



# Evaluation Of the Regional Pastoral Programme in the HECA Region

Executive Summary

Oxfam GB Programme Evaluation

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## Executive Summary

This review of the Oxfam GB Regional Pastoral Programme was carried out between January and March 2009, to assess the programme's impact, effectiveness and added value. The RPP was initiated in 2003 as a regional programme encompassing the individual pastoral programmes in 6 of the 8 countries in the HECA Region, together with a regional component. This review addresses only the regional component, hereafter referred to as the RPP.

Largely because of the organisational changes within Oxfam GB, including the shift to Country Programmes (CPs) as the key business unit, the RPP has become relatively detached from the country pastoral programmes and no longer plays a coordinating role. It has also suffered from a lack of institutional understanding and support as well as from the more general uncertainty surrounding regional roles vis-à-vis the CPs. The RPP currently carries out four key functions: information sharing; managing specific projects (namely ROSP, DCM/IPL, and REGLAP); technical backstopping for CPs; and some involvement in cross-border work.

Pastoralists continue to be significantly marginalised economically, politically and socially across the region, and the mobility that underpins their livelihood strategies presents a challenge for both relief and development interventions. The need for a regional approach to many of the key issues facing pastoralists is recognised by most stakeholders.

The **key achievements** of the RPP over the last three year phase, whereby value has been added to Oxfam (largely internally) include: information sharing and technical support; training and capacity building; some key outputs of the specific RPP projects; and helping to sustain a regional perspective on pastoralist issues within Oxfam. The greatest value added is still potential – yet to be realised.

The **constraints and challenges** the RPP has faced comprise: the lack of clarity on the RPP's mandate, lack of institutional support and understanding about the aims and origins of the programme; absence of a clear fundraising strategy; high staff turnover and loss of institutional memory; and the failure to maximise external linkages and advocacy opportunities.

The **conclusion** of the Review is that there is a justifiable need for a pastoral component at regional level, but different from the RPP. This conclusion is based on the continued marginalisation of pastoralists and the need to address pastoral issues at the regional level; Oxfam GB's experience and reputation in this field; the potential for a regional initiative to implement Oxfam's 'one programme approach' since many of the key issues relate to governance, to livelihoods and to humanitarian response rather than only one of the three; and the consequent opportunity to 'mainstream' pastoralism in the region using a 'twin track approach'.

The main **recommendation** of the Review therefore is that a Regional Pastoral Initiative (RPI) be established, with a clear mandate and institutional support from the organisation. Five key functions are recommended: advocacy and policy with regional institutions; promoting learning; support to crossborder work; facilitating capacity building on specific issues ('mainstreaming pastoralism'); and fundraising. A 3-year Strategy has been developed (available as a separate document) based on these functions, which includes a log frame and detailed ways of working for the future of the RPI.

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