



Investing in rural people

**Independent Office
of Evaluation**



Islamic Republic of Pakistan Country strategy and programme evaluation

113th session of Evaluation Committee
Rome, 30 June 2021



Investing in rural people

**Independent Office
of Evaluation**

Presentation outline

Introduction: about evaluation and overview of IFAD country programme

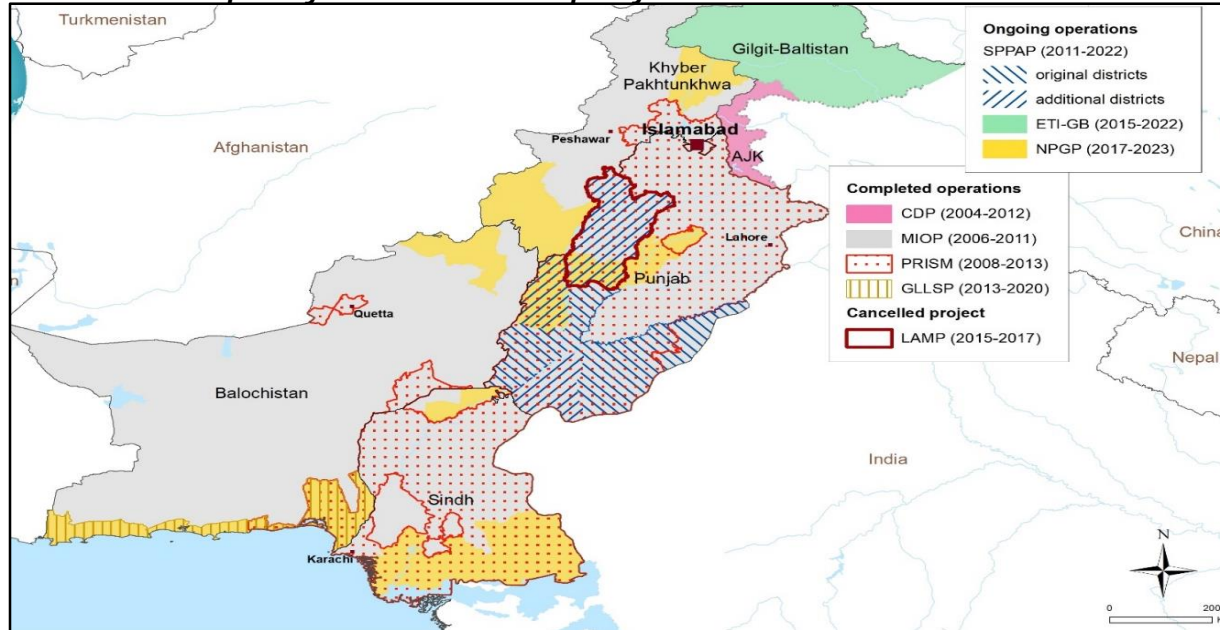
Main evaluation findings

Conclusions

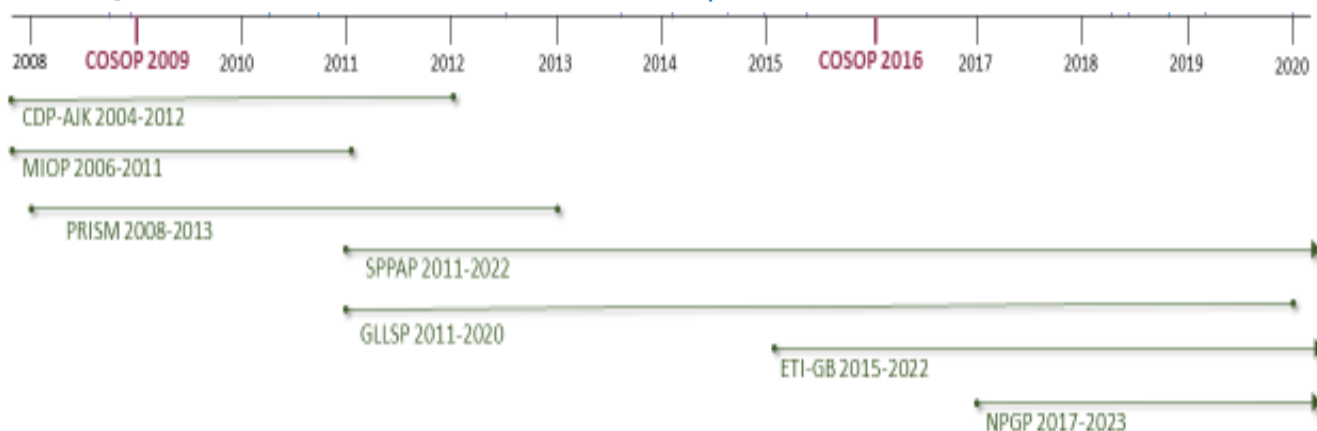
Recommendations

IFAD operations in Pakistan and CSPE scope

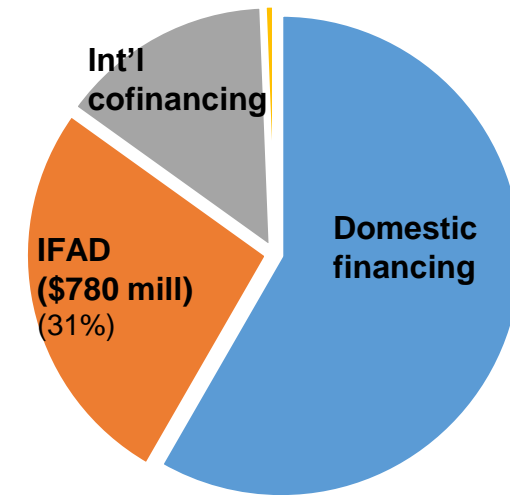
Investment portfolio in CSPE: project areas and timeline



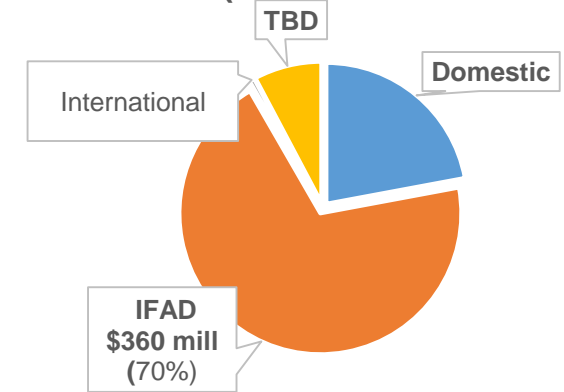
CSPE scope



Project financing since 1979 (27 projects, total US\$2.5 billion)



Project financing – 7 projects covered in CSPE (total cost \$520 mill)



CSPE process

2020	-Apr	Desk review, approach paper preparation			
	May	Draft approach paper shared	Desk review		
	Jun	Approach paper finalized			
	Jul		Interviews with Government reps, project teams & partners Follow-up meetings		
	Aug				
	Sep			Field visits in phases (GB, Balochistan & Punjab)	
	Oct				
	Nov		Interviews with other development partners & key informants	Data analysis and draft report preparation	
	Dec				
2021	Jan			Internal and external peer reviews of draft and revisions	
	Feb				
	Mar				Comments received
	Apr				Report finalized
	May				
	Jun				Virtual national workshop (2 June 2021) Presentation to EC (30 June)

Project portfolio performance: 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

- Achievement in women's social and economic empowerment – various activities targeted at women
- Contribution to strengthening of microfinance service providers by two earlier microfinance programmes
- Emerging engagement with the private sector in a more recent project
- Some examples of context-specific innovations (e.g. vertical vegetable farming)
- IFAD's proactive and flexible approach to portfolio management – addressing problem projects and improved disbursement



Project portfolio performance: issues and challenges (1/2)

- Some project strategies reduced focus on addressing structural constraints, with an increased investment in asset transfer and skills training to targeted individual households
- 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
- Promotion and adoption of improved agricultural/animal husbandry techniques and practices have been insufficient
- Inadequate attention to food security and nutrition in programming and monitoring

Project portfolio performance: issues and challenges (2/2)

- Missed opportunities to more systematically integrate NRM (e.g. water efficiency issue) and climate change adaptation
- With some exceptions, inadequate 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

Knowledge management

- 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

Partnership building

- IFAD has generally had good relationships with the Government agencies
- Long partnerships with well-established not-for-profit organizations (e.g. PPAF) - contributing to effectiveness of project interventions (e.g. social mobilization, community infrastructure, microfinance)

Policy engagement

- Recent engagement with the Government's Poverty Alleviation and Social Safety Division – IFAD's responsiveness to respond to request for support

Knowledge management

- At project and country programme level, limited investment in analytical work and critical reflection to draw lessons, package knowledge and share

Partnership building

- 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 were minimal

Policy engagement

- Limited IFAD's inputs and concrete outputs/outcomes

In general, non-lending activities and instruments under-utilized – 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
- But limited reflection on how best to leverage systemic and sustainable changes, linked to:
 - 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



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

