



GENERAL STRATEGIC PLAN

August 2017

Vision

An Eastern and Southern Africa where pastoralists, their livelihoods, communities and cultures are recognised and respected for their contribution to sustainable food systems, natural resource management, and socio-economic development

Mission

To empower pastoralists in Eastern and Southern Africa to sustainably improve productivity and livelihoods, while making their voices heard through effective communication, advocacy and legitimate demand for services and resources from policy makers

I. ESAPN: the regional pastoralist network

The need for a strong and united regional pastoralist network has been perceived for long by all people participating in pro-pastoralist advocacy in Eastern and Southern Africa. In the sub-region, many different peoples have pastoralism either as a strong component of their identity, livelihood, or both. While pastoralism culture is an important part of the self-determination rights of many Eastern African indigenous peoples, this component is weaker for most of the Southern African area. In Southern African countries the common terminology used is “farmers” which refer to both pastoralist (extensive livestock producers and ranchers) and agro-pastoralist (crop growers and livestock keepers). Economic pastoralists, i.e. peoples whose livelihoods depend mainly on income generated by grazing livestock, are prevailing both in Eastern and Southern Africa, and their livelihood sources and coping mechanisms such as communal tenure, locally adapted breeds or herd mobility have been threatened by disruptive policies, colonial legacy, prevailing land tenure regimes and negative media/popular narratives lately.

The constitution of ESAPN originates in the global pastoralist movement. The emergence of the pastoralist civil society movement in the first decade of the 21st century has led to an increased interest in pastoralist voices and a strengthened voice of pastoralists in global forums, with key global gatherings in Segovia (Spain) in 2007,

Mera (India) in 2010 and Kiserian (Kenya) in 2013. Those gatherings established a network of pastoralist representatives in the region, mostly sharing a communication language (English) that has allowed important cross-border and regional collaboration, even if other regional languages are also important and not so easily integrated in regional communications (Swahili, Portuguese or French). With the creation of an official regional constituency inside the World Alliance of Mobile Indigenous Peoples (WAMIP) in 2013, and with the support for regional gatherings provided by FAO's Pastoralist Knowledge Hub and IFAD/VSF Germany, the civil society process culminated in the official constitution of the ESAPN network in May 2017 at a meeting in Arusha, a city with great symbolic value for being the seat of the East African Community and headquarters of a region with a predominant Masai pastoralist population.

While the formation and official setting of the network as the reference for pastoralist civil society in the region is a big step, a strategic plan is needed in order to orient its future activities. Such strategic plan needs to be formulated with a collective input from the whole network in order to create a sense of ownership. For this goal, a series of exercises were conducted with regional pastoralist representatives from Ethiopia, Kenya, Namibia, Somalia, South Sudan, Tanzania and Uganda during the Arusha 2017 meeting, to capture the orientation of a first draft to be validated in future network meetings.

II. Main challenges and action areas

Challenges faced by pastoralists in the 21st century are complex and related to wider societal developments including demographic changes, environmental crisis, increased industrialization, privatization / commercialization of land, insecure land tenure regimes, asymmetries in the delivery of social services and introduction of new technologies. While a challenge always implies change, it can be turned into an opportunity if handled adequately. ESAPN can have a fundamental role in the region by tackling the main issues that are currently weakening pastoralist livelihoods:

Public image of pastoralists: Pastoralists are very important providers of rural income, culturally care for one another and offer worthy environmental services in areas with low arable farming potential, and they provide society with high-quality nutritious foods that are sustainably produced and fundamental to combat malnutrition. Yet poor perceptions and narratives on them persist and are widespread in media and society, portraying primitive, violent and destructive people that are a major burden to

society. Such narratives are not only weakening the amount of investment that pastoralist areas get, but they also weaken the interventions. Pastoralist settings are not preferred among public officials and development officers, so staff posted there usually lacks experience or knowledge. Pastoralists and their culture are therefore being ignored or disrespected by the wider society. As a whole, this greatly contributes to hinder pastoralist development.

Policies affecting pastoralists: Pastoralists have to confront unfavourable policies towards them worldwide. Beginning with lack of recognition or visibility in national statistics, the policies applied to pastoralist settings are usually disruptive, affecting major resilience strategies such as herd mobility, locally adapted breeds or communal land tenure. This in turn worsens the perception on pastoralists, as inadequate policies drive their livelihood to failure, causing poverty and famine. Pastoralist culture or livelihoods are usually not taken into account for designing local policies, although powerful civil society advocacy has proved in the past to be able to change things. Importantly, the scope of action is not only the change in legal frameworks – very often, existing laws can be adapted to adequate practices if an enabling political environment exists to apply them correctly.

Structuration and collaboration within the pastoralist civil society: A weak, disjointed collective action of the pastoralist civil society has undermined past efforts to compose a strong pastoralist narrative and to strengthen ties among local and national groups. Particularly worrying is the weak self-recognition in Southern Africa, where pastoralism is not a strong cultural element of ethnicity and where most economic pastoralists do actually not know they belong to the global pastoralist communities. Evidence shows that, in such a frame, policies undermining pastoralist livelihoods are applied much more harshly. Conversely, strong joint action by the civil society has been shown to effectively protect livelihoods, especially if coordinated with other small scale producer movements at the regional, continental and global levels.

III. STRATEGIC AXES

1. INFORM

Changing the narrative, the public awareness and the branding on pastoralism. A change in the negative perception about pastoralism can be achieved by communicating clearly and positively about the potential and actual contributions of pastoralism, in the fields of food production and security, poverty eradication, cultural diversity, environmental protection, and use and management of drylands to produce livestock and their products.

Goals

- Society at large, and particularly policy makers, are to have a favorable perception on pastoralist livelihood. This is to be achieved with a better recognition and respect of pastoralists and their livelihoods, highlighting their positive contributions toward food production and security, social care, environmental protection (promotion of biodiversity and environmental health, natural resources utilization and management, addressing land degradation, building resilience to climate change and mitigating its effects, and high quality, high value added products from pastoralist systems that emphasize its economic potential.
- Pastoralism is perceived by the public opinion as a livelihood system with values that are crucial for the future of the region and high potential for sustainable development.
- Pastoralism is made visible and mainstreamed in education curriculum and programs, making the curriculum of pastoralist children relevant to them but also making other students aware of the existence and values of pastoralism livelihoods.

Actions

- Public awareness and communication campaigns are conducted on positive messages, with a pastoralist-owned narrative that facilitates a greater pastoralist engagement in policy discourse at all levels. The use of available media platforms and new technologies to share success stories on pastoralism and repackaging evidence and information into accessible forms, such as social media, blogs and video blogs, is a fundamental tool for this purpose.
- A direct engagement with the media network, tackling the drivers of the negative narrative and establishing a media strategy and media campaigns, will allow a change in the overall perception of pastoralists. If advocacy support is gained from influential persons and celebrities and experiences are shared with other civil society groups, this can greatly improve the outcomes of this area.
- The amount of work on this area will justify the existence of a communication and media officer.

2. INFLUENCE

A policy advocacy strategy will facilitate the adoption of favourable policy frameworks and a constructive dialogue with policymakers. Linkages can be created with policy process and the target beneficiaries. Work can be developed with the pastoralists in order to generate new policies or policy ideas. Pastoralists also need to become involved in the entire policy processes if they are to own the policies and have them directly addressing their needs.

Goals

- Favourable policies towards pastoralism protecting traditional management, in the field of cross border mobility and natural resource management facilitation, reclaiming of old traditional livestock migratory routes, provision of food and water source along the migratory routes, securing and empowering access to natural resources and proper management of resilient animal genetic resources.
- Local pastoralist institutions are capacitated and strengthened in policy formulation, implementation, monitoring and evaluation.
- Productivity and competitiveness of pastoral livestock systems is improved by valuing higher value of their products, tracing and protecting them against cheap and often subsidised livestock product imports.
- Existing favourable regional and international policy instruments of which national governments are signatories or participants are domesticated and implemented and monitored at national and local level.

Actions

- The capacity of network members is increased to effectively engage in policy advocacy, including better knowledge of the pro-pastoralist arguments and policies in existence, and the network engages in responsible communication between the grassroots organizations and policymakers.
- Work is carried out with policy makers to inform and influence policies towards pastoralist friendliness. This includes developing mechanisms to include pastoralists in the formulation, implementation and monitoring of the policies, the preparation of policy briefs to demonstrate the viability and benefits of pastoralism, the engagement of media in highlighting policy issues, and the documentation and dissemination of best practices in local issue resolution, as e.g. cross-border agreements among local governments in South Kenya/Northern Tanzania, NW Kenya/NE Uganda for mobility and resource sharing during stressful times.
- National policies within the region are reviewed and matched with existing favourable global and regional agreements such as the AU Pastoralism Policy Framework or the VGGTs. With that information, specific advocacy for domestication of regional and sub-regional frameworks at country levels is carried out, targeting regional/national institutions that take part in the policy making processes and advocating for countries to fulfil their obligation to meet the regional and international protocols and treaties pertaining to pastoralists.

3. EMPOWER

A specific effort to build partnerships and strategic alliances will reinforce the ability of the pastoralist civil society in the region to undertake change. While avoiding duplications to optimize the use of existing resources, joint action creates a stronger voice. Experiences, knowledge, information and skills shall be shared in order to spread knowledge and build capacities of weaker members.

Goals

- To coordinate the network in order to maximize efficiency and effectiveness in its activities. Critical elements are the enhancement of joint advocacy benefits, having a common advocacy language across the network, building a critical mass by pulling others, have a good understanding of the different models of pastoralism across the regions, create efficient communication strategies within the network members and maximize visibility.
- To achieve synergies that overcome the limitations of the network, by forging alliances with other pastoralist networks for purposes of experience sharing, joint advocacy and information sharing, and with other civil society actors. Also utilise alliances built with the regional and international bodies.
- Extend the network southwards and make it more inclusive, to encompass countries with a weak pastoralist civil society but with relevant pastoralist livelihoods such as Angola, Botswana, Lesotho, Madagascar, Mozambique, Namibia, South Africa, Swaziland, Zambia and Zimbabwe, or and strengthen their cohesion.

Actions

- A Secretariat coordinates the network by organizing meetings and joint planning, by sharing information to build common messages in a common language, and by improving the knowledge of the members about the rest of the network. Coordination will include actions following the principle of the brother's keeper: support other and advocate for the others when they are at risk. This includes to help different organization to seek redress from state (petitioning and interventions for community at risk) or online petitions. Members should keep constant proactive communication with the secretariat, including information about the field situation and calls for help when needed.
- Fundraising activities are developed and performed to endow the network to carry out its strategic plan. Human resource skills are shared as well across the network members, and efforts are supported through in-kind contributions, both from the communities, in country, and regionally.
- Showcasing of successful pastoral enterprises and communities through exchange learning and case studies, their outcomes being used also for outreach communication purposes of the network.
- Engagement is pursued with other networks and stakeholders by participating in relevant forums within the region and internationally, where representatives from the region can gain experience from other networks such as the International Land Coalition, among many others. The network will serve as a collective tool to advocate at regional, continental and global levels and raise pastoralist voices in many fora.
- A wider understanding on pastoralism is achieved by introducing a regional perspective that includes not only the Eastern African, but also the Southern African

perspective. For this purpose, comparative studies of pastoralism livelihood systems across the regions are carried out, including case studies on different models and practices of pastoralism. Specific actions for Southern Africa are carried out (see below).

Specific actions to strengthen the Southern African membership

- The crucial inclusion of the sub-region implies mobilization challenges that need to be tackled, including incentives for a stronger participation from their side into the network. Specific research on regional pastoralism-related policy in Southern Africa, and exchange programs between Eastern and Southern Africa, will facilitate skill development and the building of a regional community of pastoralists.
- Vibrant CSOs within the sub-region will be identified, included in the network and specifically supported to create nation-wide processes for the pastoralist civil society.
- Specific effort will be done to overcome linguistic barriers within the region.
- Engage with existing organized farmers' associations and educate them on pastoralism.

IV. LIST OF EXISTING COMMUNICATION TOOLS AND STRUCTURES

Communication groups

- Tanzania Pastoralist Centre – WhatsApp group
- Tanzania Parliamentary Group – WhatsApp group
- Ateker (Uganda/Kenya/Ethiopia/South Sudan) – WhatsApp group
- Karamoja (Uganda) - Google group
- *COPACSO MEMBERS* (Uganda) - WhatsApp group
- Kenyan Range Land Association - Google Group
- ASAL advocacy groups - Google Group
- Deegan Network (Somaliland)
- Somali Environment Network – WhatsApp group
- East African Land Network
- CELEP – Google group
- AFSA – Google group, WhatsApp group, website
- ILC – E-mail list
- PENHA – not operative
- Pastoralism Knowledge Hub - Google Group
- AU Pastoralist Network
- Zambia Land Alliance
- SA Land Alliance

- Namibia National Farmers Union - Website
- Emerging Farmers Forum (Namibia) – WhatsApp group
- National Rangeland Forum (Namibia) – E-mail list
- Landless People Movement (SA and Namibia) – WhatsApp group

Communication Tools

- Google groups
- Website
- WhatsApp groups
- Local authorities
- Pass it on
- Vernacular mediums
- Community meetings
- Community informers
- Social media (Facebook, Instagram, Twitter TAFN)

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Objective 1: INFORM	Goal 1.1: Favourable perception on pastoralism among population	Action 1.1: Social media actions to improve general knowledge and benefits of pastoralism	<ul style="list-style-type: none"> → Youtube channels with simple videos directly from the communities → sharing in ESAPN Twitter, Facebook and Youtube accounts → subjected to the quick review and approval of the network → for moderation and coordination, 2 Google Groups available: esapn.coordination@googlegroups.com; esapn@googlegroups.com
	Goal 1.2: Good media portrayals on pastoralism	Action 1.2: Specific engagement with media	<ul style="list-style-type: none"> → generate media stories with objective, positive depiction of pastoralists → respond to negative portrayals of pastoralists on the media → training on pastoralist issues for journalists and designing catchy stories with them → develop along with journalists media handbooks for better news treatment
Objective 2: INFLUENCE	Goal 2.1: Favourable policies towards traditional management	Action 2.1.1: Increased capacity of network members to participate in policy discussions	<ul style="list-style-type: none"> → training on Climate Change and pastoralism → emerging trends in pastoralism (potentially tied together with annual meeting with policymakers) → technology, infrastructures (risks and benefits) → cross-border access and management → training on effective advocacy, packaging information etc. with exchanges with other successful pastoralist networks (cf. conclusion 2 at AFSA doc and particularly with West Africa, based on existing MoU IGAD-CILSS) – linking it with the activities on the transhumance protocol as IGAD can be interested, or even AU. → Official presentation of ESAPN and its strategy to the main regional intergovernmental bodies
		Action 2.1.2: Active advocacy participation in national and regional policy forums	<ul style="list-style-type: none"> → presentations at Pastoralist Day Ethiopia, Kenyan Pastoralist Week, Tanzania Pastoralist day and alike as an entry point to policymakers and regional bodies such as IGAD → create a public calendar of Pastoralist Events (to be advertised in the web) → organize an annual regional pastoralist forum with Universities and IGAD's Pastoralist Parliamentary Forum → Engage with IGAD's Transhumance Protocol

			<ul style="list-style-type: none"> → design advocacy materials for IGAD's Ministerial Group → improve service delivery policies (particularly education) to pastoralists <ul style="list-style-type: none"> - follow up with NACONEC activities in Kenya (mobile education strategy) - ask education experts on previous influence on curriculum (e.g. Carolyn Dyer); grasp on previous positive related experience in Benin
	Goal 2.2: Increased recognition of value addition from pastoralist products	Action 2.2: Documentation of benefits and best practices in direct contact with policymakers and media	<ul style="list-style-type: none"> → Tap on potential at UniNairobi Kabete campus - knowledge generation on pastoralist systems → Makerere university and University of Dar es Salaam also, for governments seem to be taking national experts more seriously → document innovations and emerging trends at pastoralist communities for the new challenges (motor bikes, mobile phones and financial tools) and how it impacts environment and livelihoods → advocate investment in pastoralist areas, especially attractive alternatives and complementary activities for youth, engaging with IGAD's Regional Livestock and Pastoralism Working Group (they have representation of the Civil Society) → organize structured visits to the ground and exchanges of policymakers
	Goal 2.3: Regional and international agreements favourable to pastoralists are implemented nationally	Action 2.3: Documentation of shortcomings from national policies and active advocacy to bridge the gap with international agreements	<ul style="list-style-type: none"> → Determine what country/region has been implementing policies and confronting the regional bodies with the weak implementation → link up with East African Community livestock department → engage with the review of the strategy of the Pastoralist Leader's Forum Strategy → discuss possibilities with AU
Objective 3: EMPOWER	Goal 3.1: Network is coordinated and actions are done based on an adequate knowledge of all the members, including increasing their visibility	Action 3.1.1: A Secretariat coordinates knowledge, advocacy and support actions within the network	→ support communication to the network members (letting the responsibility of contacting national grassroots to the members)
		Action 3.1.2: Fundraising, coordinating in-kind contributions from members, and sharing human resources	<ul style="list-style-type: none"> → coordinate a common message on different issues and campaigns from each of the national members → cross-learning from local communities placed in different countries, e.g. sharing knowledge and experiences from cross-border county communities in Kenya and Tanzania, or e.g. conflict resolution among confronted pastoralist communities that the pastoralists in South Sudan can benefit from
	Goal 3.2: Synergies are	Action 3.2: Network	→ promote collection of separate data at the FAO Pastoralist Hub on pastoralist systems

	built with other civil society movements, both in the region and globally	representatives actively join civil society forums regionally and worldwide.	from a global voice; links with ecosystem services etc.
	Goal 3.3: Extend and reinforce the network in Southern Africa	Action 3.3: Active engagement of Southern African pastoralist representatives that overcomes cultural and linguistic barriers, and the construction of an inclusive regional understanding, is developed.	<ul style="list-style-type: none"> → explore possibilities to start the process in the sub-region, with the main organizations such as SADC → appointing focal person in each of the countries and registering a network in each of the countries → exposing members → sharing information through e-mail groups