



Ministero degli Affari Esteri  
e della Cooperazione Internazionale

## 2024 | EVALUATION REPORT

### IMPACT EVALUATION

“Program to fight poverty through rural development in the provinces of Balochistan, Khyber Pakhtunkhwa, Federally Administered Tribal Areas and nearby areas” - Pakistan



AID 9313





## PROJECT DATA

<b>Name of the project</b>	Program to fight poverty through rural development in the provinces of Balochistan, Khyber Pakhtunkhwa, Federally Administered Tribal Areas and nearby areas.	
<b>Project number</b>	AID N. 9313	
<b>Endorsment</b>	MAE Directional Committee, 14 July 2009	
<b>Starting date</b>	31 January 2012	
<b>Actual starting date</b>	13 September 2013	
<b>Expected duration</b>	36 months	
<b>Actual duration</b>	8 years (closed on December 31 2021)	
<b>Channel</b>	Bilateral	
<b>Geographical area</b>	Pakistan, Balochistan's provinces and Khyber Pakhtunkhwa, Northwest border areas, ex Fata and neighboring areas.	
<b>Executors</b>	MAECI-DGCS Ministry of Economy and Finance and the Economic Affairs Division (EAD) Pakistan Poverty Alleviation Fund (PPAF)	
<b>Sector coding OCSE-DAC</b>	31120 Agricultural development; 31130 Agricultural land resources; 31140 Agricultural water resources; 31161 Food crop production; 31163 Livestock; 31166 Agricultural extension; 31194 Farmers' organizations	
<b>Budget</b>	A. Aid Credit	€ 40.000.000
	B. ODA grant	€ 2.700.000
	C. Expert fund	€ 258.000
	D. Local fund	€ 122.739
	<b>TOTAL</b>	<b>€ 43.258.739</b>

## EVALUATION'S KEY DATA

<b>CIG code</b>	978545903A
<b>Type of assessment</b>	Final impact evaluation
<b>Start date and end date of the assessment</b>	7 September 2023 – 29 February 2024
<b>Executor</b>	IZI spa Via Cornelio Celso, 11 00161 Rome
<b>Report's Date</b>	21 February 2024

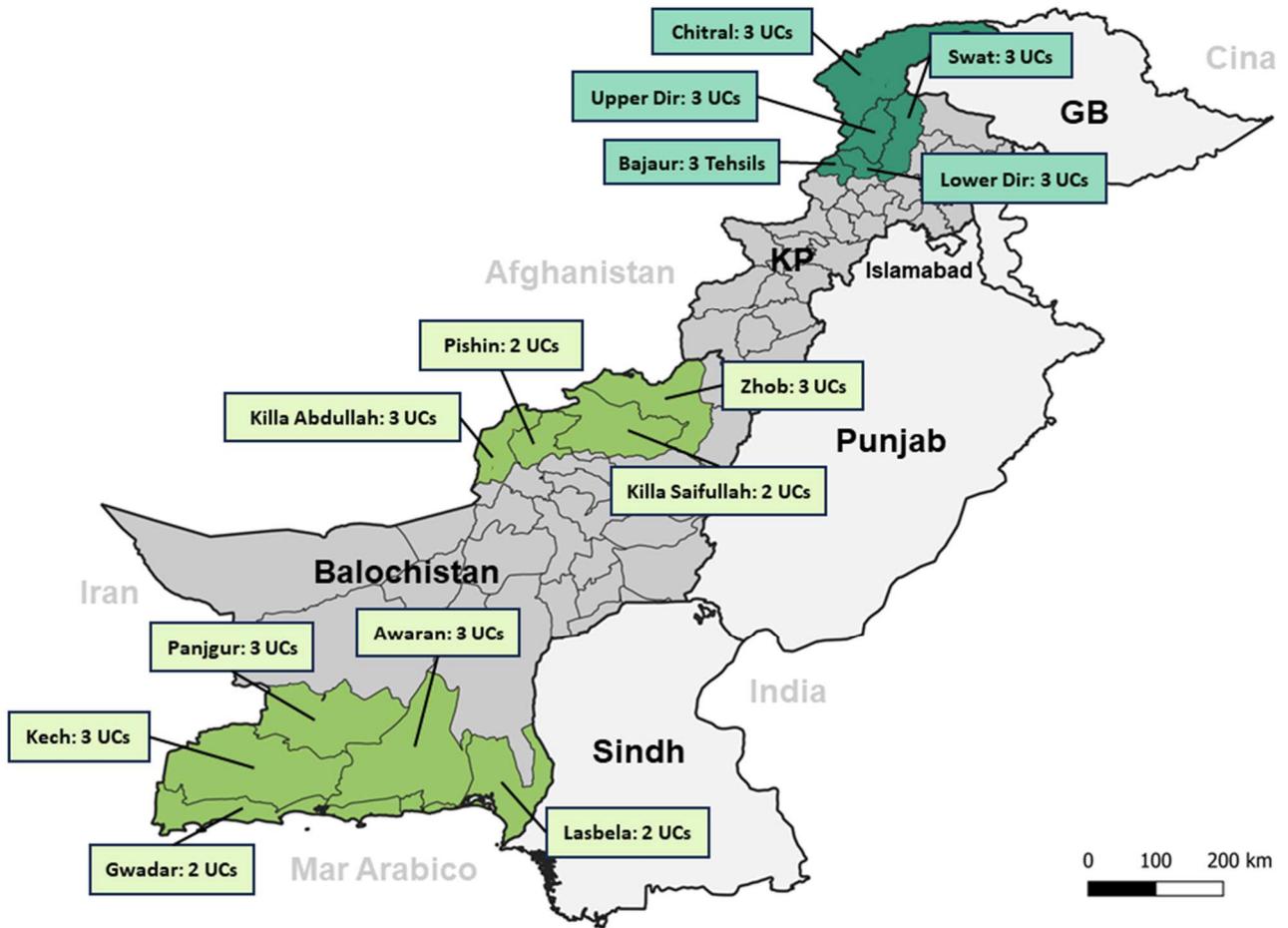
This independent evaluation was commissioned by **Office III of the General Directorate for Development Cooperation of the Ministry of Foreign Affairs and International Cooperation** to the company **IZI Spa** through a public award procedure pursuant to art. 36 of the Public Contracts Code.

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The opinions expressed in this document represent the point of view of the evaluators and do not necessarily coincide with those of the client.

# PROGRAM MAP



## PPR'S IMPLEMENTATION DISTRICTS:

- BALUCHISTAN**  
Zhub, Killa Saifullah, Killa Abdullah, Pishin, Gwadar, Lasbela, Awaran, Panjgur, Kech
- KHYBER PAKHTUNKHWA**  
Lower Dir, Upper Dir, Chitral, Swat, Bajaur

# ACRONYMS

<b>ADP</b>	ANNUAL DEVELOPMENT PLAN
<b>AICS</b>	ITALIAN AGENCY FOR DEVELOPMENT COOPERATION
<b>AKRSP</b>	AGA KHAN RURAL SUPPORT PROGRAM
<b>ANC</b>	ANTENATAL CARE
<b>BRACE</b>	BALOCHISTAN RURAL DEVELOPMENT AND COMMUNITY EMPOWERMENT PROGRAM
<b>BRSP</b>	BALOCHISTAN RURAL SUPPORT PROGRAM
<b>C&amp;M</b>	COMMUNICATION AND MEDIA
<b>CDD</b>	COMMUNITY DRIVEN DEVELOPMENT
<b>CERD</b>	CENTER OF EXCELLENCE FOR RURAL DEVELOPMENT
<b>CI</b>	COMMUNITY INSTITUTION
<b>CLF</b>	COMMUNITY LIVELIHOOD FUND
<b>CO</b>	COMMUNITY ORGANIZATION
<b>CPI</b>	COMMUNITY PHYSICAL INFRASTRUCTURE
<b>CRP</b>	COMMUNITY RESOURCE PERSONS
<b>DAC</b>	DEVELOPMENT ASSISTANCE COMMITTEE
<b>DRR</b>	DISASTER RISK REDUCTION
<b>DGCS</b>	GENERAL DIRECTORATE FOR DEVELOPMENT COOPERATION
<b>DPM</b>	DISASTER PREPAREDNESS AND MANAGMENT
<b>EAD</b>	ECONOMIC AFFAIRS DIVISION
<b>EHN</b>	EDUCATION, HEALTH AND NUTRITION
<b>EQ</b>	EVALUATION QUESTION
<b>ESMF</b>	ENVIRONMENTAL AND SOCIAL MANAGEMENT FRAMEWORK
<b>FAO</b>	FOOD AND AGRICULTURE ORGANIZATION
<b>FATA</b>	FEDERALLY ADMINISTERED TRIBAL AREAS
<b>FHH</b>	FEMALE HOUSEHOLD
<b>IMF</b>	INTERNATIONAL MONETARY FUND
<b>GRASP</b>	GROWTH FOR RURAL ADVANCEMENT AND SUSTAINABLE PROGRESS
<b>IPPF</b>	INDIGENOUS PEOPLE PLANNING FRAMEWORK
<b>ISM</b>	IMPLEMENTATION SUPPORT MISSIONS
<b>ITC</b>	INTERNATIONAL TRADE CENTER
<b>KP</b>	KHYBER PAKHTUNKHWA
<b>LEP</b>	LIVELIHOOD ENHANCEMENT AND PROTECTION
<b>LSO</b>	LOCAL SUPPORT ORGANIZATION
<b>M&amp;E</b>	MONITORING AND EVALUATION
<b>MAECI</b>	MINISTRY OF FOREIGN AFFAIRS AND INTERNATIONAL COOPERATION
<b>MEA</b>	MINISTRY OF ECONOMIC AFFAIRS
<b>MIS</b>	MANAGMENT INFORMATION SYSTEMS
<b>MTR</b>	MID-TERM REVIEW
<b>NIDA</b>	NATIONAL INTEGRATED DEVELOPMENT ASSOCIATION PAKISTAN

<b>NRM</b>	NATURAL RESOURCES MANAGEMENT
<b>NRSP</b>	NATIONAL RURAL SUPPORT PROGRAM
<b>OECD</b>	ORGANIZATION FOR ECONOMIC COOPERATION AND DEVELOPMENT
<b>NGO</b>	NON-GOVERNMENTAL ORGANIZATION
<b>PASS</b>	DIVISION OF POVERTY ALLEVIATION AND SOCIAL SAFETY
<b>PNC</b>	POSTNATAL CARE
<b>PO</b>	PARTNER ORGANIZATION
<b>PPAF</b>	PAKISTAN POVERTY ALLEVIATION FUND
<b>PPR</b>	PROGRAM FOR POVERTY REDUCTION
<b>PRSP</b>	POVERTY REDUCTION STRATEGY PAPER
<b>PSC</b>	POVERTY SCORE CARD
<b>RBF</b>	RESUL BASED FRAMEWORK
<b>RHC</b>	RURAL HEALTH CENTER
<b>RSP</b>	RURAL SUPPORT PROGRAM
<b>RSPN</b>	RURAL SUPPORT PROGRAM NETWORK
<b>SM</b>	SOCIAL MOBILIZATION
<b>SRSP</b>	SARHAD RURAL SUPPORT PROGRAM
<b>UC</b>	UNION COUNCIL
<b>UCDP</b>	UNION COUNCIL DEVELOPMENT PLAN
<b>UCI</b>	ITALIAN COORDINATION OFFICE
<b>VDP</b>	VILLAGE DEVELOPMENT PLAN
<b>VO</b>	VILLAGE ORGANIZATION
<b>WB</b>	WORLD BANK
<b>WCI</b>	WOMEN COMMUNITY INSTITUTION

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## EXECUTIVE SUMMARY

Pakistan, one of the most populous states in the sub-Asian region, still presents **various problems related to the socio-economic situation and infrastructure deficits**. Its particular geographical position places it at the center of an area of continuous regional and international crises, representing a structural rather than a contingent factor. Recent economic analyses have found progress in stabilizing the economy and “slight signs of recovery” after the shocks of 2022-23. Pakistan’s poverty rate has fallen but remains high. Most of the phenomenon is concentrated in rural areas, which have a poverty rate almost double that of urban areas. Key indicators in the affected areas are the lack of electricity, water, education and healthcare. However, conditions of poverty are not uniformly spread within rural areas. The most affected areas by the phenomenon are located on the border with Afghanistan, in the most remote mountainous areas in Khyber Pakhtunkhwa and in resource-poor areas such as Balochistan, southern Punjab and Sindh. The government has implemented several efforts to offer the rural population services and better opportunities for economic growth. Several initiatives have been launched to bring development activities closer to local interests, on the other hand the proportion of public funds allocated to local level programs is still limited.

An approach with a long tradition in Pakistan is **strengthening community organizations** capable of mobilizing local knowledge, skills and local financial resources; promoting joint efforts to improve community infrastructure and services; acting as an interface with decentralized government institutions. To support this approach, the government has launched, from time to time, some “special initiatives”. The Pakistan Poverty Alleviation Fund (PPAF) was one such special initiative. It was established in February 1997 and operations began in 2000. PPAF has worked through its Partner Organizations to reach poor communities across Pakistan and has benefited from government funding and support from several donors. The largest donor was the World Bank, which financed the PPAF in three successive phases. The Italian Cooperation has entered into this support dynamic, involving the PPAF as the implementing body of its Poverty Reduction Program in Pakistan.

**The Program to fight poverty through rural development in the provinces of Balochistan, Khyber Pakhtunkhwa, Federally Administered Tribal Areas (FATA)<sup>1</sup> and neighboring areas in Pakistan** (hereinafter referred to as **PPR - Program for Poverty Reduction**) was designed through the granting of an Aid Credit by the Italian government, to contribute to the development strategies of the Pakistan Government. The Program was able to count on a **total budget of 43,080,739 euros**, of which a credit component worth 40,000,000 euros and the remainder as a donation, divided into 2,700,000 euros to the World Bank for monitoring and supervision activities, 258,000 euros for the Expert Fund and 122,739 euros for the on-site Fund.

The PPR had an **effective duration of approximately 8 years**: officially started on September 13, 2013, and initially expected to last three years, it counted on subsequent extensions, motivated by delays of various kinds that occurred both in the design and implementation phases, and officially concluded on December 31, 2021. The Program had the Ministry of Economic Affairs (MEA) of Pakistan through the Economic Affairs Division (EAD) as its executing body. The implementing body was the PPAF, which operated through the presence on the field of 17 Partner Organizations (POs) operating in 38 Union Councils (UCs) of the 14 Districts covered by the intervention. The Community Institutions represented the **direct beneficiaries** of the program: through them, the initiative

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<sup>1</sup>Hereinafter referred to as ex-FATA, since starting from 28 May 2018 they merged with the KP with the approval of the 31st amendment by Parliament which repealed the art. 247 of the Constitution.

managed to reach 80,184 families residing in the intervention areas, so it is estimated that the **indirect beneficiaries** were 561,288 people, calculating an average of 7 members per family<sup>2</sup>.

The PPR intervened in **particularly vulnerable and underserved areas of Pakistan**, both socially and economically, where enormous pockets of extreme poverty of a multidimensional nature, as well as serious security problems, persist.

The **general objective** of the intervention was to alleviate the poverty of the populations of Balochistan, Khyber Pakhtunkhwa, ex-FATA and neighboring areas, creating sustainable conditions of social and economic development through the improvement of income, productive capacity and access to services.

The **Specific Objective** consisted of the creation of an effective and sustainable social and productive infrastructure system and social protection network for the populations involved.

The initiative was **developed through five components**: i) social mobilization (SM), consolidation of grassroots groups operating at community level, support in their federative organization at multiple levels (communities, villages and union councils); ii) livelihoods enhancement and protection (LEP), development of social protection networks capable of satisfying the primary needs of the most vulnerable segments of the population; iii) construction and improvement of small-scale community physical infrastructure (CPI), roads, aqueducts, wells, power lines, etc., for the improvement of the socio-economic conditions of the population; iv) establishment of basic education and health services (EHN), renovation and start-up of nursery and primary schools, and basic health units; v) tied component, consultancy, specialist training, purchase of equipment and communication services of Italian origin.

The Italian Ministry of Foreign Affairs and International Cooperation (MAECI) commissioned the **present evaluation** to carry out an analysis of the results achieved by the Program, in order to guarantee transparency and accountability, as well as to provide useful indications for improving the quality of future interventions and reorienting the strategies of Italian cooperation in the country. In particular, the objective of the evaluation is to answer questions about the social, economic, cultural and environmental impact of the initiative, as well as its contribution to possible structural changes in local systems and norms. Furthermore, attention was paid to a series of particularly relevant cross-cutting issues, such as community well-being, human rights, gender equality, the inclusion of marginalized groups and the environment. The evaluation had a theory-based approach, following the reconstruction of the Theory of Change implicit in the formulation of the program, to identify the extent to which the activities acted as drivers of the expected change. 10 evaluation questions were developed, each detailed in some sub-questions and collected in an Evaluation Matrix. This represented the basis for the preparation of the tools to be used in the field, in order to obtain useful and reliable information.

The evaluation was structured in three phases: **inception, data collection and drafting of the report**. The first phase took place in the months of September and October 2023, with the execution of preliminary interviews with the client MAECI/DGCS, with the headquarters of the Italian Agency for Development Cooperation (AICS) in Islamabad and with the implementing body PPAF. Following the deterioration of the international political context, it was decided, in agreement with the client, to modify the work plan for the second phase, guaranteeing the execution of field visits through the local members of the team and selecting the areas of direct observations among those of the Khyber Pakhtunkhwa province. The international staff instead carried out the information collection activities remotely, through individual and group interviews. At the same time, the online survey was launched, which targeted Partner Organizations and a sample of Community Institutions. This second phase ended in mid-December. In the final stage, the evaluation team prepared the evaluation report, which

<sup>2</sup>Based on the Program closure documentation, the participants in the activities of the four untied components were a total of 675,340 according to the PPAF, as it considered all those who participated in the various training sessions (the same person often participated in various sessions for which it was counted several times).

contained the answers to the evaluation questions, conclusions, recommendations and main lessons learned.

The evaluation was based on the analysis of qualitative and quantitative data, using a set of qualitative and quantitative survey tools to enable the diversification of data sources and the enrichment, triangulation and validation between the collected data and responses to the evaluation questions. Since the previous Final Evaluation Report of the program, drawn up in 2021, had already populated the result indicators as proposed by the Logical Framework of the program, an attempt was made to update these data, verifying their consistency at the current moment through the relevant materials produced by the PPAF following completion of the PPR Program and direct observations. The tools used were the following: **online survey**: online questionnaires sent to partner organizations and community institutions, in order to collect opinions and considerations; **semi-structured interviews**: based on pre-defined guidelines, adapted to the stakeholders to be interviewed and the type of information to be collected; **direct observations**: visits to some of the areas affected by the program, to verify the implementation conditions; **focus groups**: meetings with program operators and some direct beneficiaries, to collect different points of view and discuss specific issues. A particular focus was placed on inclusivity, actively encouraging women, girls, men and boys from diverse groups to participate, ensuring broad representation through focus groups, success stories and visits to project sites.

The program has had **more than satisfactory results** in general terms. The PPR overall exceeded the objectives established in the Results-Based Framework (RBF), recording an average rate of achievement of the result indicators of 130%. A significant impact on the reduction of poverty and social vulnerability was also found, confirmed two years after its completion. The program has increased the participation of families in Community Institutions, positively influencing development policies at the territorial level. Furthermore, it has led to an increase in income for more than 40% of the beneficiary population and improved access to social security mechanisms. Building and improving community infrastructure has boosted the local economy and job market, creating new job opportunities and supporting economic diversification. Finally, it has improved access to health and educational services, reducing social vulnerability and contributing to local economic development.

The PPR has adopted an **integrated and holistic approach**, combining income-generating activities with the promotion of inclusion, equity, education, health and access to infrastructure resources, in line with the orientations of the main programmatic documents of the sector. Furthermore, it was based in its implementation on the Community-Driven Development (CDD) approach, actively involving communities in all phases of the program to ensure effective alignment with local needs and priorities.

The Program has been successful in **including the most vulnerable and marginalized segments**, such as women, youth, the elderly, people with disabilities, and the extremely poor, promoting equal participation and democratic decision-making. The program had a high level of ownership and satisfaction on the part of the beneficiaries, thanks above all to the training of specialized human resources, the Community Resource Persons (CRP) and to the creation of community federation networks. The support of the program's Partner Organizations remains crucial to ensuring sustainability, as approximately 70% of them are still active in the districts where the program was executed and over 65% continue to assist the community institutions activated by the program.

Among the various activities, the **development of production chains** has emerged as a good practice and an element of design innovation. The program supported their development and management (particularly olive oil), as well as the transfer of skills and expertise for sustainable small business schemes. The activities were focused on improving supply chains and the diffusion of specialized crops, contributing to the improvement of living conditions and the strengthening of livelihoods. Despite some execution rigidities, **the overall management mechanism** proved to be adequate to the needs of the project: the PPAF ensured a consolidated and effective management structure, while the Partner Organizations (POs) demonstrated good organizational capacity and the availability of adequate technical means. The most critical aspect concerned the need to address an

integrated program with different components and to have diversified specialist skills. The Monitoring and Evaluation (M&E) system of the PPR was very complex and involved numerous actors, proving effective in following the progress of the Program. On the other hand, it presented some methodological critical issues, such as the presence of indicators that are not easily readable and the complexity of the survey tools adopted.

The **involvement of government counterparts** was ensured through their participation in the Board of the implementing body PPAF. The formal counterpart of the program, the Ministry of Finance, took care of the administration of the financial transfers, while the Ministry of Economy contributed to the checks on the effectiveness of the interventions, taking into account that the Pakistani Government assumed the burden of the credit received, distributed to the beneficiaries as a "donated" contribution. On the other hand, a stronger dialogue with public administrations at the local level is recommended, to increase the ownership and sustainability of the interventions. **Financial viability and access to credit** also play an important role in the overall success of integrated initiatives. It seems appropriate to point out that a more robust presence of the micro-credit component would have benefited the program. Furthermore, it is appropriate that the results of the program are capitalized as best as possible, and that they are disseminated effectively throughout the country and beyond, to increase the impact generated and taking into consideration the important resources deployed by the Italian Government. Finally, it is recommended to provide adequate allocations for the M&E activity, in order to be able to carry out a verification of the starting conditions (baseline) and the final ones, to highlight the impacts generated.



# 1 THE CONTEXT

With its over 240 million inhabitants, Pakistan is one of the most populous states in the sub-Asian region. Its particular geographical position places it at the centre of an **area of continuous regional and international crises**. The country is in a state of permanent mobilization towards India, due to the quarrel over the disputed areas of Kashmir. A further reason for conflict and instability in Islamabad derives from the presence on the border with Afghanistan - in the Pashtun majority areas - of jihadist groups linked to al-Qaeda and the Taliban. Pakistan is also subject to frequent environmental disasters, the latest of which, the devastating floods of 2022, caused almost 2,000 deaths and damage worth over 15 billion dollars. The socio-economic context of the country is inevitably affected by the complex issues relating to security, which represent a structural rather than a contingent factor.

Pakistan's strong post-pandemic recovery stalled in 2023, with large economic imbalances caused by a series of **internal and external economic shocks**. Floods have caused severe damage to crops and livestock, while difficulties in securing critical inputs, including fertilizers, have further slowed the growth of agricultural production. With 44% of the working poor dependent on agriculture, poor agricultural performance has had significant impacts on poverty<sup>3</sup>. Supply chain disruptions due to import restrictions and flood effects, high fuel and borrowing costs, political uncertainty and weak demand have hit industrial and service sector activity and dampened private investments. Private consumption has also slowed as labor markets have weakened and inflation has risen.

Pressures on domestic prices, external and fiscal balance sheets, the exchange rate and foreign exchange reserves have intensified amid rising global commodity prices, global monetary cuts, recent catastrophic floods and uncertain internal policy developments. Confidence and economic activity have collapsed due to import controls, periodic fixing of the exchange rate, reductions in creditworthiness and increases in interest payments. Poverty is estimated to have increased due to deteriorating wages and the quality of employment, along with high inflation that has eroded purchasing power, particularly for the poor.

The World Bank, in its latest report “Global Economic Prospects”<sup>4</sup>, released in early 2023, confirmed that GDP growth prospects remain modest for the 2023-24 fiscal year (ending in June): 1.7 percent. In 2024-25 the growth rate is expected to rise to 2.4 percent. Also, at the beginning of the year, the International Monetary Fund (IMF), in its latest review under the three billion dollar stand-by agreement concluded in July 2023, noted “significant progress in stabilizing the economy” and “timid signs of recovery” after the 2022-23 shutdown<sup>5</sup>. However, inflation remains high – estimated at 18.5% at the end of fiscal 2024 – and hits the most vulnerable hardest. Localized insecurity and weak growth increase vulnerability and worsen the situation of the existing poor. More than 10 million people are currently just above the poverty line and are at risk of becoming classified as poor if the situation worsens.

**Pakistan's poverty rate** in 2018 was nearly 40 percent<sup>6</sup> and projections for 2023 showed it would only decline by up to 37%<sup>7</sup>. Most poverty is concentrated in rural areas, which have a poverty rate almost double that of urban areas. In addition to contextual and environmental aspects, the causes of rural poverty include structural factors such as an inefficient land management model, low agricultural productivity, limited education, low participation of women in paid activities and few earning opportunities outside agriculture. Multidimensional poverty indices, which include quality of

<sup>3</sup> <https://www.worldbank.org/en/country/pakistan/overview>

<sup>4</sup> <https://www.worldbank.org/en/publication/global-economic-prospects>

<sup>5</sup> <https://www.imf.org/en/News/Articles/2023/07/12/pr23261-pakistan-imf-exec-board-approves-us3bil-sba>

<sup>6</sup> Calculated on those with income less than \$3.65/day, measured in 2017

<sup>7</sup> [https://databankfiles.worldbank.org/public/ddpext\\_download/poverty/987B9C90-CB9F-4D93-AE8C-750588BF00QA/current/Global\\_POVEQ\\_PAK.pdf](https://databankfiles.worldbank.org/public/ddpext_download/poverty/987B9C90-CB9F-4D93-AE8C-750588BF00QA/current/Global_POVEQ_PAK.pdf)

life, education and health, confirm that the poverty rate remains around 40%, with much higher levels in rural areas. Key indicators of poverty in rural areas are the lack of electricity, water, education and healthcare<sup>8</sup>. However, conditions of poverty are not uniformly spread within rural areas. The areas most affected by the phenomenon are located on the border with Afghanistan, in the most remote mountainous areas in Khyber Pakhtunkhwa and in resource-poor areas such as Balochistan, southern Punjab and Sindh.

The government has implemented several efforts to **offer the rural population services and better opportunities for economic growth**. Several initiatives have been launched to bring development activities closer to local interests. A key activity, ongoing for over two decades, has been to strengthen local representative bodies, such as town halls and district councils. The aim was for these representative institutions to play a key role in planning and implementing local projects, guiding and coordinating the work of government departments and service providers.

The experience of accelerating local development through the **strengthening of local administrations** has seen successes and critical issues. Provincial governments have gained greater authority, especially after the passage of the 18th Constitutional Amendment in 2010<sup>9</sup>. They have been given responsibility for different sectors, such as education, health, irrigation, agriculture and local development. There has been a substantial increase in the fiscal resources available to them. However, decentralization at the district, village and community levels still remains limited. Despite ongoing efforts, these lower-level representative bodies have not acquired the authority, power and technical capacity expected in the decentralization process. As a result, the capacity to carry out small-scale infrastructure works for the community, such as drinking water supply, sanitation and roads, is very weak. Furthermore, available funds are often subject to control by the local elite, which limits their impact on final beneficiaries. Finally, the turnover of high-level local officials remains high, reducing interaction with communities.

A further development strategy, more oriented towards fighting poverty, involved **improving the governance structure** of government departments, which directly impacts people in rural areas. The goal of these reforms was to make them more participatory and responsive to the needs of the poorest living in rural areas. For example, in the case of irrigation, the reforms aimed to replace the provincial irrigation department with a multi-tiered water management system that decentralized the power of water users. Similarly, in the case of agricultural research institutions, the reforms sought to strengthen the role of farmers in setting research agendas and make them more relevant to farmers' needs. However, despite some progress, government departments remain highly centralized and top-down, with agendas reflecting political returns and rent-seeking opportunities.

An approach with a long tradition in Pakistan involves **strengthening community organizations**, capable of mobilizing local knowledge, skills and local financial resources; promoting joint efforts to improve community infrastructure and services; acting as an interface with decentralized government institutions. Over the years, there has been a strong development and growth of institutions engaged in community development in Pakistan. The main catalyst was the Rural Support Programs (RSP). These include the Aga Khan Rural Support Program, the National Rural Support Program, and various provincial-level rural support programs and other similar initiatives established over the years. There is also a federation of RSPs, the Rural Support Programs Network (RSPN), which provides skills development services and helps in sourcing and mobilizing resources.

Through the work of the RSPN and RSPs, methodologies and protocols for community mobilization are now more developed. A standardized structure comprising a three-level hierarchy has been defined. At the lowest level are Community Organizations (COs) - groups of people living in rural areas with common interests and needs. The next level is the Village Organizations (VO), which constitute a federation of Community Organizations based in the same village. The final level is the

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<sup>8</sup> <https://www.undp.org/sites/g/files/zskqke326/files/migration/pk/Multidimensional-Poverty-in-Pakistan.pdf>

<sup>9</sup> [https://na.gov.pk/uploads/documents/1302138356\\_934.pdf](https://na.gov.pk/uploads/documents/1302138356_934.pdf)

Local Support Organizations (LSOs), which operate at the Union Council (UC) level, which is the lowest level of public administration.

Good practices have been developed for governance, operations, accounting, management and audit for LSOs, VOs and COs. Once funding is available, RSPs can move quickly to organize and mobilize local communities following these practices. The implemented measures of community development have generally succeeded in building relationships, trust and confidence within local communities. They have also been successful in channeling and utilizing funds raised through specific initiatives, including funding from the donor community. However, they have been less successful in connecting with key government departments and in directing and prioritizing the activities of these departments. Success in building links with the financial sector has also been limited and the provision of credit to small farmers and other rural entrepreneurs remains very limited.

To address critical issues in the poverty reduction process, the government has launched "special initiatives" from time to time. These are high-profile commitments that, to a large extent, fall outside the purview of regular government departments. These include activities such as the Saaf Paani (clean water) program in Punjab and the primary population health initiative in Sindh. These programs have benefited from strong political support, often from the highest levels of government. The **Pakistan Poverty Alleviation Fund (PPAF)** was one such special initiative. It was registered as a not-for-profit company under Section 42 of the Companies Ordinance 1984 (now the Companies Act 2017) in February 1997 and operations began in 2000. The main activities were in the beginning:

- Provision of microcredit;
- Provision of local infrastructure in areas such as education, health, agriculture, drinking water, rural roads reinforcement;
- Building the institutional capacity of organizations and communities.

PPAF has worked through its Partner Organizations - RSPs and microfinance institutions - to reach poor communities across Pakistan. PPAF has benefited from government funding and support from several donors. The largest donor was the World Bank, which financed the PPAF in three successive phases. The Italian Cooperation has entered into this support dynamic, involving the PPAF as the implementing body of its Program for Poverty Reduction in Pakistan.

## 2 THE EVALUATION SCOPE

### 2.1 THE INITIATIVE

The **Program to fight poverty through rural development in the provinces of Balochistan, Khyber Pakhtunkhwa, Federally Administered Tribal Areas (FATA)<sup>10</sup> and neighboring areas in Pakistan** (hereinafter referred to as **PPR - Program for Poverty Reduction**) was created through the granting of an Aid Credit by the Italian government, to contribute to the development strategies of the Pakistan government. In line with the policies to fight poverty in the country and, in particular, with the Poverty Reduction Strategy Paper (PRSP) developed by the Pakistani government in 2003, the Italian initiative was part of a broader program financed by the World Bank for 250 million dollars, called Pakistan Poverty Alleviation Fund - Third Phase (PPAF – III), of which the PPR was established as parallel financing and to which it adapted in content and methodology.

The Program was able to count on a **total budget of 43,080,739 euros**, of which a credit component worth 40,000,000 euros and the remainder as a donation, divided into 2,700,000 euros to the World Bank for monitoring and supervision activities, 258,000 euros for the Expert Fund and 122,739 euros for the on-site Fund. The credit loan was granted to the Pakistani Government at a nominal interest rate of 0% and a repayment period of 37 years (of which 18 are grace years); of this component, 38 million went to finance the preparation and implementation of field activities, while 5% (2 million euros) constituted a "tied" share, aimed at the procurement of goods and services of Italian origin.

The initiative in question was based on the political commitments undertaken by Italy within the framework of the International Conference in Tokyo in April 2009, in order to support Pakistan in the difficult economic and security crisis it was going through at that time, and with a view of stabilization and regional socio-economic development which would also involve neighboring Afghanistan. Following the official request of the Pakistani Government for the granting of credit transmitted in March 2009 and the approval by the Directorate General for Development Cooperation (DGCS) in July 2009, the Intergovernmental Agreement was officially signed on 14 January 2011 and the related Financial Agreement between Artigiancassa and the Ministry of Finance of Pakistan on 21 March 2011, which entered into force on 18 June 2013. The PPR had an **effective duration of approximately 8 years**: officially started on 13 September 2013, and initially foreseen lasting three years, it counted on subsequent extensions, motivated by delays of various kinds that occurred both in the design and implementation phases, and officially ended on 31 December 2021.

The Program executive body was the Ministry of Economic Affairs (MEA) of Pakistan through the Economic Affairs Division (EAD). The implementing body was the Pakistan Poverty Alleviation Fund - PPAF, which operated through the presence on the field of 17 Partner Organizations (POs) operating in 38 Union Councils (UCs) of the 14 Districts covered by the intervention. The Community Institutions (CIs) already existing or created in the territories represented **direct beneficiaries** of the program: through them, the initiative managed to reach 80,184 families residing in the intervention areas, for which it is estimated that the **indirect beneficiaries** were 561,288 people, calculating an average of 7 members per family<sup>11</sup>.

<sup>10</sup>Hereinafter referred to as ex-FATA, since starting from 28 May 2018 they merged with the KP with the approval of the 31st amendment by Parliament which repealed the art. 247 of the Constitution.

<sup>11</sup>Based on the Program closure documentation, the participants in the activities of the four unrelated components were a total of 675,340 according to the PPAF, as it considered all those who participated in the various training sessions (the same person often participated in various sessions for which it was counted several times).

Table 1 - Provinces, districts and UCs/Tehsils involved in PPR

PROVINCE	DISTRICT	No. of UC / TEHSILS
KPK	Chitral	3
	Upper Dir	3
	Lower Dir	3
	Swat	3
Balochistan	Zhob	3
	Killah Saifullah	2
	Pishin	2
	Killah Abdullah	3
	Gwadar	2
	Lasbela	2
	Awaran	3
	Panjgur	3
	Kech	3
Ex-FATA	Bajaur Agency	3 Tehsils

The PPR intervened in **particularly vulnerable and under-served areas of Pakistan**, both socially and economically, where enormous pockets of extreme poverty of a multidimensional nature, as well as serious security problems, persist. The main problems have to do with strong social disintegration, the succession of ethnic and religious conflicts, the absence of basic social and productive services, low investments in human capital, as well as a general phenomenon of social exclusion and marginalization of the most vulnerable groups. weak, with particular reference to women and young people.

The **general objective** of the intervention was to alleviate the poverty of the populations of Balochistan, Khyber Pakhtunkhwa, ex-FATA and neighboring areas, creating sustainable conditions of social and economic development through the improvement of income, productive capacity and access to services. The **specific objective** consisted of the creation of an effective and sustainable social and productive infrastructure system and social protection network for the populations involved.

The **expected results** of the initiative were:

- Strengthened social fabric and community institutions, with increased empowerment of grassroots communities and increased ability to interact with central government institutions, other development organizations and markets;
- Social protection network created and functioning to protect the poorest sections of the population, such as women, children, the elderly and disabled;
- Local productive infrastructures established and functioning (e.g. hydraulic works, civil, energy, transport and market access works);
- Increased access of populations to basic social and health services, in particular health and education.

To achieve these results, the initiative was developed through **five components**:

1. **Social mobilization (SM)** – Promotion of the formation and consolidation of grassroots groups operating at community level, support in their federative organization at multiple levels (communities, villages and village unions), and improvement of their skills in relating to authorities at provincial and national level;

2. Livelihoods Enhancement and Protection (LEP) – safeguarding the most vulnerable segments of the population through the development of social protection networks capable of satisfying the most urgent primary needs;
3. Construction and improvement of small-scale Community Physical Infrastructure (CPI) – such as, for example, roads, aqueducts, wells, electricity lines, etc., for the improvement of the socio-economic conditions of the population;
4. Establishment of basic services in Education, Health and Nutrition (EHN) – in particular nursery and primary schools, and basic health units;
5. Tied Component – consultancy, specialist training, purchase of equipment and communication services of Italian origin.

## 2.2 EVALUATION OBJECTIVES

The PPR has adopted an **integrated and holistic Community-Driven Development (CDD) approach**, putting local communities at the center, supporting them in the creation of social promotion and safety networks for the most vulnerable and allowing them to invest in productive infrastructures, education, healthcare, professional training and the creation of micro-enterprises. This approach is based on a vision of development as a process that involves complex and interconnected social, economic and cultural issues and is therefore based on the fusion of the various elements necessary to obtain sustainable and long-term results and impacts, in terms of poverty reduction and improved quality of life.

This evaluation carried out an analysis of the results achieved by the Program, in order to guarantee transparency and accountability as well as provide useful indications for improving the quality of future interventions and reorienting the strategies of Italian cooperation in the country. This analysis, conducted on the available documentation and through a field test, considered the **standard evaluation criteria adopted within the OECD/DAC**:

- Relevance – the extent to which the design of the initiative was in line with the real needs of the beneficiaries and with development strategies at national and international level, as well as its ability to adapt to different contexts, such as those linked to the COVID-19 pandemic and the most recent natural disasters that have hit Pakistan;
- Effectiveness – the degree to which the specific outputs and objectives of the Program have been achieved, with particular attention to the different results within the various groups of beneficiaries involved;
- Efficiency – whether and how the available resources (in terms of funds, time, technical skills, processes and organizational dynamics, etc.) have been effectively converted into concrete results with respect to the planned objectives and to what extent the evidence generated by the monitoring system has contributed in this process.
- Consistency – of the program and the process, with respect to the priorities of the Italian Cooperation and the role played in the country, the similar interventions implemented in the area, the partnership mechanism applied and the ability to generate good practices for further interventions by the Italian Cooperation;
- Sustainability – i.e. the actual capacity of the program to generate lasting changes, in the medium and long term, in the conditions of the target communities;
- Impact – extent to which the Program has produced significant effects, positive or negative, foreseen or unexpected, or even just potential, on the living conditions of the population, also in relation to the actual contribution made by the Program in the broader context of development interventions.

As anticipated in the Inception Report, the analysis focused above all on the last three criteria, as these aspects respond, also on the basis of the ToR, to those requirements capable of guaranteeing effective usability of the evaluation. In particular, the objective of the evaluation is to answer questions about the social, economic, cultural and environmental impact of the initiative, as well as

its contribution to possible structural changes in local systems and norms. Furthermore, attention was paid to a series of particularly relevant **cross-cutting issues**, such as community well-being, human rights, gender equality, the inclusion of marginalized groups and the environment. Finally, attention was given to specific expectations of particular interest for the MAECI/DGCS, listed in the Terms of Reference of the evaluation, such as:

- the integrated and multi-sectoral approach, from a territorial perspective of strengthening institutions and with attention to youth participation;
- the use of the tied quota and its contribution to the sustainability of the actions carried out;
- the validity of the Program management structure, in order to produce useful recommendations for improving managerial aspects.

The evaluation had formative purposes. The principle of evaluation as a "learning process" was in fact the basis of the team's work approach and the final product of the service.

## 3 THE THEORETICAL AND METHODOLOGICAL FRAMEWORK

### 3.1 THE METHODOLOGICAL SYSTEM

The evaluation had a Theory-based approach, following the reconstruction of the Theory of Change implicit in the formulation of the Program, to identify the extent to which the activities acted as drivers of the expected change. Annex V shows the ToC diagram as presented and discussed in the Inception Report, on which the evaluation questions were developed, collected in an **Evaluation Matrix**. The final set includes 10 questions, each detailed in some sub-questions, indicators and data collection methods and sources (see Annex VI of the Report).

The evaluation matrix represented the basis for the preparation of the tools to be used in the field, in order to obtain useful and reliable information. The translation of the questions into evaluation criteria and the subsequent development of appropriate indicators were the fundamental steps to allow the correct identification of the essential methodological tools such as techniques (quantitative and qualitative) for data collection and analysis.

### 3.2 THE DIFFERENT EVALUATION PHASES

As described in the Work Plan included in the Inception Report, the evaluation was **structured in three phases**: inception, data collection, drafting of the report.

1. **Inception**: preliminary meetings with the Client and the main stakeholders, collection and preliminary analysis of the basic documentation, review of the proposed methodology, development of the analysis tools and drafting of the Inception Report.
2. **Data collection**: in-depth analysis of the documentation, collection of information through the administration of online questionnaires, carrying out interviews and focus groups with beneficiaries and privileged actors of the program and visits to sample sites.
3. **Drafting of the evaluation report**: drafting of the final report, following the overall analysis of the material collected, systematization of the data and triangulation of the information, presentation and discussion of the results and conclusions.

The **first phase** took place in September and October 2023. Preliminary interviews were carried out with the MAECI/DGCS client, with the AICS headquarters in Islamabad and with the PPAF implementing body. These allowed the team to obtain direct information on the planning and execution of the initiative. The team carried out an analysis of the documentation and reviewed the methodology proposed during the offer phase. Furthermore, a redistribution of roles and responsibilities within the team was carried out, following a change in composition, with the aim of guaranteeing efficiency and continuity of the service.

Based on preliminary exchanges and with the contribution of Pakistani members, the team developed a **field mission** plan, which it submitted to the client. In addition to a series of local elements, this plan also had to take into account the deterioration of the international context, compromised by the events that occurred in October in the Middle East. In fact, following the difficulty in obtaining a definitive green light for the departure of the international consultants, and not wanting to interrupt the activity that had already begun, it was decided, in agreement with the client, to modify the original plan, guaranteeing the execution of the field visits through the local members of the team and by selecting the areas of direct observations among those of the Khyber Pakhtunkhwa province. It was proposed that international staff carry out information collection activities remotely, through individual and group interviews.

This proposal was included in the Inception Report, which was formally approved on 18 October 2023. After this date, the **desk analysis** was completed, the detailed visit plan was defined and remote interviews with privileged witnesses began and subjects involved in the program. At the same time, the development of the questionnaires was completed and the online survey was launched, which targeted the Partner Organizations and a sample of Community Institutions.

The experts present on site went to the POs and direct beneficiaries in the selected areas, to observe the visible results of the interventions and verify their impacts two years after the completion of the program. The following table shows the activities carried out. For further details, please refer to Annex III.

Table 2 - Activities carried out during field visits

PO	DISTRICT	UC	ACTIVITY
AKRSP	Chitral	Ayun	KIIs
			FGD with CIs
			Visit to project sites
Lasoona	Swat	Bar Abakhel Kabal	KIIs
			FGD with CIs
			Visit to project sites
SRSP	Dir Upper	Bibyawar	KIIs
			FGD with CIs
		Chukyatan	Visit to project sites
			FGD with CIs
CERD	Dir Lower	Koto	Visit to project sites
			FGD with CIs
			KIIs
NIDA Pakistan	Bajaur	Khar	KIIs
			FGD with CIs
			Visit to project sites

The rest of the team organized a series of remote meetings, which involved the following subjects: the POs not directly visited, the subjects carrying out the consultancy and services for the tied component, representatives of the Pakistani public administration, representatives of other donors present in the country. The complete list of people met and interviewed is included in this Report as Annex II.

This phase was completed with a certain delay compared to the original timetable, due to the aforementioned uncertainties due to the possibility of carrying out the ground mission by the international experts. The work program was necessarily spread over a larger period of weeks, and ended only in the middle of December, with the return of the local consultants from field visits and the completion of the interviews. On this basis, it was requested to extend the overall duration of the evaluation, which was initially supposed to end at the beginning of January 2024. The extension was approved on 18 December 2023 and the new closing date of the service was set at 29 February 2024.

In the **final phase**, the evaluation team prepared the evaluation report, which contains the answers to the evaluation questions, conclusions, recommendations and main lessons learned, according to the scheme included in the Terms of Reference. The results are supported by the data collected and documentary evidence. The information obtained was validated and compared according to the different judgement criteria adopted, in order to provide reliable and verifiable answers. After the approval of the report, a presentation workshop is planned to be held in Rome, with the participation of all the interested offices. A similar presentation workshop will also be held for Pakistani counterparts and stakeholders.

### 3.3 THE DATA COLLECTION AND ANALYSIS METHODS, AND THEIR LIMITS

The evaluation was based on the analysis of **qualitative and quantitative data**, using a set of qualitative and quantitative survey tools to enable the diversification of data sources and the enrichment, triangulation and validation between the data collected and the responses to the evaluation questions. The collection and analysis of documents relating to the execution of the program allowed us to formulate a particularly complete and detailed overall picture of the intervention. The program has certainly benefited from the detailed monitoring and verification system developed by the World Bank to support the activities managed by the PPAF, and an important quantity of already structured data and information has become available, capable of offering a solid documentary basis for the needs of the evaluation. In particular, the evaluation team considered:

- The basic documentation and executive agreements that preceded and followed the start of the program;
- 31 quarterly reports on program progress;
- The Mid-term Evaluation Report carried out by the APEX Consulting company in June 2018 and the Final Evaluation Report carried out by the SEBCON company in November 2021;
- The strategic and operational guidance documents developed by the Pakistani Government at the thematic and sectoral levels and by the PPAF for the management of the PPR;
- The thematic literature produced by international bodies, development agencies, public and private economic research bodies and other institutions operating in the sector.

The **Final Evaluation Report drawn up previously** had already populated the result indicators as proposed by the Logical Framework of the program. An attempt was therefore made to update these data, verifying their consistency at the current moment through the relevant materials produced by the PPAF following the completion of the PPR Program and direct observations. An extensive documentary analysis was part of the data collection phase, to extract from the mass of documents the relevant information for the purposes of processing the evaluation questions. The further data collection sought the verification of the quantitative data previously processed and mainly concerned new qualitative aspects capable of providing evidence regarding the achievements, results and impacts of the Program, as well as the search for justifications on the causal relationships between inputs, achievements and results. and impacts.

The **tools used** were the following:

- Online surveys. To cover in particular the areas not visited directly and to have representative feedback on the entire Program, online questionnaires were sent to partner organizations and community institutions, in order to collect opinions and considerations from as many interested actors as possible.
- Semi-structured interviews. The interviews followed pre-defined guidelines, adapted to the stakeholders to be interviewed and the type of information to be collected. The selection of interviewees was based on the specific added value brought by the interviewees to the different evaluation questions.
- Direct observations. The team conducted direct observation in some of the areas affected by the program to verify its conditions of implementation, long after its closure.
- Focus group. In the areas visited, the experts conducted Focus Groups with program operators and some direct beneficiaries, to collect different points of view and discuss specific issues.

As regards the **online survey**, the sample used is representative of the universe of institutions, therefore it is possible to generalize the information collected on the entire population: through a procedure of reporting to the universe, the sample was made statistically significant of the population of reference, taking into account the quotas by type of community institution. Specifically, a reasoned sampling was carried out, which also considered the territorial distribution of the CIs in the different districts, managing to obtain a reliable territorial representativeness. The CAPI method was chosen

to administer the questionnaire, considering this technique to be more suitable for the target groups being investigated. For the CIs of the districts of the province of Balochistan, a coverage of approximately 70% was achieved and of approximately 50% for those of the districts of Khyber Pakhtunkhwa, which was also the subject of direct visits by the evaluation team.

For the **semi-structured interviews**, representatives of AICS in Islamabad, Pakistani institutions at central and local levels, PPAF officials responsible for program implementation, World Bank officials and other international donors, key implementers (NGOs) and community institutions were interviewed and consulted. The objective was to obtain an overall opinion on the Program, information and perceptions on the progress of the individual initiatives carried out, understand the current status of the actions carried out and their maintenance over time. The team applied a participatory method, which implies the ability to consider a variety of values and perspectives, the need to respond to the interests of different stakeholders; the promotion of collaborative relationships in carrying out activities.

In carrying out site visits, **focus group discussions** (FGDs) and **direct observations** were combined to assess the effectiveness of the various initiatives. A particular focus was placed on inclusivity, actively encouraging women, girls, men and boys from diverse groups to participate, ensuring broad representation through focus groups, success stories and visits to project sites. The collaborative involvement of partner organizations in the targeted districts significantly facilitated the coordination of observations, including group discussions and site visits, while also ensuring access to project beneficiaries. Recognizing the importance of gender sensitivity and women's empowerment, the methodology explicitly outlined the data collection methods employed to ensure their inclusion. Furthermore, there was a commitment to disaggregate the data by gender and age. Mixed group discussions were used when it was possible to have men and women participate together, promoting inclusive dialogue. In cases where cultural norms made it inappropriate, separate group discussions were conducted with male and female beneficiaries.

At the end of the collection phase, the information was classified and the answers for each EQ were drawn up. The **analysis approach** adopted was divided into the following steps:

- Verification of the quality of the information in terms of accuracy, comparability, coherence, accessibility and completeness;
- Systematization of information using a database that allowed and facilitated the analysis of available quantitative data;
- Triangulation between quantitative, qualitative and *Comparative Analysis* methods (application of the principles of methodological triangulation), integrating primary data with secondary data after adequately evaluating their correlation.

## 4 ASSESSMENT RESULTS

The **main results of the evaluation** are listed below. For each criterion, a summary response to the evaluation questions is reported, while detailed answers are provided at the sub-question level.

### 4.1 RELEVANCE



#### Q.1 Do the strategy and activities of the program address the root causes of poverty in the assisted population?

- The **analysis of the PPR strategy in the context of the main national and international policies** shows how the Program is fully aligned with them, contributing to the efforts of the international community and government actors in the development field. Its integrated and holistic approach to poverty reduction, which combines income-generating activities with broader promotion of inclusion, equity, education, health and access to infrastructure resources, reflects the most recent guidelines on the matter, following the main programmatic documents of the sector (Millennium Development Goals, Sustainable Development Goals and Poverty Reduction Strategy Paper).
- The PPR has relied on a **Community-Driven Development (CDD) approach** in its strategy as well as its implementation. The target communities were identified in synergy with government actors and are relevant in terms of fighting poverty, as they are particularly vulnerable areas, characterized by low socio-economic indicators as well as situations of conflict and instability. The Program focused on social mobilization as the foundation for the implementation of all subsequent components, actively involving communities in all its phases, from the selection of beneficiaries and the identification of priority needs, to the planning and implementation of interventions. Inclusiveness and community participation were key elements, ensuring that activities were truly aligned with actual local needs and priorities.

#### Q.1.1 To what extent did the assisted population, local administrations and representatives of the institutions participate in the identification of the objectives and activities of the program?

The PPR has followed in its strategy a **Community-Driven Development (CDD) approach**, which entrusts control of the development process and decision-making authority directly to the members of the target communities, transferring to them the responsibility for planning, managing and implementing interventions. Starting from the basic assumption that communities themselves are the best judges of how their lives and livelihoods can be improved, if organized and provided with adequate resources and information, this approach therefore promotes a culture of partnership that considers local communities as full development partners, rather than simply beneficiaries of interventions.

As regards the process of **identifying the target communities**, the 14 priority districts of Balochistan, KP and ex-FATA were initially identified in synergy with the Pakistani government as particularly poor and vulnerable areas, located on the border with Afghanistan and often subject to unrest and conflict. Within them, it was then agreed to aim for 38 Union Councils (UCs)<sup>12</sup> based on the available funding and the results of the analysis, by a third party, of the socio-economic profiles of the districts in question, which made it possible to identify the most vulnerable UCs. Finally, a

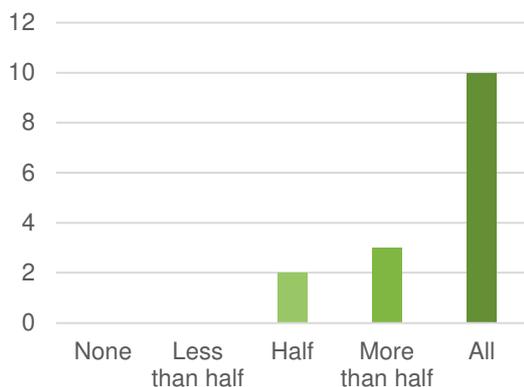
<sup>12</sup>Union Councils are the smallest administrative units in Pakistan, responsible for governing local areas. Each Council typically covers a population of between 10,000 and 25,000 people and is led by a president.

further filter was applied for the final selection of the UCs, which consisted of the following criteria: a) previous involvement of the PPAF in the area; b) principle of "grouping" (contiguous UCs to facilitate mobility by the implementing organizations); c) safety; d) existing level of social mobilization<sup>13</sup>. Although, at the CDD level, the PPR could have guaranteed a greater degree of involvement by relying on the same Partner Organizations (POs) and Community Institutions (CIs) already existing for the identification of the target communities, as also noted in the Final Evaluation Report of the Program, overall, the 38 selected UCs appear particularly relevant in relation to the objectives of the PPR. In fact, they presented low socio-economic indicators as well as situations of conflict, extremism, lack of opportunities, serious lack of infrastructure and basic services, extreme poverty.

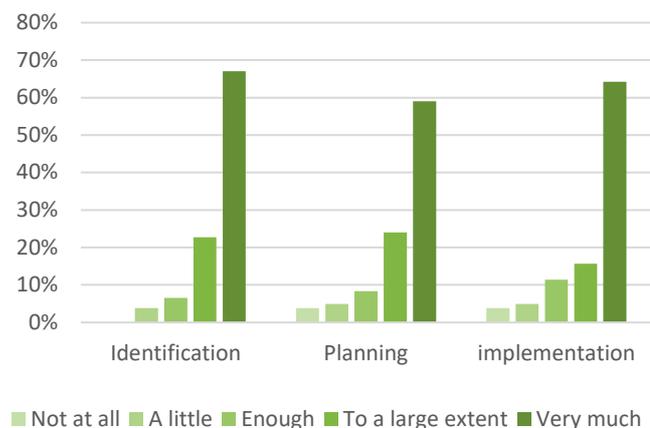
In relation to the **identification of the objectives and activities of the Program**, the entire implementation process began with social mobilization within the target communities, which constituted the starting point as well as the strategic vehicle for the realization of all the subsequent components of the PPR. Once the Community Institutions have been established/strengthened at the three levels<sup>14</sup> and the Community Resource Persons (CRPs) have been trained, a series of meetings were organized, led by the CRPs and facilitated by the POs, during which the communities identified their main development problems and proposed suitable activities to address them. A total of 287 Village Development Plans (VDPs) were developed and subsequently consolidated into 38 UCs Development Plans (UCDPs) after additional consultations<sup>15</sup>. These UCDPs were finally further developed and detailed in Implementation Plans based on needs and integrated with the priorities identified by the PPAF and the Italian Cooperation.

In the context of the analyzes carried out in the field, both the POs and the CIs interviewed consider the PPR a model of community-led development, in which the target communities constituted active actors in all phases of the Program, including the selection of beneficiaries, the definition of priorities and needs as well as the implementation of the activities themselves. Specifically, 10 out of 15 of the Partner Organizations interviewed stated that all the interventions implemented were identified at community level following the Community-Driven Development approach, while for the remaining 5 at least half of them were identified. As regards the Community Institutions, as many as 90% considered themselves to be largely/very involved in the identification phase of the interventions, while around 80% felt involved in the planning and implementation phases.

Graphic 2 - Interventions identified at community level by POs



Graphic 1 - Degree of involvement of CIs in interventions



<sup>13</sup>PPAF, PPR 2nd Work Plan (July 2015 – June 2016), Annex 1 – Policy Note on POs and UC Selection

<sup>14</sup>Community Organizations (COs) represent the first level of community institutions, which are then grouped into Village Organizations (VOs), which are in turn federated into Local Support Organizations (LSOs) at UC level.

<sup>15</sup>PPAF, PPR 3rd Work Plan (October 2016 - September 2018), Annex 5 - PPR Framework of Socio-economic Transformation

### *Q.1.2 To what extent is the program strategy aligned with the Poverty Reduction Strategy Paper, the Millennium Development Goals and the Sustainable Development Goals?*

As previously mentioned, the PPR strategy is based on an integrated and holistic approach to development, which sees development as a complex and multifaceted process that concerns a wide range of deeply interconnected social, economic and cultural issues. Only by jointly addressing these issues is it possible to fuel a dynamic of sustainable growth, that allows us to eradicate poverty and improve the quality of life in the long term. From this perspective, the initiative reflects the most recent and important orientations in terms of fighting poverty, being aligned with the major international guidelines and the context of national policies on the topic.

In particular, the PPR strategy appears consistent with the **Millennium Development Goals** indicated in the planning phase<sup>16</sup> and specifically with:

- **Objective 1** – Eradicate extreme poverty and hunger, targets 1.A) Halve the percentage of the population living in conditions of extreme poverty, and 1.C) Halve the percentage of the population suffering from hunger;
- **Objective 2** – Achieve universal primary education, target 2.A) Ensure that all children, both boys and girls, can complete an entire cycle of primary school;
- **Objective 3** – Promote gender equality and women's empowerment, target 3.A) Eliminate gender inequality for all levels of teaching;
- **Objective 7** – Ensure environmental sustainability, target 7.C) Halve the percentage of the population without access to drinking water and basic sanitation.

The initiative also contributes to the implementation of the most recent **2030 Agenda**, and in particular to the achievement of the following **Sustainable Development Goals** contained therein:

- **Objective 1** – Defeat poverty. End all forms of poverty in the world;
- **Objective 2** – Defeat hunger. End hunger, achieve food security, improve nutrition, promote sustainable agriculture;
- **Objective 3** – Health and wellness. Ensure health and well-being for all at all ages;
- **Objective 4** – Quality education. Provide quality, equitable and inclusive education, promote lifelong learning opportunities for all;
- **Objective 5** – Gender equality. Achieve gender equality and empowerment for all women and girls;
- **Objective 6** – Clean water and sanitation. Guarantee the availability and sustainable management of water and sanitation facilities for all;
- **Objective 8** – Decent work and economic growth. Encourage long-lasting, inclusive and sustainable economic growth, full and productive employment, decent work for all;
- **Objective 13** – Fight against climate change. Take urgent measures to combat climate change and its consequences.

Finally, the PPR strategy appears in line with Pakistan's policies and programs to fight poverty and, specifically, with the previous **Poverty Reduction Strategy Paper (PRSP - II)**<sup>17</sup> developed by the Pakistani government in 2008 as a guiding document for the country's strategies to combat poverty. The initiative is particularly connected to the following pillars contained therein:

- **Pillar II** – protect the poor and vulnerable, through the development of social safety nets that provide them with minimum protection;
- **Pillar III** – increase productivity and added value in agriculture, promoting self-sufficiency in raw materials, food security as well as the development of livestock farming;
- **Pillar VI** – Human development for the 21st century, in particular in the areas of education, health, access to water and sanitation, population planning and gender equality.

<sup>16</sup>Ministry of Foreign Affairs - DGCS, Pakistan - Program to fight poverty through rural development in the Provinces of Belochistan, North West Frontier, FATA (Federally Administered Tribal Areas) and surrounding areas, Financing Proposal

<sup>17</sup> <https://www.finance.gov.pk/poverty/PRSP-II.pdf>

### Q.1.3 Which projects to be financed with any further contributions from Italian cooperation can originate from the components of the program?

We will see further on that the activities of Italian cooperation are already partly influenced by the experience of the PPR. This constituted an important testimony to Italy's commitment and priorities in the country, and continues to **offer numerous ideas and opportunities for intervention**. According to the Italian staff who followed one another in Pakistan, and also based on the testimonies of the PPR actors (PPAF and POs), there are several areas from which the PPR experience can lead to new projects. First of all, the integrated approach model, which has received strong consensus, could be replicated in other areas, provided that corrective measures are adopted to address a series of critical factors that have sometimes limited its efficiency (see chapter 4.3 below). In the event that the commitment must be limited to individual components, the activities that offer better options, in terms of replicability and community interest, concern the development and management of production chains and the transfer of skills and competences for sustainable small business schemes.

The topic of **value chains** has been addressed in numerous interventions of the PPR, and has represented an undeniable added value in the good practices developed in the area. In particular, olive oil cultivation and fishing benefited from an integrated approach, that included sector studies, asset transfer, thematic and business management capacity building, and small financial contributions. This model, based on community involvement and the sustainability of interventions, is the most important aspect on which to build possible future projects.



### Q.2 To what extent was the initiative's design able to adapt to the changing needs of the reference context?

- The initial design of the PPR envisaged the development of a **disaster preparedness and management strategy** as well as that all small infrastructures were built following a **resilient-oriented approach** towards natural disasters. The various evaluations and lastly the present observations have found discrepancies regarding the actual achievement of the objective. POs and CIs stated that the schemes were designed and implemented considering the potential disaster risks related to their area; the implementation plans of the initiatives have indeed been revised to meet the emergency needs of the communities, but on the other hand the 2021 Final Assessment Report highlighted that no structure, with the exception of flood protection walls, is resistant to natural disasters such as floods, earthquakes and river overflows.
- In the context of the **COVID-19 pandemic** and the risk management measures associated with it, important revisions were adopted to effectively align the strategy and implementation of the PPR to the new scenarios and needs that emerged in the 17 UCs where activities were still in progress. These changes demonstrated the flexibility of the Program in responding to the changing needs of the reference context, highlighting a strong ability to adapt within all the main components of the initiative.

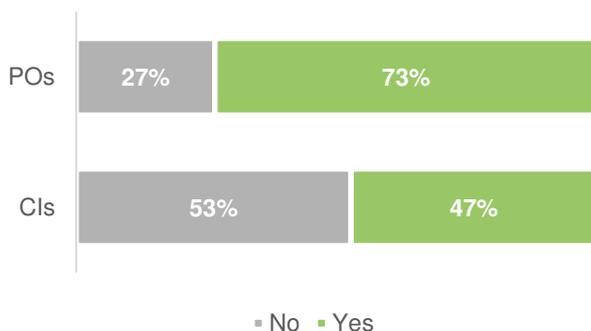
#### Q.2.1 To what extent have the operations and needs of the projects carried out (in particular relating to the third component "Production Infrastructures") been the subject, and with what follow-ups, of a broader analysis in relation to the natural disasters that occurred in the country?

Pakistan has always been a territory afflicted by numerous natural disasters and in particular the areas subject to intervention are characterized by a strong recurrence of extraordinary phenomena such as earthquakes, cyclones, droughts and floods. For this reason, at a programmatic level, the PPR had foreseen since its inception the development of a **Disaster Preparedness & Management (DPM) Strategy**, borrowed from the PPAF and adapted for territorial specificities, with the aim of

promoting the culture of risk reduction among target communities and making them safer<sup>18</sup>. The initial planning also envisaged that 100% of the infrastructure interventions would be designed with a **DRR (Disaster Risk Reduction) approach** to make them resilient to possible disasters and natural calamities.

However, the analyzes carried out show **conflicting evidence in this regard**. In addition to not finding any trace, in the Program documentation, of the actual development of the envisaged specific Strategy, further doubts also emerge regarding the real resilience of the infrastructures created. On the one hand, in fact, from the Mid-term Evaluation of the Program it emerges that as many as 84% of the infrastructure projects built under the PPR are resilient to natural disasters, as reported by both the POs and the CIs, who state that the schemes have been designed and built considering the potential disaster risks associated with their area. On the other hand, however, the Final Evaluation Report of the Program highlights several weaknesses in the infrastructure design, underlining that no structure, with the exception of flood protection walls, is resistant to natural disasters such as floods, earthquakes and river overflows. Even with reference to the presence or absence of broader analyzes in relation to the natural disasters that occurred in the country, no particularly relevant evidence emerges. The only revision in this regard appears to be the Flood Assessment carried out in 2015 following the floods that afflicted the Chitral district during the summer, on the basis of which the implementation plans of the POs operating in the area (AKRSP and SRSP) have been revised to meet the emergency needs of the communities involved. The divergences in assessment were also confirmed by the interviews conducted by the team: if, in fact, on the one hand, both the PPAF and the AICS claimed that no revisions and/or modifications were made to the operations and needs of the projects in response to natural disasters, on the other hand, 11 out of 15 POs and half of the CIs interviewed responded in the affirmative in this sense.

Graphic 3 – Presence of reviews/modifications of needs and implementation of projects in response to natural disasters



*CI Member, Chitral - KP*

*In July 2015, we convened our second last meeting in Bumborate to discuss long-term development schemes. However, on the unfortunate date of 27th July, a devastating flood struck. The unexpected calamity forced us to shift our focus from development to rehabilitation. Despite this setback, we managed to complete 56 schemes, showing the resilience and adaptability of the project. The flood devastated crucial infrastructure like irrigation channels and pipelines, requiring their rehabilitation, although these were not initially part of the development plans. The flood-induced changes in the needs and priorities of the local population prompted a dynamic adjustment in project planning and implementation to better address the immediate challenges posed by the natural disaster.*

*Q.2.2 What solutions have been adopted to reduce the effects produced by the COVID-19 pandemic on the socio-economic development of the assisted population?*

The **COVID-19 pandemic** has disrupted social and economic activities globally. In Pakistan, disease outbreaks and risk management measures imposed in March 2020 have had a significant impact on the well-being of families, particularly the poorest. The lockdown has significantly limited economic activities, especially in the informal sector, decreasing the availability of income while increasing unemployment and food insecurity. In many communities, the pandemic has resulted in the loss of key livelihoods, which have been sold to meet immediate consumption needs. Also, regarding the implementation of the PPR, COVID-19 and related restrictions have had a negative impact, leading to delays in the release of funds, in particular for the last installment, which in turn led to slowdowns in the execution of activities. In this context, the implementation of the Program had to undergo

<sup>18</sup>See PPAF, PPR 2nd Work Plan (July 2015 – June 2016)

important changes, which resulted in a **real response strategy to COVID-19**, developed as an annex to the VI Work Plan of the PPR<sup>19</sup>, where the remaining budget of approximately 2.4 million euros was allocated to respond to the pandemic in the 17 UCs in which activities were still being implemented (pertaining to two of the largest POs, SRSP and NRSP). The main countermeasures adopted are summarized below:

- Introduction of the “Cash-for-Work” Program in the construction of labor-intensive infrastructure in the CPI Component, through which the PPR assumed 100% of the cost of the remaining projects, also directing 15% of the costs to payment of local labor to provide immediate employment and a source of income for approximately 500 families;
- Reallocation of the funds allocated for 96 CPIs, no longer feasible in the remaining period of the Program due to the pandemic, to the LEP Component for the provision of economic recovery packages to 7,523 families, consisting of agricultural and non-agricultural inputs (such as food aid, articles for horticulture, seeds, fertilizers, etc.)
- Operational capital disbursement to beneficiaries (approximately PKR 6,000 each), in order to increase economic resilience and sustainability of assets for long-term income generation;
- Provision of livelihood support based on natural resource management to increase food security, through planting of olive trees for 200 households (approximately PKR 15,000 each) and provision of agricultural and non-agricultural inputs for 800 households (approximately PKR 5,000 each);
- Alignment of the remaining activities of the SM and EHN Components to the COVID-19 scenario, through the use of CIs to convey information on preventive measures and correct hygiene practices, updating healthcare personnel on standard operating procedures and forecasting of tools for distance education of students;
- Additional operating capital outlay for the three olive oil extraction units being procured for the PPR Tied Component.

## 4.2 COHERENCE



### Q.3 To what extent is the program integrated with the actions of the cooperation actors involved in the socio-economic development of the country?

- The PPR presents a **solid internal coherence**, in which the intervention logic of the Program appears well structured, clear and transparent, as well as respected by all the actors involved, during its entire implementation period. Although the Final Evaluation Report raised some doubts regarding the effective integration of the different Components and the adaptation of the activities based on the needs of the communities involved, no further evidence emerges in this regard from this analysis. On the contrary, the complementarity of the interventions and their responsiveness to local needs are identified as the main strengths of the Program.
- As regards its external coherence, the PPR appears to **integrate harmoniously** with the other Italian cooperation initiatives, respecting their main orientations and key sectors of intervention. The comparison between the Program and other socio-economic development interventions in Pakistan also shows its alignment with national and subnational policies in the sector as well as its synergy with the initiatives of other cooperation actors in the country.
- From the analyzes conducted, it emerges that the PPR seems to have left a significant imprint in the context of development initiatives in Pakistan, becoming a **reference model for similar interventions** financed by other donors. In particular, its holistic approach, the strong emphasis placed on the sustainability of projects over time and the implementation strategy

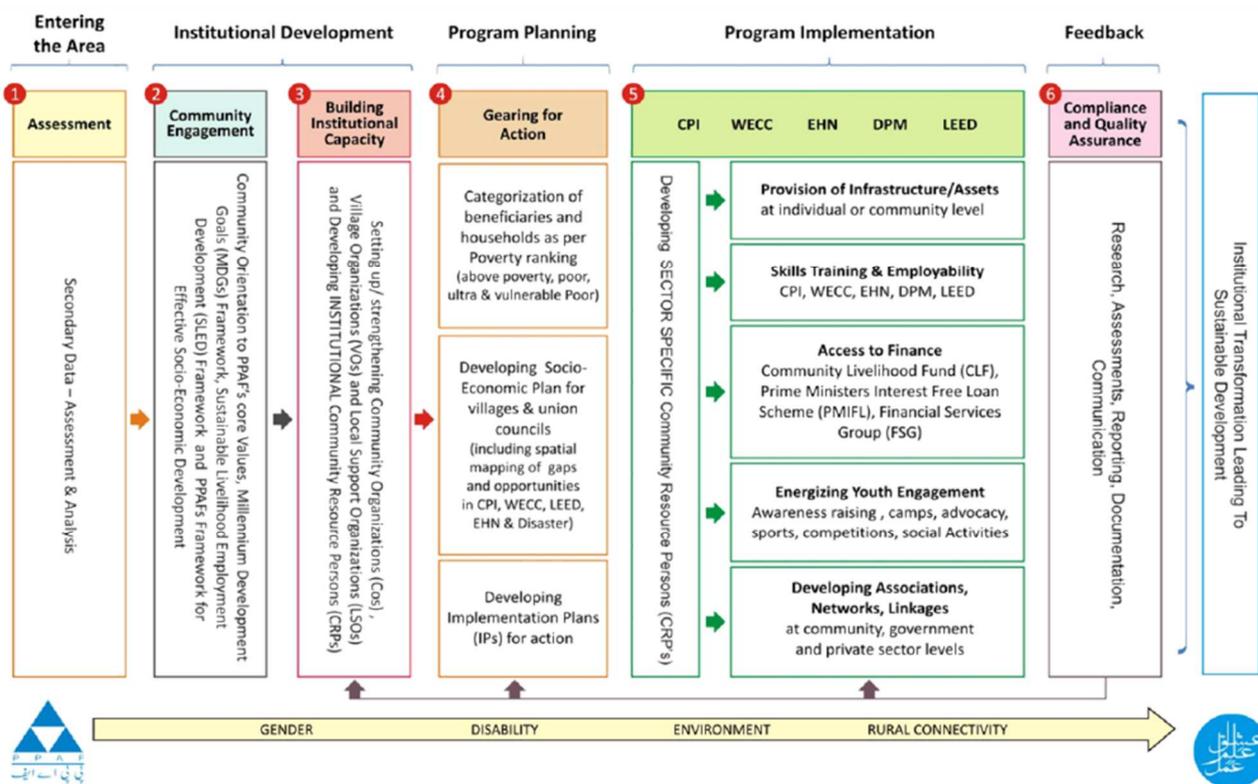
<sup>19</sup>Supporting Economic Resilience & Livelihoods Recovery: A Response to the COVID-19 Emergency under Program for Poverty Reduction (PPR)

based on Development Plans are considered a real paradigm shift for the community-led development approach in the areas involved.

*Q.3.1 To what extent has the program been designed in a coherent and well-structured manner, with particular reference to the identification of objectives, activities and expected results?*

The PPR was designed to reduce poverty by creating sustainable conditions of social and economic development, through five fundamental components (1.SM - Social Mobilization; 2.LEP - Strengthening and Protection of Livelihoods; 3.CPI - Construction and Improvement of small-scale community infrastructure; 4.EHN - Creation of basic services for health and education; 5.Tied component), whose synergistic implementation would have allowed the establishment of a system of social and productive infrastructures as well as social safety nets effective for improving the quality of life of target populations. This strategy was based on an integrated and holistic approach, which included an inclusive and participatory process in which the communities themselves intervened in the planning and implementation of their own development vision based on the fusion of all the elements necessary to address the complex and interconnected social issues, economic and cultural factors that characterize poverty.

Figure 1- Framework of socio-economic transformation of the PPR



Source: PPR Component Strategies

From the analysis of the Program documentation available, the **PPR intervention logic just described appears well structured and coherent**, as well as respected by all the actors involved, during the entire implementation period. It has been clear and transparent since the 2011 Program Agreement, in which its structure is outlined in detail, with particular reference to its general and specific objectives, the expected results, as well as the activities, within each Component, envisaged for their achievement. It is then further developed in the document containing the specific implementation strategies by Component, which also outlines the "PPAF's framework for effective

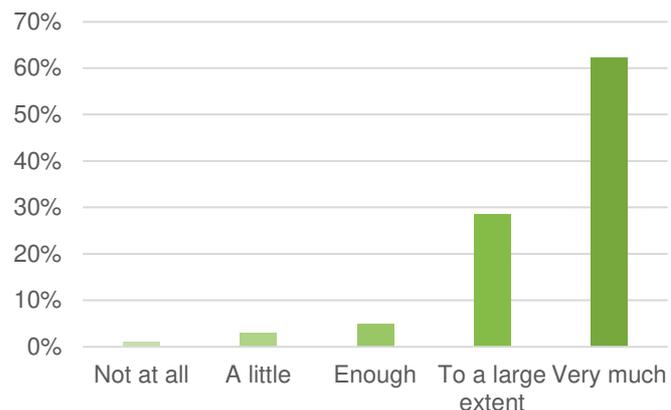
socio-economic transformation"<sup>20</sup>, which details the intervention logic into a series of coherent and interconnected interventions (See Figure 1 above).

It should be underlined that the previous Final Evaluation Report of the PPR raises several doubts regarding the internal coherence of the Program. In particular, a significant concern concerns the lack of well-articulated integration between the different Components and, specifically, between the CPI Component and the LEP and EHN Components, suggesting that their greater coordination could have significantly improved the impact of the PPR. It also raises further doubts about the limited consideration of the diversity and adaptation of activities based on the different geographical areas and the real needs of the communities involved, to avoid the dispersion of interventions and increase their effectiveness.

However, no trace of the doubts just reported emerged during this evaluation activity. On the contrary, all the testimonies collected tend to agree on the fact that the PPR represented a **completely innovative and effective approach to the sector thanks to its integrated structure**, in which the objectives were also clear and the activities to achieve them were designed

taking into account the needs and community priorities. As evidence of this, as can be seen from the graph, approximately 90% of the Community Institutions interviewed believe that the interventions supported by the PPR were to a large extent or very much in line with the needs and requirements identified at local level within the framework of Program objectives.

Graphic 4 - Degree of alignment of interventions with the needs/priorities identified by the CIs



### Q.3.2 To what extent was the program consistent with: a. other Italian cooperation initiatives in the country/globally? b. other similar interventions in Pakistan by the government or other donors?

As regards the **external coherence of the PPR with other Italian cooperation initiatives**, the Program has been harmoniously inserted into this context, reflecting the main guidelines outlined in the Triennial Programming and Guideline Documents from 2010 to today as well as in the Guidelines for the fight against the poverty of Italian cooperation<sup>21</sup> published in 2011. This synergy appears evident in particular on two fronts: on the one hand, with reference to the main sectors of action, which see the centrality of issues relating to agriculture and food safety, human development (with particular reference to health and education/training) and some transversal themes, such as the empowerment of women and other vulnerable groups (minors and people with disabilities) and the protection and enhancement of the environment and cultural heritage; on the other, due to the persistence of Pakistan as a priority geographical area of intervention, in the face of a process of reduction and concentration of Italian cooperation resources towards an increasingly limited number of countries due to the political and humanitarian crises that have absorbed a significant amount of available resources in recent years.

Even when **comparing the PPR with other similar interventions in Pakistan** by the government or other donors, the analysis of the Program reveals its general alignment with the main national and subnational policies. Its holistic approach to poverty reduction in rural areas and its focus on the

<sup>20</sup>PPAF, PPR Component Strategies, 2015

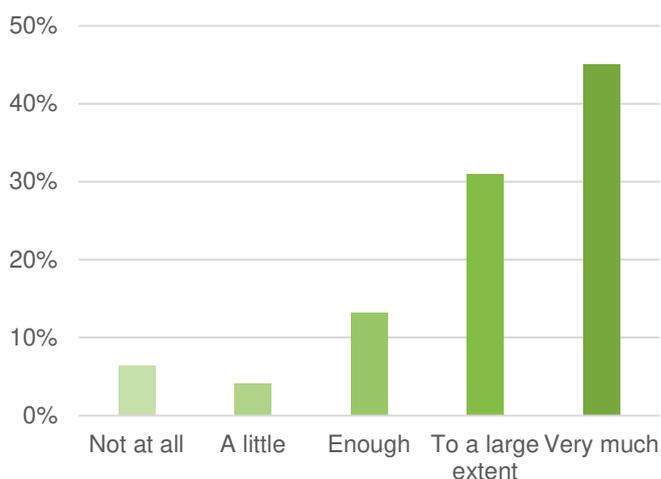
<sup>21</sup>Management Resolution of 16/03/2011, Italian Cooperation. Guidelines for the fight against poverty [https://www.aics.gov.it/wp-content/uploads/2023/10/2011-03-16\\_LineeGuidaLottaPoverta.pdf](https://www.aics.gov.it/wp-content/uploads/2023/10/2011-03-16_LineeGuidaLottaPoverta.pdf)

See in particular Annex 1 - Markers to evaluate whether the cooperation initiative is consistent with the guidelines for the fight against poverty

inclusion of marginalized communities and improving access to infrastructure resources appear to integrate perfectly with the government's development efforts. Indeed, the issue of poverty remains a crucial point for Pakistan, especially in rural areas, where economic growth has not translated into significant improvements in the socio-economic conditions of the poorest and most vulnerable. As a result, the federal government and provincial administrations place particular emphasis on rural support programs and development policies aimed specifically at addressing poverty, geared towards creating greater economic opportunities and providing basic services such as health, nutrition and education. Some notable examples in this regard are: Vision 2025, a multi-sectoral national strategic document for the period 2014-2025; the annual development plans (ADP) drawn up at provincial and national levels; as well as the most recent initiative called Ehsaas Program, which brought together several previous government interventions in the social development sector, now centrally supervised by PASS (Division of Poverty Alleviation and Social Safety).

Finally, it is important to note that the PPR was designed, using the same methodology and contents, on the basis of the Pakistan Poverty Alleviation Fund, financed by the World Bank and considered a leading institution for development in the country for more than two decades now. This inevitably ensured synergy and coordination with other international bilateral and multilateral Programs, as both PPAF and its Partner Organizations were simultaneously implementing projects with other donors. To confirm this, the survey conducted on Community Institutions shows that around 75% consider the projects supported by the PPR to a large extent / very in line with other initiatives

Graphic 5- Degree of alignment of interventions with PPAF initiatives / other donors in the area, for CIs



conducted by the PPAF or other donors in their area, which have worked in a complementary manner, enriching its overall impact.

Among the initiatives financed by other Donors, the testimonies collected reveal significant links in particular with the GRASP (Growth for Rural Advancement and Sustainable Progress) Programs, implemented by PPAF in collaboration with ITC and FAO, and BRACE (Balochistan Rural Development and Community Empowerment Program), implemented by RSPN, NRSP and BRSP in close collaboration with the Government of Balochistan, both funded by the European Union.

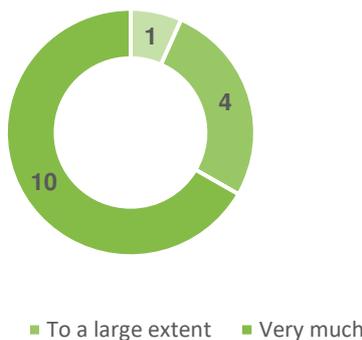
*Q.3.3 To what extent has the program contributed to the definition or promotion of intervention strategies: a. of Italian Cooperation in the country? b. of other donors?*

From the testimonies collected, it clearly emerges how the PPR has left a **significant imprint in the context of development initiatives in Pakistan**, offering a model towards which numerous donors have been directed. Although the objectives and activities of the Program did not differ significantly from other interventions in the sector, its holistic approach seems to have given the PPR a particularly effective and appreciated structure. In addition, a further important aspect appears to concern the strong emphasis placed on the issue of sustainability over time of development initiatives, which seems to be considered a clear paradigm shift introduced by the PPR itself and which has now become central for other organizations and donors operating in the sector in Pakistan.

From the analyzes carried out, it also emerges that the Village Development Plans (VDPs) and the Union Council Development Plans (UCDPs) now seem to represent a model for the community-led development approach implemented in the areas in question, becoming a point of reference

fundamental from which the various donors draw to develop their own initiatives. In this regard, we observe how, in the post-PPR phase, the development process of the Development Plans has been integrated into the strategies of the majority of Partner Organizations, which have aligned the other interventions with the themes identified at community level by the Plans. Overall, POs are considered to have particularly benefited from the Program, accumulating a considerable wealth of experience to rely on and providing them with solid organizational capital with which to replicate the approaches learned for further initiatives with other donors.

Graphic 6 - The PPR as a model for other PO development initiatives



*CI Member, Upper Dir - KP*

*As of now, there hasn't been any similar project initiated by another donor. However, in the event of a new intervention, should another donor approach our committee for consultation, we are committed to advocating for the adoption of the PPR model. We firmly believe that the PPR approach, with its emphasis on community engagement, structured planning, and transparent beneficiary selection, serves as an exemplary model for sustainable development. By recommending this proven methodology, we aim to contribute to the success and positive impact of future projects, aligning them with the principles that have made the PPR initiative effective and impactful.*

The **activities of the Italian Cooperation in Pakistan** are focused on the sector of agricultural development, promoting the improvement of supply chains and the diffusion of specialized crops, strengthening irrigation programs and supporting the most vulnerable communities. These actions largely underpin the PPR approach, and it is possible to argue that the program itself offered a solid starting point for the implementation of this strategy. In recent years, Italian Cooperation has strengthened its presence in those areas of the country already affected by the PPR, supporting development programs focused on environmental protection, agriculture, irrigation and the creation of job opportunities also through ecotourism and the valorization of cultural heritage.

### 4.3 EFFECTIVENESS



#### Q.4 To what extent have the results envisaged by the program been achieved?

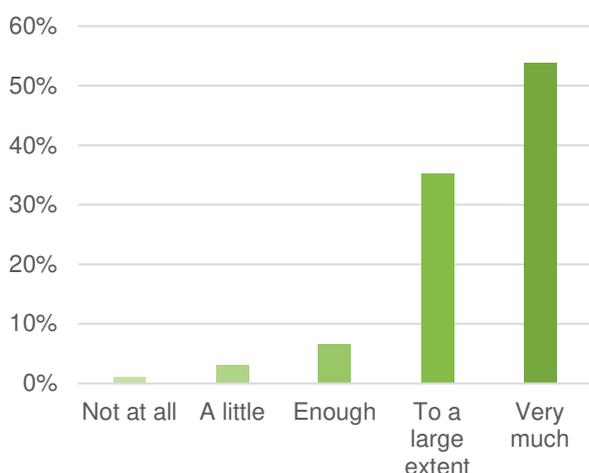
- The PPR overall **exceeded the objectives established in the Results Framework (RBF) for each component**, recording an average rate of achievement of the result indicators of 130%. The analyzes conducted allow us to confirm the conclusions of the previous monitoring and evaluation activities of the PPR in this regard: the testimonies collected during the field investigations indicate a general satisfaction on the part of all the actors involved, while the quantitative analyzes verified the reliability of the results reported in the Project Completion Report, in turn obtained through the triangulation of data from different sources. In this regard, it should be noted that, although a detailed investigation similar to that of the baseline study was not conducted, the robustness of the results and their statistical significance appear to be guaranteed.
- The **PPR M&E system**, which has accompanied the Program since its inception, is based on a robust M&E Framework, initially developed in consultation with the World Bank and subsequently revised under the Program's Tied Quota. As a whole, it appears particularly vast and complex, providing for a plurality of different roles, products and procedures that are at times excessively articulated, and generate some methodologically critical issues, such as the presence of non-SMART indicators, the lack of local secondary data necessary for the triangulation of results, the complexity of the survey tools and the excessive volume of data produced.

*Q.4.1 To what extent have the different components of the program achieved results according to the original planning?*

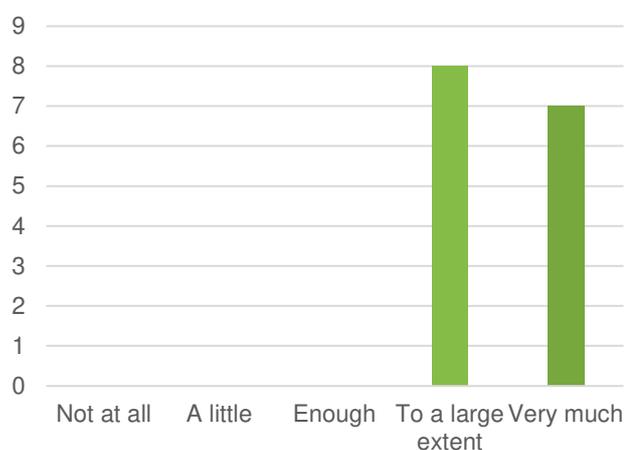
Overall, most of the objectives agreed upon within the Results-based Framework of the PPR were achieved and, in some cases, even exceeded the expected targets, with an **average achievement of the result indicators of 132%**. The Program activities have successfully participated in the achievement of most of the objectives set in all Components, contributing to reducing poverty and increasing the levels of well-being of families in the intervention areas. In this regard, the analyzes conducted made it possible to confirm the conclusions that emerged during the previous monitoring and evaluation activities of the PPR.

From the testimonies collected during the field investigations, a **general sense of satisfaction emerges on the part of all the actors involved** regarding the degree of achievement of the Program results, a satisfaction confirmed by all the Partner Organizations and by as many as 90% of the Community Institutions.

Graphic 8 - Degree of achievement of the Program results according to the CIs



Graphic 7 - Degree of achievement of the Program results according to the POs



From a quantitative point of view, the analyzes also made it possible to verify and validate the reliability of the results reported in the Project Completion Report, in turn obtained through the triangulation of the data coming from the baseline study, from the Management Information System (MIS), from Mid-term and Final Evaluation Reports, as well as the beneficiary satisfaction survey. Below, the main results achieved for each Component are summarized. For a more exhaustive analysis, beyond the scope of this evaluation activity, please refer to the Results-based Framework reported in the Project Completion Report.

**I. Social Mobilization (SM)**

Overall, PPR's social mobilization efforts were effective. The program exceeded the expected results, contributing to the training of Community institutions at different levels, encouraging the participation of women in public spaces, activating training and capacity building paths for the benefit of the beneficiaries and encouraging the construction of virtuous connections between the public and private. To monitor the achievement of the specific objective of "strengthening the social structure and community organizations, leading to greater empowerment of local communities and their greater capacity to relate to central institutions, other organizations and markets", eight main indicators of results were foreseen within the Results-based Framework, divided in turn into 19 targets. Of these, most were achieved, if not exceeded, reaching an **average achievement rate of 126%**, with only 3 targets not met. Progress against each indicator is reported in the table below:

Table 3 - Result Indicators of the SM Component

EXPECTED RESULT			
Strengthened social structure and community organizations, with greater empowerment of local communities and greater capacity to relate to central institutions, other organizations and markets			
INDICATOR	Target	Result	% Achievement
1.1 At least 60% of families in the target UCs are members of community institutions with 50% female enrollment	60%	71%	118%
	50%	43%	86%
1.2 At least 60% of the target poor (PSC: 0-23), of which 60% are the poorest families (PSC: 0-18), are members of community organizations	60%	66%	110%
	60%	48%	80%
1.3 At least 4,500 community institutions have been formed/strengthened, including 4,000 first-level, 500 second-level and 38 third-level organizations, and 60% of these meets regularly	4,500	4,922	109%
	4,000	4,232	106%
	500	648	130%
	38	42	111%
1.4 At least 60% of first level organizations (including 50% of WCI) are grouped into village-level organizations and at least 40% of these (including 50% of WCI) are federated to a higher/UC level	60%	57%	95%
	60%	73%	122%
	50%	80%	160%
	40%	91%	228%
1.5 At least 50% of community institutions across all three levels, including 50% of WCIs, show evidence of democratic decision-making in relation to internal organizational management and external decision-making <sup>22</sup>	50%	80%	160%
	50%	80%	160%
1.6 25% of the heads of third level community institutions are women	50%	73%	146%
	50%	58%	116%
1.7 70% of the priorities identified by the WCIs are included in the VDPs and UCDPs and 40% of the WCIs are involved in the implementation of project interventions	25%	27%	108%
	70%	86%	123%
1.8 70% of conflicts brought to community institutions are mediated through a participatory process in accordance with constitutional and legal provisions	40%	73%	183%
	70%	76%	109%

## II. Livelihood Enhancement and Protection (LEP)

Livelihoods enhancement and protection activities have been successful in increasing the income of the most vulnerable members of communities, through skills-based training courses and apprenticeships, the provision of financial services, the development of linkages with the public and private sectors and the transfer of assets, all aimed at supporting beneficiaries in creating and growing their own micro-enterprises, both agricultural and non-agricultural. To monitor the achievement of the specific objective of "establishing an effective social safety net for the benefit of the poorest sections of the population, in particular women, children, the elderly and disabled", three main result indicators have been foreseen within the Results-based Framework, further divided into 7 targets. Of these, approximately half were achieved, and in two cases exceeded, **reaching an average of 140%**. Progress against each indicator is reported in the table below:

Table 4 - Result Indicators of the LEP Component

EXPECTED RESULT			
An effective social safety net has been established for the poorest sections of the population, in particular women, children, the elderly and disabled			
INDICATOR	Target	Result	% Achievement
2.1 At least 40% of the poorest target (PSC 0-18), in particular women (50% FHH), elderly and disabled people (40% of people with disabilities identified in the population), have benefited from productive assets which have led to an increase of their family income and/or assets	40%	93%	233%
	50%	44%	88%
	40%	36%	90%
2.2 Communities that received the Community Livelihood Fund (50% women beneficiaries) rotate savings for internal loans and maintain repayment rates of at least 95%	50%	50%	100%
	95%	80%	84%
2.3 50% of the beneficiaries (40% women) became self-employed or hired through other sources following professional training courses	50%	95%	190%
	40%	79%	198%

<sup>22</sup>From the Project Completion Report: "Democratic decision-making refers to election-based approaches, 70% of CI members approving and signing resolutions, and 70% of LSO and VO members participating in the development of VDPs/UCDPs"

### III. Community Physical Infrastructure (CPI)

By addressing the priority needs identified in the VDPs and UCDPs, PPR investments in small community physical infrastructure have significantly increased beneficiaries' access to basic resources and facilities. The availability of clean, potable water appears to have significantly improved, as does the provision of drainage systems and sanitation, allowing for better control of hygiene, cleanliness and disease within communities. The creation of roads and bridges has made it possible to reduce travel times to basic structures (administrative, educational and healthcare) and markets, while the supply of renewable energy resources guarantees clean and reliable energy for families and the construction of protection and dams helps reduce flood damage. To monitor the achievement of the specific objective of "creating and putting into operation local productive infrastructures (water infrastructure, civil and energy works, access to markets, wells, roads, pipelines, electricity networks, etc.)", five main result indicators were foreseen within the Results-based Framework, divided in turn into 7 targets. Of these, the majority were achieved or even exceeded, with an **average achievement of 107%** and only two targets not met. Progress against each indicator is reported in the table below:

Table 5 - Result Indicators of the CPI Component

EXPECTED RESULT			
Local productive infrastructures (water infrastructures, civil and energy works, access to markets, wells, roads, pipelines, electricity networks, etc.) built and functioning			
INDICATOR	Target	Result	% Achievement
3.1 100% of infrastructure projects are disaster resilient, gender sensitive and respectful of people with disabilities	100%	Not measured <sup>23</sup>	----
3.2 At least 30% improvement in community access (80% poor PSC 0-23) to drinking water and adequate sanitation thanks to the infrastructure built	30%	61%	203%
	80%	86%	108%
3.3 At least 30% improvement in community access to irrigation water thanks to build infrastructure	30%	18%	60%
3.4 75% of all infrastructure projects benefit poor families (PSC 0-23)	75%	76%	101%
3.5 At least 80% of infrastructure projects are in use and well maintained, targeting target communities, particularly the poorest families, and at least 50% of these projects directly benefit women	80%	53%	66%
	50%	53%	106%

### IV. Basic services: education, health and nutrition (EHN)

Under the education, health and nutrition component, the PPR has effectively contributed to strengthening and establishing government and community health centers as well as providing them with goods, equipment and services for their smooth functioning. Community members benefited from training and capacity building courses, medical visits, health and hygiene awareness sessions and pilot programs to combat malnutrition. As regards the educational part of the component, the interventions implemented, which included among other things the development of school infrastructures, teacher training and the supply of materials, proved to be particularly effective, leading to an increase in enrollment rates in all districts involved. To monitor the achievement of the specific objective of "Ensuring the access of the local population to basic social and health services, including education", nine main result indicators have been foreseen within the Results-based Framework corresponding to 7 targets. Of these, the majority were achieved and exceeded, with only two targets not met and the highest average achievement among all the Components, **equal to 155%**. Progress against each indicator is reported in the table below:

<sup>23</sup>The Project Completion Report highlights the complexity of this indicator which complicates its measurement. In this regard, the Report highlights that, although the structures are relatively appropriate for women and people with disabilities, there is no evidence of their resistance to natural disasters, with the exception of flood protection walls.

Table 6 - Result Indicators of the EHN Component

EXPECTED RESULT			
Access of the local population to basic social and health services, including education			
INDICATOR	Target	Result	% Achievement
4.1 20% of all out-of-school children (5-16 years) are enrolled each year and tracked by name to ensure they attend school for the duration of the project and beyond	20%	25%	125%
4.2 At least 80% of those enrolled continued their studies throughout the entire project cycle	80%	99%	124%
4.3 At least 50% of children registered with the PPR are girls	50%	43%	86%
4.4 80% of teachers trained on improved teaching methodologies used them in the classroom	80%	50%	63%
4.5 80% of parents declare that they are satisfied with the educational services of the project	80%	78%	98%
4.6 20% increase in the use of primary health services by communities at health facilities	20%	Not measured <sup>24</sup>	
4.7 50% of pregnant women received antenatal and postnatal care (ANC and PNC) in the target areas	50%	212%	424%
4.8 30% of target families reported an increase in hygiene-related knowledge and practices <sup>25</sup> and nutrition	30%	61%	203%
4.9 80% of women say they are satisfied with the project's health services	80%	94%	118%

#### Q.4.2 To what extent and with what reliability have the M&E activities ensured learning and acquired evidence of the Program's results?

The entire PPR monitoring and evaluation system was guided by an **M&E Framework**, developed in consultation with the World Bank, under its Advisory Services Agreement with the DGCS signed in 2012, and subsequently revised in 2016 by an external consultant hired as part of the Tied Quota of the Program. From the documentary analysis carried out, the M&E system appears to have been in place since the beginning of the PPR: the main result indicators, already listed in the 2011 Program Agreement together with the general distribution of roles among the actors involved, appear quantified starting from the first Work Plan dating back to 2013, while the requirements and procedures relating to the M&E process were then further detailed in the document on Component Strategies formulated in 2015.

The **Results-based Framework** of the PPR follows a chain structure that connects inputs, activities, outputs, outcomes and impact starting from a logic such that each level, monitored through a series of indicators divided by components, contributes to the achievement of the general objectives and specific. The measurement of the baseline of the indicators was entrusted to the third-party company M/S AASA Consulting in 2015. The progress was then recorded by the Partner Organizations on a quarterly basis in terms of activity output, result indicators and expenditure, resulting in a total of 31 Quarterly Progress Report (QPR) prepared by PPAF. To support the M&E system, different roles and responsibilities have been envisaged and detailed for the POs and the different PPAF units and a dedicated Management Information System (MIS) has been developed, together with specific training courses and workshops to strengthen the capabilities of monitoring and evaluation of the actors involved, in particular for Partner Organizations. Joint field visits were also organized by members of different PPAF units in order to separately survey both physical and financial progress relating to specific areas covered by the Program.

A further integrated monitoring mechanism was then developed, which involved the implementation of Implementation Support Missions (ISM) by the World Bank and the Technical Office of AICS and/or the Italian Embassy, in order to verify the performance, progress and compliance of the PPR

<sup>24</sup>The Project Completion Report reports that there is no answer to this indicator. Although there has been an increase in visits to primary health facilities, it could also be attributed to collaboration with District Health Officer (DHO) offices to improve standards of service delivery through adequate reporting, monitoring and supervision.

<sup>25</sup>From the Project Completion Report: "Hygiene includes awareness of hand-washing, latrine use and safe drinking water."

and provide indications for improvement, which have resulted in the drafting of specific Aide Memoire. Furthermore, as part of its oversight role, the World Bank conducted the Mid-Term Review (MTR) of the program in May 2016 with the aim, among other things, of providing the necessary support and guidance to review the Work Plan in light of the extension of the duration of the Program. In addition to the monitoring actions, various independent evaluation activities were foreseen during the PPR: specifically, an in-depth evaluation for each of the four components and some thematic in-depth studies, in addition to the Mid-term Evaluation, carried out in June 2018 by the APEX Consulting company, and the Final Evaluation, conducted by the SEBCON company in December 2021. A beneficiary satisfaction survey was finally administered in 2019.

In general, the data collected during this evaluation exercise **confirms the implementation of all the activities envisaged by the Monitoring and Evaluation system just described**. Overall, however, it must be underlined that it is particularly complex and articulated, giving rise to a series of complications of a methodological nature, already highlighted in the Report on the M&E System drawn up within the Tied Quota of the PPR. In particular, some **critical issues encountered** by the Evaluation Team are the following:

- The presence of non-SMART and difficult-to-measure result indicators;
- The lack of secondary data at the local level for triangulation of results;
- The complexity and length of the envisaged detection tools;
- The enormous amount of data and information produced which is sometimes difficult to analyze.

It should also be noted that, from the analyzes conducted, the reasons that motivated the need to request further consultancy for the revision of the M&E system within the Tied Quota of the Program do not clearly emerge, since, based on the Agreement stipulated, these activities should have been included among the responsibilities and tasks attributed to the World Bank. A confirmation of the reasons that justified the use of additional resources for this initiative was not possible, due to the lack of direct witnesses in this regard. An in-depth analysis would be very useful for an accurate evaluation of the effectiveness of the management and allocation of resources.

## 4.4 EFFICIENCY



**Q.5 To what extent did the program's management and steering bodies allow for optimal execution of the planned activities?**

- The Program, structured through integrated components and distributed over a large geographical area, involved numerous subjects, including institutional actors, the PPAF as implementing body, the Italian Coordination Office (UCI) in Pakistan and the World Bank. The Italian Coordination Office had the role of ensuring strategic coordination and participated in the main operational decisions. Despite some rigidities in execution, **the overall management mechanism is considered adequate for the needs of the project**.
- The **Partner Organizations (POs) have demonstrated good organizational capacity and the availability of adequate technical means**. The most critical aspect was the ability to tackle an integrated program with different components and the need to have diversified specialist skills.
- The program used a **complex monitoring and evaluation system**, through a dedicated PPAF Monitoring Unit and biannual visits carried out by the World Bank. The information produced by this system influenced strategic choices in real time, allowing adjustments and adaptations to be made according to identified needs.

*Q.5.1 To what extent did the management bodies (in particular the Italian on-site coordination office) effectively guide the implementation of the activities?*

The Program, as it was structured through integrated components and distributed over a large geographical area, required a rather **articulated and complex management mechanism, that saw the involvement of numerous subjects**. In addition to the institutional actors, who signed the 2009 Program Agreement and the related Financial Agreement, the management of the PPR saw the PPAF as the implementing body, the support of the Italian Coordination Office (UCI) in Pakistan and the World Bank (WB), the use of a series of Partner Organizations (PO) for the operational methods at local level and finally the involvement of Community Organizations, through which the final beneficiaries were reached.

The central entity in terms of executive responsibility is undoubtedly the PPAF, which has made available a very efficient and tested structure for implementation, already active in the management of previous programs financed by the World Bank. The World Bank, through a specific agreement, took charge of monitoring the program on the basis of the procedures already adopted, while the UCI had to ensure strategic coordination and participation in the main operational decisions. Following the PPAF, the POs were selected through a rigorous evaluation process and oversaw the implementation of the projects on site, through the application of the community participation model, in order to ensure social mobilization, identification and programming of interventions, the construction and maintenance of infrastructure, the supply of assets and the correct implementation of interventions in the social sector.

The overall management mechanism is to be considered **adequate to the needs of a complex project such as the PPR**, although it has presented some implementation rigidities, in particular in the management of administrative procedures by the PPAF. Some differences in judgment were found in the interaction between PPAF and POs, while in the field the POs were able to intercept the needs of the communities and organize the activities with generally recognized effectiveness. In particular, the field visits highlighted the spirit of collaboration between the different local actors, who shared progress and experiences. The meetings at the LSO level have always seen a wide participation of the Village Organizations (VO), which has promoted continuous communication and connection between all the organizations in the different areas.

As regards the role of the Italian side, as mentioned this consisted more than anything else in the strategic direction of the program. No documents were found to testify to specific policy interventions, but the interviews carried out, in particular with PPAF and WB, confirmed the participation of the Italian side in the decision-making processes and the active collaboration in the search for effective solutions to specific problems. The Italian staff on site, at the Local Technical Unit first and at AICS afterwards, followed the implementation of the program, also trying to take care of the significant aspects (sustainability, social inclusion, income-generating activities), in synergy with other activities of international cooperation in the country.

#### *Q.5.2 To what extent did the management and technical capabilities of the Partner Organizations collaborate in the planning and execution of the activities?*

The Program was implemented on the ground with the participation of 17 Partner Organizations, selected through a transparent process managed by the PPAF and entrusted to an independent body. In essence, these organizations largely had consolidated experience in the area and a previous habit of operating with PPAF. The presence of NGOs that are deeply rooted in specific areas is a traditional strong point of development activity in Pakistan, and the international donor community uses this support in a very articulate way. In general, these organizations **have good organizational capacity and have adequate technical means to operate in even remote rural contexts**. Rather, the problem in the case of the PPR consisted of their ability to deal with an integrated program, with different components and therefore the need for diversified specialist skills. The previous Final Evaluation carried out a sample analysis of the capabilities of some of the POs used, based on a series of performance indicators. The result was that some "large" POs, more structured and with broad skills, obtained the highest scores, but on the other hand sectoral

specialization and proximity to communities, especially typical of smaller organizations, are strong elements to determine operational efficiency.

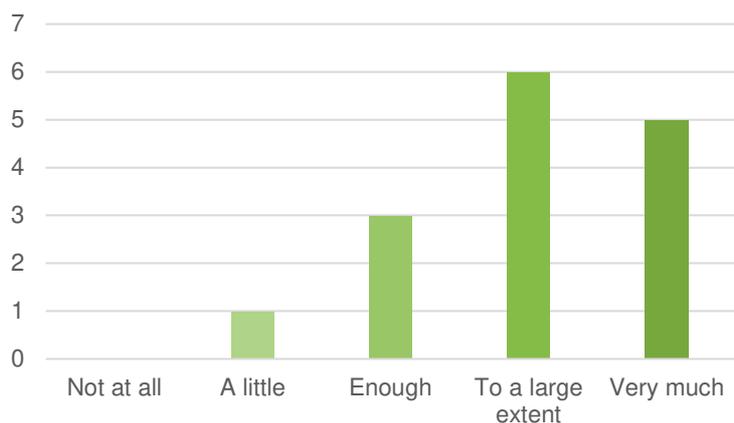
Feedback collected from interviews with local communities demonstrates that **POs worked closely with local communities**, enabling them to identify their needs, develop plans and actively participate in the implementation and maintenance of projects. The interviews highlight a positive synergy between the management and technical capabilities of the POs, which effectively contributed to guiding the process of developing and implementing Village Development Plans (VDPs) within the PPR. In the Focus Groups held with the communities, examples were given of the reprogramming actions implemented in response to natural disasters (particularly in 2015), demonstrating a proactive approach of the POs in planning and execution, with a strong integration of technical capabilities (solutions to specific problems, especially infrastructure) with strategic planning.

*Q.5.3 To what extent has the information produced by the monitoring and evaluation system served to guide the strategic and operational choices of the Program?*

As previously mentioned, the PPR used an articulated and complex monitoring system, largely borrowed from the previous program financed by the World Bank. The PPAF had a specific Monitoring Unit in operation, with the task of processing the data collected in the field and transmitted by the POs and drawing up quarterly monitoring reports. The WB, on the basis of the Service Agreement with the Italian Government, carried out six-monthly visits to the program and formulated observations and requests for adjustments to the Operational Plans. The Italian side did not participate in the collection of information, but was involved in the analysis and making strategic decisions.

All executive partners agree on the importance of the **monitoring and evaluation (M&E) system in guiding strategic and operational choices**. The interviews indicate that data collection was carried out regularly, in line with the monitoring plan, allowing for a robust system of verification of progress and results. The information produced by the M&E system was therefore constantly available for analysis and decision making.

Graphic 9 - Appreciation of the POs on the ability of the M&E system to guide the PPR activities



The POs interviewed recognized that the results of the M&E system were very effective in reorienting program activities during their implementation, implying that the data collected influenced strategic choices in real time, allowing adjustments and adaptations to be made as needed.

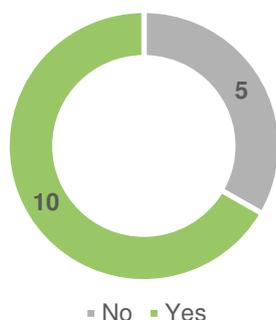
On the other hand, the monitoring indicators, defined in the initial phase and subsequently revised with the contribution of external consultants, were not immediately readable and not directly linked to the project

outputs. The latter saw the development of targets in the implementation phase itself, through a fine-tuning process managed by the internal structures of the PPAF. The widespread presence of the POs in the territory and the constant involvement of the communities constituted the added value of the programming, which took the monitoring results into due consideration.

*Q.5.4 What measures have been implemented to overcome the obstacles encountered during the execution of the activities?*

The implementing partners highlighted in the interviews that they encountered **no relevant obstacles during the execution of the activities**, and none indicated that they encountered significant problems during the implementation. Obviously, the long duration of the program may have generated difficulties, but POs stated that they had adequately addressed them within the implementation framework itself. The major problems essentially concerned:

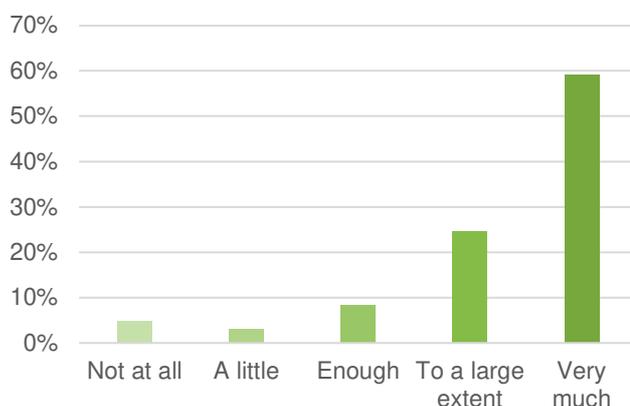
Graphic 10 - Obstacles and critical issues during implementation for POs



- administrative / financial aspects - timely release of funds by the PPAF, issuing of no-objection certificates, increase in material costs;
- social aspects - constraints on women's participation for religious and cultural reasons, difficulties in decision-making processes at community level;
- contingent elements - impact of COVID-19, security concerns, political interference.

The Community institutions interviewed also confirmed the ability of the actors to manage the problems. Overall, over 80% of the CIs interviewed gave a very positive opinion on the bodies implementing the PPR. On the other hand, the measures adopted to address the difficulties were not directly included in the planning, but rather were resolved once again by leveraging the involvement of the communities: the active participation and strengthening of local actors were the most relevant means to address the challenges encountered.

Graphic 11 - Perception of the ability of the performers to overcome obstacles



**Q.6 To what extent have the available resources been mobilized in a timely manner and aimed at carrying out the planned activities?**

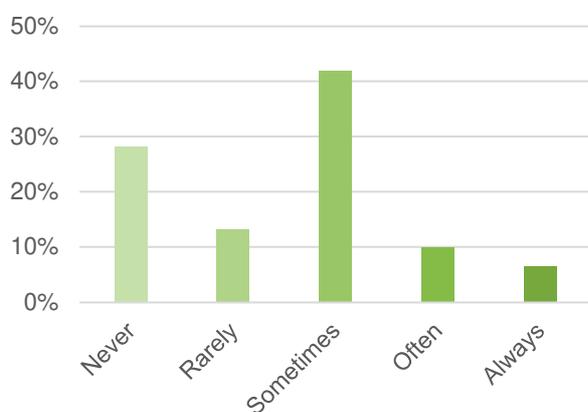
- Project activities were carried out largely **in accordance with the original plan**, with limited modifications and effective management. Unforeseen events such as environmental issues and the COVID-19 pandemic have required adaptations, but have not prevented the achievement of expected results.
- The program was financed through **subsequent disbursements regulated by a financial agreement**. Despite some rigidities in financial and administrative management which caused delays, the PPAF applied well-established and appropriate management methods. Some partner organizations contributed their own resources to meet the timing of the commitments made.
- The multisectoral approach adopted by the program has made it possible **to effectively address the challenges linked to poverty**, integrating interventions across sectors and territories and strengthening institutional capacities. The implementation of multi-sectoral activities has favored larger and more structured organizations, highlighting the need for planning that is attentive to the specific needs of the territories.

- The program contributed to **institutional strengthening at the local level**, increasing the participation and responsibility of community institutions in decisions and initiatives, a key factor in ensuring lasting results beyond the end of the Program.

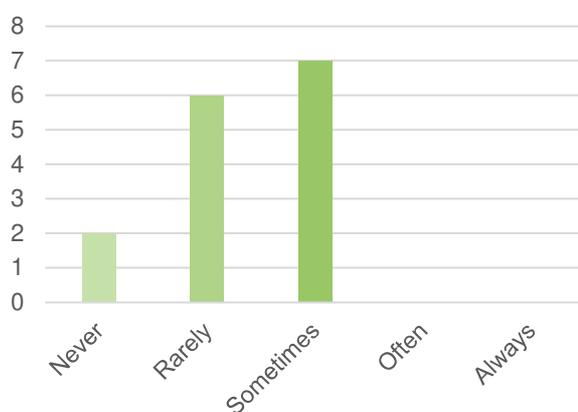
*Q.6.1 To what extent were the project activities carried out in accordance with the original plan?*

The feedback found in the interviews returns a substantially similar picture, as regards the responses of the implementing subjects (POs) and beneficiaries (CIs), regarding the **adherence of the activities to the original program plan**. The changes that became necessary were rather limited and, in any case, largely within the norm of a complex program carried out over a rather long period of time. None of the interviewees reported cases of complete revision of the activities, such as to call into question the achievement of the results.

Graphic 13 - Substantial changes compared to the initial planning (CIs)



Graphic 12 - Substantial changes compared to the initial planning (POs)

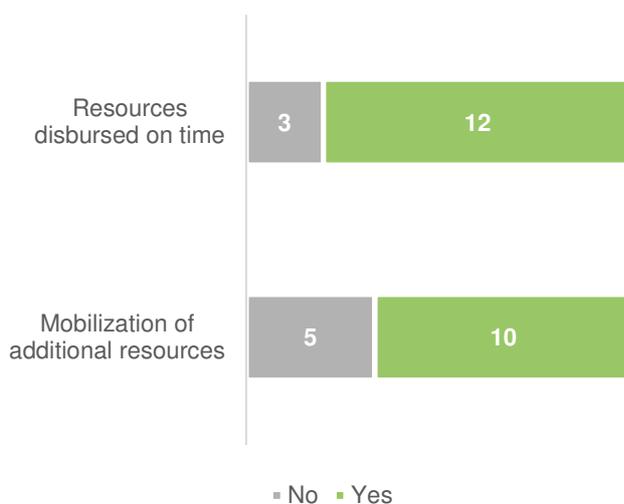


Taking into account the fact that primary needs were identified in a participatory way, **the primary causes of the changes refer to unforeseen events**, such as environmental issues and the COVID-19 pandemic. The implementing partners therefore committed to maintaining a balance between planned activities and evolving needs on the ground. In the spirit of an integrated project, the PPAF had in fact developed an overall strategy for the PPR and the execution lines for each component, leaving the definition of the specific activities to subsequent Operational Plans. This model actually made it possible to adapt planning to different needs and to follow its progressive implementation.

*Q.6.2 Has the financial and administrative management of the program contributed to the efficient mobilization of available resources?*

The program was financed through the disbursement of 4 successive tranches, **the mechanism of which was regulated by a Financial Agreement** signed in February 2011 between the Pakistani Government (Ministry of Finance) and Artigiancassa Spa for the Italian part. The Ministry of Finance then transferred the funds to the PPAF, and from these to the POs, who physically carried out the activities. Feedback from implementing partners indicates that there were some issues around financial and administrative management, that affected the effective mobilization of resources.

Graphic 14 - Efficiency in resource mobilization according to POs



Once the funds were available, the PPAF applied **consolidated and appropriate administrative and financial management methods to the program**, already tested during the execution of the previous program financed by the World Bank. Based on the interviews carried out, most of the Partner Organizations, despite having received the funds on time, testified to a **certain rigidity in the PPAF system**, which in some cases led to delays in the execution of the activities. Furthermore, some organizations also declared that they contributed their own resources to the program, in order to ensure compliance with the commitments made with the communities in the expected times and ways.

The previous Final Evaluation Report also highlighted some problems in administrative management, in relation to the beneficiary communities. The process of purchasing goods and providing services followed a standard procedure developed by the PPAF which was often judged to be too bureaucratic and certainly led to some delays and inefficiencies from a management point of view. In particular, the communities have in some cases complained about the excessive length of time spent collecting information by the partner organization and transferring this information to the PPAF, as well as the waiting times for receiving the relevant spending authorizations. The understandable need to keep adequate track of the acts of purchase and transmission of goods and services has therefore clashed with the limits of the administrative capacity of the communities, which has often burdened the timing of the conclusion of the entire process.

As regards the tied component, no elements have been reported that have influenced the performance of the activities from an administrative point of view, concentrated in a few contracts of important financial value. These were mostly services, carried out over the duration of the Program, which were managed by the PPAF according to consolidated international procedures. In only one case goods were of Italian origin, concerning the sale and installation of three pieces of equipment for the treatment of olives. This required a particularly demanding process for the application of European legislation, which caused difficulties in the administrative management phase and in the transfer of assets to the country.

### *Q.6.3 To what extent has the multisectoral approach adopted by the program envisaged and benefited from integrated management, from a territorial perspective of strengthening institutions?*

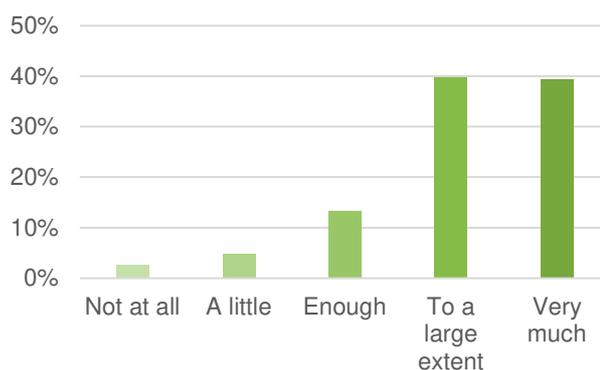
Overall, the multisectoral approach significantly benefited from integrated management practices, enabling the program to effectively address poverty-related challenges by integrating interventions across sectors and territories while strengthening institutional capacities for sustainable development. **The integrated approach therefore constituted the real strength of the PPR project design**, articulating the activities in the various districts on the four components (social mobilization, protection and livelihoods, small community infrastructures, basic health and educational services).

Especially at a local level, the communities have shown their appreciation for this method of execution, managing to identify the interventions considering the specific needs and characteristics of the territories. In general, approximately 80% of those interviewed declared that they had used an integrated approach to identifying needs and over 90% expressed appreciation for this method.

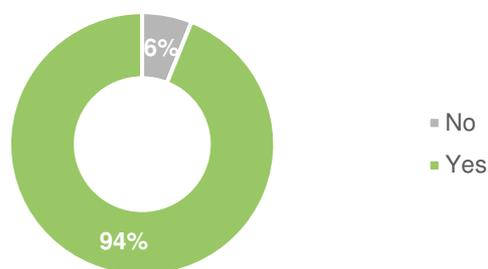
On the other hand, this type of intervention has led to some difficulties in the operation of the partner organizations selected to support the implementation of the interventions. As mentioned previously, POs are quite diversified, sometimes enjoying broad experience and territorial roots and in other cases a more limited scope in terms of skills and distribution across the territory. In this sense, the implementation of multi-sectoral activities has necessarily favored the capabilities of larger and more structured organizations.

Finally, it should be noted that the general scheme of interventions was the same in all areas and was applied to all beneficiaries, the result being that adequate emphasis was not always given to specific needs and requirements. However, the program **contributed effectively to institutional strengthening at the local level**. It has given greater power to community institutions and their governing bodies, increasing the level of participation in the decisions made and the assumption of responsibility for the initiatives to be taken. This local empowerment is also fundamental to achieving lasting results beyond the duration of the program.

Graphic 15 - Level of integration of interventions according to CIs



Graphic 16 - Effectiveness of integrated management in achieving results according to CIs



## 4.5 IMPACT



**Q.7 Do the socio-economic, cultural and environmental effects obtained from the program contribute to the reduction of poverty and the improvement of the living conditions of the populations involved?**

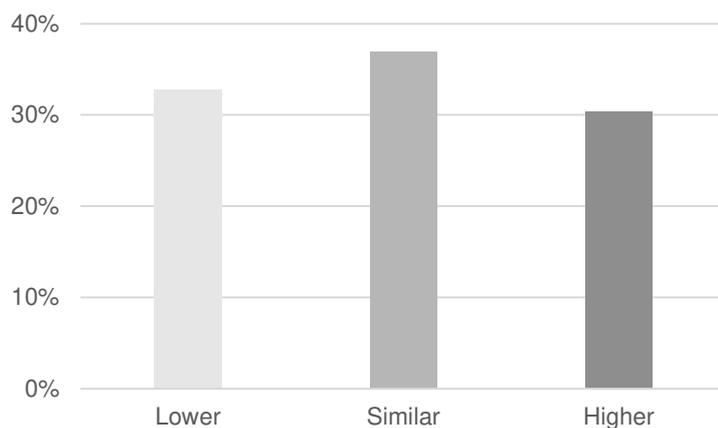
- The program has **strengthened local skills and improved community governance**, with a significant increase in family participation in community institutions and the participatory development of village development plans. These plans have positively influenced the development policies of the Union Councils (UCs), promoting democratic decision-making and responsiveness to the needs of the most disadvantaged communities.
- The program has led to an **increase in income of 32%** for over 40% of the beneficiary population, with **improved access to social security mechanisms**. These results were obtained thanks to the fact that the interventions were mainly aimed at the poorest and most vulnerable segments of the population, profitably using the Poverty Score Card methodology.
- Building and improving community physical infrastructure **has boosted the local economy and job market**, improving access to markets and supporting small business. This has created new job opportunities and contributed to economic diversification.

- The program has **improved access to health and educational services**, reducing social vulnerability and contributing to active participation in local economic development. Access to education and health services showed a positive trend, reflecting a favorable impact on the reduction of poverty and social vulnerability.

### *Q.7.1 What are the main changes in socio-economic development processes generated by the program's support to grassroots and federative organizations?*

The support provided by the program to community organizations in Pakistan has led to significant changes in socioeconomic development processes, based on assessments carried out by the evaluation team. The implementation of the program has in fact led to a **strengthening of local skills**, in particular through the lasting involvement of Community institutions in decision-making and planning processes. Furthermore, community governance has undergone clear improvements, through the development of village development plans (VDPs), which have fed into the development plans of Union Councils (UCs). The approach used to identify community-level projects served as a model for subsequent initiatives, also funded by other donors.

Graphic 17 - Level of community participation two years after the closure of the PPR



The impact of the PPR two years after its closure can be confirmed as positive, since there is a general appreciation among the communities for the **level of participation of families within the institutions** created or strengthened. 30% of those interviewed consider this participation to be increasing, while for a further 37% it has remained the same two years after the closure of the activities. Furthermore, 100% of those who gave a favorable opinion believe that this increase can be attributed to the contribution of the PPR.

As also documented in the previous Final Evaluation Report, the support offered by the PPR to community organizations has led to significant effects in the organization of communities, significantly contributing to their strengthening and articulation, federating them into second level rural bodies (VO) and further into organizations of local support within the Union Councils (LSOs). This community-led process enabled the nuanced development of **democratic decision-making and gave visibility to the priorities of the most disadvantaged communities**, ensuring that interventions were better aligned with the needs of community members. Social mobilization was therefore identified as the strategic means to create development, implement the activities in the different components of the program and act in proactive terms to strengthen the provision of more cost-effective and needs-based services. The community-driven approach adopted involved the transfer of responsibility for managing, implementing and supporting interventions directly to community members. This approach has promoted a **culture of government-community-local organizations partnership**, considering the latter as development partners in their own right. This approach remains valid even after the conclusion of the PPR: as previously mentioned, almost all of the CIs still exist, and the decision-making process based on consensus is still the basis of government schemes.

A particular aspect on which attention has been focused and in which the Italian AICS staff has played an important role is the promotion of capacity building activities carried out by the Program. An important effort has been made, especially through the linked component of the PPR, to improve the skills and capabilities of the beneficiaries, as demonstrated in numerous interviews. Training in

several areas, including community management and leader development, has had a positive impact on beneficiaries, leading to lasting consequences: increased income, improved production systems, enhanced women's roles and better links with the public and private sectors. On the other hand, concerns have been expressed about possible changes in the future level of community participation in community institutions. In some cases, there has been a decline in participation due mainly to a lack of resources. The absence of a support structure such as that provided by the PPR clearly impacts the community's ability to maintain the same level of involvement. It remains to be demonstrated that through the knowledge and experience gained during the project, community members remain participatory in governance and decision-making, maintaining responsibility for development initiatives.

*D.7.2 To what extent have the income and access to social protection networks of the poorest sections of the population increased?*

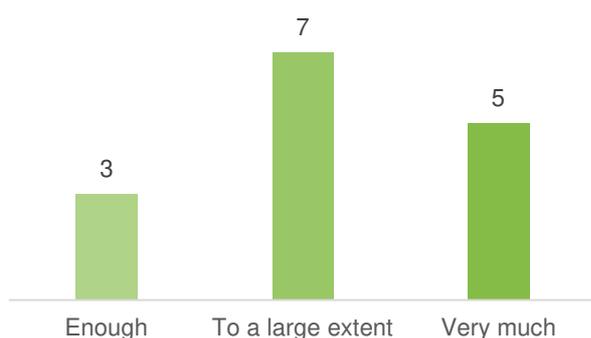
The program has developed a detailed framework for measuring results, structured by general and specific program objectives, outcomes and outputs of the various components. The indicators developed mostly considered percentage targets to be achieved at the end of the project, calculated on the basis of a survey carried out on the families of the areas involved, containing the reference data at the beginning of the program (baseline). The absence of a similar survey with an adequate level of detail, carried out at the end of the Program, prevents a systematic comparison of the indicators. Nonetheless, the closing document of the program provided an overview of the results, attributing values to the indicators, elaborated starting from the data collected through interviews in the Interim and Final Evaluation Reports.

These values clearly indicate that in terms of outcomes and outputs the results have been achieved and, in some cases, greatly exceeded. In particular, in the first component relating to the strengthening of the means of subsistence and social protection, **a 32% increase in income was found for over 40% of the population benefiting from the interventions.** This population was identified through the Poverty Score Card (PSC) methodology, according to which interventions were mainly aimed at the poorest and most vulnerable. According to the interim evaluation report, 67% of beneficiaries initially classified as poor (PSC 0-23) and 73% of the poorest (PSC 0-18) achieved a higher score over the course of the Program. Based on the opinions of the POs, collected in the Final Evaluation Report, overall, 33% of the beneficiaries changed their poverty status, moving to a higher category.

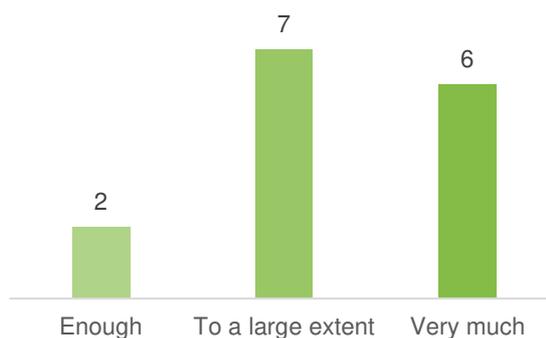
**A survey of the PSC parameters should be repeated over time**, to precisely measure the impact achieved by the program, but it requires adequate resources. The supervision and monitoring agreement established with the World Bank could actually have included this type of verification, but it did not establish precise requirements in this regard. This is certainly a regret, given the important financial value of this agreement.

This evaluation was therefore able to verify the stakeholders' opinions on the current situation through interviews with POs and CIs.

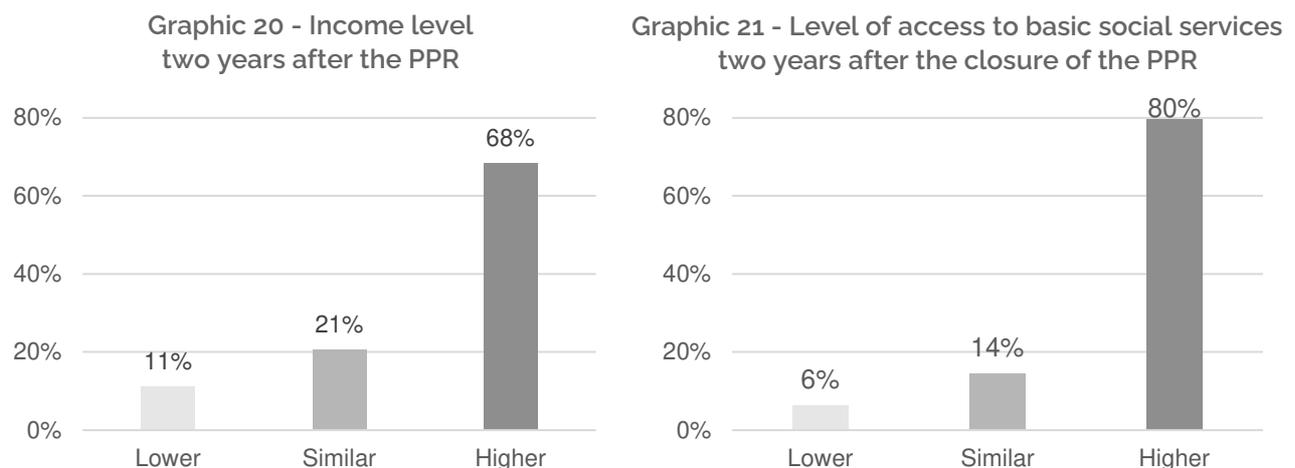
Graphic 19 - Improvement of living conditions – Income



Graphic 18 - Improved living conditions – Access to basic social safety nets



For POs, income has generally improved, even to a large extent, as has access to social security mechanisms, thanks to the maintenance of the effects of the PPR over time.



Similarly, community members also confirmed a substantial improvement in income conditions (over 68%) and levels of access to social services (around 80%). 100% of those interviewed declared that these increases had been achieved thanks to the activities carried out with the support of the PPR. In particular, the interviews indicated that the most useful in this sense were skills-based training courses, to encourage job opportunities and the creation of additional income, and the transfer of assets, aimed at improving productive activities. On the other hand, certain difficulties were also reported, differently distributed in the areas of intervention, which the program had to face and which arose from contingent elements. The implementation of the program in areas sensitive to conflicts and environmental problems has made poor populations more affected and vulnerable. This, together with initial delays in implementation and the onset of the COVID-19 pandemic, has to some extent limited the benefits produced by the program.

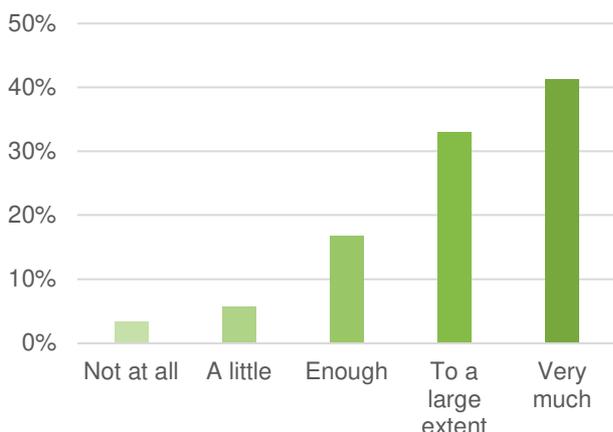
### *Q.7.3 To what extent has the creation of productive infrastructures in the area strengthened and diversified the means of subsistence and productive activities of the assisted population?*

The component regarding the construction and improvement of community physical infrastructure (CPI) aimed to foster the growth of the local economy and the job market. The infrastructure schemes implemented under the Program have had a significant impact in this regard. They concerned small infrastructure systems, such as water supply, the rural road network (roads and bridges), sanitation and solar energy systems, and small environmental protection works. The results obtained, in relation to the Program Framework, are detailed in the Final Report and demonstrate the completion of the planned activities, as well as the achievement of the targets. In terms of **lasting effects on the local economy and labor market**, the team's interviews highlighted the following aspects in particular:

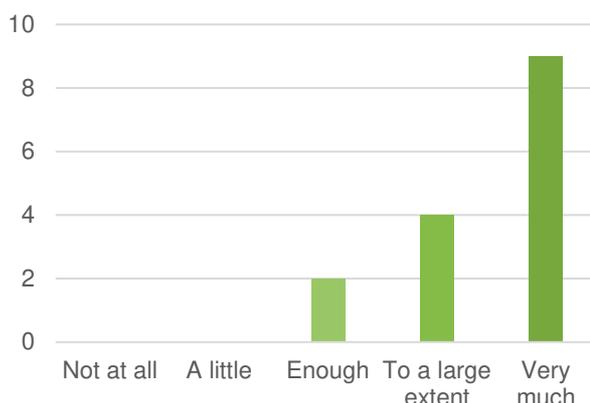
- **Improved access to markets:** the improvement of infrastructure, in particular the road network connecting small villages, has improved the accessibility of markets for local communities. This, in turn, has facilitated trade and economic exchanges, with a positive impact on the local economy.
- **Small business development:** CPIs supported local productivity, such as shops and other small businesses, by improving accessibility and connectivity. This support has created new employment opportunities for the local population and contributed to economic diversification.

The evaluation carried out in 2021 has already certified that 76% of the beneficiaries reached by the program were in the poverty range (PSC 0-23) and that a significant percentage of these had changed their condition thanks to the infrastructural improvement interventions. Sometime after the closure of the PPR, communities and operators have largely maintained a largely favorable opinion on the authorized schemes and their **ability to reach the most vulnerable population**.

Graphic 22 - Level of CPI capacity to reach the most vulnerable population (CIs)

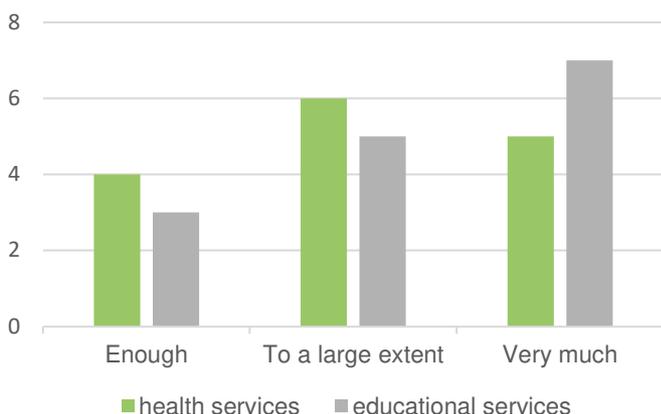


Graphic 23 - Management of infrastructure still in use to serve the most vulnerable sectors of the population (POs)



*Q.7.4 To what extent has access to health and educational services reduced the social vulnerability of the assisted population and contributed to their active participation in local economic development?*

Graphic 24 - Increase in the level of access to basic services (POs)



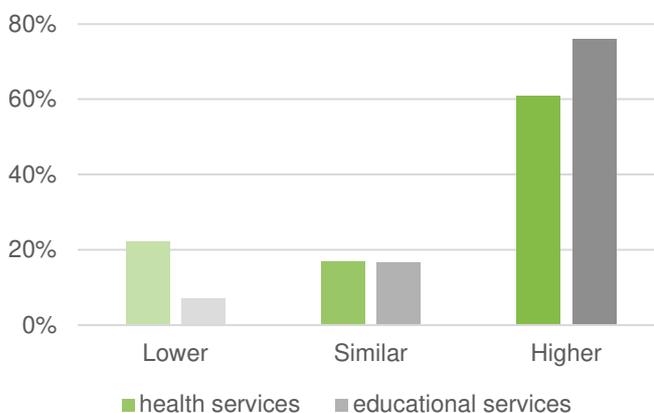
The income and social participation indicators, highlighted previously, have already indicated a positive change in the socio-economic conditions of the communities benefiting from the program. Since it is an integrated program, all its components have contributed to these results, but the actions relating to the component of strengthening basic services, in the health and education sectors, are those that have determined, in the assessment of the interviewees, **the most lasting changes in the conditions and behavior of the population.**

Both the organizations that have operated in the area and the community institutions confirm that the improvements generated by the PPR have maintained their effects over time, increasing the level of access to basic services in a consistent and lasting way.

In the education sector, through the additional deployment of teachers to schools and through renovations in government primary schools, the overall learning environment and capabilities have improved. Furthermore, notable success has been the establishment of technological laboratories, which provide students with access to modern educational resources.

The educational component of the project carried out numerous teachers training sessions, contributing to the improvement of educational facilities and opportunities within the community.

Graphic 25 - Current level of population access to basic services (CIs)



In the health sector, the Rural Health Centers (RHC) continue to play, based on the visits carried out in the project areas, a crucial role in the provision of health services to the population of the districts. It can therefore be concluded that the support offered by the PPR has generated a lasting impact, ensuring stable benefits for the community.

In the logic of an integrated program, the improvement of access to health and educational services has contributed to the reduction of social vulnerability and the active participation of the assisted population in local economic development, demonstrated by the related indicators. The increase in the use of health services and school enrollments of previously excluded children have maintained a positive trend over time and reflect the **favorable impact on the reduction of poverty and social vulnerability**: access to education leads to an increase in employment and income opportunities, while improved health services can reduce medical costs and enable people to engage in productive activities, ultimately contributing to poverty reduction and inclusive growth.

#### *Q.7.5 To what extent has the Program contributed to structural changes in social, cultural and institutional systems and norms?*

The PPR promoted and strengthened grassroots organizations and local support associations. These organizations have played a critical role in identifying community needs, setting community priorities, and maintaining projects after completion. The formation and strengthening of these community institutions has led to significant social mobilization and institutional strengthening, with a high percentage of community institutions still operational.

The program has also intervened in promoting changes in behavior and social roles, promoting **women's participation** in community development and decision-making. From field interviews, over 90% of beneficiaries reported that the training contributed to improving the role of women and the awareness among men of the importance of their role in decision-making processes. The intervention in favor of **involving young people** as agents of change for community development went in the same direction, through collaboration with Italian and local university institutions.

Finally, the program invested in **promoting the local traditional and cultural heritage**, trying to enhance it also with the aim of economic diversification. The definition of a strategy for the development and conservation of cultural heritage through textile craftsmanship in the Chitral area (district of the Khyber Pakhtunkhwa region), carried out within the linked component of the Program, constitutes an example of the approach adopted, implying an integrated and inclusive vision and using specialized professional skills to organize the value chain and increase the value of available resources.

## 4.6 SUSTAINABILITY



### *Q.8 What is the level of local ownership of the results obtained and their continuation at the end of the program activities?*

- The level of ownership and satisfaction of the beneficiaries appears to be very high. This is thanks to the program's execution mechanism and some key elements that characterized its logic. First of all, the program involved the training of specific human resources for the benefit of communities, called **Community Resource Persons (CRP)**. These community members have received specialized training to operate consistently with the program components. Over 70% of these resources still carry out their role, ensuring the continuity of the projects carried out by the Program.
- The program promoted the creation of community **federation networks, for each of the three levels of aggregation**. These structures were built on the principles of inclusion, participation and transparency, and allowed the mobilization of resources from other stakeholders, donors and government. To contribute to financial sustainability, the program

has activated a specific Fund at community level to facilitate access to additional financial sources, essential to guarantee the sustainability of new businesses. However, the initiative did not have widespread diffusion, nor replications in other districts, after the closure of the program.

- A crucial support role is still played by the **program's Partner Organizations**. Of the POs that implemented the program, approximately 70% are still operational in the same districts, and over 65% continue to assist the community institutions activated by the program. This demonstrates the need to keep relations with the territories alive, through the interventions of the POs, which are the only ones capable of ensuring presence and providing adequate technical capabilities.

*Q.8.1 What strategies and actions have been put in place to promote program sustainability, expansion and replication of local solutions, knowledge and capabilities?*

As part of the PPR, the PPAF developed a **Sustainability Plan** which outlined the various strategies and actions to be implemented to promote the sustainability of the Program. The plan focused on aspects of social mobilization, livelihood improvement and social protection. The program first of all provided for the training of specific human resources within community institutions for the benefit of the communities, called **Community Resource Persons (CRP)**. CRPs are community members, mostly young people, who have voluntarily made themselves available to support the community in two main ways:

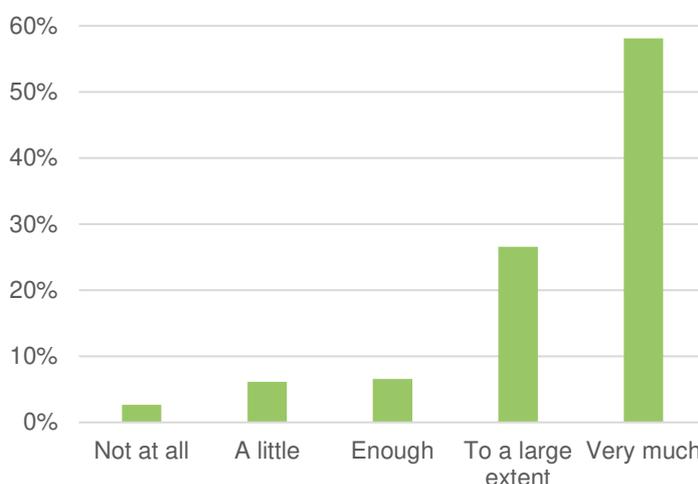
- acting as catalysts to guide community members' choices towards identified potential value chains;
- providing qualified and effective services to beneficiaries, instead of the public sector or private companies.

The CRPs have received specialized training from the PPR, to operate in coherence with the components of the program. In some cases they were oriented towards the development of the production chains, in particular those of olive oil and fishing, to ensure the continuity of the activated projects, in other cases the training of the health sector, for a guiding function at the centers community health, and education, to encourage enrollment and reduce school dropout. Overall, the PPR has trained 1,433 CRPs, and based on the interviews carried out, over 70% of these resources still perform the same role. It is possible to state that the role played by the CRPs is still central in ensuring the continuity of the projects carried out by the PPR, since almost 95% of the CIs interviewed claim to be in a position to independently ensure the management and maintenance of the works.

We also tried to intervene to ensure the sustainability of the institutions created. **The creation of community federation networks was promoted for each of the three levels of aggregation.** The 4,232 CIs were federated into 648 village-level institutions, which were further federated into 42 representative district-level institutions.

These structures were built on the principles of inclusion, participation and transparency. For integrated PPR interventions, these were the guiding principles for selecting and implementing interventions. The community institutions

Graphic 26 - Judgment on the usefulness of the transfer of knowledge from the PPR to the beneficiaries



then used the same principles to develop subsequent Development Plans and to mobilize the resources of other stakeholders, donors and government, as evidenced by the interviews with POs and CIs.

Aligning the needs of institutions with the government's development agenda and policies remains problematic. National attention has traditionally been paid more to urban areas than to rural ones, which is why the PPAF has developed a sustainability strategy based on the creation of thematic networks at provincial level, with particular attention to environmental and social practices, defined in the Framework Social and Environmental management. This strategy is consistent with sustainability objectives as it focuses on preventing negative environmental and social impacts, minimizing potential factors, strengthening positive effects and protecting environmentally and socially sensitive areas.

Obviously, the most sensitive aspect remains linked to the **financial sustainability of the activities generated**. If at a socio-cultural level the impacts can be considered long-lasting, in economic terms the difficulties remain, also because the areas affected by the program are those most exposed to negative external factors, both natural and political. The provision of livelihoods and specialized training was necessarily interrupted at the end of the Program, and although income-generating activities mostly remained operational, in many cases their capacity was reduced for lack of additional resources. The POs that continued to operate in the areas were able to channel other resources, their own and those of other donors, towards the already active beneficiaries, but this generally did not favor a self-sustaining mechanism.

To facilitate access to additional financial sources, essential to guarantee the sustainability of new businesses, the PPR had also activated, in the context of the provision of means of subsistence, a **specific fund at community level**, in the absence of adequate microcredit institutions. 12 Lending Centers were established in as many UCs, under the supervision of the LSOs, and these, after appropriate training, disbursed funds at very favorable rates to families. However, the initiative did not have a wide diffusion, nor replications in the other districts, after the closure of the program. In the areas visited, over 50% of the CIs had not been involved in the Fund's actions, while only 11% declared that loan disbursement was still operational. This demonstrates the difficulty in disseminating effective financial management skills, and the continuing lack of adequate financial resources to effectively support entrepreneurial initiatives.

Two years after the closure, the testimonies on the actual sustainability of the actions implemented by the PPR appear different. If, as mentioned, on the one hand the communities say they are optimistic, the analysis of the main donors (World Bank, FAO, EU) operating in the country is more cautious. Despite considering the integrated and participatory approach as a consolidated and effective practice, reservations persist regarding the fact that these interventions generate a self-maintaining system, in the absence of new supporting interventions. The intent to involve the most disadvantaged segments of the population, in areas that are often remote and poorly controlled at an administrative level, is obviously one of the prerequisites of these interventions, but clashes with the difficulties of maintaining continuous contact and effectively directing developments further projects started.

In this regard, there is a unanimous assessment by the donor community regarding the need to **keep relations with the territories alive**, through the interventions of the POs, which are the only ones capable of ensuring presence and providing adequate technical capabilities. Of the POs that carried out the PPR, approximately 70% are still operational in the same districts, and over 65% continue to assist the CIs activated by the PPR. Regarding the projects carried out, 8 out of 12 POs are still responsible for their maintenance, while as many as 10 out of 12 have taken care of their continuation thanks to contributions received from other subjects. In the absence of an efficient connection between community institutions and local administrations, local NGOs (which operated as POs) are the effective means on which to build sustainability.

*Q.8.2 What were the factors – including the political, regulatory and macro-economic context – that determined or not the local ownership of the program results and the mobilization of resources by the beneficiaries?*

As described above, the level of satisfaction and ownership of the beneficiaries regarding the results of the program is very high. **Over 86% of the beneficiaries declared themselves satisfied, and over 90% consider themselves responsible for the future maintenance of the achievements.** All this even in the presence of a political and economic context that is not particularly favorable for the country and for the areas affected in particular, aggravated by the catastrophic floods of 2022 and the COVID-19 pandemic. The positive elements that characterized the program and determined this satisfaction essentially concern the mechanism adopted.

The basis of this mechanism was the adoption of a principle of community participation. The program ensured community input in all activities, including the identification, purchase and distribution of goods and services, constituting, among other things, an economic lever with positive repercussions on the territories. This process implemented a decentralization of management, which gave effective power to organizations at the local level and, according to the operators, improved the cost-benefit ratio of the program.

The management mechanism of the PPR, and the effective monitoring carried out by the PPAF, have then made it possible to overcome the regulatory obstacles that have arisen in the meantime: the law against money laundering and terrorist financing of 2010 (amended in 2020) has in fact put the operations of local partner organizations and the community institutions themselves into difficulty. The formal registration process of these institutions has been slowed down, as has the obtaining of certifications to start the works and financial transfers for the execution of the projects.

Finally, the supervision and guidance role played by the World Bank and the AICS office in Islamabad has completed the mechanism in its ability to reorient activities based on contingent problems and development priorities. The WB carried out numerous monitoring and supervision visits, discussing the status of the achievements with the beneficiaries and proposing changes and additions to the operational plans to the PPAF. AICS, in addition to following the general execution, was able to suggest the areas on which to focus the interventions, based on a direct analysis of the progress of the program and the need to make it consistent with the guidelines of Italian cooperation.

*Q.8.3 To what extent has the use of the 5% tied quota contributed to the sustainability of the actions carried out under the Program?*

The Italian side, through the action carried out by the AICS office in Pakistan, has certainly taken steps to **direct the program towards sustainability**. In particular in the second phase of the execution, since the decision was taken not to proceed with a renewal of the initiative, the effort of the technical staff was aimed at ensuring maximum attention to the elements capable of maximizing the effects of the program over time. The use of the tied share, although it constituted only 5% of the entire value of the loan, was therefore managed, in agreement with the PPAF, first and foremost keeping this need in mind. The share was then used to **offer technical assistance, consultancy and goods mainly in three areas:**

- definition of strategic plans in program sectors considered priority (production chains, cultural heritage, sustainability);
- training and transfer of skills and tools to the program actors;
- visibility and dissemination.

Based on the testimonies collected, in particular from AICS and PPAF staff, all these areas had a specific function in relation to the overall sustainability of the PPR. The definition of strategic documents should provide guidance on sustainable practices for maintaining and developing the main thematic areas activated by the Program. In particular, the management of production chains (primarily that of olive oil) is considered one of the main results of the program, and its development

involved an important commitment through the linked quota. Similar attention had been given to the development of a strategy for the valorization of traditional artisan heritage, but it does not seem to have produced an equally effective follow-up.

The capacity building part constituted the largest share of the interventions carried out with the linked component. Numerous training activities were carried out, aimed at operators of the POs, the PPAF and local institutions, including study trips to Italy. These touched on qualifying aspects of the program, such as: the olive oil production chain (which also included the supply of machinery for processing olives), the cooperative and community participation models, the local management of basic social services, programming and monitoring systems, the application of innovative technological services to community services. Universities and Research Centers in Italy and Pakistan were involved; the component played a role in the formation of the CRPs mentioned above.

Lastly, the tied fee was used to increase the visibility and dissemination of the Program's results. In addition to having testimony purposes, this action has a clear objective with respect to overall sustainability, as it should be able to be used to spread good practices and ultimately to contribute to increasing the economic impacts of the activities generated. It should be noted that in this regard the results of this initiative do not currently seem perceivable, as for example the video produced within the program does not appear to be used by the PPAF in its further actions.

Overall, the **opinion that can be obtained regarding the use of the tied quota is positive**, especially in relation to its strategic purpose. Rather than completing the intervention, the actions aimed at giving a more defined direction and enriching the complex operating system of the PPR with contents. The beneficiaries and stakeholders of the program have shown that they appreciate these choices, as demonstrated by our interviews and the satisfaction analyzes carried out on the sidelines of the actions carried out.

## 4.7 VISIBILITY AND COMMUNICATION



**Q.9 To what extent have the communication actions contributed to promoting local participation in the program activities and knowledge of the role of Italian Cooperation?**

- Throughout the implementation of the PPR, activities carried out under the Program's communication and documentation strategy have played a crucial role in ensuring its **visibility across a variety of media**, significantly contributing to promoting target communities' participation and to amplify its effectiveness and positive impact. Despite this, two years after the closure of the initiative, the online visibility of the multimedia contents is limited, suggesting the need for more **incisive promotion** of the same to continue to maximize their impact through the dissemination of the results among a wider audience of stakeholders.
- The **visibility of Italian cooperation at a local level** appears to be not entirely consistent and subject to conflicting interpretations. Although the Partner Organizations and Community Institutions involved declare widespread awareness among beneficiaries, the evidence provided by testimonies collected from other stakeholders and photographic evidence suggests that this awareness may not be uniform among the local communities assisted.

*Q.9.1 To what extent and in what way have communication and knowledge management actions influenced the effectiveness of the initiatives and the amplification of their positive impacts?*

The PPR implementation plan saw the development of a **specific communication and documentation strategy**, contained within the programmatic document relating to the implementation strategies of the various components<sup>26</sup> and whose execution was entrusted to the

<sup>26</sup>PPAF, PPR Component Strategies, 2015

Communication and Media Unit of the PPAF (C&M Unit). This strategy was outlined through the identification of various objectives focused on the involvement of Community Institutions and Partner Organizations, raising awareness among beneficiaries and disseminating the results of the Program to a wider audience of stakeholders in order to guarantee widespread visibility at local, national and international. The concrete activities envisaged in this sense included the development of various promotional material (mainly brochures and videos), the creation of a dedicated website, a news feed through the media, the presence on social media, as well as the promotion of events, conferences and guided tours to capture stories and testimonies, at district and provincial level.

Although the implementation of this strategy was foreseen starting from the beginning of the PPR activities, from the analysis carried out on the Program documentation it emerges that it began to take concrete shape only starting from the 3rd and 4th Work Plan, at internal of the reorganization of interventions established by the overall extension plan of October 2016 agreed with the World Bank and AICS following the Mid-term Review of the initiative. The study of the various Quarterly Progress Reports published during the following two years (from October 2016 to September 2018), as well as the results of the field investigations carried out, confirm the effective implementation of the original strategy by the C&M Unit and the Partner Organizations. Between the end of 2020 and the beginning of 2021, part of the communication and visibility activities were also commissioned to MoonWeed Digital Production in association with Wit Design within the operations envisaged within the linked **share of the initiative**.

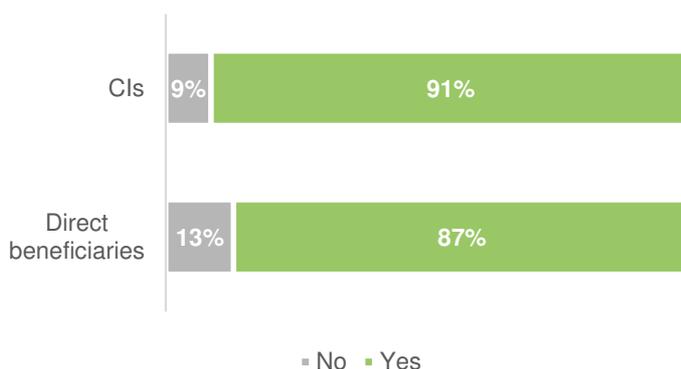
Overall, the communication and documentation strategy is believed to have **played an active role in amplifying the positive impact of the PPR**. Through a variety of media, from producing documentaries to publishing success stories and press releases, they have been instrumental in highlighting successes and sharing Program updates, significantly contributing to visibility and understanding of its activities and consequently to its overall effectiveness. Despite this, it should be highlighted that, two years after the conclusion of the Program, the vast range of multimedia content produced is difficult to find online and poorly advertised on the web platform. While it is possible to trace some of the video content on the PPAF and AICS Islamabad YouTube pages, there is substantial room for improvement regarding their visibility, requiring the **implementation of a more incisive and robust promotion strategy**. This initiative would aim to optimize the use of these resources, ensuring greater dissemination and awareness among stakeholders and thus contributing to maximizing the impact and dissemination of the results achieved by the Program.

### *Q.9.2 To what extent has the visibility of Italian cooperation been ensured in the assisted communities and regions?*

Regarding the visibility of Italian cooperation in the communities and regions assisted by the Program, a different situation emerges from the testimonies collected and the analyzes carried out, characterized by some **dissonances and differences in perceptions between the different parties involved**.

Surveys conducted among Partner Organizations and Community Institutions suggest a general level of awareness. All the POs interviewed stated that the Community institutions as well as the final beneficiaries were aware of the Italian financing of the initiative. Similarly, data collected during the CIs survey indicates that awareness of Italian funding varies little, with 91% awareness among the institutions themselves and 87% among final beneficiaries.

Graphic 27 - Knowledge of the Italian financing of the PPR by the ICs / Direct beneficiaries

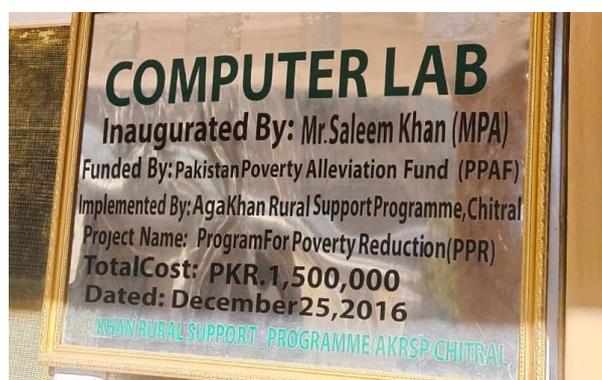


However, in contrast to these positions, some testimonies collected among the central coordination bodies and other stakeholders involved maintain that the local communities were not fully informed about the Italian financing of the PPR interventions. This discrepancy is further supported by photographic evidence collected during field visits, which shows that the identity of the donor was not clearly evident for some of the information signs relating to the implemented activities.

Photo 1 - Information sign of a school project in the Swat district



Photo 2 - Information sign of a computer laboratory in the Chitral district



## 4.8 CROSS-CUTTING ISSUES



**Q.10** What was the contribution of the incorporation of cross-cutting issues in the execution of the activities and in the results obtained from the Program?

- PPR is based on an integrated and holistic approach that promotes active participation and ownership of interventions by target communities. In this context, the social mobilization component constitutes a central element, aiming at the empowerment of beneficiaries to improve their access to income, livelihoods, opportunities and services. From the investigations carried out, the Program appears to have also been successful in including the most vulnerable segments, promoting **equal participation** in all its components and ensuring a **democratic decision-making process** in the execution of its activities. This bottom-up approach was of fundamental importance in raising awareness among beneficiaries and helping to promote their broader and more widespread participation.
- Since its inception, the PPR has been strongly committed to promoting **the inclusion of the most vulnerable and marginalized groups of communities** (women, young people, elderly people, people with disabilities, indigenous groups and the extremely poor) within the development process, providing the adoption of transversal strategies and the development of specific indicators and result targets. In this regard, it is possible to state that the Program has played an essential role in promoting the inclusion, empowerment and active participation of these groups in community life and decision-making processes, generating transformative change with particular regard to young people, extremely poor people and women.
- During the implementation of the PPR, **several practices addressing sustainability were adopted**. In this regard, the guiding element was the ESMF, which oriented the environmental and social evaluation of the Program activities, trying to avoid negative impacts and

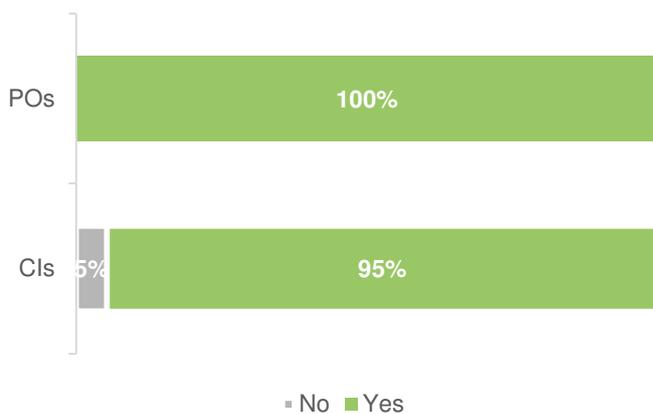
incorporating, where necessary, mitigation measures. Several training sessions have been planned for the staff involved as well as specific internal and third-party audits to monitor compliance with the ESMF by POs and CIs and provide any recommendations. The PPR has also significantly contributed to the promotion of environmental practices aimed at the conservation of natural resources and resilience to climate change within communities, through the implementation of specific activities aimed at the population.

*Q.10.1 To what extent has the promotion of an approach based on human rights contributed to broadening the ownership of the strategy and the benefits produced by the program by the weakest sections of the population?*

As already seen previously, the PPR aimed to promote an integrated and holistic approach to interventions aimed at reducing poverty, based on the premise that, for development to be truly effective and sustainable, it must include active participation and ownership of the interventions to be part of the target communities. In this sense, social mobilization became the key aspect on which the Program was based: an inclusive, participatory and democratic process that aimed at the empowerment of beneficiaries as an essential prerequisite for increasing their access to income and means of subsistence but also to opportunities and services. To this end, a fundamental element of the PPR was to support the training and strengthening of Community Institutions, also paying particular attention to the identification, mobilization and inclusion of poor men and women, as well as other marginalized segments of society.

The investigations carried out highlight the notable success achieved by the Program in this direction, which has been described on several occasions as a completely innovative approach to the sector.

Graphic 28 - Presence of measures aimed at guaranteeing the participation of the most vulnerable sections of the population



From the testimonies collected, all of the POs and around 95% of the CIs believe that **measures have been adopted to guarantee participation in the PPR activities by the most vulnerable segments of the population**. Starting from the beneficiary selection process, the PPR has in fact used a methodology based on community profiling through the Poverty Scorecard (PSC), deliberately aiming for the inclusive incorporation of the most vulnerable segments of the population. Furthermore, the implementation of review processes demonstrated a commitment to correcting any unintentional selections, underlining the desire to promote equitable

participation in all Program Components. This meticulous approach not only ensured a targeted focus on those who needed it most, but also highlighted PPR's readiness to maintain equity and inclusiveness in all its operations.

Furthermore, all the testimonies collected agree that the **decision-making process was democratic in the execution of the PPR activities**. In fact, the CIs interviewed reported that they had identified common needs during their regular meetings and that the classification of priority interventions took place, following in-depth debates, in consideration of the urgency of the projects for the most disadvantaged communities. Overall, it is therefore believed that the adoption of a bottom-up approach has guaranteed a significant increase in awareness among beneficiaries, actively involving even the most vulnerable and marginalized segments of the population. This

helped to promote broader and more widespread participation within communities, thus highlighting the effectiveness of the Program in terms of inclusiveness and democracy.

#### **CI Member, Chitral - KP:**

*The community institutions, formed at the village level, were established with the explicit purpose of identifying and addressing the needs of vulnerable groups, aiming to enhance their standard of living. Typically comprising 40-50 households per village, these organizations consist of like-minded individuals who volunteer their services for local development. The purpose of the local organizations is to make efforts to uplift the living condition of the underprivileged population.*

**Q.10.2 To what extent have the program activities mobilized the contribution of women, youth and other marginalized groups in the governance of community development and enabled them to benefit from the program results?**

The PPR has been **strongly committed to promoting the inclusion of vulnerable and marginalized groups within the development process**, recognizing demographic diversity (women, youth, elderly, people with disabilities, indigenous groups and the extremely poor) and implementing strategies for its integration. This commitment is evident from the beginning of the Program and in particular from the first two Work Plans, which envisaged the development of a series of specific documents for the effective implementation of transversal strategies, such as a Framework for Strategic Direction on Gender (containing a Gender Action Plan and a Gender Integration Review Lists), the Environmental and Social Management Framework (ESMF) and the Planning Framework for Indigenous Peoples (IPPF). Furthermore, the objective of inclusion is also evident in the Results-based Framework of the PPR, with the provision of specific indicators and targets addressed to the most vulnerable and marginalized groups in each of the four main components, in particular the extremely poor, identified through the PSC, women and people with disabilities.

Particular attention was paid to **gender inclusion and integration**, within which numerous efforts were made to increase women's participation up to 50% in Program activities. Various strategies have been adopted to achieve this objective, such as raising awareness among male members and religious leaders to facilitate and promote the active participation of women in development activities, or the organization of needs assessment workshops and focus groups in the districts selected, on the basis of which PPR staff and LSO members were trained on the topic of gender mainstreaming.

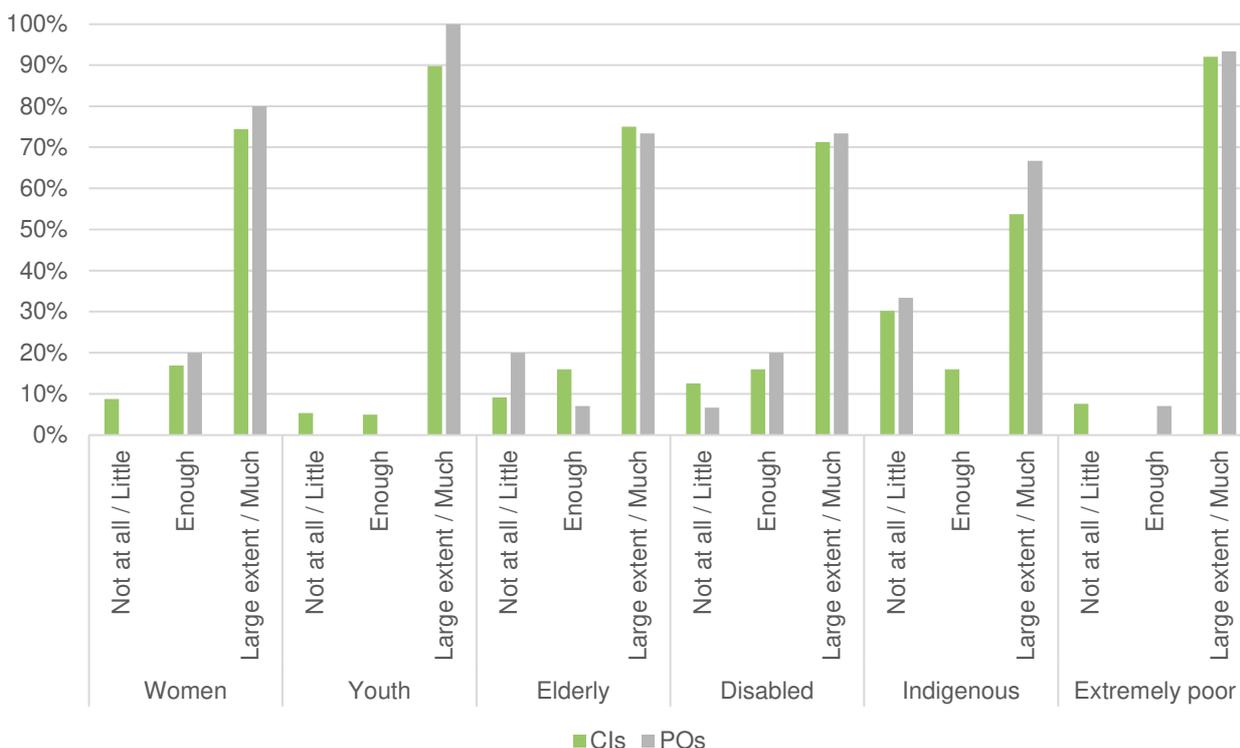
From the analyzes carried out, it appears that the Program has successfully managed to include vulnerable and marginalized groups within the activities, allowing them to benefit from the results achieved. In the Final Evaluation Report, survey participants who were members of a CI reported an acceptable representation of all social and economic segments in their communities, with the highest percentage of poor families (35%), followed by young people (20%), religious minorities (17%), people with disabilities (15%), ethnic minorities (10%) and transgender people (2%). Overall, most gender indicators in the RBF appear to have been achieved, showing a significant improvement in women's agency in communities and their economic empowerment, as well as an increase in girls' enrollment in school and uptake of health services for mothers and children<sup>27</sup>. Furthermore, the community infrastructure built was found to be gender sensitive and accessible to people with disabilities, particularly significantly reducing women's burden in collecting water through the implementation of water systems.

The testimonies collected during the present evaluation exercise appear to confirm these results: they seem in fact to agree in stating that, thanks to the PPR, the participation of women, young people and other marginalized groups in the CIs, and in community governance in general, has undergone a transformative change. Specifically, as shown in Graph 29, the Partner Organizations

<sup>27</sup>See Paragraph 4.3

and Community Institutions interviewed report a **degree of participation improved to a large extent / a lot, in particular for young people (an average of 95% of respondents between POs and CIs), people extremely poor (93%), women (77%), the elderly (74%), people with disabilities (72%) and indigenous minorities (60%)**. These groups represent active members in the CIs, participating equally in planning and decision-making, serving on executive committees and also being involved in procurement procedures and financial matters. Their active participation in CIs meetings as well as the creation of committees for the maintenance and sustainability of projects highlight greater involvement and empowerment of these segments within the community governance structure.

Graphic 29 - Degree of improvement of participation in community governance



The inclusion of young people (both men and women), minorities and people with disabilities also appears to have been guaranteed throughout the Program. Furthermore, disability-related factors appear to have been adequately incorporated into all infrastructure projects, particularly in sanitation and health facilities, while disabled members of poor families have been provided with skills and productive opportunities for self-sufficiency. Furthermore, the design of the interventions took into account both technical experience and local knowledge, renovating critical structures with a commitment to preserving cultural nuances, especially in the indigenous Kalash communities in the Chitral district. The IPPF appears to have been essential in guiding the PPR's approach in this regard, ensuring that projects were in line with local custom. Women and young people, in particular, appear to have benefited greatly from skills transfer programs (such as tailoring training) which have led to the development of sustainable income-generating activities and access to employment opportunities abroad. Furthermore, the Community Livelihood Fund (CLF) has played a crucial role in transforming the conditions of many disadvantaged people, including women, by providing financial support and economic opportunities. The creation of public irrigation canals is finally mentioned as a demonstration of equitable use of resources, highlighting a shift towards greater participation and inclusiveness in community governance. Overall, we can conclude that the PPR has played a crucial role in promoting inclusiveness, empowerment and active participation of women, young people and other marginalized groups in community life and decision-making processes.

### CI Member, Bajaur - KP

*“Most of our interventions were for all communities which includes all the segments of the society. It was for the first time that we organized and form structures of women under PPR in the culturally sensitive area of Bajaur.”*

*Q.10.3 What appropriate and resilient environmental practices have been promoted by the program that contribute to the conservation of natural resources and production flexibility in relation to the impact of climate change?*

**Different practices aimed at environmental sustainability** have been implemented during the execution of the Program. A key aspect in this regard was represented by the Environmental and Social Management Framework (ESMF): initially prepared for the PPAF-III funded by the WB and subsequently updated in its fifth edition in 2014, it was developed to outline evaluation procedures environmental and social requirements requested by the PPAF and its POs to measure the environmental and social effects of the supported interventions. For the PPR, the ESMF was the main guidance document in this regard, in order to avoid the execution of projects with negative environmental and social impacts or to try to minimize them by incorporating mitigation measures in the design and implementation of interventions. In order to ensure compliance with the ESMF, a dedicated Environmental and Social Management Unit (ESMU) has been foreseen within the Program organization chart as well as the development of specific checklists and standard forms through which to evaluate projects both during planning and completion of implementation. The orientation and training sessions were instrumental in ensuring that staff involved in PPR activities gained the understanding necessary to comply with and effectively implement the ESMF. Furthermore, the quarterly reports submitted by POs were further validated by the implementation of random environmental and social audits, both internal and third-party, which played a critical role in monitoring compliance with the ESMF by POs and CIs and in providing recommendations for continuous improvement.

This approach is confirmed by the testimonies collected. Regarding environmental issues, all **Partner Organizations confirm that they have implemented the ESMF and spread environmental awareness in communities**, ensuring that each project is ecologically sustainable and teaching the basics of environmental education in schools for future generations. Particular attention was paid to the correct environmental assessment of all PPR initiatives to ensure the absence of negative impacts on the environment, especially for infrastructure projects, in order to preserve the natural ecosystem and minimize climate risks. Program staff have been trained in sustainability and environmental assessment, while specific sub-committees have been established within the CIs to lead awareness campaigns and activities. Furthermore, in the survey conducted on Community Institutions, more than 90% confirm that the **PPR has contributed to promoting environmental practices aimed at the conservation of natural resources and resilience to climate change**. In particular, among the interventions implemented, mention is made of activities such as planting campaigns, organized also involving school-age children, awareness-raising actions on climate resilience, as well as the provision of environmental kits and the establishment of environmental clubs in schools. Finally, as regards projects related to physical infrastructures, it is also underlined how sustainability is achieved secondarily, i.e. not constituting the main objective, but resulting in a benefit obtained thanks to these interventions. The cemented irrigation canals, for example, actively contribute to environmental conservation by reducing water waste, thus aligning with the broader goal of building resilience to climate change and demonstrating the project's commitment to sustainable environmental practices. Likewise, the inclusion of specifically designed planting paths along connecting roads and irrigation canals on both sides actively encourages the growth of new plantings, not only contributing aesthetically to the landscape, but facilitating green regeneration and amplifying the project's efforts in promoting ecological and sustainable practices.

# 5 CONCLUSIONS, LESSONS LEARNED AND RECOMMENDATIONS

## 5.1 CONCLUSIONS

1. **The PPR strategy is fully aligned** with the main national and international policies, contributing to the efforts of the international community and government actors in promoting development and fighting poverty. The PPR has adopted an integrated and holistic approach to poverty reduction, combining income-generating activities with the promotion of inclusion, equity, education, health and access to infrastructure resources, in line with the orientations of main programmatic documents of the sector. Furthermore, it was based in its implementation on the community-driven development (CDD) approach, actively involving them in all phases of the program to ensure effective alignment with local needs and priorities.
2. In response to **natural disasters and the COVID-19 pandemic**, the PPR has undergone revisions in its implementation, to realign the strategy and implementation to the new scenarios and needs that have emerged, demonstrating flexibility and ability to adapt. The implementation of small community infrastructures does not appear to have always been resilient to the emergence of new critical issues.
3. The program presents a **solid internal coherence**, with a well-structured, clear and transparent intervention logic, respected by all the actors involved during implementation, despite some doubts raised about the effective integration of the different components. The **complementarity of the interventions** and their responsiveness to local needs have been identified as strong points of the Program. In terms of external coherence, the PPR seems to integrate harmoniously with other Italian cooperation initiatives and align with national and subnational policies in Pakistan, becoming a reference model for similar interventions financed by other donors.
4. **The PPR overall exceeded the objectives established in the Results Framework (RBF)**, recording an average rate of achievement of the result indicators of 130%. This evaluation confirmed the **general approval** of all the actors involved and the robustness of the analysis underlying the results reported in the closing report, carried out through the triangulation of data from different sources. However, the Monitoring and Evaluation (M&E) system of the PPR has not been fully developed since the beginning of the Program, and presents some critical methodological issues, such as the presence of indicators that are not easily readable and the complexity of the detection tools adopted.
5. Despite some rigidity in execution, the **overall management mechanism is considered adequate** for the needs of the project. The PPAF has a consolidated and effective management structure, despite some rigidities in financial and administrative management; the Partner Organizations have demonstrated good organizational capacity and availability of adequate technical means. The most critical aspect is related to the need to tackle an integrated program with different components and to have diversified specialist skills.
6. **The multisectoral approach** adopted has made it possible to effectively address the challenges linked to poverty, even if it has highlighted the need for planning that is attentive to the specific needs of the territories. Furthermore, the program contributed to institutional strengthening at the local level, increasing the participation and responsibility of community institutions in decisions and initiatives, which is essential to ensure lasting results beyond the end of the Program.
7. **The program has had a significant impact on reducing poverty and social vulnerability**, confirmed two years after its completion. It has increased the participation of families in Community institutions, positively influencing development policies at territorial level. Furthermore, it has led to an increase in income for more than 40% of the beneficiary population

and improved access to social security mechanisms. Building and improving community physical infrastructure has boosted the local economy and job market, creating new job opportunities and supporting economic diversification. Finally, it has improved access to health and educational services, reducing social vulnerability and contributing to local economic development.

8. The program had a **high level of appropriation** and satisfaction on the part of the beneficiaries, thanks above all to the training of specialized human resources, the Community Resource Persons (CRP) and the creation of community federation networks. The support of the program's Partner Organizations remains crucial to ensure sustainability, as approximately 70% of them are still active in the districts where the program was executed and over 65% continue to assist the community institutions activated by the program.
9. The program had **success in including the most vulnerable segments**, promoting equal participation and democratic decision-making. He is committed to promoting the inclusion of vulnerable and marginalized groups, such as women, young people, the elderly, people with disabilities and extremely poor people. During implementation, measures were taken to assess environmental and social impacts and promote resilience to climate change within communities.

## 5.2 LESSONS LEARNED

From the testimonies collected, it emerged that the implementation of the Poverty Reduction Program in Pakistan has left a significant mark in the context of development initiatives, offering a model towards which numerous donors have turned.

The most important of the main lessons learned is the proven value of **its integrated and holistic approach**, which has made it possible to jointly address various profoundly interconnected social, economic and cultural issues, resulting in alignment with the major international directions in the fight against poverty and the context of national development policies. The attention to maintaining the multidimensionality of the interventions, and the **involvement of communities** in the development and decision-making process, transferring to them the skills to plan, manage and implement the interventions, were the strengths of the PPR and the most successful practices.

In terms of efficiency, an aspect to underline concerns the **reliability of the executors**. The management mechanism relied on the PPAF's experience in implementing complex programs and on the territorial roots of the Partner Organizations. These provided them with solid organizational capital, which could be used in further initiatives by the donor community. The presence of recognized and competent subjects has made it possible to overcome the difficulties linked to the different contexts, successfully implementing interventions at a local level, guaranteeing social mobilization, the construction and maintenance of infrastructures and the supply of assets.

Among the various initiatives, the **development of production chains** has emerged as a good practice and an element of design innovation. The program supported the development and management of production chains (particularly olive oil), as well as the transfer of skills and expertise for sustainable small business schemes. The activities were focused on improving supply chains and the diffusion of specialized crops, contributing to the improvement of living conditions and the strengthening of livelihoods.

## 5.3 RECOMMENDATIONS

The program constitutes a success story, therefore the recommendations that follow aim to highlight some aspects susceptible to improvement, which in any case do not intend to invalidate the overall positive judgment obtained from the evaluation.

1. The involvement of government counterparts was ensured through their participation in the Board of the implementing body PPAF. The formal counterpart of the program, the Ministry of Finance

took care of the administration of the financial transfers, while the Ministry of Economy contributed to the checks on the effectiveness of the interventions, taking into account that the Pakistani Government assumed the burden of the credit received, distributed to the beneficiaries as a "donated" contribution. On the other hand, one is recommended **stronger dialogue with public administrations at local level, to increase ownership and sustainability of interventions.**

2. The procedure for identifying and selecting the executive counterparts was transparent and detailed, but responds more to general criteria than to the verification of actual skills in the area. As important as it is to measure an operator's characteristics, it is necessary **establish parameters that qualify their specific technical capabilities and integration with local communities.**
3. The program has deployed important resources, demonstrating the value attributed to it by the Italian Government. **It is therefore necessary that the results are capitalized in the best possible way**, and that they are disseminated effectively throughout the country and beyond, to guarantee a leverage effect and increase the impact generated. Since this is a specific interest of Italy, the resources allocated to the visibility and dissemination of the results should be managed directly by our offices, or at least the products of this activity should be subject to control over their actual use.
4. The integrated project is enhanced based on the added value given by the integration of its components. The PPR has adopted an effective scheme, but which in some cases has been applied rigidly, and with limited attention to the specifics of the context. Although it was the strong point of the program, the **responsiveness to the actual needs of the communities must always be considered as the first criterion in operational choices.**
5. The monitoring and evaluation (M&E) system of the PPR was very complex and elaborate. Borrowed from previous PPAF experiences, it has been revised and adapted well beyond the inception of the Program. In an intervention of this magnitude, this has negative effects, as it generates behaviors that are difficult to change. It is recommended to **develop the M&E framework in the initial phase and keep it operational through a few indicators that are easy to identify and collect.** It is also recommended to provide adequate allocations for the M&E activity, in order to be able to carry out a check upstream and downstream of the program of the starting conditions (baseline) and final conditions, to highlight the impacts generated.
6. There is a need for accountability in projects of this importance that should not be underestimated. The documentation supporting the role of the Italian party in supervising and verifying the choices of the implementing entities remains very sparse. For a program of this length and volume it is necessary **document the various characterizing steps with greater care**, rather than leaving the task of witnessing the process to the memory of the staff alone.
7. With respect to the executive methods, as sometimes happens, there are critical issues in the administrative and financial management. While this is largely not the responsibility of the donor, it would be helpful **agree with the executor on the defined administrative management methods, favoring flexibility and transparency.** The control intervention should not be focused on the ex-post phase, but should focus on the instruction of the procedures and their actual compliance with the timing of the intervention.
8. A component that has only marginally been included in the PPR concerns a form of financial support, such as micro-credit. Since this is an integrated project, the importance that financial viability and access to credit have for the overall success of the initiatives cannot be overlooked. **Envisaging a more robust presence of the micro-credit component within the framework of integrated initiatives** would constitute a non-negligible element in favor of greater sustainability.

## 6 ATTACHMENTS

ANNEX I – TERMS OF REFERENCE



*Ministero degli Affari Esteri  
e della Cooperazione Internazionale*

**MINISTERO DEGLI AFFARI ESTERI E DELLA COOPERAZIONE  
INTERNAZIONALE**

*DIREZIONE GENERALE PER LA COOPERAZIONE ALLO SVILUPPO*

*Ufficio III*

*Sezione Valutazione*

**TERMINI DI RIFERIMENTO  
PER LA VALUTAZIONE INDIPENDENTE DEL**

***CREDITO D'AIUTO***

***'Programma di lotta alla povertà attraverso lo sviluppo rurale nelle province del  
Balochistan, Khyber Pakhtunkhwa, Federally Administered Tribal Areas and  
Neighboring Areas'***

***PAKISTAN***

*Valutazione d'impatto*

**ECODEV FOOD**

**AID 9313**

## **Contesto e oggetto della valutazione**

L'iniziativa risponde agli impegni politici presi dall'Italia in ambito internazionale e locale per assistere in Pakistan le popolazioni vulnerabili nelle tre province frontaliere con l'Afghanistan, come annunciato alla Conferenza Internazionale di Tokyo dell'aprile 2009 attraverso la concessione al governo di finanziamenti nel settore dello Sviluppo Rurale a credito (40 milioni di Euro).

Essa intende contribuire al miglioramento delle condizioni socio-economiche di vita degli abitanti delle zone rurali delle province del Balochistan, delle FATA (Federally Administered Tribal Areas). Nel 2018, le assemblee, nazionale e del Khyber Pakhtunkhwa, hanno approvato il 31° emendamento che abrogava l'articolo 247 della costituzione e fondeva le aree FATA con il distretto di Khyber Pakhtunkhwa. Dette province confinanti con l'Afghanistan, oltre ad avere condizioni socio-economiche fortemente degradate, sono tra le aree più disastrose del paese con grandissimi serbatoi di povertà di natura multidimensionale. Le zone rurali in Pakistan rappresentano i maggiori serbatoi di povertà del paese e il 40 per cento della popolazione meno abbiente è impegnata nel settore agricolo.

L'iniziativa, in linea con le politiche ed i programmi di lotta alla povertà del paese ed, in particolare, con il PRSP (Poverty Reduction Strategy Paper) elaborato dal governo pakistano nel 2003 quale documento guida per le strategie di contrasto alla povertà, si basa su un più ampio programma della Banca Mondiale di 250 milioni di dollari, denominato PPAF III (Pakistan Poverty Alleviation Fund - terza fase) al quale si è adeguata nei contenuti e nella metodologia, seguendo il sistema di finanziamento parallelo.

Essa è stata finanziata a credito d'aiuto e il Governo del Pakistan trasferirà al PPAF a titolo non rimborsabile il 100 per cento dell'ammontare per finanziare attività sociali, di sviluppo rurale e negli altri settori di riferimento.

L'allegata scheda descrittiva contiene le informazioni relative al documento previsionale. Il documento di progetto relativo all'iniziativa da valutare è allegato alla comunicazione con cui viene inviata la Lettera d'Invito. Nella fase di Desk Analysis, verrà fornita ulteriore documentazione.

Si segnala da ultimo che, a seguito della costituzione dell'Agenzia Italiana per la Cooperazione allo Sviluppo - AICS, prevista dalla L.125/2014, a partire dal 1° gennaio 2016 le competenze operative che prima facevano capo al MAECI sono state trasferite all'Agenzia.

## **Utilità della valutazione**

Come illustrato in dettaglio nella sezione successiva, si chiede di valutare i risultati raggiunti dall'iniziativa, e soprattutto il suo impatto, sia allo scopo di garantire trasparenza e *accountability* (finalità particolarmente importante visto l'ammontare del finanziamento) che per avere indicazioni utili per orientare le future strategie di cooperazione allo sviluppo e la programmazione, nonché per migliorare la qualità degli interventi.

Si chiede di valutare l'impatto sociale, economico, culturale e ambientale delle azioni finanziate dall'Italia attraverso il PPR, a favore delle comunità remote delle attuali province del Balochistan e del Khyber Pakhtunkhwa, indicando altresì in quale maniera l'approccio multisettoriale avrebbe potuto beneficiare di una gestione maggiormente integrata, in un'ottica territoriale di rafforzamento delle istituzioni, e con attenzione alla partecipazione giovanile, a favore dei prossimi programmi del PPAF e del MAECI/AICS in Pakistan.

Si chiede di valutare in quale maniera l'utilizzo della quota legata ha contribuito alla sostenibilità delle azioni realizzate nell'ambito del PPR.

Valutare, inoltre, in quale maniera l'utilizzo della quota legata ha contribuito alla sostenibilità delle azioni realizzate nell'ambito del PPR.

Valutare se tutte o alcune delle componenti del programma possono permettere di individuare progetti da finanziare con ulteriori eventuali contributi da parte della cooperazione italiana.

Valutare in particolare:

1. se la terza componente del programma "Infrastrutture produttive" è stata oggetto e con quali seguiti, o è stata inclusa in una più ampia analisi dei fabbisogni, inventari o valutazioni sull'operatività delle stesse anche in relazione alle alluvioni del 2022;
2. se la quarta componente del programma "Istruzione, salute e nutrizione" ha determinato le condizioni per sviluppare progetti di alta formazione.

Si chiede di valutare la struttura di gestione del programma al fine di produrre raccomandazioni utili al miglioramento degli aspetti manageriali tenendo conto delle più attuali innovazioni in materia.

## **Ambito ed obiettivi generali della valutazione**

La valutazione dovrà esprimere un giudizio generale, adeguatamente motivato, sulla rilevanza degli obiettivi dell'iniziativa in relazione alle esigenze locali prioritarie nonché alla coerenza con le altre iniziative della Cooperazione italiana e degli altri donatori.

In base ai risultati raggiunti, tenendo conto anche degli indicatori elencati nel quadro logico, si valuterà l'efficacia dell'intervento, l'efficienza nell'utilizzo delle risorse a disposizione e la sostenibilità dei benefici conseguiti.

Al di là dei risultati immediati, si dovrà cercare di valutare soprattutto l'impatto dell'iniziativa valutata e descrivere quali cambiamenti essa abbia contribuito a determinare, o si possa ipotizzare che contribuirà a determinare, in via diretta o indirettamente, nell'ambito del contesto sociale, economico e ambientale nonché in relazione al raggiungimento degli obiettivi indicati nella scheda descrittiva allegata ed in relazione agli altri indicatori di sviluppo.

Si dovranno evidenziare gli effetti, anche solo potenziali, su benessere collettivo, diritti umani, eguaglianza di genere e ambiente e sottolineare il contributo ad eventuali cambiamenti di carattere strutturale e duraturo in sistemi o norme. Si dovrà analizzare in che misura e secondo quali meccanismi l'intervento abbia contribuito ai cambiamenti riscontrati come pure l'influenza di fattori esterni quali il contesto politico e le condizioni economiche e finanziarie.

La valutazione esaminerà anche il grado di logicità e coerenza del disegno del progetto e ne valuterà la validità complessiva.

Le conclusioni della valutazione saranno basate su risultati oggettivi, credibili, affidabili e validi, tali da permettere alla DGCS di elaborare misure di *management response*. Il rapporto finale di valutazione dovrà inoltre evidenziare le eventuali lezioni apprese e buone pratiche nonché fornire raccomandazioni utili per la realizzazione di futuri progetti simili. Sempre sulla base di quanto emerso dalla valutazione, potranno essere fornite raccomandazioni di carattere generale per migliorare la programmazione e la gestione degli interventi di cooperazione.

Attraverso le raccomandazioni e le lezioni apprese, la valutazione darà infatti notizie utili atte ad indirizzare al meglio i futuri finanziamenti di settore, a migliorare la programmazione politica dell'aiuto pubblico allo sviluppo e la gestione degli interventi programmati, dalla fase di progettazione alla realizzazione, includendo l'attività di monitoraggio e valutazione.

In considerazione della tipologia di strumento che ha finanziato il programma e delle modalità di esecuzione messe in campo, la valutazione dovrà trattare da un lato gli elementi tecnici delle dinamiche di interazione e adattamento del programma ai vari contesti locali e dall'altro come l'impianto del programma nel suo insieme abbia determinato processi di cambiamento nei settori di intervento, quali innovazioni ha apportato e in che modo ha contribuito alle dinamiche di sviluppo del Paese.

La Cooperazione italiana opera nel quadro del Documento Triennale di Programmazione e Indirizzo, attualmente per il triennio 2021-2023. Tale documento fa riferimento agli obiettivi di sviluppo sostenibile dell'Agenda 2030 i quali rappresentano la guida strategica per orientare l'azione di cooperazione nei paesi partner. Pertanto la valutazione dovrà contribuire alla misurazione dell'impatto che il programma in esame tenendo in considerazione anche il quadro più ampio dell'Agenda 2030, proponendo, testando e applicando una batteria di indicatori che rispecchino il livello programma, il livello paese e il livello globale.

La diffusione dei risultati della Valutazione permetterà inoltre di rendere conto al Parlamento circa l'utilizzo dei fondi stanziati per l'Aiuto Pubblico allo Sviluppo ed all'opinione pubblica italiana circa la validità dell'allocazione delle risorse governative disponibili in attività di cooperazione. I risultati della valutazione e le esperienze acquisite saranno condivise con le principali Agenzie di cooperazione e con i partner locali. La valutazione favorirà anche la "mutual accountability" tra partner in relazione ai reciproci impegni.

Infine, mediante il coinvolgimento dei Paesi partner in ogni fase del suo svolgimento, la valutazione contribuirà al rafforzamento della loro capacità in materia di valutazione.

Il team di valutazione potrà suggerire e includere ogni altro aspetto coerente con lo scopo della valutazione.

## Criteri

I criteri di valutazione, citati in precedenza, sono quelli definiti in ambito OCSE-DAC, assieme ai principi base per il loro utilizzo. Nel rimandare alle fonti OCSE-DAC per maggiori dettagli<sup>1</sup>, di seguito si evidenziano i principali aspetti di ciascun criterio:

- **Rilevanza:** Il team di valutazione dovrà verificare in che misura l'obiettivo ed il disegno dell'iniziativa rispondano (e continuino a rispondere in presenza di mutate circostanze) ai bisogni, le politiche e le priorità dei beneficiari globali, del Paese e delle istituzioni del partner.
- **Coerenza:** Si verificherà la compatibilità dell'intervento con altri interventi nel settore, all'interno dello stesso Paese, sia da parte della cooperazione italiana che da parte di altri Paesi.

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<sup>1</sup> Per le definizioni dei Criteri OCSE si rinvia al seguente link

<http://www.oecd.org/dac/evaluation/daccriteriaforevaluatingdevelopmentassistance.htm>.

- **Efficacia:** La valutazione misurerà il grado e l'entità in cui gli obiettivi dell'iniziativa, intesi in termini di risultati diretti ed immediati, siano stati raggiunti o si prevede lo saranno, con attenzione ai diversi risultati all'interno dei vari gruppi di beneficiari.
- **Efficienza:** La valutazione analizzerà se l'utilizzo delle risorse sia stato ottimale, o si prevede lo sarà, per il conseguimento dei risultati del progetto sia in termini economici che di tempistica ed efficienza gestionale.
- **Impatto:** Si analizzeranno gli effetti significativi dell'intervento, positivi e negativi, previsti o imprevisi o prevedibili, in un ambito più ampio ed in un lasso di tempo più lungo rispetto ai risultati diretti ed immediati. Nel valutare l'impatto si considereranno quindi gli effetti in ambito sociale, economico ed ambientale nonché relativi alle tematiche più importanti: benessere delle comunità, diritti umani, uguaglianza di genere etc.
- **Sostenibilità:** Si valuterà la potenziale continuità nel medio e nel lungo termine dei benefici dell'iniziativa, sia di quelli già prodottisi che di quelli che potranno derivarne in futuro.

## Quesiti valutativi

I quesiti valutativi dovranno essere formulati soprattutto in funzione dell'utilità e degli obiettivi della valutazione. Anche l'interpretazione specifica dei criteri OCSE-DAC, nonché di eventuali criteri aggiuntivi, dipenderà da cosa la valutazione mira ad evidenziare e dall'utilizzo che della valutazione stessa si intende fare. Le domande sull'efficacia e sull'impatto dovranno basarsi sul livello degli *outcome* e degli impatti specifici generati, anziché su specifici output e sull'impatto globale, difficilmente quantificabile.

Per meglio valutare l'impatto, una parte dei quesiti dovranno essere del tipo causa-effetto. Alcune domande dovranno essere indirizzate a tematiche trasversali (povertà, diritti umani, questioni di genere o ambientali etc.).

In ogni caso, i quesiti (principali e supplementari) dovranno essere formulati quanto più possibile in maniera dettagliata, facendo riferimento alle specifiche caratteristiche degli interventi, in forma chiara e con un taglio operativo che tenga anche conto della concreta possibilità di darvi una risposta.

Inoltre si richiede che i quesiti o parte di essi, inducano un'analisi approfondita della struttura di *governance* del programma evidenziandone i punti di forza, le debolezze, le opportunità e le criticità nel quadro del complesso ambiente operativo nel quale si colloca, al fine di restituire orientamenti strategici propedeutici per la replicabilità di eventuali buone pratiche individuate nel processo di valutazione.

## Principi generali, approccio e metodologia

a) La valutazione deve essere in linea con i più elevati standard internazionali di riferimento e tiene conto delle rilevanti linee guida della cooperazione italiana.

Le valutazioni realizzate dalla DGCS si basano sui seguenti principi: utilità, credibilità, indipendenza, imparzialità, trasparenza, eticità, professionalità, diritti umani, parità di genere e sul principio del *leave no-one behind*.

La valutazione deve essere condotta con i più elevati standard di integrità e rispetto delle regole civili, degli usi e costumi, dei diritti umani e dell'uguaglianza di genere e del principio del "non nuocere". A questo riguardo, si raccomanda di non inserire nei rapporti, che saranno oggetto di pubblicazione, nominativi individuali degli attori locali (beneficiari, persone intervistate a qualunque titolo, etc.), foto che ritraggono singoli individui identificabili né altre informazioni da considerare sensibili nel contesto della specifica valutazione (es.: partner attuatori facilmente identificabili). Ciò al fine di tenere conto dei rischi derivanti dal contesto di sicurezza in cui si inserisce la valutazione. La presenza di foto dovrà essere presa in considerazione con la massima attenzione alla protezione ed alla dignità della persona.

Le tematiche trasversali (tra cui diritti umani genere, ambiente) dovranno avere la dovuta considerazione ed i risultati della valutazione in questi ambiti dovranno essere adeguatamente evidenziati con una modalità trasversale.

b) Per valutare quanto gli interventi abbiano inciso sulla capacità di concedere i diritti umani e di pretenderne il godimento, si utilizzerà lo Human Rights Based Approach.

Più in generale, il team di valutazione userà un Results Based Approach che comprenderà l'analisi di varie fonti informative e di dati derivanti da documentazione di progetto, relazioni di monitoraggio, interviste con le controparti governative, con lo staff del progetto, con i beneficiari diretti, sia a livello individuale sia aggregati in focus group.

A questo scopo, il team di valutazione intraprenderà una missione in Pakistan.

Il processo di valutazione dovrà essere focalizzato sull'utilità attesa della valutazione.

c) Il team di valutazione dovrà adottare metodologie sia qualitative che quantitative in modo tale da poter triangolare i risultati ottenuti con l'utilizzo di ciascuna di esse. Nella scelta delle metodologie da utilizzare, il team di valutazione dovrà tenere conto degli obiettivi che la valutazione si propone nonché delle dimensioni e caratteristiche degli interventi.

In ogni caso, si dovrà esplicitare quali metodi si utilizzano sia per la valutazione che per la raccolta dei dati e la loro analisi, motivando la scelta e chiarendo le modalità di applicazione degli stessi.

Le metodologie utilizzate dovranno essere in accordo con tutti i principi enunciati in precedenza nei punti a e b. In particolare, la prospettiva di genere dovrà sempre essere integrata (alla luce del tipo di intervento valutato) e con modalità che dovranno essere indicate nella proposta tecnica presentata (ad esempio, la presenza nel team di personale di sesso femminile o comunque esperto in materia di genere, raccolta ed analisi dei dati in maniera disaggregata per genere etc.).

Nella fase di avvio della valutazione, i valutatori dovranno:

- 1- definire il quadro generale multidimensionale di riferimento della valutazione, identificando gli obiettivi del programma e delle specifiche politiche nazionali come elemento di confronto, analizzando la qualità dell'impatto e dei modelli adottati attraverso la valutazione dell'efficacia dell'iniziativa in particolare a livello di ownership e sostenibilità dei risultati;
- 2- elaborare la teoria del cambiamento, compatibilmente con le modalità di impostazione progettuale degli interventi completa di una batteria di indicatori multilivello;
- 3- proporre le principali domande di valutazione e le domande supplementari, in maniera puntuale e tenendo conto delle caratteristiche specifiche degli interventi;
- 4- elaborare la matrice di valutazione, che, per ciascuna delle domande di valutazione e domande supplementari che si è deciso di prendere in considerazione, indichi le tecniche che si intendono utilizzare per la raccolta dei dati e fornisca altre informazioni quali i metodi di misura, gli indicatori, la presenza o meno di *baseline* e quanto altro opportuno in base alle esigenze della valutazione;
- 5- stabilire le modalità di partecipazione degli stakeholder alla valutazione con particolare attenzione ai beneficiari e ai gruppi più vulnerabili;

### **Coinvolgimento degli stakeholder:**

I metodi utilizzati dovranno essere il più partecipativi possibile, prevedendo in tutte le fasi il coinvolgimento dei destinatari "istituzionali" della valutazione, del Paese partner, dei beneficiari degli interventi ed in generale di tutti i principali stakeholder.

Il team di valutazione dovrà coinvolgere gli stakeholder locali nella realizzazione della valutazione realizzando attività formative di capacity building volte a migliorare la capacità valutative del Partner.

Inoltre, al termine della visita sul campo, le informazioni utili alla valutazione raccolte saranno condivise dal team con gli stakeholder locali includendo l'Ambasciata e la Sede AICS.

Oltre ai beneficiari diretti e indiretti, i principali stakeholder locali includono:

- Il Governo pakistano in quanto finanziatore del National Rural Support Programme;
- Federal Minister for Poverty alleviation and social Safety (PA&SS);
- Banca Mondiale;
- ONG partner del PPAF;
- Province interessate: Balochistan, Khyber Pakhtunkhwa, FATA and Neighboring Areas;
- I soggetti del sistema del credito e bancario pakistano;
- La Comunità delle aree target non coinvolte direttamente.

### **Qualità della valutazione:**

Il team di valutazione userà diversi metodi (inclusa la triangolazione) al fine di assicurare che i dati rilevati siano validi.

La valutazione dovrà conformarsi ai *Quality Standards for Development Evaluation* dell'OCSE/DAC.<sup>2</sup>

### **Profilo del team di valutazione**

Il servizio di valutazione dovrà essere svolto da un team di valutazione, composto da almeno 3 membri, incluso il *team leader*, il quale sarà il referente della DGCS per l'intera procedura e parteciperà alle riunioni ed ai seminari previste dal piano di lavoro.

Il *team leader* dovrà avere i seguenti requisiti minimi:

- Diploma di laurea triennale;
- Padronanza della lingua italiana, parlata e scritta;<sup>3</sup>
- Padronanza della lingua inglese, parlata e scritta;
- Esperienza in attività di valutazione di iniziative di cooperazione allo sviluppo (almeno 3 anni);
- Esperienza in coordinamento di team multidisciplinari (almeno 1 anno).
- Conoscenza approfondita della metodologia RBM e degli strumenti e modalità di intervento della Cooperazione italiana.

Gli altri due membri obbligatori del team dovranno possedere i seguenti requisiti minimi:

- Diploma di laurea triennale;
- Padronanza della lingua inglese, parlata e scritta.
- Esperienza in attività di valutazione di iniziative di cooperazione allo sviluppo (almeno 1 anno);
- Conoscenza della gestione del ciclo del progetto e dei progetti di cooperazione allo sviluppo.

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<sup>2</sup> <https://www.oecd.org/development/evaluation/qualitystandards.pdf>

<sup>3</sup> Per padronanza si intende qui, come in seguito, una conoscenza della lingua in questione al livello C del QCER (non sono richiesti formali attestati)

Il team di valutazione dovrà essere *gender oriented* e quindi includere almeno un esperto locale donna in qualità di membro obbligatorio del team stesso.

Il team di valutazione dovrà inoltre disporre delle seguenti competenze, che potranno essere possedute da uno o più membri (alternativamente, obbligatori o aggiuntivi):

- Competenze specifiche in uno o più settori di cui alle componenti del programma;
- Conoscenza del Pakistan e del contesto istituzionale;
- Conoscenza della lingua inglese come lingua veicolare;
- Competenza nella realizzazione di interviste, ricerche documentali, raccolta e analisi dei dati;
- Competenza in tematiche trasversali;
- Capacità analitiche, redazionali e di presentazione dei dati.

## **Prodotti dell'esercizio di valutazione**

Si elencano di seguito gli output dell'esercizio.

1. Un **Rapporto d'Avvio in lingua italiana** (intorno alle 20 pagine), da trasmettere alla stazione appaltante entro la scadenza concordata in occasione dell'incontro di avvio della valutazione presso la DGCS (generalmente 20 giorni). Il documento dovrà includere la descrizione dell'ambito della valutazione, dei quesiti valutativi principali e supplementari, dei criteri e degli indicatori che verranno utilizzati per rispondere alle domande, delle metodologie che si intendono utilizzare per la raccolta e l'analisi dei dati e per la valutazione in generale, della definizione del ruolo e delle responsabilità di ciascun membro del team di valutazione, del piano di lavoro comprensivo del cronoprogramma delle attività e delle modalità di svolgimento delle visite sul campo.
2. Un **Rapporto finale** (max 50 pagine allegati esclusi) **in lingua italiana e tradotto in inglese**. Oltre che in **formato Word e Pdf (max 3Mb)**, i rapporti nelle 2 lingue dovranno essere forniti, **in formato cartaceo rilegato in brossura, nella misura di 5 copie per ciascuna delle 2 lingue (10 copie complessivamente)**. La redazione e la traduzione in lingua dovranno essere di un livello qualitativo professionale. Il Rapporto dovrà inoltre contenere elementi di infografica che facilitino la lettura e diano immediata evidenza delle risultanze della valutazione. Ulteriori indicazioni in merito al formato e alla struttura del rapporto sono fornite nella relativa scheda descrittiva.
3. Una **Sintesi del Rapporto Finale** (max 20 pagine), **in lingua italiana e tradotto in inglese**. Oltre che in **formato Word e Pdf (max 3Mb)**, le sintesi nelle 2 lingue dovranno essere forniti **in formato cartaceo rilegato in brossura, nella misura di 5 copie per ciascuna delle 2 lingue (10 copie complessivamente)**. Le copie cartacee dovranno essere dotate di copertina plastificata. La redazione e la traduzione in lingua dovranno essere di un livello qualitativo professionale. Il Rapporto dovrà inoltre contenere elementi di infografica che facilitino la lettura e diano immediata evidenza delle risultanze della valutazione. Nella versione sintetica del rapporto si dovranno necessariamente includere l'ambito e gli obiettivi della valutazione, l'approccio metodologico, le principali conclusioni e le raccomandazioni.

4. **Catalogo fotografico** (in alta definizione e rilegato) relativo all'iniziativa valutata che raccolga le fotografie realizzate dalla controparte governativa pakistana ed eventualmente altre fotografie che si rendessero disponibili da parte degli stakeholders coinvolti al fine di rappresentare anche in supporto fotografico gli obiettivi raggiunti.
5. **Due presentazioni Power Point**, rispettivamente in italiano ed in inglese, per illustrare le principali risultanze della valutazione (da utilizzare anche a supporto dei seminari programmati).
6. **Seminario di presentazione del rapporto finale presso il MAECI-DGCS.**
7. **Seminario di presentazione del rapporto finale in Pakistan.**

**Seguono:**

- **Scheda descrittiva del progetto;**
- **Disposizioni gestionali e piano di lavoro;**
- **Scheda relativa a formato e struttura del Rapporto di valutazione.**

## SCHEMA DESCRITTIVA PROGETTO

<b>TITOLO DEL PROGRAMMA</b>	<b>Programma di lotta alla povertà attraverso lo sviluppo rurale nelle province del Balochistan, Khyber Pakhtunkhwa FATA and Neighboring Areas - AID 9313.</b>
<b>LUOGO DEL PROGRAMMA</b>	Pakistan
<b>LINGUA DEL PROGRAMMA</b>	Inglese
<b>DURATA EFFETTIVA</b>	8 anni (dal 13.9.2013 al 31.03.21)
<b>CANALE DI FINANZIAMENTO</b>	Bilaterale
<b>TIPOLOGIA</b>	Credito e Dono
<b>BUDGET TOTALE</b>	Euro 43.080.739 Euro 40.000.000 componente a credito Euro 2.700.000 Banca Mondiale a dono Euro 258.000 Fondo Esperti a dono Euro 122.739 Fondo in loco a dono
<b>ENTE ESECUTORE</b>	Pakistan Poverty Alleviation Fund – PPAF - AICS Islamabad- Sede locale.
<b>OBIETTIVI DEL MILLENNIO (MDGs)</b>	O1: <i>Eliminare l'estrema povertà e la fame.</i>
<b>OBIETTIVI DI SVILUPPO SOSTENIBILE (SDGs)</b>	O1: <i>Porre fine ad ogni forma di povertà nel mondo.</i> O2: <i>Porre fine alla fame, raggiungere la sicurezza alimentare, migliorare la nutrizione e promuovere un'agricoltura sostenibile.</i>

### Contesto dell'iniziativa

L'iniziativa, in linea con le politiche ed i programmi di lotta alla povertà del paese ed, in particolare, con il PRSP (Poverty Reduction Strategy Paper) elaborato dal governo pakistano nel 2003 quale documento guida per le strategie di contrasto alla povertà, si basa su un più ampio programma della Banca Mondiale di 250 milioni di dollari, denominato PPAF III (Pakistan Poverty Alleviation Fund - terza fase) al quale si è adeguata nei contenuti e nella metodologia, seguendo il sistema di finanziamento parallelo.

### Obiettivo generale e specifico

L'obiettivo generale del programma mira alla riduzione della povertà attraverso la creazione di sviluppo sociale ed economico, compreso l'aumento del reddito e della capacità produttiva attraverso l'istituzione di un sistema sociale e infrastrutturale e di un'efficace rete di sicurezza sociale sostenibile.

L'obiettivo specifico è quello di alleviare la povertà della popolazione del Balochistan, del Khyber Pakhtunkhwa, delle aree ex-FATA e delle zone limitrofe, creando condizioni sostenibili di sviluppo sociale ed economico.

### **Finanziamento**

Componente a credito di euro 40.000.000 e a dono di euro 2.700.000 alla Banca Mondiale, euro 258.000 per il Fondo Esperti ed euro 122.739 per il Fondo in loco.

Budget totale Euro 43.080.739.

Il finanziamento è stato messo a disposizione del Governo pakistano sotto forma di credito d'aiuto con un tasso di interesse nominale dello 0%, un periodo di grazia di 18 anni, un periodo di ripagamento 37 anni con un elemento di dono dell'80%. Una quota di almeno il 5% del credito è legata, cioè' destinata a finanziare beni e servizi di origine italiana.

### **Descrizione strategia di intervento**

Il progetto prevede 4 componenti: 1) mobilitazione sociale; 2) miglioramento e protezione dei mezzi di sussistenza; 3) costruzione e miglioramento di infrastrutture comunitarie su piccola scala (CPI); 4) istituzione di servizi sanitari ed educativi di base.

L'approccio integrato e olistico come strategia dell'intervento ha avuto come obiettivo quello di consentire alle comunità locali delle aree target di creare reti di sicurezza sociale per i più vulnerabili e investire in infrastrutture produttive su piccola scala, istruzione, sanità, formazione professionale, infrastrutture produttive, migliorando così la loro qualità di vita. La modalità di utilizzo di progetti integrati è garanzia di risultati di sviluppo superiori alla somma delle singole componenti di cui è costituito il programma.

### **Risultati da conseguire**

I risultati attesi sono quattro:

1. Tessuto sociale ed istituzioni comunitarie fortificate con aumentato empowerment delle comunità di base e aumentate capacità di interagire con le istituzioni governative centrali, con altre organizzazioni di sviluppo e con i mercati;
2. Rete di protezione sociale creata e funzionante a tutela delle fasce più povere della popolazione, quali donne, bambini, anziani e disabili;
3. Infrastrutture produttive del territorio costituite e funzionanti (ad es. opere idrauliche, opere civili, energetiche, di trasporti e di accesso ai mercati);
4. Aumentato accesso delle popolazioni ai servizi socio-sanitari di base, in particolare salute ed educazione.

### **Elenco dei beneficiari**

I beneficiari diretti del programma saranno le 75 ONG partner operanti con le popolazioni locali che si occupano di promuovere ed eseguire le differenti componenti del programma. Esse sono raggruppate in coordinamenti su base provinciale.

## DISPOSIZIONI GESTIONALI E PIANO DI LAVORO

<b><i>Desk Analysis</i></b>	In questa prima fase i valutatori esamineranno la documentazione riguardante il progetto. Dopo la firma del contratto la DGCS fornirà al team di valutazione ulteriore documentazione relativa all’iniziativa oggetto della valutazione. Nella riunione d’avvio, il team incontrerà i rappresentanti degli uffici della DGCS, gli esperti/funzionari dell’Agenzia ed altri stakeholder rilevanti.
<b><i>Rapporto d’avvio</i></b>	Il team dovrà predisporre il Rapporto d’avvio (vedi pag. 9), che sarà soggetto ad approvazione da parte della DGCS, entro la scadenza concordata in occasione dell’incontro di avvio della valutazione presso la DGCS (generalmente 20 giorni).
<b><i>Visita sul campo</i></b>	Coordinandosi con il MAECI –Ambasciata d’Italia in loco e Sede AICS di Islamabad – il team di valutazione visiterà i luoghi dell’iniziativa, intervisterà le parti interessate, i beneficiari e raccoglierà ogni informazione utile alla valutazione. Il team di valutazione si recherà sul campo per un <b>periodo stimato di 22 giorni</b> (la durata effettiva sarà determinata dall’offerente). Il suddetto periodo dovrà essere coperto da almeno uno dei membri obbligatori. La presenza in loco del team leader, anche per un periodo circoscritto, è incentivata con l’attribuzione di relativo punteggio in sede di valutazione dell’offerta tecnica (Piano di lavoro). Al termine della visita sul campo, le informazioni utili alla valutazione raccolte saranno condivise dal team con gli stakeholder locali.
<b><i>Bozza del rapporto di valutazione</i></b>	Il team predisporrà la bozza del rapporto di valutazione, che dovrà essere inviata per l’approvazione da parte della DGCS.
<b><i>Commenti delle parti interessate e feedback</i></b>	La bozza di rapporto sarà sottoposta ai soggetti interni alla DGCS, ai rappresentanti dell’Agenzia e altri eventuali stakeholder individuati dalla DGCS per questa finalità. Commenti e feedback saranno comunicati ai valutatori invitandoli a dare i chiarimenti richiesti e fare eventuali contro-obiezioni.
<b><i>Seminario presso la DGCS</i></b>	La DGCS organizzerà un Seminario per la presentazione da parte del team della bozza del rapporto di valutazione, per l’acquisizione di eventuali commenti e feedback da parte dei soggetti di cui al paragrafo precedente, utili alla stesura del rapporto definitivo.
<b><i>Rapporto finale e documentazione accessoria</i></b>	Il team di valutazione, tenendo conto dei commenti ricevuti, definirà il rapporto finale e lo trasmetterà alla DGCS, per l’approvazione. Il rapporto può includere i commenti degli stakeholder. Al rapporto saranno allegati i ToRs, la lista completa dei quesiti valutativi con relativi indicatori e fonti e l’elenco della documentazione consultata. Assieme al rapporto dovrà essere fornito il materiale fotografico e l’ulteriore documentazione prodotta nel corso della valutazione: i questionari, i documenti specifici prodotti per gli approfondimenti di particolari tematiche o linee di intervento, le fonti informative secondarie utilizzate, le tecniche di raccolta dei dati nell’ambito di indagini <i>ad hoc</i> , le modalità di organizzazione ed esecuzione delle interviste, la definizione e le modalità di quantificazione delle diverse categorie di indicatori utilizzati, le procedure e le tecniche per l’analisi dei dati e per la formulazione delle risposte ai quesiti valutativi, inclusa la Matrice di Valutazione.
<b><i>Seminario in loco</i></b>	Il team di valutazione organizzerà, in coordinamento con la DGCS, un seminario per la presentazione alle controparti del rapporto finale di valutazione. I risultati della valutazione verranno presentati ai principali interlocutori locali: soggetti istituzionali, enti esecutori, rappresentanti dei beneficiari. I costi organizzativi del seminario (incluso affitto della sala, catering, eventuali rimborsi per lo spostamento dei partecipanti locali) saranno integralmente a carico dell’offerente. Le modalità organizzative di massima del seminario dovranno essere illustrate nell’offerta del concorrente e concordate in tempo utile nel dettaglio con la DGCS.

## FORMATO E STRUTTURA DEL RAPPORTO DI VALUTAZIONE

<b>Rilegatura</b>	In broccura con copertina plastificata recante l'indicazione del titolo dell'iniziativa anche nella parte laterale.
<b>Carattere</b>	Arial o Times New Roman, corpo 12 minimo
<b>Copertina</b>	Il file relativo alla prima pagina sarà fornito dall'Ufficio III della DGCS assieme ai contenuti da inserire nella prima pagina (modalità di aggiudicazione, disclaimer etc.)
<b>Lista degli acronimi</b>	Sarà inserita una lista degli acronimi utilizzati
<b>Localizzazione degli interventi</b>	Inserire una carta geografica relativa alle aree oggetto dell'iniziativa.
<b>Sintesi iniziale</b>	Quadro sintetico di contesto, ambito ed obiettivi della valutazione, metodologia di raccolta e analisi dati, principali conclusioni e raccomandazioni. Segnalare che del rapporto finale è disponibile una versione sintetica. (Max 5 pagine)
<b>Contesto</b>	<ul style="list-style-type: none"> <li>- Situazione Paese (Max 2 pagine), basata su informazioni rilevate da fonti internazionali accreditate.</li> <li>- Breve descrizione delle politiche di sviluppo attive nel Paese, con particolare riferimento alla cooperazione italiana, e della sua situazione politico-istituzionale, socio-economica e culturale.</li> </ul>
<b>Ambito ed obiettivo</b>	<ul style="list-style-type: none"> <li>- Descrizione delle iniziative valutate che includa logica e strategia di base, obiettivi generali e specifici, risultati previsti e stato di realizzazione dei singoli progetti</li> <li>- Obiettivi generali e specifici della valutazione.</li> </ul>
<b>Quadro teorico e metodologico</b>	<ul style="list-style-type: none"> <li>- I criteri di valutazione.</li> <li>- La metodologia utilizzata e la sua applicazione, segnalando le eventuali difficoltà incontrate.</li> <li>- Le fonti informative e il loro grado di attendibilità.</li> </ul>
<b>Presentazione dei risultati</b>	La presentazione dei risultati della valutazione dovrà articolarsi sulla base dei quesiti formulati dall'offerente e delle relative risposte (adeguatamente documentate).
<b>Conclusioni</b>	Le conclusioni, fondate sui risultati della valutazione, includeranno un giudizio chiaro e motivato in merito a ciascuno dei criteri di valutazione e dovranno tenere conto di quanto richiesto nella sezione Utilità dei ToRs e delle tematiche trasversali.
<b>Raccomandazioni</b>	Le raccomandazioni, relative ad aspetti specifici delle iniziative valutate o a carattere generale, devono comunque essere fondate sulle risultanze e le conclusioni della valutazione. Sono indirizzate ai destinatari istituzionali e finalizzate al miglioramento delle strategie della cooperazione italiana e dei progetti futuri. Per facilitare il management response, esse devono essere limitate nel numero (indicativamente non più di 10 raccomandazioni principali) e prevedere una formulazione sintetica che evidenzii chiaramente l'azione da svolgere, accompagnata da un eventuale ulteriore testo esplicativo.
<b>Lezioni apprese e buone pratiche</b>	Sono fondate sulle risultanze della valutazione e possono andare al di là del ristretto ambito del progetto.
<b>Allegati inseriti nel rapporto</b>	In calce al rapporto devono essere inseriti i ToRs, la lista completa dei quesiti valutativi con relativi indicatori e fonti e l'elenco della documentazione consultata. Ulteriori allegati possono essere inseriti se non contengono dati potenzialmente sensibili (nominativi individuali ed altre informazioni che possono essere usate per identificare individui). Nel rapporto può anche essere inserito l'elenco di tutta la documentazione accessoria prodotta (questionari etc.), inclusa quella non allegata.

## ANNEX II – BIBLIOGRAPHY

### DOCUMENTATION CONSULTED

#### PROJECT DOCUMENTATION

- Agreement between the government of the Italian Republic and the government of the Islamic Republic of Pakistan for the Program “Poverty reduction through rural development activities in Baluchistan, Khyber-Pakhtunkhwa federally administered tribal area and neighboring area”, 2011.
  - Financial agreement between Ministry of Finance government of the Islamic Republic of Pakistan and Artigiancassa spa, 2011
  - Subsidiary financial agreement between the government of the Islamic Republic of Pakistan and PPAF, 2011
  - Agreement between the Italian Republic and the World Bank for advisory services, 2012
  - Environmental and Social Management Framework (ESMF), 2014
  - Situation analysis and baseline surveys for poverty reduction through rural development in KPK, FATA and Baluchistan, 2015
  - PPR Component Strategies, 2015
  - Project Completion Report, Pakistan Poverty Alleviation Fund – III, 2016
  - Midterm Evaluation of Program for Poverty Reduction, 2018
  - PPR Strategic Assessment Report CPI, 2019
  - PPR Strategic Assessment Report EHN, 2019
  - PPR End of Program Evaluation, 2021
  - Procurement Report related to tied component for the period July 1, 2017, to December 31, 2021, 2022
  - Project Financial Statement for the period July 1, 2017, to December 31, 2021, 2022
  - PPR Project Completion Report Delivery Note, 2023
  - PPR Project Completion Report, 2023
  - PPR Program Closure Technical Note, 2023
  - PPR Sustainability Plan
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- PPR Quarterly Progress Report (QPR) 1-31, 2014-2021
  - PPAF Work Plans (WP) 1-6, 2014-2020
  - Annex A to WP6 - Supporting Economic Resilience & Livelihoods Recovery: A Response to the COVID-19 Emergency under Program for Poverty Reduction, 2020
  - Annex 5 to WP3 - PPR Framework of Socio-economic Transformation, 2016
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- Lattanzio Learning, Package 1 - Training Consultancies in Pakistan, Final Report, 2016
  - Lattanzio Learning, Package 1 - Training Consultancies in Pakistan, Report on M&E System, 2016
  - Lattanzio Learning, Operational guidelines for regular monitoring and evaluation of Program for Poverty Reduction, guidelines to operationalize monitoring and evaluation system, (Processes/mechanisms and responsibility), 2016.
  - Luiss Business School, Poverty Reduction through Rural Development in Balochistan, Khyber Pakhtunkhwa, Federally Administered Tribal Areas and Neighboring Areas, Capacity Building Activities: Training Visits to Italy, Final Report, 2020
  - Luiss Business School, Poverty Reduction through Rural Development in Balochistan, Khyber Pakhtunkhwa, Federally Administered Tribal Areas and Neighboring Areas, Youth Communicators for Development, Final Report, 2021

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- Manfredi Paola, Revitalizing Tangible and Intangible Heritage among selected communities in the areas of Khyber Pakhtunkhwa, FATA and Balochistan: An Atlas of Cultural Heritage Assets, Deliverable 1 - Cultural heritage and traditional craftsmanship conservation: suggested strategies for PPAF
  - Manfredi Paola, Revitalizing Tangible and Intangible Heritage among selected communities in the areas of Khyber Pakhtunkhwa, FATA and Balochistan: An Atlas of Cultural Heritage Assets, Deliverable 2 - Roundtable for revitalizing tangible and intangible cultural heritage in KP/FATA, 2016
  - Manfredi Paola, Revitalizing Tangible and Intangible Heritage among selected communities in the areas of Khyber Pakhtunkhwa, FATA and Balochistan: An Atlas of Cultural Heritage Assets, Deliverable 2 - Roundtable for revitalizing tangible and intangible cultural heritage in Balochistan, 2016
  - Manfredi Paola, Revitalizing Tangible and Intangible Heritage among selected communities in the areas of Khyber Pakhtunkhwa, FATA and Balochistan: An Atlas of Cultural Heritage Assets, Deliverable 3 - Preliminary inventory of cultural heritage resources in selected areas: Swat and Chitral, KPK
  - Manfredi Paola, rejuvenating cultural heritage district Chitral: Women and textiles, Strategy to mainstream cultural heritage conservation through textiles, 2021
  - Manfredi Paola, Rejuvenating cultural heritage district Chitral: Women and textiles - Final report, 2021

#### ITALIAN COOPERATION DOCUMENTS

- Three-year Planning and Policy Documents, 2010-2023
- Guidelines for the fight against poverty, 2011

#### CONTEXT DOCUMENTS

- United Nations General Assembly, Millennium Declaration, 2000
  - Government of Pakistan - Finance Division, Poverty Reduction Strategy Paper (PRSP – II), 2008
  - Government of Pakistan - Ministry of Planning, Development and Reform, Pakistan 2025. One Nation - One Vision, 2014
  - United Nations General Assembly, Transforming our world. The 2030 Agenda for Sustainable Development, 2015
  - Government of Pakistan, Ehsaas Strategy, 2019
-

## ANNEX III – WITNESSES MET

FIRST NAME	BODY
<b>ITALIAN COOPERATION</b>	
Francesco Zatta	AICS Islamabad
Emanuela Benini	AICS Islamabad
Pietro Del Sette	AICS Islamabad
Imran Ashraf	AICS Islamabad
<b>PPAF</b>	
Arshad Rashid	-
Asadullah Saleem	-
Muhammad Ashraf	-
Raabia Babar	-
Sohaib Majeed	-
Zahid Hussain	-
<b>PARTNER ORGANIZATIONS</b>	
Zahid Ahmed	AF
Syed Zain Zahid	AF
Muhammad Rafiq	AF
Muhammad Munir	AF
Muhammad Younis Khan	AKRSP
Ahmed Jan	BRSP
Naimatullah Jan Miryani	BRSP
Ghulam Murtaza	BRSP
Tahir Rasheed	BRSP
Bacha Khan	CERD
Akbar Zeb	EPS
Masroor Ahmad	EPS
Zakir Ullah	EPS
Ayub Khan	KK
Maqsood Ali	KK
Noor Malik	LASOONA
Ihsanullah Khan	LASOONA
Aunt Ur Rahman Farooqi	NIDA
Nabeel Ahmed	NRSP
Saeed Alim Baloch	NRSP
Pir Jan	NRSP
Babar Shah Khan	PIDS

Zaheer Tareen	SEHER
Abdul Wadood	SEHER
Fayaz Ahmad	SRSP
Essa Kakar	TF
Hameed Ullah Kakar	YO

#### LOCAL INSTITUTIONS

Tariq Hussain	Ministry of National Food Security & Research
Azmat Awan	Ministry of National Food Security & Research

#### BENEFICIARIES

Baghi Gul	AKRSP
Fatima Alam	AKRSP
Nighat Kosar	AKRSP
Rukhtaj Begum	CERD
Habib Ahmad	LASOONA
Ashfaq	LASOONA
Hafsa	NIDA
Habib Ullah Khan	SRSP

#### BOUND COMPONENT

Dr. Paola Manfredi	-
Dr. Marco Marchetti	-
Angelica Amato	Lattanzio Learning SpA
Massimo Giacomelli	Lattanzio Learning SpA
Marco Girelli	M/S AGT SpA
Niccolo Piazza	Moonweed Digital Productions
Roberto Dandi	LUISS Guido Carli University
Duilio Carusi	LUISS Guido Carli University

#### INTERNATIONAL DONORS

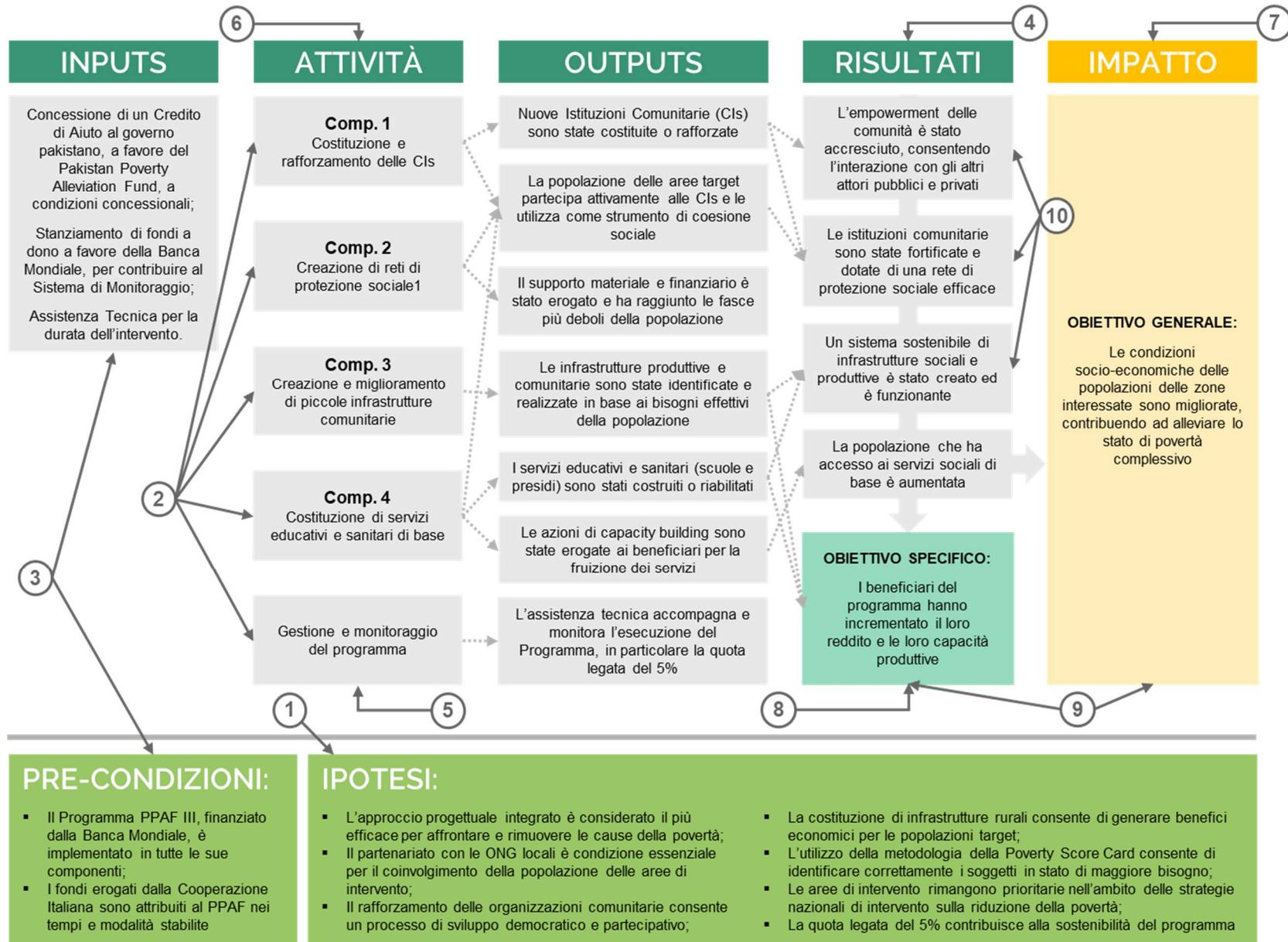
Maha Ahmed	World Bank
Aamer Irshad	FAO
Stephen Langrel	EU Delegation - Pakistan
Azam Sohail	EU Delegation - Pakistan
Borisavljevic Ivan	EU Delegation - Pakistan

## ANNEX IV– FIELD VISITS

BIT	District	UC	Activity	Qty	Details
AKRSP	Chitral	Ayun	Klls	1	Senior Program Management
			FGD with Cls	1	17 mixed participants
			Stories of Change	3	3 women beneficiaries (transfer of skills, transfer of assets, CLF)
			Visit to project sites	5	1. Suspension bridge in Wadus 2. Improvement of Bashaleni structure 3. Computer Lab at GHS Baroon 4. Road paving in Krakal, Bumbrate 5. Trout fish farm in Krakal village
Lasooona	Swat	Bar Abakhel Kabal	Klls	1	Senior Program Management
			FGD with Cls	1	11 female participants
			FGD with Cls	1	12 male participants
			Stories of Change	2	2 male beneficiaries (transfer of skills)
			Visit to project sites	7	1. Irrigation channel 2. PPC connection road 3. Irrigation channel 4. PPC connection road 5. DWSS: Manual pump 6. DWSS: Manual pump 7. Community school
SRSP	Dir Upper	Bibyawar	Klls	1	Senior Program Management
			FGD with Cls	1	9 female participants
			Visit to project sites	3	1. Road in PPC / RHC Bibyawar 2. DWSS: Manual pump 3. Transfer of assets and skills
		Chukyatan	FGD with Cls	1	12 female participants
			Visit to project sites	6	1. Water channel 2. n.1 Road in PCC 3. n.3 Connecting roads 4. n.5 DWSS 5. Transfer of assets 6. Olive tree plantation
			FGD with Cls	1	10 mixed participants
			Stories of Change	1	1 male beneficiary (transfer of skills)
CERD	Dir Lower	Koto	Klls	1	Senior Program Management
			FGD with Cls	1	12 female participants
			FGD with Cls	1	11 female participants
			Stories of Change	1	1 female beneficiary (transfer of assets)

			Visit to project sites	4	1. Connecting road 2. Connecting road 3. Irrigation channel 4. DWSS: Hand pump repaired
			KIIs	1	Senior Program Management
			FGD with CIs	1	7 female participants
			KIIs	2	2 qualified female medical technicians
<b>NIDA Pakistan</b>	Bajaur	Khar	Visit to project sites	4	1. DWSS: Solar pumps 2. Irrigation canal 3. Connecting road 4. Maternity Services Clinic
			Stories of Change	1	1 female beneficiary (transfer of skills)

# ANNEX V- THEORY OF CHANGE



## ANNEX VI – EVALUATION MATRIX

CRITERION	QUESTIONS E EVALUATION SUB-QUESTIONS	INDICATORS	SOURCES
RELEVANCE	<b>D.1 Do the strategy and activities of the program address the root causes of poverty in the assisted population?</b>		
	D.1.1 To what extent did the assisted population, local administrations and institutional representatives participate in identifying the objectives and activities of the program?	<ul style="list-style-type: none"> <li>Representativeness and incisiveness of the participation mechanisms for identifying the objectives and activities of the program</li> </ul>	<ul style="list-style-type: none"> <li>Program document</li> <li>Interviews with representatives of AICS, public and private partners and PPAF</li> </ul>
	D.1.2 To what extent is the program strategy aligned with the Poverty Reduction Strategy Paper, the Millennium Development Goals and the Sustainable Development Goals?	<ul style="list-style-type: none"> <li>Consistency of the program's Theory of Change with national and international goals on poverty reduction and development</li> </ul>	<ul style="list-style-type: none"> <li>National and international policies, local development plans</li> <li>Interviews with representatives of AICS, the Pakistani Ministry of Finance, local administrations and institutional representatives</li> </ul>
	D.1.3 Which projects to be financed with any further contributions from Italian cooperation can originate from the components of the program?	<ul style="list-style-type: none"> <li>Projects identified by the program</li> <li>Higher education projects linked to the execution of the program</li> <li>Contribution of higher education projects to the implementation of the program strategy</li> </ul>	<ul style="list-style-type: none"> <li>Program document, annual reports</li> <li>Programming documents of Italian cooperation</li> <li>Interviews with representatives of AICS, the Italian On-Site Coordination Office, the Pakistani Ministry of Finance and the PPAF</li> </ul>
	<b>D.2 To what extent was the initiative's design able to adapt to the changing needs of the reference context?</b>		
D.2.1 To what extent have the operations and needs of the projects carried out (in particular relating to the third component "Production Infrastructures") been the subject, and with what follow-ups, of a	<ul style="list-style-type: none"> <li>Operational changes originating from needs analyzes carried out within the Production Infrastructure component</li> <li>Contribution of the creation of productive infrastructures that have broadened the</li> </ul>	<ul style="list-style-type: none"> <li>Program document, annual reports</li> <li>Programming documents of Italian cooperation</li> <li>Interviews with representatives of AICS, the Italian On-Site Coordination Office,</li> </ul>	

	broader analysis in relation to the natural disasters that occurred in the country?	scope of the program and the implementation of its strategy	the Pakistani Ministry of Finance, PPAF and local partners
	D.2.2 What solutions have been adopted to reduce the effects produced by the COVID-19 pandemic on the socio-economic development of the assisted population?	<ul style="list-style-type: none"> <li>▪ Possible rescheduling of activities in response to the pandemic</li> <li>▪ Innovations in intervention methods induced by the response to the pandemic</li> </ul>	<ul style="list-style-type: none"> <li>▪ Program documents: studies, surveys, annual and monitoring reports</li> <li>▪ Interviews with representatives of the Italian on-site coordination office, the PPAF, local administrations, beneficiaries</li> </ul>
<b>CONSISTENCY</b>	<b>D.3 To what extent is the program integrated with the actions of the cooperation actors involved in the socio-economic development of the country?</b>		
	D.3.1 To what extent has the program been designed in a coherent and well-structured manner, with particular reference to the identification of objectives, activities and expected results?	<ul style="list-style-type: none"> <li>▪ Clarity of the objectives, activities and expected results of the program</li> </ul>	<ul style="list-style-type: none"> <li>▪ Program documents: studies, surveys, annual and monitoring reports</li> <li>▪ Interviews with representatives of the Italian on-site coordination office, the PPAF, local administrations, beneficiaries</li> </ul>
	<p>D.3.2 To what extent was the program consistent with:</p> <p>a. other Italian cooperation initiatives in the country/globally?</p> <p>b. Other similar interventions in Pakistan by the government or other donors?</p>	<ul style="list-style-type: none"> <li>▪ Common objectives and synergies between the program and other Italian Cooperation projects in the country and in the region</li> <li>▪ Collaborations established with other development initiatives</li> </ul>	<ul style="list-style-type: none"> <li>▪ Program document</li> <li>▪ Programming documents of Italian cooperation, the GoP and other donors</li> <li>▪ Interviews with representatives of AICS, the Italian On-Site Coordination Office and the PPAF</li> </ul>
	<p>D.3.3 To what extent has the program contributed to the definition or promotion of intervention strategies:</p> <p>a. of Italian Cooperation in the country?</p> <p>b. of other donors?</p>	<ul style="list-style-type: none"> <li>▪ Technical or information inputs provided as part of the Italian Cooperation initiatives in the country</li> <li>▪ Collaborations established with other development initiatives</li> </ul>	<ul style="list-style-type: none"> <li>▪ Programming documents of Italian cooperation</li> <li>▪ Country strategies and other programming documents of international development agencies</li> <li>▪ Interviews with representatives of AICS, representatives of the Ministry of Finance of Pakistan, PPAF, the World Bank and other development agencies</li> </ul>
<b>EFFECTIVENESS</b>	<b>D.4 To what extent have the results envisaged by the program been achieved?</b>		

	<p>D.4.1 To what extent have the different components of the program achieved results according to the original planning?</p>	<ul style="list-style-type: none"> <li>▪ Progress in achieving the expected values of the result indicators of the Result based Framework</li> </ul>	<ul style="list-style-type: none"> <li>▪ Program documents: studies, field surveys, annual and monitoring reports</li> <li>▪ Interviews of program partners, grant implementers, local governments, community organizations and beneficiaries</li> </ul>
	<p>D.4.2 To what extent and with what reliability have the M&amp;E activities ensured learning and acquired evidence of the program's results?</p>	<ul style="list-style-type: none"> <li>▪ Application level of relevant applicable M&amp;E protocols</li> <li>▪ Possibility of validating the values attributed to the indicators</li> </ul>	<ul style="list-style-type: none"> <li>▪ Program documents: studies, field surveys, annual and monitoring reports</li> </ul>
<p><b>EFFICIENCY</b></p>	<p><b>D.5. To what extent did the program's management and steering bodies allow for optimal execution of the planned activities?</b></p>		
	<p>D.5.1 To what extent did the management bodies (in particular the Italian on-site coordination office) effectively guide the implementation of the activities?</p>	<ul style="list-style-type: none"> <li>▪ Mechanisms for coordinating program activities</li> <li>▪ Management methods and access to the information generated by the program</li> </ul>	<ul style="list-style-type: none"> <li>▪ Program documents: studies, surveys, annual and monitoring reports</li> <li>▪ Interviews with representatives of the Pakistani institutions involved in the program, of the Italian on-site coordination office, of the PPAF</li> </ul>
	<p>D.5.2 To what extent did the management and technical capabilities of the Partner Organizations collaborate in the planning and execution of the activities?</p>	<ul style="list-style-type: none"> <li>▪ Methods of interaction between program partners</li> <li>▪ Capacities mobilized by program partners</li> </ul>	<ul style="list-style-type: none"> <li>▪ Program documents: studies, surveys, annual and monitoring reports</li> <li>▪ Interviews with representatives of the Pakistani institutions involved in the program, the Italian on-site coordination office, the PPAF, the local partners</li> </ul>
	<p>D.5.3 To what extent has the information produced by the monitoring and evaluation system served to guide the strategic and operational choices of the program?</p>	<ul style="list-style-type: none"> <li>▪ Regularity and completeness of the data collected and processed by the program for the purposes of monitoring and evaluating the results obtained</li> <li>▪ Use of logical framework indicators by program partners</li> </ul>	<ul style="list-style-type: none"> <li>▪ Program documents: annual reports, monitoring reports</li> <li>▪ Interviews with representatives of the Pakistani Ministry of Finance, local administrations, AICS, the Italian on-site coordination office, PPAF</li> </ul>
	<p>D.5.4 What measures have been implemented to overcome the obstacles encountered during the execution of the</p>	<ul style="list-style-type: none"> <li>▪ Obstacles encountered and delays accumulated during the execution of program activities</li> </ul>	<ul style="list-style-type: none"> <li>▪ Program documents: studies, field surveys, annual and monitoring reports</li> </ul>

	activities?	<ul style="list-style-type: none"> <li>▪ Flexibility in the execution of program activities</li> </ul>	<ul style="list-style-type: none"> <li>▪ Interviews of program partners, grant implementers, local governments, community organizations and beneficiaries</li> </ul>
<b>D.6. To what extent have the available resources been mobilized in a timely manner and aimed at carrying out the planned activities?</b>			
	D.6.1 To what extent were the project activities carried out in accordance with the original plan?	<ul style="list-style-type: none"> <li>▪ Number of project activities carried out as planned</li> <li>▪ Frequency of substantial deviations from project planning</li> </ul>	<ul style="list-style-type: none"> <li>▪ Program documents: annual reports, audit reports, etc.</li> <li>▪ Interviews with representatives of the Pakistani Ministry of Finance, AICS, the Italian On-Site Coordination Office, PPAF</li> </ul>
	D.6.2 Has the financial and administrative management of the program contributed to the efficient mobilization of available resources?	<ul style="list-style-type: none"> <li>▪ Timeliness of execution of planned actions</li> <li>▪ Mobilization of additional resources by program partners</li> <li>▪ Level of ineligible or contested expenses</li> </ul>	<ul style="list-style-type: none"> <li>▪ Program documents: annual reports, audit reports, etc.</li> <li>▪ Interviews with representatives of the Pakistani Ministry of Finance, AICS, the Italian On-Site Coordination Office, PPAF</li> </ul>
	D.6.3 To what extent has the multisectoral approach adopted by the program envisaged and benefited from integrated management, from a territorial perspective of strengthening institutions?	<ul style="list-style-type: none"> <li>▪ Integration between the activities of the different components of the program</li> <li>▪ Interaction between the results of socio-economic and institutional development and the management of local resources</li> </ul>	<ul style="list-style-type: none"> <li>▪ Program documents: annual reports, monitoring reports</li> <li>▪ Interviews with representatives of the Pakistani Ministry of Finance, local administrations, AICS, the Italian On-Site Coordination Office, PPAF, local administrations and grassroots organizations</li> </ul>
<b>D.7. Do the socio-economic, cultural and environmental effects obtained from the program contribute to the reduction of poverty and the improvement of the living conditions of the populations involved?</b>			
<b>IMPACT</b>	D.7.1. What are the main changes in socio-economic development processes generated by the program's support to grassroots and federative organizations?	<ul style="list-style-type: none"> <li>▪ Level of participation of the population in community organizations and in the formulation of socio-economic strategies and initiatives</li> <li>▪ Level of satisfaction of the weakest groups with poverty reduction actions and socio-</li> </ul>	<ul style="list-style-type: none"> <li>▪ Program documents: studies, field surveys, annual and monitoring reports, economic statistics of local administrations</li> <li>▪ Interviews of program partners, grant implementers, local governments,</li> </ul>

economic development and assistance services

community organizations and beneficiaries

D.7.2 To what extent have the income and access to social protection networks of the poorest sections of the population increased?

- Level of access of the poorest sections of the population to socio-economic assistance services
- Changes in the production structure at the local level
- Changes in the living conditions of the assisted population

- Program documents: studies, field surveys, annual and monitoring reports, economic statistics of local administrations
- Interviews of program partners, grant implementers, local governments, community organizations and beneficiaries

D.7.3 To what extent has the creation of productive infrastructures in the area strengthened and diversified the means of subsistence and productive activities of the assisted population?

- Number of productive and subsistence activities created and intensified
- Number of families who benefit from the new production infrastructures

- Program documents: studies, field surveys, annual and monitoring reports, economic statistics of local administrations
- Interviews of program partners, grant implementers, local governments, community organizations and beneficiaries

D.7.4 To what extent has access to health and educational services reduced the social vulnerability of the assisted population and contributed to their active participation in local economic development?

- Level of coverage of the population by the health and educational services promoted by the program
- Timeliness and appropriateness of health and educational services with respect to the needs of the assisted population

- Program documents: studies, field surveys, annual and monitoring reports, economic statistics of local administrations
- Interviews of program partners, grant implementers, health and education authorities, community organizations and beneficiaries

D.7.5 To what extent has the Program contributed to structural changes in social, cultural and institutional systems and norms?

- Incorporation of design approaches into public policies at different levels of Pakistani administration
- Evidence of testimonies collected on structural changes

- Program documents: studies, field surveys, annual and monitoring reports, economic statistics of local administrations
- Interviews of program partners, grant implementers, health and education authorities, community organizations and beneficiaries

**SUSTAINABILITY****D.8. What is the level of local ownership of the results obtained and their continuation at the end of the program activities?**

D.8.1 What strategies and actions have been put in place to promote program sustainability, expansion and replication of local solutions, knowledge and capabilities?

- Level of involvement and contribution of local stakeholders to the program results
- Organizational and financial strategies and mechanisms that allow the continuity of the program results

- Program documents: studies, thematic surveys, annual and monitoring reports
- Interviews with representatives of the Pakistani institutions involved in the program, the Italian on-site coordination office, the PPAF, local administrations and beneficiaries

D.8.2 What were the factors – including the political, regulatory and macro-economic context – that determined or not the local ownership of the program results and the mobilization of resources by the beneficiaries?

- External conditions that favored or did not favor local ownership of the program results

- Studies, thematic investigations, annual and monitoring reports
- Interviews with representatives of the Pakistani institutions involved in the program, the Italian on-site coordination office, the PPAF, local administrations and beneficiaries

D.8.3 To what extent has the use of the 5% linked share contributed to the sustainability of the actions carried out under the program?

- Actions supported by the resources of the tied share

- Program documents: studies, surveys, annual and monitoring reports
- Interviews with representatives of the Pakistani institutions involved in the program, the Italian on-site coordination office, the PPAF, local administrations and beneficiaries

**VISIBILITY AND COMMUNICATION****Q.9 To what extent have the communication actions contributed to promoting local participation in the program activities and knowledge of the role of Italian Cooperation?**

D.9.1. To what extent and in what way have communication and knowledge management actions influenced the effectiveness of the initiatives and the amplification of their positive impacts?

- Communication and visibility actions carried out
- Knowledge of program strategy and initiatives by its partners

- Program documents: annual reports, communication materials
- Interviews with representatives of the Italian on-site coordination office, the PPAF, local administrations, beneficiaries

	<p>D.9.2. To what extent has the visibility of Italian cooperation been ensured in the assisted communities and regions?</p>	<ul style="list-style-type: none"> <li>▪ Knowledge of the initiative by public and private actors in the country's socio-economic development</li> </ul>	<ul style="list-style-type: none"> <li>▪ Program documents: annual reports</li> <li>▪ Interviews with representatives of the Italian On-Site Coordination Office, PPAF, Pakistani institutions and development agencies</li> </ul>
<p><b>CROSS-CUTTING THEMES</b></p>	<p><b>Q.10 What was the contribution of the incorporation of cross-cutting issues in the execution of the activities and in the results obtained from the program?</b></p>		
	<p>D.10.1. To what extent has the promotion of a human rights-based approach contributed to broadening the ownership of the strategy and the benefits produced by the program by the weakest sections of the population?</p>	<ul style="list-style-type: none"> <li>▪ Methods of removing regulatory/legal obstacles to participation in socio-economic development by the weakest sections of the population</li> <li>▪ Adoption of methods for protecting human rights in the access of the weakest sections of the population to health, educational services, community infrastructures and local resources</li> </ul>	<ul style="list-style-type: none"> <li>▪ Program documents: studies, field surveys, annual and monitoring reports</li> <li>▪ Interviews of program partners, local governments, authorities and community organizations and beneficiaries</li> </ul>
	<p>D.10.2. To what extent have the program's activities mobilized the contribution of women, youth and other marginalized groups in community development governance and enabled them to benefit from the program's outcomes?</p>	<ul style="list-style-type: none"> <li>▪ Contribution of women, youth and other marginalized groups to community governance</li> <li>▪ Degree of participation of women, young people and other marginalized groups in the socio-economic benefits promoted by the program</li> </ul>	<ul style="list-style-type: none"> <li>▪ Program documents: studies, field surveys, annual and monitoring reports, economic statistics of local administrations</li> <li>▪ Interviews of program partners, local governments, authorities and community organizations and beneficiaries</li> </ul>
	<p>D.10.3 What appropriate and resilient environmental practices have been promoted by the program that contribute to the conservation of natural resources and production flexibility in relation to the impact of climate change?</p>	<ul style="list-style-type: none"> <li>▪ Role played by appropriate environmental practices in the implementation of productive activities and in the provision of social and health services promoted by the program</li> <li>▪ Participation of community organizations in the management of local resources</li> </ul>	<ul style="list-style-type: none"> <li>▪ Program documents: studies, field surveys, annual and monitoring reports, economic statistics of local administrations</li> <li>▪ Interviews of program partners, local governments, authorities and community organizations and beneficiaries</li> </ul>

# ANNEX VII – DATA COLLECTION TOOLS

## QUESTIONNAIRE FOR COMMUNITY INSTITUTIONS (COs, WCIs, VOs, LSOs)

Interviewer:

Organization of the interviewer:

QUESTIONS	ANSWERS				
<b>GENERAL INFORMATION</b>					
Name of the respondent:					
Position of the respondent:					
Gender of the respondent:					
Tier of the institution (CO, WCI, VO, LSO):					
Geographical coverage of the institution (Name of the UC, District, Province):					
<b>INTRODUCTION</b>					
1) Was your Community Institution formed or strengthened by the PPR?	Formed			Strengthened	
2) What was the type of support provided by the PPR to your CI? <i>Possibility to choose more than one answer</i>	Helped in establishment/ strengthening	Funded projects	Assisted in planning and prioritization of activities	Skills training	Established links with local Government institutions
3) Is your CI exclusively composed of women?	YES			NO	
<b>RELEVANCE</b>					
4) To what extent was your institution involved in the identification, planning and implementation of PPR interventions?					
to. Identification	1- Not at all	2	3	4	5 - Very much
b. Planning	1- Not at all	2	3	4	6 - Very much
c. Implementation	1- Not at all	2	3	4	7 - Very much
5) Did the needs and implementation of projects, particularly those of infrastructural nature, undergo changes due to climate change or recent natural disasters?	YES			NO	
6) Did the needs and implementation of projects undergo changes due to the Covid-19 pandemic?	YES			NO	
<b>COHERENCE</b>					
7) To what extent were projects supported by PPR in line with the needs and priorities of your community?	1- Not at all	2	3	4	5 - Very much
8) To what extent were projects supported by PPR in line with other interventions carried out by PPAF or other Donors in your area?	1- Not at all	2	3	4	6 - Very much
<b>EFFECTIVENESS</b>					
9) To what extent do you think the activities supported by PPR achieved the intended results?	1- Not at all	2	3	4	5 - Very much

EFFICIENCY					
10) To what extent were projects supported by PPR implemented in a timely manner, to a good quality standard and at least cost?	1- Not at all	2	3	4	5 - Very much
11) Were there substantial changes in the implementation of PPR activities compared to the initial planning?	Never	Rarely	Sometimes	Often	Always
12) To what extent was the management of the PPR able to effectively address obstacles and critical issues during the implementation of the activities?	1- Not at all	2	3	4	5 - Very much
13) To what extent were activities developed in an integrated manner among different components?	1- Not at all	2	3	4	5 - Very much
14) Do you think this approach helped to achieve the PPR goals and objectives?	YES			NO	
IMPACT					
15) Two years after the closure of the PPR, what is the current level of participation of the households in your CI?	Less than two years ago		Like two years ago		Higher than two years ago
16) If it is higher, do you think it's due to the PPR?	YES			NO	
17) Two years after the closure of the PPR, what are the current living conditions of the most vulnerable sections of the population in your community in the following areas?					
to. Income	Worse than two years ago		Like two years ago		Better than two years ago
b. Access to basic social safety net	Worse than two years ago		Like two years ago		Better than two years ago
18) If they are better, do you think it's due to the PPR?	YES			NO	
19) Two years after the closure of the PPR, is the Community Livelihood Fund still in place?	YES			NO	
20) What is the rate of repayments of the loans?	.....%				
21) Two years after the closure of the PPR, are infrastructure schemes still in use and well maintained?	YES			NO	
22) To what extent are functional infrastructure facilities serving the most vulnerable sectors of the population?	1- Not at all	2	3	4	5 - Very much
23) Two years after the closure of the PPR, what is the current level of access of the population to health and education services?					
to. Health services	Worse than two years ago		Like two years ago		Better than two years ago
b. Education services	Worse than two years ago		Like two years ago		Better than two years ago
SUSTAINABILITY					
24) Do you have the capacity to properly manage PPR funded projects and ensure their efficient operations in the future?	YES			NO	
25) To what extent did the PPR managers transfer technology, skills and knowledge to ensure its continuity after its closure?	1- Not at all	2	3	4	5 - Very much
VISIBILITY AND COMMUNICATION					
26) Were you aware that the initiative was financed by Italian cooperation?	YES			NO	
27) Were the direct beneficiaries aware that the initiative was supported by Italian Cooperation?	YES			NO	

<b>CROSS-CUTTING ISSUES</b>					
<b>28) Were measures put in place to guarantee participation in the PPR of the most vulnerable segments of the population?</b>	YES			NO	
<b>29) To what extent has PPR improved the participation in the CI, and community governance in general, of:</b>					
<b>to. Women</b>	1- Not at all	2	3	4	5 - Very much
<b>b. Youth</b>	1- Not at all	2	3	4	5 - Very much
<b>c. Elderly</b>	1- Not at all	2	3	4	5 - Very much
<b>d. Disabled Persons</b>	1- Not at all	2	3	4	5 - Very much
<b>And. Indigenous Persons</b>	1- Not at all	2	3	4	5 - Very much
<b>f. Extremely Poor</b>	1- Not at all	2	3	4	5 - Very much
<b>30) To what extent has PPR contributed to the promotion of improved environmental practices aimed at the conservation of natural resources and resilience to climate change?</b>	YES			NO	

# QUESTIONNAIRE

## FOR PARTNER ORGANIZATIONS

*The present questionnaire is aimed at the 17 Partner Organizations (POs), operating in the provinces of Baluchistan, Khyber Pakhtunkhwa, and in the former Federally Administered Tribal Areas, which were responsible for promoting, managing, and implementing the different activities of the "Program for Poverty Reduction" (PPR) financed by the Italian Ministry of Foreign Affairs and International Cooperation.*

*This investigation activity is part of the Impact Evaluation of the initiative, of which the company IZI Spa was appointed. The service aims to assess the results achieved by the Program and in particular its social, economic, cultural, and environmental impact, in order to guarantee transparency and accountability of the initiative.*

*We kindly ask you to take the time to complete it thoroughly. Your participation will be of utmost importance for the success of this evaluation and your insights and perspectives will be invaluable in providing a comprehensive understanding of the Program.*

### GENERAL INFORMATION ABOUT THE RESPONDENT

- a) Name of the respondent
- b) Position of the respondent
- c) Name of the Partner Organization

CRITERIA & QUESTIONS	TYPE OF ANSWER
<b>RELEVANCE</b>	
1) How many projects you implemented have been identified at community level (CDD approach)?	LIKERT SCALE 1-5 None of them Less than half of them Half of them More than half of them All of them
2) Did the needs and implementation of projects, particularly those of infrastructural nature, undergo revisions/modifications in relation to the natural disasters that have affected the country in recent years?	YES / NO
3) Did the needs and implementation of projects undergo revisions/modifications in relation to the Covid-19 pandemic?	YES / NO
<b>COHERENCE</b>	
4) Did you participate in previous PPAF activities or in other interventions from different donors?	YES / NO
5) To what extent did the PPR serve as a model for other development initiatives you carried out?	LIKERT SCALE 1-5 Where 1=Not at all and 5=Very much
<b>EFFECTIVENESS</b>	
6) To what extent do you think the activities you carried out have achieved the intended results?	LIKERT SCALE 1-5 Where 1=Not at all and 5=Very much

<b>EFFICIENCY</b>	
7) <b>Have the M&amp;E data been collected and transmitted regularly on a quarterly basis as planned?</b>	YES / NO
8) <b>If not, why?</b>	OPEN QUESTION
9) <b>To what level were the results of the M&amp;E system used to orient PPR activities during their implementation?</b>	LIKERT SCALE 1-5 Where 1=Not at all and 5=Very much
10) <b>Did you encounter obstacles and critical issues during the implementation of the activities?</b>	YES / NO
11) <b>If yes, which ones?</b>	OPEN QUESTION
12) <b>How often were there substantial changes from the initial planning in the program activities implemented?</b>	LIKERT SCALE 1-5 Always Often Sometimes Rarely Never
13) <b>Did you receive the financial resources within the times and in the manner foreseen by the initial budget?</b>	YES / NO
14) <b>Has it been necessary to mobilize additional resources for the implementation of the activities by your organization or other donors?</b>	YES / NO
15) <b>To what extent have activities been developed in an integrated manner among different components?</b>	LIKERT SCALE 1-5 Where 1=Not at all and 5=Very much
16) <b>Do you think the program integration has impacted the relevant results?</b>	YES/NO
<b>IMPACT</b>	
17) <b>Two years after the closure of the PPR, how much do you think the level of participation of the population has changed:</b> a. in the Cls b. in the community governance	LIKERT SCALE 1-5 Where 1=Not at all and 5=Very much
18) <b>Two years after the closure of the PPR, how much do you think the living conditions of the most vulnerable sections of the population have improved in the following areas:</b> a. Income b. Access to basic social safety nets	LIKERT SCALE 1-5 Where 1=Not at all and 5=Very much
19) <b>Two years after the closure of the PPR, how much are the infrastructure schemes still in use and well maintained?</b>	LIKERT SCALE 1-5 Where 1=Not at all and 5=Very much
20) <b>Concerning those that are still in use, are they managed to serve the most vulnerable sectors of the population?</b>	LIKERT SCALE 1-5 Where 1=Not at all and 5=Very much
21) <b>Two years after the closure of the PPR, how much do you think the level of access of the population to health and education services has improved?</b> a. Health services	LIKERT SCALE 1-5 Where 1=Not at all and 5=Very much

<b>b. Education services</b>	
22) <b>Has the improved access to health and education services reduced the social vulnerability of the population?</b>	LIKERT SCALE 1-5 Where 1=Not at all and 5=Very much
23) <b>Two years after the closure of the PPR, more generally, do you think that PPR has contributed to structural changes in social, cultural or institutional systems and norms?</b>	YES / NO
<b>SUSTAINABILITY</b>	
24) <b>Do you continue to:</b> a. Operate in the same UCs b. Interact with the same CIs	YES / NO
25) <b>If yes, do you:</b> a. intervene with operation and maintenance of PPR sub-projects b. follow the implementation of sub-projects from other financing sources	YES / NO
26) <b>Have higher education projects been developed from EHN component?</b>	YES / NO / I Don't Know
27) <b>If yes, which ones? (Write the project name)</b>	OPEN QUESTION
<b>VISIBILITY AND COMMUNICATION</b>	
28) <b>Did you implement the communication and visibility activities of the Program?</b>	YES / NO
29) <b>Were you aware that the initiative was financed by Italian cooperation?</b>	YES / NO
30) <b>And were the community institutions / direct beneficiaries aware as well?</b>	YES / NO
<b>CROSS-CUTTING ISSUES</b>	
31) <b>To what extent were measures put in place to guarantee participation in the PPR activities by the most vulnerable segments of the population?</b>	LIKERT SCALE 1-5 Where 1=Not at all and 5=Very much
32) <b>How much do you think the participation of marginalized groups in CIs, and community governance in general, has changed thanks to the PPR?</b> a. Women b. Youth c. Elderly d. Disabled Persons e. Indigenous Persons f. Extremely Poor	LIKERT SCALE 1-5 Where 1=Not at all and 5=Very much
33) <b>Has PPR contributed to the promotion of environmental practices aimed at the conservation of natural resources and resilience to climate change?</b>	YES / NO

The following table aims to collect basic data regarding the implementation of the four components of the "Program for Poverty Reduction" (PPR). You can interrupt the completion at any time, save it, and resume later.

Please provide one sheet for each Union Council where activities have been carried out. Specify below the name of your Organization and the total number of Union Councils where the Program has been implemented.

a) **Name of the Partner Organization:**

b) **Number of Union Councils where activities were carried out:**

ACTIVITIES IMPLEMENTED				
District				
Union Council				
	Comp. 1 - SM: Social Mobilization	Comp. 2 - LEP: Livelihood Enhancement and Protection	Comp. 3 - CPI: Community Physical Infrastructures	Comp. 4 - EHN: Education, Health and Nutrition
<b>Amount received</b>				
<b>Implementation period</b>				
<b># People involved</b>				
<i>Of which Women</i>				
<b># CIs involved</b>				
<i>Of which COs</i>				
<i>Of which VOs</i>				
<i>Of which LSOs</i>				
<b># People trained</b>				
<i>Of which Women</i>				
<b># LEP Assets transferred</b>				
<i>In which Productive Sectors:</i> a. <i>Agricultural Inputs</i> b. <i>Livestock</i> c. <i>Small Enterprises</i>				

d. <i>Handicrafts</i> e. <i>Others</i>				
<b># CPIs realized</b>				
<i>Of which type of scheme:</i> a. <i>Drinking Water</i> b. <i>Sanitation</i> c. <i>Irrigation</i> d. <i>Link Road</i> e. <i>Culverts / Bridges</i> f. <i>Solar Lightning</i> g. <i>Flood Protection</i> h. <i>Others</i>				
<b># Health Facilities</b>				
<b># Patients treated</b>				
<i>Of which Women</i>				
<b># Education Facilities</b>				
<b># Students enrolled</b>				
<i>Of which Girls</i>				

## ANNEX VIII – SUCCESS STORIES

### **Empowering Dreams: Transforming Lives Through AKRSP's Community Livelihood Fund**

In the remote village of Ayun UC in Chitral, resides Fatima Alam, a resilient woman facing the challenges of poverty. Her aspirations for her daughter's education seemed distant due to financial constraints. The lack of resources cast a shadow over the realization of her daughter's dream of her to pursue a degree at the university.

In this moment of despair, Fatima discovered a beacon of hope - the Aga Khan Rural Support Program (AKRSP) and its transformative initiative, the Community Livelihood Fund (CLF). Aware of the fund's commitment to uplifting the underprivileged, Fatima approached AKRSP with a plea for assistance, presenting her daughter's educational aspirations as a beacon of hope for the family's future.

AKRSP, recognizing the potential for positive change, swiftly approved Fatima's request, granting her a loan of 30,000 rupees. This financial lifeline opened doors for Fatima's daughter, allowing her to enroll in the university's BS Zoology program. The impact of this intervention reached far beyond a single educational opportunity; it marked the beginning of a transformative journey.

As the days passed, Fatima's daughter not only completed her education but also found herself contributing to the same organization that had believed in her potential – AKRSP. Engaging in an internship program, she became a testament to the success and sustainability of the Community Livelihood Fund.

The success story of Fatima Alam and her daughter echoes the broader impact of the CLF initiative. It has become a catalyst for positive change in the lives of numerous individuals, offering a pathway out of poverty and enabling dreams to flourish. AKRSP's intervention through the CLF fund stands as a shining example of how strategic support can break the cycle of poverty, empower individuals, and build resilient communities for a brighter future.

### **Nighat Kosar's Empowerment Journey with PPR's Skill Transfer Program**

In the heart of Ayun, Nighat Kosar, a young lady born into a struggling family, faced the harsh realities of financial hardship. With her father unemployed, the challenge of making ends meet loomed large over the household. However, amidst the adversity, a ray of hope appeared in the form of the PPR Skill Transfer Program.

Having heard about the program, which aimed to empower women through skill development, Nighat seized the opportunity to enroll in the Fashion and Dress Designing trade. Over a concise yet intensive 2-month course, she honed her skills, emerging as a proficient designer with a passion for creating beautiful garments.

The program didn't stop at imparting knowledge but provided Nighat with essential tools of her trade – a sewing machine, scissors, measuring tape, iron, and other materials. Equipped with these resources, Nighat ventured into the world of fashion, transforming her newfound skills into a source of livelihood.



In no time, Nighat's craftsmanship gained recognition within the village, and orders for her creations poured in. Her demand for her work not only brought financial stability to her family but also resonated as a beacon of economic empowerment within the community.

The impact of the program extended far beyond its duration, with Nighat's newly acquired skill continuing to be a source of income even four years after completion. Her success story became a testament to the sustainable results achieved through the PPR Skill Transfer Program.

The local community rejoiced in Nighat's accomplishments, grateful for the opportunity provided by AKRSP's intervention. Nighat, now a symbol of empowerment, expressed her heartfelt gratitude for the support that not only changed her life but also contributed to the economic upliftment of women in Ayun. The stitching success of Nighat Kosar stands as a shining example of how a well-crafted intervention can sow the seeds of lasting positive change.

### **Baghi Gul's Journey from Struggle to Success with AKRSP's PPR Program**

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In the beautiful village of Krakal, nestled in the Kalash valley, Baghi Gul, a determined young lady, faced the challenges of poverty that gripped her family. Engaged in handicraft work with her mother-in-law, they aspired to turn their craft into a sustainable source of income. However, the lack of access to affordable raw materials and the burden of family expenses weighed heavily on her aspirations.



In the midst of uncertainty, Baghi Gul learned about the AKRSP PPR program, a beacon of hope for underprivileged families in the area. With a dream in her heart, she approached AKRSP, laying bare her struggles and sharing the vision she had for a brighter future. Recognizing her potential, AKRSP embraced Baghi Gul's dream and, in turn, established the Kalasha Handicraft Center for a Common Interest group in Krakal village, Bumborate.

Baghi Gul, along with eight other women, was provided with training and essential raw materials to fortify their craft. What was once a modest home-based venture transformed into a vibrant display center adorned with exquisite handicrafts. The impact was not limited to Baghi Gul alone; the eight women associated with her began crafting at their homes, contributing to the display center.

The success of the Kalasha Handicraft Center transcended the boundaries of individual triumphs. Baghi Gul's income soared, elevating not only her living standards but also those of the eight women she collaborated with. The center became a hub of creativity, unity, and economic empowerment.

The ripple effect of AKRSP's support was evident in the positive transformation of these families' lives. Together, they formed a testament to the success of the PPR program in uplifting the underprivileged and fostering sustainable change. Baghi Gul, now a proud entrepreneur, expressed her heartfelt appreciation for AKRSP, acknowledging the pivotal role it played in turning dreams into reality and uplifting the spirits of many struggling families in the Kalash valley.

### **From Shadows to Light: A Tale of Empowerment and Transformation**

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Rukhtaj's life was once covered in pain and hardship. Divorced by her husband for not bearing a son, she found herself navigating the storm of life with two daughters and seemingly challenging

financial challenges. The prospects of providing even the most basic needs of her, let alone ensuring her daughters' education, appeared bleak.

In this challenging chapter, a beacon of hope emerged in the form of the Community Empowerment and Rural Development (CERD) through PPR project. Rukhtaj, working as a CRP (Community Resource Person) there, found support that transformed her circumstances. PPR played a pivotal role in empowering her to set up a cloth shop, providing a means to meet her household expenses and support her daughters' education. Today, one daughter is on the verge of completing her BS, while the other has embarked on her first year – a testament to the transformative power of support and education.

The impact of PPR wasn't confined to Rukhtaj's life alone. The project's ripple effect extended to numerous women facing similar struggles. Through its initiatives, essential community schemes such as water pumps and link roads were completed, enhancing overall infrastructure. Moreover, women received valuable training in sewing, beautician courses, and LHW programs, empowering them to diversify income sources.

Beyond tangible changes, the project aimed at transforming attitudes towards healthy living practices. By providing behavioral training, it sowed seeds of positive change in the community. The success of the project is evident not only in the improved fate of the area but also in the individual lives that were touched and transformed.

Rukhtaj and the women of the community are vocal in their gratitude, expressing a collective plea for the revival of such impactful projects. In an area still grappling with poverty, the need for sustained efforts in health and education is paramount. The people extend their thanks to PPR donor, pledging unwavering support for any future endeavors. The success of this project serves as a testament to the potential for change, and the community stands ready to champion new initiatives, ensuring that the light of hope continues to shine in the face of adversity.

### **Hafsa's Empowerment Journey with PPR's Skill Transfer Program**

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In the heart of Bajaur, Hafsa, born into a financially struggling family, grappled with the daunting challenges of poverty. With her father di lei unemployed, the burden of supporting her large family di lei fell heavily on her shoulders di lei. However, a glimmer of hope emerged through the intervention of the PPR Project by Nida Pakistan.



Upon learning about the program's commitment to empowering women through skill development, Hafsa seized the opportunity and enrolled in the Health Technology diploma. Over an intensive two-year course under PPR sponsored by NIDA Pakistan, she mastered the skills needed to establish a maternity clinic in her village, addressing a crucial healthcare gap.

The program not only provided knowledge but also equipped Hafsa with the necessary resources—a clinic space, medical supplies, and a supportive team. With these tools, she launched the clinic, offering free healthcare for the initial six months and eventually sustaining it independently. Now, after four years, the clinic not only serves as a lifeline for the community but also serves as a source of financial stability for Hafsa's family. Hafsa's dedication by lei to her community by lei did not go unnoticed. The

impact of the program extended beyond its duration, with Hafsa's clinic continuing to thrive. Her success story serves as a testament to the sustainable impact achieved through PPR Project

implemented by Nida Pakistan. The community celebrates Hafsa's achievements, recognizing the transformative role played by the intervention in improving healthcare accessibility and providing economic stability. Hafsa, now a symbol of empowerment, expresses her profound gratitude for the support that not only changed her life but also contributed to the well-being of her community. The establishment and success of Hafsa's maternity clinic stand as a shining example of how a well-supported initiative can sow the seeds of lasting positive change in a community.

## **Cultivating Success: Habib Ullah Khan's Journey from Farmer to Entrepreneur**

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In the quiet village of Bandi Khuwar, nestled within the union council of Chakitan, district Dir, resides Habib Ullah Khan S/O Ameer Khan, a resilient man of 50 years. He had spent most of his life as a simple farmer, tending to fields of Wheat and Maize. However, the meager income from his agricultural pursuits proved insufficient to support his family of 10 dependents.

Habib's life took a transformative turn when he became a participant in the Poverty Reduction Program (PPR). Under this initiative, he underwent comprehensive farmer training, equipping him with skills that improved the traditional farming. Additionally, he delved into the realm of food processing, opening up new avenues for economic growth.

Armed with newfound knowledge and an entrepreneurial spirit, Habib established his own nursery right in front of his house. The change was gradual but profound. Through dedication and hard work, he not only cultivated plants but also cultivated a prosperous future for himself and his family.

Further enhancing his skills, Habib received specialized training in plant nursery management. This additional expertise empowered him to expand his nursery operations. He secured a small space in the local bazaar, transforming his humble nursery into a thriving business.

The name of his business is Habib Dry Fruit and Nursery Farm, bearing the trademark "Gift of Dir." This significant branding represented not only the quality of his products but also the pride of his roots.



The shift from farmer to entrepreneur was marked by the implementation of the Program for Poverty Reduction by the Sarhad Rural Support Program. With a blend of skills acquired through farmer and food processing training, coupled with the expansion into nursery management, Habib became a success story in his community.

Today, Habib processes pears and persimmons with precision, delivering quality products to the market. The income generated from his flourishing business not only elevated his financial status but also improved upon him the ability to meet the needs of his family with ease.

Habib Ullah Khan's journey exemplifies the impact of skill development and entrepreneurship training. From a struggling farmer to a self-sufficient entrepreneur, he stands as a testament to the transformative power of programs aimed at poverty reduction and skill enhancement. His success not only elevates his own life but also inspires others in the community to explore new horizons and cultivate their paths to success.

## **Ashfaq's Story of change**

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Mr. Ashfaq, a 28-year-old resident of Sirsinai Union Council Barabakhel in district Swat, found himself in the midst of financial hardship, belonging to a struggling family where his father earned a living as a daily wage laborer with no permanent employment. Prior to his participation in the PPR Skill Transfer Program, Ashfaq also engaged in occasional manual labor.

Amidst the challenges faced by his family, a glimmer of hope emerged through the PPR Skill Transfer Program, an initiative aimed at empowering vulnerable communities through skill development. Recognizing the potential for positive change, Mr. Habib Ahmad, seized the opportunity to enroll in the plumbing training provided by the program. Through an intensive and concise 3-month course, he diligently honed his skills, emerging as a proficient electrician.

The program not only focused on imparting knowledge but also equipped Ashfaq with essential tools for his work, including Combination pliers, Phase tester, Cutter pliers, Long nose pliers, Insulation removal pliers, Screwdriver set (Plain and star), Steel foot rule, Screw adjustable wrench, Electrician knife, and other necessary materials. Empowered with these resources, Habib successfully transformed his skills into a sustainable source of livelihood.

In a short span, Ashfaq's craftsmanship gained recognition within the village, leading to a surge in orders for his services. The resulting demand not only brought financial stability to his family but also served as a symbol of economic empowerment within the community.

The impact of the program extended beyond its initial duration, as Ashfaq's acquired skills continued to generate income even four years after completion. Presently, he secures work in the village and surrounding areas, earning over PKR 50,000 per month and providing crucial support to his family. His success story stands as a testament to the sustainable outcomes achieved through the PPR Skill Transfer Program.

Expressing gratitude, Ashfaq, now a symbol of success, acknowledges LASOONA/PPAF's intervention for providing the opportunity that not only transformed his family's life but also inspired other community members to acquire skills for honorable income generation in the village of Sirsinai.

## **Habib Ahmad's Story of change**

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Mr. Habib Ahmad, a 32-year-old resident of Landai hamlet in the village Kabal Union Council Bar Abakhel, district Swat, found himself amidst the challenges of financial hardship in a struggling family with one son and a daughter. As the elder son among his two sisters and two brothers, the responsibility weighed heavily on him. However, a ray of hope dawned in the form of the PPR Skill Transfer Program.

Upon learning about the program, designed to empower vulnerable communities through skill development, Mr. Habib Ahmad seized the opportunity to enroll in the plumbing training. Through a concise yet intensive 3-month course, he diligently honed his skills, emerging as a proficient plumbing expert.

The program went beyond knowledge transfer by providing essential tools for his work, including a Daie fixed, Pipe wrench, Screw wrench adjustable, Pipe cutter, Hammer, Chisel, and a Screwdriver set (Plain and star), among other materials. Equipped with these resources, Habib transformed his acquired skills into a sustainable source of livelihood.

Habib's craftsmanship quickly gained recognition within the village, leading to an influx of orders for his creations. The resulting demand not only brought financial stability to his family but also served as a beacon of economic empowerment within the community.

The impact of the program extended well beyond its initial duration, with Habib's acquired skills continuing to be a significant source of income even four years after completion. Currently based in

Saidu Arbia, he earns more than 180,000 PKR per month, providing crucial support to his family. His success story stands as a testament to the sustainable outcomes achieved through the PPR Skill Transfer Program.

Expressing profound gratitude, Habib, now a symbol of success, acknowledges LASOONA/PPAF's intervention for providing the opportunity that not only transformed his family's life but also inspired other community members to acquire skills for honorable income generation in the village of Kabal.

Besides Habib Ahmad following trained person also gets good income from the PPR interventions:

<b>S #</b>	<b>Name</b>	<b>Father Name</b>	<b>Village</b>	<b>Previous income</b>	<b>Current income Riyal</b>	<b>Current income PKR</b>	<b>Working Area</b>
1	Umar Zada	Zarin	Dhero	PKR 12000	5000 riyals	375000	Abroad Saudi
2	Zakirullah	Abdul Rahman	Dehro	PKR 15000	Riyals 4500	337500	Abroad Saudi
3	Suliman	Ibrahim Shah	Kabal	PKR 15000	Riyals 3000	225000	Abroad Saudi
4	Habib Ahmad	Abdur Rashid	Kabal	PKR 20000	Riyals 2500	187500	Abroad Saudi
5	Ashfaq	Abdul Wahid	Sirsinai	PKR 18000	PKR 10000	50000	Pakistan

