



World Food
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Evaluation of Pakistan WFP Country Strategic Plan 2018-2022

Terms of reference

June 2021

Table of Contents

Table of Contents	2
1. Background	4
1.1. INTRODUCTION.....	4
1.2. Context	4
2. Reasons for the evaluation	14
2.1. Rationale	14
2.2. Objectives	14
2.3. Stakeholder Analysis	14
3. Subject of the evaluation	14
3.1. Subject of the Evaluation	14
3.2. Scope of the Evaluation	20
4. Evaluation approach, methodology and ethical considerations	21
4.1. Evaluation Questions and Criteria.....	21
4.2. Evaluation Approach and Methodology.....	22
4.3. Evaluability assessment.....	23
4.4. Ethical Considerations	25
4.5. Quality Assurance.....	26
5. Organization of the evaluation	27
5.1. Phases and Deliverables.....	27
5.2. Evaluation Team Composition	27
5.3. Roles and Responsibilities.....	28
5.4. Security Considerations.....	29
5.5. Communication	29
5.6. Budget	29
Annexes	30
Annex 1: Pakistan, Map with WFP Offices in 2021	30
Annex 2: Pakistan Fact Sheet	31
Annex 3: Timeline	35
Annex 4: Preliminary Stakeholder analysis	37
Annex 5: Evaluability assessment	42
Annex 6: WFP Pakistan presence in years pre-CSP	45
Annex 7: Line of Sight	47
Annex 8: Key information on beneficiaries and transfers	48
Annex 9: Communication and Knowledge Management plan	52
Annex 10: Template for evaluation matrix	55
Annex 11: Approved CSP document	60

Annex 12: Terms of Reference and composition for the CSP Evaluation’s Internal Reference Group (IRG)	61
Annex 13: Bibliography	63
Annex 14: Acronyms	65

1. Background

1.1. INTRODUCTION

1. Country Strategic Plan Evaluations (CSPEs) encompass the entirety of WFP activities during a specific period. Their purpose is twofold: 1) to provide evaluation evidence and learning on WFP performance for country-level strategic decisions, specifically for developing the next country strategic plan (CSP); and 2) to provide accountability for results to WFP stakeholders. These evaluations are mandatory for all CSPs and are carried out in line with the WFP Policy on Country Strategic Plan and the WFP Evaluation Policy. These terms of reference (ToR) were prepared by the WFP Office of Evaluation (OEV) based upon an initial document review and consultation with stakeholders. The purpose of these terms of reference is to provide key information to stakeholders about the evaluation, to guide the evaluation team and to specify expectations during the various phases of the evaluation.

1.2. CONTEXT

General overview

2. Pakistan is situated in South Asia and covers an area of 796,095 sq.km and shares borders with China, India, Iran and Afghanistan. The country is characterized by a diversity of landscapes and agro-ecological conditions, ranging from coastal areas, desert, plateaus to mountains. About 80 percent of the country is arid or semi-arid, where annual average rainfall hardly reaches 300 mm. River flows are affected by snow/ice melt, seasonal rainfall variability, and monsoons, which at times can cause severe floods and damages¹ that are often aggravated by deforestation.
3. Pakistan shifted from a semi-presidential republic to a federal parliamentary democracy following the 18th amendment to the constitution in 2010. Pakistan's administrative units consist of four provinces (Balochistan, Khyber Pakhtunkhwa,² Punjab, and Sindh), one federal territory of the capital Islamabad, and two territories (Gilgit-Baltistan and Azad Jammu and Kashmir colloquially referred to as Azad Kashmir).³ Each province has administrative areas at four levels: divisions; districts; *tehsils*; and union councils. The 18th constitutional amendment removed the federal government's responsibilities in various areas and ministries have been established at provincial level, including local government and rural development, youth affairs, women development and environment.
4. Since independence in 1947, the country has experienced several military *coups d'état*, civil unrest and conflicts, both internal and with neighbouring countries, including wars and decades-long tensions with India over the control of Kashmir. Despite strong federal institutions and encouraging recent developments several regions and administrative jurisdictions of Pakistan continue to exhibit fragility and instability. Much of this localised fragility is linked to deeper or fundamental causes such as the country's heterogeneous ethno-linguistic make-up, internal conflicts during historical state building processes and a geographic location that has repeatedly placed it in close proximity to various global conflicts.⁴ The overall security situation has improved over the last two decades but still remains a challenge in some areas such as Balochistan and the former Federally Administered Tribal Areas. The fragile state index ranking has improved, particularly in the last 3-4 years from 9th in 2008 to 14th in 2016, and then 23rd out of 178 countries in 2019.⁵
5. With a population of 216 million people (48.5 % female and 51.5% male) Pakistan has the largest percentage of youth in its history with 35 percent of the population under 15, and 61 percent of the population made up of 15 to 64 year old's. Life expectancy at birth was 67 years in 2018. The total fertility rate for woman is 3.4⁶ and the adolescence birth rate stood at 46 (per 1000 women aged 15-19 years) in 2016⁷. About 37 percent of the population live in urban areas⁸. Though Urdu and English are the two official languages about 70 regional languages are spoken in the country.⁹

¹ For example, the crop damage and loss from the 2010 flood were estimated at US\$4.5 billion. (FAO 2017)

² In 2018, the Federally Administered Tribal Areas (FATA), which used to be a semi-autonomous tribal district situated in the north and existed since the independence, was merged with the province of Khyber Pakhtunkhwa for a combination of institutional, security and political interests.

³ Colloquially, these administrative areas are collectively referred to as "provinces".

⁴ International Growth Centre -Commission on State Fragility, Growth and Development 2018: Heterogeneous fragility: the case of Pakistan, page 4.

⁵ Fund for Peace, 2019. Sub-indicators scoring relatively high (i.e. contributing to fragility) in Pakistan include social and cohesion indicators (group grievance, factionalized elites and security apparatus), refugees and internally displaced people and generally high engagement from external actors in domestic affairs.

⁶ UNFPA [World Population Dashboard | UNFPA - United Nations Population Fund](#)

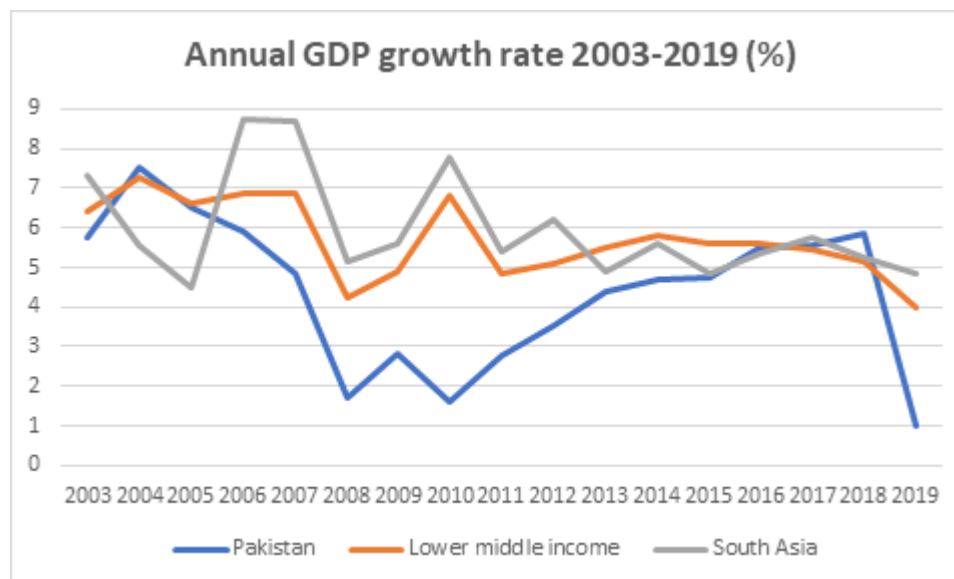
⁷ WHO [https://www.who.int/data/gho/data/indicators/indicator-details/GHO/adolescent-birth-rate-\(per-1000-women-aged-15-19-years\)](https://www.who.int/data/gho/data/indicators/indicator-details/GHO/adolescent-birth-rate-(per-1000-women-aged-15-19-years))

⁸ 2019 World Bank <https://data.worldbank.org/country>

⁹ Punjabi is the largest group (about 45 per cent), followed by Pashtun (15 per cent), Sindhi (14 per cent). The smaller groups (each less than 10 per cent) include Saraikis, Muhajirs, and Balochis, and there are many other minority groups.

6. Pakistan has been classified as a lower-middle-income country since 2008 with a gross national income per capita of US\$1,284 in 2019¹⁰. The annual growth rate for gross domestic product (GDP) was above 5 per cent between 2016-2018 but dropped in 2019 to 0.99 percent. The economy was particularly negatively affected by the global financial crisis in 2007-2008 and recurrent natural disasters (see table 2). The ongoing COVID-19 crisis have had further negative impact on the economy.¹¹

Figure 1: Annual GDP growth rate 2003-2019 (%)



Source: World Bank Databank

Poverty and Inequality

7. Notwithstanding the significant progress in poverty alleviation over the past decade, the 2015 data showed that about one quarter of the population still lived below the national poverty line (see table 1).

Table 1: Population living below national poverty line – 2001, 2010 and 2015

	2001	2010	2015
Population living below national poverty line (million)	93.9	66	48.5
Poverty headcount ratio (%) - national poverty line ¹²	64.3	36.8	24.3

Source: World Bank DataBank (data extracted 4 April 2021)

8. Based on the broader multidimensional poverty index (covering the three dimensions of education, health and living standards), 38,3 percent of the population were classified as poor in 2017-18 with an additional 12.9 percent considered vulnerable.¹³ Significant differences exist across the provinces and between rural and urban areas.¹⁴

¹⁰ www.data.worldbank.org (consulted 30.03 2020)

¹¹ The preliminary estimate by the Government of Pakistan is that the losses due to desert locusts over the two coming agricultural seasons in 2020 and 2021 may range from US\$3.4 billion to US\$10.21 billion. (<https://www.unocha.org/story/pakistan-further-desert-locust-damage-forecast-coming-agricultural-seasons>)

¹² According to the new poverty line as redefined by the Government in 2015.

¹³ <http://hdr.undp.org/sites/default/files/Country-Profiles/PAK.pdf>

¹⁴ UNDP 2021: Pakistan National Human Development Report.

9. Despite a general trend of poverty reduction and increase in per capita gross national income,¹⁵ inequality has widened as reflected in the Gini index, i.e. 29.8 in 2010 and 33.5 in 2015 - the latter being the highest recorded since 1990, while still being similar to, or lower than, other countries in the region.¹⁶
10. According to the human development index, Pakistan ranked 153 out of 189 countries and territories in 2019¹⁷. The value (0.557) is notably below the average of 0.631 for countries in the medium human development group and below the average of 0.641 for countries in South Asia.¹⁸

COVID

11. According to the Inform COVID Risk Index, Pakistan is classified as being at high risk.¹⁹ As of 17 May 2021, there have been 877,130 confirmed cases and 19,543 deaths.^{20 21} Approximately 47 million school children have been affected by school closures. The Government has put in place several socio-economic measures to respond to the pandemic (e.g. development projects, debt relief packages, emergency cash assistance programmes, provision of income generating opportunities, and limiting product import/export to prioritize medical items). There have been partial lockdowns in major cities, and as of May 2021 international flights reduced by 80% and domestic flights have been discontinued.²²
12. The pandemic is projected to further aggravate the food insecurity, malnutrition, and poverty situation in the vulnerable districts. There are likely to be serious disruptions that may reduce food availability in the markets over the medium and longer terms, particularly in the food deficit provinces of Khyber Pakhtunkhwa, Gilgit Baltistan and Balochistan.²³

National policies and the SDGs

13. The Pakistan Vision 2025 ("One Nation - One Vision")²⁴ aims to reduce poverty by half and transform the country to upper middle-income status. The Vision, launched in 2014, focuses on seven priority pillars as follows: (i) people first: developing social and human capital and empowering women; (ii) sustained, indigenous, and inclusive growth; (iii) democratic governance; (iv) energy, water, and food security; (v) private sector and entrepreneurship-led growth; (vi) competitive knowledge economy; and (vii) modernizing transport infrastructure and regional connectivity.²⁵
14. Pakistan adopted the Sustainable Development Goals (SDGs) as its own national development agenda through an unanimous National Assembly Resolution in 2016. In 2018, the Government approved a National SDGs Framework. It sets baselines and targets for SDG indicators and guides the provinces and federally administered areas to determine their development priorities, based on local needs. The goals that require immediate attention are: SDG2 (No hunger), SDG3 (Good Health and Well Being), SDG4 (Quality Education), SDG6 (Clean Water and Sanitation), SDG7 (Affordable and Clean Energy), SDG8 (Decent Work and Economic Growth), and SDG16 (Peace Justice and Strong Institutions).²⁶

Food and Nutrition Security

15. Pakistan is facing a major challenge to meet the food security and nutrition targets of SDG 2 by 2030. In the 2020 Global Hunger Index, Pakistan ranks 88th out of 107 countries. This score is classified as 'serious' in the index's severity scale. This is despite the fact that Pakistan is a "food surplus" country. According to the 2018 national nutrition survey²⁷, 36.9 percent of the population faced food insecurity and 40 percent of children under five suffered from stunting.²⁸ A comparison²⁹

¹⁵ US\$1,010 in 2009 to US\$1,590 in 2018 (Atlas method - current US\$) World Bank DataBank.

¹⁶ The Gini index for some other countries are as follows: Bangladesh – 32.4 (2016); India – 37.8 (2011); Nepal – 32.8 (2010); and Sri Lanka – 39.8 (2016), World Bank DataBank.

¹⁷ Human Development Report 2020

¹⁸ Pakistan is below Bangladesh (0.632) and India (0.45)

¹⁹ INFORM COVID Risk Index by country, which is a composite index that identifies: "countries at risk from health and humanitarian impacts of COVID-19 that could overwhelm current national response capacity, and therefore lead to a need for additional international assistance".

²⁰ [COVID-19 Data Portal \(uninfo.org\)](https://covid19data.org/)

²¹ [Pakistan: WHO Coronavirus Disease \(COVID-19\) Dashboard | WHO Coronavirus Disease \(COVID-19\) Dashboard](https://www.who.int/emergencies/diseases/novel-coronavirus-2019/situation-reports)

²² As per information provided by the [Country Office](#)

²³ FAO/WFP Rapid Assessment of possible impact of COVID-19, July 2020

²⁴ There were previous "vision" documents, which were presumably superseded by the Vision 2025 launched in 2014. The Vision 2025 notes that the preparation "exercise was started to restore the tradition of perspective planning in Pakistan" and that earlier versions, Vision 2010 and Vision 2030, "were derailed because of political disruptions."

²⁵ <https://www.pc.gov.pk/uploads/vision2025/Pakistan-Vision-2025.pdf>

²⁶ Pakistan Federal SDGs Support unit 2018: National SDGs Framework Technical Guidelines

²⁷ There are recent IPC acute food insecurity analysis of selected provinces (e.g. Khyber Pakhtunkhwa 2020; Sindh 2019; Balochistan 2021).

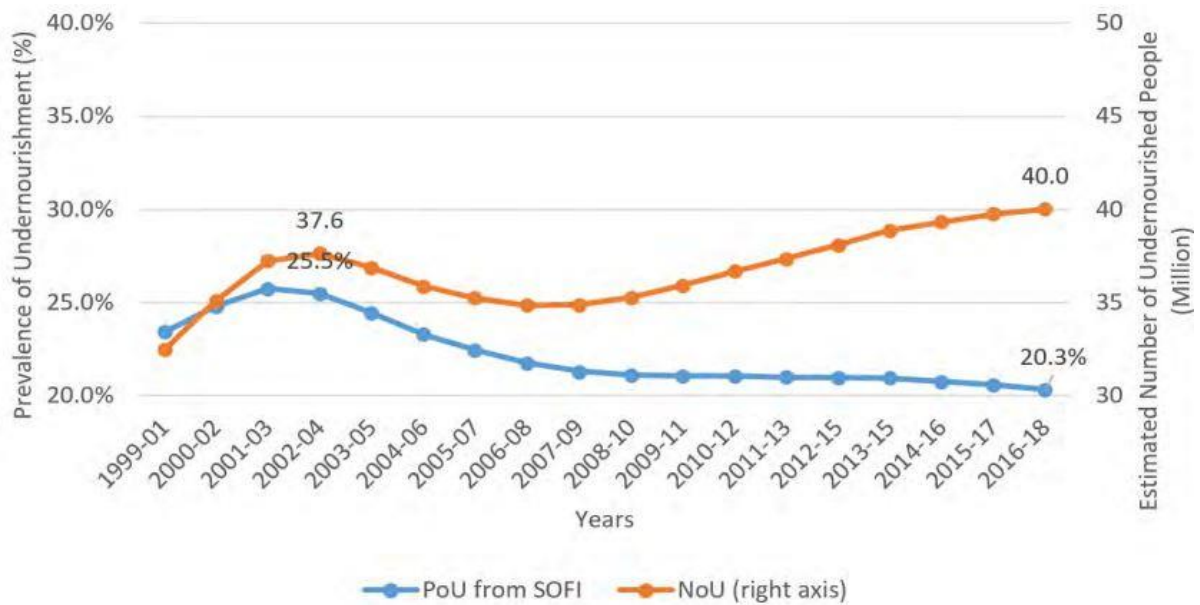
²⁸ Ministry of National Health Services, Regulations and Coordination. National nutrition survey 2018. However, other sources present lower figure (37.6 per cent) as 2018 data, for example, <https://globalnutritionreport.org/resources/nutrition-profiles/asia/southern-asia/pakistan/> (accessed in April 2020).

²⁹ Based on national surveys (Demographic and Health Surveys and national Nutrition Survey, various years) and UNICEF/WHO/World bank Group Joint Child Malnutrition Estimates 2018.

showed that stunting levels in Pakistan were the highest in the region.³⁰ Undernourishment and food insecurity have been declining but are challenged by low resilience to shocks such as climate-related disasters, economic slowdowns and downturns and food price hikes.³¹ Rural households are more food insecure in terms of economic access and have lower dietary diversity than urban households.³²

16. The persistent high prevalence of malnutrition is at odds with its status as a lower middle-income country, which risks losing the demographic dividend of a youthful population because almost half of the future workforce is stunted and may not be able to reach their potential productivity, health, and wealth.³³
17. FAO estimates show that the prevalence of undernourishment (POU) was 20.3 percent in 2018, which was a reduction from the early 2000's but has been wiped out by population growth during that period so that in 2018, 40 million Pakistanis were not getting enough food (see figure 2) compared to 37 million in the early 2000's.

Figure 2: Trend in Prevalence of Undernourishment in Pakistan



FAO/WFP/Government of Pakistan 2019: Pakistan Overview of Food Security and Nutrition

18. In 2018, 23.5 percent of the households were estimated to be either moderately or severely food insecure and 10.1 percent as severely food insecure. Rural food insecurity is higher than urban food insecurity with moderate and severe food insecurity at 26.3 percent in rural areas against 18.9 percent in urban areas and severe food insecurity at 11.6 percent in rural areas against 7.7 percent in urban areas. Households living in the rural areas of Sindh have the highest prevalence of moderate or severe food insecurity (46.3 percent) followed by rural households in Balochistan (42.1 percent) and Khyber Pakhtunkhwa -Newly Merged Districts³⁴ (27.1)³⁵. These two provinces have been experiencing conflict and terrorism for nearly a decade, which has affected their food and livestock production, food consumption, damaged infrastructure, and markets, and further exacerbated the already fragile food security and livelihood situation for households.³⁶
19. The main drivers of food insecurity and malnutrition were found to be poverty, challenges in physical access to food, climate related disasters, food safety and quality issues, and contaminated water.³⁷The National Human Development Report (2020) refers to two different Pakistans " – of the haves and the have nots " highlighting that social inequity is a

³⁰ The countries included in the analysis were Afghanistan (40.9%), Bangladesh (36.1%), Bhutan (21.2%), India (38.4%), Maldives (20.3%), Nepal (35.8%), Pakistan (45%) and Sri Lanka (17.3%). <http://www.unicef.org/progressreport/stopstunting.html> (accessed in May 2020).

³¹ FAO/WFP/Government of Pakistan 2019: Pakistan Overview of Food Security and Nutrition

³² Ibid.

³³ Ibid.

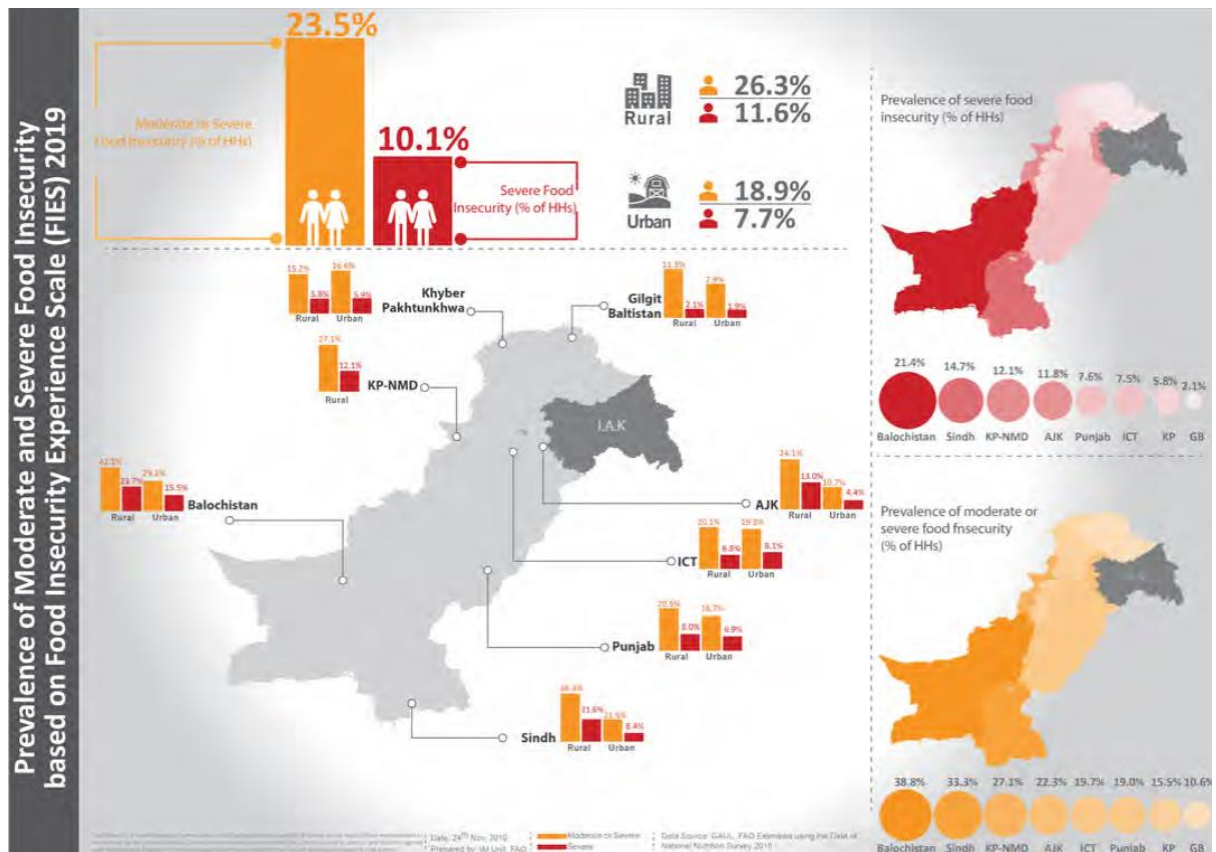
³⁴ On 31 May 2018, with the application of the 25th Amendment, Federally Administrated Tribal Areas ceased to exist and was merged with Khyber Pakhtunkhwa province.

³⁵ Pakistan overview of food security and nutrition 2019

³⁶ Pakistan IPC Acute Food Insecurity Analysis

³⁷ FAO/WFP/ Government of Pakistan, 2019 Pakistan Overview of Food Security and Nutrition – Improving Access to Food

structural impediment to accelerating the SDGs in Pakistan, requiring political rather than programmatic solutions.³⁸ Figure 3: Pakistan, Prevalence of Moderate or Severe Food Insecurity in Pakistan (Percent of Households)³⁹



Source: FAO/WFP/ Government of Pakistan, 2019 Pakistan Overview of Food Security and Nutrition – Improving Access to Food (using data from the National Nutrition Survey 2018).

Agriculture

- Agriculture, fishing and forestry accounted for 22 percent of GDP in 2019⁴⁰ and Pakistan is among the world’s top producers of wheat, cotton, sugarcane, mango, dates, rice and oranges. Rural farmers have small landholdings; poor access to markets; a lack of access to credit, inputs and support services; limited off-farm employment opportunities; and policy and institutional constraints.⁴¹
- Agriculture employs approximately 47 percent of the labour force. Though no longer the backbone of the economy, agriculture remains a key tool for rural poverty reduction, including by addressing informality in the female agriculture workforce.⁴²

Climate change and vulnerability

- Pakistan is recurrently affected by catastrophes and continuously ranks among the most affected countries both in the long-term climate risk index and in the index for the respective year. Pakistan ranked 5th out of the 10 most affected countries to extreme weather events from 1999–2018.⁴³

³⁸ UNDP 2020: Pakistan national Human Development Report 2020 – The three Ps of inequality: Power, People and Policy

³⁹ An IPC map was not found for the entire country – however maps exists for three Provinces: Sindh and Balochistan (April 2021) and Khyber Pakhtunkhwa (June 2020).

⁴⁰ World Bank <https://data.worldbank.org/country>

⁴¹ [Pakistan \(ifad.org\)](https://ifad.org)

⁴² [Accelerating progress towards SDG2 – Policy effectiveness analysis \(fao.org\)](https://fao.org)

⁴³ Global Climate Risk Index 2020

23. In the last few decades, Pakistan has faced natural hazards such as flooding, earthquakes and landslides that have escalated into humanitarian disasters, with the loss of lives, homes and livelihood (see table 2). Natural hazards are likely to increase as a result of climate change and environmental degradation.⁴⁴

Table 2: List of Natural Disaster Occurrences in Pakistan since 2000⁴⁵

Year	Disaster	Persons affected	Persons killed
2000	Drought	1.2 million	100
2005	Kashmir quake	3.3 million	73,000
2007	Cyclone Yemyin	1.5 million	730
2010	Hunza Lake disaster	20,000	20
2010	Floods	Over 6 million	1,600
2018-19	Drought	5 million	-
2019	Earthquake, floods and landslide	8,600 households	260
2020	Heavy snow, floods and landslide	Over 3 million	Over 500

Source: ReliefWeb⁴⁶

24. Pakistan regularly experiences some of the highest maximum temperatures in the world with many regions experiencing temperatures of 38 degrees and above on an annual basis. It is predicted that the rising temperatures could place severe stress on food production in arid regions, with implications for disaster response.⁴⁷ Much of Pakistan's vulnerability to climate change is linked to its high dependence on a single river system, the dominance of four main crops (wheat, cotton, rice and sugarcane), and the overall arid to semi-arid climate.⁴⁸

Education

25. Primary school gross enrolment⁴⁹ is high with 95 percent of children being enrolled in 2019 (male 102%, female 89 %).⁵⁰ However, only 37 percent of the population have at least secondary education, with a low percentage for females of 28 percent, and males at 45 percent.⁵¹
26. Pakistan has the world's second-highest number of out-of-school children (OOSC) with an estimated 22.8 million children aged 5-16 not attending school, representing 44 percent in this age group.⁵²
27. In 2019, the adult literacy rate (ages 10 and older) was 62.3 percent, with females only 51.8 percent. There are considerable gaps between men and women, which are even more accentuated in rural areas (see figure 4).⁵³

⁴⁴ <https://www.unicef.org/pakistan/emergencies-disaster-risk-reduction>

⁴⁵ [Disasters | ReliefWeb](#)

⁴⁶ <https://reliefweb.int/report/pakistan/pakistan-top-10-natural-disasters-1935>

⁴⁷ <https://climateknowledgeportal.worldbank.org/country/pakistan/vulnerability>

⁴⁸ [Accelerating progress towards SDG2 – Policy effectiveness analysis \(fao.org\)](#)

⁴⁹ "Gross" enrollment includes students of all ages. In other words, it includes students whose age exceeds the official age group (e.g. repeaters). Thus, if there is late enrollment, early enrollment, or repetition, the total enrollment can exceed the population of the age group that officially corresponds to the level of education – leading to ratios greater than 100 percent <https://datahelpdesk.worldbank.org/knowledgebase/articles/114955-how-can-gross-school-enrollment-ratios-be-over-100>

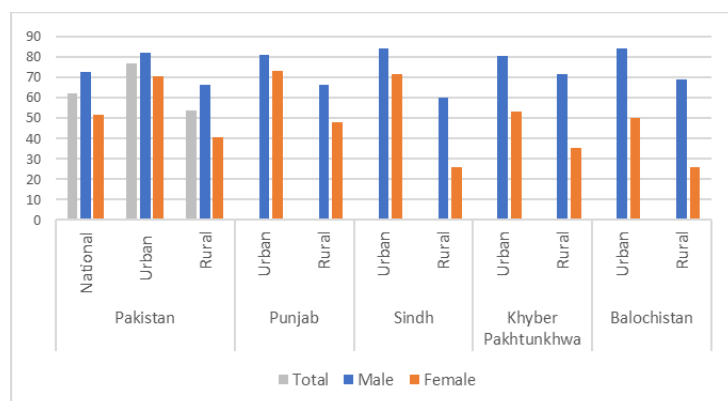
⁵⁰ World Bank <https://data.worldbank.org/country>

⁵¹ Human development report 2020

⁵² [Education | UNICEF Pakistan](#)

⁵³ Government of Pakistan, 2019.

Figure 4: Literacy rate in Pakistan by gender



Source: Pakistan Economic Survey 2018-2019

28. Gaps in service provision at all education levels is a major constraint. Socio-cultural demand-side barriers combined with economic factors and supply-related issues (such as the availability of school facilities), together hamper access and retention of certain marginalized groups, in particular adolescent girls.⁵⁴

Gender

29. Pakistan has adopted various key international commitments⁵⁵ to gender equality and women's human rights, and several national and local commitments. Despite these commitments, Pakistan is ranked 151 out of 153 countries in the Gender Gap Index, above only Iraq and Yemen. Gaps are particularly wide for economic participation, education (see figure 4) and health. Fulfilment of women's reproductive rights as well as the widespread prevalence of gender-based violence (GBV) are at the forefront of gender inequality.
30. Participation in the labour force by females is low at 20.1 percent (in 2018).⁵⁶ The gender contexts vary across the country, reflecting diverse cultural and social contexts.

Migration, refugees, and internally displaced people

31. Pakistan hosts the third largest number of refugees worldwide with 1.4 million people from Afghanistan⁵⁷ and some predict that the withdrawal of international forces from Afghanistan by 11 September 2021 could potentially spark another refugee crisis.⁵⁸ A complex mix of forced and voluntary migration patterns characterize mobility to, from and within Pakistan due to influx of refugees, internal migration flows often linked to the development differential between urban and rural areas with people moving for better employment and to overcome poverty, and a vast array of natural hazards, which have caused numerous waves of internal displacement and internal migration.⁵⁹ In addition, inter-religious violence is also a driver of internal displacement. Most of the country's internally displaced persons (IDPs) are from the former Federally Administered Tribal Areas and Khyber Pakhtunkhwa. Pakistan had 100,680 IDPs displaced by conflict and violence by the end of 2019.⁶⁰

Humanitarian protection

32. Separated boys and girls, unaccompanied children and women, older persons and persons with disabilities are particularly exposed to protection risks during displacement and face specific challenges and barriers concerning access to basic supplies, their mobility, and other displacement vulnerabilities. For women and children, this further increases their vulnerability to trafficking, violence, GBV, abuse, exploitation, self-harm, and psycho-social difficulties.
33. Pakistan is seeing a rise in child protection risks in the context of the COVID-19 pandemic, including physical and emotional mistreatment, GBV, psychosocial distress and mental health challenges.⁶¹

⁵⁴ [Education | UNICEF Pakistan](#)

⁵⁵ The Universal Declaration of Human Rights, Beijing Platform for Action, the Convention on the Elimination of all forms of Discrimination Against Women, and the Sustainable Development Goals.

⁵⁶ ILO 2020: Female Labour Migration from Pakistan - A situational Analysis (citing figures from Pakistan's Labour Force Survey 2017-2018).

⁵⁷ UNHCR Global Trend Report 2019

⁵⁸ Brookings Institute 26 April 2021: " Biden's decision to pull the troops from Afghanistan risks a major refugee crisis."

⁵⁹ [file:///C:/Users/catrina.perch/Downloads/Pakistan%20Migration%20Snapshot%20Final%20\(1\).pdf](file:///C:/Users/catrina.perch/Downloads/Pakistan%20Migration%20Snapshot%20Final%20(1).pdf)

⁶⁰ UNHCR 2019: Global Trends -Forced Displacement in 2019.

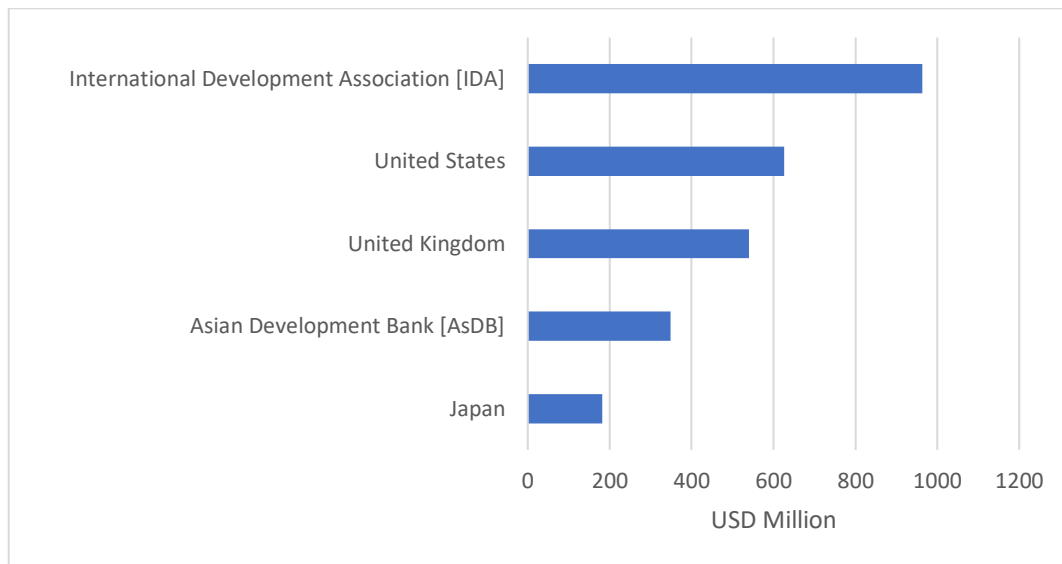
⁶¹ [Humanitarian Action for Children 2021 - Pakistan - Pakistan | ReliefWeb](#)

34. The 2021 humanitarian response plan foresees an intersectoral approach to address gender-based violence in disaster affected communities and ensure the protection of those in vulnerable situations, including women, girls, and people with disabilities.⁶²

International development assistance

35. The top five average ODA funding sources to Pakistan between 2015-2019⁶³ were the World Bank (International Development Association) followed by USA, United Kingdom, Asian Development Bank and Japan. Pakistan is also among the top 15 recipients of China’s ODA and the second recipient of “other official flows” from China.⁶⁴

Figure 5: Top five donors of Gross ODA for Pakistan, 2015 - 2019 average, USD million



Source: OECD website, data extracted on [19/11/2020]

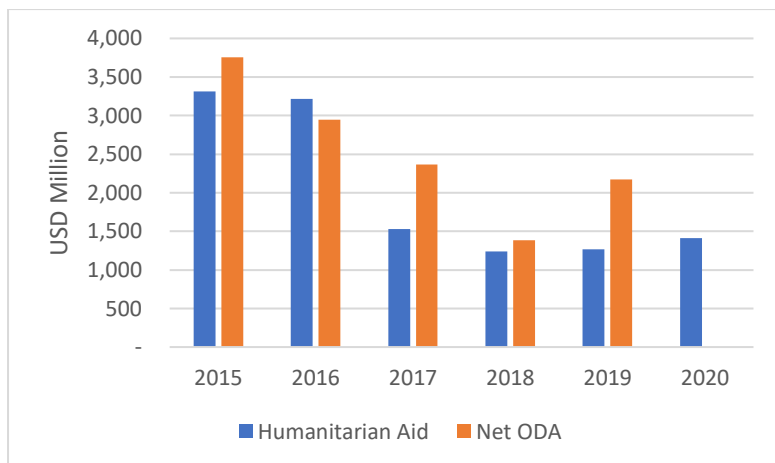
⁶² Humanitarian Response Plan Pakistan 2021

⁶³ Please note ODA 2019 are preliminary data according to OECD stats

⁶⁴ <https://www.aiddata.org/china-official-finance> “Other official flows” are defined as “non-concessional in terms (< 25% grant element), and primarily intended for commercial or representational purposes”.

36. During the period (2018 - 2019), Pakistan received a yearly average USD 1,779 million net Official Development Assistance (ODA). The proportion of net ODA per GNI decreased from 0.7 percent in 2017 to 0.4 percent in 2018, and then rose back to 0.7 in 2019.⁶⁵

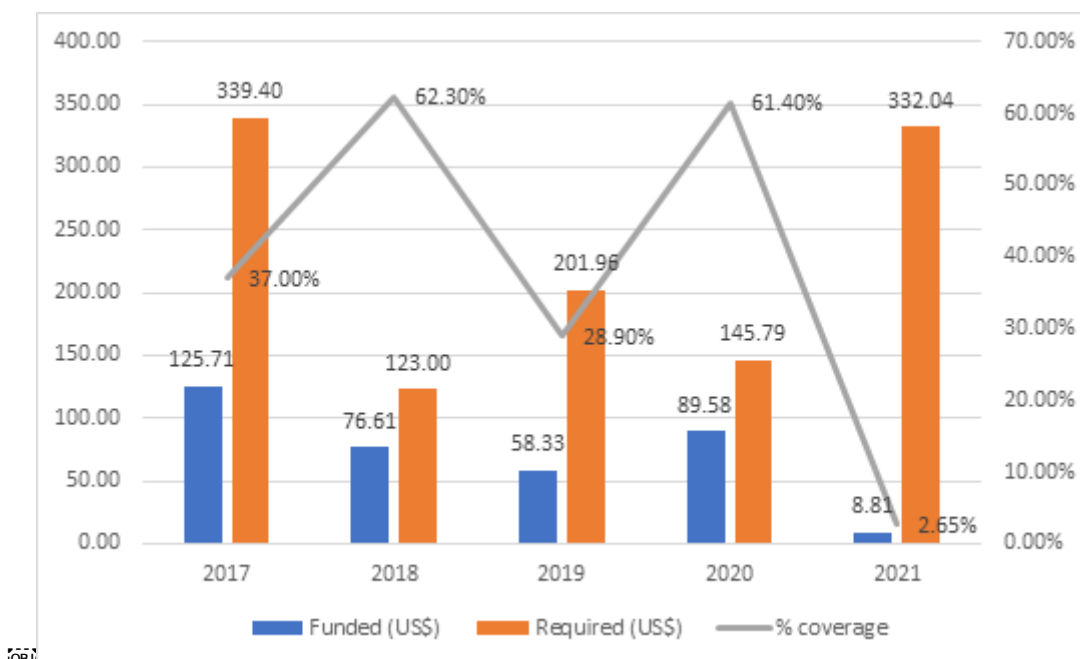
Figure 6: International Assistance to Pakistan (2015-2020)



No ODA data available for 2020
 Source : OECD-DAC, UN OCHA – FTS (updated 13.4.2021)

37. Several response plans have been launched over the years to respond to natural disasters, for polio eradication and conflict displaced persons and more recently to COVID-19 (see figure 7).⁶⁶ The latest plan was launched in May 2021 and amounts to USD 332 million and aims at assisting 4.3 million people.⁶⁷

Figure 7: Pakistan: Funding against Response Plans and Appeals in USD million (2017-2020)



Source: OCHA FTS website, data updated on [13/4/2021] and on [18/5/2021]

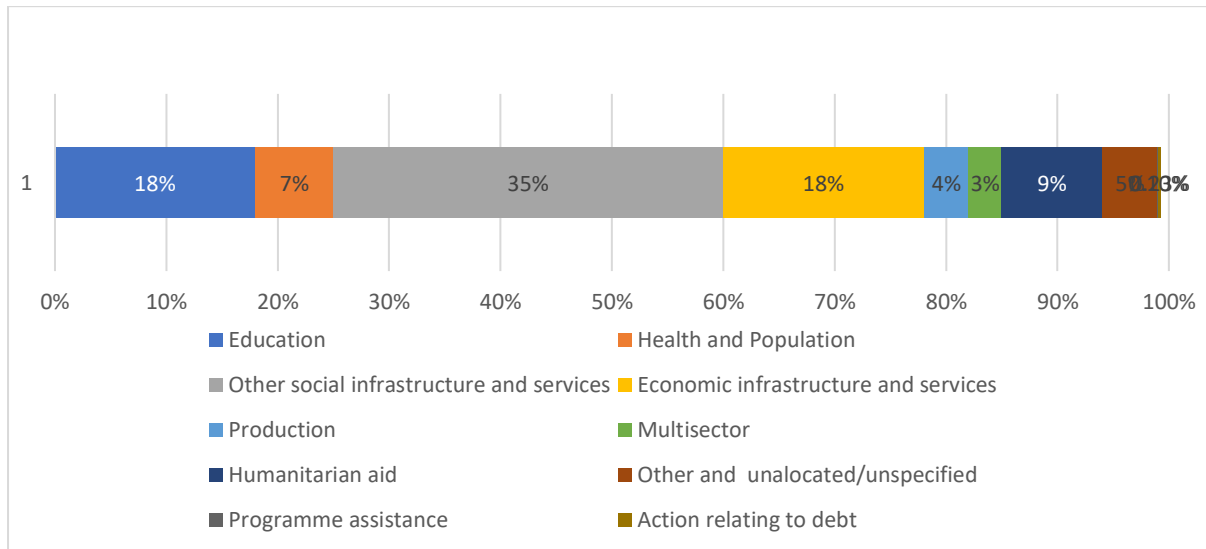
⁶⁵ [Workbook: OECD DAC Aid at a glance by recipient new \(tableau.com\)](#)

⁶⁶ https://reliefweb.int/updates/advanced-search=%28PC182%29_%28F4%29

⁶⁷ <https://reliefweb.int/report/pakistan/pakistan-humanitarian-response-plan-2021-april-2021>

38. ODA funding in the period 2017 – 2018 focused primarily on other social infrastructure and services (35 percent), followed by education and economic infrastructure and services (18 percent).

Figure 8: Pakistan Bilateral ODA by sector, 2017-18 average⁶⁸



<http://www.oecd.org/dac/financing-sustainable-development/development-finance-data/aid-at-a-glance.htm>

United Nations Development Framework

39. The Government volunteered to become a Delivering as One pilot country in 2006. It is currently on its third United Nations Sustainable Development Framework (UNSDF) (2018-2022) also known as Pakistan One United Nations Programme III (OPIII).
40. The UNSDF is aligned with National Strategic Development Plans enshrined in the Pakistan Vision 2025 and has identified ten outcomes as the foundation of the strategic framework for United Nations cooperation.
41. The current programme is informed by UN's past experience in Pakistan and in particular lessons learned and recommendations from the OP II (2013-2017). Key recommendations included⁶⁹ that the UN should:
- Secure both national and sub-national ownership of UN support.
 - Strengthen inter-agency efforts on upstream work.
 - Take forward the overall joint programming framework of the One UN Programme.
 - Continue its focus on multi-sectoral development programming.
 - Ensure programming is informed by urbanization, population and development dynamics.
 - Focus on capacity development for national stakeholders.

⁶⁸ The value for humanitarian aid in this graph only reflects ODA funding.

⁶⁹ Pakistan One UN Programme III (2018-2022).

2. Reasons for the evaluation

2.1. RATIONALE

42. CSPEs were introduced by the WFP Policy on Country Strategic Plans in 2016. The policy states that: “under the management of the Office of Evaluation, all CSPs, besides Interim CSPs, will undergo country portfolio evaluations towards the end of their implementation period, to assess progress and results against intended CSP outcomes and objectives, including towards gender equity and other cross-cutting corporate results; and to identify lessons for the design of subsequent country-level support”. These evaluations are part of a wide body of evidence expected to inform the design of CSPs. The evaluation is an opportunity for the country office (CO) to benefit from an independent assessment of its portfolio of operations. The timing will enable the CO to use the CSPE evidence on past and current performance in the design of the Pakistan’s new CSP – scheduled for Executive Board’s approval in November 2022.

2.2. OBJECTIVES

43. Evaluations serve the dual objectives of accountability and learning. As such, this evaluation will: 1) provide evaluation evidence and learning on WFP’s performance for country-level strategic decisions, specifically for developing WFP’s future engagement in Pakistan and 2) provide accountability for results to WFP stakeholders.

2.3. STAKEHOLDER ANALYSIS

44. The Evaluation will seek the views of, and be useful to, a broad range of WFPs internal and external stakeholders. It will present an opportunity for national, regional and corporate learning. The key standard stakeholders of a CSPE are the WFPs CO, regional Bureau of Bangkok and headquarters divisions, followed by the Executive Board (EB), the beneficiaries, the Government, local and international NGOs and the UN Country Team and WFP Office of evaluation (OEV) for synthesis and feeding into other evaluations. A matrix of stakeholders with their respective interests and roles in the CSPE is attached in Annex 4.
45. Key stakeholders at country level, include beneficiaries, national government and civil society institutions as relevant, international development actors present in the country, as well as UN system, International Financial Institutions, and key donors.
46. Key national government partners comprise Ministry of National Health Services, Ministry of Federal Education and Professional Training, Ministry of Climate Change, Federal Administered Tribal Areas (FATA) Secretariat, Ministry of Planning, Development and Reform, Ministry of National Food Security and Research, National Disaster Management Authority, Prime Minister’s Office. At provincial level, WFP works with the governments of Khyber Pakhtunkhwa, Sindh, Balochistan, Azad Kashmir, Gilgit-Baltistan and Punjab..
47. Moreover, WFP works closely with the Food and Agriculture Organization (FAO) to rebuild livelihood activities such as the food assistance for assets (FFA) and in supporting the Government in adopting innovative risk management systems. WFP also collaborates with the United Nations Children’s Fund (UNICEF) to address malnutrition challenges, with the United Nations Office for the Coordination of Humanitarian Affairs (OCHA) for emergency preparedness and response, and increasingly with the United Nations Population Fund (UNFPA) for education and nutrition support.
48. WFP has also collaborated with a wide range of cooperating partners to facilitate the implementation of activities. These are primarily national and international NGOs (see annex 4 for a complete list).
49. WFP beneficiaries are the most important stakeholder group of all: comprising subgroups such as, children under five and pregnant and lactating women. The evaluation will seek to engage with affected communities and pay special attention to hearing the voices of women and girls, and other potentially marginalised population groups.

3. Subject of the evaluation

3.1. SUBJECT OF THE EVALUATION

Past WFP operations and current CSP

50. WFP has been present in Pakistan since 1968 and the earliest support focused on post cyclone reconstruction. WFP has continued to support rescue and relief efforts to natural disasters as well as supporting food and nutrition security through fortified foods, locally produced foods, and cash transfers. More recently (2016) WFP also provided logistics capacity development support of the National Disaster Management Authority.
51. A mid-term evaluation of the 2013-2015 protracted relief and recovery operation (PRRO)⁷⁰ was conducted prior to the CSP (2018-2022) and informed the CSP by recommending that: 1) efforts be undertaken to support the Government on enhanced disaster risk reduction and management; 2) innovative approaches for product based management of acute malnutrition be piloted; 3) support to nutrition institutional frameworks and programming be enhanced; 4) linkages with social protection programmes be improved; and that 5) collaboration among education, nutrition, early recovery, livelihood and social protection initiatives be increased.
52. The current CSP (2018-2022) incorporates findings from a Strategic Review of Food Security and Nutrition.⁷¹ It envisages a shift from relief to development. Specifically, WFP planned to reduce food and nutrition assistance, and invest in strengthening the capacity of institutions responsible for tackling persistent malnutrition. In parallel, the funding portfolio was expected to evolve from humanitarian donors to development partners and the host Government.⁷²
53. The CSP seeks to complement Government's efforts to enhance food and nutrition security, by providing relief and nutrition support to population groups that are most at risk as well as providing technical support in developing relevant national strategies. WFP's work encompasses community resilience building, disaster risk management and preparedness elements for sustainability and national ownership. The CSP pursues five strategic outcome (SOs): 1) access of vulnerable and affected populations to food; 2) improved nutrition; and 3) strengthening of social protection systems; 4) disaster risk management; and 5) service provision capacity.⁷³

Table 3: Pakistan overview of focus areas, strategic outcomes, activities, and modalities of intervention

Focus Area	Strategic Outcome	Activity	Modality
CRISIS-RESPONSE	SO1: Crisis-affected populations in Pakistan have timely access to adequate food and nutrition during and in the aftermath of man-made or natural disasters	Activity 1: Provide humanitarian assistance to meet the basic food and nutrition needs of populations that are affected or likely to be affected by natural disasters and shocks. Activity 2: Support affected populations during the early recovery phase to address food insecurity and rebuild livelihoods.	Food/CBT/S/CS Food/CBT
ROOT CAUSES	SO2: The social protection system at the federal and provincial levels provides the populations most in need, especially women, adolescent girls and children, with improved and sustained access to safe, nutritious and sufficient food by 2022 (SDG 2.1)	Activity 3: Augment Government of Pakistan social protection mechanisms like the Benazir Income Support Programme to support food and nutrition insecure urban and rural poor people. Activity 4: Provide technical assistance on school meals to provincial governments and implement school meals programmes as appropriate.	Food/ CBT/ CS Food/CBT/CS
ROOT CAUSES	SO3: The entire population of Pakistan, especially children under 5, adolescent girls and women of reproductive age, has improved nutrition in line with national targets for 2025	Activity 5: Assist the government in achieving SDG 2.2 through improved governance, quality implementation, evidence generation and innovation.	Food/CBT/CS

⁷⁰ As referenced in the WFP Country Strategic Plan WFP/EB.1/2018/6-A/18

⁷¹ Aga Khan University, International Food Policy Research Institute 2017: Strategic Review of Food Security and Nutrition in Pakistan.

⁷² WFP 2019: Internal audit of WFP Operation in Pakistan, AR/19/11

⁷³ Ibid.

RESILIENCE	SO4: Communities in disaster prone districts have more resilient food systems and development gains are better protected by disaster risk management systems at all levels by 2022 (SDG 2.4).	Activity 6: Support all levels of the Government and communities in adopting and operationalizing an integrated climate risk management system. Activity 7: Strengthen the government's and communities' capacity for disaster risk reduction	CBT/CS CS
ROOT CAUSES	SO5: Federal and provincial systems have strengthened capabilities for providing food security and essential services by 2022 (SDG 17.9).	Activity 8: Strengthen government and partner capabilities to provide food security and essential services.	CS

Source: CSP 2018-2022

54. A 2018 decentralized evaluation of WFP's Food Assistance to Temporarily Dislocated Persons (TDPs) in Pakistan (2015-2017)⁷⁴ recommended that WFP CO determine the most adequate food assistance for TDP interventions in FATA in light of persistent food insecurity and that many would not return to places of origin. Other recommendations referred to reviewing the FFA participant payment system; the need for impact assessments, cost comparison analysis of FFA activities and adapting monitoring procedures on programmatic performance through participatory methods; enhancing targeting and ensuring inclusion of women, adolescent males and disabled; strengthening partnerships and planning handover to the FATA Government line departments.⁷⁵
55. A 2019 WFP internal audit⁷⁶ had similar findings: 1) WFP was not yet positioned as a partner of choice for development activities; 2) Several organisational realignment exercises had taken place to ensure adequate capacity for the CSP implementation considering funding shortfalls. However, no formalized assessment of skills needs, and gaps was conducted. Coupled with a corporate decision to reassign most managerial positions, these factors raised concerns regarding the capacity and continuity of the CO to implement strategic decisions and organizational changes; 3) weaknesses in targeting and beneficiary management and; 4) shortcomings in the area of cooperating partner management.
56. A mid-term review⁷⁷ highlighted that a number of contextual changes have challenged the CSP's underlying assumptions. Notably that funding support from donors would continue to a lower middle income country; that temporarily displaced populations would return to places of origin; that there would be a drop in acute malnutrition; and assumptions around WFP's role and donor appetite for funding stunting prevention. Also, drought and snow-related emergencies necessitated WFP's response under SO-1 (access to food and nutrition). In addition, lack of funding resulted in some of the capacity strengthening activities of government departments not fully materialising.
57. The mid-term review highlighted the high level of earmarking at activity level that, together with funding shortfalls and the short term and unpredictable nature of funding, limited the ability of WFP to allocate resources based on needs.⁷⁸

Country Portfolio Budget

58. The Country Portfolio Budget (CPB) as approved by the Executive Board was USD 447.4 million for a total of 7,687,000 beneficiaries.⁷⁹ It was spread across the main budget components and outcome areas as illustrated below.

Table 4: Country Portfolio Budget by focus area and strategic outcome (USD)

	S.O. 1	S.O. 2	S.O. 3	S.O. 4	S.O. 5	
Focus Area	Crisis response	Root causes	Root causes	Resilience building	Root causes	Total

⁷⁴ Decentralized evaluation of the Results of WFP's Food Assistance to Temporarily Dislocated Persons in Pakistan (2015-2017), 2018

⁷⁵ WFP 2018, Decentralized evaluation of the Results of WFP's Food Assistance to Temporarily Dislocated Persons in Pakistan (2015-2017).

⁷⁶ WFP 2019: Internal audit of WFP Operation in Pakistan, AR/19/11.

⁷⁷ WFP 2021: Midterm review of the WFP Country Strategic Plan 2018-2022.

⁷⁸ Ibid.

⁷⁹ WFP Country Strategic Plan (2018-2022)

Transfer	94,793,263	58,354,559	103,991,288	54,864,251	8,837,405	320,840,765
Implementation	9,676,105	14,058,867	24,047,005	13,591,824	1,718,624	63,092,425
Direct Support Costs	7,431,533	7,248,233	12,545,847	8,005,887	1,011,902	36,243,402
Subtotal	111,900,901	79,661,659	140,584,139	76,461,962	11,567,931	420,176,592
Indirect support costs (6.5%)	7,273,559	5,178,008	9,137,969	4,970,028	751,916	27,311,478
Total	119,174,460	84,839,667	149,722,108	81,431,989	12,319,846	447,488,070
Share of each S.O. over total CPB)	27%	19%	33%	18%	3%	100%

Source: Pakistan CSP document

59. The CSP went through one budget revision (BR) in November 2020 which increased the planned number of beneficiaries for the whole CSP period (2018-2022) from 7,687,000 to 9,297,029 mostly for activities 1 (humanitarian assistance), 2 (recovery), 3 (social protection) and 5 (nutrition governance) while increasing the total estimated cost of the CSP to USD 474,414,034.
60. Table 5 presents an overview of the planned and actual number of beneficiaries between 2018 and 2020. A more detailed breakdown of beneficiaries of WFP CSP in Pakistan is found in Annex 7.

Table 5: Overview of actual and planned beneficiaries 2018-2020

Years	Planned			Actual			% achieved
	Female	Male	Total	Female	Male	Total	
2018	1,310,094	1,179,906	2,490,000	945,287	758,763	1,704,050	68%
2019	1,358,020	1,134,680	2,492,700	625,364	506,621	1,131,985	45%
2020	1,627,551	1,484,878	3,112,429	1,098,835	906,981	2,005,816	64%

Source: ACR 2018,19,20

61. As of April 2021, the total CSP budget was 42 percent funded, with a total of USD 199,247,512 allocated contributions compared to a NBP of USD 474,414,034⁸⁰. However, if one considers only the requirements for 2018-2021 the funding level is 45 percent. Out of this amount SO1 was funded at 64 percent. SO2 and SO 3 were funded at 10 and 57 percent respectively. Finally, requirements for SO 4 and SO 5 were funded at 12 and 33 percent respectively. Table 4 presents the level of funding of each outcome against the requirements for 2018-2021 and the relative weight of the resources available for each outcome over the total available so far.

⁸⁰ [PK01.pdf \(wfp.org\)](#)

Table 6: Available resources by Focus area and Strategic Outcome (USD) as of 7 April 2021

Focus Area	Strategic Outcome	Needs Based Plan (2018- 2021)	Available Resources as % of 2018-2021 requirements	Relative weight on total available resources
Crisis Response	SO1. Affected populations in Pakistan have timely access to adequate food and nutrition during and in the aftermath of natural disasters and/or other shocks.	130,052,014	64%	51%
Root Causes	SO2. The social protection system at federal and provincial levels provides the most vulnerable populations, especially women, adolescent girls and children, with improved and sustained access to safe, nutritious and sufficient food by 2022.	61,877,717	10%	4%
Root Causes	SO3. The entire population, especially children under 5, adolescent girls and women of reproductive age, in Pakistan has improved nutrition in line with national targets for 2025.	111,812,699	57%	39%
Resilience Building	SO4. Communities in disaster-prone districts have more resilient food systems and development gains are better protected by disaster risk management systems at all levels by 2022.	49,977,858	12%	4%
Resilience Building	SO5. Federal and provincial systems have strengthened capabilities to provide food security and essential services to the people of Pakistan by 2022.	9,434,648	33%	2%
	Non SO Specific	-	-	1%
	Total Direct Operational Costs	363,154,935	45%	100%

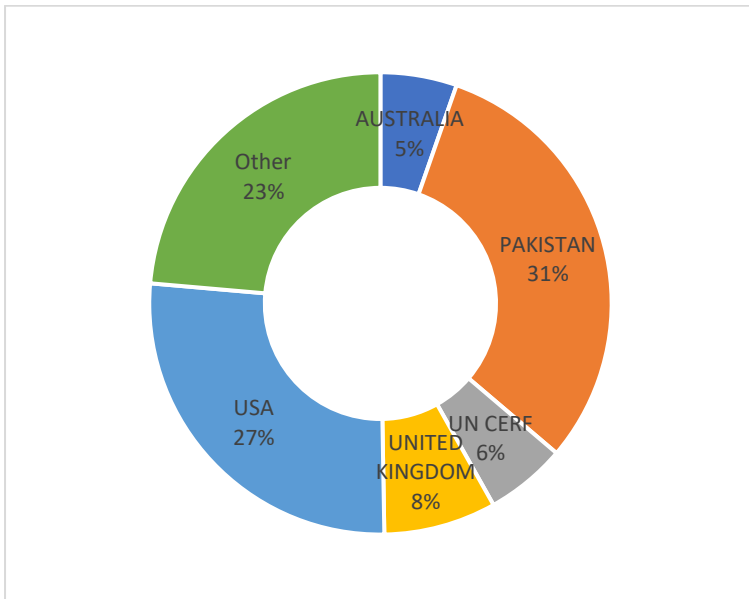
Note: Totals only include Total Direct Operational Costs, excluding Direct Support Cost (DSC) and Indirect Support Cost (ISC)

Source: IRM Analytics (data extracted on 7.4.2021)

Main Donors

62. The Government is the largest contributor to the CSP (31 percent) followed by USA (27 percent) and United Kingdom (8 percent) which together amount for 66 percent of the total CSP resources.⁸¹

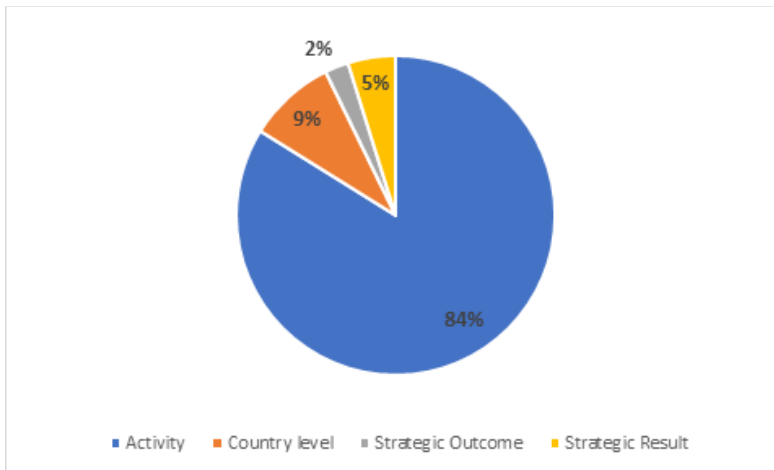
Figure 9: Pakistan CSP (2018-2022) Top Donors as of 6 April 2021⁸²



Source: FACTory, Resource situation Report (Date of Extraction: 7.4.2021)

63. Funding is marked by low flexibility, with 84 percent of confirmed contributions being allocated at activity level.

Figure 11: Pakistan CPB (2018 - 2022) directed multilateral contributions by earmarking level



Source: WFP FACTory, Distribution Contribution and Forecast Stats - data extracted on 12 April 2021

⁽¹⁾ Directed Multilateral Contributions (also known as “earmarked” contributions) refer to those funds, which Donors request WFP to direct to a specific Country/ies SO/s, or activity/ies

Staffing

64. As of 28 February 2021, the CO had 236 employees, of which 24 percent female and 76 percent male. About 216 are national staff and 20 are international staff. The distribution between short term and fixed term staff is 37 percent and 63 percent respectively. The CO is based in Islamabad with five Sub Offices: most staff are based in Islamabad (49 percent),

⁸¹ [PK01.pdf \(wfp.org\)](#) (consulted 7.4.2020)

⁸² The category ‘ Other’ includes a number of different donors, resource transfers and miscellaneous income.

followed by Peshawar (26 percent), Karachi (14 percent), Quetta (6 percent), Muzaffarabad (3 percent), and Multan (2 percent).

3.2. SCOPE OF THE EVALUATION

65. The evaluation will cover all of WFP's activities (including cross cutting results) for the period 2017- end 2021. The reason for a longer time frame (beyond the CSP) is twofold. Firstly, it enables the evaluation to assess key changes in the approach. Within this timeframe, the evaluation will look at how the CSP builds on or departs from the previous activities and assess if the envisaged strategic shift has taken place and what are the consequences. The unit of analysis is the CSP understood as the set of strategic outcomes, outputs, activities, and inputs that were included in the CSP document approved by WFP Executive Board, as well as the subsequent approved budget revision.
66. The evaluation will focus on assessing WFP contributions to CSP strategic outcomes, establishing plausible causal relations between the outputs of WFP activities, the implementation process, the operational environment, and the changes observed at the outcome level, including any unintended consequences, positive or negative. In so doing, the evaluation will also analyse the WFP partnership strategy, including WFP strategic positioning in complex, dynamic contexts, particularly as relates to relations with national governments and the international community.
67. The evaluation scope will include an assessment of how relevant and effective WFP was in responding to the covid-19 crisis in the country. In doing so, it will also consider how substantive changes and budget revisions and adaptations of WFP interventions in response to the crisis have affected other interventions planned under the CSP

4. Evaluation approach, methodology and ethical considerations

4.1. EVALUATION QUESTIONS AND CRITERIA

68. The evaluation will address four main questions common to all WFP CSPEs. Within this framework, the evaluation team may further develop and tailor the sub questions as relevant and appropriate to the CSP and country context, including as they relate to assessing the response to the COVID-19 crisis.

EQ1 – To what extent is WFP’s strategic position, role and specific contribution based on country priorities and people’s needs as well as WFP’s strengths?	
1.1	To what extent is the CSP relevant to national policies, plans, strategies, and goals, including achievement of the national Sustainable Development Goals?
1.2	To what extent did the CSP address the needs of the most vulnerable people in Pakistan to ensure that no one is left behind?
1.3	To what extent has WFP’s strategic positioning remained relevant throughout the implementation of the CSP considering changing context, national capacities and needs and in particular in response to the COVID-19 pandemic?
1.4	To what extent is the CSP coherent and aligned with the wider United Nations and include appropriate strategic partnerships based on the comparative advantage of WFP in Pakistan?
EQ2 – What is the extent and quality of WFP’s specific contribution to CSP strategic outcomes in Pakistan?	
2.1	To what extent did WFP deliver expected outputs and contribute to the expected CSP strategic outcomes?
2.2	To what extent did WFP contribute to achievement of cross-cutting aims (humanitarian principles, protection, accountability to affected populations, gender equality and other equity considerations)? Did the response to Covid-19 change the degree of contribution in any of these areas?
2.3	To what extent are the achievements of the CSP likely to be sustainable?
2.4	In humanitarian contexts, to what extent did the CSP facilitate more strategic linkages between humanitarian, development and, where appropriate, peace work?
EQ3: To what extent has WFP used its resources efficiently in contributing to CSP outputs and strategic outcomes?	
3.1	To what extent were outputs delivered within the intended timeframe?
3.2	To what extent was coverage and targeting of interventions appropriate?
3.3	To what extent were WFP’s activities cost-efficient in delivery of its assistance?
3.4	To what extent were alternative, more cost-effective measures considered?
EQ4 – What are the factors that explain WFP performance and the extent to which it has made the strategic shift expected by the CSP?	
4.1	To what extent did WFP analyse, or use existing evidence on the hunger challenges, the food security and nutrition issues in Pakistan to develop the CSP?

4.2	To what extent has WFP been able to mobilize adequate, predictable, and flexible resources to finance the CSP?
4.3	To what extent did the CSP lead to partnerships and collaborations with other actors that positively influenced performance and results?
4.4	To what extent did the CSP provide greater flexibility in dynamic operational contexts and how did it affect results in particular as regards adaptation and response to the COVID-19 and other unexpected crises and challenges?
4.5	What are the other factors that can explain WFP performance and the extent to which it has made the strategic shift expected by the CSP?

69. The evaluation will adopt standard UNEG and OECD/DAC evaluation criteria, namely: relevance, efficiency, effectiveness, coherence, and sustainability as well as connectedness and coverage as applicable. Moreover, it will give attention to assessing adherence to humanitarian principles, protection issues and Accountability to Affected Population of WFP's response.
70. During the inception phase, the evaluation team in consultation with the OEV will identify a limited number of key themes of interest, related to the main thrust of WFP activities, challenges or good practices in the country. These themes should also be related to the key assumptions underpinning the logic of intervention of the CSP and, as such, should be of special interest for learning purposes. The assumptions identified should be spelled out in the inception report and translated into specific lines of inquiry under the relevant evaluation questions and sub questions.
71. Themes / lines of enquiry of particular interest to the CSPE identified at ToR stage in consultation with the CO are:
- The extent to which the structure of the CSP facilitates work across the humanitarian -development -peace nexus and within that the extent to which there is integration and coherence among the different SOs.
 - The extent to which responding to humanitarian emergencies affects the implementation of the rest of the programme.
 - WFP's strategic positioning in a lower MIC and fragile context in an aid landscape that has fundamentally changed.
 - How the devolution of power from centralised to provincial level has affected the CSP implementation?
 - The role and effectiveness of the CSP as an advocacy/communication tool (internally/externally).
 - How effective the targeting mechanisms have been in identifying and reaching the most vulnerable people and how inclusion more broadly has been addressed in the CSP?

4.2. EVALUATION APPROACH AND METHODOLOGY

72. The 2030 Agenda mainstreams the notion of sustainable development as a harmonious system of relations between nature and human beings, in which individuals are part of an inclusive society with peace and prosperity for all. In so doing, it conveys the global commitment to end poverty, hunger, and inequality, encompassing humanitarian and development initiatives in the broader context of human progress. Against this backdrop, the economic, social, and environmental dimensions of sustainable development cannot be addressed in isolation from one another. This calls for a systemic approach to development policies and programme design and implementation, as well as for a systemic perspective in analysing development change. WFP assumes the conceptual perspective of the 2030 Agenda as the overarching framework of its Strategic Plan (2017-2021), with a focus on supporting countries to end hunger (SDG 2).
73. In so doing, it places emphasis on strengthening the humanitarian development nexus, which implies applying a development lens in humanitarian response and complementing humanitarian action with strengthening national institutional capacity.
74. The achievement of any SDG national target and of WFP strategic outcomes is acknowledged to be the result of the interaction among multiple variables. In fact, there is an inverse proportional relation between the level of ambition at which any expected result is pitched and the degree of control over it by any single actor. From this perspective and in the context of the SDGs, the attribution of net outcomes to any specific organization, including WFP, may be extremely challenging or sometimes impossible. By the same token, while attribution of results would not be appropriate at the outcome level, it should be pursued at the output and activity level, where WFP is meant to be in control of its own capacity to deliver.

75. To operationalize the above-mentioned systemic perspective, the CSPE will adopt a mixed methods approach; this should be intended as a methodological design in which data collection and analysis is informed by a feedback loop combining a deductive approach, which starts from predefined analytical categories, with an inductive approach that leaves space for unforeseen issues or lines of inquiry that had not been identified at the inception stage. This in turn would eventually lead to capturing unintended outcomes of WFP operations, negative or positive. In line with this approach, data may be collected through a mix of primary and secondary sources with different techniques including desk review, semi-structured or open-ended interviews, surveys, focus groups and direct observation. Systematic data triangulation across different sources and methods should be carried out to validate findings and avoid bias in the evaluative judgement.
76. During the inception phase, the evaluation team will be expected to develop a detailed methodological design, in line with the approach proposed in these TORs. The design will be presented in the inception report and informed by a thorough evaluability assessment as well as an overarching theory of change which should be reconstructed by the evaluation team drawing from the CSP line of sight (annex 7) and validated with the CO during the inception phase.
77. Considering the ongoing COVID-19 pandemic, the inception phase will be conducted remotely, whereby briefings and interviews will be held virtually. However, because of the complexity of the situation, the nature of WFP's programme in Pakistan and likely significant connectivity issues with national stakeholders, in-country fieldwork during the main data collection phase is considered indispensable. In case of international travel restrictions, at a minimum, there should be in-person interviews and field visits conducted by national team members not affected by travel restrictions – taking the strongest possible precautions to avoid spreading the virus and fully abiding by WFP guidelines and national regulations.
78. In light of the above, technical and financial offers for this evaluation should consider two scenarios for the main data collection phase: a) a minimum 3-week in-country mission conducted by the full team; b) a mixed approach the national consultants conducting primary data collection in-country, and those team members affected by international travel restrictions conducting interviews remotely and regularly checking-in with the in-country team.⁸³ In any case, should the contextual situation allow it, the aim would be to hold the final learning workshop in Islamabad by latest January 2022.
79. A key annex to the inception report will be an evaluation matrix that operationalizes the unit of analysis of the evaluation into its different dimensions, operational component, lines of inquiry and indicators, where applicable, with corresponding data sources and collection techniques. In so doing, the evaluation matrix will constitute the analytical framework of the evaluation. The key themes of interest of the evaluation should be adequately covered by specific lines of inquiry under the relevant evaluation sub questions. The methodology should aim at data disaggregation by sex, age, nationality or ethnicity or other characteristics as relevant to, and feasible in, specific contexts. Moreover, the selection of informants and site visits should ensure to the extent possible that all voices are heard. In this connection, it will be very important at the design stage to conduct a detailed and comprehensive stakeholder mapping and analysis to inform sampling techniques, either purposeful or statistical.
80. This evaluation will be carried out in a gender-responsive manner. For gender to be successfully integrated into this evaluation it is essential to assess:
 - The quality of the gender analysis that was undertaken before the CSP was designed
 - Whether the results of the gender analysis were properly integrated into the CSP implementation.
81. The gender dimensions may vary, depending on the nature of the CSP outcomes and activities being evaluated. The CSPE team should apply the Office of Evaluation's Technical Note for Gender Integration in WFP Evaluations. The evaluation team is expected to use a method to assess the gender marker levels for the CO. The inception report should incorporate gender in the evaluation design and operation plan, including gender-sensitive context analysis. Similarly, the final report should include gender-sensitive analysis, findings, results, factors, conclusions, and where appropriate, recommendations, and technical annex.
82. The evaluation will give attention to assessing adherence to humanitarian principles, protection issues and accountability for affected populations in relation to WFP activities, as appropriate, and on differential effects on men, women, girls, boys and other relevant socio-economic groups.

4.3. EVALUABILITY ASSESSMENT

Evaluability is the extent to which an activity or a programme can be evaluated in a reliable and credible fashion. It necessitates that a policy, intervention or operation provides: (a) a clear description of the situation before or

⁸³ Should data collection take place remotely, the international consultants will be expected to adjust their work schedule to Pakistan time zone.

at its start that can be used as reference point to determine or measure change; (b) a clear statement of intended outcomes, i.e. the desired changes that should be observable once implementation is under way or completed; (c) a set of clearly defined and appropriate indicators with which to measure changes; and (d) a defined timeframe by which outcomes should be occurring

83. Several issues could have Implications for the conduct of the CSP evaluation. Common evaluability challenges may relate to:
- COVID-19 travel restrictions and the security situation in certain parts of the country and their implications for the coverage of field visits during the main mission.
 - The time frame covered by the evaluation. To be on time to feed into the next CSP, the CSPE is conducted during the penultimate year of the current CSP, which excludes coverage of WFP performance during the last year or so of the CSP. This has implications for the completeness of results reporting and attainment of expected outcomes.
 - The absence of credible counterfactuals (how the situation would evolve without WFP intervention) and, in many cases even the absence of baselines;
 - The meaningfulness and reliability of measurement of certain indicators in particular at the outcome level and for cross-cutting objectives;
 - Missing targets, baseline, and follow-up data for some indicators (Annex 5); •
 - Multiple logframe updates, and the introduction of new indicators in the course of the CSP implementation (Annex 5);
84. Four versions of the Pakistan CSP logframe have been entered in the corporate system. In the latest version of the logical framework (as of February 2021) 37 outcome indicators, 104 output indicators, and 11 cross cutting indicators have been included.⁸⁴
85. A rapid analysis of outcome indicators shows that the main indicators remain the same and may be analysed over time depending on geographical targeting of individual activities. None of the output indicators were discontinued during the CSP implementation, but in 2019, 52 output indicators were added likely as a result of the revision to the Corporate Result Framework (e.g. capacity strengthening and some nutrition indicators).
86. In 2018 and 2019, all the indicators were adequately reported on as having either baseline, targets or follow-up values. However, in 2020 several outcome and output indicators were missing baselines, targets and actual values. This was in part due to COVID-19 protocols which prevented face to face interviews (e.g. expenditure share on relief assistance beneficiaries). In other cases funding constraints meant that some activities were not implemented as intended (e.g. nutrition sensitive safety nets) and hence outcomes corresponding to them were not reported on. In other cases, late implementation (e.g. school feeding for adolescent girls) meant that only two rounds of distribution could be conducted during the year and as a result enrolment drop-out/retention rates could not be reported.⁸⁵ Annex 5 presents a detailed assessment of data availability for each indicator.
87. During the inception phase, the evaluation team will be 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 framework and related indicators to validate the pre-assessment made by OEV.

National Data

88. According to a report on data reporting gaps (2018)⁸⁶ out of 244 indicators, discounting global indicators, Pakistan would be able to report progress on half of the SDG indicators while the remaining half would require major efforts.
89. Data for tracking SDG 2 indicators are generated periodically through Multiple Indicator Cluster Survey (MICS) and by Pakistan Demographic and Housing Survey (PDHS). However, while PDHS reports at provincial level MICS reports at the district level. In addition, MICS cannot be computed nationally unless it is conducted at the same time in all four provinces. Data availability for this SDG is 64.3 percent.
90. For SDG 5 data is considered available for 78.6 percent of the indicators. Data collection on SDG 17 is considered available for 93.8 percent of the indicators.

⁸⁴ Annex 5

⁸⁵ WFP 2021: ACR 2020

⁸⁶ Government of Pakistan 2018: Sustainable Development Goals Pakistan's Perspective – Data Reporting Gaps

91. On a scale from zero to a hundred, Pakistan scored 72.2 in the 2019 World Bank Statistical Capacity Index⁸⁷ slightly above the average for the South Asian region of 69.8. Additional relevant data sources are available in the table below.

Table 7: National Data on SDGs

Survey	Authority	Frequency	Last conducted	Source
Pakistan Social and Living Standards Measurement (PSLM) Survey	Ministry of Planning Development & Special Initiatives	Two years	2018-19	PSLM Publications Pakistan Bureau of Statistics (pbs.gov.pk)
Household Integrated Economic Survey (HIES)	Ministry of Planning Development & Special Initiatives	Two years	2018-19	PSLM Publications Pakistan Bureau of Statistics (pbs.gov.pk)
Pakistan Economic Survey	Government of Pakistan	Two years	2019-20	Ministry of Finance Government of Pakistan
Pakistan Demographic and Health Survey	Ministry of National Health Services, Regulations and Coordination	4 – 5 years	2017-18	Pakistan 2017-18 Demographic and Health Survey - Key Findings [SR257] (dhsprogram.com)
Pakistan Multiple Indicator Cluster Survey (district level - Punjab)	Bureau of Statistics	Two years	2017-2018	Multiple Indicator Cluster Survey 2017-18 - Punjab UNICEF Pakistan
National Nutrition Survey	Ministry of National Health Services, Regulations and Coordination	Not mentioned	2018	National Nutrition Survey 2018 UNICEF Pakistan
Pakistan Education Statistics	Ministry of Federal Education and Professional Training	Not mentioned	2016-17	AEPAM Library
Labour Force Survey	Government of Pakistan	Yearly	2017-18	Labour Force Publications Pakistan Bureau of Statistics (pbs.gov.pk)

4.4. ETHICAL CONSIDERATIONS

92. Evaluations must conform to WFP and United Nations Evaluation Group (UNEG) ethical standards and norms. Accordingly, the evaluation firm is responsible for safeguarding and ensuring ethics at all stages of the evaluation cycle. This includes, 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 do no harm to participants or their communities.
93. The team and the evaluation manager will not have been involved in the design, implementation or monitoring of the Pakistan CSP, nor have any other potential or perceived conflicts of interest. All members of the evaluation team will abide by the [2020 UNEG Ethical Guidelines](#) and the [2014 Guidelines on Integrating Human Rights and Gender Equality in Evaluations](#). In addition to signing a pledge of ethical conduct in evaluation, the evaluation team will also commit to signing a Confidentiality, Internet and Data Security Statement.

⁸⁷ [Statistical Capacity score \(Overall average\) - Pakistan | Data \(worldbank.org\)](#)

4.5. QUALITY ASSURANCE

94. The WFP evaluation quality assurance system sets out processes with steps for quality assurance and templates for evaluation products based on quality checklists. The quality assurance will be systematically applied during this evaluation and relevant documents will be provided to the evaluation team. This quality assurance process does not interfere with the views or independence of the evaluation team but ensures that the report provides credible evidence and analysis in a clear and convincing way and draws its conclusions on that basis. The evaluation team will be required to ensure the quality of data (reliability, consistency and accuracy) throughout the data collection, synthesis, analysis and reporting phases.
95. The OEV expects that all deliverables from the evaluation team are subject to a thorough quality assurance review by the evaluation company in line with WFP evaluation quality assurance system prior to submission of the deliverables to the Office of Evaluation.
96. All final evaluation reports will be subjected to a post hoc quality assessment (PHQA) by an independent entity through a process that is managed by the Office of Evaluation. The overall PHQA results will be published on the WFP website alongside the final evaluation report.

5. Organization of the evaluation

5.1. PHASES AND DELIVERABLES

97. The evaluation is structured in five phases summarized in Table 8 below. The evaluation team will be involved in phases 2 to 5 of the CSPE. Annex 3 presents a more detailed timeline. The CO and regional bureau have been consulted on the timeframe to ensure good alignment with the CO planning and decision-making so that the evidence generated by the CSPE can be used effectively.

Table 8: Summary timeline – key evaluation milestones		
Main phases	Timeline	Tasks and deliverables
1. Preparatory	10 June 2021 18 June 2021 9 July 2021	Final ToR Summary ToR Evaluation team and/or firm selection & contract
2. Inception	14-29 July 2021 13 August 2021 14- Aug -17 Sep 2021 20 September 2021	Remote inception briefings (OEV, RB, CO, and national partners) Draft inception report CO comment process Final inception report
3. Evaluation, including fieldwork	22 Sept-13 Oct 2021	Evaluation mission, data collection and exit debriefing
4. Reporting	October-December 2021 15 December 2021 15 Dec 2021-10 Jan 2022 19-20 Jan 2022 22 February 2022 15 April 2022	Report drafting Draft evaluation report shared with IRG IRG comments process Learning workshop Final evaluation report Summary evaluation report ⁸⁸
5. Dissemination	April 2022 May-November 2022 November 2022- Feb 2023	Management response Executive Board preparation Wider dissemination

5.2. EVALUATION TEAM COMPOSITION

98. The CSPE will be conducted by a gender balanced team of 3-4 International (including a researcher) and 2 national consultants (1 male; 1 female) with relevant expertise. The selected evaluation firm is responsible for proposing a mix of evaluators with multi-lingual language skills (English, Urdu or other local languages) who can effectively cover the areas of evaluation. The team leader should have excellent synthesis and evaluation reporting writing skills in English. The evaluation team will have strong methodological competencies in designing feasible data capture and analysis, synthesis and reporting skills. In addition, the team members should have experience in humanitarian and development contexts, knowledge of the WFP food and technical assistance modalities.

Table 9: Summary of evaluation team and areas of expertise required

	Expertise required
Team leadership	<ul style="list-style-type: none"> • Team leadership, coordination, planning and management including the ability to resolve problems. • Strong experience in evaluating implementation of strategic plans and CO positioning related to capacity strengthening activities, partnership building and policy engagement as well as of evaluation across the humanitarian and development nexus. • Specialization in one of the following areas: food assistance, social protection, emergency preparedness, capacity strengthening, gender analysis. • Relevant knowledge and experience in Pakistan or similar context and key players within and outside the UN System, evaluation, synthesis, reporting, and strong presentation skills and ability to deliver on time.
Nutrition	<ul style="list-style-type: none"> • Strong technical expertise in nutrition and proven track record of evaluating nutrition activities in the context of development and humanitarian interventions in a similar context. • Familiarity with the latest evidence on nutrition and with the Global Momentum (Sun Movement). • Strong technical expertise in capacity strengthening in relation to food security and nutrition programmes and policies. • Proven track record of participation in evaluation teams evaluating this subject, in a similar context.
Disaster Risk and Resilience building and Climate Change	<ul style="list-style-type: none"> • Technical knowledge of early response and recovery activities following natural disasters. • Strong technical expertise in relation to programming in support of resilience building of communities vulnerable to climate change including climate change adaptation. • Strong technical expertise in capacity strengthening in relation to emergency preparedness. • Proven track record of participation in evaluation teams evaluating this subject, in a similar context.
Social protection and institutional capacity strengthening	<ul style="list-style-type: none"> • Technical knowledge of assessing social safety net programmes and support • Experience with evaluating institutional capacity strengthening activities in the areas of public policies social safety nets, and national data and information systems
Research assistance	<ul style="list-style-type: none"> • Relevant understanding of evaluation and research and knowledge of food assistance, ability to provide qualitative and quantitative research support to evaluation teams, analyse and assess M&E data, data cleaning and analysis; writing and presentation skills, proofreading, and note taking.
Other technical expertise needed by the team	<p>The additional areas of expertise requested are:</p> <ul style="list-style-type: none"> • Programme efficiency calculations • Gender and inclusion aspects more broadly (i.e. disability, intersectionality; equity) • Humanitarian Principles and Protection - Access • Accountability to Affected Populations • Note: all activities and modalities will have to be assessed for their efficiency and effectiveness and their approach to gender. For activities where there is emphasis on humanitarian actions the extent to which humanitarian principles, protection and access are being applied in line with WFP corporate policies will be assessed.

5.3. ROLES AND RESPONSIBILITIES

99. This evaluation is managed by the WFP OEV. Catrina Perch has been appointed as Evaluation Manager (EM). The EM has not worked on issues associated with the subject of evaluation. She is responsible for drafting the TOR; selecting and

contracting the evaluation team; preparing and managing the budget; setting up the review group; organizing the team briefing and the stakeholders learning in-country workshop; supporting the preparation of the field mission; drafting Summary Evaluation Report; conducting the 1st level quality assurance of the evaluation products and soliciting WFP stakeholders' feedback on draft products. The EM will be the main interlocutor between the team, represented by the team leader, and WFP counterparts to ensure a smooth implementation process. Julie Thoulouzan, Senior Evaluation Officer, will provide second level quality assurance. The Deputy Director of Evaluation will approve the final evaluation products and present the CSPE to the WFP Executive Board for consideration in November 2022.

100. An internal reference group composed of selected WFP stakeholders at CO, RB and HQ levels will be expected to review and comment on draft evaluation reports, provide feedback during evaluation briefings; be available for interviews with the evaluation team. The CO will facilitate the evaluation team's contacts with stakeholders in Pakistan; provide logistic support during the fieldwork and organize an in-country stakeholder learning workshop. Arnhild Spence has been nominated the WFP CO focal point and will assist in communicating with the EM and CSPE team, and to set up meetings and coordinate field visits. To ensure the independence of the evaluation, WFP staff will not be part of the evaluation team or participate in meetings where their presence could bias the responses of the stakeholders.

5.4. SECURITY CONSIDERATIONS

101. As an "independent supplier" of evaluation services to WFP, the contracted firm will be responsible for ensuring the security of the evaluation team, and for making adequate arrangements for evacuation for medical or insecurity reasons. However, to avoid any security incidents, the evaluation manager will ensure that the WFP CO registers the team members with the security officer on arrival in country and arranges a security briefing for them to gain an understanding of the security situation on the ground. The evaluation team must observe applicable United Nations Department of Safety and Security rules including taking security training (BSAFE & SSAFE) and attending in-country briefings.

5.5. COMMUNICATION

It is important that evaluation reports are accessible to a wide audience, as foreseen in the evaluation policy, to ensure the credibility of WFP – through transparent reporting – and the usefulness of evaluations. The dissemination strategy will consider from the stakeholder analysis whom to disseminate to, whom to involve and it will also identify the users of the evaluation, duty bearers, implementers, beneficiaries, including gender perspectives.

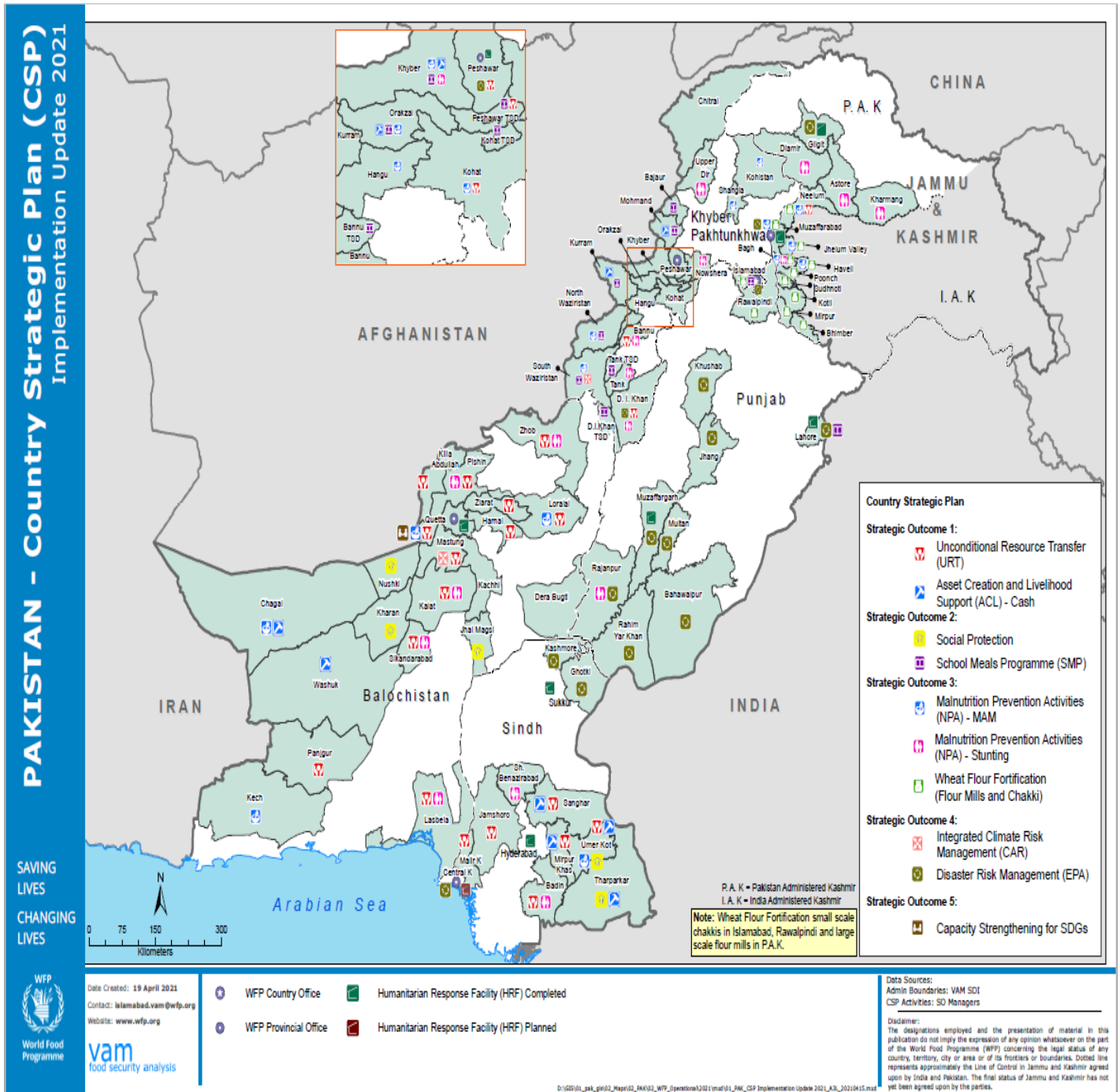
102. All evaluation products will be produced in English. As part of the international standards for evaluation, WFP requires that all evaluations are made publicly available. Should translators be required for fieldwork, the evaluation firm will make arrangements and include the cost in the budget proposal. A Communication and Knowledge Management Plan (see Annex 9) will be refined by the EM in consultation with the evaluation team during the inception phase. The summary evaluation report along with the management response to the evaluation recommendations will be presented to the WFP Executive Board in November 2022. The final evaluation report will be posted on the public WFP website and OEV will ensure dissemination of lessons through the annual evaluation report.

5.6. BUDGET

103. The evaluation will be financed through the country portfolio budget.

Annexes

Annex 1: Pakistan, Map with WFP Offices in 2021



Annex 2: Pakistan Fact Sheet

	Parameter/(source)	2017	2019	2020	Data source	Link
General						
1	Human Development Index (1)	0.562	0.560 (2018)	0.557 (2019)	UNDP Human Development Report 2018, 2019 & 2020	http://www.hdr.undp.org/en/content/human-development-indicators-2018-statistical-update
2	Total number of people of concern (Refugees, asylum seekers, others of concern)	1,398,967	1,528,802	N/A	UNHCR	http://popstats.unhcr.org/en/persons_of_concern
Demography						
7	Population total (millions) (2)	207,896,686	216,565,318		World Bank	https://data.worldbank.org/country
8	Population, female (% of total population) (2)	48.54	48.54		World Bank	https://data.worldbank.org/country
9	% of urban population (1)	36.4	36.7 (2018)	36.91	UNDP Human Development Report 2018 & 2019, World Bank	http://www.hdr.undp.org/en/content/human-development-indicators-2018-statistical-update
10	Total population by age (1-4) (millions) (6)	N/A	N/A	N/A	UNSD	https://unstats.un.org/unsd/demographic-social/products/dyb/#statistics
11	Total population by age (5-9) (millions) (6)	N/A	N/A	N/A	UNSD	https://unstats.un.org/unsd/demographic-social/products/dyb/#statistics
12	Total population by age (10-14) (millions) (6)	N/A	N/A	N/A	UNSD	https://unstats.un.org/unsd/demographic-social/products/dyb/#statistics

14	Adolescent birth rate (births per 1,000 women ages 15-19)	46 (2016)	n.a	n.a	WHO	https://apps.who.int/gho/data/view.xgswcah.31-data
Economy						
15	GDP per capita (current USD) (2)	1,465	1,285		World Bank	https://data.worldbank.org/country
16	Income inequality: Gini Coefficient (1)	30.7	33.5 (2018)	N/A	UNDP Human Development Report 2018, 2019 & 2020	http://www.hdr.undp.org/en/content/human-development-indices-indicators-2018-statistical-update
17	Foreign direct investment net inflows (% of GDP) (2)	0.82	0.80	N/A	World Bank	https://data.worldbank.org/country
18	Net official development assistance received (% of GNI) (4)	1.0 (2016)	0.7 (2017)	0.4 (2018)	OECD/DAC	https://public.tableau.com/views/OECD/DACaidataglanacebyrecipient_new/Recipients?:embed=y&:display_count=yes&:showTabs=y&:toolbar=no?&:showVizHome=no
19	SDG 17: Volume of remittances as a proportion of total GDP (percent) (9)	6.5	6.7 (2018)		SDG Country Profile	https://country-profiles.unstatshub.org
20	Agriculture, forestry, and fishing, value added (% of GDP) (2)	22.93	22.04	N/A	World Bank	https://data.worldbank.org/country
Poverty						
22	Population near multidimensional poverty (%) (1)	14.5 (2018)	12.9	12.9	UNDP Human Development Report 2018 & 2019	http://www.hdr.undp.org/en/content/human-development-indices-indicators-2018-statistical-update
23	Population in severe multidimensional poverty (%) (1)	24.7 (2018)	21.5	21.5	UNDP Human Development Report 2018 & 2019	http://www.hdr.undp.org/en/content/human-development-indices-indicators-2018-statistical-update

Health						
21	Maternal Mortality ratio (%) (lifetime risk of maternal death: 1 in:) (3)	3.4	3.4	3.4	UNFPA	https://www.unfpa.org/data/world-population-dashboard
22	Healthy life expectancy at birth (2)	67.93	68.10 (2018)	not reported	World Bank	https://data.worldbank.org/country
23	Prevalence of HIV, total (% of population ages 15-49) (2)	0.1	0.1	not reported	World Bank	https://data.worldbank.org/country
Gender						
28	Gender Inequality Index (1)	133	136 (2018)	135 (2019)	UNDP Human Development Report 2018, 2019, 2020	http://www.hdr.undp.org/en/content/human-development-indices-indicators-2018-statistical-update
29	Proportion of seats held by women in national parliaments (%) (2)	20.59	20.23	20.18	World Bank	https://data.worldbank.org/country
30	Labour force participation rate, total (% of total population ages 15+) (modelled ILO estimate) (2)	22.36	21.92	22.18	World Bank	https://data.worldbank.org/country
31	Employment in agriculture, female (% of female employment) (modelled ILO estimate) (2)	69.99	65.26	64.05	World Bank	https://data.worldbank.org/country
Nutrition						
32	Prevalence of moderate or severe food insecurity in the total population (%) (7)	34.8 (2015 - 17)	34.1 (2016 - 18)	not reported	Pakistan Overview of Food Security and Nutrition 2019	
33	Weight-for-height (Wasting - moderate and severe), prevalence for < 5 (%) (3)	11 (2011-2016)	2013-2018: 7	not reported	UNICEF SOW 2017 and 2019	https://www.unicef.org/sowc/
34	Height-for-age (Stunting - moderate and severe), prevalence for < 5 (%) (3)	45 (2011-2016)	2013-2018: 38	not reported	UNICEF SOW 2017 and 2019	https://www.unicef.org/sowc/
35	Weight-for-age (Overweight - moderate and severe), prevalence for < 5 (%) (3)	5 (2011-2016)	2013-2018: 3	not reported	UNICEF SOW 2017 and 2019	https://www.unicef.org/sowc/
36	Mortality rate, under-5 (per 1,000 live births) (2)	71.6	67.2	not reported	World Bank	https://data.worldbank.org/country

Education						
37	Adult literacy rate (% ages 15 and older) (1)	57 (2016)	not reported	not reported	UNDP Human Development Report 2018 & 2019	http://www.hdr.undp.org/en/content/human-development-indices-indicators-2018-statistical-update
38	Population with at least secondary education (% ages 25 and older) (1)	37.3	37.2 (2018)	37.3 (2019)	UNDP Human Development Report 2018, 19, 20	http://www.hdr.undp.org/en/content/human-development-indices-indicators-2018-statistical-update

Annex 3: Timeline

Phase 1 – Preparation			
	Draft TOR cleared by DDoE and circulated for comments to CO and to LTA firms	DDoE	
	CO reviews/comments on draft TOR	CO	
	Final revised TOR sent to WFP Stakeholders	EM	10 June 2021
	Proposal Deadline based on the Draft TOR	LTA	11 June 2021
	LTA Proposal Review		11– 25 June 2021
	Contracting evaluation team/firm	EM	9 July 2021
Phase 2 - Inception			
	Team preparation, literature review	Team	12-14 July 2021
	Remote Inception Briefing with OEV, HQ Divisions, RB	EM & Team	14 July – 21 July 2021
	Remote Inception Briefings with CO	EM + TL	22 –29 July 2021
	Submit draft Inception Report (IR)	TL	13 Aug 2021
	OEV quality assurance and feedback	EM/QA 2	16– 20 Aug 2021
	Submit revised IR	TL	27 Aug 2021
	IR review	EM/QA 2/CO	3 Sep 2021
	Submit revised IR	TL	6– 10Sep 2021
	IR DDoE Clearance	DDoE	17 Sep 2021
	EM circulates final IR to WFP key Stakeholders for their information + post a copy on intranet.	EM	20 Sep 2021
Phase 3 – Data Collection, including Fieldwork			
	In country / Remote Data Collection	Team	22 Sep – 13 Oct 2021
	Exit Debrief (ppt)	TL	13 Oct 2021
	Preliminary Findings Debrief	Team	27 Oct 2021
Phase 4 - Reporting			
Draft 0	Submit high quality draft ER to OEV (after the company's quality check) (D0)	TL	10 Nov 2021
	OEV quality feedback sent to TL	EM/QA 2	17 Nov 2021
DRAFT 1	Submit revised draft ER to OEV (D1)	TL	24 Nov 2021
	ER QA1/QA2 review	EM/QA 2	1 Dec 2021
	Submit revised draft ER to OEV	TL	8 Dec 2021
	Draft ER clearance by DDoE	DDoE	15 Dec 2021
	OEV shares draft ER with IRG	EM/IRG	15 Dec 2021
	IRG reviews/comments on draft ER	IRG	10 Jan 2021
	Learning workshop (Islamabad)	IRG/TL/EM	19-20 Jan 2021
Draft 2	Submit revised draft ER to OEV based on WFP's comments, with team's responses on the matrix of comments (D2)	ET	26 Jan 2022
	Review D2	EM/QA 2	31 Jan 2022
	Submit final draft ER to OEV (D3)	TL	8 Feb 2022

Draft 3	Review D3	EM/QA 2	9-15 Feb 2022
	Seek final approval by DDoE	DDoE	16-22 Feb 2022
SER	Draft Summary Evaluation Report	EM	15 March 2022
	SER QA2 review	QA2	21 March 2022
	Seek DDoE clearance to send SER	DDoE	25 March 2022
	OEV circulates SER to WFPs Executive Management for information upon clearance from OEV's Director	DDoE	28 March 2022
Phase 5 - Executive Board (EB) and follow-up			
	Submit SER/recommendations to CPP for management response + SER to EB Secretariat for editing and translation	EM	15 April 2022
	Tail end actions, OEV websites posting etc.	EM	30 April 2022
	Presentation and discussion of SER at EB Round Table	DDoE & EM	Oct 2022
	Presentation of Summary Evaluation Report to the EB	DDoE	Nov 2022
	Presentation of management response to the EB	RD RBN	Nov 2022

Annex 4: Preliminary Stakeholder analysis

	Interest in the evaluation	Participation in the evaluation	Who
Internal (WFP) stakeholders			
Country office	Primary stakeholder and responsible for country level planning and implementation of the current CSP, it has a direct stake in the evaluation and will be a primary user of its results in the development and implementation of the next CSP.	CO staff will be involved in planning, briefing, feedback sessions, as key informants will be interviewed during the main mission, and they will have an opportunity to review and comment on the draft ER, and management response to the CSPE.	Senior management, technical staff (e.g. Activity managers, VAM and M&E; gender field staff; supply chain, partnership; finance; ICT; HR)
WFP senior management and regional bureau	WFP Senior Management and the Regional Bureau in Bangkok (RBB) have an interest in learning from the evaluation results because of the strategic and technical importance of Pakistan in the WFP corporate and regional plans and strategies.	RBB staff will be key informants and interviewed during the inception and main mission. They will provide comments on the Evaluation Report and will participate in the debriefing at the end of the evaluation mission. It will have the opportunity to comment on SER and management responses to the CSPE.	Members of the Internal Reference Group and other technical and senior staff.
WFP Divisions	WFP technical units such as programme policy, EPR, school feeding, nutrition, gender, vulnerability analysis, performance monitoring and reporting, gender, capacity strengthening, resilience, safety nets and social protection, partnerships, logistics and governance have an interest in lessons relevant to their mandates.	The CSPE will seek information on WFP approaches, standards and success criteria from these units linked to main themes of the evaluation (extensively involved in initial virtual briefing of the evaluation team) with interest in improved reporting on results. They will have an opportunity to review and comment on the draft ER, and management response to the CSPE.	Senior management, technical staff
WFP Executive Board	Accountability role, but also an interest in potential wider lessons from	Presentation of the evaluation results at the November 2022 session to inform Board	Technical and Policy staff

	Pakistan's evolving contexts and about WFP roles, strategy, and performance.	members about the performance and results of WFP activities in Pakistan.	
Office of Evaluation (OEV)	OEV will use evaluation findings and recommendations for synthesis and feeding into other evaluations, as well as to provide comments on the new CSP.	OEV is responsible for managing the evaluation.	
External stakeholders			
Affected population / Beneficiary Groups disaggregated by gender and age groups (women, men, boys and girls), status groups, smallholder farmers, training activity participants, other vulnerable groups such as people with disabilities, targeted by the Government and partner programmes assisted by WFP	As the ultimate recipients of food/ cash and other types of assistance, such as capacity development, beneficiaries have a stake in WFP determining whether its assistance is relevant, appropriate and effective.	They will be interviewed and consulted during the field missions. Special arrangements may have to be made to meet children.	The CO has made efforts to collect information on disabled persons and is also working with other marginalized groups such as transsexual people. Special efforts should where relevant be made to consult these groups.
Government at central level	In Pakistan the evaluation is expected to enhance collaboration and synergies with WFP, clarifying mandates and roles, and accelerating progress towards replication, hand-over and sustainability.	They will be interviewed and consulted during the inception mission and the field missions, at central and field level. Interviews will cover policy and technical issues and they will be involved in the feedback sessions.	Ministry of National Health Services, Ministry of Federal Education and Professional Training, Ministry of Climate Change, , Benazir Income Support Programme, Commissionerate Afghan Refugees (CAR), the Academy of Educational Planning and Management, Ministry of Planning, Development and Reform, Ministry of National Food Security and Research, National Disaster Management Authority, Prime Minister's Office,

<p>Government at decentralized level</p>	<p>The CO is increasingly working with the government at decentralized level in the regions in which it works. The evaluation is expected to enhance collaboration and synergies with WFP, clarifying mandates and roles, and accelerating progress towards replication, hand-over and sustainability.</p>	<p>They will be interviewed and consulted during the inception mission and the fieldwork. Interviews will cover policy and technical issues and they will be involved in the feedback sessions.</p>	<p>Federal Administered Tribal Areas (FATA) Secretariat; Directorate of Education Khyber Pakhtunkhwa, Provincial Offices of Government Departments, The Health Department - Government of Balochistan, KPK and Sindh, Provincial Disaster Management Authority (PDMA) of Khyber Pakhtunkhwa, the Ministry of National Health Services, Regulations and Coordination, Islamabad, and the District Disaster Management Unit of Chitral</p>
<p>Cooperating partners and NGOs</p>	<p>WFP relied on NGO partners due to their vital proximity, knowledge, and capacity to reach beneficiaries, especially for emergency relief and resilience operations. They have an interest in learning from the evaluations with a view to improve on-going and future collaboration with WFP.</p>	<p>Interviews with managers and owners of private businesses</p>	<p><i>Technical and policy staff</i></p> <p>ACTED - Agency for Technical Cooperation and Development; Concern Worldwide; Nutrition International; Secours Islamique France; Aga Khan Rural Support Programme; Aga Khan University; Aiming Change for Tomorrow (ACT); Azat Foundation; Balochistan Rural Support Programme; Basic Education and Employable Skills Training, Centre of Excellence in Rural Development; Community Research and Development Organization; Focus Humanitarian Assistance; Foundation for Rural Development; Health & Nutrition Development Society; HUJRA Village Support Organization; Lawari Humanitarian Organization; Medical Emergency Resilience Foundation; National Rural Support Programme (NRSP); Nations Capacity Building Programme (NCBP); Poverty Alliance Welfare Trust; PPHI Sindh, Prime Foundation; Sarhad Rural Support Programme; Shifa Foundation, Sustainable Development Policy Institute; Taraqee Foundation, Women Empowerment Organization; Youth Organization (YO); Pakistan Red Crescent Society</p>

<p>Academia</p>	<p>WFP relied on Academia for undertaking particular studies or pieces of research. They have an interest in learning from the evaluation with a view to improve on-going and future collaboration with WFP.</p>	<p>Interviews with a focal point in academic organizations, feedback sessions,</p>	<p><i>Technical staff</i> Aga Khan University, National Agricultural Research Centre; Karachi and Khyber Medical University Peshawar</p>
<p>Private and public sector partners</p>	<p>WFP works with the private sector through a public-private partnership model on the wheat supply chain. They have an interest in learning from the evaluation with a view to improve on-going and future collaboration with WFP.</p>	<p>involvement in interviews, feedback sessions,</p>	<p><i>Technical staff</i> SUN Network, Financial Institutions</p>
<p>UN Country Team, Clusters, and Other International Organizations</p>	<p>UN agencies and other partners in Pakistan have a stake in this evaluation in terms of partnerships, performance, future strategic orientation, as well as issues pertaining to UN coordination.</p> <p>UN Resident Coordinator and agencies have an interest in ensuring that WFP activities are effective and aligned with their programmes. This includes the various coordination mechanisms such as (protection, food security, nutrition etc.) There is also an opportunity to coordinate to the extent possible various evaluations across the UN.</p> <p>The CSPE can be used as inputs to improve collaboration, co-ordination and increase synergies within the UN system and its partners.</p> <p>Pakistan is a United Nations Delivering as One country and is implementing</p>	<p>The evaluation team will seek key informant interviews with the UN and other partner agencies involved in nutrition and national capacity development.</p> <p>The CO will keep UN partners, other international organizations informed of the evaluation's progress.</p>	<p><i>Resident Coordinator, Technical and Policy staff</i> Resident Agencies UNICEF, UNHCR, UNFPA, UNDP, FAO, ILO, OCHA, UNWOMEN, WHO, UNESCO, IFAD, UNAIDS, UNODC, UNIDO, IOM, UNFPA, UNOPS, OCHA, UNDSS, UNIC Inter-Agency Group on Gender and Development (INGAD). IFIs: World Bank, Asian Development Bank</p>

	phase 3 of the Pakistan One United Nations Programme, also known as the United Nations Sustainable Development Framework for 2018–2022 (UNSDF III)		
Donors	WFP activities are supported by several donors who have an interest in knowing whether their funds have been spent efficiently and if WFP's work is effective in alleviating food insecurity of the most vulnerable.	Involvement in interviews, feedback sessions, report dissemination.	Technical and policy staff Australia, Canada, the European Commission, USA, the United Kingdom, One United, Nations Fund, United Nations Central Emergency Response Fund (UN CERF), Japan, Saudi Arabia, Switzerland, Emergency preparedness and Response Trust Fund, UN Central Emergency Response Fund, Ireland, Germany, Bill and Melinda Gates Foundation, Government of Pakistan, Norway

Annex 5: Evaluability assessment

Table 1: CSP Pakistan [2018-2020] logframe analysis

Logframe version		Outcome indicators	Cross-cutting indicators	Output indicators
v 1.0 July 2017	Total nr. of indicators	28	7	44
v 2.0 May 2018	New indicators	0	0	0
	Discontinued indicators	0	0	0
	Total nr. of indicators	28	7	44
v 3.0 Jan 2019	New indicators	0	0	3
	Discontinued indicators	0	0	0
	Total nr. of indicators	28	7	52
v 4.0 Apr 2019	New indicators	10	3	52
	Discontinued indicators	1	0	0
	Total nr. of indicators	37	10	104
v 4.0 ⁸⁹ Feb 2021	New indicators	10	4	52
	Discontinued indicators	1	0	0
	Total nr. of indicators	37	11	104

⁸⁹ Date version 4.0 was modified. No further logframe has been created by the Country Office.

Total number of indicators that were included across all logframe versions	27	7	52
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Source: COMET report CM-L010 (Date of Extraction: 22.12.2020), updated on 6.4.2021

Table 2: Analysis of results reporting in Pakistan Annual Country Reports [2018-2020]



		ACR 2018	ACR 2019	ACR 2020
Outcome indicators				
	Total number of indicators in applicable logframe	28	37	37
Baselines	Nr. of indicators with any baselines reported	28	37	20
	<i>Total nr. of baselines reported</i>	60	62	66
Year-end targets	Nr. of indicators with any year-end targets reported	28	37	20
	<i>Total nr. of year-end targets reported</i>	60	62	66
CSP-end targets	Nr. of indicators with any CSP-end targets reported	28	37	18
	<i>Total nr. of CSP-end targets reported</i>	60	62	62
Follow-up	Nr. of indicators with any follow-up values reported	26	37	18
	<i>Total nr. of follow-up values reported</i>	59	62	63
Cross-cutting indicators				
	Total number of indicators in applicable logframe	7	10	11
Baselines	Nr. of indicators with any baselines reported	7	8	9
	<i>Total nr. of baselines reported</i>	14	20	26

Year-end targets	Nr. of indicators with any year-end targets reported	7	8	8
	<i>Total nr. of year-end targets reported</i>	14	20	20
CSP-end targets	Nr. of indicators with any CSP-end targets reported	7	8	9
	<i>Total nr. of CSP-end targets reported</i>	14	20	26
Follow-up	Nr. of indicators with any follow-up values reported	7	8	8
	<i>Total nr. of follow-up values reported</i>	14	20	20
Output indicators				
	Total number of indicators in applicable logframe	44	104	104
Targets	Nr. of indicators with any targets reported	44	104	62
	<i>Total nr. of targets reported</i>	44	104	128
Actual values	Nr. of indicators with any actual values reported	41	104	56
	<i>Total nr. of actual values reported</i>	44	136	101

Source: ACR Pakistan [2018-2020]

Annex 6: WFP Pakistan presence in years pre-CSP

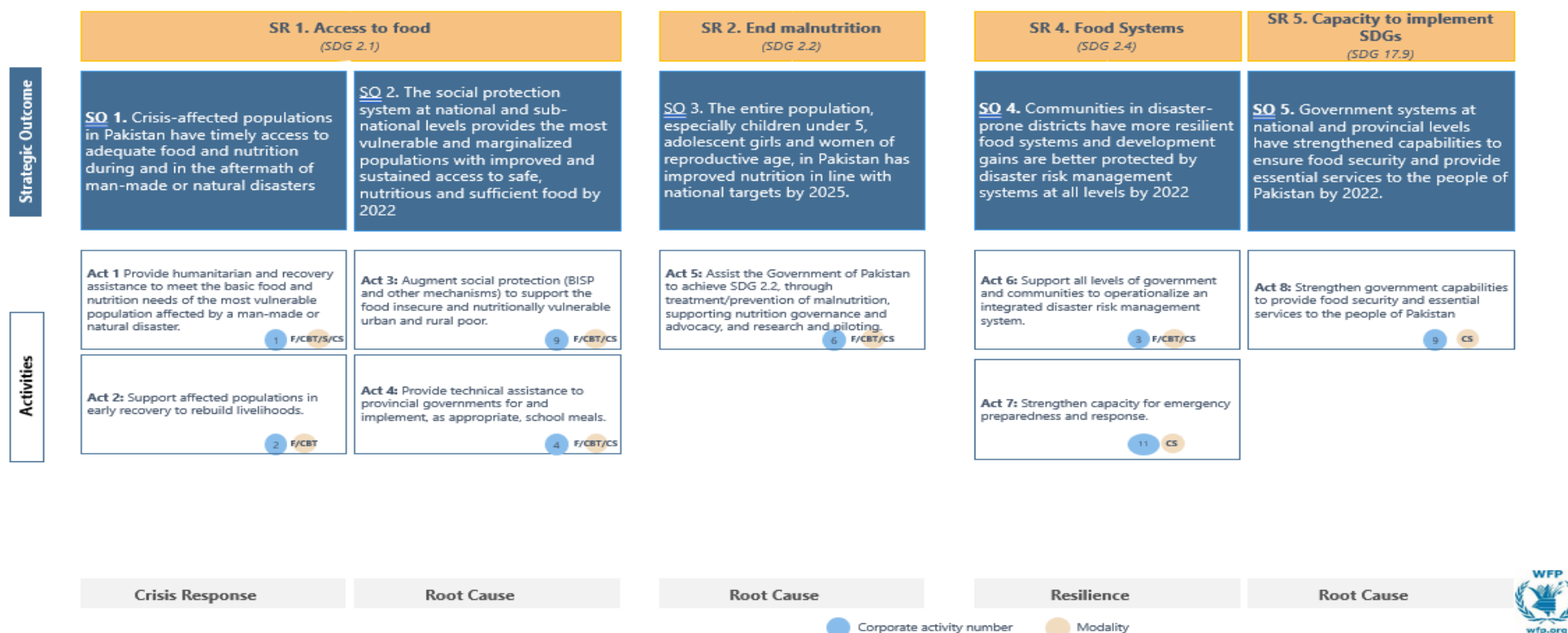
		2015	2016	2017
Pakistan natural and man-made disasters, outbreak of conflict		Natural disasters such as floods and earthquakes affected the country. Monsoon rains which began in July caused flooding mainly in Sindh, Punjab, and Balochistan provinces, affecting 1.6 million individuals. A 7.5 magnitude earthquake in October affected large areas of Pakistan leaving 280 fatalities, 1,800 people injured, and 100,000 houses damaged.	Heavy rainfall and deadly windstorms caused floods and landslides which killed at least 262 people, left 223 injured, with 56% of the fatalities occurring in Khyber Pakhtunkhwa (KP), and damaged almost 2,700 houses.	Continuous heavy rains and record-breaking snow fall caused widespread flooding across three districts in Balochistan, from 17 to 22 January 2017. The Government declared an emergency in the most impacted districts and demanded assistance for roughly 60,000 affected people in the province.
	PRRO [Enhancing Food and Nutrition Security and Rebuilding Social Cohesion, 2013 – 2015]	<ul style="list-style-type: none"> a) General Food Distribution b) Community management of acute malnutrition c) Prevention of stunting/addressing micronutrient deficiencies d) Early recovery of livelihoods e) School feeding (pupils) f) Disaster risk reduction 		
WFP Interventions		<p>Total requirements: 676,125,674 USD</p> <p>Total contributions received: 578,361,292 USD</p> <p>Funding: 85.5%</p>		

WFP Interventions	PRRO [Transition: Towards Resilient and Food-Secure Pakistan, Jan 2016 – Dec 2018	-	<ul style="list-style-type: none"> a) <i>General Food Distribution</i> b) <i>Prevention of acute malnutrition and stunting</i> c) <i>Addressing micronutrient deficiencies</i> d) <i>Community management of acute malnutrition (CMAM)</i> e) <i>Livelihoods</i> f) <i>School feeding</i> g) <i>Disaster risk reduction</i> 	
			<p><i>Total requirements: 349,705,324 USD</i></p> <p><i>Total contributions received: 222,867,739 USD</i></p> <p><i>Funding: 63.7%</i></p>	
Outputs at Country Office Level	Food distributed (MT) 	293,815	178,033	70,670
	Cash distributed (USD) 	n.a.	8,551,786	7,239,489
	Actual beneficiaries (number)	3,642,570	2,966,811	2,441,401

Source: SPR, [Operations database](#) | [World Food Programme \(wfp.org\)](#)

Annex 7: Line of Sight

CSP Pakistan 2018-2022



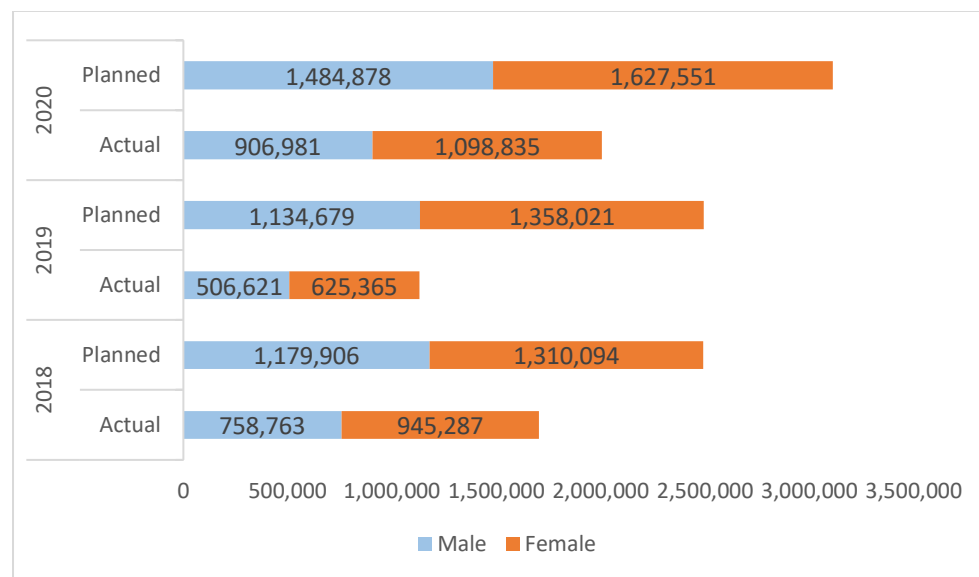
Annex 8: Key information on beneficiaries and transfers

Table 1: Actual beneficiaries versus planned [2018-2020] by year, strategic outcome, activity category and gender

Strategic Objective (SO)	Activity	2018 Planned beneficiaries		2018 Actual beneficiaries		2018 Actuals as a % of planned beneficiaries		2019 Planned beneficiaries		2019 Actual beneficiaries		2019 Actuals as a % of planned beneficiaries		2020 Planned beneficiaries		2020 Actual beneficiaries		2020 Actuals as a % of planned beneficiaries	
		M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F
SO1: End hunger by protecting access to food	Act. 1	337,518	330,482	80,791	78,875	23.9%	23.9%	265,047	255,953	60,588	58,283	22.9%	22.8%	557,708	537,475	351,391	338,016	63%	63%
	Act. 2	455,400	444,600	366,102	357,419	80.4%	80.4%	458,730	441,270	383,838	369,227	83.7%	83.7%	165,156	158,870	138,753	133,472	84%	84%
	Act. 3	378,000	186,031		181,619	97.3%		2,463	7,389	429	407	17.4%	5.5%	288,417	282,450	285,995	275,109	99%	97%
	Act. 4	412,259	273,743	-	-	0.0%	0.0%	283,165	193,834	-	-	0.0%	0.0%	300,443	206,558	13,950	18,669	5%	9%
Total SO1		1,207,632	1,056,222	632,924	617,913	52.4%	58.5%	1,009,405	898,446	444,855	427,917	44.1%	47.6%	1,311,724	1,185,353	790,089	765,266	60%	65%
SO2: Improve nutrition	Act. 5	212,264	521,936	125,849	327,363	59.3%	62.7%	280,021	637,879	61,770	197,441	22.1%	31.0%	282,941	513,959	116,894	333,568	41%	65%
SO3: Achieve food security	Act. 6	7,591	7,411	-	-	0.0%	0.0%	21,406	20,592	-	-	0.0%	0.0%	79,514	76,487	-	-	N/A	N/A
Total with overlap		1,427,487	1,585,569	758,773	945,276	53.2%	59.6%	1,310,832	1,556,917	506,625	625,358	38.6%	40.2%	1,674,179	1,775,799	906,983	1,098,834	54%	62%

Source: COMET report CM-R020, data extracted on [18/12/2020], ACR

Figure 1: Actual versus planned beneficiaries by gender in Pakistan, [2018-2020]



Source: COMET report CM-R001b, data extracted on [12/18/2020], ACR 2020

Table 2: Actual beneficiaries by transfer modality in Pakistan, and by strategic outcome and year

Strategic Objective	Activity	Total number of beneficiaries receiving food in 2018	Actual vs Planned beneficiaries receiving in food in 2018 (%)	Total number of beneficiaries receiving CBT in 2018	Actual versus Planned beneficiaries receiving CBT in 2018 (%)	Total number of beneficiaries receiving food in 2019	Actual vs Planned beneficiaries receiving in food in 2019 (%)	Total number of beneficiaries receiving CBT in 2019	Actual versus Planned beneficiaries receiving CBT in 2019 (%)	Total number of beneficiaries receiving food in 2020	Actual vs Planned beneficiaries receiving in food (%) in 2020	Total number of beneficiaries receiving CBT in 2020	Actual versus Planned beneficiaries receiving CBT in 2020 (%)
SO1: End hunger by protecting access to food	Act. 1	159,666	33.5%	-	0%	118,872	31.8%	-	0%	507,642	98.1%	181,766	31.5%
	Act. 2	409,392	91.0%	314,130	69.8%	453,840	100.9%	314,934	70.0%	-	-	272,227	84.0%
	Act. 3	-	0%	367,650	-	836	10.8%	-	0%	-	0%	561,102	99.4%
	Act. 4	-	0%	-	0%	-	0%	-	0%	-	0%	32,617	25.9%

Total SO1	569,058	38%		681,780	91%	573,548	48%	314,934	44%	507,642	56%	1,047,712	66%
SO2: Improve nutrition	Act. 5	453,212	61.7%	-	-	259,211	28.2%	-	-	450,462	56.5%	-	-
SO3: Achieve food security	Act. 6	-	-	-	0%	-	-	-	0%	-	-	-	0%
Grand Total	1,022,270	45%		681,780	89%	832,759	39%	314,934	42%	958,104	56%	1,047,712	60%

Source: COMET report CM-R002b, data extracted on 18.12.2020

Table 3: Actual beneficiaries by activity category, by residence status and year

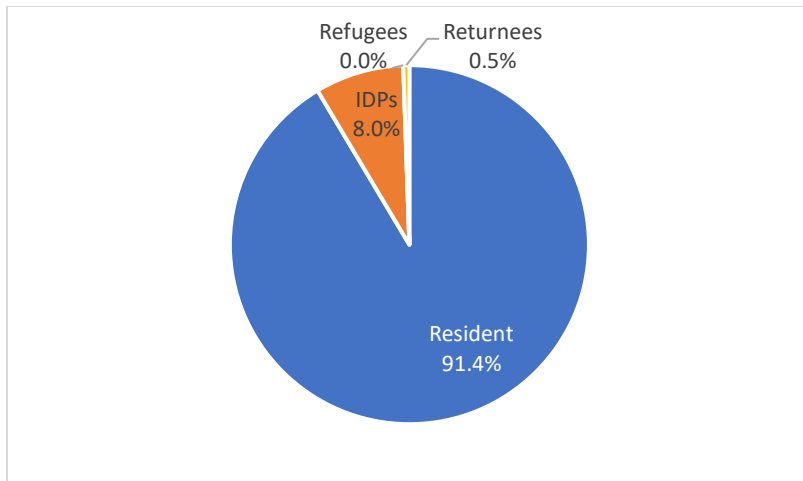
Residence Status	Number of beneficiaries 2018	% 2018	Number of beneficiaries 2019	% 2019	Number of beneficiaries 2020	% 2020
Resident	1,544,380	66.5%	1,013,113	40.6%	1,902,414	61%
TDPs ⁹⁰	168,249	89.6%	118,872	N/A	103,402	N/A
Returnees	8,878	N/A ⁹¹	-	-	-	-

Source: COMET report CM-R001b, data extracted on [18/12/2020], ACR 2020

⁹⁰ Temporarily Dislocated Persons (TDPs) is the terminology used and not IDPs

⁹¹ Zero planned beneficiaries

Figure 10: Share of beneficiaries per residence status (in %, based on yearly averages)



Source: COMET report CM-R001b (Date of Extraction: 18.12.2020); data updated on 6.4.2020

Annex 9: Communication and Knowledge Management plan

Phase Evaluation stage	What Communication product	Which Target audience	How & where Channels	Who Creator lead	When Publication deadline
Preparation	Comms in ToR	<ul style="list-style-type: none"> • Evaluation team 	<ul style="list-style-type: none"> • Email 	EM/ CM	April 2021
Preparation	Summary ToR and ToR	<ul style="list-style-type: none"> • WFP technical staff/programmers/practitioners • WFP country/regional office/local stakeholders 	<ul style="list-style-type: none"> • Email • WFPgo; WFP.org 	EM	June 2021
Inception	Inception report	<ul style="list-style-type: none"> • WFP technical staff/programmers/practitioners • WFP country/regional office/local stakeholders 	<ul style="list-style-type: none"> • Email • WFPgo 	EM	June 2021
Reporting	Exit debrief	<ul style="list-style-type: none"> • CO staff & stakeholders 	<ul style="list-style-type: none"> • PPT, meeting support 	EM/ET	July 2021
Reporting	Stakeholder workshop	<ul style="list-style-type: none"> • WFP technical staff/programmers/practitioners • WFP country/regional office/local stakeholders 	<ul style="list-style-type: none"> • Workshop, meeting • Piggyback on any CSP formulation workshop 	EM/ET	January 2022
Dissemination	Summary evaluation report	<ul style="list-style-type: none"> • WFP EB/governance/management • WFP country/regional office/local stakeholders • WFP technical staff/programmers/practitioners • Donors/countries • Partners/civil society /peers/networks 	<ul style="list-style-type: none"> • Executive Board website (for SERs and MRs) 	EM/EB	March 2022
Dissemination	Evaluation report	<ul style="list-style-type: none"> • WFP EB/governance/management • WFP country/regional office/local stakeholders • WFP technical staff/programmers/practitioners • Donors/countries • Partners/civil society /peers/networks 	<ul style="list-style-type: none"> • Email • Web and social media, KM channels (WFP.org, WFPgo, Twitter) • Evaluation network platforms (UNEG, ALNAP) 	EM	Feb 2022

			<ul style="list-style-type: none"> • Newsflash 		
Dissemination	Management response	<ul style="list-style-type: none"> • WFP EB/governance/ management • WFP country/regional office/local stakeholders • WFP technical staff/programmers /practitioners • Donors/countries • Partners/civil society/peers/networks 	<ul style="list-style-type: none"> • Web (WFP.org, WFPgo) • KM channels 	CPP	March -April 2022
Dissemination	ED memorandum	<ul style="list-style-type: none"> • ED/WFP management 	<ul style="list-style-type: none"> • Email 	EM	March -April 2022
Dissemination	Talking points/key messages	<ul style="list-style-type: none"> • WFP EB/governance/management • WFP technical staff/programmers /practitioners • Donors/countries 	<ul style="list-style-type: none"> • Presentation 	EM	April - September 2022
Dissemination	PowerPoint presentation	<ul style="list-style-type: none"> • WFP EB/governance/management • WFP technical staff/programmers /practitioners • Donors/countries 	<ul style="list-style-type: none"> • Presentation 	EM	October - November 2022
Dissemination	Report communication	<ul style="list-style-type: none"> • Oversight and Policy Committee (OPC) • Division Directors, country offices and evaluation specific stakeholders 	<ul style="list-style-type: none"> • Email 	EM	November - December 2022
Dissemination	Newsflash	<ul style="list-style-type: none"> • WFP EB/governance/ management • WFP country/regional office/local stakeholders • WFP technical staff/programmers /practitioners • Donors/countries • Partners/civil society /peers/networks 	<ul style="list-style-type: none"> • Email 	CM	November - December 2022
Dissemination	Business cards	<ul style="list-style-type: none"> • Evaluation community • Partners/civil society /peers/networks 	<ul style="list-style-type: none"> • Cards 	CM	November - December 2022
Dissemination	Brief	<ul style="list-style-type: none"> • WFP EB/governance/management • WFP country/regional office/local stakeholders • WFP technical staff/programmers /practitioners • Donors/countries • Partners/civil society /peers/networks 	<ul style="list-style-type: none"> • Web and social media, KM channels (WFP.org, WFPgo, Twitter) 	EM	November - December 2022

			• Evaluation Networks (UNEG, ALNAP, EvalForward)		
Dissemination	Presentations, piggybacking on relevant meetings	<ul style="list-style-type: none"> • WFP technical staff/programmers /practitioners • WFP country/regional office/local stakeholders • WFP staff 	Presentation	EM	April 2021

Annex 10: Template for evaluation matrix

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
Evaluation Question 1: To what extent is WFP's strategic position, role, and specific contribution based on country priorities and people's needs as well as WFP's strengths?					
1.1 To what extent is the CSP relevant to national policies, plans, strategies, and goals, including achievement of the national Sustainable Development Goals?					
1.1.1 Alignment of strategic objectives to national policies, strategies and plans	The extent to which the strategic outcomes and proposed activities outlined in the CSP were relevant to national priorities as expressed in national policies, strategies and plans	<ul style="list-style-type: none"> Degree of matching between CSP strategic outcomes and national objectives outlined in government policies, strategies and plans Degree of matching of CSP activities and proposed interventions set out in government policies, strategies and plans Degree of involvement of Government in the preparation of the CSP Perception of senior government officials on the degree of alignment of WFP objectives and interventions with national policies, strategies and plans 	<ul style="list-style-type: none"> WFP CSP and consecutive budget revision documents Zero Hunger Review government policies, plans and programmes including, among others: i) <p>Senior government officials</p>	<p>Document review</p> <p>Semi-structured interviews</p>	
1.1.2 Alignment to national SDGs	The extent to which the strategic outcomes outlined in the CSP were aligned with	<ul style="list-style-type: none"> Degree of matching between CSP strategic outcomes and national SDG goals and targets 	<ul style="list-style-type: none"> WFP CSP and consecutive budget revision documents 	Document review	

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
1.4 To what extent is the CSP coherent and aligned with the wider United Nations and include appropriate strategic partnerships based on the comparative advantage of WFP in the country?					
Evaluation Question 2: What is the extent and quality of WFP's specific contribution to CSP strategic outcomes in the country?					
2.1 To what extent did WFP deliver expected outputs and contribute to the expected CSP strategic outcomes?					
2.2 To what extent did WFP contribute to achievement of cross-cutting aims (humanitarian principles, protection, accountability to affected populations, gender and other equity considerations)?					
2.3 To what extent are the achievements of the CSP likely to be sustained?					
2.4 In humanitarian contexts, to what extent did the CSP facilitate more strategic linkages between humanitarian, development, and (where appropriate) peace work?					

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
Evaluation Question 3: To what extent has WFP used its resources efficiently in contributing to CSP outputs and strategic outcomes?					
3.1 To what extent were outputs delivered within the intended timeframe?					
3.2 To what extent was coverage and targeting of interventions appropriate?					
3.3 To what extent were WFP's activities cost-efficient in delivery of its assistance?					
3.4 To what extent were alternative, more cost-effective measures considered?					
Evaluation Question 4: What are the factors that explain WFP performance and the extent to which it has made the strategic shift expected by the CSP?					
4.1 To what extent did WFP analyse or use existing evidence on the hunger challenges, the food security and nutrition issues, in the country to develop the CSP?					
4.2 To what extents has WFP been able to mobilize adequate, predictable and flexible resources to finance the CSP?					

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
4.3 To what extent did the CSP lead to partnerships and collaborations with other actors that positively influenced performance and results?					
4.4 To what extent did the CSP provide greater flexibility in dynamic operational contexts and how did it affect results?					
4.5 What are the other factors that can explain WFP performance and the extent to which is has made the strategic shift expected by the CSP?					

Annex 11: Approved CSP document

[Pakistan CSP \(2018–2022\) \(wfp.org\)](#)

Annex 12: Terms of Reference and composition for the CSP Evaluation's Internal Reference Group (IRG)

1. Background

The internal reference group (IRG) is an advisory group providing advice and feedback to the evaluation manager and the evaluation team at key moments during the evaluation process. It is established during the preparatory stage of the evaluation and is mandatory for all CSPEs.

2. Purpose and guiding principles of the IRG

The overall purpose of the IRG is to contribute to the credibility, utility and impartiality of the evaluation. For this purpose, its composition and role are guided by the following principles:

- **Transparency:** Keeping relevant stakeholders engaged and informed during key steps ensures transparency throughout the evaluation process
- **Ownership and use:** Stakeholders' participation enhances ownership of the evaluation process and products, which in turn may impact on its use
- **Accuracy:** Feedback from stakeholders at key steps of the preparatory, data collection and reporting phases contributes to accuracy of the facts and figures reported in the evaluation and of its analysis.

3. Roles

Members are expected to review and comment on evaluation deliverables and share relevant insights at key consultation points of the evaluation process.

The IRG's main role is as follows:

- Participate in face-to-face or virtual briefings to the evaluation team during the inception phase and/or evaluation phase
- Suggest key references and data sources in their area of expertise
- Participate in field debriefings (optional)
- Review and comment on the draft evaluation report and related annexes, with a particular focus on: a) factual errors and/or omissions that could invalidate the findings and change the conclusions; b) issues of political sensitivity that need to be refined in the way they are addressed or in the language used; and c) recommendations
- Participate in national learning workshops to validate findings and discuss recommendations
- Provide guidance on suggested communications products to disseminate learning from the evaluation.

IRG members, particularly those nominated as country office evaluation focal points are responsible for gathering inputs to evaluation products from their colleagues.

4. Membership

The IRG is composed of selected WFP stakeholders from mainly country office and regional bureaux. IRG members should be carefully selected based on the types of activities being implemented at country level, the size of the country office and the staffing components at the regional bureau level. Selected headquarters staff may also be

included in the IRG, depending on the CSPE context and the availability of expertise at the regional bureau level (where no technical lead is in post at the regional bureau level, headquarters technical staff should be invited to the IRG).

The table below provides an overview of IRG composition that allows for flexibility to adapt to specific country activities. The IRG should not exceed 15 active members.

Country office	Regional bureau TO BE CONFIRMED WITH RBB	Headquarters (optional)
<ul style="list-style-type: none"> • Arnhild Spence, Deputy Country Director/evaluation focal point • Peter Holtsberg, Head of Programme • Touseef Ahmed, M&E Officer/evaluation focal point <p>Keep in copy: Chris Kaye, Country Director</p>	<p>Core members:</p> <ul style="list-style-type: none"> • Aphitchaya Nguanbangchon, Social Protection Programme Officer • Britta Schumacher, Senior Nutrition Advisor • Stephanie Werner, Regional Emergencies Programme Officer <p>Keep in copy: REO and RDD</p> <ul style="list-style-type: none"> • Yumiko Kanemitsu, Regional Evaluation Officer • Anthea Webb, Deputy Regional Director 	<ul style="list-style-type: none"> • Daniel Dyssel, Programme Policy Officer PRO-T Capacity Strengthening • Bezuayehu Olana, Programme Policy Officer, Asset Creation, Livelihoods & Resilience unit, PRO-R

5. Approach for engaging the IRG:

The Office of Evaluation Regional Unit Head will engage with regional bureau (DRD) ahead of time to prepare for the upcoming evaluation, and to agree on the types and level of engagement expected from IRG members.

While the IRG members are not formally required to provide feedback on the terms of reference (ToR), the Office of Evaluation Regional Unit Head and Office of Evaluation evaluation manager will consult with the regional programme advisor and the regional evaluation officer at an early stage of terms of reference drafting, particularly as relates to: a) temporal and thematic scope of the evaluation, including any strategic regional strategic issues; b) evaluability of the country strategic plan; c) the humanitarian situation; and d) key donors and other strategic partners.

Once the draft terms of reference are ready, the Office of Evaluation evaluation manager will prepare a communication to be sent from the Director of the Office of Evaluation to the Country Director, with a copy to the regional bureau, requesting comments on the terms of reference from the country office and proposing the composition of the IRG for transparency.

The final version of the CSPE terms of reference will be shared with the IRG for information. IRG members will be given the opportunity to share their views on the evaluation scope, evaluability, partnerships etc. during the inception phase. The final version of the inception report will also be shared with the IRG for information. As mentioned in Section 3 of this terms of reference, IRG members will also be invited to comment on the draft evaluation report and to participate in the national learning workshop to validate findings and discuss recommendations.

Annex 13: Bibliography

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Annex 14: Acronyms

AAP	Accountability to Affected Persons
ALNAP	Active Learning Network for Accountability and Performance
AsDB	Asian Development Bank
CE	Centralized Evaluations
CO	WFP Country Office
COMET	Country Office Tool for Managing Programmes Effectively
DDoE	Deputy Director of Evaluation
DE	Decentralized Evaluations
DoE	Director of Evaluation
DRD	Deputy Regional Director
GNI	Gross National Income
HQ	WFP Headquarters
IAHE	Inter-Agency Humanitarian Evaluation
ODA	Official Development Assistance
OECD/DAC	The Organisation for Economic Co-operation and Development's Development Assistance Committee
PHQA	Post-Hoc Quality Assessment
PRRO	Protracted Relief and Recovery Operation
RB	Regional Bureau
RBB	Regional Bureau for Asia and the Pacific
REO	Regional Evaluation Officer
SER	Summary Evaluation Report
UNDP	United Nations Development Programme
UNEG	United Nations Evaluation Group
UNHCR	United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund

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