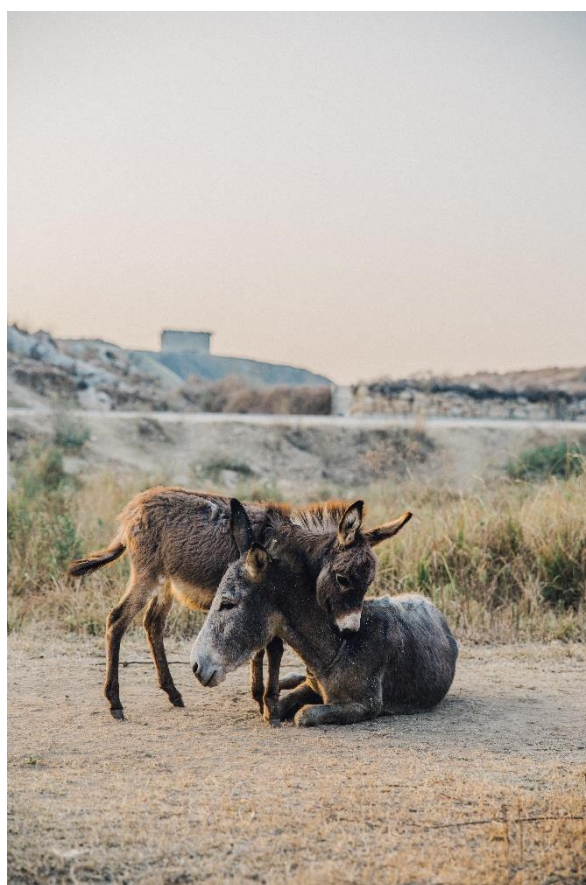


Executive Summary

Final Internal Evaluation Report Brooke Pakistan's Partnerships (NRSP & SRSO)

2017- 2019



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Summary of Brooke Pakistan's Partnerships (NRSP & SRSO)

Both partners are part of the Rural Support Programmes Network (RSPN). The RSPN's mandate is social mobilization and poverty reduction in rural Pakistan. RSPN drives a community-based model of development, in the belief that communities have the potential to manage their own social development. The RSPN strategy is to create a network of Community Institutions (CIs), through which communities can identify their needs and drive their own poverty reduction agenda. RSPN projects work at household level and through a female household representative.

The Brooke-NRSP project works in two districts in Punjab, namely Bahawalnagar and Sargodha, where it supports 40 communities. Brooke started working in Bahawalnagar and went into partnership with NRSP in 2015. The project aims to: *Strengthen partnership between BP and NRSP with a view to improve health and welfare of working equine animals in select communities of NRSP operational area.*

The Brooke-SRSO project works in five Districts of Sindh, in southern Pakistan, supporting an estimated 87,000 equids. Brooke has been working with SRSO since 2011. The objective of the project is to: *Improve health and welfare of working equine animals through strengthening of the existing resources by capacity building of equine owners, training local service providers and their linkages.*

Both partnerships are agreed by a Memorandum of Understanding (MoU) outlining the objectives and expectations from each organisation. SRSO's MoU is renewed every two years (2017-2019), while NRSP's MoU spans four years (2017-2021).

Summary of the Internal Evaluation of Brooke Pakistan's Partnerships (NRSP & SRSO)

The Internal Evaluation took place between June and September 2019 and was conducted by three Brooke staff members. Its objective was to assess the individual and overall progress achieved of two Brooke Pakistan-funded partners, as well as the partnerships' contributions and added value to Brooke Pakistan and its programmatic outcomes. This evaluation aims to provide wider learning and recommendations for Brooke's partnership model in Pakistan and globally.

The evaluation focused on the partnerships of Brooke Pakistan with Sindh Rural Support Organisation (SRSO) and National Rural Support Programme (NRSP) across 2017-2019.

The conceptual framework used is based on the Organisation for Economic Cooperation and Development's Development Assistance Committee (OECD/DAC) evaluation criteria.

Methodology

A technical briefing with the Evaluation Manager took place at the beginning of the evaluation. A desk review was undertaken to provide a basis for understanding the scope of the projects and the key stakeholders involved.

The Inception Report, found in Annex III, outlines the methodology used to collect primary data. Primary data collection consisted of one week to interview Brooke UK staff prior to the field visit and two weeks in Pakistan.

During the field visit to NRSP, the evaluation team visited three communities in Bahawalnagar picked using purposive and random samples. During the field visit to SRSO, the evaluation team visited six communities in four Districts, namely Shikarpur, Sukkur, Larkana, and Jacobabad.

The evaluation methodology had several key limitations already mentioned in the Inception Report. The scope of the evaluation was very wide, with two objectives and a high number of questions. It evaluated projects implemented in a range of geographical areas and contexts. Thus, the evaluating team had to prioritise the questions to be addressed.

It was not possible to interview all the stakeholders provided in the Terms of Reference (ToR) in the allotted time due to unavailability of staff, so the list was prioritised.

Another key constraint was the limited and inconsistent secondary data available. In particular the lack of monitoring results data constrained the ability to triangulate results in the evaluation.

Further limitations include the large size of the FGDs (which made them difficult to manage), the two-step translation required in Sindh province, and illness of evaluation team members.

Although this report does not structure its findings according to the OECD/DAC criteria.

Findings

Evaluating Partnership Approach

When initiating both partnerships, Brooke Pakistan did not have a clear, documented process on how they were selected or the due diligence followed. Potential partners were identified during the scoping phase with criteria around organisations' reputation and entrenchment in the community. Both NRSP and SRSO are organisations that are working in the target intervention areas, they have a good reputation, a strong funding base, and they are credible with international donors. After discussions with senior staff, Brooke Pakistan signed an MOU to outline the objectives of the project.

Brooke Pakistan aspires to gradually increase its partnership portfolio to a 50:50 funding ratio with direct implementation. However, the proposed strategy isn't documented. The lack of strategy, a project development, or due diligence process represents a potential financial and reputational risk for Brooke. Due to the nature of its two existing partnerships – internationally credible, reputable and with a strong financial base – the risk is low. However, as Brooke Pakistan develops partnerships with a wider range of organisations, committing larger amounts of funding, the risk is increased.

Both partnership projects were designed during Brooke Pakistan's MYPB 2017–2021, which was guided by the 'old' ToC. When the ToC was refreshed and adopted, Country Programmes (CPs) were discouraged from changing their MYPB. The partners' work is guided only by an annual work plan and budget, as neither has a project logframe. The work plans are a cut-out of Brooke Pakistan's MYPB work plan, with fixed outputs. Partners can only influence activity level implementation and budgeting. As a result, the mutuality of the project objectives, is not present in project documents and has not been explored in the project design. Both partners are conducting activities relevant to their own mandate in parallel to Brooke-funded activities. These activities aren't monitored or reported on to the UK or included in Brooke's Global MEAL Framework.

This structure is partially a symptom of the inflexibility of the MYPB. Without a degree of creativity, the MYPB limits Brooke Pakistan's ability to integrate objectives that have been mutually designed with a partner organisation. Similarly, Brooke Pakistan's MEAL framework and financial structure is fixed to the

MYPB. Thus, there is limited scope for Brooke Pakistan to budget, monitor and report on work outside this remit.

In terms of mutual benefit from the partnership, the Community Institution (CI) structure which the RSPs create is a key resource that Brooke has been able to harness for the success of its projects. Both organisations have a depth of experience in social mobilization and have worked in livelihood-oriented projects. Although there is no structured form of capacity building, Brooke Pakistan's field staff learn new skills in community facilitation by mere nature of working closely with the partners' field staff. Conversely, all staff spoken to in both partner organisations felt they were sensitized in equine welfare and were able to provide examples of positive equine management practices.

In consideration that Brooke-funding represents <0.5% of either organisation's funding, the level of partner staff engagement with equine welfare is remarkable. Staff from both organisations valued Brooke's equine welfare focus. A recommendation which was repeated throughout was for Brooke to expand their projects to include more equid owners. A suggestion for Brooke Pakistan to approach partnerships more strategically is to focus on integrating equine welfare across partners' portfolio.

Evaluating Performance

Brooke conducted a scoping exercise in each District to understand the local context. On the other hand, all RSPN organisations conduct a Poverty Score Card (PSC) to identify the needs of beneficiaries. Neither the PSC nor Brooke's scoping document was shared with the other party. All the communities said that they had not been involved in designing activities. Regardless, all the communities expressed their satisfaction with the support received. A potential implication of this is their lack of ownership.

Due to the lack of monitoring results data provided for the desk review, it was a challenge to triangulate the effectiveness and contribution of specific elements of the project. The most successful changes in basic equine management practices were improved feeding practices, providing enough water and providing shade to prevent heat stress, which were highlighted by 90% of interviewees. 70% of interviewees also mentioned they'd learned how to treat light wounds with saline water. 50% of AHPs provided that equid owners were more able to treat minor wounds and had stopped harmful practices. The number of cases of colic and heat stress had decreased in the past few years, although they remain the main cases attended. The percentage of participants that lost their equids dropped from 30% to 5%. The community members attributed this to their changed practices and to the fact that they now seek timely health services when their equid is ill. This was corroborated with interviews, as 100% of AHPs have increased the number of equid-cases and have increased clientele. This could be as a result of an improvement in service-seeking behaviour as well as the effectiveness of the project's referral system, which links communities with nearby AHPs.

Female COs played a role in peer pressuring other group members to improve their equine welfare practices. However, this rested primarily with the group President and Manager. The Healthy Animal competitions are a low-cost activity that motivate positive welfare practices. All of the community members in every group were satisfied with Community Mobilization Skills Training (CMST) and were able to list the main benefits. Several SRSO staff members conceded that providing CMST to the entire CO was a good practice that they would like to replicate.

Working with men was highlighted as both an advantage *and* a challenge by SRSO. A challenge because men are often unavailable and migrate to urban areas for work. Regardless, SRSO staff conceded that there was a huge demand by male equid owners to be involved in the project. Future partnerships should take a gender mainstreaming approach that takes into account beneficiaries' specific interests and concerns. In

both project areas, the communities themselves had identified AHPs to participate in the project. This ensures that the projects focus on maximising the existing local health system.

RSPN's exit strategy is based on 100% social mobilization of marginalized rural households and the sustainability of CIs. Brooke Pakistan's current exit strategy is based on meeting a set of criteria linked with Brooke's old ToC. Once Brooke exits from a community, the RSPs continue to work there.

The responsibilities and division of work between members of the field teams is unclear. The CAHO conducts training relating to Brooke's objectives such as equine management practices, and the SM conducts training relating to NRSP/SRSO's objectives, such as social mobilization. Neither budget accounts for partners' support staff salaries – this is enveloped into their 10% management fee. This may have implications in that the partner is not accountable to commit staff time to the project.

As mutually agreed with Brooke Pakistan, both partners' grants are disbursed on a reimbursement basis. The implication of this is that there is no pressure for either partner to provide finance reports on time and they are not accountable to do so based on the lack of a grant agreement and that Brooke does not contribute to staff salaries. Additionally, future partners may not be able to shoulder this financial burden.

Both partners' budget spend is largely on track. However, the budgets and financial reports only include Brooke's activity data. Both SRSO and NRSP fund the other activities either through their own funding reserves or through other donor funding when there is an overlap in geographical remit.

Conclusions

To conclude, Brooke Pakistan did not follow a clear, documented process in the development of its two existing partnerships. The partnership was based on their reputation and their entrenchment in the target communities. Both partners belong to the RSPN umbrella and have a good reputation, a strong funding base and are credible with international donors. The lack of a granting process (with a project proposal and grant agreement) poses a potential financial and reputational risk for Brooke. Although it may be unlikely considering the reputation of its two existing partners, this risk is heightened as Brooke Pakistan aspires to increase its partnership portfolio and enters partnership with other organisations. For example, without a grant agreement, partners don't adhere to Brooke's Global Policies.

Although there is a strong sense that Brooke's objectives complement both partners' objectives, this is not reflected in any project documents. Both partner projects are planned using annual work plans which are cut-outs of Brooke Pakistan's MYPB, and have fixed outputs. This limits the projects' ability to include mutually decided activities and objectives. It indicates that the root causes of poor equine welfare were not explored in the design of the project. However, on the ground both the partners and Brooke are conducting activities in parallel, each within the scope of their organisation's objectives.

The most effective equine management practices that project beneficiaries learned were the provision of enough feed, water and shade for their equids. There was an evident increase in beneficiaries' service seeking practices. These resulted in a decrease in equid death amongst all communities. The most beneficial activities to beneficiaries conducted by the partner organisation, included support with income-generating activities and the provision of interest free loans. In conjunction, the support provided by both organisations provided early signs of potential impact.

Lessons learnt and good practices

Lessons learned include the fact that the current way in which the projects are designed, using cut-outs of the MYPB, limits their flexibility, which is particularly problematic in partnership projects. Secondly, beneficiaries did not feel involved in the identification of their needs and defining objectives. Thirdly, Brooke Pakistan's field team structure does not fully optimize the use of staff time.

Brooke Pakistan's approach in identifying local AHPs through community referrals ensures that the project is always working using existing services, which is key for sustainability.

Brooke Pakistan asked SRSO to work with male groups. This is a good practice but can be further enhanced if a gender mainstreaming approach is followed.

Recommendations

1. Brooke Pakistan should develop a partnership strategy.
2. The CPs planning document (i.e. the existing MYPBs) should provide more flexibility.
3. Brooke Pakistan needs to improve its processes to design a partnership project.
4. Brooke Pakistan should consider a strategic approach with its current partners.
5. Monitoring results data should be used more effectively.
6. Communities should be involved in project planning.
7. A gender mainstreaming approach should be considered.
8. The structure of the Brooke-SRSO project teams should be considered.
9. Support staff salary contributions should be included in partnership budget

