, multi-sectoral, and holistic development intervention approaches that suit to pastoral development. The policy gap can evolve from lack of enough knowledge on pastoralism and pastoral development. Consequently, there is a marked gap in understanding, analyzing and ultimately developing sound policies that deal with sources of the problems and improve the livelihoods of the pastoral communities. In this sense, it is crucial to have a systematized advocating and lobbying institution for the rights of pastoralists and ending the marginalization.

The knowledge gap concerning pastoralism and pastoral development has also contributed to the processing of inappropriate pastoral policies and the development of misconceptions. The knowledge gap could be created due to limitation of information and documents in the area of pastoralism and pastoral development and/or due to general lack of attention and interest in pastoralism. In order to overcome the knowledge gap, there should be ways of disseminating knowledge and information regarding pastoralism and pastoral development.

It was only since recently that pastoralism and pastoral development issues have taken the attention of many whom are working and making-decisions at different levels. The issues of pastoralists are age-old, diverse and deep-rooted in their nature. Truly, the individual pastoral affiliated organizations especially those non-government sectors can contribute for the betterment of pastoral livelihoods and rights. However, the magnitude and dimension of pastoral issues need a converged efforts and collective visions to halt the marginalization of pastoralists.

Therefore, it is indispensable for the presence of PFE and continuing to play-roles in representing poor pastoralists and pastoral CSOs and advocate on their behalf, especially at national, regional, and international levels. Hence, PFE need to be reliable, coordinated and vibrant consortium of pastoral targeted CSOs', which undertakes advocacy and lobby activities, networking, capacity building etc.

3.2 Gap Analysis

- a) Need for advocacy and lobby strategy to continuously, coherently and articulately work on the plight of pastoralists in the international and national as well as regional fora
- b) Low-level networking at all levels particularly on dissemination of best practices and in identifying learning agenda (information)
- c) Limited strategic linkage with the CBOs at grassroots levels
- d) Limited articulation in vision and mission statements
- e) Limitation in well developed and customized training modules and technical approaches to develop the capacity of its members
- f) Deficient in pastoral policy research frameworks
- g) Need for own office and organizational setup
- h) Limited of clarity in partnership
- i) Absence of defined membership policy
- j) Lack of fund raising strategy and capacity

3.3 PFE's key roles and responsibilities

- Advocates and lobby for the pastoralists' interest, particularly policymakers to create enabling laws, rules and good governance, and further strengthen the communities' awareness towards pastorlists/pastoralism.
- Establish network to bring under an umbrella those organizations and individuals working with pastoralists and to let them keep the interest of pastoralists and development activities towards them; establish international network to eastern Africa; through out the continent of Africa to international community and United Nations.
- Setup pastoralist information and documentation center in such a way to assist those academicians, researchers and journalists working and reporting on pastoralist related activities; and make it open for the public.
- Supports research costs for researchers interested in pastoralist development and pastoralist related issues.

3.4 The Need for Strategic Plan

Since PFE's commencement of pastoral advocacy and lobby and networking operations, commendable achievements were achieved and also the forum is broadly recognized as a credible representative of the voiceless pastoral communities and its member NGOs. PFE is increasingly involved in areas of influencing policies of the government and international social-economic order for better opportunity for the poor and marginalized, mainly through policy advocacy and lobbying. From the experiences gained so far, PFE has realized the need for expanding advocacy and lobby based on research and planed strategy. There is also a need to choose areas of priorities and focus where it can influence the development of new pastoral friendly policy and/or change in existing policies.

PFE needs to develop a strategy to build on its existing capacity and strengthen its engagements with respect to influencing policymaking pursuits that affect the life of the pastoralist. The Forum has impact on influencing national policies through deliberations such as inclusion of pastoralist chapter in PRSP; Ethiopian pastoralists Day national conferences on pastoral issues; roundtable on pastoralism and famine; development of alternative pastoral development policy, etc. The pastoral ownership of the PFE activities is also rated as very high. Networking with government bodies, membership organization like CRDA, networks like PROFIEET, Poverty Action Network Ethiopia (PANE) so on are also rated high. These positive achievements have earned good image and reputation for the Forum and it needs to build its strategic plan based on its existing organizational strong points.

The major reasons, among others, why the SP is needed for PFE are as follow:

- **Need for shifting from "general advocacy" approach to strategic advocacy approach:** Advocating and lobbying activities are continues processes that need best strategies in place. General advocacy works are expensive, low impact, and less sustainable. Therefore, it is high time for PFE to get focused and strategic on the advocacy activities.

- **Clear understanding of key pastoral development policy issues**

The domain of pastoralism and pastoral development is more than livestock production and/or development. It is a livelihood, land use and production system with its own dynamics and rationale, which must be understood and provided for in the policy framework. There is a need for a deepened understanding of the rationale and dynamics of pastoral systems among policy-makers in Ethiopia. As well known a number of policy issues in Ethiopia remain as challenges for pastoralism and pastoral development.

The need for recognition of pastoralism as a viable livelihood and land use system, policy recognition of the specificities and peculiarities of pastoral ecosystem, understanding of pastoralism and the dynamics of pastoral system within the policy framework etc. are still unsatisfactorily attended by the policymaking organs of the government. Pastoralists lack resources and capacities to effectively argue their cause or issues of concerns. They lack political leverage at local and national level to influence policies in their favor. The presence of strategic plan is believed to assist PFE to identify priorities and areas of focus for advancing the pastoral issues more vigorously.

- **Articulating the vision and mission statements:** all stakeholders do not share the current PFEs' vision and mission because they are not clearly articulated and understood except by its members. As a result the organization needs to develop a clearly articulated organizational vision and mission.
- **The need for strategic partners:** Most of the programs of PFE are event-based activities depending on the event partners. This entails the vulnerability of the organization to the external uncertainties. Insuring organizational sustainability is largely depends on having strong partners who are critical in advancing the cause of the PFE as well as issues of pastoralists.
- **The need to institutional growth and development:** As volume of work increases the need for specialists and strategic plan and management have become eminent. Through examination of PFE experiences it has been discovered that PFE has potential capability to design and execute program/projects. However, lack of adequate human resources hampered largely the efficiency and effectiveness of the organizational success.

4. The Strategic planning

4.1 The SPM Process

The task to develop the strategic plan was undertaken by a team consisting of the consultant and a staff of PFE. Action plan has been prepared with the staff of PFE to carry out the work in an organized manner. The staff and the consultant have met periodically to discuss on issues that are relevant to the SP process and to have more insight in the background in analyzing various issues.

Repeated discussions were made on the concepts, components and procedures of Strategic Planning and Management. During the strategic planning process, PFE staff and representatives of the founder and member NGOs have reviewed the already existing vision and mission. The revised vision and mission statements are presented in this document. A questionnaire was designed for distribution to major stakeholders and collect data and information. The data collections on the internal and external environment were conducted by interviewing both individual and conducting discussions among stakeholders at all levels.

Based on the data collected from the different stakeholders, the consultant and the staff of PFE have made various analyses that led to a set of critical issues for which strategic directions were developed. The first draft SPM document was distributed to Board of Directors and comments were made. Desk review was made to support the results obtained from the SP consultation process. In the process, a consultation paper was produced and used to stimulate debate and formulation of the draft strategic plan document. List of organizations and individuals participated in the extensive consultation process are annexed.

The consultative processes identified the following five program areas as critical areas for enhancing pastoral development policy advocacy and lobbying

- i. *Policy Research, Advocacy and Lobby*
- ii. *Networking and coordination*
- iii. *Promotion of good governance and practices*
- iv. *Partnership coalition Building*
- v. *Capacity Building*

4.2 Vision, Mission, values and principles, and strategic objectives

□ **Vision**

We aspire to see empowered, socially and economically developed pastoral communities that enjoy an affluent livelihood and a durable peace and social harmony.

□ **Mission**

Promote pastoral rights through policy advocacy, networking, research and capacity building with partners and stakeholders at the local, national, and regional/international levels.

□ **Organizational values and operational principles**

Having worked just for over half a decade on pastoral policy advocacy and lobby, partnership building and networking the following values will continue to be our organizational ethos:

- **Commitment** – we passionately dedicate ourselves to generate a quantum transformation in the live of the pastoral communities.
- **Reverence** – we respect the natural rights, culture, indigenous knowledge and institutions in our working relation with the pastoral communities.
- **Equity and equality** – We adhere to the values and principles of equity and equality in all our engagements with our stakeholders.
- **Inclusiveness** – We encourage consultative engagements in all our pursuits, which are meant for changing the live of the pastoral communities.
- **Neutrality** – we are non-partial, non-political, non-religious and non-ethnic in dealing with our partners and stakeholders.
- **Accountability and transparency** - we are governed by the principles of mutual accountability and transparency.
- **Volunteerism** – we encourage volunteerism and dedication to the service of the pastoral communities.
- **Sense of urgency** – we accomplish our task with sense of exigency since the poor does not afford to wait longer.

□ STRATEGIC GOALS AND OBJECTIVES

PFE shares common vision with its members and through consensus of its members strives to improve pastoral livelihood in Ethiopia in particular, and pastoralist in the region in general. Therefore, the strategic goals and objectives of PFE are designated as follows:

Goal 1

Advocate and lobby for adoption of pastoral friendly development legislations at local, national, and regional/international levels.

Objective 1

Participate on five major regional pastoral related legislative debates to guarantee pastoral friendly legislations during five years.

Objective 2

Participate on three to five major national pastoral related legislative deliberations to ensure pastoral friendly legislations during five years.

Goal 2

Strengthen the capacity of its members and stakeholders to articulate and advance policy agendas in favor of the pastoral communities.

Objective 1

Conduct ten training programs in series for member NGOs to increase their policy agenda articulation, debating capacity, institutional building in three years.

Objective 2

Organize six policy evaluation-training programs for major stakeholders to increase their capacity of agenda setting and program evaluation.

Objective 3

Organize twenty training programs for pastoral communities to increase their capacity of agenda setting and program evaluation in four years.

Goal 3

Bridge the awareness, information and knowledge gap on pastoral issues through engaging in research endeavors and consolidation of the database on pastoralism.

Objective 1

Undertake three major research projects on different pastoral issues and problems in five years.

Objective 2

Form one comprehensive database on pastoralism to fill the awareness, information and knowledge gap on pastoralism.

Goal 4

Promote and forge networking and collaboration with local, national and international partners and stakeholders to advance the cause of the pastoral communities.

Objective 1

Forge local coalitions with ten to fifteen major local partners and stakeholders to advance the cause of pastoral communities at the local level.

Objective 2

Form three to five national alliances with key national partners and stakeholders to advance the cause of pastoral communities at the national level.

Objective 3

Establish strategic partnerships one each at the regional and international levels with major international partners and stakeholders to advance the cause of the pastoral communities.

Goal 5

Raise awareness and support among all federal and regional legislature, policy and decision makers to augment their perseverance for the rights of pastoral communities and pastoral development policies.

Objective 1

Conduct four pastoral oriented briefing workshops for federal parliamentarians to support them with data to adopt pastoral friendly development policies and ensure the rights of pastoral communities for two years.

Objective 2

Conduct one awareness creation workshop for each pastoral regional council members and policymakers each year to increase consistent support for the rights of pastoral communities and adopt pastoral friendly development policies.

Goal 6

Reduce the distrust and eliminate negative attitudes towards pastoral mode of life.

Objective 1

Organize one public conference each year to reduce and eliminate negative attitudes toward pastoral mode of life.

Objective 2

Organize one panel and one round table discussions each year to reduce and eliminate prejudices toward pastoral mode of life.

Objective 3

Organize Ethiopian pastoralist day each year to reduce and eliminate prejudices toward pastoral mode of life.

Through the strategic planning process PFE aims to improve its capacity to perform the lead role as an effective advocate of pastoral right and capable of delivering commendable achievement to pastoral communities.

4.3 Strategies

- Right based advocacy and lobbying and community mobilization
- Establishing and supporting vibrant pastoral advocacy and focal groups/councils at local and national levels
- Wide-ranging stakeholders' participation
- Networking and partnership building at local, national, regional, and international levels
- Boosting linkage with policy and decision-makers, especially with the national and regional parliaments
- Incorporation of indigenous value, institution and knowledge of pastoral communities
- Empowerment of the pastoral community with special emphasis to women and youth
- Building on the existing local capacity
- Policy research and information dissemination to policy makers, partners and stakeholders
- Conflicts management and peace building among the pastoral communities

4.4 Proposed Intervention Focus

PFE is increasingly involved in areas of influencing policy formation and reformulation for better opportunity of marginalized pastoral communities. The SWOT analysis indicates that PFE needs to continue in advocacy and lobby, partnership building, and networking. Hence, it seems that it is of a paramount importance to boost the capacity of PFE in the mentioned core areas of engagements.

Thus, the following are the proposed areas of Intervention:

i) Policy research, advocacy and lobbying

The PFE will continue representing the **values, views and interests** of its constituents and of grassroots pastoral communities in all its dealings with Government organs, Donors/International NGOs, and the community at large, both domestically and internationally. This venture involves:

- Pastoral system analysis
- Researching various pastoral policies/strategies, especially Land tenure and/or land use right policy
- Basic Social and Economic Services
- Civic direct participation
- Pastoral traditional institutions and indigenous knowledge system
- Media
- Organizing annual event such as Ethiopian Pastoralist Day.

ii) Networking and Coordination

The Forum will be a clearinghouse for information pertaining to pastoral NGOs (local and international) and their overall activities in the pastoral regions. Besides it will serve as resource center on research publications and trends in the NGO sector in country and internationally. In addition, PFE will foster cooperation by bringing NGOs together to share information, to develop policy, to facilitate joint action and strategic partnerships. To this end, it will engage in:

- Workshops, seminars, briefings, and roundtable and conferences
- Establishment of Pastoral Information and Documentation Center
- Information compiling, processing and dissemination
- Working groups and taskforce meeting
- NGOs Data base and platforms
- General and membership meeting
- Ethiopian Pastoralist Day

iii) Promotion of Good Governance and Practices

The Forum will actively promote a human rights approach to sustainable development and high standards of NGO good governance, management, effectiveness and good practice. To this respect, it will enhance:

- Training
- Capacity of pastoral community based organization (CBOs)
- Opening space for pastoral community institutions
- Civic education
- Conflict analysis, mitigation and management
- NGO Code of conduct
- Creation of collective voice of pastoral community etc.

iv) Partnership and coalition building

The Forum will promote cooperation, transparency, effective dialogue and partnership between NGOs, INGOs, other international bodies, UN agencies, the banks (ADB, WB) and the private sector. It will establish mechanisms to ensure that there is effective two-way contact and communication between NGOs, INGOs, donors and other stakeholders. In view of this, the Forum will engage in:

- Capacity enhancement programs
- Collaboration with various groups and institutions
- Provide technical and financial supports for local NGOs and pastoral CBOs
- Devise an appropriate membership policy

v) Capacity Building

As it has been already stated in the mission statement, the Forum dedicates itself to endeavors of building its own capacity and that of its members in a continuous manner. To this end, it will engage in:

- Raising awareness of pastoral community and policymakers on pastoral issues
- Conducting training, seminars, workshops and study tours/visits
- Institutional capacity building
- Devising systems and procedures of right-based development

4.5 Critical Issues and Proposed Strategies

The team reviewed the result of the SWOT analyses critically to determine those factors that emerged as critical. Accordingly, the following issues are identified as critical issues:

Critical Issues

1. Lack of strategic focus
2. Limited advocacy and lobbying capacity
3. Limited Networking, coalition and partnership building capacity
4. Limited fund raising and self-financing capacity
5. Lack of systems and strategy for program development
6. Lack of monitoring, implementation, and evaluation capacity
7. Deficiencies in research and documentation

Strategies to Address the Critical Issues

- Undertaking research and expand the lobbying and advocacy work
- Broadening network, coalition, and partnership
- Building fund raising and self-financing capacity
- Development of systems, and strategies for advocacy
- Build capacity for strong database (documentation) on pastoralism and sharing experiences

Evaluation of Strategies Against Proven Criteria

| Areas of strategy | Politically feasible | Economically feasible | Socially feasible | Legally feasible | Technically feasible | Environmentally | Total Score |
|---|----------------------|-----------------------|-------------------|------------------|----------------------|-----------------|-------------|
| Strategy 1 Broadening Advocacy and lobbying | 3 | 3 | 2 | 3 | 2 | 2 | 16 |
| Strategy 2 Undertaking research | 3 | 3 | 3 | 3 | 2 | 3 | 17 |
| Strategy 3 Broadening network, coalition, & partnership | 3 | 1 | 2 | 3 | 2 | 2 | 13 |
| Strategy 4 Build Fund raising capacity | 3 | 1 | 1 | 3 | 3 | 3 | 14 |
| Strategy 5 Development of systems, and strategy for advocacy and lobbying | 3 | 1 | 1 | 3 | 1 | 3 | 12 |
| Strategy 6 Building capacity for strong database and sharing experiences | 3 | 2 | 2 | 3 | 3 | 3 | 16 |

4.6 Stakeholder Analysis

| | Stakeholder/partner category | Their Expectation from PFE | Ways to meet their Expectation by PFE | PFE's minimum expectation from partners | How partner will meet PFE's expectation |
|----------|-------------------------------------|---|---|--|--|
| 1 | Board and staff | | | | |
| | 1.1 Board | <ul style="list-style-type: none"> • Create favorable environment for the board to execute its Job • Preparation and submission of draft annual plan and budget for approval • Preparation and submission of periodic reports on the progress of PFE activities • Prepare agenda and meetings and take minutes of the meeting • Prepare and identify strategic agenda for discussion by the board of directors; • Effective implementation of their decision and policy direction | <ul style="list-style-type: none"> • Develop self responsibility mutual accountability and devising institutional system and discipline of execution | <ul style="list-style-type: none"> • Give voluntary service • Produce relevant policies/ strategy and decisions that promotes the organization • Design means and directly involve in fund raising • Endurance, commitment transparency and accountability | <ul style="list-style-type: none"> • Direct involvement • Regular meetings • Closer supervision, guidance and assistance |
| | 1.2 Staff | <ul style="list-style-type: none"> • Sound Human Resource Management policy • Developing their capacity through sustained HRD programs • Create enabling working environment • Good working environment and incentives | <ul style="list-style-type: none"> • Develop team spirit • Develop clear job descriptions • Mobilize or increase the financial sources of the organization and incentive package • Clear organization structure | <ul style="list-style-type: none"> • Full commitment to bear duties and responsibilities • Respect and abide by the rules and regulations of the organization • Make maximum effort to realize the goal & objectives of the Forum • Efficient and timely | <ul style="list-style-type: none"> • Direct involvement in the day to day task based on the Job descriptions • Develop team spirit and commitment • Uphold the values and principles of |

| | | | | | |
|---|---------------|---|--|--|---|
| | | | <ul style="list-style-type: none"> • Develop sound HRD and HRM policies and regulations | accomplishment of duties and responsibility as per the job description | the organization |
| 2 | Donors | <ul style="list-style-type: none"> • Effective and efficient use of fund for the envisaged purpose • Timely report • Audit report | <ul style="list-style-type: none"> • Develop monitoring and evaluation system • Enhance the capacity of the staff, management and leadership • Set standard working procedures | <ul style="list-style-type: none"> • Availing the requisite financial and technical assistance for the realization of projects initiated by the Forum. • Cooperative and partnership approach. | Direct Funding |
| 3 | Beneficiaries | <ul style="list-style-type: none"> • Fulfillment of project implementation process according to the agreed upon agreement • Expansion of PFE's activities through policy advocacy and reaching the grassroots level • To see changes in policies and thereby in their lives • Get information on what is going on or progresses achieved as a result of PFE activities • Need to get involved in the advocacy activities and consequently need to get organized • Their primary problems be solved with their involvement | <ul style="list-style-type: none"> • Implementation of the programs by involving the stakeholders • Identify their priority needs • Encourage their participation • Enhance their capacity to implement their needs in order of importance | <ul style="list-style-type: none"> • Participation in the process of the life cycle of the PFE project • Information or awareness on the progress | <ul style="list-style-type: none"> • Generate ideas in the meeting • Participation in M&E • Running programs/project in collaboration with PFE • Phase in and phase out to run the project by their own |

| | | | | | |
|---|--|---|---|---|--|
| 4 | Power Groups | | | | |
| | 4.1 parliamentarian pastoral affairs standing committee, line ministries and pastoral department | <ul style="list-style-type: none"> • Sensitization on pastoralism and pastoral issues periodic briefing • Pastoral analysis/researches and policies ideas • Implementation of programs as per their agreement • Submission of project reports periodically • Conducive environment for collaborative effort • Building their instrumental and staff capacity • Wants the organization to abide by its rules and regulations • Effective and efficient implementation • Avails them with data and information • Allow pastoral community participation • Want to enforce policy rules and regulation • Want to supervise PEF activities • Wider participation | <ul style="list-style-type: none"> • Conducting pastoral analysis • Policy idea and framework • Have current government policies and regulation • Prepare and submit timely reports to all concerned institutions • Work in cooperation with all relevant bodies at all levels | <ul style="list-style-type: none"> • Work in collaboration with PFE • Provide necessary support as required for project implementation • Facilitate project execution • Participate and play role in the life cycle of the project • Abide by the rules and obligation set under the agreement • Established comprehensive and conducive rules and regulation related to the PFE/NGO • Participate in promoting fund raising | <ul style="list-style-type: none"> • Assignment of technical staff for support • Involve in various committees or taskforces • Commitment and transparency • Understanding all about the organization and its role |
| | 42 DPPC/planning | <ul style="list-style-type: none"> • Performing task as per the government regulations • Reporting on the progress of projects • Provision of necessary information and data | <ul style="list-style-type: none"> • Operate as per government rules and regulation | <ul style="list-style-type: none"> • Facilitating in signing of project agreement • Facilitating in importing duty free goods for PFE • Participate in M&E • Renewal of operation agreement | <ul style="list-style-type: none"> • Direct involvement in signing project agreement • M&E • Renewal of agreement |

Environmental Scanning (Internal and External analysis) SWOT analysis

Internal environment scanning (strengths & weaknesses)

a. List of vital strengths

- Has committed and enlightened board of director
- Has commendable achievement in pastoral policy advocacy
- Its project and activities are relevant and need-responsive
- Its interventions are innovative and conducive for inspire policymakers and donors
- Broad and strong potential base of support
- Strong and well placed partners and coalition
- Acceptance of PFE as credible advocate or voice of pastoralist communities
- Independent strong and committed NGOs members
- Enabling environment for the right-based advocacy approach at national and international levels
- Government intention to develop pastoral-friendly policy
- Strong relationship with policymakers (parliament)
- Willingness of donors and the World Bank to finance pastoral development
- Existing pastoral community traditional organizations and CBOs
- Increased international assistance for the pastoral development

b. Limitations /weakness

- Limited fund raising and self financing capacity
- Lack of strategic partners
- Limited advocacy and networking work
- Lack of pastoral policy advocacy and lobbying strategy
- Poor institutional and human resource capacity
- Logistic constraint and limited office space
- Lack of focus, and few priority areas
- Lack of strategy and proactive thinking
- Focus on short term output rather than long term impact
- Lack of capacity to create awareness raising at grass roots level
- Limited capacity to enhance the capacity of member NGOs and dissemination of good practice or information.
- Lack of supporting data and research undertaking

4.7 Environmental scanning (Internal)

Factors In internal Analysis

| | Factors in internal Analysis | Strengths(S) | Weaknesses (W) | Remarks |
|---|---|--|---|---|
| 1 | Governance 1.1 Board | <ul style="list-style-type: none"> ○ Well experienced board of directors to direct policy ○ Committed and volunteer ○ Represent varied pastoral interest of the constituents | <ul style="list-style-type: none"> ○ Limited participation in fund raising, public relation and lobbying ○ Lack of gender mix and pastoral community representation | <ul style="list-style-type: none"> ○ Need to revise compositions of Board of director from gender perspectives |
| | 1.2 Leadership | <ul style="list-style-type: none"> ○ Senior management and board members clearly understand their role ○ Highly knowledgeable about pastoralism and pastoral development ○ Relationship between board and management and staff is smooth. ○ Participatory, transparent decision making and sufficient delegation of decision-making power. | <ul style="list-style-type: none"> ○ Lack of adequate human resources (HR) | <ul style="list-style-type: none"> ○ Need to build up the capacity of the organization in terms of HR |
| | 1.3 Vision/mission and Goals | <ul style="list-style-type: none"> ○ PFE has vision and mission statement but lacked effective articulation and known by limited peoples | <ul style="list-style-type: none"> ○ Vision and mission are not articulated clearly | <ul style="list-style-type: none"> ○ Needs to be revised with the current global and local contexts |
| 2 | Management 2.1 Organizational structural & Job description | <ul style="list-style-type: none"> ○ Good programs are in placed ○ Not highly donor driven | <ul style="list-style-type: none"> ○ Unclear organization structure, undefined line of authority and unclear job descriptions | <ul style="list-style-type: none"> ○ Need to develop organizational structure and job description in line with the PFE s' MOA (constitution) |
| | 2.2 Planning monitoring and evaluation | <ul style="list-style-type: none"> ○ Annual plans are developed, reviewed and updated ○ There is a rolling strategic | <ul style="list-style-type: none"> ○ Lack clear program & partners ○ Limitation in clearly focused strategic | <ul style="list-style-type: none"> ○ |

| | | | | |
|--|-------------------------------------|--|---|---|
| | | planning and management on project or activity base | planning, monitoring and evaluation techniques | |
| | 2.3 Program Development | | <ul style="list-style-type: none"> ○ As a young organization PFE has limitation in developing programme and strategic partner ○ Short-term and small scale programs | <ul style="list-style-type: none"> ○ Need to develop programmes and selecting strategic partner |
| | 3.Human Resource Development | | | |
| | 3.1.Personnel Management | Uses Panos's package | <ul style="list-style-type: none"> ○ Have no personnel policy or manual ○ Have limited job description but not applied in practice | <ul style="list-style-type: none"> ○ The need to develop a personnel policy manual and job description |
| | 3.2.Work Environment | <ul style="list-style-type: none"> ○ Strong team spirit developed ○ Committed staff and good communication ○ Participation of staff in decision making ○ Information sharing among staff ○ Staff are motivated and encouraged to take their own initiatives | <ul style="list-style-type: none"> ○ Having a limited office space ○ Lack of Logistics Support | |

| | | | | |
|--|--|--|--|---|
| | 3.3.Salary Benefit and Performance | | <ul style="list-style-type: none"> ○ Lack of Structured Salaries ○ Having a limited Benefit Package | <ul style="list-style-type: none"> ○ Structured salaries and benefit package |
| | 4.Financial Resources | | | |
| | 4.1.Fund Raising | | <ul style="list-style-type: none"> ○ Limited donors and small grant on project bases | |
| | 4.2.Accounting and Financial Management System | <ul style="list-style-type: none"> ○ As hosted by Panos Ethiopia, the PFE uses the Panos Financial Management System, which is computerized | <ul style="list-style-type: none"> ○ Have no sustainable source of fund ○ Has no financial manual of its own | |
| | 4.3.Financial Monitoring and Evaluation | <ul style="list-style-type: none"> ○ Audit report | <ul style="list-style-type: none"> ○ Lack of independent audit report (audited along side Panos finance) | |
| | 5.Policy Advocacy and Lobby Performance or progress | | | |
| | 5.1.Beneficiaries | <ul style="list-style-type: none"> ○ There are defined beneficiaries | <ul style="list-style-type: none"> ○ Lack of clear advocacy and lobbying strategy | |
| | 5.2.Community Participation | <ul style="list-style-type: none"> ○ Modest Community Participation especially in the Ethiopian Pastoralists Day (EPD) commemoration, national fora | <ul style="list-style-type: none"> ○ Lack of community awareness raising activities to make them fully participate in all cycle of project life | |
| | 5.3.Impact Assessments | | <ul style="list-style-type: none"> ○ Lack of adequate baseline survey | |

| | | | | |
|--|------------------------------|---|--|--|
| | 6.External Relations | | | |
| | 6.1. Government | <ul style="list-style-type: none"> ○ Good organizational image ○ Have a strong relationship with Policy Makers (the Parliament) ○ Have a strong and established relationship with the concerned government bodies and line departments. ○ Good consultation and coordination with the parliament, line ministries and departments, regional governments and bureaus | | |
| | 6.2.Community Participation | <ul style="list-style-type: none"> ○ Establishing a strong relationship ○ Attractive networking with CBOs ○ Has brought some attitudinal change among the Pastoral Community | <ul style="list-style-type: none"> ○ Limited awareness raising and training or advocacy work at the grassroots level and community leadership | |
| | 6.3.Donors | <ul style="list-style-type: none"> ○ Attractive and progressive relationship with donors ○ The forum is considered as credible | <ul style="list-style-type: none"> ○ Limitation in diversified contacts with the donor community | |
| | 6.4.Public Relations | <ul style="list-style-type: none"> ○ Attractive image through the media to the community and all other actors | <ul style="list-style-type: none"> ○ Limited capacity to expand the existing experience | |
| | 7.Sustainability | | | |
| | 7.1.Project Sustainability | | <ul style="list-style-type: none"> ○ No experience in phase-in and phase-out | |
| | 7.2.Financial Sustainability | | <ul style="list-style-type: none"> ○ Limitation in ad-hoc based advocacy approach bears no much result | |

| | | | | |
|--|--|--|--|--|
| | <p>7.3.Organizational Sustainability</p> | <ul style="list-style-type: none"> ○ The forum is an umbrella organization of independent NGOs operating in pastoral regions ○ The forum has a shared vision on its role and skill to interact with all stakeholders. ○ Issues of the pastoralists are many | <ul style="list-style-type: none"> ○ Limited fund ○ Limited organizational focus | |
|--|--|--|--|--|

External Environment Scanning

Opportunities

- Enabling policy environment
- Increasing attention of the government to pastoral development
- Establishment of pastoral issues focused Parliamentarian Standing committee.
- Department of Pastoral Areas Development.
- International human rights tools and convention
- Acceptance of PFE as a credible Pastoralist representative CSO by the stakeholders and government bodies
- Legal Status of PFE
- Strong member organizations
- A high potential of the pastoral regions
- Pastoral traditional communities based organizations
- Decentralization and democratization
- Other sectoral developmental policies

Threats

- Pastoralism and pastoral development is not a priority for government development
- Lack of long-term commitment by most donors and governmental institutions
- Lack of clear pastoral development policy
- Probability of politicians to hijacking the pastoral CSO agenda, because pastoral issues are political.
- Wrong conception about pastoralists and pastoralism
- Rampant knowledge gaps among the communities and development practitioners
- Unstable government policy and high tern over of the staff
- Inaccessibility of the pastoral regions
- Prevalence of high poverty and recurrent drought
- Ideological gaps between CSOs and government Institutions
- Issues of security in pastoral areas can submerge all other development issues

External Analysis of Format Of SPM

| No | Factors In External Analysis | Opportunity | Threats | Remark |
|----|-------------------------------------|--|--|--------|
| 1 | Political Factors | <ul style="list-style-type: none"> ▪ Pastoral issues are cross boarder ▪ Decentralization policy ▪ Rural Policy ▪ PRSP initiatives (SDPRP) ▪ Draft NGOs legislation ▪ Representation of pastoralists in parliament ▪ Growing interest on pastoralism at regional and international levels | <ul style="list-style-type: none"> ▪ Security issues ▪ Pastoral development less priority areas of development ▪ Probability to be hijacked by politicians ▪ Border conflicts ▪ Lack of inclusiveness and participation of CSOs | |
| 2 | Social Factors | <ul style="list-style-type: none"> ▪ Flourishing of CSO/NGOs ▪ The availability of developed traditional CBOs ▪ Good pastoral values ▪ urbanization | <ul style="list-style-type: none"> ▪ Poor infrastructures ▪ Poor social services ▪ Community dependency on relief aids ▪ Lack of service delivery by PFE ▪ Knowledge gaps ▪ Urbanization | |
| 3 | Economic Factors | <ul style="list-style-type: none"> ▪ Untapped resources ▪ Expansion of development of private sectors ▪ Sector policy of the government ▪ Globalization ▪ Land shrinkage | <ul style="list-style-type: none"> ▪ Abject poverty ▪ Recurrent drought ▪ Lack socio- economic services ▪ Lack of clear pastoral development policy | |
| 4 | Target Beneficiaries & stakeholders | <ul style="list-style-type: none"> ▪ Credibility among stakeholders ▪ Image of PFE ▪ Pastoralists Confidences and thrusts | <ul style="list-style-type: none"> ▪ Limited fund mobilization of Donors ▪ High expectations of pastoral community | |

| | | | | |
|---|-------------------------------|--|---|--|
| 5 | Competitors and collaborators | | <ul style="list-style-type: none"> ▪ High competitions for limited fund ▪ Donors Fatigues | |
| 6 | Environmental Factors | <ul style="list-style-type: none"> ▪ High degradation ▪ Aridity and recurrent drought ▪ Pollution of Rivers (Awash and Ganale) ▪ Bush encroachment which justify interventions | | |

4.8 Achievement Of Implementation Plan of PFE, 2000-2003

| S/N | Activities | Not Achieved | Partially Achieved | Fully achieved |
|-----|--|--------------|--------------------|----------------|
| 1 | Advocacy and Lobbying | | | |
| | ▪ Inclusion of pastoral chapter in Eth PRSP | | x | |
| | ▪ Role of media in PRSP | | x | |
| | ▪ Pastoralism and Rio+10 WSSD | | | x |
| | ▪ Roundtable on Drought and Famine pastoral area | | | x |
| | ▪ Ethiopian Pastoralist Day | | | x |
| | ▪ Pastoral Development Policy recommendation | | x | |
| | ▪ Third national conference on pastoral development | | | x |
| | ▪ Establishment of pastoral Information & documentation center | | x | |
| 2 | Capacity Building | | | |
| | ▪ Training and workshop | | x | |
| | ▪ Strategic plan preparation | | x | |
| | ▪ Advocacy and lobbying strategies | x | | |
| | ▪ Parliamentarian capacity building | | x | |
| | ▪ Experience sharing | | x | |
| | ▪ In-house capacity building | | x | |
| 3 | Networking, coalition and partnership building | | | |
| | ▪ Networking | | x | |
| | ▪ Coalition building | x | | |
| | ▪ Partnership building | | x | |
| | ▪ Information dissemination | | x | |

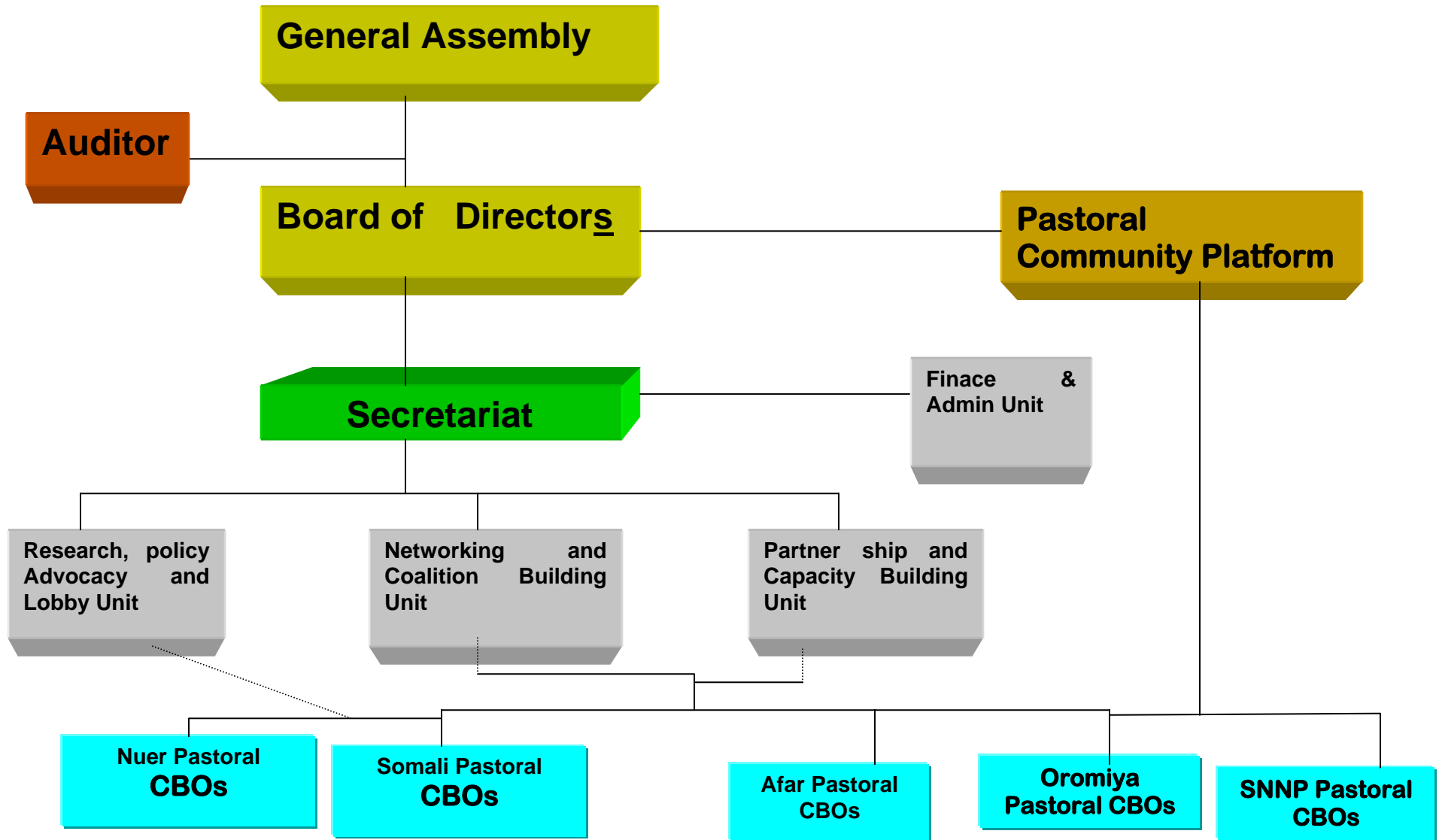
Annex 1. List of Organization and Pastoral Communities Groups Consulted in drafting the document

1. Action For Development
2. Afar Pastoral Community Group
3. Afar Pastoral Development Association
4. Borana Lowlands Pastoral Development Program (BLDP/GTZ)
5. Ethiopian Pastoralist Research and Development Association (EPaRDA)
6. FARM- Africa
7. Gudina Tumsa Foundation (GTF)
8. Hope For the Horn (HfH)
9. Intermon
10. Kareyu Oromo Pastoral Community Groups
11. Oromiya Pastoral Development Commission
12. Oxfam Canada
13. Oxfam GB
14. Panos- Ethiopia
15. Pastoralist Concern Association Ethiopia (PCAE)
16. SOS Sahel

Annex 2. List of PFE founding and member NGOS

1. ACORD-Ethiopia
2. Action for Development (AFD)
3. Afar Mothers and Child Care Organization (AMCCO)
4. Afar Pastoralist Development Association (APDA)
5. Borana Lowlands Pastoral Development Program (BLDP/GTZ)
6. Ethiopian Pastoralist Research and Development Association (EPaRDA)
7. FARM-Africa
8. Gudina Tumsa Foundation (GTF)
9. Hope for The Horn (HFH)
10. Intermon
11. International Committee for Development of Peoples (CISP)
12. Oxfam Canada
13. Oxfam Great Britain
14. Panos Ethiopia
15. Pastoralist Concern Association Ethiopia (Pcae)
16. Save the Children /USA
17. SOS Sahel
18. UN Emergency Ethiopia (UNEUE)

Annex 3. PFE's Organization structure



Annex 4. Proposed draft programs

| Action Plan | | | | | | |
|-------------|---|-------------|-------------|-------------|-------------|-------------|
| | Program/activity/Years | 2004 | 2005 | 2006 | 2007 | 2008 |
| I | Research, Policy Advocacy and Lobby | | | | | |
| 1.1 | pastoral oriented researches | | | | | |
| | * Community-based action research (small-scale research on poverty, gender, NRM, conflict management....) | | Orange | Orange | Orange | Orange |
| | * Medium-scale participatory policy research (cross-boarder marketing, mobile service delivery like micro-financing, education etc), and local institutions trend study | | | Yellow | Yellow | Yellow |
| 1.2 | Establishing a Pastoral Research Institute in strategically situated University | | | | Green | Green |
| 1.3 | Policy advocacy and lobby | | | | | |
| a. | pastoral institutions/fora formation | | | | | |
| | * formation of elders councils | Orange | Orange | Orange | | |
| | * formation of regional advisory councils | | Orange | Orange | Orange | |
| | * formation of a national pastoral policy dialogue platform | Orange | | | | |
| b. | Ethiopian Pastoralist Day Commemorations | | Blue | Blue | Blue | |
| c. | conducting series of discussion, debate, and dialogue on key pastoral policy issues | Magenta | Magenta | Magenta | Magenta | Magenta |
| d. | policy briefings for decision makers | | Green | Green | Green | |
| e. | policy briefings for journalists | | Green | Green | Green | |

| | | | | | | |
|-------------|--|--------------|--------------|--------------|--------------|--|
| II. | Networking and coordination | | | | | |
| 2.1 | Knowledge and information disseminations | | | | | |
| | * establishment of national pastoral documentation and information center | Green | Green | | | |
| | * national pastoral development conferences | | Maroon | Maroon | Maroon | |
| | * pastoral directory development | Yellow-green | | | | |
| | * website development | Blue | | | | |
| | * general public awareness on pastoral perspectives of SDPRP, MDG, PCDP etc | Cyan | Cyan | Cyan | Cyan | |
| 2.2 | Monitoring and evaluation on specific national programs | | | | | |
| | * SDPRP | Red | Red | Red | Red | |
| | * PCDP | Red | Red | Red | Red | |
| III. | Promotion of Good Governance and Practices | | | | | |
| | * need based and strategic training for community leaders, local NGOs, and local government (basic human rights, leadership, national policies, etc) | Bright Green | Bright Green | Bright Green | Bright Green | |
| | * ToT for local partners | | Orange | Orange | Orange | |
| | * experience sharing visits/ tours in-country and abroad | | Orange | Orange | Orange | |
| | * developing participatory pastoral NGO Code of Conduct | | Bright Green | | | |
| IV. | Partnership and coalition building | | | | | |
| | * with Parliamentary PASC | Magenta | Magenta | | | |
| | * with MoFA/PADD/PCDP coordination, and its regional unit | Magenta | Magenta | | | |

| | | | | | | |
|------------|---|--|--|--|--|--|
| | * with Ministry of Capacity Building CSO capacity Building Directorate | | | | | |
| | * with Poverty Action Network/Ethiopia | | | | | |
| | * with PROFIEET | | | | | |
| | * with Safer World (small arm control) | | | | | |
| | * With Regional and International Institutions (Indigenous peoples forum at different levels, Eastern Africa inter-parliamentary Group, MRGI) | | | | | |
| IV. | Capacity Building | | | | | |
| | * developing organizational manuals for local NGOs | | | | | |
| | * Training on organizational capacity enhancement for CBOs and CSOs (communication skills, data generation and management and usage, fundraising skills, conflict analysis techniques, etc) | | | | | |
| | * small grant support for needy CBOs/NGOs | | | | | |

Annex 5. Minutes of the PFEs' Strategic Planning Workshop (June 4/2004)

Background

The idea of assembling people for a planning workshop is based on the belief that the creativity of a group is greater than the sum of creative potential of individuals. Furthermore true ownership of the PFE project can only be achieved, if stakeholders participate in the planning process. The main objective of this workshop was therefore to provide the tools and opportunities to engender creativity and environment in which mutual agreement can be reached. Accordingly, the PFE strategic planning workshop was held on June 4/2004 at Global Hotel. About 32 participants representing PFE member NGOs, Federal parliament, Ministry of Federal Affairs, Ministry of Agriculture, and a donor agency attended the workshop (see annexed).

PFE's Executive Director, Ato Tezera Getahun, and Ato Sora Adi, member of board of directors, made welcoming speech and introductory remarks, respectively. Dr. Meshesha shewarega, a private consultant, moderated the workshop, and outlined the objectives and the expected outputs of the workshop. Following the introductory remark and the outline, Ato Abdi Ahmed, the staff of PFE, presented the process of strategic planning including the approaches followed, tasks accomplished so far, and the advantages of strategic planning process, as the best fit; and the four steps of the strategic planning process were presented and discussed.

The summary of the SP process presented was follow:

Assessing the Stakeholders

- Collecting input from internal stakeholders i.e. Board and staff members.
- Collecting input from external stakeholders i.e., Donors, Partner organizations, Associations, individuals etc
- Reviewing more objective data such as document statements of partners needs
- Reviewing financial trends over the last years.

The presentation of the presenter were centered on defining vision and mission, and whether the SPM process would be useful in solving critical problems as well as identifying change that an organization might have undergoing and how to manage this change. Accordingly, a brief presentation was made on the following items to provide a background for the workshop participants:

- Vision
- Mission
- Objectives
- Strategies
- Target Areas
- Programme/ Projects
- Programme Objectives
- Programme Strategies
- Target Areas/ constituency

It was noted that the information was generated from stakeholders, as per the following five-steps –process:

- Identify stakeholders/ partners
- Conduct stakeholders assessment
- Summarized findings
- Conducted environmental scanning and SWOT analyses
- Conducted PEST

Following the presentation then the participants of the workshop were divided into three working groups to discuss on each of the items presented. Formats and tools were provided to come up with alternative or to develop the document further.

Outcomes of Group Discussions

In each working group a heated debate was conducted and valuable results were obtained. The following were the outputs obtained from each group:

GROUP 1

Vision

They noted that the revised vision should include the following words “ discrimination and marginalizing”, “ sustainable development, such as economic, social and political”, and “improvement of standard of living “

Mission

It was suggested to include “agro-pastoralists”, “Improved livelihoods”, “eliminate marginalization”, “recognition and acceptance of traditional institutions”, “policy and programme of neighboring communities”, and “autonomy of pastoralists to identify and determine their way of life”

Strategic objectives

The group suggested the following additional items: “conflict resolution”; “improved livelihoods”, and “mitigating environmental damages”. “In objective No. 1&8 of the draft SP document included “policy” No. 2 “capacity building. “ With regard to the other items the group noted that they were acceptable, but with some correction in wording.

GROUP 2

The vision and mission statements, and the objectives were re-phrased and amended

Vision

“To see empowered women and men pastoralist with secure and thriving livelihood, living in a peaceful and enabling environment”.

Mission

“Promote basic needs of pastoralists through policy advocacy, networking, research and capacity building with partners and stakeholders”.

Values and principles

This group suggested the following

- Holistic people centered
- Respect and integrate the rights, culture, indigenous knowledge, and institutions, resource management into the development process
- Promote equity and equality
- Consultative engagement
- Encourage volunteerism
- Mutual accountability, and transparency
- Non-partial, non-political, non-religious, and non-ethnic

Strategic objectives

- To advocate and lobby for pastoral friendly development policy and practice
- Strengthen the capacity of its members
- To bridge the knowledge gap on pastoral issues through research undertakings
- Establishment of resource center for documenting and disseminating purpose
- To promote networking with existing and potential partners at local, national and regional level
- To promote the integration of the mutual interdependence of pastoralist in to the national socio-economic and political mainstream

GROUP 3

Vision

This group suggested that the vision statement should reflect the issues of conflict and peace; make the vision more general and far-reaching; poverty, empowerment prosperity and livelihoods”

Mission

Should maintain the first four lines of the original/presented mission and omit the rest lines.

With regard to values and principles: add “link pastoral and non pastoral”, and promote gender equity”

Strategic objectives

They suggested: “ addition of media “ # 2 insertion of “appropriate”, omission of the word “democratic” further emphasizes to pastoralists than pastoral areas, and inclusion of fund raising capacity building as a key strategic objective.

Further the group mentioned about the role, responsibility, and relationship of membership. They also underlined the needs for beefing up the capacity of the member organizations through networking, and capacity building.

At the end, the consultant and Ato Abdi were designated to incorporate the ideas, and suggestions made in the workshop and finalize the document in its final shape for approval by the board of directors.

List of participants in the SP Workshop

| S/N | Name | Organization | Telephone | P.O. Box |
|-----|-------------------------|--------------|--------------|----------|
| 1. | Abdi Ahmed | PFE | 09 64 02 34 | |
| 2. | Abdi Umar | PCI/UNOCHA | 44 44 24 | |
| 3. | Abdulkadir Ahmed | HFh | 51 36 31 | |
| 4. | Abdulkadir Hammedu | APDA | 15 97 87 | |
| 5. | Abreham Kumela | Panos | 66 63 63 | |
| 6. | Beruk Yemane | Oxfam GB | 61-33-44 | |
| 7. | Bethelehem Tadesse | Panos | 66 63 63 | |
| 8. | Boku Tache | SOS Sahel | 62 74 92 | |
| 9. | Dr. Hailu Baye | PCDP | 09-22-22-80 | 62182 |
| 10. | Dr. Tamira Teka | ACORD | 61 35 31 | |
| 11. | Dr. Esubalew Abate | MA&RD | 51-01-83 | 62347 |
| 12. | Dr. Yohannes G/micheal | Consultant | 60-00-73 | 33569 |
| 13. | Endalamaw Ayalew | Panos | 66 63 63 | |
| 14. | Hon. Shanu Godana | PASC (MP) | 57 17 49 | |
| 15. | Hon. Abdulhadir Sh. Mah | PASC (MP) | 29 40 20 | |
| 16. | Hon. Abdurahim Yasin | PASC (MP) | 57-17-49 | 80080 |
| 17. | Hon. Girma Tesema | PASC (MP) | 51 17 49 | |
| 18. | Hon. Muruha Abeker | PASC (MP) | 51 17 49 | |
| 19. | Hon. Paulos Sorsa | PASC (MP) | 57-17-49 | |
| 20. | Hon. Wondimagegn Damenu | PASC (MP) | 47-17-49 | 80001 |
| 21. | Humed Gase | Panos | 66 63 63 | |
| 22. | Jo killalia | TROCAIRE | 63-24-51 | 1875 |
| 23. | Kidane G/ Meskel | EARO | | |
| 24. | Melaku G/Michael | APDA | 09-70-10-63 | |
| 25. | Ms. Bizuwork Kefete | Safer-world | 09/ 20 77 82 | |
| 26. | Mohamed Hassen | Oxfam GB | 05-75-32-92 | 541 |
| 27. | Mustefa Ismael | Oxfam GB | 61 33 34 | |
| 28. | Samuel Mola | Oxfam Canada | 61 00 44 | |
| 29. | Seblewongele Deneke | Panos | 66 63 59 | |
| 30. | Sisay Getachew | Oxfam GB | 05-75-32-29 | 200 |
| 31. | Sora Adi | BLPDP/GTZ | 52-22-16 | 62276 |
| 32. | Tesfaye Beyene | CISP | 62 45 56 | |
| 33. | Tezera Getahun | PFE | 60 48 43 | |
| 34. | Timket Asmamaw | Panos | 66 63 63 | |
| 35. | Yosef Negessa | AFD | 62 59 76 | |
| 36. | Zerihun Ambaye | EPaRDA | 57-31-26 | 30807 |