



Investing in rural people

**Independent Office
of Evaluation**



Islamic Republic of Pakistan Country strategy and programme evaluation

Virtual national workshop

2 June 2021





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Presentation outline

Introduction: about evaluation and
overview of IFAD country programme

Main evaluation findings

Conclusions

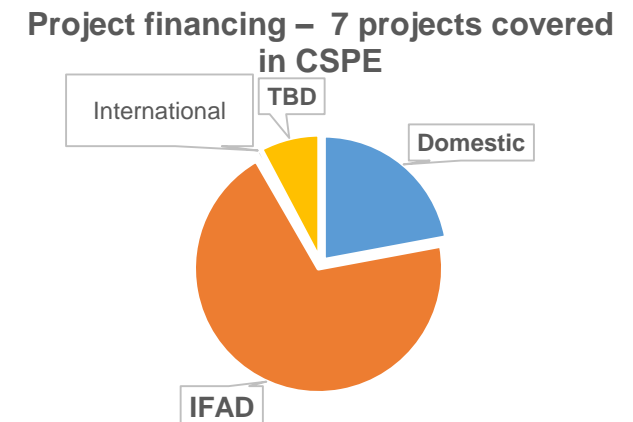
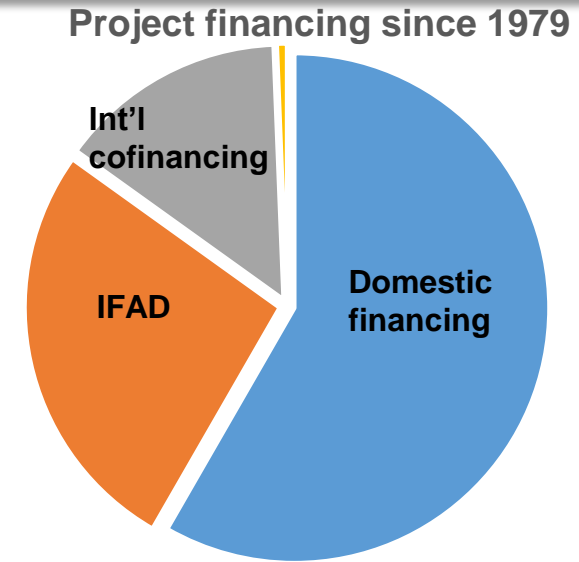
Recommendations

About country strategy and programme evaluation (CSPE)

- Main objectives
 - Assess the results and performance of the IFAD-supported strategy and programme since 2009
 - Generate findings and recommendations for the future partnership between IFAD and the Government of Pakistan
- Evaluation findings based on:
 - Desk review
 - Extensive interviews with IFAD staff, Government officials/staff (federal, provincial), project teams and partners, development partners, other resource persons
 - Field visits by a team of national consultants to GB, Punjab and Balochistan (intermittently between August-October 2021)
 - Project evaluation (CDP) and project completion report validations (MIOP, PRISM) by IOE and follow-up interviews

IFAD operations in Pakistan and CSPE scope

- Since 1979, 27 projects costing \$2.5 billion, IFAD funding \$780 million
- Country presence since 2005. Country director based at the sub-regional hub in Beijing since 2018.
- CSPE scope: 2009-2020
 - Project portfolio 7 investment projects (total US\$520 mill; IFAD US\$362 mill) plus 2 cancelled projects
 - Knowledge management, partnerships, policy engagement
 - Country strategic opportunities programmes (COSOPs) of 2009 and 2016



CSPE scope: lending portfolio - overview

Microfinance sector focus

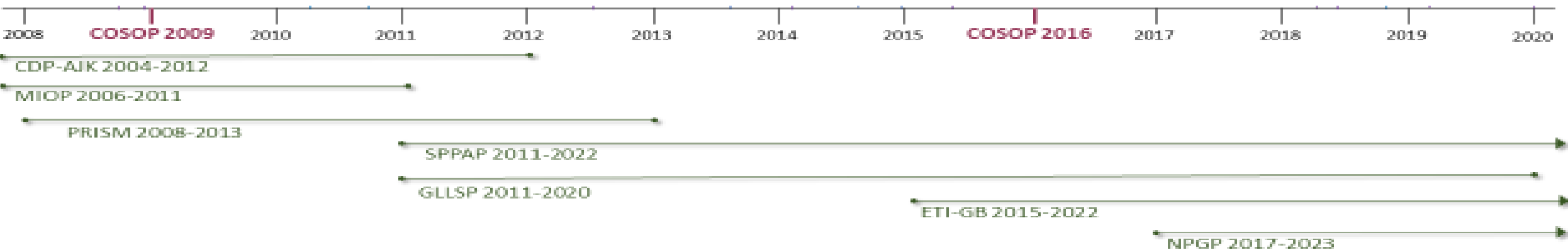
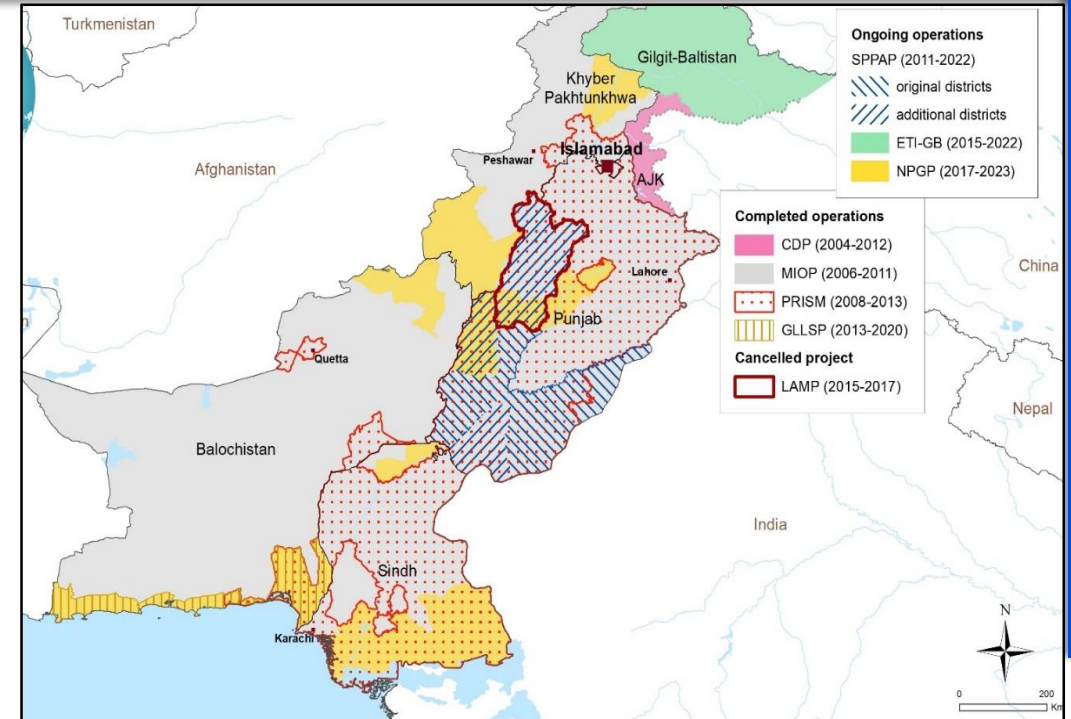
- Microfinance Innovation and Outreach Programme (MIOP)
- Programme for Increasing Sustainable Microfinance (PRISM)

Area-based projects

- AJK: Community Development Programme (CDP)
- Balochistan: Gwadar-Lasbela Livelihood Support Project (GLLSP)
- Punjab: Southern Punjab Poverty Alleviation Programme (SPPAP)
- GB: Economic Transformation Initiative – Gilgit-Baltistan (ETI-GB)

National scope

- National Poverty Graduation Programme (NPGP)



Lending portfolio - outreach

Outreach estimated in the project portfolio

Project	Geographical coverage	Original target (HHs)	Revised target (HHs)	Actual (HHs)	Actual (persons)
Projects with “communities” as an entry point					
CDP (completed)	Azad Jammu and Kashmir	123 000	63 000	73 265	
GLLSP (completed)	Gwadar and Lasbela (Balochistan)	20 000	36 000	53 395	350 014
SPPAP (ongoing -2022)	Southern Punjab	131 000	232 450	135 680	175 680
ETI-GB (ongoing – 2022)	Gilgit-Baltistan	100 000	100 000	56 715	425 362
Estimated total		374 000	431 450	<u>319 055</u>	
Microfinance programmes: No of borrowers (accumulated, with possible double counting)					
MIOP				73 796	
PRISM				176 288	1 198 758

Coverage under three projects – community organizations (COs)

	No of COs	Male COs	Female COs	Mixed COs	Total members
CDP	2,983	1,556	1,176	252	72,380
GLLSP	3,327	1,363	1,705	259	54,019
SPPAP	6,414	259	4,785	1,370	106,793
TOTAL	<u>12,724</u>	<u>3,178</u>	<u>7,666</u>	<u>1,881</u>	<u>234,092</u>



Main evaluation findings: project portfolio • strengths (1/2)

- Overall IFAD support **aligned with the Government's development strategies** and complementing Government's social protection programmes
- Positive impact on **human capital** – e.g. drinking water schemes, drainage and sanitation
- Visible impact of **improved roads** on **household incomes** - time and cost savings, reduced wastage of fish catch and perishable crop produce
- Improved **livelihoods** with **productive assets** (mostly livestock) and **skills training** - with a strong poverty focus
- **Community institutions** contributing to social capital and the effectiveness and sustainability of community-level infrastructure



Main evaluation findings: project portfolio • strengths (2/2)

- Achievement in **women's social and economic empowerment** – various activities targeted at women (e.g. livestock, small land plots and housing, drinking water schemes, training, women COs)
- MIOP/PRISM contribution to **strengthening of microfinance service providers**
- Emerging engagement with **the private sector** (ETI-GB)
- Some examples of **context-specific innovations** (e.g. vertical vegetable farming in GB, reverse osmosis plants with a pay for water services business model in Balochistan)
- **IFAD's proactive and flexible approach to portfolio management** – addressing problem projects and improved disbursement



Main evaluation findings: project portfolio • **issues and challenges** (1/2)

- With an increased investment in asset transfer and skills training to targeted individual households, some project strategies reduced focus on addressing **structural constraints**
- **Poverty scorecard-based targeting** well-intended - but has its own challenges
- **Technical and vocational training** – not always aligned with market demands
- **Support to community institutions** – largely project-centred
- Under-utilized potential for promotion and adoption of **improved agricultural/animal husbandry techniques and practices**
- Inadequate attention to **food security** and **nutrition** in programming and monitoring

Main evaluation findings: project portfolio • **issues and challenges** (2/2)

- Opportunities to more systematically integrate **NRM** (e.g. water efficiency issue) and **climate change adaptation**
- With some exceptions, inadequate systemic attention to strengthening **institutions** and **policies**, and to linking beneficiaries with service providers
- Sustainability of results on **microfinance service providers** mixed - constrained by the changes in the regulatory framework
- **Frequent delays** in project start-up and implementation
- **Efficiency issue at country portfolio level** – cancellation of two approved loans, dropping of a fully designed project

Main evaluation findings: non-lending activities • strengths

- Earlier **microfinance programmes** (MIOP/PRISM) – **visible inputs in KM and policy issues**, i.e. studies, sectoral debates, exchange of practitioners
- Substantial efforts at project level on **promotional and communication products**
- IFAD has generally had **good relationships with the Government** agencies (notably EAD, P&D of the provincial governments)
- **Long partnerships with well-established not-for-profit organizations**, such as PPAF and RSPs – contributing to effectiveness of project interventions in social mobilization, community infrastructure, microfinance, livelihoods, etc.
- Recent engagement with the Government's **Poverty Alleviation and Social Safety Division** – IFAD's responsiveness to respond to request for support

Main evaluation findings: non-lending activities • **issues and challenges**

- At project and country programme level, **limited investment in analytical work and critical reflection** to draw lessons, package knowledge and share
- In projects, **insufficient linkage and collaboration** with different technical government agencies
- **Lack of diversity** in partner selection: not-for-profit and non-government organizations as partners, within or outside the lending portfolio
- Strategic partnerships with **other development agencies** minimal
- Limited IFAD's inputs on **policy engagement** and limited concrete outputs/outcomes
- In general, **under-utilization of non-lending activities and instruments** – also due to the human resource constraints in the **IFAD country office**

Conclusions – key points

- Project impact to a varied extent, notably, human capital, livelihoods and household incomes, gender equality & women's empowerment
- Limited reflection on how best to leverage systemic and sustainable changes:
 - Lending portfolio skewed towards asset transfer and skills training
 - Reliance on poverty scorecard for targeting individual households
 - Project efforts mostly concentrating on delivering goods and services, rather than on improving the institutions, policies and systems
- Limited strategic coherence and synergy between different elements of the country programme in terms of learning and capitalization of experiences
- Insufficient attention to promoting innovations and scaling up for greater influence and impact



Recommendations

1. Place greater emphasis on **inclusive market systems development** with due attention to **climate resilience** and **natural resource management**
2. Articulate a strategy to promote **innovations** and **scaling up** for greater rural poverty impact
3. Place more emphasis on **strengthening and linking with institutions, policies and systems** for greater likelihoods of sustainability
4. Adopt **a more flexible and differentiated approach in targeting** and programming
5. Broaden and strengthen **partnerships** with other development agencies partners and non-governmental actors, while upgrading the **IFAD country office** and its support systems



Thank you!

