

**Decentralized Evaluation Quality Assurance System (DEQAS)**

**Terms of Reference**  
**EVALUATION of**  
**Humanitarian Response Facilities Network in Pakistan**  
**from January 2014 to September 2020**  
**WFP Country Office Pakistan**



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## 1. Introduction

1. These Terms of Reference (TOR) are for the decentralized evaluation of the Humanitarian Response Facilities (HRFs) network constructed by the World Food Programme (WFP) in Pakistan as part of its capacity strengthening initiative in the four provinces namely Khyber Pakhtunkhwa, Punjab, Sindh and Balochistan and the regions of Gilgit-Baltistan (GB) and Azad Jammu and Kashmir (AJK) <sup>1</sup>. This is a capacity development and augmentation activity focusing on the establishment of a network of strategic HRFs to support the Government of Pakistan (GoP) under the 'National Disaster Management Plan'. Eight HRFs have been constructed and handed over to the provincial governments. The return on investment (ROI) study commissioned by WFP in 2018 on the first six HRFs suggests that the HRFs can assist 1.8 million additional people with food in the first 30 days of emergency. This is an activity evaluation commissioned by WFP Pakistan and will cover the period from January 2014 to September 2020.
2. These TORs were prepared by the WFP monitoring and evaluation team based upon an initial document review and consultation with key stakeholders and following a standard template. The evaluation is expected to take place from April to December 2021. The purpose of the TOR is twofold. Firstly, it provides key information to the evaluation team and helps guide them throughout the evaluation process; and secondly, it provides key information to stakeholders about the proposed evaluation.

## 2. Reasons for the Evaluation

3. The reasons for the evaluation being commissioned are presented below.

### 2.1. Rationale

4. Despite WFP's internal assessments, including a return on investment study and the information shared by WFP's post-distribution monitoring (PDMs) from time to time, as of to date, there is no third-party assessment or evaluation to rightly assess to what extent the intervention has contributed to the overall capacity enhancement of disaster management authorities in Pakistan and to what extent those have been integrated with the rest of the national disaster management system to make sure those are sustainable and have enhanced the overall government capacity to better respond in case of an emergency.
5. Since these HRFs directly contribute to the efforts of the government to strengthen the warehouse capacity of the GoP, it is felt necessary by WFP to assess such aspects through an independent evaluation. The findings of the evaluation will also be used to measure the results of WFP's contribution to augment the overall capacity of GoP for its emergency preparedness and response. The findings will help to identify the factors that led to such capacity development efforts and provide programmatic recommendations to guide if such facilities are required at the sub-national level, particularly in disaster-prone districts. The findings will also provide a good basis for discussion with donors and the GoP for capacity development initiatives, particularly when WFP is transitioning from direct humanitarian assistance to capacity enhancement as per commitment under its Country Strategic Plan (2018-2022) and when some traditional humanitarian donors are phasing out from Pakistan. More specifically, the findings will also help to understand how such facilities have been integrated into the overall government system, if they are sustainable in the current set-up and whether any such investments by GoP itself will have a lasting impact on its overall disaster management capacity.
6. The timing of this evaluation is also very critical when GoP is confronted with new challenges like COVID-19, flood in Sindh, and locust emergency and is trying to respond to the situation thus requiring such logistical storage facilities available to store essential items for a longer period and on a more strategic basis. Likewise, considering that the winter season would be ongoing by the time the

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<sup>1</sup> Pakistan Administered

evaluation will be undertaken, the findings of the evaluation will also help to understand how such facilities were considered or utilized as a part of the GoP's contingency plan or actual response if required<sup>2</sup>.

7. So far as the internal utility of the evaluation is concerned, the findings will help to assess if such facilities have augmented the capacities of Provincial Disaster Management Authorities (PDMAs) and what factors should be taken into account at the time of any such commitment in the future.

## 2.2. Objectives

8. Evaluations will serve WFP the dual and mutually reinforcing objectives of accountability and learning.
  - **Accountability** – Assess and report if the evolving role of WFP as a capacity development partner in disaster management (preparedness, mitigation, and response) is enabling the government to augment its capacities to better respond in emergencies.
  - **Learning** – Understand how and why WFP capacity development has been able to meet the emergency response needs of different categories of the affected people and what can be learned for the future implementation of this activity.
9. The specific objectives for this evaluation are to:
  - **Generate evidence** of positive and negative, intended and unintended, results of WFP's support to the disaster management authorities by constructing these HRFs, and subsequent relevant technical support for their effective utilization and integration with the rest of government disaster management systems.
  - **Improve the effectiveness** of WFP interventions by determining the reasons observed for success/failure and draw lessons from experience to produce evidence-based findings that will allow the WFP Country Office (CO) to make informed decisions about specific interventions that should be undertaken to promote such technical assistance in a cost-effective, focused and systematic way.
10. The lessons learnt from this evaluation will be further utilized to refine and improve the implementation of similar activities in near future or during the provision of technical assistance to relevant disaster management authorities for the construction of such facilities on their own.
11. The intervention had no specific objective regarding Gender Equality and Empowerment of Women (GEEW) or human rights. However, through this evaluation, WFP Pakistan aims to understand whether the initiative helped equally both men and women and whether it had any unintended effects on GEEW or human rights Stakeholders and Users
12. Several stakeholders both inside and outside of WFP have interests in the results of the evaluation and some of these will be actively engaged in this evaluation process. Please see **Table 1** below for a preliminary stakeholders' analysis, which may be expanded by the evaluation team as part of the inception phase.
13. Accountability to the affected populations is tied to WFP's commitments to better respond to the affected population through direct implementation or by providing technical assistance to relevant departments. All interventions of WFP are expected to be designed and implemented in a protection-sensitive manner, identifying protection risks faced by the targeted population, especially the vulnerable population, by designing and implementing strategies and measures to reduce and prevent those protection risks, and evaluating the impact of those measures, in cooperation with key stakeholders (equitably representing the diverse women and men).

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<sup>2</sup> In the beginning of 2020, there was heavy snow in parts of Balochistan and AJK. WFP provided relief assistance to snow affected population based on provincial government requests.

14. Furthermore, WFP works in line with the Convention on the Rights of Persons with Disabilities (CRPD) and commit to render humanitarian action inclusive of persons with disabilities, by lifting barriers persons with disabilities are facing in accessing relief, protection, and recovery support and ensuring their participation in the development, planning, and implementation of humanitarian programmes.
15. Equally, WFP is also committed to ensuring gender equality and women’s empowerment (GEEW) in the evaluation process, with the participation and consultation in the evaluation by women, men, boys and girls from different groups. At the GoP level, recognizing specific needs and vulnerability of women and children, the Gender and Child Cell (GCC) was established in 2010 under the National Disaster Management Authority (NDMA). This cell is responsible for integrating the understanding of the needs of women, children and other vulnerable segments of the population during the humanitarian response, emergency management and disaster risk reduction (DRR).
16. Some policy guidelines, standards and tools have been developed to be adopted in emergency response including National Policy Guidelines on Vulnerable Groups in Disasters (2014), Minimum Standards for Protective Spaces for Children (2013), and Guidelines for Minimum Standards of Relief in Camp (2017). In this context, the findings of the evaluation will also help to understand how such aspects can be better integrated right at the start of such capacity enhancement initiatives or if such facilities have any direct relation with such commitments.

**Table 1. Preliminary Stakeholders’ Analysis**

Stakeholders	Interest in the evaluation and likely uses of the evaluation report for the stakeholders
<b>INTERNAL STAKEHOLDERS</b>	
<b>Country Office (CO) Pakistan</b>	Responsible for the planning and implementation of WFP interventions at the country level. It has a direct stake in the evaluation and an interest in learning from experience to inform decision-making. It is also called upon to account internally as well as to the affected population and partners for the performance and results of its programmes.
<b>Regional Bureau (RBB) Bangkok</b>	Responsible for both oversight of COs and technical guidance and support, the RBB management has an interest in an independent/impartial account of the operational performance as well as in learning from the evaluation findings to apply this learning to other country offices. The Regional Evaluation Officer support CO/RBB management to ensure quality, credible and useful decentralized evaluations.
<b>WFP Headquarters (HQ)</b>	WFP HQ technical units are responsible for issuing and overseeing the rollout of normative guidance on corporate programme themes, activities and modalities, as well as of overarching corporate policies and strategies. They also have an interest in the lessons that emerge from evaluations, as many may have relevance beyond the geographical area of focus. Relevant HQ units, particularly the WFP Engineering section in the Management Service Division should be consulted from the planning phase to ensure that key policy, strategic and programmatic considerations are understood from the onset of the evaluation.
<b>Office of Evaluation (OEV)</b>	OEV has a stake in ensuring that decentralized evaluations deliver quality, credible and useful evaluations respecting provisions for impartiality as well

	as roles and accountabilities of various decentralized evaluation stakeholders as identified in the evaluation policy.
<b>WFP Executive Board (EB)</b>	The WFP governing body has an interest in being informed about the effectiveness of WFP programmes. This evaluation will not be presented to the WFP Executive Board, but its findings may feed into thematic and/or regional syntheses and corporate learning processes.
<b>EXTERNAL STAKEHOLDERS</b>	
<b>Affected population</b>	As the ultimate beneficiaries, the affected population has a stake in WFP determining whether its programmes interventions are appropriate and effective. Although, the level of participation of women, men, boys and girls from different groups in the evaluation will be limited in this evaluation, however, where possible their perspectives will be sought, particularly in areas where they directly benefited from this intervention.
<b>Government</b>	As a key stakeholder in this intervention, the Government has a direct interest in knowing whether WFP activities in the country are aligned with its priorities, harmonised with the action of other partners and meet the expected results. Issues related to capacity development, handover and sustainability will be of particular interest. Respective Provincial Disaster Management Authorities (PDMAs) will not only be actively participating in this evaluation, but they will also be direct beneficiaries of the findings of this evaluation. Similarly, at the federal level, the National Disaster Management Authority (NDMA) will also be keen to see some of the findings of this exercise for replication of the same model in other areas.
<b>UN Country Team</b>	UNCT's harmonised action should contribute to the realisation of the government's developmental objectives. It has, therefore, an interest in ensuring that WFP programmes are effective in contributing to the UN concerted efforts. Various agencies are also direct partners of WFP at policy and activity levels.
<b>NGOs</b>	Various local, national and international NGOs have been instrumental in providing aid and humanitarian services. Pakistan Humanitarian Forum (PHF), representing 43 international aid organizations, has been active since 2003 to address humanitarian and development needs for vulnerable populations in Pakistan. Some of these NGOs are partners of WFP and the government for the implementation of the humanitarian response activities. The results of the evaluation might affect future implementation modalities, strategic orientations and partnerships. In this regard, these NGOs will be particularly interested to note how such activities will enable them for their response in partnership with PDMAs. National Institute of Disaster Management (NIDM) and National Centre for Rural Development (NCRD) have partnered with WFP and the government to provide trainings for HRFs.
<b>Donors</b> [Governments and People of Japan, Canada, Australia, Pakistan, the Netherland, Denmark and	WFP operations are voluntarily funded by several donors. They have an interest in knowing whether their funds have been spent efficiently and if WFP's work has been effective and contributed to their own strategies and programmes. Some of the donors have specifically funded these interventions to develop capacities of PDMAs as part of their overall capacity

the United States of America]	augmentation efforts. They will be particularly interested to find out how these facilities with some of the other soft components have enabled the PDMA's to better respond in case of emergencies. The findings of the evaluation will also help them to report back into their internal systems.
<b>Private Sector</b>	All these facilities were developed by involving private contractors who have now gained considerable experience in designing and construction of these facilities and can provide such services to any other organization. They will be particularly interested to share their experiences for working on such initiative and how experience gained under these initiatives is helping to offer such services through other platforms. Private sector stakeholders who have partnered in the Construction of the HRFs include: Consultants like NESPAK and Meinhardt, Contractors including Zoom, UCC, Astral and Dinsons.

### 3. Context and subject of the Evaluation

#### 3.1. Context

17. Pakistan is one of the most disaster-prone countries in South Asia, having suffered an estimated US\$18 billion in damages and losses during the past decade as a result of natural hazards (World Bank, 2017). Different parts of the country are exposed to various disasters of varying extent; coastal areas are prone to swell waves and cyclones, the low-lying plains of the Indus river are increasingly prone to flooding, and the northern regions are highly vulnerable to landslides, snowstorms, avalanches and earthquakes (Ullah & Takaaki, 2016). Most damaging events in the past have been cyclones, droughts, floods, and landslides; 75 percent of all disasters between 1980 and 2013 have been the result of hydrometeorological hazards (Global Facility for Disaster Reduction and Recovery [GFDRR], 2019; Ullah & Takaaki, 2016). In 2011, following the flash floods in Pakistan, of the communities surveyed, 52 percent reported that the privacy and safety of women and girls was a key concern<sup>3</sup>. Women, elderly people, minority groups, persons with disabilities and children were among those hit the hardest. Therefore, any humanitarian support will need to support the country's attempt to fulfil its legal obligations in protecting fundamental rights as articulated in the Constitution, aligned with international conventions and treaties on the rights of children, women and marginalized populations. Pakistan has also been ranked highly in the Climate Vulnerability Index of 2019 - ranking 5th spot on the list of countries, which remained most affected by climate change during the past two decades. According to the Global Climate Risk Index annual report for 2020, which is released by think tank Germanwatch, Pakistan lost 9,989 lives, suffered economic losses worth \$3.8 billion and witnessed 152 extreme weather events from 1999 to 2018. These events occur regularly and at all scales, thus creating cycles of poverty as they erode the resilience of the most vulnerable inhabiting highly exposed areas.
18. While the poverty rate declined by 40 percent over the last two decades to 24.3 percent in 2015, the IMF projects a sharp reversal, with up to 40 percent of Pakistanis living below the poverty line in COVID-19's viral wake. An additional 2.45 million people—beyond an existing 40 million—now suffer food

<sup>3</sup> **Inter-Agency Standing Committee, 2015.** *Guidelines for Integrating Gender-Based Violence Interventions in Humanitarian Action: Reducing risk, promoting resilience and aiding recovery.* [https://gbvguidelines.org/wp/wp-content/uploads/2015/09/2015-IASC-Gender-based-Violence-Guidelines\\_lo-res.pdf](https://gbvguidelines.org/wp/wp-content/uploads/2015/09/2015-IASC-Gender-based-Violence-Guidelines_lo-res.pdf).



insecurity<sup>4</sup>. The coronavirus crisis has deepened social inequalities in Pakistan, disproportionately impacting vulnerable groups such as women and children. Women working in the informal sector are most impacted by an increase in domestic violence and loss of jobs during the pandemic. However, gender differences in processes generating poverty and economic outcomes in every aspect of a development initiative, remained unaddressed.

19. In this context, UN and non-governmental organizations (NGOs) partners assist the GoP in the implementation of humanitarian programmes including emergency/disaster responses. However, it has been noted that the Government possesses weak logistics structures within its system as till date this function is not fully embedded within the Government structure, particularly beyond the provincial level. This includes insufficient resources, i.e. untrained staff, immature systems/Standard Operating Procedures (SOPs), lack of warehousing infrastructure and equipment etc. Likewise, during big emergencies, notably during the 2010 floods, relief efforts were seriously hampered by the disruption of the supply chain, increased market demand and damages to public infrastructures, despite generous donor support. The Government did not have an adequate logistic system in place to provide timely response to the affected population. The biggest challenge consisted of a lack of central warehousing infrastructure at the provincial level for the pre-positioning of contingency stocks.
20. To overcome these issues and in an effort to enhance disaster management (preparedness, mitigation and response) capacities of GoP and the Disaster Management Authorities, WFP has been constructing Humanitarian Response Facilities (HRF) in close coordination and collaboration with the relevant government authorities. The basic purpose of these facilities is to enhance the capacity of PDMA's to respond to disasters in an effective, efficient and timely manner. The locations for HRFs are selected strategically in consultation with all the stakeholders and based on a statistical analysis of historical disaster frequency/population density in Pakistan. As of now, eight dedicated facilities have been handed over to the respective disaster management authorities. s who have been using them for different purposes, including storage of necessary search and rescue equipment and storage of relief items, etc.
21. The average cost of these facilities is US\$3.5 million. The detailed break-up of the cost of each facility will be shared with the selected evaluation firm. In addition to the construction of HRFs, WFP also provided training to 1,068 government staff for effective disaster management and response. These facilities were very effective during different emergencies including different floods, droughts, heatwaves, monsoon, cyclone and cold waves etc.
22. An internal WFP Return on Investment (ROI) study was conducted in early 2018 that shows that these HRFs increase the Government storage capacity by more than three times and directly improved the emergency response capacity and coverage by positioning logistics hubs in strategic locations within disaster-prone areas. The increased storage capacity not only allowed to store an additional quantity of relief items but also the voluminous type of items such as rescue boats etc. All this enabled the authorities to respond on time with the right support to a larger population throughout the country, including areas located far from the current logistics or commercial hubs.
23. This investment has brought a paradigm shift in the PDMA's' approach to disaster risk management. It triggered the Government to dedicate a specific budget for pre-positioning items and to develop new initiatives. Notably, the Government is willing to invest further in expanding the storage network and, in the recent past, has sought WFP's technical support for the construction of a big warehouse in Karachi. In Punjab, the authorities are thinking about expanding the HRF and create a similar structure for health facilities.

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<sup>4</sup> UNDP, 2020. COVID-19 – Pakistan Socio-economic Impact Assessment & Response Plan (Ver. 1, May 2020).

24. Construction of the HRFs also impacts the local economy as the workforce and equipment come from the local market.
25. Recognizing the scope of humanitarian and development challenges, in particular the risk and impact of natural disasters, GoP / NDMA, informed by the 2012 Disaster Risk Management Report, developed a 10-year National Disaster Management Plan (NDMP), which serves as official national-level guidelines for comprehensive disaster risk reduction and management in Pakistan. Under this plan, the GoP identified initiatives for its effective implementation and requested WFP's support in the development of a network of warehouses at strategic locations in the country to enable preparedness and timely response in the disaster-prone regions, aiming to help reduce the economic, social and environmental burden of disasters, and the inevitable human suffering which accompanies it. The independent evaluation of the HRFs will allow for an objective assessment of how WFP has contributed to the objectives of the NDMP, and how the government has utilized the facilities established to date.
26. The GoP disaster management efforts are led by the NDMA. The NDMA's goal to build a network of warehouse structures for emergency response call for having medium to largescale storage facilities in all provinces and small warehouses with capacities of up to 300 mt in the 50 most disaster-prone districts for emergency response. Embedded in the NDMA's National Disaster Management Plan is the establishment of a national emergency response system, which calls for the government to:
  - a. Establish and strengthen warehouse or stockpiling system for storing food, medicine, relief supplies and rescue equipment at strategic locations.
  - b. Enhance emergency response capacities, such as emergency operation centres, civil defence and urban search and rescue teams in major cities.
  - c. Establish a robust communication system and an efficient transport and logistics mechanism to be used during emergencies.
  - d. Develop and implement emergency response plans in relevant ministries and departments at federal, provincial and district levels.
  - e. Establish a National Disaster Management Fund to enable the federal government to organize emergency and response effectively.
27. In addition to WFP logistics-related support, other UN organizations are also providing logistics-related support. In this regard, notably, UNICEF has built storage facilities /cold stores for polio for GoP and assisting in the capacity building of government institutes. Similarly, the Swiss Agency for Development and Cooperation (SDC) has been helping the National Institute of Disaster Management (NIDM) to conduct trainings and simulation exercises for the government departments and academia and other humanitarian agencies. This evaluation will be an open resource for future initiatives by the humanitarian organizations, allowing them to not only learn lessons but also prevent duplication of efforts, if any.

### **3.2. The subject of the evaluation**

28. The HRFs constructed along with the provision of technical support are aimed at making Pakistan's disaster management authorities capable of storing, handling and consolidating humanitarian cargo during humanitarian crises in an effective and efficient manner. The HRFs are aimed to: i) improve the availability of relief items and food; ii) minimize the potential risk of supply disruptions; iv) reduce operational costs; and v) improve the capacity of all humanitarian actors and the Government to respond to emergencies in a timely and more cost-effective manner through pre-positioning of strategic stocks, eliminating long lead times needed for the mobilization of relief items in case of an emergency. It was also envisioned that these HRFs will also help to deliver long-term contributions to Pakistan's food security by ensuring an efficient emergency response that is consistent with the GoP

and NDMA/PDMAs priorities for improving logistics infrastructure. The network of HRFs also supports the government's devolution framework by decentralized relief support and response to the provinces.

29. Construction of a total of 8 HRFs spanned over the last 10 years (2010-2020) and those were constructed under different ongoing operations primarily focusing on protracted relief and recovery support. However, the construction of the last three HRFs was initiated under a special operation (SO 200707). WFP Pakistan has since consolidated all its operations under a Country Strategic Plan (CSP); the construction of HRF in Muzaffarabad was managed under the ongoing CSP under its Activity 7 against Strategic Outcome 4.
30. WFP worked with four private companies for the construction of these HRFs. As part of the preparation process for this evaluation, the CO has initiated a rapid assessment to ascertain their current condition, what food or non-food items are being stored and what type of response has been handled from these HRFs. In addition, WFP provided technical assistance to the GoP for effective management of commodities and conducting disaster risk reduction, preparedness and response planning training and simulation exercises for enhancing its overall capacities. All such details along with the construction costs and other financial information will be made available to the selected evaluation team at the time of preparation of the inception report.
31. Most of these facilities were constructed before the inception of current CSP when WFP was still implementing different activities under protracted relief and recovery operations and as such no formal theory of change was developed for such interventions. However back in 2016, CO made some efforts to develop Result Stories (Theory of Change) for all such technical assistance activities so that it could identify different milestones that would help to achieve the overall objectives of such technical assistance in a certain timeframe. These results stories relating to HRF and effective supply chain management for disaster preparedness are attached at **Annex 2**.
32. An internal Return on Investment (ROI) study was conducted in early 2018 which found that the intervention increased the GoP storage capacity by more than three times and directly improved the emergency response capacity and coverage by positioning logistics hubs in strategic locations within disaster-prone areas. The findings of this study will also be made available to the evaluation team. For further details on this please refer to paragraph 19.
33. Similarly, no separate assessment has been conducted to ascertain if WFP provided technical support has enabled GoP to better respond to the needs of different segments of the society and no GEEW analysis has been undertaken for the implications on GEEW. It will, therefore, be part of this evaluation to conduct a GEEW analysis and look into GEEW dimensions of the interventions and whether there are/were any gender-related issues.
34. Considering these, this activity evaluation is being commissioned to determine the overall effectiveness of the HRFs and all related investments in relation to achieving and sustaining the desired objectives.

## **4. Evaluation Approach**

### **4.1. Scope**

35. This evaluation will cover the intervention period from January 2014 to September 2020, in all provinces and regions, including Khyber Pakhtunkhwa, Punjab, Sindh, Balochistan, GB and AJK where the intervention took place. It will cover the technical assistance to the GoP in the form of HRF and associated support for effective supply chain management and commodities handling. The methodology part (Section 4.4) of the ToR further clarifies the scope of work.
36. The intervention components are covered under Activity 7 of ongoing CSP with an objective that the disaster/emergency preparedness and response capacities are enhanced at the district, provincial and national level. Please find further details on the intervention in Section 3.2 "Subject of the Evaluation".

#### 4.2. Evaluation Criteria and Questions

37. **Evaluation Criteria:** The evaluation will apply the international evaluation criteria of Relevance, Effectiveness, Efficiency, Coherence and Sustainability.
38. **Evaluation Questions** Allied to the evaluation criteria: The evaluation will address the key questions presented in **Table 2**, which will be further developed and may be adjusted during the inception phase, after validation by the Evaluation Manager and the Evaluation Committee. Collectively, the questions aim at highlighting the key lessons and performance of the HRFs Network, which will inform future strategic and operational decisions.
39. The evaluation should analyse if GEEW objectives and GEEW mainstreaming principles were indirectly included in the intervention design, and whether the objective has been guided by WFP and system-wide objectives on GEEW. The GEEW dimensions should be integrated into all evaluation criteria as appropriate.

**Table 2. Key Evaluation Questions**

Criteria	Evaluation Questions
Relevance	<ul style="list-style-type: none"> <li>• To what extent the WFP support in the form of construction of HRF and provision of other technical assistance for effective supply chain management is relevant to the affected population, institutional needs, policies, and priorities, and continue to do so, if circumstances change?</li> <li>• To what extent the HRFs have enhanced the emergency response capacities, such as emergency operation centres, civil defence and urban search and rescue teams in major cities?</li> <li>• Are the facilities still relevant and address the synergies and interlinkages with other similar interventions, carried out under the current CSP, to strengthen supply chain networks in preparation for responding to natural disasters and shocks?</li> <li>• Are men and women staff of various stakeholders benefitted from capacity strengthening activities under these initiatives?</li> <li>• To what extent the programme was responsive to the needs and interests of, diverse stakeholders, achieved through participatory gender analysis and processes?</li> <li>• How relevant is the initiative to the different needs of men and women (and other groups who have particular, unmet needs), the extent to, and ways in, which the HRF advanced gender equality goals of GoP/NDMA/WFP?</li> </ul>
Effectiveness	<ul style="list-style-type: none"> <li>• Are the facilities effective i.e. the extent to which the intervention’s objectives were achieved, or are expected to be achieved, considering their relative importance?</li> <li>• How did the interventions contribute to the overall capacity enhancement of the relevant disaster management authorities and contributed in a timely response to emergencies?</li> <li>• To what extent HRFs have enabled provincial disaster management authorities to respond to different emergencies in a timely manner.</li> <li>• To what extent the HRFs and associate supply chain support have strengthened the warehousing or stockpiling system for storing food, medicines, relief supplies and other search and rescue equipment at strategic locations.</li> </ul>

	<ul style="list-style-type: none"> <li>• What were the major factors influencing the achievement or non-achievement of the desired objectives of the intervention? And what can be improved for similar interventions in the future?</li> <li>• To what extent gender lens applied to a programme's design, objectives, strategy, implementation including activities and outputs and results?</li> </ul>
Efficiency	<ul style="list-style-type: none"> <li>• Are the facilities fully utilized to the optimum level i.e. the extent to which the facilities deliver, or are likely to deliver, resulting in an economic benefit (funds, expertise, financial resources, time, etc.) and in a timely (delivery or response within any intended timeframe) manner?</li> <li>• Are the facilities constructed in the most cost-efficient manner by adopting necessary procedures?</li> <li>• Is there any reduction of costs for emergency response(s) due to improved preparedness and investment in HRFs?</li> <li>• Which among the administrative and funding modalities working well in implementing the project and which is the most cost-efficient after handing over of such facilities and services to the relevant GoP departments?</li> </ul>
Coherence	<ul style="list-style-type: none"> <li>• Are the facilities relevant externally i.e. have complementarity, harmonisation and coordination with other actors, and to what extent the facilities are adding value while avoiding duplication of efforts?</li> <li>• To what extent WFP coordination mechanism is efficient and appropriate with the current government structure for providing necessary technical support, after handing over these facilities, to the respective disaster management authorities?</li> <li>• To what extent HRFs are being utilized to provide support received from other partners, and if existing facilities have sufficient space available to store such commodities and equipment.</li> </ul>
Sustainability	<ul style="list-style-type: none"> <li>• To what extent the facilities have capacitated the government? Are the facilities fulfilling the government's present and foreseen needs or not? If yes how, if not why not?</li> <li>• Are the facilities maintained appropriately, as a measure of the emergency preparedness, on the relevant international standards, after handing over, by the government bodies? Are the HRFs sustainable? Does the government provide enough human and financial resources for operations and maintenance (O&amp;M) of the facilities?</li> <li>• To what extent the government partner appreciate the relevance and results of WFP's support for HRFs, to sustain them or continue construction of such facilities on their own?</li> </ul>

40. During seeking answers of above-mentioned questions, the evaluation team should also consider the disaster risk profiles of the locations where HRFs have been established and see if the facilities are able to withstand and support relevant disasters.

41. The evaluation team will also review provincial and district governments' reparations and stocks in relation to WFP's established HRFs. In case the district/province has a detailed disaster management plan, it should assess whether or not the plan has taken the HRFs into account.

### **4.3. Data Availability and Limitations**

42. Information products such as Annual Country Reports (ACR), previous evaluations of operations under which these facilities were constructed and monitoring reports, will be made available to the evaluation team.
43. In January 2018 WFP conducted a return on investment study of these facilities to assess the gains for such investments. The findings of this study will be made available which will help the evaluation team to understand what are cost-benefits of such investments and will also help to determine the cost-efficiency.
44. From time to time different operational briefs detailing key features of each HRFs have been developed which also contain information of each HRF and being administered. These briefs will help the evaluation team to understand their current set-up and being administered, ultimately enabling the evaluation team to narrow down its questions to be asked at the time of actual discussion with relevant authorities.
45. As part of evaluation preparation, the CO collected the information about the current condition of these HRFs, what items being stored there and if any emergency has been handled from these facilities most recently. This information will also help the evaluation team to not only prepare the inception report but would also help to narrow down its questions for discussion with the WFP country office team and relevant stakeholders.
46. Since some of these facilities were constructed back in 2011/2012, it might be possible that all information is not readily available regarding their utility in these years. Similarly, it might be possible that relevant counterpart departments are not maintaining any separate record which could clearly show how these facilities were utilized during any emergency. Concerning the quality of data and information, the evaluation team should:
  - a. assess data availability and reliability as part of the inception phase expanding on the information provided in section 4.3.
  - b. systematically check the accuracy, consistency and validity of collected data and information and acknowledge any limitations/caveats in drawing conclusions using the data.

### **4.4. Methodology**

47. The methodology will be designed by the evaluation team during the inception phase. A multi-dimensional approach should be applied for this evaluation. This will include:
  - c. Review of internal information with WFP. These will include information available with relevant sections about how each HRF was planned, designed, approved, constructed and handed over to relevant disaster management authorities. Some project completion reports, studies showing return on investment as well as how these HRFs are currently being utilized will also be made available.
  - d. Review of some of the national policies relating to disaster management and response and discussion with relevant officials at the national level. These include, but not limited to, review of National Disaster Management Plan, Disaster Risk Reduction Status Reports and meetings with relevant officials.
  - e. Linkage will be established with relevant departments who are overseeing the day to day management of these HRFs. The relevant departments will also be able to demonstrate how these HRFs are integrated into the overall set-up by approving necessary project documents for the allocation of human and financial resources.
  - f. Review of actual information on how these HRFs are being utilized currently and during any emergency since their construction. This will include, if possible, in the prevailing COVID-19

situation, a visit to the selected HRFs and inspection of the material stored and utilized. For some locations, virtual meetings will also be arranged.

- g. Attention will be paid to including a diverse range of perspectives of people involved with and impacted by the HRF construction. Where possible, interviews or focus group discussions with the direct beneficiaries of these facilities will be arranged. These will include some civil society organizations, disaster management authorities' staff at the districts level and some members of the community organization or individuals who were directly benefited in the recent past.
  - h. Since some other UN organizations are also directly providing similar support to the relevant disaster management authorities, a meeting will be convened to obtain their point of views on the effectiveness of these HRFs and possible similar capacity strengthening support under joint programmes. Efforts will be made to understand if gender aspects relating to disaster risk reduction have been considered during the execution of different responses from these facilities.
  - i. Similarly, since some international donors who provided financial resources for the construction of these HRFs and have also been providing other technical support to build the overall disaster preparedness and response capacities, will also be interested to participate in this important exercise. For these bilateral meetings will be arranged to obtain their point of view.
48. The evaluation team will be expected to develop a Theory of Change for the intervention and an analytical framework that is based on WFP's corporate Country Capacity Strengthening (CCS) framework (please see **Annex 3**), taking into consideration the five pathways, three dimensions and self-sufficiency levels outlined in the framework.
49. The methodology should be GEEW-sensitive, developing the GEEW-related indicators, indicating what sampling and data collection methods are employed to seek information on GEEW issues and to ensure the inclusion of women. The methodology should ensure that data collected is disaggregated by sex and an explanation should be provided if this is not possible. Triangulation of data should ensure that diverse perspectives and voices of both men and women are heard and taken into account. The evaluation team should be gender-balanced and one of the team members should have gender expertise.
50. The evaluation findings, conclusions and recommendations are expected to be of strategic nature and help WFP Pakistan determine the strategic direction and future for such interventions. They must reflect gender analysis, and the report should provide lessons/ challenges/ recommendations for bringing a gender lens into the intervention design and execution in the future.
51. An Evaluation Committee and Evaluation Reference Group will serve as mechanisms to ensure independence and impartiality.
52. The COVID-19 pandemic poses a substantial risk to the data collection phase. In view of the COVID-19 situation, as well as the importance of exploring the local context, it is mandatory that the evaluation firm partners with qualified local consultant/s, equipped with the knowledge of local culture and language, to collect data in-country. If internal travel will not be allowed either or not be advisable for various restrictions, data will need to be collected remotely. In this situation, phone numbers of relevant staff members of partners organizations will be made available, but limitations in remote qualitative data collection and sampling bias would likely limit the scope of the evaluation. Considering these, alternative options for a remote data collection phase should be considered and methodological implications clearly addressed by the evaluation team with the submission of proposals. Therefore, evaluation firms are requested to submit the following two plans:

**Plan A: In-Country Mission:** The GoP has gradually lifted different restrictions related to COVID-19 measures and it is expected that by the time this evaluation is to be conducted, the international travel would be possible. With this assumption, it is possible that subject to completion of other formalities, the evaluation team will be able to visit the field where it can meet with the relevant partners and

communities and conduct face to face interviews. Therefore, the evaluation firms are requested to submit a methodology clearly showing how all steps will be undertaken.

**Plan B: Without In-Country Mission:** Considering the prevailing conditions, it might be possible that GoP does not allow international travel or issue visas. However, local travel is still possible for a locally recruited consultant/s. In this situation, the firms should submit a plan of how they would complete all relevant steps without compromising on the overall evaluation criteria or evaluation methodology.

Considering both options, the evaluation firms are requested to submit two separate budgets i.e. one involving international and national travel; and the second without involving any international travel but some local travel.

53. In addition to these COVID-19 related restrictions and considerations, the following additional potential risks to the methodology have been identified. These are not exhaustive and need to be refined during the inception phase.
- a. Limited availability and interest of government partners to participate in the consultation process during a time when the COVID-19 pandemic and some other emergencies require them to focus on emergency response;
  - b. Constraints in conducting face-to-face and group discussions due to prevailing measures put in place in view of the current pandemic or security-related measures in any particular area;
  - c. High turn-over of government officials over time who were involved in the intervention, particularly during the construction phase; and
  - d. Lack of GEEW analysis and sufficient data.
54. These risks can be mitigated through:
- e. A flexible evaluation timeline;
  - f. Alternative data collection methods such as phone interviews;
  - g. Including key informants who have left their positions and interview them via phone or online;
  - h. A detailed data analysis plan laid out by the evaluation team during the inception phase;
  - i. The consideration of alternative evaluation plans as part of the inception report, in case plan A is compromised due to the ongoing global pandemic;
  - j. Regular meetings/calls between the evaluation team and the Evaluation Manager (EM) throughout the evaluation to mitigate any risks or challenges arising while conducting the evaluation.

#### **4.5. Quality Assurance and Quality Assessment**

55. WFP's Decentralized Evaluation Quality Assurance System (DEQAS) defines the quality standards expected from this evaluation and sets out processes with in-built steps for Quality Assurance, Templates for evaluation products and Checklists for their review. DEQAS is closely aligned to the WFP's evaluation quality assurance system (EQAS) and is based on the United Nations Evaluation Group (UNEG) Norms and standards and good practice of the international evaluation community and aims to ensure that the evaluation process and products conform to best practice.
56. DEQAS will be systematically applied to this evaluation. The WFP Evaluation Manager, an impartial staff member from the M&E Section, who has not been involved with the programme implementation, will be responsible for ensuring that the evaluation progresses as per the DEQAS Process Guide and for conducting rigorous quality control of the evaluation products ahead of their finalization.

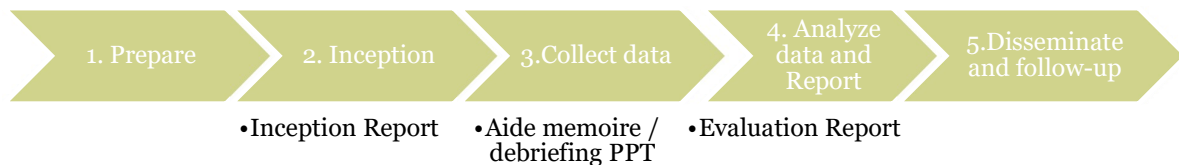


57. WFP has developed a set of Quality Assurance Checklists for its decentralized evaluations. This includes Checklists for feedback on quality for each of the evaluation products. The relevant Checklist will be applied at each stage, to ensure the quality of the evaluation process and outputs.
58. To enhance the quality and credibility of this evaluation, an outsourced quality support (QS) service directly managed by WFP’s Office of Evaluation in Headquarter provides a review of the draft inception and evaluation report (in addition to the same provided on draft TOR), and provide:
  - a. systematic feedback from an evaluation perspective, on the quality of the draft inception and evaluation report;
  - b. recommendations on how to improve the quality of the final inception/evaluation report.
59. The Evaluation Manager will review the feedback and recommendations from QS and share it with the team leader, who is expected to use them to finalise the inception/ evaluation report. To ensure transparency and credibility of the process in line with the UNEG norms and standards[1], a rationale should be provided for any recommendations that the team does not take into account when finalising the report.
60. This quality assurance process as outline above does not interfere with the views and independence of the evaluation team. However, it ensures the report provides the necessary evidence in a clear and convincing way and draws its conclusions on that basis.
61. The evaluation team will be required to ensure the quality of data (validity, consistency and accuracy) throughout the designing, data collection, analysis and reporting phases. Where required, the data collection instruments will be translated into the national/regional language and validated by the Evaluation Manager. The evaluation team should be assured of the accessibility of all relevant documentation within the provisions of the directive on disclosure of information. This is available in WFP’s Directive CP2010/001 on Information Disclosure.
62. All final evaluation reports will be subjected to a post hoc quality assessment by an independent entity through a process that is managed by OEV. The overall rating category of the reports will be made public alongside the evaluation reports.

## 5. Phases and Deliverables

63. The evaluation will proceed through the following phases. The deliverables and deadlines for each phase are as follows:

*Figure 1. Summary Process Map*



64. **Notes on the deliverables:** The inception package and evaluation reports shall be written in English and follow the DEQAS templates. The evaluation team is expected to produce written work that is of a very high standard, evidence-based, and free of errors. The evaluation company is ultimately responsible for the timeliness and quality of the evaluation products. If the expected standards are not met, the evaluation company will, at its own expense, make the necessary amendments to bring the

<sup>[1]</sup> UNEG Norm #7 states “that transparency is an essential element that establishes trust and builds confidence, enhances stakeholder ownership and increases public accountability”

evaluation products to the required quality level. The evaluation TOR, report, management response and brief will be public and widely shared. The other evaluation products will be kept internal.

65. At the beginning of the evaluation, an inception meeting will be arranged with relevant staff, evaluation committee and evaluation reference group. Based on these discussions the evaluation team will prepare an inception report that will describe the subject of evaluation, country context, provide an operational factsheet and a stakeholder analysis. The Inception Reports will also describe the evaluation methodologies and the approach taken by the team to cultivate ownership and organize debrief sessions and quality assurance systems developed for the evaluation. The Inception Reports will include the use of Evaluation Plan Matrices, and they will outline how the evaluation teams will collect and analyse data to answer all evaluation questions. Finally, they must include an evaluation activity plan and timeline. The evaluation designs and proposed methodologies specified in the Inception Reports must reflect the evaluation plans, budgets and operational environments, and the extent to which methods lead to the collection of reliable data and analysis that provide a basis for reaching valid and reliable judgments. A reconstructed theory of change must be included in the report. Similarly considering that WFP adopted a result-based approach to document and report results, it is expected that the evaluation team will also adopt a methodology to determine if such activities are as per the programme logic and disaster preparedness capacity development is achieving desired results. During the inception phase, the evaluation team is also expected to perform an in-depth evaluability assessment and critically assess data availability, quality and gaps to inform its choice of evaluation methods. This will include an analysis of the results frameworks and related indicators to validate that sufficient information is available that would help during evaluation.
66. As stated somewhere else, no primary data collection is envisaged for this evaluation and most of the information will be collected through desk-based reviews and consultation meetings with relevant stakeholders. However, it is expected that the evaluation team will deploy a systematic approach for the collection of relevant data, its analysis and presentation of results in chronological order that would help to demonstrate how the evaluation team has reached to certain conclusions and recommendations. For the presentation of such findings to external stakeholders, the evaluation team is expected to present its preliminary findings to external stakeholders and obtain their feedback. Pakistan CO and RBB will also organise a visual thinking validation workshop in order to enhance the ownership and the quality of the evaluation.
67. By the end of the evaluation, the evaluation team will prepare and submit the evaluation report in the following two parts.
  - c. **Draft Report:** This report will outline the evaluation purpose, scope and rationale, and the methodologies applied including the limitations that these may come with. Prior to finalizing the report, the evaluation team should share the report with WFP and stakeholders and facilitate a validation meeting/workshop. The report will also be shared with the evaluation reference group and quality assurance for review as indicated in Section 4.5.
  - d. **Final Report:** The report must provide the answers to all the questions outlines in these TOR. The report should also include the relevant findings and it should follow the UNEG evaluation report guidance. The final report will also go through a quality assurance process and its rating will be internally used to determine the overall quality of evaluation and its product.
68. Since this is a decentralized evaluation to be managed by WFP country office Pakistan only final briefing to WFP regional office Bangkok and CO will be required during which the service provider will present a summary of the conclusions, evaluation findings and recommendation.
69. It is also expected that the evaluation team will prepare a two-pager evaluation brief which summarizes the findings and recommendations using a standard template provided by WFP.

## 6. Organization of the Evaluation & Ethics

### 6.1. Evaluation Conduct

70. The evaluation team will conduct the evaluation under the direction of its team leader and in close communication with the WFP Evaluation Manager. The CO will hire the evaluation firm based on the long-term agreements already signed by the WFP office of evaluation in its headquarters in Rome. The team will be hired by the respective evaluation firm, which will provide details of this team as part of technical proposal submission.
71. The evaluation team should have not been involved in the design or implementation of the subject of evaluation or have any other conflicts of interest. Further, they will act impartially and respect the code of conduct of the evaluation profession.

### 6.2. Team Composition and Competencies

72. The evaluation team is expected to include a team leader and an expert on disaster preparedness and response. To the extent possible, the evaluation firm will try to hire a national expert who fully understands the local context, geography and culture and language. At least one team member should have WFP prior experience.
73. The team will be multi-disciplinary and include members who have an appropriate balance of expertise and practical knowledge of the relevant fields. Please refer to **Annex 4** to view the qualifications and responsibilities of the evaluation team in detail.
74. The team leader should have technical expertise in the areas listed in **Annex 4**, particularly in implementing and evaluating capacity strengthening approaches, as well as expertise in designing methodology and data collection tools and demonstrated experience in leading similar evaluations. S/he should also have leadership, analytical and communication skills, including a track record of excellent English writing and presentation skills.
75. Her/his primary responsibilities will be: i) defining the evaluation approach and methodology including integrating gender aspects throughout evaluation; ii) guiding and managing the team; iii) leading the evaluation mission and representing the evaluation team; iv) drafting and revising, as required, the inception report, the end of fieldwork (i.e. exit) debriefing presentation and evaluation report in line with DEQAS.
76. The team member will bring together a complementary combination of the technical expertise required and have a track record of written work on similar assignments.
77. The team member will: i) contribute to the methodology in its area of expertise based on a document review; ii) conduct fieldwork; iii) participate in team meetings and meetings with stakeholders; iv) contribute to the drafting and revision of the evaluation products in its technical area(s).

### 6.3. Security Considerations

78. **Security clearance** where required is to be obtained from the WFP Pakistan office
- The evaluation team must obtain No Objection Certificates (NOC) from the relevant local government authorities to travel to the subject areas. After awarding of the contract, the relevant team will apply for the NOC and will provide copies to WFP.
79. However, to avoid any security incidents, the Evaluation Manager will be requested to ensure that:
- The WFP CO registers the team members with the Security Officer on arrival in the country and arranges a security briefing for them to gain an understanding of the security situation on the ground.

- The team members observe applicable UN security rules and regulations – e.g. curfews etc.
- Due to various security-related measures in different regions and the constantly changing scenario of COVID-19, specific briefings will be arranged at the time of the inception of the assignment and before any travel.

#### **6.4 Ethics**

80. WFP's decentralized evaluations must conform to WFP and UNEG ethical standards and norms. The contractors undertaking the evaluations are responsible for safeguarding and ensuring ethics at all stages of the evaluation cycle (preparation and design, data collection, data analysis, reporting and dissemination). This should include, but is not limited to, ensuring informed consent, protecting privacy, confidentiality and anonymity of participants, ensuring cultural sensitivity, respecting the autonomy of participants, ensuring fair recruitment of participants (including women and socially excluded groups) and ensuring that the evaluation results in no harm to participants or their communities. Due to the ongoing COVID-19 pandemic, the evaluation team will be expected to carefully consider ethical considerations in close collaboration with WFP, should face-to-face data collection take place.
81. Contractors are responsible for managing any potential ethical risks and issues and must put in place in consultation with the Evaluation Manager, processes and systems to identify, report and resolve any ethical issues that might arise during the implementation of the evaluation. Ethical approvals and reviews by relevant national and institutional review boards must be sought where required.

### **7. Roles and Responsibilities of Stakeholders**

#### **82. The WFP Country Office Pakistan:**

- a- The Country Office Pakistan Management (Deputy Country Director, Arnhild Spence) will take responsibility to:
- Assign an Evaluation Manager for the evaluation: Touseef Ahmed
  - Compose the internal evaluation committee and the evaluation reference group (see below).
  - Approve the final TOR, inception and evaluation report.
  - Ensure the independence and impartiality of the evaluation at all stages, including the establishment of an Evaluation Committee and a Reference Group
  - Participate in discussions with the evaluation team on the evaluation design and the evaluation subject, its performance and results with the Evaluation Manager and the evaluation team
  - Organise and participate in two separate debriefings, one internal and one with external stakeholders
  - Oversee dissemination and follow-up processes, including the preparation of a Management Response to the evaluation recommendations
- b- The **Evaluation Manager**:
- Manages the evaluation process through all phases including drafting these TOR
  - Ensures quality assurance mechanisms are operational
  - Consolidates and shares comments on draft TOR, inception and evaluation reports with the evaluation team
  - Ensures expected use of quality assurance mechanisms (checklists, quality support)
  - Ensures that the team has access to all documentation and information necessary to the evaluation; facilitates the team's contacts with local stakeholders; sets up meetings, field visits; provides logistic support during the fieldwork; and arranges for interpretation, if required.
  - Organises security briefings for the evaluation team and provides any materials as required

c- An internal **Evaluation Committee** has been formed as part of ensuring the independence and impartiality of the evaluation. The committee comprises of the Deputy Country Director, Head of Programme, Head of CSP/VAM/M&E Section, Evaluation Manager, Evaluation Advisor in WFP Regional Office for Asia and Pacific (RBB) Programme Policy Officer (M&E), and the CO technical unit in charge of Strategic Outcome 4 and 5. This committee will be involved in the whole evaluation process including reviewing the TOR, inception report and final report. It will also ensure the independence and impartiality of the evaluation. The evaluation committee will also be responsible for preparing management response to the evaluation recommendations and ensure relevant dissemination of evaluation findings to external and internal stakeholders through de-briefing sessions.

83. **An Evaluation Reference Group (ERG)** has been formed, as appropriate, with representation from national and provincial disaster management authorities, Economic Affairs Division, the heads of WFP sub-offices in AJK, Khyber Pakhtunkhwa Balochistan and Sindh, a representative from United Nations Development Programme (UNDP) and United Nations Children Fund (UNICEF) and donor agency. The ERG members will review and comment on the draft evaluation products and act as key informants in order to further safeguard against bias and influence. Moreover, the reference group will meet the evaluation team and guide in designing a realistic, useful evaluation. They will also assist in identifying and contacting key stakeholders. Lastly, the reference group will help disseminate evaluation findings to relevant networks.

84. **The Regional Bureau:** the RBB will take responsibility to:

- Advise the Evaluation Manager and provide support to the evaluation process where appropriate.
- Participate in discussions with the evaluation team on the evaluation design and on the evaluation subject as required.
- Provide comments on the draft TOR, Inception and Evaluation reports
- Support the Management Response to the evaluation and track the implementation of the recommendations.

While the Regional Evaluation Officer, Yumiko KANEMITSU, will perform most of the above responsibilities, other RBB relevant technical staff may participate in the evaluation reference group and/or comment on evaluation products as appropriate.

85. **Relevant WFP Headquarters divisions** will take responsibility to:

- Discuss WFP strategies, policies or systems in their area of responsibility and subject of evaluation.
- Comment on the evaluation TOR, inception and evaluation reports, as required.

86. **The Office of Evaluation (OEV):** The OEV, through the Regional Evaluation Officer, will advise the Evaluation Manager and provide support to the evaluation process when required. It is responsible for providing access to the outsourced quality support service reviewing draft TOR, inception and evaluation reports from an evaluation perspective. It also ensures a help desk function upon request.

## 8. Communication and budget

### 8.1. Communication

87. To ensure a smooth and efficient process and enhance the learning from this evaluation, the evaluation team should emphasize transparent and open communication with key stakeholders. These will be achieved by ensuring a clear agreement on channels and frequency of communication with and between key stakeholders. The Evaluation Manager and the Evaluation Committee will support the communication of the evaluation team with the concerned stakeholders.

88. A communication/dissemination plan will be developed to ensure that the evaluation findings are disseminated at all levels with relevant stakeholders at the provincial and national levels. This plan will be prepared by the evaluation committee and shared with the Evaluation team.

89. As part of the international standards for evaluation, WFP requires that all evaluations are made publicly available. Following the approval of the final evaluation report, the findings will be shared through the WFP website as well as debriefing sessions at the provincial and federal level with key stakeholders defined above.
90. The Communication and Learning Plan should include a GEEW responsive dissemination strategy, indicating how findings including GEEW will be disseminated and how stakeholders interested or those affected by GEEW issues will be engaged.

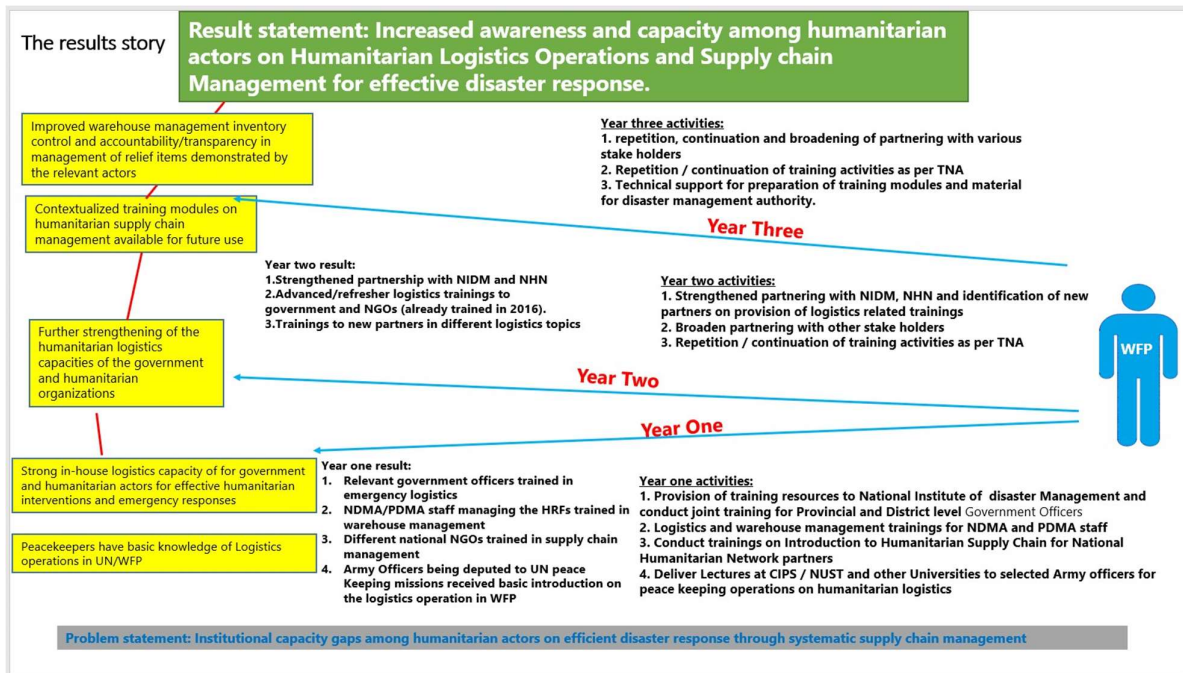
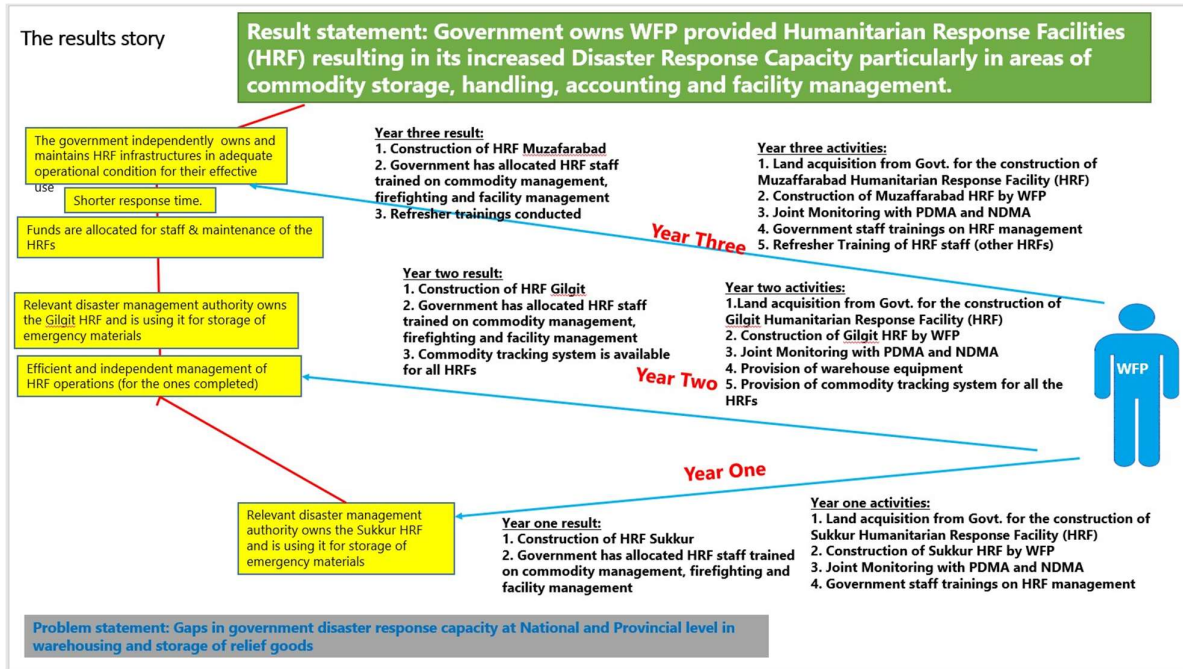
## **8.2. Budget**

91. The evaluation will be conducted by an external evaluator firm/supplier selected through the WFP competitive procurement process through open tender therefore the budget will be based on the proposed budget by the selected applicant. However, for the internal review and approval process of these TOR, budget estimates have been prepared following WFP's corporate guidelines. This estimated budget will be used as a basis to determine if the proposed cost estimates by the firms are sufficient to meet the relevant expenses and are also in line with the long-term agreements signed with firms who are participating in this bidding process.
92. Some of the indicative budget line items for Plan A are: i) Evaluation team fees; ii) International travel costs; iii) local travel costs; iv) per diem costs; and v) miscellaneous costs such as the costs of the meeting venue and translations services etc. the Plan B may have the same budget line items except for the international travel cost.
93. The final budget and handling will be determined by the option of contracting that will be used and the rates that will apply at the time of contracting.
94. The evaluation will be sourced by the funds allocated by the CO for decentralized evaluation, as well as through WFP's other internal sources such as Contingency Emergency Fund (CEF) where applicable.

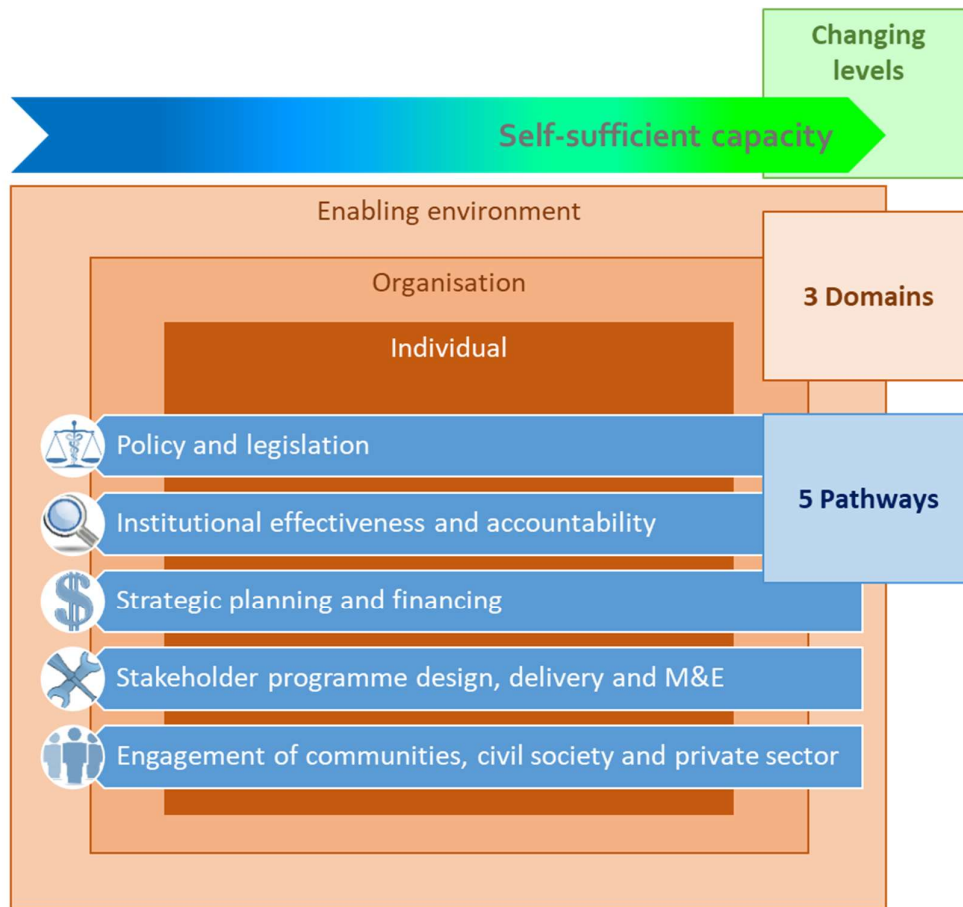
**Annex 1 List of HRFs with Locations**

S. No	HRF location	Province	Site Address	Construction Company	Total Land (Area)	Steel Structure WHs (Covered Area)
1	Muzaffargarh	Punjab	Near Turkish Colony, DGKhan road near Technology College Mazaffargh	Zoom (Pvt) Ltd.	7 Acres	3200 Sq-m
2	Quetta	Balochistan	Chashma Achozai, Baleeli Road Quetta	Zoom (Pvt) Ltd.	15 Acres	4400 Sq-m
3	Lahore	Punjab	Near Jalopark, along Wagha – Amritsar Railway Line ½ km from Lahore Canal Branch Jalo Lahore	Dinsons (Pvt) Ltd.	8.55 Acres	4401 Sq-m
4	Peshawar	Khyber Pakhtunkhwa	Near University of Peshawar, Pabbhi Chirat Road Jalozi	Astral Constructors (Pvt) Ltd.	7 Acres	4402 Sq-m
5	Hyderabad	Sindh	Karachi Hyderabad Super highway, 25km from Mehran Engg University, Jamshoro	Astral Constructors (Pvt) Ltd.	9.1 Acres	2160 Sq-m
6	Sukkur	Sindh	Pakola Chok, near LU biscuit Factory Sukkur	U.C.C (Pvt) Ltd.	8.7 Acres	3200 Sq-m
7	Gilgit	Gilgit Baltistan	Infront of Gilgit Central Jail Minawar, 15 Km before Gilgit city	U.C.C (Pvt) Ltd.	1.5 Acres	1100 Sq-m
8	Muzaffarabad	Azad Jammu & Kashmir	6km from Domail Bridge, Lungera pura, Muzaffarabad, AJK	U.C.C (Pvt) Ltd.	2.5 Acres	960 Sq-m

**Annex 2 Result Stories (Theory of Change)**







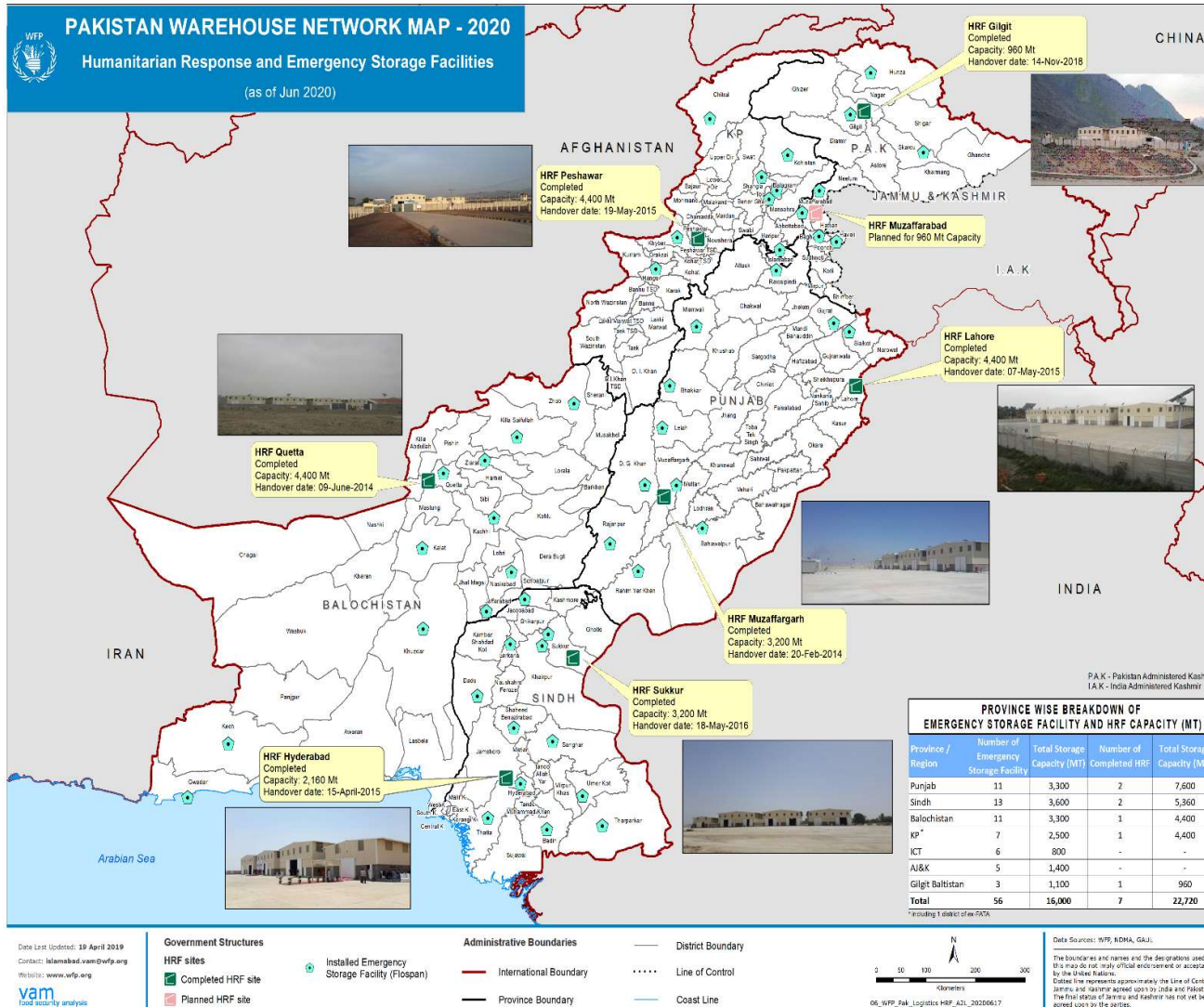
Further information on the corporate CCS guidance and the corporate Theory of Change for CCS activities will be shared during the inception phase.

**Annex 4      Qualifications and Responsibilities of the Evaluation Team**

<b>Position</b>	<b>Qualification and Responsibilities</b>
Team Leader	<p><b>Qualifications</b></p> <ul style="list-style-type: none"> <li>• At least Master’s Degrees in social sciences, evaluation, development studies, disaster management, climate change, institutional capacity development, food security or related fields</li> <li>• Extensive experience in conducting evaluations: 10 years for evaluation team leader, with at least 5 years of exposure to work on climate change and disaster risk management and/or food security, with demonstrable skills and knowledge of evaluation designs, both qualitative and quantitative data collection and analysis</li> <li>• Have leadership, analytical, presentation and communication skills, including a track record of excellent English writing and presentation skills.</li> <li>• Must have excellent interpersonal skills to be able to develop rapport and manage team</li> <li>• Facilitation skills and ability to manage the diversity of views in different cultural contexts is a requirement</li> <li>• Previous experience of working with the UN particularly with WFP, with experience of the Asia-Pacific Region, particularly in Pakistan, is a distinct advantage</li> <li>• Given the geographical spread of HRFs in areas having different climate and prevailing COVID-19 situation, all team members should be in a good physical condition</li> </ul> <p><b>Responsibilities</b></p> <ul style="list-style-type: none"> <li>• Ensure the quality of the deliverables including inception reports with evaluation approach, methods and matrix, preliminary findings, draft and final evaluation reports, PowerPoint presentation, facilitate a workshop and an evaluation brief in line with DEQAS</li> </ul>
Team Member/s	<p><b>Qualifications</b></p> <ul style="list-style-type: none"> <li>• At least Master’s Degrees in social sciences, evaluation, development studies, disaster management, institutional capacity development, food security or related fields</li> <li>• At least 5-year experience in participation in evaluations related to disaster risk management, have strong analytical and communication skills,</li> <li>• Experience in remote data collection,</li> <li>• Have strong skills in oral and written English and knowledge of local languages.</li> </ul> <p><b>Responsibilities</b></p> <ul style="list-style-type: none"> <li>• As the team member in establishing linkage with the relevant stakeholders and obtaining relevant information by maintaining liaison with WFP and relevant disaster management authorities’ staff.</li> </ul>

	<ul style="list-style-type: none"><li>• Contribute to producing the quality deliverables with the team leader including inception report with evaluation approach, methods and matrix, preliminary findings, draft and final evaluation reports, PowerPoint presentation, facilitate a workshop and an evaluation brief in line with DEQAS the methodology in their area of expertise based on a document review.</li></ul>
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# Annex 5 Map of Pakistan Warehouse Network



## **Annex 6      Membership of the Evaluation Committee**

This Evaluation Committee will comprise of the following key members. This composition has been proposed to ensure that sufficient expertise is available for the specifics of the subject under evaluation. It is expected that this wide range of membership will increase the relevance, ownership, credibility and utility of the evaluation, as well as help to avoid any bias.

- Deputy Country Director (chair)
- A representative from the National Disaster Management Authority
- Head of Programme<sup>5</sup>
- Head of Strategic Outcome 4
- Head of Strategic Outcome 5
- Regional Evaluation Officer
- Programme Policy Officer CSP/SDGs/VAM and M&E
- Monitoring and Evaluation Officer as an Evaluation Manager (Secretary to the EC)
- Programme Policy Officer Gender and Protection
- Programme Policy Officer (M&E Technical)

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<sup>5</sup> This is newly established position under CSP, and incumbent has recently joined.

## **Annex 7      Membership of the Evaluation Reference Group (ERG)**

### WFP Technical Team

- Deputy Country Director (chair), WFP country office Pakistan
- Head of Programme
- Head of Strategic Outcome 4
- Head of Strategic Outcome 5
- Programme Policy Officer CSP/SDGs/VAM and M&E
- Programme Policy Officer/Construction Manager HRF
- Programme Policy Officer Gender and Protection
- Head of WFP sub-office Khyber Pakhtunkhwa
- Head of WFP sub-office Sindh
- Head of WFP sub-office AJK

### Federal/Provincial Government Departments

- Representative from Federal Government (Economic Affairs Division)
- Representative from Provincial Disaster Management Authority – Khyber Pakhtunkhwa
- Representative from Provincial Disaster Management Authority – Punjab
- Representative from Provincial Disaster Management Authority – Balochistan
- Representative from Provincial Disaster Management Authority – Sindh
- Representative from State Disaster Management Authority – AJK
- Representative from Gilgit Baltistan Disaster Management Authority

### Donors, UN Organizations, and NGOs

- Representative from Donor Agencies (Canada/DFAT)
- Representative from UN Agencies (UNDP)
- Representative from UNICEF
- Representative from Pakistan Humanitarian Forum

### WFP Monitoring and Evaluation Team

- Regional Evaluation Officer
- Monitoring and Evaluation Officer as an Evaluation Manager (Secretary to the ERG).
- Programme Policy Officer (M&E -Technical), WFP country office Pakistan.

## Annex 8      Other Technical Annexes

1. Special Operation Project Document (SO 200707)  
<https://www.wfp.org/operations/200707-logistics-capacity-development-support-national-disaster-management-authority>
2. HRF Brochure  
[https://docs.wfp.org/api/documents/WFP-0000106646/download/?\\_ga=2.143810165.1379333662.1595424281-546576277.1593684697](https://docs.wfp.org/api/documents/WFP-0000106646/download/?_ga=2.143810165.1379333662.1595424281-546576277.1593684697)
3. WFP-Pakistan Strategic Plan
4. WFP Return on Investment (ROI) Study of HRFs, 2018
5. ROI-HRF Pakistan Fact Sheet, 2018
6. District Development Profiles by NDMA  
<http://web.ndma.gov.pk/publications.php#NDMAPublications>
7. District DRM Plans by NDMA  
<http://web.ndma.gov.pk/plans.php>
8. UNDP, 2020. COVID-19 – Pakistan Socio-economic Impact Assessment & Response Plan (Ver. 1, May 2020)  
<https://reliefweb.int/report/pakistan/covid-19-pakistan-socio-economic-impact-assessment-response-plan-version-1-may-2020>
9. Miscellaneous Monitoring & Evaluation Reports, WFP Pakistan
10. Miscellaneous Donor Reports, WFP Pakistan

## Annex 9 Evaluation Schedule

	<b>Phases, Deliverables and Timeline</b>	<b>Key Dates</b>
<b>Phase 1 - Preparation</b>		
	Desk review, draft of TOR and quality assurance (QA) using TOR QC	19 July 2020
	Sharing of draft ToR with outsourced quality support service (DE QS)	22 July 2020
	Review draft ToR based on DE QS feedback	07 September 2020
	Circulation of TOR for review and comments to ERG, RBB and other stakeholders (list key stakeholders)	24 September 2020
	Review draft ToR based on comments received	28 October 2020
	Submits the final TOR to the internal evaluation committee for approval	04 November 2020
	Sharing final TOR with key stakeholders	06 November 2020
	<b>Selection and recruitment of the evaluation team</b>	10 April 2021
<b>Phase 2 - Inception<sup>6</sup></b>		
	Briefing core team	19 April 2021
	Desk review of key documents by the evaluation team	22 April 2021
	Inception mission in the country (if applicable)	24 May 2021
	Draft Inception Report (IR)	11 June 2021
	Sharing of draft IR with outsourced quality support service (DE QS) and quality assurance of draft IR by EM using the QC	21 June 2021
	Revise draft IR based on feedback received by DE QS and EM	30 June 2021
	Submission of revised IR based on DE QS and EM QA	30 June 2021
	Circulate draft ER and conduct a visual thinking evaluation validation workshop with ERG, RBB and other stakeholders (list key stakeholders). THE ERG and RBB and other stakeholders are expected to review and comment on the report.	14 July 2021
	Consolidate comments	16 July 2021
	Revise draft IR based on stakeholder comments received	22 July 2021
	Submission of final revised IR	26 July 2021
	Submits the final IR to the internal evaluation committee for approval	28 July 2021
	<b>Sharing of final inception report with key stakeholders for information</b>	30 July 2021
<b>Phase 3 – Data collection<sup>7</sup></b>		
	Briefing evaluation team at CO	24 August 2021

<sup>6</sup> WFP will be conducting visual thinking validation workshop. Due to these, this phase has been extended. It is expected ET will be engaged for about 23 days at this level (1 day team orientation; 3 days for review of documents; 6 days for inception meetings; 10 days for drafting inception reports; 2 days for revising report based on Quality Assurance Feedback; and one day finalizing report based on stakeholders comments)

<sup>7</sup> At this stage it is expected that ET will be engaged for 29 days (5 days for preparing field work; 23 days for conducting field work and preliminary analysis; and one day for debriefing)



	<b>Data collection completed</b> (considering the new year vacations)	04 October 2021
	<b>In-country Debriefing (s)</b>	05 October 2021
<b>Phase 4 - Analyze data and report<sup>8</sup></b>		
	Draft evaluation report (ER)	05 November 2021
	Sharing of draft ER with outsourced quality support service (DE QS) and quality assurance of draft ER by EM using the QC	09 November 2021
	Revise draft ER based on feedback received by DE QS and EM QA	26 November 2021
	Submission of revised ER based on DE QS and EM QA	26 November 2021
	Circulate draft ER for review and comments to ERG, RBB and other stakeholders (list key stakeholders) and validation with stakeholders through visual thinking worksop	30 November 2021
	Consolidate comments	15 December 2021
	Revise draft ER based on stakeholder comments received	23 December 2021
	Submission of final revised ER	
	Submits the final ER to the internal evaluation committee for approval	
	<b>Sharing of final evaluation report with key stakeholders for information</b>	10 January 2022
<b>Phase 5 - Dissemination and follow-up</b>		
	Prepare management response in consultation with WFP internal team and key external stakeholders.	20 January 2022
	<b>Share final evaluation report and management response with OEV for publication</b> after developing action plan in consultation with relevant stakeholders (PDMAs and NDMA)	31 January 2022

<sup>8</sup> At this stag it is expected that team will be engaged for maximum 40 days (30 days for prepaing Evaluation Reports; 7 days for revising report based on Quality Assurance feedback; and 3 day for finalizing report based on staekholders analysis)

## **Annex 10      Acronyms**

<b>AJK</b>	Azad Jammu and Kashmir
<b>CCS</b>	Country Capacity Strengthening
<b>CEF</b>	Contingency Emergency Fund
<b>CO</b>	Country Office
<b>CRPD</b>	Convention on the Rights of Persons with Disabilities
<b>CSP</b>	Country Strategic Plan
<b>DE</b>	Decentralized Evaluation
<b>DEQAS</b>	Decentralized Evaluation Quality Assurance System
<b>EB</b>	Executive Board
<b>EM</b>	Evaluation Manager
<b>EQAS</b>	Evaluation Quality Assurance System
<b>ER</b>	Evaluation Report
<b>ERG</b>	Evaluation Reference Group
<b>GB</b>	Gilgit-Baltistan
<b>GCC</b>	Gender and Child Cell
<b>GEEW</b>	Gender Equality and Empowerment of Women
<b>GFDRR</b>	Global Facility for Disaster Reduction and Recovery
<b>GoP</b>	Government of Pakistan
<b>HQ</b>	Headquarters
<b>HRF</b>	Humanitarian Response Facility
<b>IR</b>	Inception Report
<b>NCRD</b>	National Center for Rural Development
<b>NDMA</b>	National Disaster Management Authority
<b>NDMP</b>	National Disaster Management Plan
<b>NGO</b>	Non-Governmental Organisation
<b>NOC</b>	No Objection Certificate
<b>OCHA</b>	United Nations Office for the Coordination of Humanitarian Affairs
<b>OEV</b>	The Office of Evaluation
<b>PDM</b>	Post Distribution Monitoring
<b>PDMA</b>	Provincial Disaster Management Authority
<b>PHF</b>	Pakistan Humanitarian Forum
<b>QA</b>	Quality Assurance
<b>QC</b>	Quality Control
<b>QS</b>	Quality Support
<b>RBB</b>	Regional Bureau Bangkok (for Asia and Pacific)
<b>RFQ</b>	Request for Quotation
<b>ROI</b>	Return on Investment
<b>SDC</b>	The Swiss Agency for Development and Cooperation
<b>SOP</b>	Standard Operating Procedure
<b>SPR</b>	Standard Project Reports
<b>TOR</b>	Terms of Reference

**UNCT** United Nations Country Team  
**UNEG** United Nations Evaluation Group  
**VAM** Vulnerability Analysis and Mapping  
**WFP** World Food Programme