



Evaluation of Pastoral Programme in Somaliland

Full Report

Oxfam GB Programme Evaluation

March 2007

Commissioned by: Oxfam GB

Evaluators: Mr. Joseph M. Githinji

ACKNOWLEDGEMENTS

The review team wishes to acknowledge the contribution of the Minister for Pastoral Development and Environment, the Governor of Togdheer Region, the Deputy Governor of Hargeisa Region, the Director Generals, the Line Ministries, Oxfam GB and Havoyoco staff. These officials, together with the communities, made significant contributions to the review exercise.

At the same time, the review team would like to thank the Programme Manager of Oxfam GB, the Executive Director of Havoyoco and the Chairpersons of the Pastoralist Organizations for sparing time to contribute their ideas to the review exercise. Their contributions enabled the review team to accomplish the task as scheduled. Their insights played an important role in shaping the opinions and ideas expressed in this report.

The review team also wishes to thank the Council in Togdheer Region and the trained community service providers for expressing their opinions freely on many issues related to the programme. The service providers played a crucial role as they represented those who could not be reached directly. To them, we say thank you for a job well done.

Lastly, gratitude goes to administrators and other cadres of people who made sure that the review progressed smoothly and efficiently. The review team takes this opportunity to thank all and sundry for their role in the review exercise.

Members of the review team.

Mr. Joseph M. Githinji	-Lead Consultant
Mr. Abdirahman Aideed	-Acting Country Manager/National Pastoral Programme Coordinator.
M/s. Furdus M. Abdillahi	-Gender and Capacity Building Officer, Pastoral Program.
Mr. Mohamed Hassen	-Education and Capacity Building Officer, Oxfam GB, Ethiopia.
Mr. Abdikarim Mohamed	-Pastoral Programme Coordinator, Havoyoco.
Mr. Omar Sheik Abdillahi Issa	-Executive Director, Havoyoco

TABLE OF CONTENTS

TABLE OF CONTENTS	3
ABBREVIATIONS.....	4
EXECUTIVE SUMMARY	5
1.0 INTRODUCTION.....	8
2.0 REVIEW METHODOLOGY	8
2.1 Expected outputs.....	9
3.0: REVIEW CONSTRAINTS	9
4.0: REVIEW FINDINGS.....	9
4.1: The extent to which the programme activities were implemented versus the plans made.	10
4.2: Programme impact for various development interventions.	12
4.3: The program approach by Oxfam, Havoyoco and partners.	14
4.4: Key challenges.....	15
4.5: Lessons learnt.....	16
5.0: CONCLUSIONS	17
7.0 RECOMMENDATIONS	17
Annex.1: Planned activities, achievements and reasons for variance.	22
Annex. 2: Case studies; verbatim accounts of programme impacts at individual levels.	30
Annex .3: References	31
Annex. 4: Focus Group Discussions (FGD) / key respondents during the review.....	32
Annex. 5: Itinerary	32

ABBREVIATIONS

BERKAD:	An underground water storage facility for harvesting runoffs
CAP:	Community Action Plan
CBAHW:	Community Based Animal Health Worker
CHW:	Community Health Worker
DDC:	District Development Committee
GB:	Great Britain
HAVOYOCO:	Horn of Africa Voluntary Youth Committee
HH:	Household
HECA:	Horn, East and Central Africa
IG	Income Generation
INGO:	International Non-Governmental Organization.
LNGO:	Local Non-Governmental Organization
MOPDE:	Ministry of Pastoral Development & Environment
NERAD:	National Environmental Research and Disaster Prevention and Preparedness.
PO:	Pastoral Organization
TBA:	Traditional Birth Attendant

EXECUTIVE SUMMARY

Background: Below is a summary of the March 2007 review of Oxfam GB Pastoral Somaliland Programme. The programme was initiated with the aim of strengthening pastoral organizations before influencing institutions to be more responsive to pastoralist needs. The expected results were better integration of pastoralists into the political, social and economic systems at National and Regional levels. The key activities included establishment of 12 pastoral organizations, increased responsiveness of Government institutions to pastoralist needs, increased access to good quality primary health care, increased access to resources and alternative livelihoods, effective drought monitoring and preparedness, development of a suitable model for cross boarder operations, enhancement of the capacity of local implementing organizations, and effectiveness in management of the Somaliland programme. The key stakeholders were Havoyoco (a local NGO), the Ministry of Pastoral Development and Environment (MOPDE), NERAD, Oxfam and the community (represented by the pastoral organizations). Havoyoco implements the programme with support from Oxfam GB. The initial phase of the programme was inaugurated in April 2005 and ends in 2008. This review only covers the first two years of the first phase of the 15 year programme that has been divided into 3 year phases. The purpose of the review was to establish the impact of the program, look into the programme approach, document the lessons learnt, and provide the way forward. The methodology used is detailed below.

Methodology: The review used focus group discussions, key informant interviews, meetings, direct observation and literature reviews to gather most of the information detailed in this report. The review team visited 4 pastoralist organizations and held 8 focus group discussions with committees and beneficiaries in Toghdeer and Galbeed¹ regions. In addition, the review team met and discussed with all the key stakeholders at National and Regional levels. These included the Line Ministries, the Local Councils, the staff of the implementing organizations, Havoyoco, Oxfam, NERAD, Governors, Deputy Governors and Director Generals in the respective regions. Open ended questions were used as the basic foundation against which the primary data was gathered. In addition, the review team relied on secondary data from progress reports, proposals, and field monitoring reports.

The main constraints encountered during the review included the large number of programme actors to be interviewed, limited timeframe for the exercise, language barrier, and the limited timeframe allocated to pre-review preparations before the field work.

FINDINGS: Overall, the programme managed to accomplish at least 90% of the programme work, scheduled for 2005-2006. The remaining 10% was delayed by technical reasons such as delayed approvals and/ or the need to lay down some foundations before the actual activities could begin. Good examples include the setting up of the National Disaster Preparedness and the establishment of community based animal health services. Secondly, the general approach of the programme was found to be effective although refinements are needed as detailed under the recommendations. Generally, the progress made include establishment of 12 pastoralist organizations (4 in Galbeed and 8 in Toghdeer) compared to 11, as originally planned. The organizations normally mobilize resources through membership fees, undertake environmental cleanups, conduct awareness creation, link the satellite villages, provide help to the marginalized people, and also provide a link within the community and between the community and the Government institutions. Inter community linkages have been emphasized at these formative stages, but less so between pastoral organizations and the Government. Only one pastoral organization indicated actual linkages while others planned to have linkages with the Government institutions. Such links are yet to take the form of advocacy, but they are expected to evolve and become stronger once NERAD, DDC and pastoral organizations become stronger. These pastoral organizations ensure road maintenance and mobilize members for training, construction of health posts, adult literacy, income generation, flood control,

¹ Galbeed region is locally referred as Maroodijeex or Hargeisa region.

building of pastoral offices, restocking, construction of garbage pits and manage Qoranic / adult education classes. Quality of services and the number of activities vary from one pastoral organization to another. Activities are funded by external support as well as internal membership contributions. On average, at each site, as many as 60% of the households in the main settlement and the satellite villages are members of the pastoral organizations.

In general, pastoralists in pastoral organizations are enjoying better services compared to non target pastoralists. In addition, the participation of development actors in planning, approval of action plans, monitoring and review of pastoral programme activities has somehow increased awareness and responsiveness of institutions to pastoralist needs. However, this is a gradual process that needs a sound foundation for good results at community level. The foundation is still being laid. Again, the programme has improved access to resources and alternative livelihoods, whether through restocking or through income generating activities. The programme has also made a lot of progress in many other areas such as primary health care by training and equipping trained community service providers such as TBAs, CHWs, Animal Health Workers and Adult Teachers. However, it is important to note that challenges exist. The most common being the limited resources, the weak local institutions, integration of long term development programmes with emergency interventions, high level of illiteracy at community level, lack of backup services at community level, limited resources for cross boarder operations and modelling, coordination hitches and lack of sustainability of programme activities at pastoral organization levels. Despite these challenges, the programme has done well and implementation has been smooth and on course. Below is a summary of the recommendations.

Recommendations/ way forward:

A few of the recommendations contained in this report are summarized below;

a) **General programme management.**

The review team recommends uptake of the review finding in the remaining period of Phase I and during re-planning of Phase II. During this process, the partners, including the Government, should define roles, responsibilities and expected outputs for each actor, do priority setting together, define facilitation requirements at various levels, come up with resource mobilization plans for each partner, conduct joint planning and eventually, do joint execution of the funded plan. To ensure better impacts, emphasis should be placed on boosting the achievements made so far. Subject to availability of resources, expansion of programme activities to other needy areas is recommended.

b) **Programme approach/ activities undertaken.**

- In regard to capacity building at community level, doubling of the trained community service providers (TBAs, CHWs, teachers and community health workers) is required. Demand for services at community level has outstripped the existing capacity to offer such services. In addition, Oxfam and other stakeholders in the district should join hands and establish associations of former Government forestry staff that could provide services on conservation of forests and planting of trees. Scale up of exchange learning tours between the pastoralist organizations themselves, and different communities (including cross boarder) is also required. Similarly, inter country exchange visits on early warning systems and drought preparedness is recommended. Overall, capacity building of Government Departments should be restricted to those that provide tangible project outputs. Capacity building should also be tied to delivery of expected outputs from the entities undergoing capacity building.
- Scale up of community awareness on environmental issues followed by exchange visits to pastoral organizations that have unique practices (like environmental management based on fines and enforced by the pastoral organizations) are recommended. This would encourage adoption of easily adoptable concepts developed from traditional approaches.
- An assessment of functional literacy needs of adult learners should be conducted to form the basis of formulation of a curricular for adult learners. Adult education needs to go beyond knowing how to read and write. It should also be extended to satellite villages in every pastoral organization.

- Priority needs to change from construction of new water points to rehabilitation of new ones. Secondly, technology impact analysis and benefit cost comparisons between different water harvesting technologies is required. Cheaper alternatives that can replace construction of expensive barkads should be adopted. Sand dams, subsurface dams and black-cotton-soil lined water pans should be considered during this process.
 - There is need to pilot a cooperative for income generating groups for pastoral organization against empowerment and expansion of two groups per every pastoral organization. This pilot study would give the best way forward for ensuring few groups that don't compete against each other in each pastoral organization.
 - More in-depth gender mainstreaming, based on the current gender strategy 2007-2010 is required.
 - NERAD should address overlaps and misunderstandings on its mandate with Line Ministries. It should start small in a pilot region, using the limited capacity, before building up the systems gradually. An expatriate staff could be used to put systems in place and ensure that they work, do on-job training for local staff, and then let them take over gradually. Again, support to NERAD should be tied to realization of expected outputs. These outputs should be spelt out clearly in the Memorandum of Understanding (MOU).
- c) **Coordination, communication and learning:** All should be strengthened by improving information flow between Pastoral organizations, District Development Committees, Mayor's Office, Government Line Ministries, NGOs operating in the region, the Governor and the Minister in Charge. Work plans should be disseminated before implementation of the programme activities. The review team also recommends careful analysis of the programme communication and information dissemination strategy to make it more effective and consistent, taking into account the local differences in respect to programme involvement, understanding, and preferred mode of communication.
- d) **Funding and long term capacity building:** Sources of funding and resources for long term capacity building of Havoyoco should be diversified. It is important to explore resource mobilization from Somalis in the Diaspora using Oxfam GB offices in the various countries as a channel for resource and information flow between the programme and the people in the Diaspora.
- e) **Sustainability of services offered:** To ensure sustainability of services at community level by community service providers (TBAS, CHWs, adult teachers and Animal Health workers) Oxfam, Havoyoco, and the pastoralist organizations ought to deliberate and come up with a motivation model based on three principles; First, individual recognition of services offered and reciprocation for such services, second, large scale community reciprocation for services offered, to be done at scheduled intervals, and finally, communal replenishment of kits/ materials being used, also on periodical basis. This model can be piloted before adoption. In absence of such a model, rewarding community service providers with livestock, at specific intervals, should be encouraged to ensure sustainability of the community service.

Conclusion: During the period under review, the programme made significant progress towards attaining its objectives and mandate. In addition, the general approach of the programme was found to be sound although some adjustments are needed in some specific areas. The review team noted the existence of challenges such as coordination, inadequate capacity of stakeholders and inadequate resources to cover existing needs and to expand services to new beneficiaries. Despite these challenges, the programme remains on course and benefits seem to outweigh the costs. Lastly, the remaining phase of the programme should take into account the above review findings. The same should be considered during re-planning of phase II. Finally, the pastoral programme should put more effort in fundraising to cover emerging gaps.

1.0 INTRODUCTION

The Somaliland Pastoral Development Programme (SPDP) is part of the wider Horn, East and Central Africa (HECA) program, currently under implementation in six neighboring countries. The entire programme is a 15 year intervention with activities that were tailored to the Country Strategic Plan 2006 to 2010. The HECA programme aims at addressing marginalization of pastoralists from political and economic development. It also aims at ensuring that pastoralists have influence on institutions that affect their lives and livelihoods. The programme aims at organizing the pastoralists into pastoral organizations.

In Somaliland, the first phase of the programme started in May 2005 and will end in 2008. Two regions are covered by this programme, Togdheer and Galbeed. In total, an estimated 70,000 people are targeted to benefit directly from the programme by the end of the 3 years. The pastoral programme is guided by Oxfam GB strategic plan 2006 to 2010. The strategic plan takes into account the opportunities and constraints in Somalia and the lessons learnt to date. This rich history will pave way for better programme strategies and activities. Issues related to gender are guided by the Oxfam GB Somaliland gender strategy for 2007-2010. Somaliland has not been internationally recognized and the UN charters on gender issues do not apply. At country level, there is no gender strategy although women representation in decision making, access to resources and the impact of negative cultural practices (like FGM) are critical. In addition, drought cycle management is guided by the outcome of the Drought Cycle Management Learning Project. This was a case study implemented under the Somaliland programme.

The programme is based on two important assumptions; that pastoralists are better placed to protect their rights and entitlements if they improve the quality of engagements with institutions that affect their lives and secondly, when their capacity for identification and action on 'own' needs, priorities and interventions is strengthened. The first priority of the Somaliland programme was to strengthen the pastoral organizations before they are influenced to become more responsive to pastoralist concerns. The end result was increased integration of pastoralists into the political, social and economic systems at National and Regional levels. Besides strengthening pastoral organizations, the programme also aimed at providing basic services to the community.

In Galbeed and Togdheer regions, 12 pastoralist areas were considered, 4 in Galbeed and 8 in Togdheer region. The programme activities are implemented by partner organizations, Havoyoco is the key implementing partner at pastoral organization levels; other partners include NERAD, MOPDE and the communities. At programme level, Oxfam deals with the wider programme issues such as fundraising, advocacy, capacity building at National levels as well as cross border operations with Ethiopia.

Given the newness of the programme approach in Somaliland, and the fact that the programme was two years old, the review was meant to gather data that could help in re-planning the programme for better impact. The review was to look into programme approaches, document lessons learnt and impacts made before coming up with the way forward.

2.0 REVIEW METHODOLOGY

The following methodology was used;

- The review was conducted by a team of programme staff from the implementing organization, Oxfam Somaliland and Oxfam Ethiopia facilitated by an external International Consultant.
- The review was structured; it contained programme briefings, focus group discussions with management committees and beneficiaries, literature review, direct observations and key informant interviews.
- Data was collected from a wide range of actors and sources; Included were pastoral organizations,

LNGOs, programme staffs and key stakeholders. This ensured that accurate opinions were formed on issues under review.

- The sample sites to be visited were based on the different types of activities taking place, convenience of reaching the sites, accessibility, cost effectiveness, ability to mobilize the respondents within a short period of time, possibility of getting respondents given the migration occasioned by the dry season, and time limitations.
- Equal coverage of all activities and issues was maintained from one site to another in order to ensure that accuracy was maintained and that representative data was collected.
- Crosschecking of data through reflection/consensus building meetings was done for each site to reduce circumstantial bias. The review team met to build consensus on main issues for each day.
- Detailed field audit and verification of implemented activities was undertaken at each site.
- Secondary data from review and progress reports, proposals, and other related materials were reviewed to provide historical facts and trends.

2.1 Expected outputs.

The main output from the review was a comprehensive report containing;

- Details of the status of the programme progress versus the plans.
- Details of the programme impact on the communities.
- Details of the programme implementation approaches of Oxfam and the partners.
- Key challenges and lessons learnt, and
- Recommendations.

These outputs were in line with the terms of reference for the review.

3.0: REVIEW CONSTRAINTS

The review team faced several constraints;

- The time allocated for planning purpose before the review was inadequate. This affected the preparedness of the review team before the team set off to the field.
- There was limited time allocated for interaction with management committees and beneficiaries.
- Language was a constraint as discussions had to be translated; this took more time for each session.
- In almost all interviews, youths were not represented.
- The programme review was conducted during the dry season, when most people have limited time before fetching water or taking animals to distant pasture.
- The long distances to the programme sites reduced the contact time with the communities.

4.0: REVIEW FINDINGS

This section gives an analysis of the review findings. Overall, the programme covered substantial ground to realize the objectives of the programme. At least 90% of the projected work detailed in the log frame was accomplished. In addition, despite the short period that the programme has been operational, over 50% of the pastoralists targeted by the first phase believe that they are enjoying better lives and livelihoods than before. The review findings are detailed below;

4.1: The extent to which the programme activities were implemented versus the plans made.

The programme managed to implement nearly all the programme activities for 2005/6 period. The planned activities according to the log frame, achievements and reasons for variance are detailed in Annex.1. Below is a detailed summary of the prominent accomplishments;

- The programme managed to establish 12 pastoral organizations (4 in Galbeed and 8 in Togdheer) instead of 11 as originally planned.
- All the 12 pastoralist organizations are operational but they are yet to be legally registered. Currently, a pastoral organization comprises of the main settlement and its' satellite villages. The total number of households within such an establishment is known from relief food distribution figures. Currently, the membership of the pastoral organizations is about 60% of the total households in each locality (comprising of the main settlement and the satellite villages). These organizations normally mobilize resources through membership fees, undertake environmental cleanups, conduct awareness creation on hygiene, link the satellite villages, help the marginalized, and provide a link between the community and the Government. Pastoral organizations also ensure that the entire community can prioritize needs. In addition, it keeps records of the entire community, and ensures that roads are maintained. Other activities include mobilization for training purposes, construction of health posts, adult literacy, capacity building of members, income generation, flood control, building of pastoral offices, restocking, construction of garbage pits and establishment of Qoranic schools. These activities vary in terms of scope and quality. In addition, different pastoral organizations are at different levels of maturity. Most have constructed their own offices with funds collected from membership contributions. Members are always represented in all major decisions and those under migration normally respect the decisions made in their absence.
- The 12 pastoral organizations have management structures, gender and youth representation. A hundred percent (100%) of the pastoral organizations have community action plans, bylaws and a tool for pastoral organization establishment and strengthening. Financial information and narrative (sometimes oral) reports are shared by pastoral organizations in more than 70% of the pastoral organizations.
- 4 communal dams and 8 berkads were constructed in different villages in Togdheer and Galbeed. Roofs for 3 communal berkads have also been completed. The target was 11 water points.
- An MOU for capacity building of Ministry of Pastoral Development was signed after assessment of the capacity needs in the Ministry. Ministry staffs were exposed to new ideas and ways of working with communities and NGOs in regional workshops in Kenya, Uganda, Tanzania and Ethiopia. This was besides training on programme planning, management and budgetary control mechanisms.
- The Ministry was supported on assessment of charcoal burning and its effects on pastoral livelihoods in Somaliland. Finally, the Ministry's office in Togdheer and Hargeisa was provided with computers, photocopiers, and a 4WD vehicle. Over US\$ 15, 000/00 was allocated to the Ministry, annually.
- The programme supported development of District Development Plans through two workshops for Senior Ministry officials and representatives of pastoral organizations. As a result, pastoral organizations were included in the District Development Committees.
- 125 women belonging to 12 pastoral organizations were provided with a revolving loan fund amounting to US\$ 21,000/00 for starting income generating activities, mainly in livestock trade. Out of 125 beneficiaries, 75 were from Togdheer region while 50 were from Galbeed region.
- The programme supported primary health care through distribution of 22 medical kits, training of 22 TBAs and similarly, training 22 CHWS and 22 animal health workers; 2 each per pastoralist organization. Refresher training was provided to animal health workers.
- 12 health posts in all the pastoral organizations were provided with furniture.
- Adult literacy classes were established in all 12 pastoral organizations. The numbers of adult learners vary from one organization to another; the normal range is 45 to 150 per pastoral organization. To date

835 adults are benefiting and the number keeps on rising. The pastoral organization provides the classrooms/learning space.

- Hand tools were provided to all the 12 pastoral organizations for environmental work as per the community action plans. Flood, gully erosion, charcoal burning, and plastic bags disposal are being controlled. Land grabbing (in form of private enclosures in grazing lands) is yet to be tackled although awareness raising has been going on. The review team noted the complexities involved and the need for a national strategy to address the problem.
- 275 households restocked with 4,650 shoats between 2005 and 2006. Another 366 households restocked with 8,418 shoats as part of the drought recovery project. About 115 female headed households restocked between 2005/6. All restocked households retained their animals during the first one year.
- 299 households from 21 villages received burden camels as part of the drought recovery programme. Another 104 households received pack animals in Togdheer. In total, 300 households were restocked.
- Cross border work was supported through a workshop, and participation in pastoralist days besides community exchange visit to Harshin project in Ethiopia. Twelve (12) women representatives from pastoral organizations benefited from this visit.
- Assessment of Havoyoco capacity and needs was done as a basis for funding support. Staffs were supported to attend regional workshops. Finance and administration was strengthened through training and installation of a new accounting programme. In addition, communication materials for internal and external use were developed and Havoyoco website updated constantly.
- Experience sharing and learning was promoted through exchange visits by Oxfam GB headquarter staff. First hand experience of the programme will input into resource mobilization and communication with the UK public.
- In regard to establishment of national disaster management, exchange visit to national drought management and rehabilitation programme in Kenya and Ethiopia was conducted by NERAD. Development of a 5 year strategic plan for disaster management was finalized followed by development of a national disaster policy and operational plan. Training on crucial technical areas such as drought cycle management, sphere standards, finance and administration, and development of human resource manual enabled NERAD to initialize operations and realize reliable outputs. Assessment of early warning systems in Somaliland has already been conducted to provide practical experience on data collection and analysis to NERAD staff. In addition, a multipurpose hall has been constructed for meetings. The legal structure of NERAD has also been spelt out by the Government. These are important developments. However the National Disaster Preparedness plan is yet to be translated into actual activities at district levels. Link with pastoral organizations is yet to be done. Consequently, NERAD and MOPDE activities are yet to be influenced significantly by the pastoral organizations. Data collection systems are underway but not yet finalized. Capacity building of NERAD is still on going.
- Establishment of the Somaliland Pastoral Forum (SOLPAF) has already been completed and bylaws made. The first workshop after launching the Forum has also been conducted. About 15 LNGOs, INGOs and the Line Ministry (MOPDE) are engaged in this process. In addition, legal registration of the National Pastoral Forum is underway; it is being addressed by the Ministry of Planning.
- Gender mainstreaming, development of a model for cross border operations and operationalization of the District Development Committees need more time to put in place. The DDC has already been established but remains dormant.

The above accomplishments have been influenced by several strategic documents developed in 2006/07. These include the strategic plan for 2006-2010, the gender strategy for 2007 to 2010 and the Case Study on Drought Cycle Management Learning Project.

4.2: Programme impact for various development interventions.

▪ Impact of the pastoral organizations

One important impact of the pastoral organizations is that for the first time, the pastoralist communities are able to speak with one voice and interact with development actors as a community rather than 'individuals'. This transformation has increased the ability of the community to share information, mobilize resources, do joint planning and execution of activities. It has also increased collective ownership of the programme activities. In return, the morale for joint ventures is rising. The advantage of pastoral organizations ability to interact with external institutions has become more apparent. Information flow and information sharing has also become better and easier.

▪ Environmental Management.

Strong pastoral organizations have managed to discourage development of private enclosures in the grazing land. Such enclosures are responsible for interference of grazing patterns in other areas. Hygiene and sanitation has improved in some pastoral organizations. In others complete eradication of plastic bags has been made. One major impact is that plastic bags are no longer sold in the shops in areas where pastoral organizations are strong. Tree cutting for charcoal has also been stopped in some places while gully erosion control has been going on in some pastoral organizations. This is in addition to flood control in some places.

▪ Livelihoods from income generation.

Poor women supported by the programme have managed to double their incomes while meeting their basic needs from loans given by the programme. Success is most notable among those who purchase, fatten and sell shoats. In almost all cases, those who received a loan of \$1500 per group of 5 managed to pay back or have the potential to pay and continue with business. However, it should be noted that the impact of the intervention reduces during the dry season. During dry seasons, a longer period is needed to effect repayments.

▪ Impact from restocking:

During the review period, restocked households more than doubled their herd sizes within a period of one and half years. The restocked animals were able to multiply quickly to slightly more than double the original number. At the same time, families got adequate quantities of milk, meat, ghee, and cash to purchase food. The impact from restocking was particularly good given the favorable weather condition that has persisted for one and a half years.

Households that were restocked with burden animals managed to reduce the workload on women. Such households could fetch water from distant places and the household mobility to and from pasture improved. In all the pastoral organizations visited, no cases of livestock deaths arising from drought were reported. In this regard, the programme achievement was 100%. In addition, although reliable statistics for the entire community is difficult to get, those targeted for restocking and income generating activities were able to diversify their livelihoods through trade.

In some pastoral organizations, distribution of burden animals is on-going and the impact will only be felt later. One important impact arising from the pastoral organization is that the community has managed to come together in a number of these pastoral organizations to restock the destitute members. These

initiatives are still at inception stages. In some other pastoral organizations, the community has plans to reward community service providers with livestock. This will ensure sustainability of services at community level.

- **Impacts under livestock health.**

Some improvements were noted in animal health but only in a few pastoral organizations where newly trained animal health workers acquired animal health kits by themselves. In most pastoral organizations, the impact of the animal health component was low. This resulted from delay in training and issuing of animal health kits to community animal health workers. The animal health kits have not been distributed yet.

- **Impact realized from human health interventions.**

The presence of trained TBAs and CHWs has reduced the number of pastoralists traveling to distant health centers to seek services. As much as 60% of the pastoralists are now getting health services within the pastoral organizations. One important impact is that services from trained TBAs and CHWs are more sought after than those from traditional service providers. Another important impact is that those referred to other institutions are assisted by the CHWs. They go with the history of their illness, prepared by the community health workers. CHWs and TBAs also provide advice and referrals when serious cases are noted. This allows the patients to seek medical care in good time. Another important impact is awareness creation on HIV/AIDS, thus eliminating the traditional belief that HIV/AIDS cases are actually spiritual curses. In addition, there is a noticeable behavior change in respect to primary health. For example, it was thought that water should not be given to children suffering from measles as it would accelerate the sickness. Such behaviors have been reduced.

- **Impact from water interventions**

Water interventions have reduced the distance to water. In addition, domestic work load on women have also reduced for at least six months in a year. Distances to water have reduced from about 20 km to 5km or less. At the same time buying water during the dry season has decreased and funds saved from such purchases are used elsewhere. Access to water has improved hygiene and sanitation at village levels.

- **Impacts of the adult education.**

As many as 120-150 adult learners attend class in some pastoral organizations but the number varies from place to place. Some have as low as 45. In Toghdeer region, 70% of the classes comprise of women. In Galbeen region, only 24 % of the adult learners are women. Incidentally, there is also a reversal of livelihood systems. Galbeed region has more agro-pastoral activities as compared to Toghdeer region. The work load on women at household level affects women enrolment in adult classes. Overall, adult learners from some pastoral organizations were able to communicate using written messages as opposed to holding meetings to pass messages. Adult learners are now able to read road signs, including warning on land mines.

- **Impact on gender equity**

Women are now able to attend trainings and meetings and have become more empowered. Unlike before, they are effectively participating in adult education classes and in decision making as noted from the contributions they made during the review exercise. In many pastoral organizations at least 28 % of members are women. To some extent, women have started influencing decision that affects their lives. A notable indication of this trend is the election of a chairlady for Laaya pastoral organization and the fact that she has room to exercise her leadership. This is a rare occurrence in the clan based decision making

system where women are given little room for decision making. The development of the gender strategy for the programme will go along way in gender mainstreaming under the programme.

- **Training of pastoral organization committees**

The capacity building of the pastoral organization has made it easier for the community and the committees to interact better. The committees have been empowered to manage their mandate. On the other hand, the community is clearer on their roles and responsibilities. This is an important outcome for pastoralist in the entire area served by the programme.

- **Impact of capacity building of HAVOYOCO/ NERAD/ MOPDE/others.**

The impact of capacity building of Havoyoco is evident in respect to more efficiency in programme implementation and adherence to implementation schedules. In addition, the programme implementation is result oriented and employees are more efficient in their duties. Efficient coordination of activities, ease of resource flow and quick decision making are products of capacity building over time.

At community level, capacity building has resulted in a rise in development activities. The communities have managed to implement their action plans and mobilize resources to accomplish most of the activities. Internal mobilization of resources has also increased and most activities are funded by the pastoral organizations themselves.

The Ministry of Pastoral Development and Environment (MOPDE) was capacitated. The impact from this intervention was deemed to be low. The district office is the one that has a direct influence on programme activities at community level but received meager resources. On the other hand, the Head Office got more in order to improve advocacy but pastoralists did not get additional resources as expected. Improving advocacy when the Government has limited resources will not increase the resources flowing back to the pastoralists. In the short run, it seems more beneficial to build additional capacity at district level.

Capacity building of NERAD is yet to bear tangible impacts at a wider scale. NERAD is still working on its structures, systems and mode of operation. Despite this set back, problems and challenges are clearer than before.

- **Impact of lobbying and advocacy by pastoral organizations.**

Lobbying by the young pastoral organizations has not yet taken root. Despite this, the enactment of the environmental policy and the national drought management policy by parliament reflects some degree of responsiveness of Government institutions to pastoralist needs. However, it is difficult to gauge the extent to which the pastoral organizations have had an input in these policies. Most pastoral organizations are still too young to make tangible input. However, given the frequent attendance of the MOPDE staff in Oxfam/Havoyoco programme interventions and participatory planning, some degree of influence is apparent.

4.3: The program approach by Oxfam, Havoyoco and partners.

The approach used by the programme remains sound and no substantial change is needed in the overall programme management. However, there are many alterations that can enrich existing approaches in various intervention sectors.

- In the water sector, construction of new barkads (with roofs) is very expensive (about \$10, 000/00 for a barkad of about 336 cubic meters). It would be preferable to lay more emphasis on rehabilitation of existing berkads rather than construction of new ones. In addition, alternative technologies should be

explored. Construction of water pans with an imported layer of black cotton soil to lower percolation of water into the ground is one option. Other options include sand dams and subsurface dams. The various options should be explored; those that are cost effective should be adopted. Secondly, it could be preferable to expand existing water pans than excavate new ones. Some water pans have individual ownership by name, but their utilization is communal. This is not a hindrance to expansion.

- The loaning approach to income generating activities should be modified slightly to take into account the effect of drought cycles. Avenues for addressing loan repayments during drought should be explored. One option is to build a contingency fund within the pastoral organizations. This fund could be used as insurance on installments during droughts.
- It is preferable to restock members of pastoralist organizations with breeding shoats just before the rainy season but if funds are not too limiting, burden animals should go hand in hand with shoats.
- Under the human health, it is imperative that the range of drugs available to the pastoralist organization be increased to cover most of the common ailments. Still under human health, the community animal health workers should be trained on a variety of skills to cover a wider spectrum of the needs. This should include dressings and injections (after prescription has been given by a specialized doctor). This approach would save on long trips to available health centers.
- Capacity building of Government institutions should be directed to district levels where action is taking place. This approach would ensure that such departments have the capacity to participate and monitor the programme activities.
- Rather than create more groups, the existing income generating groups should be encouraged to mobilize more internal resources and come under umbrella cooperatives. Alternatively, the existing groups should be strengthened and expanded to include new members after strengthening.
- The approach to training should change slightly, the duration of each training should be increased and the number of refresher courses increased. The scope of the knowledge and the topics covered also need widening.
- Emphasis on exchange visits and experiential learning should go a notch higher and allocations for the same increased to cover more inter community exchange and cross border visits.
- Programme fundraising effort should be enhanced to mobilize more resources to address the gaps in the programme.
- The responsibility of the Government as the key monitoring partner should be changed to take on board more stakeholders in a joint monitoring effort. Representation of pastoral organizations, pastoral forum, the Government, Oxfam, Havoyoco and other external resource persons should be considered.

4.4: Key challenges.

The key challenges include;

- Key partner institutions such as Government Line Ministries and Departments at District and Regional levels are too weak and do not perform their roles and responsibilities well. Weaknesses also exist in community institutions and organizations. Given the weak Government institutions, it is difficult to build the capacity of the Government departments across the chain, from the Headquarter to the district levels. However, each of these levels needs capacity building for the entire system to work efficiently. This also ties with the challenge posed by coordination and information flow among the programme actors and beneficiaries. Coordination forums and channels within the community, between the community and the Government and between the Government and civil society organizations are weak.
- The programme is mainly funded by Oxfam GB and diversification to other donors is a challenge. This challenge is felt more when trying to integrate the long term development and emergency interventions. In addition, the range of issues being tackled by Oxfam and Havoyoco are too many. The geographical area is also too vast. Two organizations cannot make a lasting difference on such a wide scale.
- The idea of forming pastoralist organizations is new and a lot of awareness is needed before they can be accepted at community level. This is more so where the community is nomadic. In addition, the

activities allocated to each pastoral organization are too small to create a reasonable impact. Thirdly, common problems faced by the communities across the regions require a common approach. A good example is the environment. A wider scale of awareness creation, targeting the wider community, is required.

- Motivation of trained community service providers (TBAs, CHWS, Animal health workers and adult education teachers) is a challenge. Voluntary services without motivation may not work for long. Lastly, the entire programme area, and especially Galbeed region, is faced by encroachment of land by private enclosures as well as charcoal burning. These activities interfere with animal production resulting in low livestock off takes.
- On drought preparedness and early warning systems, setting up of operations was hindered by inadequate staffing, lack of a sustainable data collection system and difficulties in collecting accurate information, problems of overlap of duties/responsibilities with the line ministries and low budgetary allocations.
- The programme faces the challenge of conflicting approaches by different organizations. This interferes with sustainability measures put in place by the programme. On human and animal health, there are many ailments that need specialized attention, way beyond the capacity of the trained health workers. Unfortunately, not all Government Departments are represented at regional levels and links between community service providers and the technical experts is a challenge.
- The number of needy people at the programme sites is more than the available resources from the programme. The programme ought to define who constitutes the youth and refocus some of the activities to this group. They remain largely unrepresented in programme interventions.
- At pastoral organization level, environmental management is still a challenge given the lack of expertise on technical issues such as range management, flood and gulley control. Charcoal burning is destroying the environment and prohibiting charcoal burning without providing an alternative livelihood is a challenge.

4.5: Lessons learnt.

The following lessons were documented;

- a) Some pastoral organizations have come to realize that provision of knowledge, exposure to different technologies and different ways of doing things is a more powerful tool for development than provision of material things. This message should reach more pastoral organizations to ensure self-reliance rather than dependency.
- b) It is important to concentrate capacity building of Government institutions in departments where the actual programme is going on and disseminate detailed information in others. In addition, capacity building should be based on realization of outputs and value adding. It shouldn't be amorphous; it should focus on gaps that hinder the realization of the wider benefits by the programme.
- c) TBAs can offer apprenticeship services, groom and prepare new TBAs to join the TBAs community service. With time, this would reduce the burden placed on the trained TBAs. However, a programme for formal training of those on-the-job training is needed.
- d) There are herbs that repel mosquitoes and possibilities exist for using such natural herbs as mosquito repellants.
- e) Rehabilitation of water points rather than construction of new ones can stretch programme services to more people.
- f) Community action plans are the best entry points for enhancing development relief continuum. They offer the best route for choosing activities that promote long term development during emergencies. Good examples include food for work targeting water harvesting from runoffs to regenerate pasturelands.

- g) There is need to motivate private sector investment in water harvesting, storage and consumption. This would reduce pressure on communal water points. In addition, it would spar home grown solutions to water problems.
- h) The sustainability plans of the various services being provided at community level should be incorporated as part of the community action plans (CAPs)
- i) Animal health problems are more pronounced during drought and immediately thereafter. More effort should be directed to such periods.
- j) No cost sharing should be tried in areas with free supplies of drugs or other inputs by other stakeholders. The pastoral organizations must be made aware of these and the reasons behind it. This would force them to pressure such stakeholders to embrace sustainable approaches.

5.0: CONCLUSIONS

The following conclusions were made;

- The first phase of the programme has made good progress and managed to establish an important foundation for the 15 year programme. Most activities were executed fairly well despite the harsh environment that the program operates in. The programme remains on course.
- The programme approach is generally good and needs little alterations to bring it in line with specific gaps and realities that exist at the programme sites.
- Programme planning should be participatory at all levels, not just at community level. This gives leeway for uptake of local experiences, constraints and best practices in order to avoid mistakes, overlaps, and duplication of efforts. This enhances inbuilt information flow systems and gives the Government a chance to monitor the programme activities.
- At community level, the pastoral organizations are important channels for reaching out to all pastoralists. In future, they can serve as centers for communication and information dissemination to all pastoralists. They can also influence incoming NGOs and link them to existing ones, thus reducing duplication of effort.
- The programme interventions at community level work best when demand and supply dynamics are considered. This is in addition to the quality of services offered by such interventions.
- The resources set aside for Oxfam pastoralist programme in Somaliland is too limited to meet the ever emerging challenges. Unlike in other countries, there are no other alternative public services at community level besides those offered by the programme.

7.0 RECOMMENDATIONS

Below is a summary of recommendations for consideration during the remaining period of phase I and during re-planning of phase II.

i. General recommendations

The following were the general recommendations;

- Given that the first phase of the programme is only two years old, the review team recommends uptake of the review finding in the remaining period of Phase I and during the re-planning of Phase II. During this process, the partners (including the Government) should clearly define roles, responsibilities and outputs for each, set priorities jointly, define facilitation requirements for each level of programme co-ordination, come up with resource mobilization strategies and plans for each partner, conduct joint planning and eventually, joint execution of the funded plan.

- The program logframe does not have SMART indicators among other considerations. The review team recommends that the log frame be made more explicit with clearly defined milestones and SMART indicators to aid monitoring and evaluation.
- In many of the pastoral organizations, the services provided by the trained community service providers are intense but voluntary. To ensure sustainability of services offered by community service providers (TBAs, CHWs, adult teachers, and Animal Health workers) Oxfam, Havoyoco, and the pastoralist organizations should deliberate on and come up with a motivation model based on three principles; First, individual recognition of services offered and reciprocation for such services, second, large scale community reciprocation for services offered, at scheduled intervals, and finally, communal replenishment of kits/ materials in use but on periodical basis. This model can be piloted before adoption on a wider scale. In the interim, rewarding community service providers with livestock, at specific intervals, should be encouraged. This would ensure sustainability of the services offered.
- Currently, the programme interventions at pastoral organization levels are too small compared to the existing needs. The review team recommends intensification of the current programme activities by building on the achievements made so far. This would ensure that impacts are more pronounced.
- In Togdheer and Galbeed regions, pressure has been building up for Oxfam and Havoyoco to reach out to more beneficiaries and facilitate formation of more pastoral organizations beyond the project coverage. Subject to availability of resources, the review team recommends scale up of all programme activities to other adjacent areas that have not been reached so far. However, this should be done while taking into account the review findings, the capacity of the implementing partners and the ability of Oxfam and Hovoyoco to consolidate the gains made at the current operational areas.

ii. Capacity building at different levels

The following are the specific recommendations on capacity building;

- Although capacity building is crucial in almost all Government Departments and systems, the available resources for capacity building are limited. As a result, the review team recommends that capacity building for the Government be restricted to priority Government Departments (mainly at district and regional levels) that provide tangible input to the programme. In other departments, only information should be disseminated. In addition, it is imperative that capacity building be based on value adding and realization of expected outputs to be spelt out clearly in Memorandums of Understanding (MOUs).The current MOUs are not very clear on specific outputs. They are clear on roles and responsibilities.
- Compared to the needs at each pastoral organization, the numbers of trained service providers are inadequate to meet such needs. The review team recommends doubling of trained community service providers such as TBAs, CHWs, teachers and community health workers to match the current demand for services and reduce the burden on trained service providers. In addition, TBAs should be encouraged to undertake on-job training for existing untrained traditional birth attendants.
- Without adequate environmental expertise, many environmental interventions in fragile ecosystems aggravate the environmental problems rather than addressing them. Within each pastoralist organization, the review team recommends training of special people for environmental management. A link to technical environmental expert in the Line Ministries is needed. This would provide the much needed technical assistance to communities when developing and implementing environmental action plans.
- Given the high level of illiteracy at community level, study tours and experiential learning yield better results than formal trainings. The review team recommends scale up of study tours between the pastoral organizations within the region, community to community exchanges pitting different regions with different problems and cross borders visits to share common problems. Inter country study visits on early warning systems and drought preparedness is also recommended.

iii. Environmental issues

On environment, the following recommendations were made;

- The former Government had Ministry of Forestry staff charged with the responsibility of taking care of forests and planting of trees. Not many people have these skills today as no training have ever been conducted on the same. Oxfam and other stakeholders in the district should help in the formation of associations of former forestry staff to provide services on conservation of forests and planting of trees. These associations would work with pastoral organizations on community environmental action plans and management of the same.
- Some of the newly formed pastoral organizations have managed to adapt the traditional concept of fines to manage their environments. The concept of fines is culturally acceptable and its application to environment would elicit little resistance from the community. However, awareness raising is needed and the approach should be home grown. The review team therefore recommends up scaling of awareness creation on environment management before exposure visits to groups with unique practices, and adoption of environmental management through a system of fines enforced by the pastoral organizations. In this system, any person who cuts trees beyond the household needs or makes charcoal, or uses livestock encroachers as firewood or removes the wooden materials meant for control of soil erosion is fined \$ 70 for each of these offences. This system seems to work well.

iv. Restocking issues

On restocking, the following was recommended;

- The review team recommends that the targeting criteria for restocking be revised to take into account situations where limited numbers of livestock exist against large number of beneficiaries who satisfy the current criteria. This was a challenge during the implementation process.

v. Adult education

Two recommendations were considered;

- Currently, adult education is located at one site in every pastoral organization. Adult education should be extended to satellite villages in every pastoral organization in order to increase enrollments. This is subject to availability of teachers and training. The current teachers are untrained.
- Besides knowing how to read and write, the review team recommends that an assessment be conducted on functional literacy needs of adult learners (such as need to read land mine signs, communicate with relatives, solve conflicts, manage business, understand by laws etc) in order to shape the curricular to serve adults' needs. This will attract more people to enroll for adult classes.

vi. Water harvesting and utilization

In regard to water interventions;

- The review team recommends priority change to rehabilitation of existing water harvesting structures instead of creating new ones. The team also recommends a deeper technical analysis of potential technologies (such as sand dams and subsurface dams) with favorable cost benefit ratios. These new technologies should replace construction of these costly barkads.
- Water and sanitation should go hand in hand. This approach would enhance synergism with community health services being provided at community level.

vii. Genders issues

The following was recommended for gender issues;

- On gender, the programme should encourage women participation in all activities of the pastoral organizations, in line with the current gender strategy for the programme, not just their involvement in income generating activities and provision of services as TBAs. The fact that Laaya Pastoral organization elected a woman chairperson shows that the programme can achieve more on this front.
- The review team recommends more awareness on gender issues, touching on benefits that accrue when women are empowered, in all spheres of life.

viii. Income generation

Under income generation;

- The review team recommends piloting of a cooperative for income generating groups to gauge the possibility of bringing the income generating activity groups together. This would discourage too many groups competing against each other. Piloting expansion of existing groups as they are, combined with more empowerment should also be tried. These two pilot studies will provide the best way forward for income generating groups.

ix. Drought preparedness and monitoring of emergencies by NERAD

The following recommendations were made;

- The review team recommends that NERAD should move faster and work out co-ordination mechanisms with relevant Line Ministries to avoid overlaps and misunderstandings on its mandate.
- Secondly, it should start small, using the limited capacity and then build up the systems gradually. Activities should be concentrated in one pilot region before expansion to other regions and to the entire country.
- Thirdly, an expatriate staff is needed to put systems in place, ensure systems work, do on-job training of local staff, and then gradually let them take over. To do so, resources should be sourced from all actors in the country, not just Oxfam.
- Lastly, support to NERAD should be based on realization of expected outputs and respect for implementation schedules.

x. Programme co-ordination and information flow

Below are the recommendations on programme management and coordination;

- Programme coordination and information flow to Government institutions need to be strengthened by improving information flow between the programme and such institutions. Pastoral organizations should be linked to the District Development Committee that in turn links with the Mayor's Office. The Mayor's Office ought to link with other Government Line Ministries and the NGOs operating in the project area. The same office should link to the Minister in Charge through the Regional Governor. In addition to improved flow of information, Oxfam and Havoyoco should distribute their work plans to the respective Line Ministries at the start of the implementation of the programme. These links can be altered slightly to fit situations in different regions.
- The review team also recommends careful analysis of the programme communication and information dissemination strategy to ensure that end users interests and those of Oxfam/ Havoyoco are taken into

account. End users are at different levels of involvement and understanding of the programme. At lower levels, illiteracy is high and Somali language is the pre-dominant mode of communication. Finally, Somali society is an oral society with little communication in written form. This should be taken into account.

Annex.1: Planned activities, achievements and reasons for variance.

Output 1: Strong representative pastoralist organizations established in 11 pastoral areas

Planned activities	Achievements	Reasons for variance
1.1 Identifying Pastoral organizations training needs to support their organizations	12 Pastoral organizations identified (4 in Galbeed and 8 in Toghdeer with 60% membership in each locality). Training needs assessed.	
1.2 Develop capacity building plan for the Pastoral organizations	Training plans made in a participatory manner, based on training needs assessments in 1.1 above.	
1.3 Facilitate capacity building trainings based on the CB plans	Trainings conducted, mainly on Governance and Management, Financial Management, Development of Community Action Plans among others.	
1.4 Facilitate Pastoral organizations to set their by laws and restructure	Bylaws compiled for each pastoral organization in a participatory manner. Twelve (12) pastoral organizations already have management structures.	
1.5 Facilitate appropriate sub-committees to be established within Pastoral organizations	Majority of the 12 pastoral organizations have sub-committees. A few don't.	The maturity of pastoral organizations differs.
1.6 Ensuring strong representation of women and youth	About 28% of leaders in pastoral organizations are women as compared to the target of 10% as originally planned. Gender and youth representation was taken into account but youth should be defined for ease of targeting.	
1.7 Facilitating their registration with appropriate Government Depart up to regional level.	No registration has been done yet but pastoral organizations are recognized by Government through their inclusion in DDC	The process of registration is still on-going.
1.8 Ensure that the pastoral organizations understand the program longer term goals and strategies.	Awareness created on programme objectives prior to the formation of pastoral organizations.	
1.9 Facilitating the review on CAPs by Pastoral organizations	The review of CAPs has taken the form of exposure visits to learn more from others before adjustment of own CAPs.	
1.10 Community exchange visit	Exchange visits between pastoral organizations in Somaliland and those in Harshin, Ethiopia, conducted.	

Output 2: Increased responsiveness of Government institutions to pastoral development needs

Planned activities	Achievements	Reasons for variance
2.1 Sign a memorandum of understanding with MOPDE on the programme	MOU discussed, compiled and signed between Oxfam and MOPDE.	
2.2 Advocate with MOPDE to increase resource allocation to the pastoralists	This activity is not achievable. Government has very little income, not enough to run the Government functions.	No resources available for allocation to pastoralists.
2.3 Support 6 districts/regional development plans with inclusion of Pastoral organizations members	Six plans for 6 districts developed through two workshops. Pastoralist organizations included in the District Development Committees.	
2.4. Facilitate a mechanism of communication between Pastoral organizations and other actors	District Development Committee established to act as a forum for interaction with others at regional level. Pastoral Forum established as a forum to facilitate interaction with other actors at National and International level. Both are not yet active.	Both forums are still being established.
2.5 Present CAPs to MoPDE for endorsement	CAPs endorsed collectively for all pastoral organizations rather than individually. This was done through signing of MOU between MOPDE and Oxfam GB.	
2.6 Facilitate at national level, recognition of pastoral day	Attendance of pastoral day in Ethiopia by PO representatives as well as Government Representatives from Somaliland accomplished.	
2.7 Facilitate capacity building needs assessment for the MOPDE	Capacity needs of MOPDE assessed by Oxfam. It formed the basis of the MOU between Oxfam and MOPDE. Ministry staff supported to attend workshops in Kenya, Uganda, Tanzania and Ethiopia.	
2.8 Provide targeted capacity building to MOPDE	MOPDE supported to carry out an assessment on charcoal burning and its effects on livelihoods. Computers, photocopier, 4WD vehicle and logistical support provided to the Ministry.	
2.9 advocate/initiate of the idea of forming a national pastoral forum	The idea of a National Pastoral Forum was shared with LNGOs, INGOs, pastoral organizations and the Government.	
2.10 Facilitate the establishment of the pastoral forum	The idea of establishment of SOLPAF, the National Pastoralist Forum was well received in 2.9 above. Establishment of SOLPAF and operationalization is at an advanced stage.	Progress is good.

Output 3: Improved access to good quality basic health for pastoral communities

Planned activities	Achievements	Reasons for variance
3.1 Identify 66 TBA's and health workers with Pastoral organizations to be trained.	24 TBAs and 24 CHWs trained, 2 in each PO. Thirty three (33) of each were to be trained.	Less community service providers trained than projected.
3.2 MoHL supports and recognize the training as appropriate	MoHL agreed to the concept of training CHWs to provide services at community level.	
3.3 Training to be conducted with the assistance of MoHL	MoHL conducted the training on 24 CWHS itself and therefore also endorsed the training.	
3.4 Provision of 66 basic health kits	24 TBA kits and 24 CHW kits provided. Animal health kits are yet to be distributed.	Kits only provided to trained TBAs and CHWs. Total is 48.
3.5 Pastoral organizations in charge of the revolving scheme of the kits.	Replenishment of kits based on cost recovery. Replenishment doing well in all Pastoral organizations. Difficult in pastoral organizations with free drugs.	UNICEF offering free kits alongside those for cost sharing in some Pastoral organizations.
3.6 Facilitate linkages of Pastoral organizations with other actors in education and livestock health	Linkage with SC UK/ VetAid not yet established. Further support in Education and Animal Health not secured.	Education and health departments not represented at regional levels.
3.7 Provide education material to 11 pastoral schools as appropriate.	12 adult literacy classes with 835 trainees established in 12 pastoral organizations. Materials only supplied to schools not registered with Ministry of Education.	Schools that are registered with the Ministry get materials from the Ministry.

Output 4: Increased access to, and control over key resources for pastoral communities, alternative opportunities to improve livelihoods and reduce vulnerability

Planned activities	Achievements	Reasons for variance
4.1 Identify appropriate water sources as environment friendly and in line with CAPs	12 water sources identified (mainly dams and barkads). Three roofs for barkads identified for rehabilitation.	
4.2 Rehabilitate/construct 11 communal water facilities as appropriate	4 dams and 8 barkads constructed. One dam is still under construction. 3 roofs for barkads constructed.	
4.3 Seek the agreement of the water department for water regulation	This activity is not applicable. Water is not regulated by the Ministry.	Regulation of water is a low priority activity to the Ministry.
4.4 Construction of 11 health pastoral organizations.	12 health posts constructed in 12 pastoral organizations and provided with furniture - 2 rehabilitated.	
4.5 facilitate the Pastoral organizations to Identify 110 destitute female headed households.	115 destitute female headed households identified, targeted 330 HH	More HHs covered as livestock per HH varied at 10, 15 or 25 per HH.
4.6 provide to the identified female HH livestock heads for restocking	275 HH restocked in 2005/06 with 4,650 shoats. Another 366 restocked with 8,418 shoats. 115 HH out of 330 targeted HH restocked with shoats. 299 HH from 21 villages received burden animals from the recovery programme. 104 restocked with pack animals in Togheer region but restocking still on-going.	Part of the restocking was done using a different programme, the drought recovery programme. This explains the difference between targets and achievements.
4.7 Provide the identified FHH with credit	125 women in 12 pastoral organizations provided with credit in groups of 5. Each group received US\$ 1,500/00.	The original target was 330 households. Process still ongoing.
4.8 Provide support to 7 erosion control activities in Galbeed and Togdheer regions	12 erosion control sites, one in each pastoral organization supported.	
4.9 Provide communal tools to deal with environmental rehabilitation.	Each of the 12 POs provided with hand tools (shovels pick axes and wheel barrows) for environmental work.	
4.10 Design and implement cohort monitoring	System setup started. A study done by a consultant to form the basis of the implementation.	

Output 5: Effective preparedness for, and monitoring of, drought conditions, (and other emergencies), and effective response coordination by NERAD (SOMA28)

Planned activities	Achievements	Reasons for variance
5.1 Identify capacity gaps in NERAD	Participatory capacity assessment conducted jointly between Oxfam and NERAD. Gaps identified, documented and used as the basis for the MOU between Oxfam and NERAD.	
5.2 Develop a joint strategy with NERAD for providing capacity building support	A joint strategy for capacity building developed between Oxfam GB and NERAD and an MOU signed. Activities such as exchange visits to Kenya and Ethiopia, training on drought cycle management, sphere standards, finance and administration, development of human resource manual, and also development of 5 year development plan done on the basis of the joint strategy that was developed.	
5.3 Taking the lead of NERAD capacity building coordination/working with others	Initially, Oxfam took lead but progressively gave way to NERAD.	
5.4 Facilitate in building relationship between 11 Pastoral organizations and NERAD	Systems that link NERAD to PO are weak and not systematically developed. NERAD and MOPDE know all the Pastoral organizations. They also know that CAPs have all the community development concerns. The national disaster preparedness plan has not been actualized on the ground and data collection systems are yet to be fully operationalized.	Slow pace of implementation by NERAD
5.5 Carry out resource mapping within NERAD and interested actors for capacity building.	Resource maps for all the regions are being made. Progress is good on Resource Maps.	
5.6 Prepare a supplementary work plan for NERAD capacity building project (SOMA28)	Capacity building of other civil society organizations and support for coordination is yet to be done. A meeting hall and a small resource center constructed for NERAD but not yet in use. Annual plans worked out between NERAD and Oxfam.	Slow pace of implementation by NERAD.

Output 6: Programme developed an effective model for cross-border working

Planned activities	Achievements	Reasons for variance
6.1 Facilitate cross-border community meetings with Harshin (Ethiopia)	Cross border workshops, visits and meetings between Harshin programme in Ethiopia and Somaliland conducted and documented. Reciprocal visits and meetings currently going on in Somaliland.	
6.2 Participate in partner pastoral program review in Ethiopia	Somaliland programme review incorporated Harshin programme staff. The programme review in Ethiopia is yet to be conducted.	
6.3 Develop with Ethiopia pastoral programme joint strategy on cross-border initiative	This has not been done. No specific follow up has been made from the Ethiopian side. The establishment of the National Pastoral Forum has progressed well but is yet to be finalized.	The Ethiopian programme is overstretched in terms of resources and personnel.

Output 7: Local organizations effectively implementing programme activities

Planned activities	Achievements	Reasons for variance
7.1 Signing of agreements between Oxfam GB and HAVOYOCO	Agreements between Oxfam and Havoyoco are normally signed against the annual work plans and budgets. Signing is annual.	
7.2 Develop capacity building strategy/Plan for HAVOYOCO	An in depth capacity assessment of Havoyoco was conducted by Oxfam and documented. It formed the basis for capacity building.	
7.3 Provide targeted capacity building to the partner	Logistical and administrative support, technical backstopping, attendance to regional workshops, training on finance and administration, setup of new accounting system, development of communication materials for internal and external use and updates of websites done for Havoyoco.	
7.4 Build clear understanding on programme focus and direction	Oxfam discussed the log frame with Havoyoco and shared the interpretations. Also conducted the current review jointly. Discussions on other issues done on day to day basis.	
7.5 Develop action plans and detailed budget in line with this plan	Annual plans and budgets made and approved prior to release of funds to Havoyoco. MOUs with MOPDE and NERAD based on action plans and budgets.	
7.6 Implement major programme key milestones: reviews, cohort monitoring and evaluation	All major programme activities are under way. Havoyoco is implementing the activities at pastoral organization level. Oxfam has taken up capacity building of local partners, MOPDE and NERAD. Programme review and cohort monitoring already initiated by Oxfam. Review of cohort monitoring not yet done.	Cohort monitoring has not been finalized yet. A review of the same has to wait until implementation is effected.

Output 8: Programme managed effectively, including strong experience sharing and impact monitoring

Planned activities	Achievements	Reasons for variance
8.1 Develop and implement a M&E work plan	At programme level, M&E work plan was implemented. However, no plan exists for communities at PO level.	Finalizing the cohort monitoring system is affecting finalization of this component at community level.
8.2 Prepare an annual case study for lesson learnt	No specific case study has been developed. Information is normally documented from different pastoral organizations for different uses. Information sharing is not strong in the programme.	There is no specific communication strategy for the programme.
8.3 Develop one resource for programme documentation	A resource center has been developed for the programme. This is besides the resource center for NERAD constructed as part of the meeting hall.	
8.4 Hold one workshop on sharing and learning by all stockholders	No workshop for sharing and learning has been held but this review report provides a good basis for such a workshop.	The programme will take up the activity after the review.
8.5 To update log frame, programme approaches based on lessons learnt	Updating log frame has not been done yet but expected to be done- based on the review findings.	
8.6 Monitoring & Evaluation and Reporting	Monitoring has been going on as per the programme guidelines.	
8.7 Quarterly finance and narrative reports by partners	Reports made as per the programme guidelines.	
8.8 Joint field visits by Oxfam and Partners	This is a regular exercise conducted by Oxfam and Havoyoco. Both organizations work hand in hand.	
8.9 Reviews to check work progress	Peer review has been done; this report is the outcome of this exercise.	

Annex. 2: Case studies; verbatim accounts of programme impacts at individual levels.

Annex .3: References

- i. OXFAM GB, March 2007: Programme review status report.
- ii. OXFAM GB, 2007: List of Pastoral Committees and their membership in Togdheer region.
- iii. OXFAM GB, 2007: List of Pastoral Committees and their membership in Galbeed region.
- iv. OXFAM GB, 2005: Memorandum of understanding MOPDE and HAVOYOCO.
- v. OXFAM GB, 2004: Somaliland Pastoral Development Programme proposal
- vi. OXFAM GB, 2006: Community Action Plans
- vii. OXFAM GB, 2007: Drought Cycle Management. Learning Project. Case Study Report. Somaliland Pastoral Programme. Somaliland.
- viii. Oxfam GB, 2006: Draft Report, strategic Plan, 2006-2010. Somaliland.
- viii. OXFAM GB, 2007: Somaliland / Somalia Gender Strategy 2007 to 2010. Hargeisa, Somaliland.

Annex. 4: Focus Group Discussions (FGD) / key respondents during the review.

[Annex Removed]

Annex. 5: Itinerary

Date	Activity	Location
14/03/07	Programme briefing by Oxfam and Havoyoco	Hargeisa
15/03/07	Field visit , inventory of the field activities	Waddo Makaahiil
	Focus Group Discussion with PO committee	Waddo Makaahiil
	Focus Group Discussion with beneficiaries	Waddo Makaahiil
	Reflection and consensus building by the review team	Hargeisa
16/03/07	Focus group meeting with MOPDE	Hargeisa
	Reflection and consensus building by the review team	Burao
17/03/07	Field visit , inventory of the field activities	War Imran
	Focus Group discussions with PO committee	War Imran
	Focus Group discussions with programme beneficiaries	War Imran
18/03/07	Reflections with Oxfam and Havoyoco staff on major issues emerging from the programme.	Burao
	Focus group discussion with Ministry, Council, and the Mayor, Togdheer region	Burao
19/03/07	Meeting with NERAD	Hargeisa
	Meeting with the Deputy Governor, Hargeisa Region	Hargeisa
20/03/07	Field visit	Laaya
	Meeting with Pastoral organization	Laaya
	Meeting with beneficiaries	Laaya
22/03/07	Feed back and discussions on the first draft with Havoyoco and Oxfam.	Hargeisa
23/03/07-02/04/07	Incorporation of comments and completion of the review report.	Hargeisa

© Oxfam GB 2007

First published online by Oxfam GB in 2010.

This document is part of a collection of programme evaluations available from Oxfam GB in accordance with its evaluation policy.

This document was originally written for internal accountability and learning purposes, rather than for external publication. The information included was correct to the evaluator's best knowledge at the date the evaluation took place. The views expressed in this report are those of the author(s) and do not necessarily reflect Oxfam's views.

The text may be used free of charge for the purposes of advocacy, campaigning, education, and research, provided that the source is acknowledged in full. The copyright holder requests that all such use be registered with them for impact assessment purposes. For copying in any other circumstances, or for reuse in other publications, or for translation or adaptation, permission must be secured and a fee may be charged. Email publish@oxfam.org.uk

For further information on the issues raised in this document email phd@oxfam.org.uk

Oxfam is a registered charity in England and Wales (no 202918) and Scotland (SC 039042). Oxfam GB is a member of Oxfam International.

www.oxfam.org.uk