



WFP EVALUATION



World Food Programme

**SAVING LIVES
CHANGING LIVES**

Evaluation of Pakistan WFP Country Strategic Plan 2018-2022

Centralized evaluation report - Volume II Annexes

Office of Evaluation
OEV/2020/026

October 2022

Acknowledgements

The external Evaluation Team is very grateful for all the assistance provided by Catrina Perch, evaluation officer, Aboh Anyangwe, monitoring and evaluation officer, and Julie Thoulouzan, senior evaluation officer, of the World Food Programme (WFP) Office of Evaluation; Chris Kaye, Country Director of WFP Pakistan; the many colleagues at headquarters, regional bureau, country office and sub-offices. Assistance from the evaluation focal point in Pakistan, Touseef Ahmed, was invaluable.

We also acknowledge their valuable contribution and thank the numerous informants from the Pakistan Government, multilateral, bilateral, non-governmental organizations, and beneficiaries who generously gave their time and contributed to this evaluation.

Disclaimer

The opinions expressed in this report are those of the Evaluation Team and do not necessarily reflect those of the WFP. Responsibility for the opinions expressed in this report rests solely with the authors. Publication of this document does not imply endorsement by WFP of the opinions expressed.

The designations employed and the presentation of material in the maps do not imply the expression of any opinion whatsoever on the part of WFP concerning the legal or constitutional status of any country, territory, or sea area, or concerning the delimitation of frontiers.

Photocredits

Cover photo: WFP/Shehzad Noorani

Key personnel for the evaluation

Office of Evaluation

Anne-Claire Luzot	Deputy Director of Evaluation
Julie Thoulouzan	Senior Evaluation Officer
Catrina Perch	Evaluation Officer
Aboh Anyangwe	Research Analyst

External Evaluation Team (Tana Copenhagen)

Dr Ananda S Millard, PhD	Team Leader
Dr Arjumand Nizami, PhD	Deputy Team Leader – Resilience, Climate Change Adaptation
Dr Javeed Khan, MD	Nutrition Expert
Ir Inge Verdonk	Nutrition Expert
Dr Katharina Hackstein, PhD	Social Protection Expert
Léonie Borel	Evaluation Analyst
Julian Brett	Project Manager

Table of contents

Annex I: Terms of reference	1
Annex II: Evaluation timeline	3
Annex III: Methodology.....	5
Annex IV: Evaluation matrix.....	10
Annex V: Data collection tools	26
Annex VI: Fieldwork agenda.....	61
Annex VII: Findings – Conclusions – Recommendations mapping	63
Annex VIII: List of people interviewed	70
Annex IX: Contextual overview of key provinces	93
Annex X: Theory in use	95
Annex XI: Additional data on beneficiaries and food/cash transfers.....	100
Annex XII: Outputs, outcomes and cross-cutting detailed indicators	100
Annex XIII: Country Capacity Strengthening survey results	138
Annex XIV: Bibliography	141
Acronyms.....	156

List of figures

Figure 1: Share of allocated resources per focus area, direct and indirect costs 2018-2021 ...	96100
Figure 2: Beneficiaries per strategic outcome (SO) and year	96100
Figure 3: Beneficiaries planned vs actual by year and gender.....	96101
Figure 4: Planned vs actual beneficiaries per age group (2018–2021).....	97101
Figure 5: Number of CBT beneficiaries planned and reached*	98102
Figure 6: Planned vs actual CBT in USD per year per SO	98102
Figure 7: Number of food transfer beneficiaries reached vs planned*.....	99103
Figure 8: Planned vs actual in-kind food distributed in metric tons by year and by SO.....	99103
Figure 9: Training per year	138130
Figure 10: Utility of information gained in training – frequency of use	139131
Figure 11: Changes in personal practices as a result of training (individual).....	139131
Figure 12: Institutional change in practice policies or strategies as a result of training	140132

List of tables

Table 1: Ethical considerations, risks, and safeguards.....	7
Table 2: Evaluation matrix.....	10
Table 3: Field work agenda	6166
Table 4: Mapping of findings, conclusions, and recommendations.....	6368
Table 5: Beneficiary interactions per province.....	6570
Table 6: List of stakeholders interviewed.....	6570
Table 7: Contextual overview of major partner provinces of WFP	9397
Table 8: Number of evaluable, partially evaluable and non-evaluable indicators	100104
Table 9: Evaluable and partially evaluable outputs achieved for SO1, Activity 1 from 2018 to 2021	101105
Table 10: Evaluable and partially evaluable outputs achieved for SO1, Activity 2 from 2018 to 2021.....	103106
Table 11: Evaluable and partially evaluable outputs achieved for SO2, Activity 3 from 2018 to 2021.....	110109
Table 12: Evaluable and partially evaluable outputs achieved for SO2, Activity 4 from 2018 to 2021.....	111110
Table 13: Evaluable and partially evaluable outputs achieved for SO3, Activity 5 from 2018 to 2021.....	113111
Table 14: Evaluable and partially evaluable outputs achieved for SO4, Activity 6 from 2018 to 2021.....	119114
Table 15: Evaluable and partially evaluable outputs achieved for SO4, Activity 7 from 2018 to 2021.....	120115
Table 16: Evaluable and partially evaluable outputs achieved for SO5, Activity 8 from 2018 to 2021.....	124117
Table 17: Evaluable and partially evaluable outcomes indicators achieved for SO1 from 2018 to 2021.....	126119
Table 18: Evaluable and partially evaluable outcomes indicators achieved for SO2 from 2018 to 2021.....	128121

Table 19: Evaluable and partially evaluable outcomes indicators achieved for SO3 from 2018 to 2021	129121
Table 20: Evaluable and partially evaluable cross-cutting indicators achieved for cross-cutting (CC) issue 1 (protection) from 2018 to 2021	130122
Table 21: Evaluable and partially evaluable cross-cutting indicators achieved for cross-cutting (CC) issue 2 (accountability) from 2018 to 2021	131123
Table 22: Evaluable and partially evaluable cross-cutting indicators achieved for cross-cutting (CC) issue 3 (gender) from 2018 to 2021	131123

Annex I: Terms of reference

Evaluation of Pakistan Country Strategic Plan 2018-2022

Summary Terms of Reference



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's performance for country-level strategic decisions, specifically for developing the next Country Strategic Plan and 2) to provide accountability for results to WFP stakeholders.

Subject and focus of the evaluation

The WFP Country Strategic Plan (CSP) for Pakistan (2018-2022) centres around five Strategic Outcomes focusing on access to food, nutrition, social protection, disaster risk reduction and resilience and capacity strengthening. Under the CSP, WFP planned to shift from relief to development, specifically to reduce food and nutrition assistance, and invest in strengthening the capacity of institutions responsible for tackling persistent malnutrition.

The overall budget of the Pakistan CSP approved by the Executive Board in February 2018 was USD 447.4 million for a total of 7.6 million beneficiaries over the entire CSP duration. The last budget revision brought the overall budget to approximately USD 474.4 million and the planned number of beneficiaries to 9.2 million.

The evaluation will assess WFP contributions to CSP strategic outcomes, establishing plausible causal relations between the outputs of WFP activities, the implementation process, the operational environment and changes observed at the outcome level, including any unintended consequences. It will also focus on adherence to humanitarian principles, gender equality, protection and accountability to affected populations.

The evaluation will adopt standard UNEG and OECD/DAC evaluation criteria, namely: relevance, coherence, efficiency, effectiveness and sustainability, as well as connectedness and coverage.

Objectives and stakeholders of the evaluation

WFP evaluations serve the dual objectives of accountability and learning.

The evaluation will seek the views of, and be useful to, a range of WFP's internal and external stakeholders and

presents an opportunity for national, regional and corporate learning. The primary users of the evaluation findings and recommendations will be the WFP Country Office and its stakeholders to inform the design of the new Country Strategic Plan. The evaluation report will be presented at the Executive Board session in November 2022.

Key evaluation questions

The evaluation will address the following four key questions:

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?

The evaluation will assess the extent to which the CSP is relevant to national policies, plans, strategies and goals, including achievement of the national Sustainable Development Goals. It will further assess the extent to which the CSP addresses the needs of the most vulnerable people in the country to ensure that no one is left behind; whether WFP's strategic positioning has remained relevant throughout the implementation of the CSP in light of changing context, national capacities and needs, in particular in response to the COVID-19 pandemic; and to what extent the CSP is coherent and aligned with the wider UN cooperation framework and includes appropriate strategic partnerships based on the comparative advantage of WFP in the country.

QUESTION 2: What is the extent and quality of WFP's specific contribution to CSP strategic outcomes in Pakistan?

The evaluation will assess the extent to which WFP delivered the expected outputs and contributed to the expected strategic outcomes of the CSP, including the achievement of cross-cutting aims (humanitarian principles, protection, accountability to affected populations, gender equality and other equity considerations), and if the response to COVID-19 changed the degree of contribution in any of these areas. It will also assess the extent to which the achievements of the CSP are likely to be sustainable; and whether the CSP facilitated more strategic linkages between humanitarian, development and, where appropriate, peace work.

QUESTION 3: To what extent has WFP's used its resources efficiently in contributing to CSP outputs and strategic outcomes? The evaluation will assess whether outputs were delivered within the intended timeframe; the appropriateness of coverage and targeting of interventions; cost-efficient delivery of assistance; and whether alternative, more cost-effective measures were considered.

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?

The evaluation will assess the extent to which WFP analyzed and used existing evidence on hunger challenges, food security and nutrition issues in the country to develop the CSP. It will also assess the extent to which the CSP led to the mobilization of adequate, predictable and flexible resources; the development of appropriate partnerships and collaboration with other actors; greater flexibility in dynamic operational contexts, in particular as regards adaptation and response to the COVID-19 and other unexpected crises and challenges; and how these factors affect results. Finally, the evaluation will seek to identify any other organizational and contextual factors influencing WFP performance and the strategic shift expected by the CSP.

Scope, methodology and ethical considerations

The unit of analysis is the Country Strategic Plan approved by the WFP Executive Board in February 2018, as well as any subsequent approved budget revisions.

The evaluation covers all WFP activities (including cross-cutting results) from 2017, i.e. one year prior to the launch of the CSP, till end 2021, to better assess the extent to which the strategic shifts envisaged with the introduction of the CSP have taken place.

The evaluation will adopt a mixed methods approach using a variety of primary and secondary sources, including desk review, key informant interviews, surveys, and focus groups discussions. Systematic triangulation across different sources and methods will be carried out to validate findings and avoid bias in the evaluative judgement. It will also assess how relevant and effective WFP was in responding to the covid-19 crisis in the country.

Considering recent developments related to the COVID-19 pandemic, the inception phase will be conducted remotely. Depending on how the country and global contexts evolve in case of international travel restrictions, during the data collection phase, national team members not affected by travel restrictions will conduct in-person interviews and field visits. Should the contextual situation allow it, a final learning workshop will be held in Islamabad.

The evaluation conforms to WFP and 2020 UNEG ethical guidelines. 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 in no harm to participants or their communities.

Roles and responsibilities

EVALUATION TEAM: The evaluation will be conducted by a team of independent consultants with a mix of relevant expertise related to the Pakistan CSP (i.e. humanitarian assistance, food and nutrition security, school-based programmes, climate risk management and disaster risk reduction, resilience activities, institutional capacity strengthening, gender equality, humanitarian protection and accountability to affected populations).

OEV EVALUATION MANAGER: The evaluation will be managed by Catrina Perch, Evaluation Officer in the WFP Office of Evaluation. She will be the main interlocutor between the evaluation team, represented by the team leader, and WFP counterparts, to ensure a smooth implementation process and compliance with OEV quality standards for process and content. Second level quality assurance will be provided by Julie Thoulouzan, Senior Evaluation Officer.

An **Internal Reference Group** of a cross-section of WFP stakeholders from relevant business areas at different WFP levels will be consulted throughout the evaluation process to review and provide feedback on evaluation products.

The Deputy Director of Evaluation will approve the final versions of all evaluation products.

STAKEHOLDERS: WFP stakeholders at country, regional and HQ level are expected to engage throughout the evaluation process to ensure a high degree of utility and transparency. External stakeholders, such as beneficiaries, government, donors, implementing partners and other UN agencies will be consulted during the evaluation process.

Communication

Preliminary findings will be shared with WFP stakeholders in the Country Office, the Regional Bureau and Headquarters during a debriefing session at the end of the data collection phase. A country learning workshop will be held in January 2022 to ensure a transparent evaluation process and promote ownership of the findings and preliminary recommendations by country stakeholders.

Evaluation findings will be actively disseminated, and the final evaluation report will be publicly available on WFP's website.

Timing and key milestones

Inception Phase: July - September 2021

Data collection: September - October 2021

Remote Debriefing: October 2021

Reporting: October 2021 – April 2022

Stakeholder Workshop: January 2022

Executive Board: November 2022

Annex II: Evaluation timeline

1. Below we present an updated version of the evaluation timeline that was agreed with WFP during the inception phase.

Phase 1 – Preparation		Responsible	Timeline
	Draft Terms of Reference (ToR) cleared by Deputy Director of Evaluation (DDoE) and circulated for comments to Country Office (CO) and to Long Term Agreement (LTA) firms	DDoE	
	CO reviews/comments on draft ToR	CO	
	Final revised ToR sent to WFP stakeholders	Evaluation Manager (EM)	28 May 2021
	Proposal deadline based on the draft TOR	LTA	11 June 2021
	LTA proposal review		11-25 June 2021
	Contracting evaluation team/firm	EM	23 July 2021
Phase 2 – Inception			
	Team preparation, literature review	Team	19-26 July 2021
	Remote Inception Briefing with OEV, HQ Divisions, RB	EM & Team	26 July 2021
	Remote Inception Briefings with CO	EM + TL (Team Leader)	27 July- 3 August 2021
	Submit draft Inception Report (IR)	TL	23 Aug 2021
	OEV quality assurance and feedback	EM/QA2 (Quality Assurance)	23-25 Aug 2021
	Submit revised IR	TL	15 September
	Draft IR DDoE Clearance prior to sharing with CO	DDoE	16-22 September
	IR review	CO	23-29 September
	Submit revised IR	TL	1 October
	IR review	EM	4 October
	IR Clearance	QA 2	4-5 October
	EM circulates final IR to WFP key Stakeholders for their information + post a copy on intranet.	EM	5 October
Phase 3 – Data Collection, including Fieldwork			
	In country/remote data collection	Team	6-27 October
	Exit Debrief (PPT)	TL	3 November
	Preliminary Findings debrief	Team	18 November
Phase 4 – Reporting			
Draft 0	Submit high-quality draft Evaluation Report (ER) to OEV (after the company's quality check) (D0)	TL	25 November
	OEV quality feedback sent to TL	EM/QA2	1 December
DRAFT 1	Submit revised draft ER to OEV (D1)	TL	6 December
	ER QA1/QA2 review	EM/QA2	9 December

	Submit revised draft ER to OEV	TL	14 December
	Draft ER clearance by DDoE	DDoE	16-22 December
	OEV shares draft ER with IRG	EM/IRG	23 Dec 2021
	IRG (Internal Reference Group) reviews/comments on draft ER	IRG	12 Jan 2022
	Learning workshop (Islamabad)	IRG/TL/EM	19-20 Jan 2022
Draft 2	Submit revised draft ER to OEV based on WFP's comments, with team's responses on the matrix of comments (D2)	TL	28 Jan 2022
	Review D2	EM/QA2	4 Feb 2022
Draft 3	Submit final draft ER to OEV (D3)	TL	11 Feb 2022
	Review D3	EM/QA2	14-18 Feb 2022
	Seek final approval by DDoE	DDoE	21-25 Feb
Summary Evaluation Report (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 WFP Executive Management for information on 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 Executive Board (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	Regional Director, Regional Bureau Bangkok	Nov 2022

Annex III: Methodology

ADDITIONAL EVALUABILITY CONCERNS

2. The issues mentioned here are additional to those listed in the main text of the report.
3. **Timeframe covered by the evaluation.** The evaluation looked at data from 2017 to 2020 and, when available, 2021. However, with the evaluation taking place in mid to late 2021, data available to us, including for 2021, has been included.
4. **Double-counting beneficiaries.** The data presented in reporting is sometimes double counted. In order to mitigate this challenge and to ensure that the data in this report is accurate, all data on beneficiaries was reviewed by the country office. It is noted that, in Pakistan, there are multiple mechanisms to identify, and to count beneficiaries. Therefore, having the country office engagement and support has been critical. In the report and annexes, the expression “beneficiaries not double counted” refers to the count of beneficiary per year, and not per month. If a beneficiary received cash-based transfer (CBT) support in March 2020 and then in August 2020 for Activity 3, it will be counted as one unique beneficiary for this activity.
5. **Outcome/output indicators.** Between 2018 and 2021, a number of outcome/output indicators were added/removed. For example, in 2018, the logframe had 27 outcome indicators, compared to 34 in 2019, 2020 and 2021. Similarly, 46 output indicators were present in 2018 logframe, against 107 output indicators in 2019, 2020 and 2021. Therefore, not all outcome/output indicators can be measured from the start of the Country Strategic Plan (CSP).
6. **Reported outcome/output indicators.** For each outcome/output indicator, evaluability was assessed and placed in one of three categories: “evaluable” (data available throughout the reported period); “partially evaluable” (data partially available throughout the reported period); “not evaluable” (data not available throughout the reported period).¹ Currently available documents show that 11 outcome indicators are evaluable, 12 are partially evaluable, and 21 are not evaluable because no data is available for these indicators. Regarding output indicators, 20 are evaluable, 124 are partially evaluable, and 41 are not evaluable.
7. **Cross-cutting indicators.** Ten cross-cutting indicators are evaluable, one is partially evaluable, and seven are not evaluable. Protection, accountability to affected population and progress towards gender equality are evaluable, while the environment is not. Therefore, this assignment has included only those which could be evaluated.
8. **Instability, security and health.** This assignment was affected by a number of restrictions associated with instability and security and, specifically, the inability of the whole team to gain prompt access to certain areas. In addition, the international team did not have in-person access to Pakistan due to COVID-19.

DATA COLLECTION METHODS

9. The following data collection methods were used.
10. **Desk research** was a key source of information. The team collected data from WFP, partners, and secondary online sources as well as seeking written documentation from interviewees. This data formed the basis of the desk research exercise (see Bibliography).
11. **Semi-structured interviews.** These were conducted in groups or individually and they focused on key questions identified for the relevant respondent category. Questions were identified following a purposive approach based on expected knowledge or experience. All interviews were voluntary, and data collected has not and will not be shared with anyone outside the evaluation team. Respondents were given the assurance of anonymity to facilitate candid responses. An effort to collect gender-balanced data was made,

¹ The team determined if indicators were evaluable, partially evaluable or non-evaluable by looking at whether or not the indicator was present in the logframe, has been reported for a minimum of at least two years, and if the indicators were planned or not.

although as the list of respondents demonstrates, the number of men interviewed outnumbered female respondents considerably.

12. A hybrid approach was used to collect original data. This included the following modalities:

13. **Remote data collection:** This included all meetings, interviews, or workshops conducted using a remote data collection means such as Zoom, or Teams. This modality also included the collection of survey data using Survey Monkey an online survey platform.

14. **In-person data collection:** This included only meetings where national team members were present in person during the data collection. This modality was reserved for instances when a hybrid data collection effort was not possible due to connectivity, or when respondents did not feel comfortable engaging with someone remotely.

15. **Hybrid data collection:** This included the mixed participation (in-person and remotely based) of team members. This data collection effort was led by the local team member, but an opportunity for remotely based team members to engage with the interviewee or meeting participant was included.

16. In total, the team conducted 72 interviews with 230 interviewees, including 77 women, and 17 field site visits. A full list of respondents can be found in Annex VIII.

17. **On-site observations:** The evaluation team visited activity locations and observed locations of activities, including engagement with direct beneficiaries in Khyber Pakhtunkhwa, Balochistan and Sindh – more than 350 beneficiaries including women, school girls, women and men Food Assistance for Assets (FFA) beneficiaries and beneficiaries of school-based disaster risk reduction (DRR) activities.

18. **Workshops:** Workshops were held to: (a) verify the theory of change (ToC) underpinning the WFP CSP during the inception period (ToC included in this document) and to share and discuss preliminary findings with the country office. The latter served as a first process of validation for the findings identified through the analysis of data.

19. **Surveys:** The team used a series of surveys to examine the relationship between WFP and its partners and assess the perceptions of the training that had been conducted as part of the country capacity development efforts. The surveys targeted capacity-building participants (n:167), management of capacity building (n:23), cooperating partners (n:20).

20. The evaluation team does not have information regarding the universe of targeted respondents because the country office administered the survey and did not disclose the universe data with the evaluation team.

21. **Statistical data:** The evaluation team gathered and analysed quantitative data provided by the WFP headquarters and or/Office of Evaluation, extracted from Country Office Tool for Managing (programme operations) Effectively (COMET), WFP's Enterprise Data Management platform (DOTS), FACTory and Integrated Road Map (IRM) Analytics. Quantitative data from Pakistan Bureau of Statistics² (e.g. national nutrition survey, national health survey) was analysed. The team also used data presented in: the Annual Country Reports (ACRs); Vulnerability Analysis and Mapping (VAM) assessment reports; visualization platform and/or hunger analytics hub; third-party monitoring data; and monitoring & evaluation (M&E) data and documentation.³

22. The most recently available financial data was also analysed.

DATA ANALYSIS

23. To enable efficient and robust data analysis, the team developed a set of data tags associated with each of the questions and sub-questions the evaluation aims to respond to. Together with detailed interview guidelines and corresponding transcripts, these served to ensure that all data was linked to the evaluation questions.

² Pakistan Bureau of Statistics: <https://www.pbs.gov.pk/>

³ For example, Emergency Food Security Assessments (EFSA), Comprehensive Food Security and Vulnerability Assessment (CFSVA).

24. **Qualitative data:** Documents and interview transcripts were analysed using a two-fold process (primary analysis aligned with evaluation questions; deep analysis to mine further and more complex insights).
25. Survey data was exported and analysed using a mixed methods data analysis platform (MAXQDA) for qualitative results and Excel for quantitative/statistical data.
26. **Quantitative data:** The quantitative data was primarily analysed with Excel in the form of tables and/or visuals (e.g. pie charts, bar graphs, line graphs, etc.). Where possible, the data was visually represented using analysis software Tableau, especially for map creation.
27. **Data storage and processing:** All data collected was managed in a secure database and was processed using MAXQDA which allowed for the systematic coding of information and extraction of triangulated findings. The use of this tool enabled the systematic management of a considerable amount of data and serve to ensure both the validity and auditability of qualitative data, and that findings are result-based and consistent, rather than impressionistic. This was done by first creating a data analysis tree that is aligned with the evaluation matrix.
28. More specifically, the recordings were saved in a safe location and transcribed using SoniX and reviewed by the team member who led the interview. For interviews not in English, the team members in the field transcribed their recording and/or field notes in English before sending it to the team members. All were coded in MAXQDA.
29. **Recordings:** All interviews recorded took place with the respondent's permission and will be deleted following the evaluation. This type of qualitative data was also coded in MAXQDA for reports, evaluations, assessments, and so on, to ensure consistency with our method.
30. Extracted results was used to interpret outcomes (including those related to capacity development and partnerships) and revise the ToC; as well as overall to respond to evaluation questions and focus themes (partners and triple nexus).
31. **Data interpretation:** The decentralized nature of WFP's operation modality allows for country offices to determine how certain data is collected, interpreted, and used. This means that the team must ensure that the interpretation of data is aligned with the country office's approach – for example, on how beneficiaries are counted. However, this level of particularity does not negate the opportunity to utilize the Pakistan experience to learn more broadly and to compare both experience and outcomes with other countries.

ETHICAL CONSIDERATIONS

32. The following ethical issues were identified and relevant safeguard measures put in place:

Table 1: Ethical considerations, risks, and safeguards

Phases	Ethical issues	Risks	Safeguards
Overall	That the evaluation is conducted in a way that leads to negative results/impacts for those involved	That the evaluation causes harm to individuals or groups engaged	<i>Do no harm.</i> The team has worked to ensure that no harm is done to those informing the evaluation. This includes (and was limited to) physical harm, psychological distress and discomfort, social disadvantage, harm to participants' financial status and invasion of participants' privacy and anonymity. The team ensured that the basic human rights of individuals and groups with whom we interacted are protected. This has been particularly important with regard to vulnerable people in Pakistan. The well-being and safety of team members working in the field was also considered and any harm

			or discomfort was minimized to the extent necessary. This also included in relation to COVID-19.
Data collection	Ensuring informed consent	That respondents, particularly direct beneficiaries, do not fully understand the informed consent concept	<i>Informed consent.</i> This means that informants were supported to understand that their participation was voluntary, and knew that they could participate without being coerced and/or deceived. Information given to participants included information about Tana and WFP, the purpose of the evaluation, the methods used, the possible outcome of the evaluation, as well as associated demands and all foreseeable discomfort, inconvenience and risk that the participants may encounter during and after their participation. <i>Right to withdraw.</i> Interviewees were always made aware of their right to withdraw from the evaluation process and withdraw any data concerning them at any point without fearing consequences. Anyone wishing to withdraw from the process was not pressured or coerced in any way to try and stop them from withdrawing.
	Privacy during the interview	Respondents feel their views and perspectives cannot be safely shared	Interviewers made efforts (through conscious acknowledgement) that interviews, particularly those with direct beneficiaries, or interviews which were politically sensitive, took place in environments that were private and safe.
	Expectation management	Respondents may feel that the presence of evaluators can translate into a direct provision of support	Interviewers endeavoured to explain, in common language, that the evaluation is independent and not linked to any future WFP commitment.
Data analysis	Data management	Data is accessed by parties outside the evaluation team	<i>Confidentiality, data protection and privacy.</i> The team ensured the confidentiality of information, privacy and anonymity of interviewees and other participants at all times. The team abided by the General Data Protection Regulation (GDPR) 2016/679 ensuring data protection and privacy for all individuals providing information. The team clearly explained the limits to confidentiality to prospective participants.
Reporting	Data privacy	The opinions, perspectives and views of respondents become public	
	Data interpretation	That the way findings are understood by	<i>Transparency, Openness and Fairness.</i> Tana is fully committed to transparency and openness in publication,

		readers and by the evaluation team differs	communication and dissemination of all evaluations. Transparency includes, but is not limited to, reporting: (a) full methodological details; (b) information on who has undertaken the evaluation; and (c) material and financial resources supporting the evaluation. Tana aims to communicate the findings fully and fairly. Tana is also open to the sharing of scientific resources, such as methods, measures and (non-personal) data in order to further social science advances. Where possible, and respecting confidentiality requirements, primary data is being kept in files within Tana for the duration of the assignment and will later be deleted.
--	--	--	---

33. These issues have been monitored and managed during the implementation of the evaluation. The conduct of the evaluation did not highlight any other issues of ethical concern.

Annex IV: Evaluation matrix

34. This evaluation matrix details the way answers to different evaluation questions are pursued. The approach taken in the development of this matrix includes four assumptions:

- a. The matrix has been developed by Evaluation Question (EQ), which means there is repetition between EQ sections, as lines of inquiry will be guided by the overall aim/criteria of the preceding question.
- b. Those thematic issues (i.e. triple nexus and partners) are addressed as relevant to different questions. Therefore, repetition in the matrix is there to demonstrate how the two thematic areas will be introduced throughout the evaluation.
- c. The matrix is linked to the evaluability assessment, meaning that mention of indicators, for example, refers directly to those in the evaluability assessment. If specific indicators are not mentioned, the matrix should be read as pertaining to all relevant indicators.
- d. The mention of activities in general should be understood as meaning all forms of activities

Table 2: 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? (Criteria: Relevance, Coherence)					
1.1 To what extent is the Country Strategic Plan (CSP) relevant to national policies, plans, strategies, and goals, including achievement of the national Sustainable Development Goals (SDGs)? (Criteria: Relevance, Coherence)					
1.1.1 Alignment of strategic objectives to national policies, strategies and plans at different administrative levels of government.	<ol style="list-style-type: none"> 1. What were the driving assumptions that guided the CSP? How accurate were these assumptions? Which assumptions changed and what caused the change? 2. What are the Government of Pakistan's current objectives (in relation to WFP work areas)? How have these objectives been defined? What has guided the identification of these objectives? 3. In general, and in line with Amendment 18, what are the technical capacity needs of the 	<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"> • Voluntary National Review • Pakistan Vision 2025 • National Food Security Policy 2018 • A Strategic Review of Pakistan Nutrition Food Insecurity Report • National Nutrition Survey 2018 • Pakistan Multi-sectoral Nutrition Strategy 2018 – 2025 • UNSDCF/OPII & OpIII 	Qualitative and quantitative document review Semi-structured interviews Workshop Surveys	Analysis of content Coding of documents and interviews Quantitative analysis Triangulation of data across methods

	<p>Government of Pakistan? At what levels of government does (what) capacity exist? At what levels of government is it lacking? What is the current plan to fill the capacity gaps?</p> <p>4. How did WFP identify and endeavour to respond to Pakistani government capacity gaps?</p> <p>5. Is the capacity-strengthening need aligned with national policies, plans and strategies?</p> <p>6. How have partners and partnerships influenced the way WFP aimed to meet its strategic objectives?</p> <p>7. How has WFP addressed its engagement in relation to: (i) changing types and levels of needs; (ii) corresponding changes in the requirements for addressing that need; and (iii) how WFP engaged with an evolving enabling environment and system across the United Nations and wider global aid community.</p> <p>NB: the above will directly relate to services delivered and protection issues.</p>	<ul style="list-style-type: none"> Capacity needs identified vs capacity needs met Proportion of capacity building delivered to actors who used it (supporting retention) Role of partners in supporting WFP fulfilment of identified needs. Role of WFP in relation to other United Nations family members (i.e. Nexus) WFP's position in relation to other actors contributing to government capacity 	<ul style="list-style-type: none"> WFP CSP and consecutive budget revision documents Zero Hunger Review Government policies, plans and programmes <p>Interviews with:</p> <ul style="list-style-type: none"> WFP senior staff at headquarters, regional bureau, and country office. WFP operational staff in Islamabad and regional offices Government staff at national and regional level Other United Nations family members Partner representatives Donors <p>Survey:</p> <ul style="list-style-type: none"> Government of Pakistan staff (capacity strengthening recipients) Partners 		
1.1.2 Alignment to national SDGs	<p>8. To what extent have strategic outcomes outlined in the CSP aligned with Government SDG goals and targets (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)?</p> <p>9. How has this alignment been made visible?</p>	<ul style="list-style-type: none"> Degree of matching between CSP strategic outcomes and national SDG goals and targets Explicit reference is made in CSP to national SDG Frameworks 	<ul style="list-style-type: none"> WFP CSP and consecutive budget revision documents National SDG Framework <p>Interviews with:</p> <ul style="list-style-type: none"> WFP senior staff at headquarters, regional bureau, and country office Other United Nations family members Partner representatives Donors 	<ul style="list-style-type: none"> - Qualitative and quantitative document review - Semi-structured interviews 	<ul style="list-style-type: none"> - Analysis of content - Coding of documents and interviews - Triangulation of data across methods
1.2 To what extent did the CSP address the needs of the most vulnerable people in the country to ensure that no one is left behind? (Criteria: Relevance, Coverage)					

1.2.1 Needs of the most vulnerable	<p>10. How have the “most vulnerable” been defined?</p> <p>11. How have the most vulnerable groups been identified and their needs defined?</p> <p>12. Are indicators and assessment & monitoring systems in place to ensure that social inclusion and protection is in focus?</p> <p>13. Is WFP contributing to the capacity of national social protection systems to “leave no one behind”?</p>	<ul style="list-style-type: none"> • Categories of beneficiaries • Needs of beneficiaries • Identification mechanisms • Distribution of resources • Distribution of beneficiaries by age, location and type of support 	<ul style="list-style-type: none"> • Statistical data (COMET, Factory, IRM Analytics, VAM) • Annual Country Reports (ACRs) • CSP Mid-Term Review • Monitoring & evaluation (M&E) reports • Country briefs <p>Interviews with:</p> <ul style="list-style-type: none"> • WFP staff at the operational level and regional offices • Government staff at national and regional levels • Partner representatives 	<ul style="list-style-type: none"> - Qualitative and quantitative document review - Semi-structured interviews 	<ul style="list-style-type: none"> - Analysis of content - Coding of documents and interviews - Quantitative analysis - Triangulation of data across methods
1.2.2 Gender	<p>14. How has gender inclusion been ensured among the most vulnerable?</p> <p>15. How has gender transformation been ensured among the most vulnerable?</p> <p>16. How were gender-related goals managed within and between WFP country office and partners?</p>	<ul style="list-style-type: none"> • Distribution of support by gender (funding) • Distribution of support by region and by gender 	<ul style="list-style-type: none"> • Statistical data (COMET, Factory, IRM Analytics, VAM) • ACRs • CSP Mid-Term Review • M&E reports, • Country briefs <p>Interviews with:</p> <ul style="list-style-type: none"> • WFP staff at the operational level and regional offices • Government staff at national and regional levels • Partner representatives 	<ul style="list-style-type: none"> - Qualitative and quantitative document review - Semi-structured interviews 	<ul style="list-style-type: none"> - Analysis of content - Coding of documents and interviews - Quantitative analysis - Triangulation of data across methods
1.2.3 Nexus	<p>17. How has WFP addressed its engagement in relation to changing types and levels of needs among the most vulnerable? What are the corresponding changes in the requirements for addressing that need, and how did WFP engage with an evolving enabling environment and system across the United Nations and wider global aid community to address the needs of the most vulnerable?</p>	<ul style="list-style-type: none"> • Responses to contextual changes (alignment between conceptual responses-intent and reflection of intent in statistical data) • Repositioning and reprioritization within and beyond the United Nations system • Level of emphasis on in DRR initiatives across the humanitarian development continuum 	<ul style="list-style-type: none"> • Statistical data (COMET, Factory, IRM Analytics, VAM) • ACRs • CSP Mid-Term Review • M&E reports • Country briefs <p>Interviews with:</p> <ul style="list-style-type: none"> • WFP senior staff at headquarters, regional bureau, and country office • WFP staff at the operational level and regional offices • Government staff at national and regional level 	<ul style="list-style-type: none"> - Qualitative and quantitative document review - Semi-structured interviews 	<ul style="list-style-type: none"> - Analysis of content - Coding of documents and interviews - Quantitative analysis - Triangulation of data across methods

			<ul style="list-style-type: none"> • Other United Nations family members • Partner representatives • Donors 		
1.3 To what extent has WFP's strategic positioning remained relevant throughout the implementation of the CSP in light of changing context, national capacities, and needs? (Criteria: Relevance, Coherence)					
1.3.1 In relation to broad assumptions (i.e. reduced focus on emergency response)	<p>18. To what extent was the WFP CSP able to react and mainstream the WFP shift in (how it defines) protection?</p> <p>19. In what respects was WFP's strategic position (i.e. reduced focus on emergency response) relevant to the Pakistan context?</p> <p>20. How was climate change, and its potential implications, addressed within WFP's strategic position?</p> <p>21. How relevant was WFP's strategic positioning at the start of the CSP implementation period?</p> <p>22. Has the strategic position of WFP required adjustment during the implementation period of the CSP? If yes, what type of adjustments were needed and what drove these?</p> <p>23. How have donor priorities and restrictions enabled/obstructed WFP's strategic shift?</p>	<ul style="list-style-type: none"> • Proportion of funding relative to strategic outcomes (SOs) • Proportion of beneficiaries relative to SOs • Contextual markers (changes) relative to shifts in focus (SOs) • Proportion of need vs delivery (capacity strengthening) 	<ul style="list-style-type: none"> • Statistical data (COMET, Factory, IRM Analytics, VAM) • ACRs • CSP Mid-Term Review • M&E reports • Country briefs <p>Interviews with:</p> <ul style="list-style-type: none"> • WFP staff at the operational level and regional offices • Government staff at national and regional levels • Other United Nations family members • Partner and donor representatives <p>Survey:</p> <ul style="list-style-type: none"> • Government of Pakistan staff (capacity-strengthening recipients) 	<ul style="list-style-type: none"> - Qualitative and quantitative document review - Semi-structured interviews - Surveys 	<ul style="list-style-type: none"> - Analysis of content - Coding of documents and interviews - Quantitative analysis - Triangulation of data across methods
1.3.2 In relation to broad focus (i.e. capacity strengthening)	<p>24. What are the capacity-strengthening needs of Pakistan at individual and organizational level, and are institutional structures conducive to effective utilization of WFP support for these purposes?</p> <p>25. How has WFP ensured the sustainability of their efforts?</p>	<ul style="list-style-type: none"> • Capacity-strengthening activities • Alignment with capacity-strengthening needs identified (use of WFP Country Capacity Strengthening (CCS) framework) 	<ul style="list-style-type: none"> • Indicators • Project reports • CSP Mid-Term Review • M&E reports • Country briefs <p>Interviews with:</p> <ul style="list-style-type: none"> • WFP staff at the operational level and regional offices • Government staff at national and regional levels • Partner and donor representatives <p>Survey:</p>	<ul style="list-style-type: none"> - Qualitative and quantitative document review - Semi-structured interviews - Survey 	<ul style="list-style-type: none"> - Analysis of content - Coding of documents and interviews - Quantitative analysis - Triangulation of data across methods

			<ul style="list-style-type: none"> Government of Pakistan staff (capacity-strengthening recipients) 		
1.3.3 In relation to a politically sensitive environment since 2018	26. How has WFP strategic positioning had to adapt based on political shifts and sensitivities locally? (A range of political shifts that have occurred during the CSP implementation period will be explored)	<ul style="list-style-type: none"> Contextual (political) markers and shift associated to these 	<ul style="list-style-type: none"> ACRs CSP Mid-Term Review M&E reports Country briefs National strategies and policy documents <p>Interviews with:</p> <ul style="list-style-type: none"> WFP staff at country office WFP operational staff and regional offices Government staff at national and regional levels Other United Nations family members Partner representatives Donors 	<ul style="list-style-type: none"> Qualitative and quantitative document review Semi-structured interviews 	<ul style="list-style-type: none"> Analysis of content Coding of documents and interviews Quantitative analysis Triangulation of data across methods
1.3.4 In relation to COVID-19	27. Ability of the CSP to adapt to the evolving food security and nutrition context and in particular the consequences of the COVID-19 pandemic. 28. Factors promoting or impeding adaptiveness of the CSP strategy. Areas where alignment could have been improved?	<ul style="list-style-type: none"> Contextual (COVID-driven) markers and shift associated to these 	<ul style="list-style-type: none"> Statistical data (COMET, Factory, IRM Analytics, VAM) ACRs CSP Mid-Term Review M&E reports Country briefs National strategies and policy on COVID-19 National statistics demonstrating shifts attributable to COVID-19 <p>Interviews with:</p> <ul style="list-style-type: none"> WFP Staff at country office WFP staff at the operational level and regional offices Government staff at national and regional levels Other United Nations family members Partner representatives Donors 	<ul style="list-style-type: none"> Qualitative and quantitative document review Semi-structured interviews 	<ul style="list-style-type: none"> Analysis of content Coding of documents and interviews Quantitative analysis Triangulation of data across methods

1.3.5 Partners	29. How has WFP engaged with partners (which partner, for what purpose - use matrix) to ensure its strategic positioning is complementary to that of others working in Pakistan?	<ul style="list-style-type: none"> Partner characteristics (matrix) 	<ul style="list-style-type: none"> Statistical data (COMET, Factory, IRM Analytics, VAM) ACRs CSP Mid-Term Review M&E reports Country briefs Partner policy documents Partner reports Performance assessments <p>Interviews with:</p> <ul style="list-style-type: none"> WFP staff at country office WFP staff at the operational level and regional offices Partner representatives <p>Survey:</p> <ul style="list-style-type: none"> Partners 	<ul style="list-style-type: none"> Qualitative and quantitative document review Semi-structured interviews Surveys 	<ul style="list-style-type: none"> Analysis of content Coding of documents and interviews Quantitative analysis Triangulation of data across methods
1.4 To what extent is the CSP coherent and aligned with the wider United Nations and does it include appropriate strategic partnerships based on the comparative advantage of WFP in the country? (Criteria: Coherence)					
1.4.1 Coherence	30. How has WFP engaged with other United Nations agencies to ensure coherence between agencies working in Pakistan? 31. How does WFP delineate the boundaries of its engagement (nutrition, social protection, DRR, agricultural rehabilitation, resilience, livelihood support, emergency relief, etc.) in relation to the work of other United Nations agencies? If so, how has WFP capitalised on its comparative advantage?	<ul style="list-style-type: none"> Policy alignment between United Nations agencies Policy complementarity between United Nations agencies 	<ul style="list-style-type: none"> ACRs CSP Mid-Term Review M&E reports Country briefs WFP policy documents Other UN agency policy documents <p>Interviews with:</p> <ul style="list-style-type: none"> WFP staff at country office WFP staff at the operational level and regional offices Government staff at national and regional levels Other United Nations family members 	<ul style="list-style-type: none"> Qualitative and quantitative document review Semi-structured interviews 	<ul style="list-style-type: none"> Analysis of content Coding of documents and interviews Triangulation of data across methods
1.4.2 Nexus	32. How is WFP's work articulated within the triple nexus to ensure it contributes to an overall United Nations as one approach?	<ul style="list-style-type: none"> Policy alignment between United Nations agencies in relation to nexus Policy complementarity between United Nations agencies in relation to nexus 	<ul style="list-style-type: none"> Country reports CSP Mid-Term Review WFP policy documents United Nations policy documents on Nexus <p>Interviews with:</p>	<ul style="list-style-type: none"> Qualitative and quantitative document review Semi-structured interviews 	<ul style="list-style-type: none"> Analysis of content Coding of documents and interviews Triangulation of data across methods

			<ul style="list-style-type: none"> • WFP staff at country office • WFP staff at the operational level and regional offices • Government staff at national and regional levels • Other United Nations family members • Donors 		
Evaluation Question 2: What is the extent and quality of WFP's specific contribution to CSP strategic outcomes in the country? (Criteria: Effectiveness)					
2.1 To what extent did WFP deliver expected outputs and contribute to the expected CSP strategic outcomes? (Criteria: Effectiveness)					
2.1.1 Outputs	<p>33. What were the expected outputs of the intervention? 34. Were the expected outputs met? If no, why not? 35. Were there changes (over the years) on expected outputs? If yes, what were those changes and what precipitated them? NB: Above in relation to:</p> <ul style="list-style-type: none"> • Food assistance (and nutrition) • Cash transfer • Logistics services used to deliver support • Creation of livelihood assets • Delivery of capacity strengthening activities • Protection and social protection 	<ul style="list-style-type: none"> • Output indicators • Stakeholder perception of results 	<ul style="list-style-type: none"> • Statistical data (COMET,VAM) • ACRs • CSP Mid-Term Review • M&E reports • Country briefs <p>Interviews with:</p> <ul style="list-style-type: none"> • WFP staff at country office • WFP staff at the operational level and regional offices • Government staff at national and regional levels 	<ul style="list-style-type: none"> - Qualitative and quantitative document review - Semi-structured interviews 	<ul style="list-style-type: none"> - Analysis of content - Coding of documents and interviews - Quantitative analysis - Triangulation of data across methods
2.1.2 Outcomes	<p>36. What were the expected outcomes of WFP engagement? 37. Were the expected outcomes met? If no, why not? 38. Were there changes (over the years) on expected outcomes? 39. If yes, what were those changes and what precipitated them? NB: Above in relation to:</p> <ul style="list-style-type: none"> • Food assistance (and nutrition) 	<ul style="list-style-type: none"> • Outcome indicators • Stakeholder perception of results 	<ul style="list-style-type: none"> • Statistical data (COMET, VAM) • ACRs • CSP Mid-Term Review • M&E reports • Country briefs <p>Interviews with:</p> <ul style="list-style-type: none"> • WFP staff at country office • WFP staff at the operational level and regional offices 	<ul style="list-style-type: none"> - Qualitative and quantitative document review - Semi-structured interviews 	<ul style="list-style-type: none"> - Analysis of content - Coding of documents and interviews - Quantitative analysis - Triangulation of data across methods

	<ul style="list-style-type: none"> • Cash transfer • Logistics services used to deliver support • Creation of livelihood assets • Delivery of capacity strengthening activities • Protection and social protection 		<ul style="list-style-type: none"> • Government staff at national and regional levels 		
2.1.3 Strategic Objectives (SOs)	<p>40. Were strategic objectives met?</p> <p>41. Did the strategic focus remain the same throughout the duration of the CSP implementation? If no, what changed, when and how?</p>	<ul style="list-style-type: none"> • Output indicators and outcome indicators relative to SO • Cross-cutting indicators 	<ul style="list-style-type: none"> • Statistical data (COMET, Factory, IRM Analytics, VAM) • ACRs • CSP Mid-Term Review • M&E reports • Country briefs <p>Interviews with:</p> <ul style="list-style-type: none"> • WFP staff at country office • WFP staff at the operational level and regional offices • Government staff at national and regional levels 	<ul style="list-style-type: none"> - Qualitative and quantitative document review - Semi-structured interviews 	<ul style="list-style-type: none"> - Analysis of content - Coding of documents and interviews - Quantitative analysis - Triangulation of data across methods
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?) (Criteria: Effectiveness)					
2.2.1 Cross-cutting issues	<p>42. Were the cross-cutting issues effectively integrated into the implementation of the WFP activity portfolio? If yes/how? If no, why not? What were the challenges encountered and how were these addressed?</p>	<ul style="list-style-type: none"> • Cross-cutting indicators • Contextual factors determining integration 	<ul style="list-style-type: none"> • Statistical data (COMET, VAM) • ACRs • CSP Mid-Term Review • M&E reports • Country briefs <p>Interviews with:</p> <ul style="list-style-type: none"> • WFP staff at country office • WFP staff at the operational level and regional offices • Government staff at national and regional levels • Partners 	<ul style="list-style-type: none"> - Qualitative and quantitative document review - Semi-structured interviews 	<ul style="list-style-type: none"> - Analysis of content - Coding of documents and interviews - Quantitative analysis - Triangulation of data across methods
2.2.2 Humanitarian principles	<p>43. Were humanitarian principles consistently applied during the implementation of all activities during the CSP period?</p> <p>44. Alignment of humanitarian principles with government</p>	<ul style="list-style-type: none"> • Humanitarian principles • Contextual factors determining integration 	<ul style="list-style-type: none"> • Statistical data (COMET, VAM) • ACRs • CSP Mid-Term Review • M&E reports • Country briefs 	<ul style="list-style-type: none"> - Qualitative and quantitative document review - Semi-structured interviews 	<ul style="list-style-type: none"> - Analysis of content - Coding of documents and interviews - Quantitative analysis

	approaches (ability to address/manage tensions).		<ul style="list-style-type: none"> Humanitarian response plans Interviews with: <ul style="list-style-type: none"> WFP staff at country office WFP staff at the operational level and regional offices Government staff at national and regional levels Partners 		- Triangulation of data across methods
2.2.3 Accountability to affected populations (including protection)	<p>45. How did WFP ensure it was accountable to affected populations?</p> <p>46. How do affected populations perceive WFP? Do they feel well informed and empowered?</p> <p>47. What measures have partners taken to ensure accountability to affected populations is met?</p>	<ul style="list-style-type: none"> Reporting to affected populations Accountability to Affected Populations (AAP) indicators 	<ul style="list-style-type: none"> Documents registering how information is provided to affected populations, including complaints and feedback mechanism ACRs M&E reports CSP Mid-Term Review Interviews with: <ul style="list-style-type: none"> WFP staff at country office WFP staff at the operational level and regional offices Partners Beneficiaries 	<ul style="list-style-type: none"> Qualitative document review Semi-structured interviews 	<ul style="list-style-type: none"> Analysis of content Coding of documents and interviews Triangulation of data across methods
2.2.4 Gender	<p>48. How has WFP ensured gender was included in their activities? (Including delivery of aid, and capacity development, food assistance and cash-based transfers)</p> <p>49. How has WFP ensured capacity-strengthening activities were gender sensitive? And gender transformative?</p>	<ul style="list-style-type: none"> Gender markers in activity implementation Gender marker in capacity strengthening Gender indicators 	<ul style="list-style-type: none"> Documents registering how information is provided to affected populations, including complaints and feedback mechanism ACRs M&E reports CSP Mid-Term Review Country office gender strategy Gender equality and women's empowerment (GEWE) report Interviews with: <ul style="list-style-type: none"> WFP staff at country office WFP staff at the operational level and regional offices Partners Beneficiaries 	<ul style="list-style-type: none"> Qualitative document review Semi-structured interviews Surveys 	<ul style="list-style-type: none"> Analysis of content Coding of documents and interviews Triangulation of data across methods

			Survey: <ul style="list-style-type: none"> Government of Pakistan staff (capacity-strengthening recipients) 		
2.2.5 Disability	50. How has WFP ensured capacity-strengthening activities were sensitive to the needs of persons with disabilities?	<ul style="list-style-type: none"> Disability markers in activity implementation 	<ul style="list-style-type: none"> Documents registering how information is provided to affected populations. M&E reports CSP Mid-Term Review Interviews with: <ul style="list-style-type: none"> WFP staff at country office WFP staff at the operational level and regional offices Partners Beneficiaries 	<ul style="list-style-type: none"> Qualitative document review Semi-structured interviews Surveys 	<ul style="list-style-type: none"> Analysis of content Coding of documents and interviews Triangulation of data across methods
2.3 To what extent are the achievements of the CSP likely to be sustained? (Criteria: Sustainability)					
2.3.1 Replication (sustainability)	<p>51. What activities conducted during the period under review will continue if WFP ends its support for said activity? (Including budgetary allocations to do so)</p> <p>52. Quality, durability and interest in (assets only)?</p> <p>53. Is WFP able to exit from engagement in different modality types (see Table 5) ?</p> <p>54. To what extent is knowledge secured through capacity strengthening maintained by those trained? (Specifically: have those trained remained in a position where knowledge can be used? Have they used the knowledge gained in the six months following the development of their capacity?</p>	<ul style="list-style-type: none"> Government funding available for task/activity What proportion of capacity strengthening has led to the use of capacity? Proportion of capacity needs met Existence of an enabling environment within partner organizations to utilize, share and replicate new knowledge and skills 	<ul style="list-style-type: none"> Statistical data (COMET, VAM) ACRs CSP Mid-Term Review M&E reports Country briefs Government plans and strategies Interviews with: <ul style="list-style-type: none"> WFP staff at country office WFP staff at the operational level and regional offices Government staff at national and regional levels Partners Survey: <ul style="list-style-type: none"> Government of Pakistan staff (capacity-strengthening recipients) 	<ul style="list-style-type: none"> Qualitative and quantitative document review Semi-structured interviews Surveys 	<ul style="list-style-type: none"> Analysis of content Coding of documents and interviews Quantitative analysis Triangulation of data across methods
2.3.2 Consolidation (sustainability)	55. Has the Government of Pakistan found ways to expand their engagement with the affected population following work streams established by WFP?	<ul style="list-style-type: none"> Proportion of activities that have been or can be led by the Government of Pakistan What proportion of capacity strengthening has led to the use of capacity? 	<ul style="list-style-type: none"> Statistical data ACRs CSP Mid-Term Review M&E reports Country briefs 	<ul style="list-style-type: none"> Qualitative and quantitative document review Semi-structured interviews Surveys 	<ul style="list-style-type: none"> Analysis of content Coding of documents and interviews Quantitative analysis

	56. Has the capacity developed by WFP been multiplied within the organizations supported? (Have you or anyone in your organization shared knowledge secured with staff who have not been trained? Have they used the knowledge gained in the six months following the engagement?)	<ul style="list-style-type: none"> Proportion of capacity needs met 	<ul style="list-style-type: none"> Government plans and strategies Government budgets (if available) <p>Interviews with:</p> <ul style="list-style-type: none"> WFP staff at country office WFP staff at the operational level and regional offices Government staff at national and regional levels Partners <p>Survey:</p> <ul style="list-style-type: none"> Government of Pakistan staff (capacity-strengthening recipients) 		- Triangulation of data across methods
2.3.3 Systemic (sustainability)	57. Has the Government of Pakistan been able to put in place systems that will allow it to respond to the needs previously supported by WFP?	<ul style="list-style-type: none"> Proportion of systems that have been modified as a result of WFP support 	<ul style="list-style-type: none"> ACRs CSP Mid-Term Review M&E reports Country briefs Government plans and strategies <p>Interviews with:</p> <ul style="list-style-type: none"> WFP staff at country office WFP staff at the operational level and regional offices Government staff at national and regional levels Partners <p>Survey:</p> <ul style="list-style-type: none"> Government of Pakistan staff (capacity-strengthening recipients) 	- Qualitative and quantitative document review - Semi-structured interviews - Surveys	- Analysis of content - Coding of documents and interviews - Quantitative analysis - Triangulation of data across methods
2.4 In humanitarian contexts, to what extent did the CSP facilitate more strategic linkages between humanitarian, development, and (where appropriate) peace work? (Criteria: Connectedness)					
2.4.1 Triple Nexus (Humanitarian-Development-Peacebuilding)	58. The extent to which there are synergies between CSP activities across the three focus areas ? 59. How does WFP articulate its work (in emergency response, root causes and resilience) with the work of other United Nations agencies in Pakistan; as well as other partners in Pakistan?	<ul style="list-style-type: none"> Relationship between needs and delivery of service Outcome indicators Output indicators Needs indicators 	<ul style="list-style-type: none"> ACRs CSP Mid-Term Review M&E reports Country briefs Government plans and strategies <p>Interviews with:</p> <ul style="list-style-type: none"> WFP staff at country office 	- Qualitative and quantitative document review - Semi-structured interviews	- Analysis of content - Coding of documents and interviews - Quantitative analysis - Triangulation of data across methods

			<ul style="list-style-type: none"> WFP staff at the operational level and regional offices Government staff at national and regional levels Partners 		
Evaluation Question 3: To what extent has WFP used its resources efficiently in contributing to CSP outputs and strategic outcomes? (Criteria: Efficiency)					
3.1 To what extent were outputs delivered within the intended timeframe? (Criteria: Efficiency)					
3.1.1 Timely delivery	<p>60. Were the outputs achieved in a timely manner?</p> <p>61. Were there differences for delivery of support (outputs) between regions, types of interventions, categories, budget use and types of recipients regarding the timeframe of delivery and implementation?</p> <p>62. What factors influenced timely delivery of support?</p>	<ul style="list-style-type: none"> Outcome indicators by region, by timeframe, type Output indicators by region, by timeframe, type 	<ul style="list-style-type: none"> Statistical data (COMET, Factory, IRM Analytics, VAM) ACRs CSP Mid-Term Review M&E reports Country briefs Government plans and strategies <p>Interviews with:</p> <ul style="list-style-type: none"> WFP staff at country office WFP staff at the operational level and regional offices Government staff at national and regional levels Partners 	<ul style="list-style-type: none"> Qualitative and quantitative document review Semi-structured interviews 	<ul style="list-style-type: none"> Analysis of content Coding of documents and interviews Quantitative analysis Triangulation of data across methods
3.2 To what extent was coverage and targeting of interventions appropriate? (Criteria: Effectiveness, Efficiency)					
3.2.1 Appropriateness	<p>63. Were the interventions appropriate for the time when they were delivered?</p> <p>64. Was the distribution between regions, and in relation to the shock they responded to?</p> <p>65. Was the distribution appropriate for the needs of the beneficiaries targeted?</p>	<ul style="list-style-type: none"> Relationship between needs assessment and deliverables Outcome indicators by region, by timeframe, type Output indicators by region, by timeframe, type 	<ul style="list-style-type: none"> Statistical data (COMET, Factory, IRM Analytics, VAM) ACRs CSP Mid-Term Review M&E reports Country briefs Government plans and strategies <p>Interviews with:</p> <ul style="list-style-type: none"> WFP staff at country office WFP staff at the operational level and regional offices Government staff at national and regional levels Partners 	<ul style="list-style-type: none"> Qualitative and quantitative document review Semi-structured interviews 	<ul style="list-style-type: none"> Analysis of content Coding of documents and interviews Quantitative analysis Triangulation of data across methods
3.2.2 Partnerships	<p>66. Were the correct partners selected to ensure reaching the right target group and the adequate coverage?</p>	<ul style="list-style-type: none"> Relationship between need, capacity requirements and capacity met 	<ul style="list-style-type: none"> Statistical data (COMET, VAM) ACRs CSP Mid Term Review 	<ul style="list-style-type: none"> Partnership ladder (matrix) 	<ul style="list-style-type: none"> Analysis of content Coding of documents and interviews

	67. What factors influenced the selection of partners? How did these factors affect the efficient implementation of the CSP?		<ul style="list-style-type: none"> M&E reports Country briefs Government plans and strategies <p>Interviews with:</p> <ul style="list-style-type: none"> WFP staff at country office WFP staff at the operational level and regional offices Government staff at national and regional levels Partners <p>Survey:</p> <ul style="list-style-type: none"> Partners 	<ul style="list-style-type: none"> Qualitative and quantitative document review Semi-structured interviews Surveys 	<ul style="list-style-type: none"> Quantitative analysis Triangulation of data across methods
3.3 To what extent were WFP's activities cost-efficient in delivery of its assistance? (Criteria: Efficiency)					
3.3.1	<p>Cost-efficient Measures</p> <p>68. Cost-efficiency guidelines the WFP Pakistan follows in its delivery of its assistance.</p> <p>69. Factors outside WFP Pakistan control that can impact the cost-efficiency of delivery assistance.</p>	<ul style="list-style-type: none"> Developed and used cost-efficiency measures for each activity Country office developed guidelines to adapt to circumstance in the country. Country office reported factors outside WFP control that can impact cost-efficiency Stakeholder perception of cost efficiency 	<ul style="list-style-type: none"> Statistical data (COMET, Factory, IRM Analytics, VAM) ACRs CSP Mid-Term Review M&E reports Country briefs Interviews Interviews at headquarters, country office and regional office Interviews with governments official and stakeholders 	<ul style="list-style-type: none"> Qualitative and quantitative document review Semi-structured interviews Workshop Surveys 	<ul style="list-style-type: none"> Analysis of content Coding of documents and interviews Quantitative analysis Triangulation of data across methods
3.4 To what extent were alternative, more cost-effective measures considered? (Criteria: Efficiency)					
3.3.2	<p>Cost-effective measures</p> <p>70. Could any of the interventions have been conducted in a more cost-effective way?</p> <p>71. Has cost effectiveness changed over time?</p>	<ul style="list-style-type: none"> CSP activity design and annual plans Cost efficiency a driver in the adjustments to implementation plans Rapid response vs cost efficiency 	<ul style="list-style-type: none"> CSP planning and implementation plan Administrative cost and overheads and programme delivery costs on a yearly basis Interviews at headquarters, country office and regional office (especially budget officers) Interview with implementing partners 	<ul style="list-style-type: none"> Qualitative and quantitative document review Semi-structured interviews 	<ul style="list-style-type: none"> Analysis of content Coding of documents and interviews Quantitative analysis Triangulation of data across methods

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? (Criteria: Relevance, Coherence)					
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? (Criteria: Relevance, Coherence)					
4.1.1 Foundational documents	72. Extent to which the CSP strategy was evidence based, and inclusive. Completeness of the analysis in relation to different types of food security shocks (natural disasters, socioeconomic, health and complex)	<ul style="list-style-type: none"> Documents delineating the thinking behind the CSP National strategy in relation to nutrition and stunting National strategy for disaster response National strategy to respond to the returnee effort 	<ul style="list-style-type: none"> WFP policies and strategies Strategic review of food security and nutrition in Pakistan Voluntary National Review Government plans and strategies ACRs CSP Mid-Term Review M&E reports Country briefs <p>Interviews with:</p> <ul style="list-style-type: none"> WFP staff at country office, regional bureau and headquarters WFP staff at the operational level and regional offices Government staff at national and regional levels Partners 	<ul style="list-style-type: none"> Qualitative document review Semi-structured interviews 	<ul style="list-style-type: none"> Analysis of content Coding of documents and interviews Triangulation of data across methods
4.1.2 Available documents	73. What documents exist today, which should guide the development of the next CSP?	<ul style="list-style-type: none"> Document availability 	<ul style="list-style-type: none"> ACRs CSP Mid-Term Review M&E reports Country briefs Current WFP policies and strategies Current Government plans and strategies <p>Interviews with:</p> <ul style="list-style-type: none"> WFP staff at country office, regional bureau and headquarters WFP staff at the operational level and regional offices Government staff at national and regional levels Partners 	<ul style="list-style-type: none"> Qualitative document review Semi-structured interviews 	<ul style="list-style-type: none"> Analysis of content Coding of documents and interviews Triangulation of data across methods
4.2 To what extent has WFP been able to mobilize adequate, predictable and flexible resources to finance the CSP? (Criteria: Efficiency, Coherence)					

4.2.1 Resources	<p>74. Were adequate resources available to finance the CSP?</p> <p>75. Were the available resources sufficiently flexible and predictable to finance shifts in the application of the CSP which emerged as a response to changes in context (or miss assessments)?</p>	<ul style="list-style-type: none"> Available resources engaged in the consultation (staff, time, financial resources) 	<ul style="list-style-type: none"> Statistical data (COMET, Factory, IRM Analytics, VAM) ACRs CSP Mid-Term Review M&E reports Country briefs <p>Interviews with:</p> <ul style="list-style-type: none"> WFP staff at country office, regional bureau and headquarters WFP staff at the operational level and regional offices Government staff at national and regional levels Partners 	<ul style="list-style-type: none"> Qualitative and quantitative document review Semi-structured interviews 	<ul style="list-style-type: none"> Analysis of content Coding of documents and interviews Quantitative analysis Triangulation of data across methods
4.2.2 Partners	<p>76. Were partners willing and able to mobilize the resources needed to effectively engage with WFP in pursuit of common goals? (i.e. government).</p> <p>77. How have relationships with partners changed over time (before CSP and during)?</p> <p>78. To what degree have partners influenced the ability to attain results?</p>	<ul style="list-style-type: none"> Needs vs resources available Shifts and changes in relationships Shifts and changes in ability to deliver (partners, WFP) 	<ul style="list-style-type: none"> Statistical data (COMET, Factory, IRM Analytics, VAM) ACRs CSP Mid-Term Review M&E reports Country briefs Government budget Partner budgets Donor reports <p>Interviews with:</p> <ul style="list-style-type: none"> WFP staff at country office, regional bureau and headquarters WFP staff at the operational level and regional offices Government staff at national and regional levels Partners 	<ul style="list-style-type: none"> Qualitative and quantitative document review Semi-structured interviews 	<ul style="list-style-type: none"> Analysis of content Coding of documents and interviews Quantitative analysis Triangulation of data across methods
4.3 To what extent did the CSP lead to partnerships and collaborations with other actors that positively influenced performance and results? (Criteria: Connectedness, Coherence)					
4.3.1 Partners	<p>79. What were partners engaged in?</p> <p>80. How did WFP select and engage partners?</p> <p>81. How effective was the partner engagement? (Use partner matrix)</p>	<ul style="list-style-type: none"> Roles, responsibilities of partners Type of partnership Level of strategic alignment between WFP and partners 	<ul style="list-style-type: none"> Field Level Agreements (Partner agreements) CP selection <p>Interviews with:</p> <ul style="list-style-type: none"> WFP staff at country office, regional bureau and headquarters 	<ul style="list-style-type: none"> Partner ladder matrix Qualitative document review Semi-structured interviews Surveys 	<ul style="list-style-type: none"> Analysis of content Coding of documents and interviews Triangulation of data across methods

			<ul style="list-style-type: none"> WFP staff at the operational level and regional offices Government staff at national and regional levels Partners <p>Survey:</p> <ul style="list-style-type: none"> Partners 		
4.4 To what extent did the CSP provide greater flexibility in dynamic operational contexts and how did it affect results? (Criteria: Relevance, Coherence)					
4.4.1 Flexibility	<p>82. Did the CSP provide the necessary flexibility required in the Pakistani context?</p> <p>83. What were the implications of contextual demands on staff (type of staff, level of staff, skills)?</p> <p>84. What were the implications of contextual demands on resources (financial and material, not staff)?</p> <p>85. How has donor earmarking impacted on strategic flexibility?</p>	<ul style="list-style-type: none"> Planned CSP vs implemented CSP (Theory of Change) 	<ul style="list-style-type: none"> ACRs <p>Interviews with:</p> <ul style="list-style-type: none"> WFP staff at country office, regional bureau and headquarters WFP staff at the operational level and regional offices Government staff at national and regional levels Partners and donors 	<ul style="list-style-type: none"> Qualitative document review Semi-structured interviews 	<ul style="list-style-type: none"> Analysis of content Coding of documents and interviews Triangulation of data across methods
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? (Criteria: Efficiency, Effectiveness)					
4.5.1 Human resources (HR)	<p>86. Appropriateness of staff skill set to meet the CSP demands? (country office staff in relation to needs)</p>	<ul style="list-style-type: none"> HR data on level of staff to support specific activities, including number, experience. Shifts in staff (qualities/competence) to meet the demands of the CSP 	<ul style="list-style-type: none"> Statistical data HR <p>Interviews with:</p> <ul style="list-style-type: none"> WFP staff at country office, regional bureau and headquarters WFP staff at the operational level and regional offices Government staff at national and regional levels Partners 	<ul style="list-style-type: none"> Qualitative and quantitative document review Semi-structured interviews 	<ul style="list-style-type: none"> Analysis of content Coding of documents and interviews Quantitative analysis Triangulation of data across methods
4.5.2 Results-Based Management (RBM)	<p>87. Extent to which RBM was evidenced based (appropriate use of data)</p>	<ul style="list-style-type: none"> Degree of inclusion of monitoring indicators in the development of plans (staff changes, target changes, identification of partners) 	<p>Interviews with:</p> <ul style="list-style-type: none"> WFP staff at country office, regional bureau and headquarters WFP staff at the operational level and regional offices 	<ul style="list-style-type: none"> Qualitative review Semi-structured interviews 	<ul style="list-style-type: none"> Analysis of content Coding of documents and interviews Quantitative analysis Triangulation of data across methods

Annex V: Data collection tools

KEY INFORMANT INTERVIEW (KII) GUIDES

35. In the following pages, the interview guides that were used are introduced by category. Interviewees were interviewed for very specific purposes and hence only a few of the question were relevant. Importantly, these guides were not questionnaires, but were intended to guide a discussion. Ahead of each interview, the team pre-selected all the questions that were useful for the upcoming interview. All questions were coded according to their status (see far right column).

KII interview guide for WFP senior management

Thank you for agreeing to meet with us today. My name is I am the TL/DTL/TM for the Evaluation of the Country Strategic Plan (CSP). My colleagues ... and ... are joining me today. Can we ask if we may record this meeting? The recording will be used to generate a transcript which will then be coded for analysis. All the information you provide will be treated confidentially, which means only team members will have access to your response and the team will not attribute anything that you say to you specifically. Results reported in the final report will be triangulated. We will, however, list your name and title in the report. If you could please type your name the way you wish it to appear in the report, and your title into the chart, this would be appreciated (for in-person interviews make sure the name is correctly spelled and the full title recorded).			
Questions and background			
Name			
Position			
Gender			
Modality (H, IP, R)			
Team members present			
Questions	Answer The verbatim answer to the question goes here. Make sure that questions are adapted to level of government; if some are not relevant to the respondent write NR for not relevant in the response space.	Team comment Any comment or remark from the interviewer goes here	Code (to be used for all questions) AA: Asked and Answered I: Irrelevant to ask given respondent area of expertise UI: Given other responses the interviewer understood question to be irrelevant and didn't ask NA: Asked, but not answered

			DK: Asked, but respondent didn't know the answer
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? (Criteria: Relevance, Coherence)			
1.1 To what extent is the CSP relevant to national policies, plans, strategies, and goals, including achievement of the national Sustainable Development Goals (SDGs)? (Criteria: Relevance, Coherence)			
1. What were the driving assumptions that guided the CSP? How accurate were these assumptions? Which assumptions changed and what caused the change?			
2. What are the Pakistani Government's current objectives (in relation to WFP's work areas)? How have these objectives been defined? What has guided the identification of these objectives?			
3. In general, and in line with Amendment 18, what are the technical capacity needs of the Government of Pakistan? At what levels of government does (what) capacity exist? At what levels of government is it lacking? What is the current plan to fill the capacity gaps?			
4. How did WFP identify and endeavour to respond to Pakistani Government capacity gaps?			
5. Whose capacity has been developed? How has the capacity been developed? What capacity has been developed? Has, and if yes how, the capacity-strengthening effort taken gender into consideration in relation to all three dimensions being explored (who, how, what)?			
6. How have partners and partnerships influenced the way WFP has aimed to meet its strategic objectives?			
7. How has WFP addressed its engagement in relation to: (i) changing types and levels of needs; (ii) corresponding changes in the requirements for addressing that need; and (iii) how WFP engaged with an evolving enabling environment and system across the UN and wider global aid community?			
8. To what degree have strategic outcomes outlined in the CSP aligned with Government SDGs and targets?			
9. How has this alignment been made visible?			
1.2 To what extent did the CSP address the needs of the most vulnerable people in the country to ensure that no one is left behind? (Criteria: Relevance, Coverage)			
10. How have the "most vulnerable" groups been identified?			
11. How were the needs of the most vulnerable identified?			

12. Are indicators and monitoring systems in place to ensure that social inclusion is in focus?			
13. Is WFP contributing to the capacity of national social protection systems to “leave no one behind”?			
14. How has gender transformation been ensured among the most vulnerable?			
15. How has WFP addressed its engagement in relation to changing types and levels of needs among the most vulnerable? Corresponding changes in the requirements for addressing that need, and how WFP engaged with an evolving enabling environment and system across the United Nations and wider global aid community to address the needs of the most vulnerable?			
1.3 To what extent has WFP's strategic positioning remained relevant throughout the implementation of the CSP in light of changing context, national capacities, and needs? (Criteria: Relevance, Coherence)			
16. To what extent was the WFP CSP able to reach and mainstream the WFP paradigmatic shift in protection?			
17. Was WFP's strategic position (i.e. reduced focus on emergency response) relevant to the Pakistan context?			
18. How was climate change, and its potential implications, addressed within WFP's strategic position?			
19. How relevant was WFP's strategic position at the start of the CSP implementation period?			
20. Has the strategic position of WFP required adjustment during the implementation period of the CSP? If yes, what type of adjustments were needed and what drove these?			
21. How have donor priorities and restrictions enabled/obstructed WFP's strategic shift?			
22. Did (and does) WFP have the capacity to meet the capacity-strengthening demand of the Government to meet the expectation of the CSP?			
23. What are the capacity-strengthening needs of Pakistan? Did (and does) WFP have the capacity to meet the capacity strengthening demands of the Government and meet the expectation of the CSP? (CO, Regional Bureau, HQ)			
24. How has WFP implemented capacity-strengthening efforts (who, what, how)?			
25. How has WFP ensured the sustainability of their efforts?			
26. How has WFP strategic positioning had to adapt based on political shifts and sensitivities locally?			
27. How has COVID-19 influenced the implementation of the CSP? What changes did COVID-19 precipitate?			

28. How has WFP engaged with partners (which partner, for what purpose – use matrix) to ensure its strategic positioning is complementary to that of others working in Pakistan?			
1.4 To what extent is the CSP coherent and aligned with the wider United Nations, and does it include appropriate strategic partnerships based on the comparative advantage of WFP in the country? (Criteria: Coherence)			
29. How has WFP engaged with other United Nations agencies to ensure coherence between United Nations agencies working in Pakistan?			
30. How does WFP delineate the boundaries of its engagement in relation to the work of other United Nations agencies? (Capitalized on comparative advantage)			
31. 28. How is WFP's work articulated within the triple nexus to ensure it contributes to an overall United Nations as one approach?			
Evaluation Question 2: What is the extent and quality of WFP's specific contribution to CSP strategic outcomes in the country? (Criteria: Effectiveness)			
2.1 To what extent did WFP deliver expected outputs and contribute to the expected CSP strategic outcomes? (Criteria: Effectiveness)			
32. Were strategic objectives met?			
33. Did the strategic focus remain the same throughout the duration of the CSP implementation? If no, what changed, when and how?			
34. Were the cross-cutting issues effectively integrated into the implementation of the WFP activity portfolio? If yes/how? If no, why not? What were the challenges encountered and how were these addressed?			
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)? (Criteria: Effectiveness)			
35. To what extent did the relevant employees' technical skills of WFP country office allow them to take on the social protection agenda in terms of technical skills and know-how on social protection, including technical fields like insurance, capacity strengthening in institutional governance of social protection, skills training, resilient food systems, and disaster risk management?			
36. How far has WFP capitalized on its identified strengths in social protection – programmatically and institutionally?			
37. Degree to which identified challenges in targeting and beneficiary management were addressed?			
38. How effectively has WFP managed its intervention in light of Pakistan's decentralization (type: devolution)?			

39. Degree to which WFP's CPD is aligned to the social protection strategy of the Government of Pakistan.			
40. How did WFP ensure it was accountable to affected populations?			
41. How has WFP ensured gender was included in their activities?			
2.3 To what extent are the achievements of the CSP likely to be sustained? (Criteria: Sustainability)			
42. Has the Government of Pakistan found ways to expand their engagement with the affected population following work streams established by WFP?			
43. Has the capacity developed by WFP been multiplied within the organizations supported? (Have you or anyone in your organization shared knowledge secured with staff who have not been trained? Have they used the knowledge gained in the six months following the engagement?)			
44. Has the Government of Pakistan been able to put in place systems that will allow it to respond to the needs previously supported by WFP?			
45. Does the Government have the available funding to secure sustainability?			
2.4 In humanitarian contexts, to what extent did the CSP facilitate more strategic linkages between humanitarian, development, and (where appropriate) peace work? (Criteria: Connectedness)			
46. How have changing types and levels of needs been addressed by WFP?			
47. How does WFP articulate its work (in emergency response, root causes and resilience) with the work of other United Nations agencies in Pakistan?			
48. How does WFP articulate its work (in emergency response, root causes and resilience) with the work of other partners in Pakistan?			
3.1 To what extent were outputs delivered within the intended timeframe? (Criteria: Efficiency)			
49. Were the outputs delivered at the time expected?			
50. Were there differences for delivery of support (outputs) between regions, types of interventions, categories, budget use and types of recipients regarding the timeframe of delivery and implementation?			
3.2 To what extent was coverage and targeting of interventions appropriate? (Criteria: Effectiveness, Efficiency)			
51. Were the partners selected the correct partners to ensure the right target and the correct coverage?			
3.3 To what extent were WFP's activities cost efficient in delivery of its assistance? (Criteria: Efficiency)			
52. Comparable activities in other countries			
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? (Criteria: Relevance, Coherence)			
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? (Criteria: Relevance, Coherence)			

53. What documents drove the development of the CSP?			
54. How did these documents influence the development of the CSP?			
55. Which, among the documents used were from what source? (Government, United Nations, other)			
56. Were the documents used a solid foundation for the development of a CSP?			
57. What shortcomings in the documents reviewed affected the applicability of the CSP?			
58. What documents exist today; which should guide the development of the next CSP?			
59. What type of consultations and or assessments were conducted as foundational material to define the CSP parameters? Who was consulted?			
60. What knowledge did WFP use to define the CSP parameters?			
61. Were the resources available to finance the country strategy?			
4.2 To what extent has WFP been able to mobilize adequate, predictable and flexible resources to finance the CSP? (Criteria: Efficiency, Coherence)			
62. Were the resources available to finance shifts in the application of the CSP which emerged as a response to changes in context (or miss assessments)?			
4.3 To what extent did the CSP lead to partnerships and collaborations with other actors that positively influenced performance and results? (Criteria: Connectedness, Coherence)			
63. How did WFP engage partners?			
64. How effective was the partner engagement? (Use partner matrix)			
65. Did the CSP provide the necessary flexibility required in the Pakistani context?			
4.4 To what extent did the CSP provide greater flexibility in dynamic operational contexts, and how did it affect results? (Criteria: Relevance, Coherence)			
66. What were the implications of contextual demands on staff (type of staff, level of staff)?			
67. What were the implications of contextual demands on resources (financial and material, not staff)?			
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? (Criteria: Efficiency, Effectiveness)			
68. Has WFP had the staff it needed to implement the CSP (numbers, skills)?			
69. Has WFP used evidence to develop plans? (Results-Based Management)			

KII interview guide for regional office – sectors

Thank you for agreeing to meet with us today. My name is I am the TL/DTL/TM for the Evaluation of the Country Strategic Plan (CSP). My colleagues ... and ... are joining me today. Can we ask if we may record this meeting? The recording will be used to generate a transcript which will then be coded for analysis. All the information you provide will be treated confidentially, which means only team members will have access to your response and the team will not attribute anything that you say to you specifically. Results reported in the final report will be triangulated. We will, however, list your name and title in the report. If you could please type your name the way you wish it to appear in the report, and your title into the chart, this would be appreciated (for in-person interviews make sure the name is correctly spelled and the full title recorded).

Questions and background			
Name			
Position			
Gender			
Modality (H, IP, R)			
Team members present			
Questions	Answer	Team comment	Code (to be used for all questions) AA: Asked and Answered I: Irrelevant to ask given respondent area of expertise UI: Given other responses the interviewer understood question to be irrelevant and didn't ask NA: Asked, but not answered DK: Asked, but respondent didn't know the answer
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? (Criteria: Relevance, Coherence)			

1.1 To what extent is the CSP relevant to national policies, plans, strategies, and goals, including achievement of the national Sustainable Development Goals (SDGs)? (Criteria: Relevance, Coherence)			
1. How relevant to the national goals, are the activities you have focused on conducting? (Ask by activity)			
2. Whose capacity has been developed? How has the capacity been developed? What capacity has been developed? Has, and if yes, how has the capacity-strengthening effort taken gender into consideration in relation to all three dimensions being explored (who, how, what)?			
3. How have partners and partnerships influenced the way WFP has aimed to meet its strategic objectives?			
1.2 To what extent did the CSP address the needs of the most vulnerable people in the country to ensure that no one is left behind? (Criteria: Relevance, Coverage)			
4. How have the "most vulnerable" been defined?			
5. How have the "most vulnerable" groups been identified?			
6. How were the needs of the most vulnerable identified?			
7. How has gender inclusion and transformation (of done) been ensured among the most vulnerable?			
8. Are indicators and monitoring systems in place to ensure that social inclusion is in focus?			
9. Is WFP contributing to the capacity of national social protection systems to 'leave no one behind'? (Protection team only)			
1.3 To what extent has WFP's strategic positioning remained relevant throughout the implementation of the CSP in light of changing context, national capacities, and needs? (Criteria: Relevance, Coherence)			
10. How has WFP implemented its activities (who, what, how)? (Focus on all activities relevant)			
11. How has WFP ensured the sustainability of their efforts?			
12. How has WFP engaged with partners (which partner, for what purpose – use matrix) to ensure its strategic positioning is complementary to that of others working in Pakistan?			
Evaluation Question 2: What is the extent and quality of WFP's specific contribution to CSP strategic outcomes in the country? (Criteria: Effectiveness)			
2.1 To what extent did WFP deliver expected outputs and contribute to the expected CSP strategic outcomes? (Criteria: Effectiveness)			
13. What were the expected outputs of the intervention? (Relevant only to the area of work of respondent)			
14. Were the expected outputs met? (Relevant only to the area of work of respondent)			
15. Were there changes (over the years) on expected outputs? If yes, what were those changes and what precipitated them? (Relevant only to the area of work of respondent)			
16. What were the expected outcomes of the WFP engagement? (Relevant only to the area of work of respondent)			
17. Were the expected outcomes met? (relevant only to the area of work of respondent)			
18. Were there changes (over the years) on expected outcomes? (Relevant only to the area of work of respondent)			
19. If yes, what were those changes and what precipitated them? (Relevant only to the area of work of respondent)			

20. Were the cross-cutting issues effectively integrated into the implementation of the WFP activity portfolio? If yes/how? If no, why not? What were the challenges encountered and how were these addressed? (Relevant only to the area of work of respondent)			
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)? (Criteria: Effectiveness)			
21. Were humanitarian principles consistently applied during the implementation of all activities during the CSP period?			
22. To what extent did the relevant employees' technical skills of WFP country office allow them to take on the social protection agenda in terms technical skills and know-how on social protection, including technical fields like insurance, capacity strengthening in institutional governance of social protection, skills training, resilient food systems, and disaster risk management? (Only protection staff)			
23. How far has WFP capitalized on its identified strengths in social protection – programmatically and institutionally? (Only protection staff)			
24. Degree to which identified challenges in targeting and beneficiary management addressed?			
25. How effectively has WFP managed its intervention in light of Pakistan's decentralization (type: devolution)?			
26. How relevant is internal monitoring & evaluation (M&E) reporting and how are findings used? (Social protection, activity delivery)			
27. How effectively and efficiently is WFP coordinating its implementation of social protection activities with others (in technical working groups like Ehsaas technical and stakeholder committees and with other United Nations organizations)?			
28. Degree to which WFP's CPS is aligned to the social protection strategy of Government of Pakistan.			
29. To what degree has WFP adjusted its implementation modality to implement social protection as a development programme?			
30. How did WFP ensure it was accountable to affected populations?			
31. How do think affected populations perceive WFP? Do they feel well informed and empowered?			
32. What measures have partners taken to ensure accountability to affected populations is met?			
33. How has WFP ensured gender was included in their activities?			
34. How has WFP ensured capacity strengthening activities were gender sensitive? And Gender transformative?			
35. How has WFP ensured capacity-strengthening activities were sensitive to the needs of persons with disabilities?			
2.3 To what extent are the achievements of the CSP likely to be sustained? (Criteria: Sustainability)			

36. What activities conducted during the period under review will continue if WFP ends its support for said activity?			
37. Is WFP able to exit from engagement with the activity type? (The area you work on)			
38. To what extent is knowledge secured through capacity strengthening maintained by those trained? (Specifically: have those trained remained in a position where knowledge can be used? Have they used the knowledge gained in the six months following the development of their capacity?)			
39. Has the Government of Pakistan found ways to expand their engagement with the affected population following work streams established by WFP?			
40. Has the capacity developed by WFP been multiplied within the organizations supported? (Have you or anyone in your organization shared knowledge secured with staff who have not been trained? Have they used the knowledge gained in the six months following the engagement?)			
41. Has the Government of Pakistan been able to put in place systems that will allow it to respond to the needs previously supported by WFP?			
3.1 To what extent were outputs delivered within the intended timeframe? (Criteria: Efficiency)			
42. Were the outputs delivered at the time expected?			
43. Were there differences for delivery of support (outputs) between regions, types of interventions, categories, budget use and types of recipients regarding the timeframe of delivery and implementation?			
3.2 To what extent was coverage and targeting of interventions appropriate? (Criteria: Effectiveness, Efficiency)			
44. Were the partners selected the correct partners to ensure the right target and the correct coverage?			
3.3 To what extent were WFP's activities cost efficient in delivery of its assistance? (Criteria: Efficiency)			
45. Cost-efficiency guidelines the WFP Pakistan follows in its delivery of its assistance			
46. Factors outside WFP Pakistan control that can impact the cost-efficiency of delivery assistance			
3.4 To what extent were alternative, more cost-effective measures considered? (Criteria: Efficiency)			
47. Could any of the interventions have been conducted in a more cost-effective way?			
48. Has cost effectiveness changed over time?			
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? (Criteria: Relevance, Coherence)			
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? (Criteria: Relevance, Coherence)			
49. What knowledge did WFP use to define the CSP parameters? (Area of work only)			
4.2 To what extent has WFP been able to mobilize adequate, predictable and flexible resources to finance the CSP? (Criteria: Efficiency, Coherence)			
50. Were partners able to mobilize the resources needed to effectively engage with WFP in pursuit of common goals? (i.e. government).			
51. What were partners engaged in?			
4.3 To what extent did the CSP lead to partnerships and collaborations with other actors that positively influenced performance and results? (Criteria: Connectedness, Coherence)			

52. How did WFP engage partners?			
53. How effective was the partner engagement? (Use partner matrix)			
54. Did the CSP provide the necessary flexibility required in the Pakistani context?			
4.4 To what extent did the CSP provide greater flexibility in dynamic operational contexts, and how did it affect results? (Criteria: Relevance, Coherence)			
55. What were the implications of contextual demands on staff (type of staff, level of staff)?			
56. What were the implications of contextual demands on resources (financial and material, not staff)?			
57. What outcomes can be identified from WFP's efforts in relation to improved nutrition in line with the 2025 national targets? How has this result changed from the result expected at the start of the CSP until the present? (Sector relevant only)			
58. What outcomes can be identified from WFP's efforts in relation to ensuring more resilient food systems for populations living in disaster risk-prone areas? How has this result changed from the result expected at the start of the CSP until the present? (Sector relevant only)			
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? (Criteria: Efficiency, Effectiveness)			
59. Do you have the staff (numbers and competence) needed to fulfil the tasks you engage with?			

KII interview guide for the Government of Pakistan

KII interview guide Government of Pakistan	
<p>Thank you for agreeing to meet with us today. My name is I am the TL/DTL/TM for the Evaluation of the Country Strategic Plan (CSP) of WFP in Pakistan. My colleagues ... and ... are joining me today. Can we ask if we may record this meeting? The recording will be used to generate a transcript which will then be coded for analysis. All the information you provide will be treated confidentially, which means only team members will have access to your response and the team will not attribute anything that you say to you specifically. Explain if we will have a hybrid modality, how this will happen and what will it mean. Results reported in the final report will be triangulated. We will, however, list your name and title in the report. If you could please type your name the way you wish it to appear in the report. (Make sure the name is correctly spelled and the full title recorded.)</p>	
Questions and background	
Name	
Position	
Gender	

Modality (H, IP, R)			
Team members present			
WFP engagement (mark all that apply)	<p>WFP introduced the team</p> <p>WFP made the appointment</p> <p>WFP staff were participating in the interview</p> <p>WFP introduced us then left</p> <p>WFP staff were in the vicinity (if was unclear if they could hear or not)</p>		
Questions	<p>Answer</p> <p>The verbatim answer to the question goes here. Make sure that questions are adapted to level of government, if some are not relevant to the respondent write NR for not relevant in the response space.</p>	<p>Team comment</p> <p>Any comment or remark from the interviewer goes here.</p>	<p>Code (to be used for all questions)</p> <p>AA: Asked and Answered</p> <p>I: Irrelevant to ask given respondent area of expertise</p> <p>UI: Given other responses the interviewer understood question to be irrelevant and didn't ask</p> <p>NA: Asked, but not answered</p> <p>DK: Asked, but respondent didn't know the answer</p>
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? (Criteria: Relevance, Coherence)			
1.1 To what extent is the CSP relevant to national policies, plans, strategies, and goals, including achievement of the national Sustainable Development Goals (SDGs)? (Criteria: Relevance, Coherence)			
1. What were the driving assumptions that guided the CSP? How accurate were these assumptions? Which assumptions changed and what caused the change?			
2. What are the Pakistani Government's current objectives (in relation to WFP's work area)? How have these objectives been defined? What has guided the identification of these objectives?			

3. In general, and in line with Amendment 18, what are the technical capacity needs of the Government of Pakistan? At what levels of government does (what) capacity exist? At what levels of government is it lacking? What is the current plan to fill the capacity gaps?			
4. Whose capacity has been developed? How has the capacity been developed? What capacity has been developed? Has, and if yes how, the capacity strengthening effort taken gender into consideration in relation to all three dimensions being explored (who, how, what)?			
1.2 To what extent did the CSP address the needs of the most vulnerable people in the country to ensure that no one is left behind? (Criteria: Relevance, Coverage)			
5. Is WFP contributing to the capacity of national social protection systems to 'leave no one behind'?			
1.3 To what extent has WFP's strategic positioning remained relevant throughout the implementation of the CSP in light of changing context, national capacities, and needs? (Criteria: Relevance, Coherence)			
6. Did (and does) WFP have the capacity to meet the capacity-strengthening demand of the Government to meet the expectation of the CSP?			
7. What are the capacity-strengthening needs of Pakistan? Did (and does) WFP have the capacity to meet the capacity-strengthening demands of the Government and meet the expectation of the CSP? (country office, regional bureau, headquarters)			
8. How has WFP implemented capacity-strengthening efforts (who, what, how)?			
9. How has WFP ensured the sustainability of their efforts?			
10. How has COVID-19 influenced the implementation of the CSP? What changes did COVID-19 precipitate?			
1.4 To what extent is the CSP coherent and aligned with the wider United Nations, and does it include appropriate strategic partnerships based on the comparative advantage of WFP in the country? (Criteria: Coherence)			
11. How has WFP engaged with other United Nations agencies to ensure coherence between United Nations agencies working in Pakistan?			
12. How does WFP delineate the boundaries of its engagement in relation to the work of other United Nations agencies?			
13. How is WFP's work articulated within the triple nexus to ensure it contributes to an overall United Nations as one approach?			
Evaluation Question 2: What is the extent and quality of WFP's specific contribution to CSP strategic outcomes in the country? (Criteria: Effectiveness)			
2.1 To what extent did WFP deliver expected outputs and contribute to the expected CSP strategic outcomes? (Criteria: Effectiveness)			
14. What were the expected outputs of the intervention?			
15. Were the expected outputs met?			

16. Were there changes (over the years) on expected outputs? If yes, what were those changes and what precipitated them?			
17. What were the expected outcomes of the WFP engagement?			
18. Were the expected outcomes met?			
19. Were there changes (over the years) on expected outcomes?			
20. If yes, what were those changes and what precipitated them?			
21. Were strategic objectives met?			
22. Did the strategic focus remain the same throughout the duration of the CSP implementation? If no, what changed, when and how?			
23. Were the cross-cutting issues effectively integrated into the implementation of the WFP activity portfolio? If yes/how? If no, why not? What were the challenges encountered and how were these addressed?			
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)? (Criteria: Effectiveness)			
24. 2.1 To what extent did WFP deliver expected outputs and contribute to the expected country strategic plan strategic outcomes? (Criteria: Effectiveness)			
25. Were humanitarian principles consistently applied during the implementation of all activities during the CSP period?			
26. To what extent did the technical skills of WFP country office staff allow them to take on the social protection agenda in terms technical skills and know-how on social protection, including technical fields like insurance, capacity strengthening in institutional governance of social protection, skills training, resilient food systems, and disaster risk management?			
27. How far has WFP capitalized on its identified strengths in social protection – programmatically and institutionally?			
28. Degree to which identified challenges in targeting and beneficiary management addressed?			
29. How effectively has WFP managed its intervention in light of Pakistan's decentralization (type: devolution)?			
30. How relevant is internal monitoring & evaluation (M&E) reporting to social protection and how are findings used?			

31. How effectively and efficiently is WFP coordinating its implementation of social protection activities with others (in technical working groups like Ehsaas technical and stakeholder committees and with other United Nations organizations)?			
32. Degree to which WFP's CPD is aligned to the social protection strategy of Government of Pakistan.			
33. To what degree has WFP adjusted its implementation modality to implement social protection as a development programme?			
34. How did WFP ensure it was accountable to affected populations?			
35. How do affected populations perceive WFP? Do they feel well informed and empowered?			
36. What measures have partners taken to ensure accountability to affected populations is met?			
37. How has WFP ensured gender was included in their activities?			
38. How has WFP ensured capacity-strengthening activities were gender sensitive? And gender transformative?			
39. How has WFP ensured capacity-strengthening activities were sensitive to the needs of persons with disabilities?			
2.3 To what extent are the achievements of the CSP likely to be sustained? (Criteria: Sustainability)			
40. What activities conducted during the period under review will continue if WFP ends its support for said activity?			
41. Is WFP able to exit from engagement with the activity type?			
42. To what extent is knowledge secured through capacity strengthening maintained by those trained? (Specifically: have those trained remained in a position where knowledge can be used? Have they used the knowledge gained in the six months following the development of their capacity?)			
43. Has the Government of Pakistan found ways to expand their engagement with the affected population following work streams established by WFP?			
44. Has the capacity developed by WFP been multiplied within the organizations supported? (Have you or anyone in your organization shared knowledge secured with staff who have not been trained? Have they used the knowledge gained in the six months following the engagement?)			
45. Has the Government of Pakistan been able to put in place systems that will allow it to respond to the needs previously supported by WFP?			

2.4 In humanitarian contexts, to what extent did the CSP facilitate more strategic linkages between humanitarian, development, and (where appropriate) peace work? (Criteria: Connectedness)			
46. How have changing types and levels of needs been addressed by WFP?			
47. How does WFP articulate its work (in emergency response, root causes and resilience) with the work of other United Nations agencies in Pakistan?			
48. How does WFP articulate its work (in emergency response, root causes and resilience) with the work of other partners in Pakistan? (Including funding distribution and accessibility to the various sectors)			
3.1 To what extent were outputs delivered within the intended timeframe? (Criteria: Efficiency)			
49. Were the outputs delivered at the time expected? (And any pipeline break?)			
50. Were there differences for delivery of support (outputs) between regions, types of interventions, categories, budget use and types of recipients regarding the timeframe of delivery and implementation?			
3.2 To what extent was coverage and targeting of interventions appropriate? (Criteria: Effectiveness, Efficiency)			
51. Were the partners selected the correct partners to ensure the right target and the correct coverage?			
3.3 To what extent were WFP's activities cost efficient in delivery of its assistance? (Criteria: Efficiency)			
52. Cost-efficiency guidelines the WFP Pakistan follows in its delivery of its assistance			
53. Factors outside WFP Pakistan control that can impact the cost-efficiency of delivery assistance			
3.4 To what extent were alternative, more cost-effective measures considered? (Criteria: Efficiency)			
54. Could any of the interventions have been conducted in a more cost-effective way?			
55. Has cost effectiveness changed over time?			
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? (Criteria: Relevance, Coherence)			
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? (Criteria: Relevance, Coherence)			
56. What discussions (and/or documents) drove the development of the CSP?			
57. How did these discussions (and/or documents) influence the development of the CSP?			
58. What shortcomings affected the applicability of the CSP?			
59. What would guide the development of the next CSP?			
4.2 To what extent has WFP been able to mobilize adequate, predictable and flexible resources to finance the CSP? (Criteria: Efficiency, Coherence)			

60. Were the resources available to finance shifts in the application of the CSP which emerged as a response to changes in context (or miss assessments)?			
61. Were partners able to mobilize the resources needed to effectively engage with WFP in pursuit of common goals? (i.e. government).			
62. What were partners engaged in?			
4.3 To what extent did the CSP lead to partnerships and collaborations with other actors that positively influenced performance and results? (Criteria: Connectedness, Coherence)			
63. How did WFP engage partners?			
64. How effective was the partner engagement? (Use partner matrix.)			
65. Did the CSP provide the necessary flexibility required in the Pakistani context?			
4.4 To what extent did the CSP provide greater flexibility in dynamic operational contexts, and how did it affect results? (Criteria: Relevance, Coherence)			
66. What were the implications of contextual demands on staff (type of staff, level of staff)?			
67. What were the implications of contextual demands on resources (financial and material, not staff)?			
68. What outcomes can be identified from WFP's efforts in relation to access to food (SDG 2.1)? How has this result changed from the result expected at the start of the CSP until the present?			
69. What outcomes can be identified from WFP's efforts in relation to improved nutrition in line with the 2025 national targets? How has this result changed from the result expected at the start of the CSP until the present?			
70. What outcomes can be identified from WFP's efforts in relation to ensuring more resilient food systems for populations living in disaster risk-prone areas? How has this result changed from the result expected at the start of the CSP until the present?			
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? (Criteria: Efficiency, Effectiveness)			
71. In your view has WFP had the staff required to deliver on the CSP? (To the needs of Pakistan)			

KII interview guide for United Nations agencies

<p>KII interview guide for United Nations agencies</p> <p>Thank you for agreeing to meet with us today. My name is I am the TL/DTL/TM for the Evaluation of the Country Strategic Plan (CSP) of WFP in Pakistan. My colleagues ... and ... are joining me today. Can we ask if we may record this meeting? The recording will be used to generate a transcript which will then be coded for analysis. All the information you provide will be treated confidentially, which means only team members will have access to your response and the team will not attribute anything that you say to you specifically. Explain if we</p>
--

<p>will have a hybrid modality, how this will happen and what will it mean. Results reported in the final report will be triangulated. We will, however, list your name and title in the report. If you could please type your name the way you wish it to appear in the report. (Make sure the name is correctly spelled and the full title recorded.)</p>			
<p>Questions and background</p>			
Name			
Position			
Gender			
Modality (H, IP, R)			
Team members present			
	<p style="text-align: center;">Answer The verbatim answer to the question goes here.</p>	<p style="text-align: center;">Team comment Any comment or remark from the interviewer goes here.</p>	<p style="text-align: center;">Code (to be used for all questions) AA: Asked and Answered I: Irrelevant to ask given respondent area of expertise UI: Given other responses the interviewer understood question to be irrelevant and didn't ask NA: Asked, but not answered DK: Asked, but respondent didn't know the answer</p>

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? (Criteria: Relevance, Coherence)			
1.1 To what extent is the CSP relevant to national policies, plans, strategies, and goals, including achievement of the national Sustainable Development Goals (SDGs)? (Criteria: Relevance, Coherence)			
1. How has WFP addressed its engagement in relation to: (i) changing types and levels of needs; (ii) corresponding changes in the requirements for addressing that need; and (iii) how WFP engaged with an evolving enabling environment and system across the UN and wider global aid community.			
2. To what degree have strategic outcomes outlined in the CSP aligned with Government SDG goals and targets?			
3. How has this alignment been made visible?			
1.2 To what extent did the CSP address the needs of the most vulnerable people in the country to ensure that no one is left behind? (Criteria: Relevance, Coverage)			
4. How have the "most vulnerable" been defined?			
5. How has the most vulnerable group been identified?			
6. How were the needs of the most vulnerable identified?			
7. How has gender inclusion been ensured among the most vulnerable?			
8. Are indicators and monitoring systems in place to ensure that social inclusion is in focus?			
9. How has gender transformation been ensured among the most vulnerable?			
10. How has WFP addressed its engagement in relation to changing types and levels of needs among the most vulnerable? Corresponding changes in the requirements for addressing that need, and how WFP engaged with an evolving enabling environment and system across the United Nations and wider global aid community to address the needs of the most vulnerable?			
1.3 To what extent has WFP's strategic positioning remained relevant throughout the implementation of the CSP in light of changing context, national capacities, and needs? (Criteria: Relevance, Coherence)			
11. To what extent was the WFP CSP able to reach and mainstream the WFP paradigmatic shift in protection?			
12. Was WFP's strategic position (i.e., reduced focus on emergency response) relevant to the Pakistan context?			
13. How was climate change, and its potential implications, addressed within WFP's strategic position?			
14. How relevant was WFP's strategic position at the start of the CSP implementation period?			
15. Has the strategic position of WFP required adjustment during the implementation period of the CSP? If yes, what type of adjustments were needed and what drove these?			

16. How have donor priorities and restrictions enabled/obstructed WFP's strategic shift?			
17. Did (and does) WFP have the capacity to meet the capacity-strengthening demand of the Government to meet the expectation of the CSP?			
18. What are the capacity-strengthening needs of Pakistan? Did (and does) WFP have the capacity to meet the capacity-strengthening demands of the Government and meet the expectation of the CSP? (country office, regional bureau, headquarters)			
19. How has WFP implemented capacity-strengthening efforts (who, what, how)?			
20. How has WFP ensured the sustainability of their efforts?			
21. How has WFP's strategic positioning had to adapt based on political shifts and sensitivities locally?			
22. How has COVID-19 influenced the implementation of the CSP? What changes did COVID-19 precipitate?			
1.4 To what extent is the CSP coherent and aligned with the wider United Nations, and does it include appropriate strategic partnerships based on the comparative advantage of WFP in the country? (Criteria: Coherence)			
23. How has WFP engaged with other United Nations agencies to ensure coherence between United Nations agencies working in Pakistan?			
24. How does WFP delineate the boundaries of its engagement in relation to the work of other United Nations agencies?			
25. 28. How is WFP's work articulated within the triple nexus to ensure it contributes to an overall United Nations as one approach?			
Evaluation Question 2: What is the extent and quality of WFP's specific contribution to CSP strategic outcomes in the country? (Criteria: Effectiveness)			
2.1 To what extent did WFP deliver expected outputs and contribute to the expected country strategic plan strategic outcomes? (Criteria: Effectiveness)			
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)? (Criteria: Effectiveness)			
26. How effectively and efficiently is WFP coordinating its implementation of social protection activities with others (in technical working groups like Ehsaas technical and stakeholder committees and with other United Nations organizations)?			
27. What measures have partners taken to ensure accountability to affected populations is met?			
28. How has WFP ensured gender was included in their activities?			
29. How has WFP ensured capacity-strengthening activities were gender sensitive? And gender transformative?			
30. How has WFP ensured capacity-strengthening activities were sensitive to the needs of persons with disabilities?			
2.3 To what extent are the achievements of the CSP likely to be sustained? (Criteria: Sustainability)			

31. What activities conducted during the period under review will continue if WFP ends its support for said activity?			
32. Is WFP able to exit from engagement with the activity type?			
33. To what extent is knowledge secured through capacity strengthening maintained by those trained? (Specifically: have those trained remained in a position where knowledge can be used? Have they used the knowledge gained in the six months following the development of their capacity?)			
34. Has the Government of Pakistan found ways to expand their engagement with the affected population following work streams established by WFP?			
35. Has the capacity developed by WFP been multiplied within the organizations supported? (Have you or anyone in your organization shared knowledge secured with staff who have not been trained? Have they used the knowledge gained in the six months following the engagement?)			
2.4 In humanitarian contexts, to what extent did the CSP facilitate more strategic linkages between humanitarian, development, and (where appropriate) peace work? (Criteria: Connectedness)			
36. How have changing types and levels of needs been addressed by WFP?			
37. How does WFP articulate its work (in emergency response, root causes and resilience) with the work of other United Nations agencies in Pakistan?			
38. How does WFP articulate its work (in emergency response, root causes and resilience) with the work of other partners in Pakistan?			
3.1 To what extent were outputs delivered within the intended timeframe? (Criteria: Efficiency)			
39. Were the outputs delivered at the time expected?			
40. Were there differences for delivery of support (outputs) between regions, types of interventions, categories, budget use and types of recipients regarding the timeframe of delivery and implementation?			
3.2 To what extent was coverage and targeting of interventions appropriate? (Criteria: Effectiveness, Efficiency)			
41. 3.1 To what extent were outputs delivered within the intended timeframe? (Criteria: Efficiency)			
42. Were the partners selected the correct partners to ensure the right target and the correct coverage?			
3.3 To what extent were WFP's activities cost efficient in delivery of its assistance? (Criteria: Efficiency)			
43. Cost-efficiency guidelines the WFP Pakistan follows in its delivery of its assistance			
44. Factors outside WFP Pakistan control that can impact the cost efficiency of delivery assistance			
45. Comparable activities in other countries			
3.4 To what extent were alternative, more cost-effective measures considered? (Criteria: Efficiency)			

46. Could any of the interventions have been conducted in a more cost-effective way?			
47. Has cost effectiveness changed over time?			
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? (Criteria: Relevance, Coherence)			
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? (Criteria: Relevance, Coherence)			
48. What documents drove the development of the CSP?			
49. How did these documents influence the development of the CSP?			
50. Which, among the documents used were from what source? (Government, United Nations, other)			
51. Were the documents used a solid foundation for the development of a CSP?			
52. What shortcomings in the documents reviewed affected the applicability of the CSP?			
53. What documents exist today, which should guide the development of the next CSP?			
54. What type of consultations and/or assessments were conducted as foundational material to define the CSP parameters? Who was consulted?			
55. What knowledge did WFP use to define the CSP parameters?			
56. Were the resources available to finance the country strategy?			
4.2 To what extent has WFP been able to mobilize adequate, predictable and flexible resources to finance the CSP? (Criteria: Efficiency, Coherence)			
57. Were the resources available to finance shifts in the application of the CSP which emerged as a response to changes in context (or miss assessments)?			
58. Were partners able to mobilize the resources needed to effectively engage with WFP in pursuit of common goals? (i.e. Government).			
59. What were partners engaged in?			
4.3 To what extent did the CSP lead to partnerships and collaborations with other actors that positively influenced performance and results? (Criteria: Connectedness, Coherence)			
60. How did WFP engage partners?			
61. How effective was the partner engagement? (Use partner matrix)			
62. Did the CSP provide the necessary flexibility required in the Pakistani context?			
4.4 To what extent did the CSP provide greater flexibility in dynamic operational contexts and how did it affect results? (Criteria: Relevance, Coherence)			
63. What were the implications of contextual demands on staff (type of staff, level of staff)?			
64. What were the implications of contextual demands on resources (financial and material, not staff)?			
65. What outcomes can be identified from WFP's efforts in relation to access to food (SDG 2.1)? How has this result changed from the result expected at the start of the CSP until the present?			

66. What outcomes can be identified from WFP's efforts in relation to improved nutrition in line with the 2025 national targets? How has this result changed from the result expected at the start of the CSP until the present?			
67. What outcomes can be identified from WFP's efforts in relation to ensuring more resilient food systems for populations living in disaster risk-prone areas? How has this result changed from the result expected at the start of the CSP until the present?			
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? (Criteria: Efficiency, Effectiveness)			
68. What outcomes can be identified from WFP's efforts in relation to the support for the development of adequate risk management systems? How has this result changed from the result expected at the start of the CSP until the present?			
69. What outcomes can be identified from WFP's efforts in relation to the strengthening of capacities at the national and provincial levels to ensure a local capacity to support food security (by 2022)? How has this result changed from the result expected at the start of the CSP until the present?			
70. Have there been important strategic shifts? What has driven these and how have these been incorporated into WFP's work?			
71. What achievements have been recorded in reference to these strategic shifts?			

KII interview guide for partners

KII interview guide for partners	
<p>Thank you for agreeing to meet with us today. My name is I am the TL/DTL/TM for the Evaluation of the Country Strategic Plan (CSP) of WFP in Pakistan. My colleagues ... and ... are joining me today. Can we ask if we may record this meeting? The recording will be used to generate a transcript which will then be coded for analysis. All the information you provide will be treated confidentially, which means only team members will have access to your response and the team will not attribute anything that you say to you specifically. Explain if we will have a hybrid modality, how this will happen and what will it mean. Results reported in the final report will be triangulated. We will, however, list your name and title in the report. If you could please type your name the way you wish it to appear in the report. (Make sure the name is correctly spelled and the full title recorded.)</p>	
Questions and background	
Name	
Position	
Gender	

Modality (H, IP, R)			
Team members present			
WFP engagement (mark all that apply)	<p>WFP introduced the team WFP made the appointment WFP staff were participating in the interview WFP introduced us then left WFP staff were in the vicinity (if was unclear if they could hear or not)</p>		
Questions	<p>Answer The verbatim answer to the question goes here. Make sure that questions are adapted to level of government, if some are not relevant to the respondent write NR for not relevant in the response space.</p>	<p>Team comment Any comment or remark from the interviewer goes here</p>	<p>Code (to be used for all questions) AA: Asked and Answered I: Irrelevant to ask given respondent area of expertise UI: Given other responses the interviewer understood question to be irrelevant and didn't ask NA: Asked, but not answered DK: Asked, but respondent didn't know the answer</p>
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? (Criteria: Relevance, Coherence)			
1.1 To what extent is the CSP relevant to national policies, plans, strategies, and goals, including achievement of the national Sustainable Development Goals (SDGs)? (Criteria: Relevance, Coherence)			
1. What are the Pakistani Government's current objectives (in relation to WFPs work area)? How have these objectives been defined? What has guided the identification of these objectives?			
2. In general, and in line with Amendment 18, what are the technical capacity needs of the Government of Pakistan? At what levels of government does (what) capacity exist? At what levels of government is it lacking? What is the current plan to fill the capacity gaps?			
3. How have partners and partnerships influenced the way WFP has aimed to meet its strategic objectives?			

4.	How has WFP addressed its engagement in relation to: (i) changing types and levels of needs; (ii) corresponding changes in the requirements for addressing that need; and how WFP engaged with an evolving enabling environment and system across the United Nations and wider global aid community.			
5.	To what degree have extent strategic outcomes outlined in the CSP aligned with Government SDG goals and targets?			
6.	How has this alignment been made visible?			
1.2 To what extent did the CSP address the needs of the “most vulnerable” people in the country to ensure that no one is left behind? (Criteria: Relevance, Coverage)				
7.	How have the most vulnerable been defined?			
8.	How has the most vulnerable group been identified?			
9.	How has gender inclusion been ensured among the most vulnerable?			
10.	How were the needs of the most vulnerable identified?			
11.	Are indicators and monitoring systems in place to ensure that social inclusion is in focus?			
12.	Is WFP contributing to the capacity of national social protection systems to ‘leave no one behind’?			
13.	How has gender transformation been ensured among the most vulnerable?			
14.	How has WFP addressed its engagement in relation to changing types and levels of needs among the most vulnerable? Corresponding changes in the requirements for addressing that need, and how WFP engaged with an evolving enabling environment and system across the United Nations and wider global aid community to address the needs of the most vulnerable?			
1.3 To what extent has WFP's strategic positioning remained relevant throughout the implementation of the CSP in light of changing context, national capacities, and needs? (Criteria: Relevance, Coherence)				
15.	To what extent was the WFP CSP able to reach and mainstream the WFP paradigmatic shift in protection?			
16.	Was WFP's strategic position (i.e., reduced focus on emergency response) relevant to the Pakistan context?			
17.	How was climate change, and its potential implications, addressed within WFP's strategic position?			
18.	How relevant was WFP's strategic position at the start of the CSP implementation period?			
19.	Has the strategic position of WFP required adjustment during the implementation period of the CSP? If yes, what type of adjustments were needed and what drove these?			
20.	How have donor priorities and restrictions enabled/obstructed WFP's strategic shift?			

21. Did (and does) WFP have the capacity to meet the capacity-strengthening demand of the Government to meet the expectation of the CSP?			
22. What are the capacity-strengthening needs of Pakistan? Did (and does) WFP have the capacity to meet the capacity-strengthening demands of the Government and meet the expectation of the CSP? (country office, regional bureau, headquarters)			
23. How has WFP implemented capacity-strengthening efforts (who, what, how)?			
24. How has WFP ensured the sustainability of their efforts?			
25. How has WFP strategic positioning had to adapt based on political shifts and sensitivities locally?			
26. How has COVID-19 influenced the implementation of the CSP? What changes did COVID-19 precipitate?			
27. How has WFP engaged with partners (which partner, for what purpose – use matrix) to ensure its strategic positioning is complementary to that of others working in Pakistan?			
1.4 To what extent is the CSP coherent and aligned with the wider United Nations, and does it include appropriate strategic partnerships based on the comparative advantage of WFP in the country? (Criteria: Coherence)			
28. How has WFP engaged with other United Nations agencies to ensure coherence between United Nations agencies working in Pakistan?			
29. How does WFP delineate the boundaries of its engagement in relation to the work of other United Nations agencies?			
30. How is WFP's work articulated within the triple nexus to ensure it contributes to an overall United Nations as one approach?			
Evaluation Question 2: What is the extent and quality of WFP's specific contribution to CSP strategic outcomes in the country? (Criteria: Effectiveness)			
2.1 To what extent did WFP deliver expected outputs and contribute to the expected CSP strategic outcomes? (Criteria: Effectiveness)			
31. What were the expected outputs of the intervention?			
32. Were the expected outputs met?			
33. Were there changes (over the years) on expected outputs? If yes, what were those changes and what precipitated them?			
34. What were the expected outcomes of the WFP engagement?			
35. Were the expected outcomes met?			
36. Were there changes (over the years) on expected outcomes?			
37. If yes, what were those changes and what precipitated them?			
38. Were strategic objectives met?			
39. Did the strategic focus remain the same throughout the duration of the CSP implementation? If no, what changed, when and how?			

40. Were the cross-cutting issues effectively integrated into the implementation of the WFP activity portfolio? If yes/how? If no, why not? What were the challenges encountered and how were these addressed?			
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)? (Criteria: Effectiveness)			
41. 2.1 To what extent did WFP deliver expected outputs and contribute to the expected CSP strategic outcomes? (Criteria: Effectiveness)			
42. Were humanitarian principles consistently applied during the implementation of all activities during the CSP period?			
43. To what extent did the relevant employees' technical skills of WFP country office allow them to take on the social protection agenda in terms technical skills and know-how on social protection, including technical fields like insurance, capacity strengthening in institutional governance of social protection, skills training, resilient food systems, and disaster risk management?			
44. How far has WFP capitalized on its identified strengths in social protection – programmatically and institutionally?			
45. Degree to which identified challenges in targeting and beneficiary management addressed?			
46. How effectively has WFP managed its intervention in light of Pakistan's decentralization (type: devolution)?			
47. How relevant is internal monitoring & evaluation (M&E) reporting to social protection and how are findings used?			
48. How effectively and efficiently is WFP coordinating its implementation of social protection activities with others (in technical working groups like Ehsaas technical and stakeholder committees and with other United Nations organisations)?			
49. Degree to which WFP's CSP is aligned to the social protection strategy of Government of Pakistan.			
50. To what degree has WFP adjusted its implementation modality to implement social protection as a development programme?			
51. How did WFP ensure it was accountable to affected populations?			
52. How do affected populations perceive WFP? Do they feel well informed and empowered?			
53. What measures have partners taken to ensure accountability to affected populations is met?			
54. How has WFP ensured gender was included in their activities?			

55. How has WFP ensured capacity-strengthening activities were gender sensitive? And gender transformative?			
56. How has WFP ensured capacity-strengthening activities were sensitive to the needs of persons with disabilities?			
2.3 To what extent are the achievements of the CSP likely to be sustained? (Criteria: Sustainability)			
57. What activities conducted during the period under review will continue if WFP ends its support for said activity?			
58. Is WFP able to exit from engagement with the activity type?			
59. To what extent is knowledge secured through capacity strengthening maintained by those trained? (Specifically: have those trained remained in a position where knowledge can be used? Have they used the knowledge gained in the six months following the development of their capacity?			
60. Has the Government of Pakistan found ways to expand their engagement with the affected population following work streams established by WFP?			
61. Has the capacity developed by WFP been multiplied within the organizations supported? (Have you or anyone in your organization shared knowledge secured with staff who have not been trained? Have they used the knowledge gained in the six months following the engagement?			
62. Has the Government of Pakistan been able to put in place systems that will allow it to respond to the needs previously supported by WFP?			
2.4 In humanitarian contexts, to what extent did the CSP facilitate more strategic linkages between humanitarian, development, and (where appropriate) peace work? (Criteria: Connectedness)			
63. How have changing types and levels of needs been addressed by WFP?			
64. How does WFP articulate its work (in emergency response, root causes and resilience) with the work of other UN agencies in Pakistan?			
65. How does WFP articulate its work (in emergency response, root causes and resilience) with the work of other partners in Pakistan?			
3.1 To what extent were outputs delivered within the intended timeframe? (Criteria: Efficiency)			
66. Were the outputs delivered at the time expected?			
67. Were there differences for delivery of support (outputs) between regions, types of interventions, categories, budget use and types of recipients regarding the timeframe of delivery and implementation?			
3.2 To what extent was coverage and targeting of interventions appropriate? (Criteria: Effectiveness, Efficiency)			
68. 3.1 To what extent were outputs delivered within the intended timeframe? (Criteria: Efficiency)			

69. Were the partners selected the correct partners to ensure the right target and the correct coverage?			
3.3 To what extent were WFP's activities cost efficient in delivery of its assistance? (Criteria: Efficiency)			
70. Cost-efficiency guidelines the WFP Pakistan follows in its delivery of its assistance.			
71. Factors outside WFP Pakistan's control that can impact the cost efficiency of delivery assistance.			
72. Comparable activities in other countries.			
3.4 To what extent were alternative, more cost-effective measures considered? (Criteria: Efficiency)			
73. Could any of the interventions have been conducted in a more cost-effective way?			
74. Has cost effectiveness changed over time?			
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? (Criteria: Relevance, Coherence)			
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? (Criteria: Relevance, Coherence)			
75. What documents drove the development of the CSP?			
76. How did these documents influence the development of the CSP?			
77. Which, among the documents used were from what source? (Government, United Nations, other)			
78. Were the documents used a solid foundation for the development of a CSP?			
79. What shortcomings in the documents reviewed affected the applicability of the CSP?			
80. What documents exist today, which should guide the development of the next CSP?			
81. What type of consultations and or assessments were conducted as foundational material to define the CSP parameters? Who was consulted?			
82. What knowledge did WFP use to define the CSP parameters?			
83. Were the resources available to finance the country strategy?			
4.2 To what extent has WFP been able to mobilize adequate, predictable and flexible resources to finance the CSP? (Criteria: Efficiency, Coherence)			
84. Were the resources available to finance shifts in the application of the CSP which emerged as a response to changes in context (or miss assessments)?			
85. Were partners able to mobilize the resources needed to effectively engage with WFP in pursuit of common goals? (i.e. Government).			
86. What were partners engaged in?			
4.3 To what extent did the CSP lead to partnerships and collaborations with other actors that positively influenced performance and results? (Criteria: Connectedness, Coherence)			
87. How did WFP engage partners?			
88. How effective was the partner engagement? (Use partner matrix.)			
89. Did the CSP provide the necessary flexibility required in the Pakistani context?			

4.4 To what extent did the CSP provide greater flexibility in dynamic operational contexts and how did it affect results? (Criteria: Relevance, Coherence)			
90. What were the implications of contextual demands on staff (type of staff, level of staff)?			
91. What were the implications of contextual demands on resources (financial and material, not staff)?			
92. What outcomes can be identified from WFP's efforts in relation to access to food (SDG 2.1)? How has this result changed from the result expected at the start of the CSP until the present?			
93. What outcomes can be identified from WFP's efforts in relation to improved nutrition in line with the 2025 national targets? How has this result changed from the result expected at the start of the CSP until the present?			
94. What outcomes can be identified from WFP's efforts in relation to ensuring more resilient food systems for populations living in disaster risk-prone areas? How has this result changed from the result expected at the start of the CSP until the present?			
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? (Criteria: Efficiency, Effectiveness)			
95. What outcomes can be identified from WFP's efforts in relation to the support for the development of adequate risk management systems? How has this result changed from the result expected at the start of the CSP until the present?			
96. What outcomes can be identified from WFP's efforts in relation to the strengthening of capacities at the national and provincial levels to ensure a local capacity to support food security (by 2022)? How has this result changed from the result expected at the start of the CSP until the present?			
97. Have there been important strategic shifts? What has driven these and how have these been incorporated into WFP's work?			
98. What achievements have been recorded in reference to these strategic shifts?			

36. Relevant partners also filled in the table below:

	Relevance to the context	Effectiveness in context (adaptability)	Sustainability in context	Contribution to triple nexus	Relevance to gender inclusion and transformation
Partners mainly involved in implementation/execution					
Substantial exchange of information during the partnership					

Partners decided together, with mutual understanding					
Partners acted together					
Own initiatives by partners were supported					
Partners were entrusted with handing over or scaling up projects and initiatives					

KII interview guide for donors

KII interview guide donors			
Thank you for agreeing to meet with us today. My name is I am the TL/DTL/TM for the Evaluation of the Country Strategic Plan (CSP) of WFP in Pakistan. My colleagues ... and ... are joining me today. Can we ask if we may record this meeting? The recording will be used to generate a transcript which will then be coded for analysis. All the information you provide will be treated confidentially, which means only team members will have access to your response and the team will not attribute anything that you say to you specifically. Explain if we will have a hybrid modality, how this will happen and what will it mean. Results reported in the final report will be triangulated. We will, however, list your name and title in the report. If you could please type your name the way you wish it to appear in the report. (Make sure the name is correctly spelled and the full title recorded.)			
Questions and background			
Name			
Position			
Gender			
Modality (H, IP, R)			
Team members present			
Questions	<p style="text-align: center;">Answer</p> <p>The verbatim answer to the question goes here. Make sure that questions are adapted to level of government, if some are not relevant to the respondent write NR for not relevant in the response space.</p>	<p style="text-align: center;">Team comment</p> <p>Any comment or remark from the interviewer goes here.</p>	<p style="text-align: center;">Code (to be used for all questions)</p> <p>AA: Asked and Answered I: Irrelevant to ask given respondent area of expertise UI: Given other responses the interviewer understood question to be irrelevant and didn't ask NA: Asked, but not answered DK: Asked, but respondent didn't know the answer</p>
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? (Criteria: Relevance, Coherence)			

1.1 To what extent is the CSP relevant to national policies, plans, strategies, and goals, including achievement of the national Sustainable Development Goals (SDGs)? (Criteria: Relevance, Coherence)			
a. How has WFP addressed its engagement in relation to: (i) changing types and levels of needs; (ii) corresponding changes in the requirements for addressing that need; and (iii) how WFP engaged with an evolving enabling environment and system across the United Nations and wider global aid community.			
b. To what degree have extent strategic outcomes outlined in the CSP aligned with Government SDG goals and targets?			
c. How has this alignment been made visible?			
1.2 To what extent did the CSP address the needs of the most vulnerable people in the country to ensure that no one is left behind? (Criteria: Relevance, Coverage)			
d. How has the “most vulnerable” group been identified?			
1.3 To what extent has WFP’s strategic positioning remained relevant throughout the implementation of the CSP in light of changing context, national capacities, and needs? (Criteria: Relevance, Coherence)			
e. How have donor priorities and restrictions enabled/obstructed WFP’s strategic shift?			

SURVEYS

37. The following surveys were used to assess capacity strengthening and development efforts. The respondents were participants of trainings, as well as management.

#	Participants	Options	#	Management	Options
1	What is your gender?	a. Female b. Male	1	What is your gender?	a. Female b. Male
2	How old are you?		2	How old are you?	
3	In which province do you work?		3	In which province do you work?	
4	What organization are you affiliated with?		4	What organization are you affiliated with?	

5	What is your position in the organization?	5	What is your position in the organization?
6	Was your position different at the time of the training?	6	How relevant has the capacity strengthening provided by WFP been to the organization? a. Very b. Moderately c. Slightly d. Not at all
	If so, what was it?	7	To what extent did the development provided by WFP content and structure align with the organization's overall strategies/policies/priorities? a. Greatly b. Moderately c. Slightly d. Not at all
7	What year did you participate in the development provided by WFP?	8	Has the development provided by WFP been useful to the organization, and how so?
8	What has been the most useful in what you learned or did during the training?		If not, how come?
9	What type of training did you participate in (Make a multiple choice based on the trainings provided)?	9	What type of training did you participate in (Make a multiple choice based on the trainings provided)?
10	Were some of the practical tools/knowledge taught during the training not useful to your work? If so, which ones?	10	How relevant was the change project(s) to the organization and its strategies, and why? If not relevant, how come?
11	What key priorities of your organization have not been addressed by the capacity strengthening, if any?	11	To what extent did the development provided by WFP help improve the capacity of the participants in terms of organizational needs? a. Greatly b. Moderately c. Slightly c. Not at all
12	Was your training management or human resource department aware of your participation in the training?	12	What key priorities of your organization have not been addressed by the development provided by WFP, if any?
13	Are there differences between what you learned during the training/change project and your organizations practices? If yes, which ones?		

14	Can you estimate how often you use the outputs gained through the development provided by WFP in your daily work?	a. Daily b. Weekly c. Monthly d. Once since I was trained e. Never	13	To what extent did your interactions with other Pakistani government agencies organizations increase as a result of the training?	a. Greatly b. Moderately c. Slightly d. Not at all e. Suggestions on how to improve: (open-ended)
15	What did change in your working practice as a result of the training?		14	With which organizations? Was this via specific networks?	
16	What did change as a result of the change project, if any effect?		15	At what level(s) have the development provided by WFP contributed to new/improved networks, if any?	a. Nationally b. Provincial c. District d. None *OBS: must be able to tick multiple
17	Did you see any unintended effects - positive or negatives ones - of the development provided by WFP? Which ones?		16	Has this networking influenced changes in the organization? If so, what changes?	
18	Did you experience any difficulties in implementing new practices and/or of the change project in your organizations? If yes, how could they be overcome?		17	What did change as a result of the change project, if any effect?	
19	As a result of the training/or change project, to what extent did change(s) occur in your organization's practices/policies/strategies? If so, which ones? How?	a. Greatly b. Moderately c. Slightly d. Not at all	18	As a result of the training/change projects, to what extent did change(s) occur in your organization's practices/policies/strategies? If so, which ones? How?	a. Greatly b. Moderately c. Slightly d. Not at all e. Examples: (open-ended)

20	Did the changes following your participation in the training contribute to impacting the results of your organizations, including in terms of peacebuilding, social development, etc.?	19	If not, why?
----	--	----	--------------

38. The survey below was used to survey WFP cooperation partners to categorize their role as partners. This tool was used a supplementary to interviews conducted.

#	Participants	Options
1	What is your gender?	a. Female b. Male
2	In which province do you work?	
3	What district does your organization work in? (Multiple may apply)	
4	What organization are you affiliated with?	
5	What is your position in the organization?	
6	How long have you partnered with WFP?	
7	What sectors do you work with?	
8	Please identify which of these apply? (Use the partnership ladder)	
9	What do you feel is the best element (or what you like most) about the partnership you have with WFP?	
10	What would you suggest be changed regarding partnerships with WFP to improve the overall results of your work?	

Annex VI: Fieldwork agenda

39. The following table is the list of all specific field/sites visits that were conducted during the Country Strategic Plan Evaluation (CSPE) and their purposes.

Table 3: Field work agenda

CSPE Pakistan - Field Visits				
#	Date	Location	Field Visit	Purpose
1	11/10/2021	Khyber Pakhtunkhwa	Tehsil Headquarter Hospital Dogra/Bara	<ol style="list-style-type: none"> 1. Briefing by the Department of Health staff on Ehsaas Nashonuma Project & its implementation modalities 2. Observe the online process in the “EN App” for the registration of the pregnant and lactating women 3. Observe the process of anthropometry & compliance 4. To observe the video messages and awareness sessions. 5. Meet with the beneficiaries & receive the feedback 6. Discuss and note the challenges in BISP-EN implementation
2	11/10/2021	Khyber Pakhtunkhwa	WFP warehouse Achini Bala	<ol style="list-style-type: none"> 1. Visit management of warehouse 2. Discuss future prospects with staff
3	12/10/2021	Khyber Pakhtunkhwa	Government Girls High School Kalangah Bara	<ol style="list-style-type: none"> 1. Meeting with the Project Implementation Unit (PIU) staff 2. Discussion with the school principal, teachers, students and few parents
4	12/10/2021	Khyber Pakhtunkhwa	Mohmand NMD Food Assistance for Assets (FFA) activities: Water Pond Rehabilitation	<ol style="list-style-type: none"> 1. To visit and observe the rehabilitated water pond by the community of the village under conditional cash transfer 2. To have a discussion with the community members about the water pond
5	12/10/2021	Khyber Pakhtunkhwa	Mohmand NMD Food Assistance for Assets (FFA) activities: Check Dams Bridle Path Protection Walls Cemented Road	<ol style="list-style-type: none"> 1. To visit and observe the check dams, bridle path and spring development, protection walls and rehabilitation of the dirt road, completed by the community of the village under conditional cash transfer 2. To have a discussion with the community members about the check dams, bridle path & spring developed & rehabilitation of the dirt road and protection walls
6	12/10/2021	Khyber Pakhtunkhwa	Mohmand NMD Food Assistance for Assets (FFA) activities: Carpet Weaving	<ol style="list-style-type: none"> 1. To visit and observe the carpet weaving activities by females in the community & have a discussion with them 2. Visit to FFA activities in the village Kohi (sub village Kohi Burhan & sub village Kohi Saidan)

7	13/10/2021	Khyber Pakhtunkhwa	Meeting at Mirzai Camp	<ol style="list-style-type: none"> 1. Meeting with TDPs camp management to learn how the camp was managed and operated 2. Meet beneficiaries of the camp
8	14/10/2021	Khyber Pakhtunkhwa	Visit to RHC Band Kurai, Tehsil. Paharpur, district DIK	<ol style="list-style-type: none"> 1. Briefing by KP SPRING staff on distribution of IFA/ de-worming tablets among adolescent girls 2. Integration of education and health through coordination of teachers and healthcare workers and beneficiaries feedback 3. Meet with school teachers and healthcare staff to discuss and note the challenges in KP SPRING implementation
9	15/10/2021	Balochistan	Visit to WFP Warehouses Quetta	<ol style="list-style-type: none"> 1. Briefing to understand warehouse management and status of SLA partners 2. Understand future expectations of PDMA
10	20/10/2021	Balochistan	Visit to DHQ Kalat	<ol style="list-style-type: none"> 1. Meet training participants Ehsaas Nashonuma 2. Discuss key challenges of nutrition programme
11	20/10/2021	Balochistan	Visit Jam Ghulam Qadir Hospital, Hub	<ol style="list-style-type: none"> 1. Visit Nutrition Centre facilities 2. Discussions with district staff about capacity needs 3. Meet beneficiaries
12	22/10/2021	Sindh	Civil Hospital Badin	<ol style="list-style-type: none"> 1. Briefing on services being provided by Ehsaas Nashonuma Markaz 2. Meeting with staff, beneficiaries and hospital administration
13	22/10/2021	Sindh	Union Council Fazal Bhambro	<ol style="list-style-type: none"> 1. Meeting with Village Development Committee Taulka Jhuddo to discuss Food for Asset creation activities 2. Physically visit FFA assets development
14	23/10/2021	Sindh	Basic Health Unit Digu	<ol style="list-style-type: none"> 1. Visit of CMAM Site, beneficiaries and staff meeting 2. Briefing on project activities by PPHI /Concern Worldwide on CMAM Surge
15	26/10/2021	Sindh	High school Obaro Ghotki	<ol style="list-style-type: none"> 1. Meeting with school teachers and district education administration 2. Students' engagement in School-Based Disaster Risk Management activities

Annex VII: Findings – Conclusions – Recommendations mapping

Table 4: Mapping of findings, conclusions, and recommendations

Recommendation	Conclusions	Findings
<p>Recommendation 1: WFP should ensure that the next Country Strategic Plan (CSP) primarily focuses on supporting the Government to identify and develop strategies to enhance food and nutrition security, while keeping the ability to respond to crisis.⁴ Country Capacity Strengthening (CCS) needs should be jointly identified with the Government taking into consideration the decentralized nature of the Government system in Pakistan and clearly distinguishing efforts which must be addressed at the national level from those that must be addressed at the provincial level. In addition, it will be important to ensure that the CSP considers that Pakistan is a very diverse country with a diverse set of needs and capacities and therefore different provinces will require different types of support.</p>	<p>Conclusions 1, 2, 3, 4, 5.</p>	<p>1.1, 1.4, 2.1.a, 2.1.b, 2.1.c, 2.1.d, 2.1.e, 2.3, 2.4, 3.1, 3.2, 3.3, 3.4, 4.1, 4.5</p>
<p>Recommendation 2: The country office should review its fundraising, partnerships, and advocacy plan with a view to explore new funding sources and further leverage domestic financing. This may entail identifying new financing mechanisms with the support from headquarters.</p>	<p>Conclusions 1, 2, 3.</p>	<p>4.2, 4.3</p>
<p>Recommendation 3: Deepen WFP's strategic system-wide and operational partnership with government partners and civil society organizations to capitalize on these important relationships.</p>	<p>Conclusions 1, 2, 3, 4, 5.</p>	<p>1.1, 4.3, 4.5</p>
<p>Recommendation 4: WFP must develop an operational plan focused on WFP's core areas of competence for the next CSP. This requires the identification of a clear implementation roadmap that enables the shift required to implement and deliver on the CSP strategic outcomes (SOs). A self-assessment or staffing review to ensure that the necessary in-house capacity and expertise is available to meet the needs of the CSP, is a key activity needed in pursuit of this recommendation.⁵</p>	<p>Conclusions 1, 2, 3.</p>	<p>1.4, 4.2, 4.1, 4.3, 4.5</p>

⁴ While the CSPE was being finalized, the process of identifying the specific needs at federal and provincial level through a consultative process was being undertaken as part of the development of the new CSP.

⁵ This staffing review was ongoing at the time of the report finalization.

Recommendation 5: WFP should pursue a clear role, and activate its own voice, in relation to supporting gender shifts which aim to strengthen levels of gender equality, accountability to affected populations and protection issues.	Conclusion 6.	1.2, 2.2
---	---------------	----------

Annex VIII: List of people interviewed

40. The following tables present all interviewees from the interviews conducted by the evaluation team, either remotely, hybrid or in person, as well as beneficiary per province.

Table 5: Beneficiary interactions per province

Province	Female	Male	School Children
Khyber Pakhtunkhwa	60	50	30
Balochistan	20	0	0
Sindh	50	30	100

Table 6: List of stakeholders interviewed

CSPE Pakistan - Interviewee List								
#	Location	Organization	Date	Interview Name	#	Name	Gender	Position
REMOTE INTERVIEWS								
1	Remote	Alliance 15	12-Oct-21	Alliance	1	William von Schrader	M	Country Director, ACTED Pakistan
	Remote		12-Oct-21		2	Arjumand Nizami	F	Country Director, Helvetas
2	Remote	DFAT Australia	21-Oct-21	DFAT Australia	3	Jeeven Nadankumar	M	Second Secretary (Development and Political)
	Remote	DFAT Australia	21-Oct-21		4	Saad Sultan	M	Programme Manager
3	Remote	FAO	22-Oct-21	FAO	5	Peter Agnew	M	Senior Resilience Programme Specialist
4	Remote	FAO Pakistan	05-Nov-21	FAO 2nd Interview	6	Farrukh Toirov	M	Farrukh Toirov

5	Remote	FCDO	21-Oct-21	FCDO	7	Catriona Clunas	F	FCDO Humanitarian and Livelihoods Advisor Pakistan
6	Remote	IFAD	12-Oct-21	IFAD	8	Fida Muhammad	M	Country Programme Officer, Islamabad, IFAD
7	Remote	ILO	22-Oct-21	ILO	9	Ingrid Christensen	F	Director, ILO Country Office for Pakistan
8	Remote	IOM	21-Oct-21	IOM	10	Suzana Paklar	F	Senior Programme Manager, IOM Pakistan
9	Remote	Ministry of P&D	14-Oct-21	SUN-Pakistan Planning Commission	11	Nazeer Ahmed	M	Deputy Chief Nutrition
10	Remote	NDMA	04-Nov-21	NDMA	12	Raza Iqbal	M	Director Implementation NDMA
11	Remote	SUN CSA Nutrition international	14-Oct-21	SUN-CSA	13	Aaliya Habib	F	Coordinator SUNCSA, Pakistan/ Nutrition International
12	Remote	UN	01-Nov-21	Resident Coordinator	14	Julien Harneis	M	Resident Coordinator at United Nations
13	Remote	UNDP	18-Oct-21	UNDP	15	Knut Ostby	M	UNDP Resident Representative
	Remote	UNDP	18-Oct-21		16	Amir Khan Goraya	M	UNDP Assistant Resident Representative
	Remote	UNDP	18-Oct-21		17	Ammara Durrani	F	Assistant Resident Representative, Development Policy Unit
	Remote	UNDP	18-Oct-21		18	Muhammad Sohail	M	Programme Officer, Environment & Climate Change
	Remote	UNDP	18-Oct-21		19	Sajjad Gilani	M	Social Policy Analyst, DPU, SDGs Support Unit-Sindh

	Remote	UNDP	18-Oct-21		20	Kaiser Ishaque	M	UNDP Assistant Resident Rep, Democratic Governance Unit
	Remote	UNDP	18-Oct-21		21	Zulfiqar Durrani	M	Head of Office, UNDP Sub-Office Quetta and Chair UN Provincial Programme Team (UNPPT) Balochistan
	Remote	UNDP	18-Oct-21		22	Fahad Khan	M	Environment Policy Analyst, SDGs Unit Sindh, UNDP
	Remote	UNDP	18-Oct-21		23	Aliona Niculita	F	Deputy Resident Representative, UNDP Pakistan
14	Remote	UNHCR	22-Oct-21	UNHCR	24	Arefu Araki	M	Senior Development Officer Country Office Islamabad UNHCR
15	Remote	UNICEF	22-Oct-21	UNICEF	25	Dr Saba Shuja	M	Nutrition Officer, UNICEF Islamabad Office
	Remote	UNICEF	22-Oct-21		26	Syed Saeed Qadir	M	Nutrition Specialist UNICEF Pakistan
	Remote	UNICEF	22-Oct-21		27	Inusah Kabore	F	Deputy Representative
16	Remote	USAID	21-Oct-21	USAID	28	Ali Gohar Khan	M	Disaster Management Specialist, Bureau of Humanitarian Assistance (BHA)
	Remote	USAID	21-Oct-21		29	Brian Friedman	M	Program Officer USAID/BHA
17	Remote	WFP	06-Oct-21	SO1 and SO4	30	Sultan Melmood	M	Programme Policy Officer, DRM
	Remote	WFP	06-Oct-21		31	Manuela Reinfeld	F	SO1 & SO4 Manager

	Remote	WFP	06-Oct-21		32	Syed Qamar-ul Hassan	M	Programme Policy Officer
18	Remote	WFP	06-Oct-21	SO2 and SO3	33	Dr Yasir Ihtesham	M	Nutritionist
	Remote	WFP	06-Oct-21		34	Tanimoune Mahamadou	M	SO2 and SO3 Manager
19	Remote	WFP	06-Oct-21	M&E Country Office	35	Touseef Ahmed	M	M&E Officer
	Remote	WFP	06-Oct-21		36	Khawar Mahmood	F	M&E Engineer
	Remote	WFP	06-Oct-21		37	Awab Muhamma us Sibtain	M	Programme Policy Officer, M&E
	Remote	WFP	06-Oct-21		38	Nazia Ayyub	F	Unknown
20	Remote	WFP	07-Oct-21	Gender and Protection	39	Dr Shaheen Ashraf	F	Programme Policy Officer (Gender, Disability and Protection)
21	Remote	WFP	07-Oct-21	Protection	40	Sanam Mallah	F	Senior Programme Associate, Education and Social Protection
	Remote	WFP	07-Oct-21		41	Tahir Nawaz	M	Programme Policy Officer, Social Protection and Education SO2
22	Remote	WFP	07-Oct-21	Country office and Head of Programmes	42	Chris Hays	M	Country Director
	Remote	WFP	07-Oct-21		43	Peter Holtsberg	M	Head of Programmes
23	Remote	WFP	07-Oct-21	HR	44	Caroline Batanda	F	Head of HR
24	Remote	WFP	13-Oct-21	Finbarr Curran	45	Finbarr Curran	M	(Senior Advisor Office of the Deputy Executive Director), former CD

								Pakistan ended in March 2020
25	Remote	WFP	18-Oct-21	Social Protection RBB	46	Aphitchaya Nguanbanchong	F	Regional Programme Policy Officer - Social Protection
26	Remote	WFP	18-Oct-21	RBB Gender	47	Julie Macdonald	F	RBB Regional Gender Advisor
27	Remote	WFP	21-Oct-21	RBB Protection	48	Fausto Desantis	M	Protection (Regional Protection, AAP and Inclusion Advisor
28	Remote	WFP	21-Oct-21	Partnership Division	49	Stanlake Samkange	M	Director of the Policy and Programme Division
	Remote	WFP	21-Oct-21		50	Adam Jaffee	M	Strategic Partnerships Officer (based in Manila)
29	Remote	WFP	25-Oct-21	Former Regional Director	51	David Kaatrud	M	Former RBB director and now Director of Programme and Policy
30	Remote	WFP	26-Oct-21	Decentralize Evaluation Office	52	Christine Ouellette	F	TL HRF evaluation, Pakistan; Practice Leader, Universalia
31	Remote	WFP	26-Oct-21	Gender HQ	53	Zuzana Kazdova	F	Programme Policy Officer (Gender)
32	Remote	WFP	12-Oct-21	Capacity Strengthening RBB	54	Belinda Chnada	F	Capacity Strengthening Officer, RBB
33	Remote	World Bank	18-Oct-21	World Bank	55	Namesh Nazar	M	Agriculture Economist
	Remote	World Bank	18-Oct-21		56	Lire Ersado	F	Practice Leader

INTERPERSONAL AND HYBRID INTERVIEWS								
34	Interpersonal and hybrid interviews	Economic Affairs Division, Government of Pakistan, Islamabad	06-Oct-21	EAD	57	Ms Samar Ihsan	F	Senior Joint Secretary
	Interpersonal and hybrid interviews	Economic Affairs Division, Government of Pakistan, Islamabad	06-Oct-21		58	Mr Muhammad Hassan	M	Additional Secretary
Khyber Pakhtunkhwa								
35	Khyber Pakhtunkhwa	BEST Pakistan	08-Oct-21	Cooperation partners SO 1	59	Ihsanullah	M	Deputy Managing Director
	Khyber Pakhtunkhwa	BEST Pakistan	08-Oct-21		60	Nawab Zada	M	Project Manager
	Khyber Pakhtunkhwa	CERD	08-Oct-21		61	Khan Muhammad	M	Chief Executive
	Khyber Pakhtunkhwa	CERD	08-Oct-21		62	Taj Ali	M	Manager, Health & Nutrition
	Khyber Pakhtunkhwa	CERD	08-Oct-21		63	Gulalai Anjum	F	EN Dir Upper

	Khyber Pakhtunkhwa	CERD	08-Oct-21		64	Rehan Zeb	M	EN Dir Upper
	Khyber Pakhtunkhwa	CRDO	08-Oct-21		65	Humayun Khan	M	Manager, Health & Nutrition
	Khyber Pakhtunkhwa	FRD	08-Oct-21		66	Fahim Khan	M	Programme Manager
	Khyber Pakhtunkhwa	FRD	08-Oct-21		67	Azmat Khan	M	Executive Director
	Khyber Pakhtunkhwa	SIF	08-Oct-21		68	Erum Baloch	F	Country Director
	Khyber Pakhtunkhwa	SIF	08-Oct-21		69	Anis Khan	M	Base Manager
	Khyber Pakhtunkhwa	SIF	08-Oct-21		70	Hazrat Umar	M	Project Manager
36	Khyber Pakhtunkhwa	CERD	08-Oct-21	Cooperation partners SO3	71	Imran Khan	M	Project Manager
	Khyber Pakhtunkhwa	CERD	08-Oct-21		72	Shah e Mulk	M	Deputy Chief Executive
	Khyber Pakhtunkhwa	CERD	08-Oct-21		73	Muhammad Humayun Khan	M	Deputy Chief Executive

Khyber Pakhtunkhwa	FRD Pakistan	08-Oct-21	74	Seemab Gul	F	Project Manager, Implementation
Khyber Pakhtunkhwa	FRD Pakistan	08-Oct-21	75	Khalid Nisar	M	Project Manager
Khyber Pakhtunkhwa	FRD Pakistan	08-Oct-21	76	Salwa Manzoor	F	M&E
Khyber Pakhtunkhwa	Hujra	08-Oct-21	77	Mujib ur Rehman	M	Hujra
Khyber Pakhtunkhwa	KP Spring Nutrition Cell	08-Oct-21	78	Yasmeen Rasheed	F	Coordinator, Khyber
Khyber Pakhtunkhwa	KP Spring Nutrition Cell	08-Oct-21	79	Nimra Ayaz	F	EN Khyber
Khyber Pakhtunkhwa	KP Spring Nutrition Cell	08-Oct-21	80	Mr. Saddam Hussain	M	MIS assistant, Khyber
Khyber Pakhtunkhwa	KP Spring Nutrition Cell	08-Oct-21	81	Seed Khan Afridi	M	District Coordinator DI Khan
Khyber Pakhtunkhwa	KP Spring Nutrition Cell	08-Oct-21	82	Tahseen Khan	M	District Coordinator Tank
Khyber Pakhtunkhwa	KP Spring Nutrition Cell	08-Oct-21	83	Ibad Javed	M	Monitoring

37	Khyber Pakhtunkhwa	Camp Admin Security	13-Oct-21	Mirzai Camp Bakka Khel SO1	84	Manzoor Mirzai	M	Military
	Khyber Pakhtunkhwa	Camp Manager	13-Oct-21		85	Imran Wazir	M	PDMA, Bannu
38	Khyber Pakhtunkhwa	Department of Health	14-Oct-21	KP Spring Facilitation Centre DIK SO3	86	Dr Arif Mehmood	M	DHO D.I Khan
	Khyber Pakhtunkhwa	KP SPRING P&D KP	14-Oct-21		87	Beenish Zaidi, Nutrition Assistant	F	Nutrition Assistant, D.I Khan
	Khyber Pakhtunkhwa	KP SPRING P&D KP	14-Oct-21		88	Roomana, Attendant	F	Attendant, D.I. Khan
39	Khyber Pakhtunkhwa	Health Department	07-Oct-21	KP SPRING Team SO3	89	Dr Mr. Fazal Majeed	M	Director Nutrition
	Khyber Pakhtunkhwa	KP SPRING P&D KP	07-Oct-21		90	Shahab Ahmed	M	Project Coordinator
	Khyber Pakhtunkhwa	P&D Department	07-Oct-21		91	Reena Shaheed Suharwardy	F	Assistant Chief RD/Focal Person SUN
	Khyber Pakhtunkhwa	P&D, KP SPRINGS Department	07-Oct-21		92	Hamid Naveed	M	Chief Rural Development
40	Khyber Pakhtunkhwa	Elementary and Secondary Education Department	07-Oct-21	Director Education SO2	93	Noor Alam Khan	M	Director

41	Khyber Pakhtunkhwa	Environment Department KP	08-Oct-21	Forest Department SO4	94	Ibrahim Khan	M	Deputy Director Billion Tree Afforestation Project BTAP
42	Khyber Pakhtunkhwa	Girls High School Band Korai	14-Oct-21	Girls High School SO3	95	Ms Salma Khan	F	Head Mistress
43	Khyber Pakhtunkhwa	PDMA	07-Oct-21	Provincial Disaster Management Authority (PDMA) SO1	96	Sharif Hussain	M	Director General
	Khyber Pakhtunkhwa	PDMA	07-Oct-21		97	Zohra Nigar	F	Director DRM
	Khyber Pakhtunkhwa	PDMA	07-Oct-21		98	Tabassum	F	Director Relief
	Khyber Pakhtunkhwa	PDMA	07-Oct-21		99	Mian Adil	M	Assistant Director, Complex Emergency Wing
	Khyber Pakhtunkhwa	PDMA	07-Oct-21		100	Yasir Nisar	M	Assistant Director Relief Camp

	Khyber Pakhtunkhwa	PDMA	07-Oct-21		101	Ismail Khan	M	DRM Specialist, DRM Unit
44	Khyber Pakhtunkhwa	P&D SDU	07-Oct-21	Sustainable Development Goals Unit	102	Hamid Khan	M	Environment Specialist
	Khyber Pakhtunkhwa	Planning and Development Department (P&D), Sustainable Development Unit (SDU)	07-Oct-21		103	Syed Sabir Ali Shah	M	Head of SDGs Unit
45	Khyber Pakhtunkhwa	TDP Secretariat	08-Oct-21	Temporarily Displaced People Secretariat (military) SO1	104	Brigadier Shahzad	M	Head
	Khyber Pakhtunkhwa	TDP Secretariat	08-Oct-21		105	Major Sajid	M	Coordinating Officer
46	Khyber Pakhtunkhwa	EN BISP, WFP	07-Oct-21	Meeting WFP field team based in Peshawar - briefing on programme	106	M Imran Khan	M	Programme Policy Officer
	Khyber Pakhtunkhwa	EN BISP, WFP	07-Oct-21		107	Ainy Kanwal	F	Programme Assistant

Khyber Pakhtunkhwa	EN BISP, WFP	07-Oct-21		108	Gul e Lala	F	Business Support Assistant
Khyber Pakhtunkhwa	Nutrition, WFP	07-Oct-21		109	Dr Ijaz Habib	M	Programme Officer
Khyber Pakhtunkhwa	Nutrition, WFP	07-Oct-21		110	Fareeda Zahid	F	Nutrition Officer
Khyber Pakhtunkhwa	WFP Peshawar office	07-Oct-21		111	Maria Daud	F	SPA
Khyber Pakhtunkhwa	WFP Peshawar office	07-Oct-21		112	Said Rehman	M	SPA
Khyber Pakhtunkhwa	WFP Peshawar office	07-Oct-21		113	Hassan Raza	M	PPO
Khyber Pakhtunkhwa	WFP Peshawar office	07-Oct-21		114	Majid Khan	M	PPO
Khyber Pakhtunkhwa	WFP Peshawar office	07-Oct-21		115	Syed Yasir Hayat Shah	M	PPO
Khyber Pakhtunkhwa	WFP Peshawar office	07-Oct-21		116	Imran Khan Khattak	M	PPO

	Khyber Pakhtunkhwa	WFP Peshawar office	07-Oct-21		117	Khalid Rasul	M	PPO
	Khyber Pakhtunkhwa	WFP Peshawar office	07-Oct-21		118	Nadir Khan	M	PPO
	Khyber Pakhtunkhwa	WFP Peshawar office	07-Oct-21		119	Louise Sowe	F	Head of Provincial Office
	Khyber Pakhtunkhwa	WFP Peshawar office	07-Oct-21		120	Khurram Atta	M	PPO
	Khyber Pakhtunkhwa	WFP Peshawar office	07-Oct-21		121	Muhammad Aamer	M	PPO
	Khyber Pakhtunkhwa	WFP Peshawar office	07-Oct-21		122	Majid Afridi	M	PPO
	Khyber Pakhtunkhwa	WFP Peshawar office	07-Oct-21		123	Zahir Shah Khan	M	PPO
Balochistan								
47	Balochistan	Balochistan University of ITEMS	20-Oct-21	Cooperating Partners 3rd party monitoring	124	Dr Nasir Sherwani	M	Coordinator outreach
48	Balochistan	Department of ECC	18-Oct-21	Climate Change SO4	125	Abdul Saboor Kakar	M	Secretary

	Balochistan	Department of ECC	18-Oct-21		126	Jahangir Khan	M	Additional Secretary
	Balochistan	Department of ECC	18-Oct-21		127	Muhammad Niaz Kakar	M	Conservator Forests / REDD+ Focal Person
49	Balochistan	Department of PSH	18-Oct-21	Health SO3	128	Aziz Ahmad Jamali	M	Secretary
	Balochistan	Department of PSH	18-Oct-21		129	Dr Ali Nasir Bugti	M	DG Health
50	Balochistan	Food Department	18-Oct-21	Food Department SO3 and SO5	130	Noor Ahmed Pirkani	M	Secretary
	Balochistan	Food Department	18-Oct-21		131	Mahammad Zafar	M	Deputy Secretary
51	Balochistan	MERF	15-Oct-21	Cooperation partner SO3	132	Masood Baloch	M	Provincial Manager
52	Balochistan	MERF	20-Oct-21	Facilitation Centre Nutrition SO3	133	Sami Ata	M	District Manager, Lasbela
53	Balochistan	MERF	20-Oct-21	Facilitation Centre Ehsaas Nashonuma Kalat and observe training (women's group) SO3	134	Sehrish	F	Registration Officer DHQ Kalat

	Balochistan	MERF	20-Oct-21		135	Fehmeeda	F	Anthropometry Officer DHQ Kalat
	Balochistan	MERF	20-Oct-21		136	Rukhsana	F	Compliance Officer DHQ Kalat
	Balochistan	PPHI	20-Oct-21		137	Shaheena	F	Lakhorian Compliance Officer
	Balochistan	PPHI	20-Oct-21		138	Saba Gul	F	Lakhorian Crowd Controller
	Balochistan	PPHI	20-Oct-21		139	Sabiha	F	Lakhorian Social Organizer

	Balochistan	PPHI	20-Oct-21		140	Farhana	F	FC Lakhorian Social Organizer
	Balochistan	PPHI	20-Oct-21		141	Shaista	F	FC Lakhorian Registration Officer
	Balochistan	PPHI	20-Oct-21		142	Bibi Hawa	F	FC Lakhorian LHV
	Balochistan	PPHI	20-Oct-21		143	Nusrat	F	FC Iskalku Registration Officer
	Balochistan	PPHI	20-Oct-21		144	Mehr Nigar	F	FC Iskalku Female Social Organizer

	Balochistan	PPHI	20-Oct-21		145	Rashida	F	FC Iskalku Store Keeper
	Balochistan	PPHI	20-Oct-21		146	Maria	F	FC Iskalku Anthropometry
	Balochistan	PPHI	20-Oct-21		147	Farzana	F	FC Iskalku LHV
	Balochistan	PPHI	20-Oct-21		148	Salma	F	FC Iskalku Crowd Controller
	Balochistan	PPHI	20-Oct-21		149	Sharreefa	F	FC Iskalkoo-LHV

54	Balochistan	MERF	20-Oct-21	Facilitation Centre Ehsaas Nashonuma Kalat and observe training (men's group) SO3	150	Rasheed Baloch	M	District Manager MERF Surab
	Balochistan	MERF	20-Oct-21		151	Mohsin Ali	M	Food Storage Officer MERF Surab
	Balochistan	MERF	20-Oct-21		152	Zahoor Ahmed Sumalani	M	District Manager MERF, Kalat
	Balochistan	PPHI	20-Oct-21		153	Muhammad Murad	M	Logistics and Finance Officer MERF Kalat
55	Balochistan	P&D	18-Oct-21	P&D Department	154	Abdullah Khan	M	Secretary Implementation
	Balochistan	P&D	18-Oct-21		155	Abdur Rahim	M	Chief Education
56	Balochistan	PDMA	15-Oct-21	PDMA Balochistan SO1	156	Ghafoor Agha	M	Deputy Director
57	Balochistan	PDMA	15-Oct-21	HRF SO5	157	Rizwan Ullah Khan	M	Admin Officer
58	Balochistan	PPHI	15-Oct-21	Cooperating Partners SO3	158	Mujeeb Baloch	M	District Manager Kalat

59	Balochistan	Taraqee Foundation	15-Oct-21	Cooperation partners Taraqee (SO1 and SO3)	159	Amjad Rasheed	M	Chief Executive Officer
	Balochistan	Taraqee Foundation	15-Oct-21		160	Isa Kakar	M	Programme Coordinator
60	Balochistan	WFP Balochistan	15-Oct-21	WFP Balochistan	161	Dr Faaria Ahsan	F	Head Provincial Office
	Balochistan	WFP Balochistan	15-Oct-21		162	Bushra Riaz	F	M&E Assistant
	Balochistan	WFP Balochistan	15-Oct-21		163	Shazia Aman Mari	F	Programme Policy Officer Livelihoods
	Balochistan	WFP Balochistan	15-Oct-21		164	Ghulam Haider	M	Local Security Associate
	Balochistan	WFP Balochistan	15-Oct-21		165	Hayat Ullah	M	Business Support Assistant Supply Chain
	Balochistan	WFP Balochistan	15-Oct-21		166	Rana Iqbal	M	Logistics Associate

61	Balochistan	WFP Balochistan	20-Oct- 21		167	Saira Baloch	F	Program Associate Nutrition
	Balochistan	WFP Balochistan	20-Oct- 21		168	Shaihak Riaz	M	Programme Policy Officer Nutrition
	Balochistan	WFP Balochistan	20-Oct- 21		169	Nasib Ullah	M	Programme Associate M&E and VAM
	Balochistan	WFP Balochistan	20-Oct- 21		170	Ahsan Tabasum	N	Programme Associate Nutrition

Sindh								
62	Sindh	Accelerated Action Plan - Health Sector	21-Oct-21	Accelerated Action Plan Sindh SO3	171	Dr Sahib Jan Badar	F	Programme Coordinator
63	Sindh	BHU Digho, PPHI Umerkot	23-Oct-21	BHU Nutrition Umerkot SO3	172	Dr Soomar Bhayo	M	Medical In charge
	Sindh	Nutrition Site - BHU Digho, PPHI Umerkot	23-Oct-21		173	Sandeep Kumar	M	Outpatient Therapeutic Programme-OTP Assistant
	Sindh	Nutrition Site - BHU Digho, PPHI Umerkot	23-Oct-21		174	Leemchand	M	Targeted Supplementary Feeding Programme Assistant
	Sindh	PPHI, District Umerkot	23-Oct-21		175	Sajal Kumar	M	District Manager
	Sindh	PPHI, District Umerkot	23-Oct-21		176	Vashdev Meghwar	M	Training Officer - CMAM Surge
	Sindh	PPHI, District Umerkot	23-Oct-21		177	Dr Sher Muhammad Mahar	M	Medical Officer Head Quarter Hospital
	Sindh	PPHI, District Umerkot	23-Oct-21		178	Nasrullah Khan	M	Executive M&E Officer

64	Sindh	BISP	25-Oct-21	BISP SO2 and SO3	179	Fouzia Basharat Samo	F	Director, Headquarters
	Sindh	BISP	25-Oct-21		180	Rafiq Ahmed Buller	M	Deputy Director - Operations
	Sindh	BISP	25-Oct-21		181	Munir Ahmed Memon	M	Deputy Director - Admin Hyderabad Division
65	Sindh	Civil Hospital-Badin	22-Oct-21	Facilitation Centre Ehsaas Nashonuma SO3	182	Dr Sher Muhammad Mahar		Medical Superintendent
	Sindh	Ehsaas Nashonuma Markez , Civil Hospital Badin	22-Oct-21		183	Shazia Masoom	F	Registration Desk Coordinator
	Sindh	Ehsaas Nashonuma Markez , Civil Hospital Badin	22-Oct-21		184	Kainat Ashfaque	F	Compliance & Distribution Coordinator
	Sindh	Ehsaas Nashonuma Markez , Civil Hospital Badin	22-Oct-21		185	Irum Jibran Mera	F	IYCF Counsellor
	Sindh	Shifa Foundation, Badin	22-Oct-21		186	Sawan Lateef	F	District Coordinator

	Sindh	Shifa Foundation, Badin	22-Oct-21		187	Waseem Khan	M	MIS and M &E FP
66	Sindh	HANDS Karachi	22-Oct-21	Cooperating Partner HANDS SO1	188	Rahila Rahim	F	General Manager Programme
	Sindh	HANDS Karachi	22-Oct-21		189	Guhram Khoso	M	Programme Coordinator
	Sindh	HANDS Mirpurkhas	22-Oct-21		190	Mazhar Kapri	M	District Manager
	Sindh	HANDS Mirpurkhas	22-Oct-21		191	Sajid Ali	M	Engineer
	Sindh	HANDS Mirpurkhas	22-Oct-21		192	Quartulain	F	M&E Manager
	Sindh	HANDS Mirpurkhas	22-Oct-21		193	Sahar Qaimkhani	F	Social Mobilizer
	Sindh	HANDS Mirpurkhas	22-Oct-21		194	Muhammad Bilal	M	Social Mobilizer

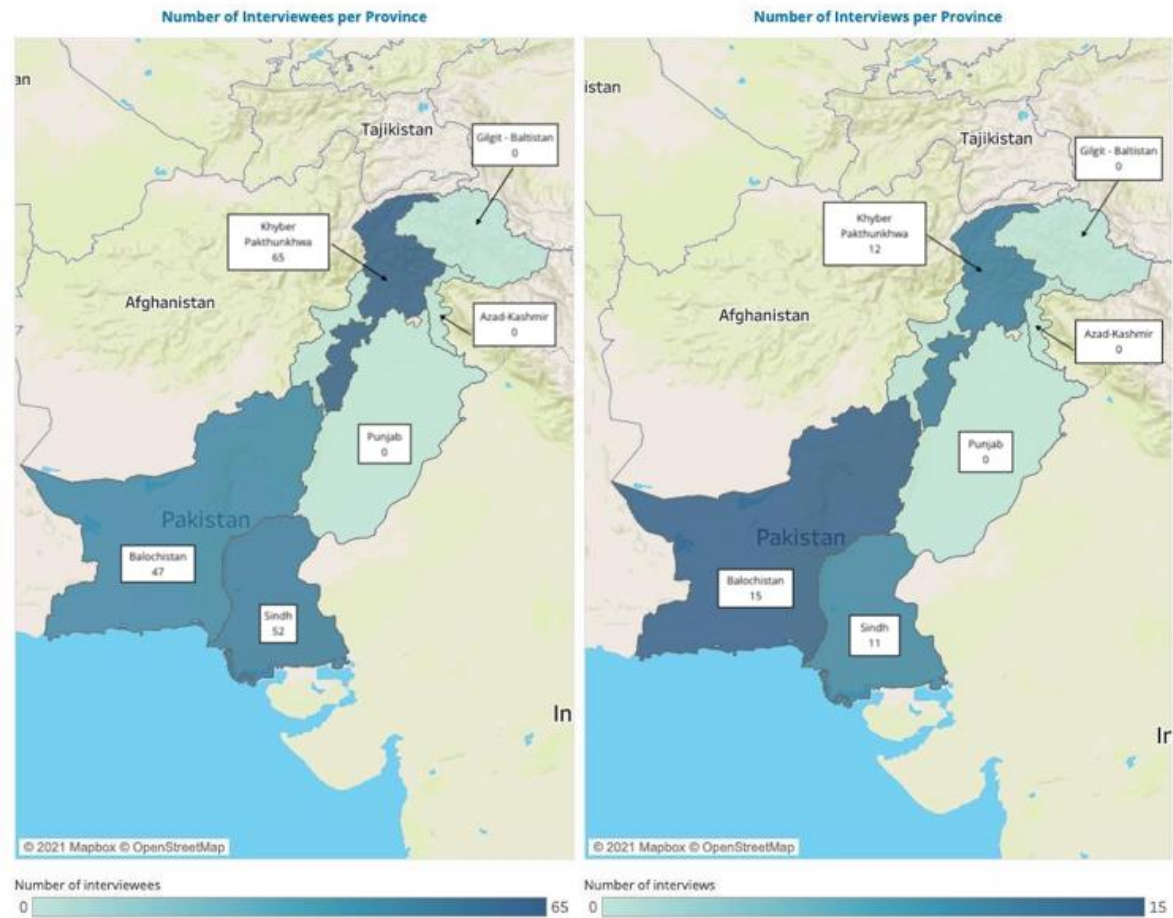
	Sindh	HANDS Mirpurkhas	22-Oct- 21		195	Farzeen Khan	F	Social Mobilizer
67	Sindh	Shifa Foundation, Umerkot	22-Oct- 21	Cooperating Partner HANDS SO1	196	Ghulam Ali	M	District Manager
68	Sindh	PDB	25-Oct- 21	P&D Department Sindh	197	Asghar Memon	M	Chief Economist
	Sindh	Planning and Development Board (PDB), Govt of Sindh	25-Oct- 21		198	Syed Hassan Naqvi	M	Chairman
69	Sindh	PDMA	21-Oct- 21	PDMA Sindh SO1 and SO5	199	Syed Salman Shah	M	Director General
70	Sindh	School Education and Literacy Department (SELD), Ghotki	26-Oct- 21	School-Based DRM Ghotki SO4	200	Ahmed Bozdar	M	Taluka Education Officer, Secondary
	Sindh	SELD Ghotki	26-Oct- 21		201	Muneer Jumani	M	Trainer/HM GBHS Mirpur Mathelo

	Sindh	SELD Ghotki	26-Oct-21		202	Gaman Shar	M	Head Master GBHS Raharki & TEO
	Sindh	SELD Ghotki	26-Oct-21		203	Shaista Laghari	F	Deputy DEO Primary
	Sindh	SELD Ghotki	26-Oct-21		204	Mansheera Chachar	F	Taluka Education Officer, Primary
	Sindh	SELD Ghotki	26-Oct-21		205	Abdul Wahah	M	Trainer/HM GBPS Ubaro
	Sindh	SELD Ghotki	26-Oct-21		206	Javed Chachar	M	HM GBLSS Langho
	Sindh	SELD Ghotki	26-Oct-21		207	Anwar Ali Dayo	M	HM GBHS Kamoo Shaheed/TEO Secondary
	Sindh	SELD Ghotki	26-Oct-21		208	Mariam Yaseen	F	Trainer/Teacher GBHS Kamoo Shaheed

	Sindh	SELD Ghotki	26-Oct-21		209	Abdul Hakeem Soomro	M	Head Master GBHS Raharki & TEO
	Sindh	SELD Ghotki	26-Oct-21		210	Barkat Ali Shah	M	Deputy CEO Primary
	Sindh	SELD Ghotki	26-Oct-21		211	Altaf Ahmed Soomro	M	Taluka Education Officer, Primary
71	Sindh	Task Force Secretariate (TFS) Accelerated Action Plan	21-Oct-21	Accelerated Action Plan Sindh Task Force SO3	212	Murtaza Noorani	M	Assistant Programme Manager M&E
	Sindh	TFS Accelerated Action Plan	21-Oct-21		213	Sanoober	F	Personal Staff to Programme Coordinator
	Sindh	TFS Accelerated Action Plan	21-Oct-21		214	Mehtab Bhatti	M	Finance Management Specialist
	Sindh	TFS Accelerated Action Plan	21-Oct-21		215	Noor Hassan Chachar	M	Programme Policy Officer- SUN
	Sindh	TFS, Accelerated Action Plan	21-Oct-21		216	Shaista Jabeen	F	M&E Specialist

72	Sindh	World Food Programme Sindh, Karachi	21-Oct-21	WFP Sindh	217	Dr Aftab Ahmed Bhatti	M	Head of Provincial Office
	Sindh	World Food Programme Sindh, Karachi	21-Oct-21		218	Salma Yaqub	F	Nutritionist
	Sindh	World Food Programme Sindh, Karachi	21-Oct-21		219	Kanwal Fatima	F	Programme Associate M&E
	Sindh	World Food Programme Sindh, Karachi	21-Oct-21		220	Khalid Masood	M	Field Coordinator/DRR - Focal Point
	Sindh	World Food Programme Sindh, Karachi	21-Oct-21		221	Farzana Channa	F	Programme Assistant
	Sindh	World Food Programme Sindh, Karachi	21-Oct-21		222	Sajida Quresh	F	Field Coordinator

41. The following maps present interviews and interviewees per province.⁶



⁶ FATA is undergoing a process of integration into the KP as part of the 25th Constitutional amendment. Therefore, all interviews conducted in/relevant to FATA are included as part of KP interview count.

Annex IX: Contextual overview of key provinces

42. WFP’s major presence is in three provinces of Pakistan (Balochistan, Sindh and Khyber Pakhtunkhwa). Each province has distinct ground realities in terms of multi-hazard risks and vulnerabilities, ethnic and geographical diversity, economy and ecology. Table 7 provides a bird’s-eye overview of the three provinces.

Table 7: Contextual overview of major partner provinces of WFP

	Balochistan	Sindh	Khyber Pakhtunkhwa
Location	Western most province of Pakistan in a highly strategic location (with Iran to its west, Afghanistan to the northwest, Khyber Pakhtunkhwa and Punjab to the northeast and east, Sindh in the southeast, and the Arabian Sea to the south).	Makes up the south-eastern part of the country. It shares borders with Balochistan and Punjab to the north and the Indian states of Gujarat and Rajasthan to the east. It is also bounded by the Arabian Sea to the south.	Shares a long western border with Afghanistan, Islamabad Capital Territory to the east, Punjab and Balochistan to the south, Gilgit-Baltistan and Azad Jammu and Kashmir to the north.
Area and population	It is the largest province, occupying 42 percent of the geographical area of the country with 6 percent of the population, which is multi-ethnic and scattered.	It is the third-largest province of Pakistan occupying 18 percent of the total area of Pakistan with 23 percent of the population.	Is the fourth-largest province in area (12 percent) and third-largest in population (18 percent).
Ecology	Has a diverse ecology including mountains, hills, deserts and coastal areas. Balochistan has a generally arid climate. Southern Balochistan is hyper-arid and people often follow nomadic practices due to water challenges.	Has a diverse ecology with tropical plains, hills, deserts, and coastal areas. The landscape consists mostly of alluvial plains flanking the Indus River, the Thar Desert in the east bordering India, and the Kirthar Mountains in the west.	Has a diverse agro-ecology due to large altitudinal differences (hot plains in the south, and a glaciated north in the Hindu Kush mountains). 60 percent of the area is hilly/mountainous. KP receives good rainfall, except in the areas bordering Afghanistan.
Livelihoods	Agriculture is limited by scarcity of water, power, and adequate	Agriculture (mostly in tenancy contracts) supplemented with livestock, and labour	Agricultural land holding is small. Most people engage in multiple activities to

	transportation facilities. Livestock rearing on open pastures is common in rural areas. Most of the agriculture is subsistence focused due to an acute water shortage. There are limited opportunities for wage labour.	including unskilled agricultural and non-agricultural labour. Households in non-arid areas are engaged in more sustainable livelihood strategies than those in the desert/arid areas.	secure their livelihood (agriculture, agriculture-based enterprises, services and micro-businesses). A large migrant workforce serves overseas or in other provinces.
Disaster context	Droughts (south). Floods (east and north). Locust outbreak (south).	Droughts (north and east). Floods (north/ along Indus Delta). Locust outbreak (south).	Floods (north, south and centre). Glacial lake outburst floods (north). Earthquake prone area (60 percent of the area).
Security context (especially during CSP period)	Remained subject to security tensions in the south, and ethnic tensions more generally.	Generally peaceful, with occasional sectarian tensions and urban street crimes.	Remained at the centre of the spillover effects from the war on terror, military operations along Afghan border and internal displacement.
Economy	Though under-utilized, Balochistan has rich mineral resources (marble, coal, chrome). Fresh fruit and nuts are major exports. Balochistan is connected with the international market by the Quetta–Karachi highway and Gwadar port, where the largest Chinese investment is underway through the One Belt One Road project. Industry is limited in the province.	Has the second-largest economy in Pakistan after Punjab. Its provincial capital and port city of Karachi is the most populous city of Pakistan and the main financial hub. It has Pakistan's industrial sector and contains two of the country's busiest commercial seaports (Port Qasim and Karachi). The remainder of Sindh has an agriculture-based economy (especially tropical fruits).	Dominates in forestry and other natural resources (including water bodies, mountains) with a scenic landscape. Tourism therefore is a prominent contributor followed by mining (mainly marble), agriculture (mainly fruit and vegetables) and a manufacturing sector.

Annex X: Theory in use



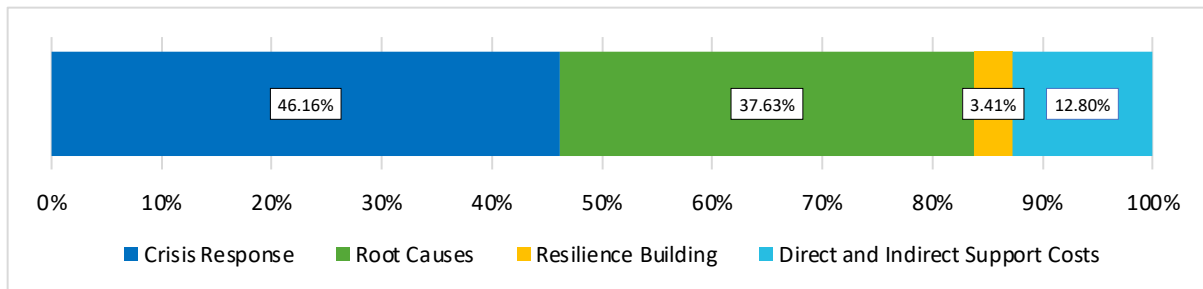
Annex XI: Additional data on beneficiaries and food/cash transfers

In this annex, figures which support the findings presented in the main text of the report are provided. The annex is included as a resource to facilitate understanding or secure a broader picture only. More specifically, this annex includes an overview of allocated resources by thematic area (Figure 1), followed by a series of figures focused on beneficiaries. These are: beneficiaries by activity (Figure 2), by gender and year (Figure 3), by age group (Figure 4). These figures are followed by a series of figures focused on cash-based transfers (CBTs) and food transfers in relation to beneficiaries, and costs (

Figure 5, Figure 6,

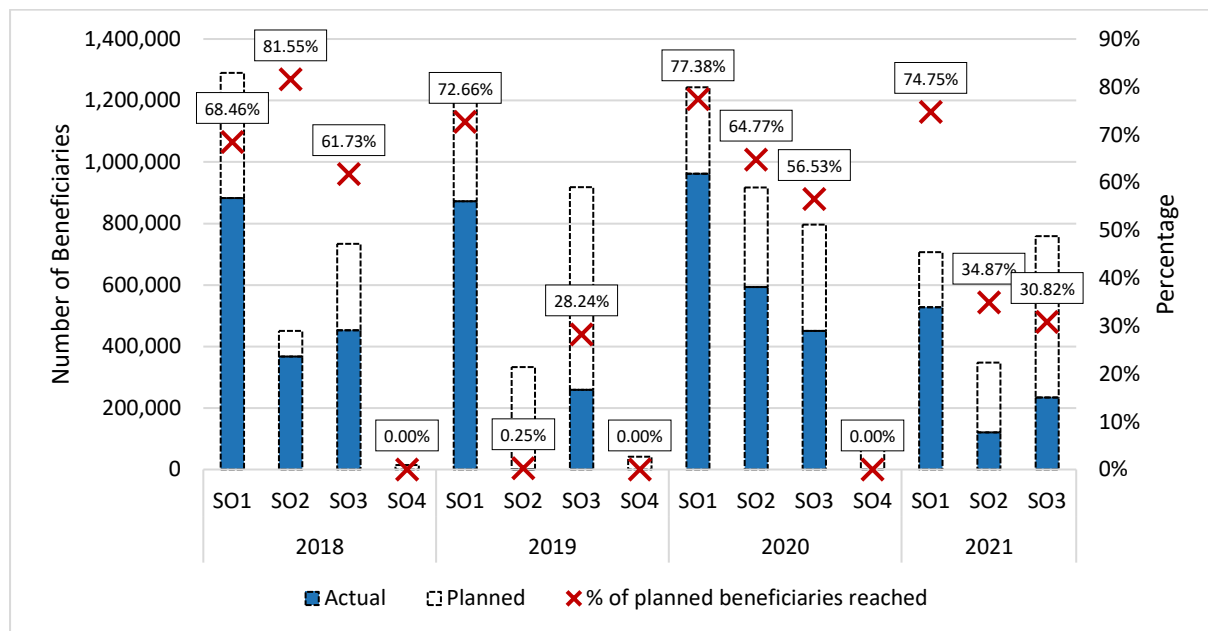
43. Figure 7, Figure 8, Figure 9, and Figure 10). The training conducted is depicted in Figure 11, and Figure 12 shows the perceived utility of training.

Figure 1: Share of allocated resources per focus area, direct and indirect costs 2018-2021



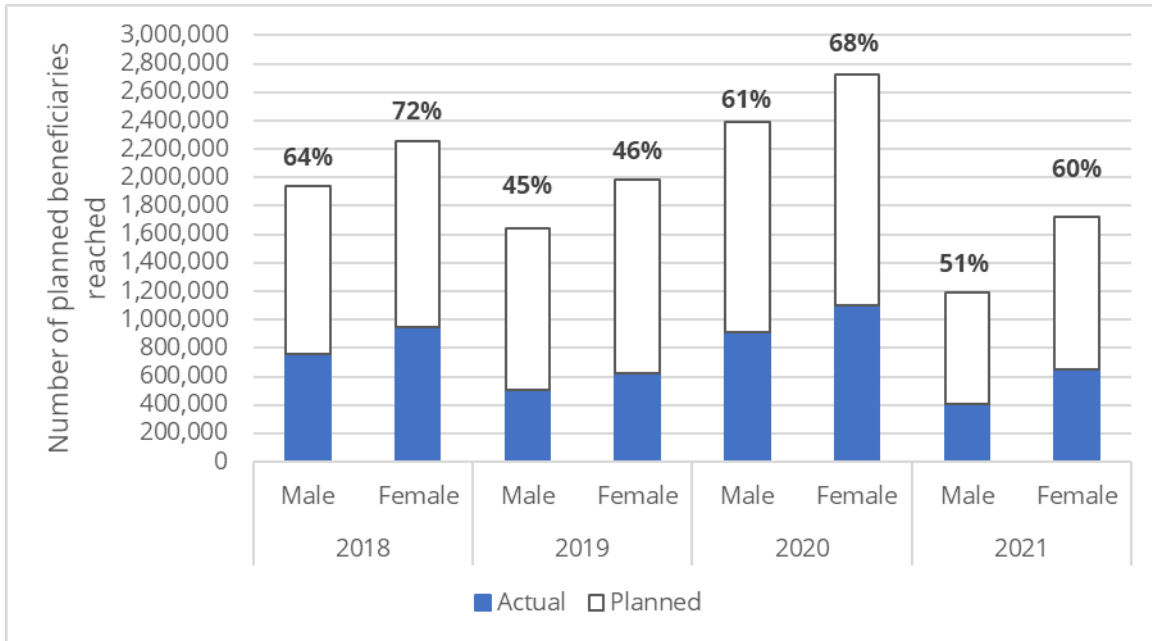
Source: Pakistan CSP(PK01) BR3 5 August 2021; Pakistan BR 01 – Budget Plan; 2018-2021 Cumulative financial overview as at 4 November 2021

Figure 2: Beneficiaries per strategic outcome (SO) and year



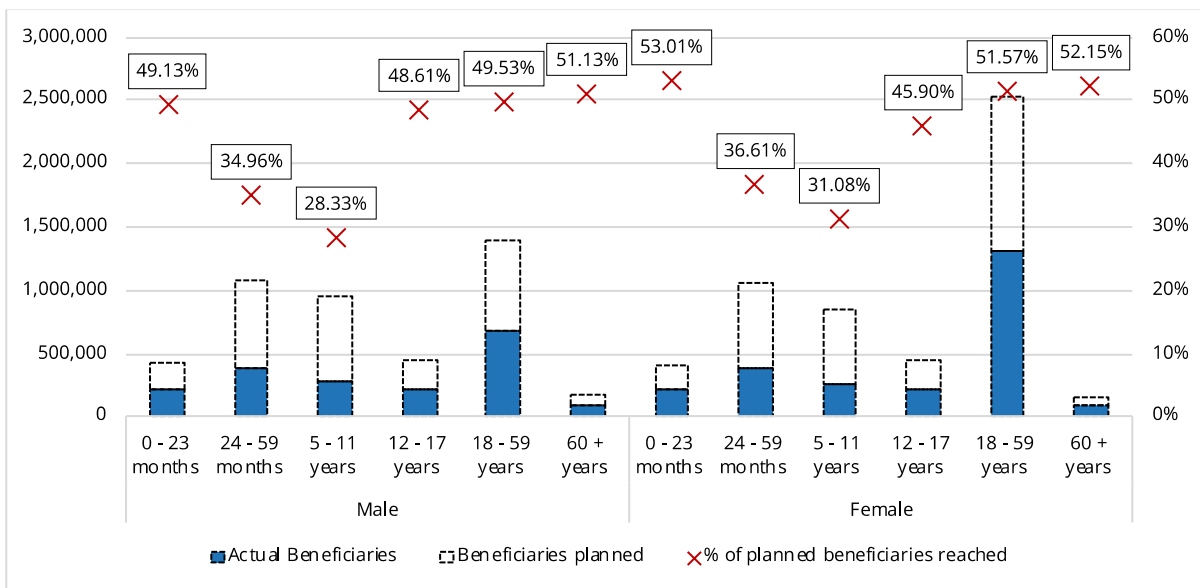
Source: COMET report CM-A003 and CM-P013. Until September 2021. Figures have been adjusted to take into account double counting of beneficiaries (i.e. if a beneficiary received WFP support in more than one month under a given activity, it will be counted as one unique beneficiary for this activity).

Figure 3: Beneficiaries planned vs actual by year and gender



Source: Annual Country Reports (ACRs) 2018, 2019, 2020 and 2021

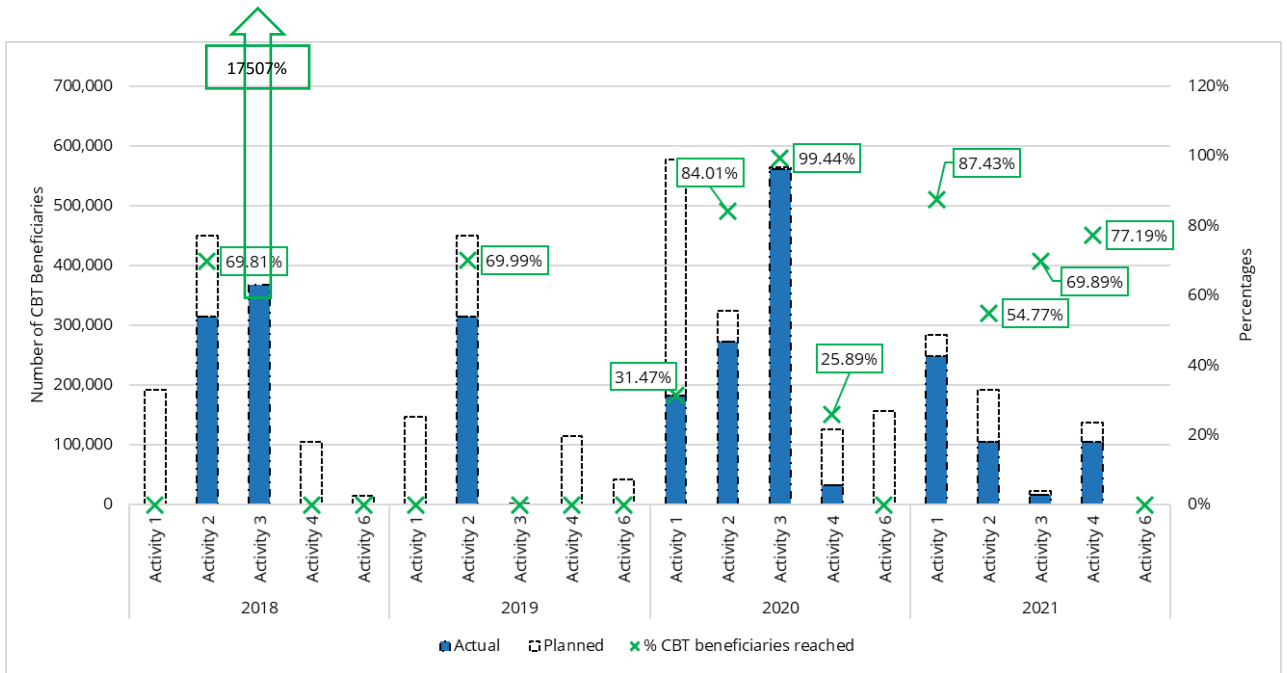
Figure 4: Planned vs actual beneficiaries per age group (2018-2021)⁷



Source: COMET reports CM-A003 and CM-P013. Actuals until September 2021. Figures do not include double counting.

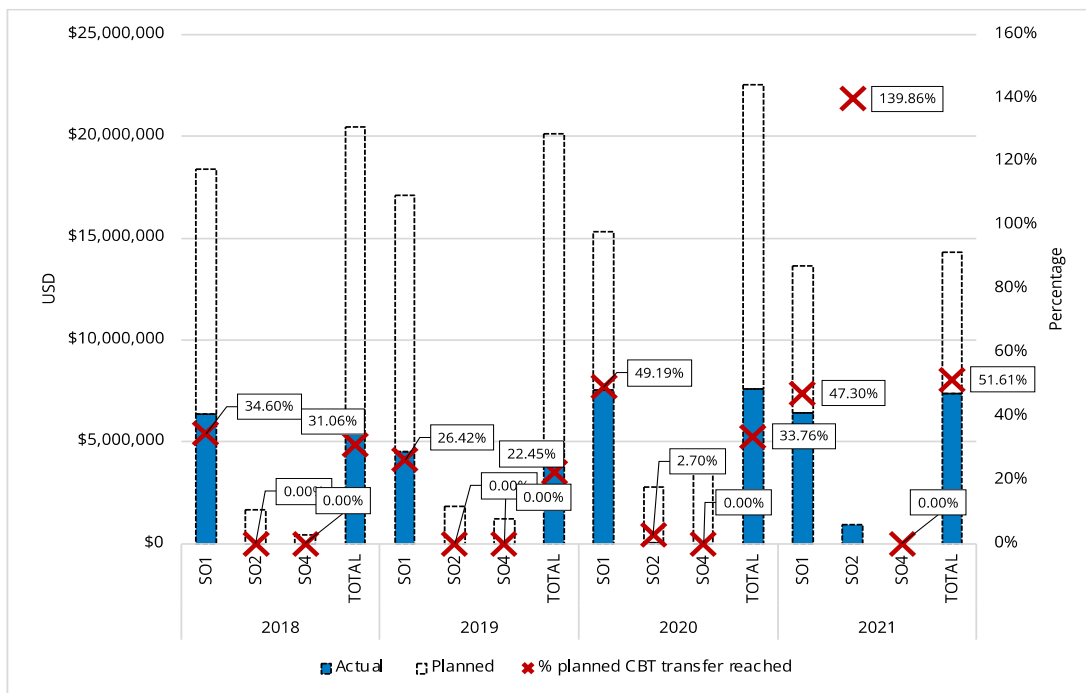
⁷ The expression “do not include double counting” refers to the way individual beneficiaries are accounted for on an annual basis.

Figure 5: Number of CBT beneficiaries planned and reached*



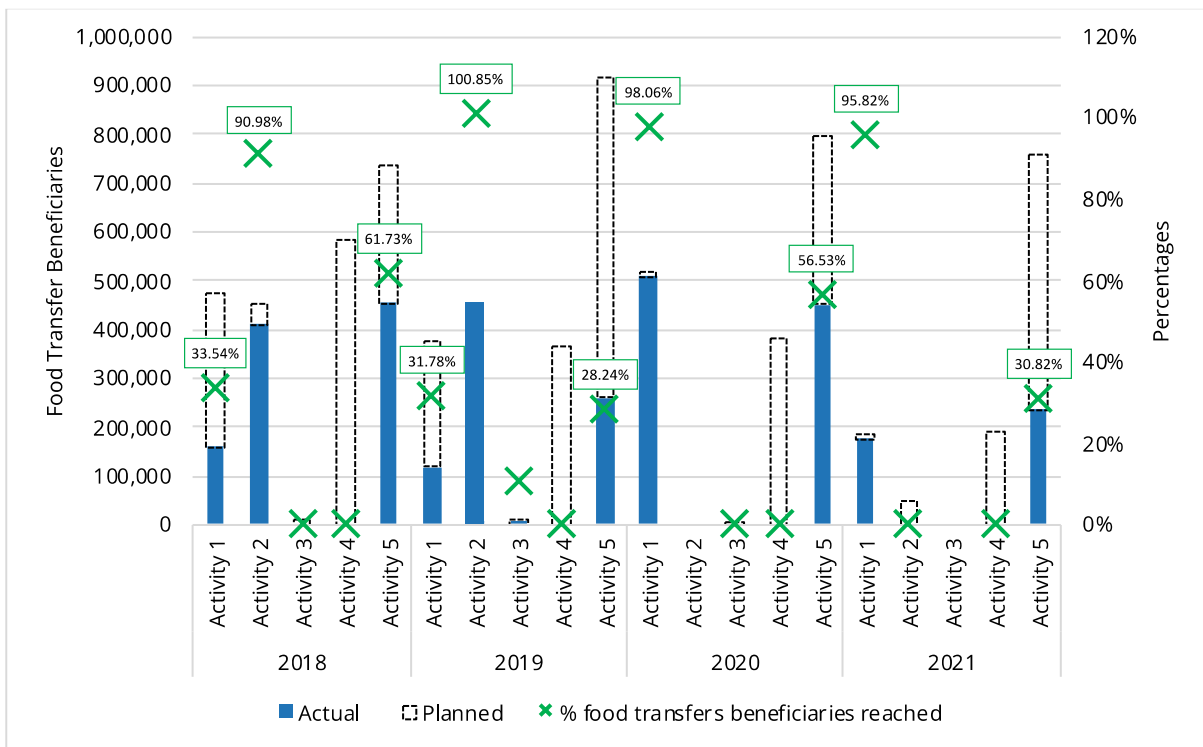
Source: COMET Report CM-R002b 2021 data provided by the country office. *Actuals until September 2021.

Figure 6: Planned vs actual CBT in USD per year per SO



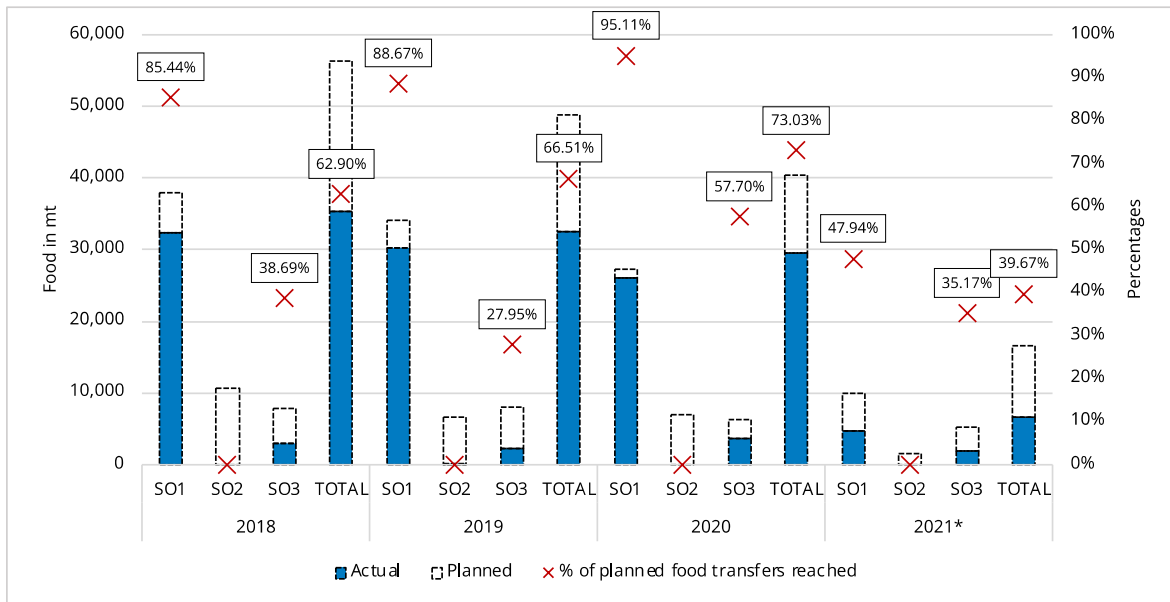
Source: COMET report CM-P006. Actuals until October 2021.

Figure 7: Number of food transfer beneficiaries reached vs planned*



Source: COMET Report CM-R002b. 2021 data provided by the country office. *Actuals until September 2021.

Figure 8: Planned vs actual in-kind food distributed in metric tons by year and by SO



Source: COMET report CM-P006. Actuals until October 2021.

Annex XII: Outputs, outcomes and cross-cutting detailed indicators

44. The following tables include the outputs, outcomes and cross-cutting indicators that were evaluable or partially evaluable. Non-evaluable indicators have not been included, which explains why there are no outcome indicators for SO4 or SO5, or related to the environment cross-cutting issue. Table 8 indicates the total number of indicators per activity and SOs that are evaluable, partially evaluable and non-evaluable.

Table 8: Number of evaluable, partially evaluable and non-evaluable indicators

Activity	Evaluable	Partially Evaluable	Non-Evaluable	Total
	Number of output indicators			
Activity 1	2	12	6	20
Activity 2	2	31	1	34
Activity 3	0	11	7	18
Activity 4	0	7	6	13
Activity 5	8	24	7	39
Activity 6	1	6	9	16
Activity 7	3	22	2	27
Activity 8	4	11	3	18
TOTAL	20	124	41	185
Strategic outcome	Number of outcome indicators			Total
Strategic outcome 1	5	5	8	18
Strategic outcome 2	0	5	1	6
Strategic outcome 3	6	2	1	9
Strategic outcome 4	0	0	9	9

Strategic outcome 5	0	0	2	2
TOTAL	11	12	21	44
Activity	Number of cross-cutting indicators			Total
Accountability	2	0	0	2
Protection	3	1	0	4
Gender	5	0	0	5
Environment	0	0	7	7
TOTAL	10	1	7	18

Table 9: Evaluable and partially evaluable outputs achieved for SO1, Activity 1 from 2018 to 2021

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.														
Activity 1. Provide humanitarian assistance to meet the basic food and nutrition needs of the most vulnerable populations affected by disaster.														
Outputs Category	Detail Indicator	Unit	2018			2019			2020			2021		
			Target Value	Result	% achieve	Target Value	Result	% achieve	Target Value	Result	% achieve	Target Value	Result	% achieve
Evaluable Indicators														
Resources transferred	Number of female-headed households that receive food assistance	Individual	2,000	1,997	99.85%	1,825	1,825	100.00%	21,900	23,210	105.98%	3,000	3,166	105.53%
Partnerships supported	Number of partners supported	Partner	2			2	2	100.00%	20	20	100.00%	9	9	100.00%
Partially Evaluable Indicators														

Resources transferred	Number of staff members/community health workers trained on modalities of food distribution	Individual				83	82	98.80%	4,300	4,292	99.81%	-	-	N.A
	Number of timely food distributions as per planned distribution schedule	Number	12	12	100.00%	12			22	21	95.45%	12	11	91.67%
	Food transfers	Mt				13,004	18,774	144.37%	27,304	25,969	95.11%			
	Cash-based transfers	US\$				4,206,610			8,529,545	2,186,697	25.64%			
Resources transferred	Number of rations provided	Ration				12	11	91.67%						
Capacity development and technical support provided	Number of government/national partner staff receiving technical assistance and training	Individual				45	45	100.00%						
Capacity development and technical support provided	Number of training sessions/workshops organized	Training session	2				2	2	100.00%	-				

	Number of technical assistance activities provided	Unit		1	1	100.00 %								
Shared services and platforms provided	Number of WFP-led clusters operational	Unit	3	3	3	100.00%	2	2	100.00 %	1	1	100.00%		
-	Beneficiaries receiving food transfers	Individual		300,000	118,872	39.62%	458,259	507,642	110.78 %					
-	Beneficiaries receiving cash-based transfers	Individual		147,000			460,000	181,766	39.51%					
Nutritious foods provided	Quantity of specialized nutritious foods provided	Mt		-			180	97	53.89%					

Source: COMET report CM-R008 for 2018, 2019, 2020 (extracted on 9 August 2021) and 2021 (extracted on 27 May 2022) and ACRs 2018, 2019, 2020 and 2021.

Table 10: Evaluable and partially evaluable outputs achieved for SO1, Activity 2 from 2018 to 2021

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.														
Activity 2: Support affected populations during the early recovery phase to address food insecurity and rebuild livelihoods.														
Outputs Category	Detail Indicator	Unit	2018			2019			2020			2021		
			Target Value	Result	% achieve	Target Value	Result	% achieve	Target Value	Result	% achieve	Target Value	Result	% achieve
Evaluable Indicators														

Resources transferred	Number of participants in beneficiary training sessions (livelihood-support/agriculture & farming/IGA)	Individual	20,000	19,818	99.09%	14,712	14,712	100.00 %	13,800	13,756	99.68%	7,400	7,210	97.43%
Resources transferred	Number of training sessions for beneficiaries carried out (livelihood-support/agriculture & farming/IGA)	Training session	700	699	99.86%	932	932	100.00 %	1,000	1,406	140.60 %	676	675	99.85%
Partially Evaluable Indicators														
Resources transferred	Number of staff members/community health workers trained on modalities of food distribution	Individual	-			-			1,830	1,826	99.78%	-		
-	Beneficiaries receiving food transfers					450,000	453,840	100.85 %						
-	Beneficiaries receiving cash-based transfers	Individual				450,000	314,934	69.99%	324,025	272,227	84.01%			
	Cash-based transfers	US\$				12,877,379	4,514,128	35.05%	6,789,334	5,353,015	78.84%			

-	Food transfers	Mt				21,039	14,391	68.40%						
Assets created	Hectares (ha) of gully land reclaimed as a result of check dams and gully rehabilitation structures	Ha	3	3	89.33%	-			-					
	Kilometres (km) of drinking water supply line constructed	km	-			-			5	5	100.00%			-
	Kilometres (km) of drinking water supply line rehabilitated	km	11	11	97.27%	-			-					
	Kilometres (km) of feeder roads rehabilitated	km	4,200	3,183	75.79%	-			-					
	Kilometres (km) of footpaths, tracks or trails rehabilitated	km	4,500			4,400	4,347	98.80%	900	894	99.33%			-
	Kilometres (km) of irrigation canals rehabilitated	km	5,000	4,960	99.20%	4,050	4,032	99.56%	660	659	99.85%	360	358	99.33%

Length (m) of drainage canals constructed / rehabilitated	metre	-			22,000	22,000	100.00 %	-		-			
Linear metres (m) of flood protection dikes constructed	metre	-			-			13,900	13,900	100.00 %	-		
Linear metres (m) of soil/stones bunds or small dikes rehabilitated	metre	-			9,300	9,290	99.89%	-		-			
Metres (m) of concrete/masonry dam/dike/water reservoir rehabilitated	metre	-			2,600	2,450	94.23%	-		-			
Number of animal shelters constructed	Animal shelter	5	5	100.00 %	-			2,900	2,810	96.90%	24	24	100.00 %
Number of community water ponds for domestic use rehabilitated/maintained (3000-8000 cbmt)	Number	-			-			125	123	98.40%	-		

Number of community water ponds for domestic use rehabilitated/maintained (8000-15000 cbmt)	Number	-			250	247	98.80%	-		-			
Number of community water ponds for irrigation/livestock use rehabilitated/maintained (3000-8000 cbmt)	Number	61	61	100.00 %	-			155	154	99.35%	261	258	98.85%
Number of culverts and drainage systems repaired (between 4-6m in width)	Number	1	1	100.00 %	-			-			2	2	100.00 %
Number of family gardens established	Garden	86	76	88.37%	500	496	99.20%	-			-		
Number of fuel-efficient stoves distributed	Number	-			6,770	6,760	99.90%	-			-		
Number of hand-washing facilities created	Number	-			-			15	15	100.00 %	-		

Number of tree seedlings produced/provided	Number	-			2,500,000	2,500,000	100.00 %	-		47,000	47,000	100.00 %	
Number of water tanks/tower constructed for irrigation/livestock/domestic use (0 - 5000cbmt)	Number	-			-			1,570	1,569	99.94%	-		
Number of water tanks/tower constructed for irrigation/livestock/domestic use (>5000 cbmt)	Number	-			-			85	85	100.00 %	-		
Number of wells, shallow wells rehabilitated for irrigation/livestock use (0-50 cbmt)	Number	-			-			7	7	100.00 %	24	24	100.00 %
Square metres (m ²) of existing nurseries supported	m ²	27,000	26,962	99.86%	300,000	300,000	100.00 %	-		-			

	Volume (m ³) of check dams and gully rehabilitation structures (e.g. soil sedimentation dams) constructed	m ³	-			-		7,400	7,389	99.85%	10,100	10,100	100.00%
	Volume (m ³) of earth dams and flood protection dikes constructed	m ³	12,500	12,162	97.30%	-		17,600	17,605	100.03%	25,600	20,589	80.43%
	Volume (m ³) of water harvesting systems constructed	m ³	-			-		10,700	10,751	100.48%			

Source: COMET reports CM-R008 for 2018, 2019, 2020 (extracted on 9 August 2021) and 2021 (extracted on 27 May 2022) and ACRs 2018, 2019, 2020 and 2021.

Table 11: Evaluable and partially evaluable outputs achieved for SO2, Activity 3 from 2018 to 2021

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.														
Activity 3: Augment social protection mechanisms to support the food insecure and nutritionally vulnerable urban and rural poor.														
Outputs Category	Detail Indicator	Unit	2018			2019			2020			2021		
			Target Value	Result	% achieve	Target Value	Result	% achieve	Target Value	Result	% achieve	Target Value	Result	% achieve
Partially Evaluable Indicators														
Resources transferred	Number of beneficiaries reached as a result of WFP's contribution to the social protection system	Individual	3,780,000	3,676,500	97.26%	193,692	193,458	99.90%	561,102	561,102	100.00%			
Capacity development and technical support provided	Number of government/national partner staff receiving technical assistance and training	Individual	10			10	15	150.00%	10	10	100.00%			
Capacity development and technical support provided	Number of technical assistance activities provided	Unit	3			3	3	100.00%	1	1	100.00%			

Resources transferred	Number of institutions supported for the delivery of shock responsive and nutrition sensitive social protection programmes	Institution	1	1	100.00%	-		1	1	100.00%	1	1	100.00%	
-	Children receiving food transfers	Individual				2,750	836	99.90%	1,600					
-	Beneficiaries receiving cash-based transfers	Individual				2,100			561,120	561,102	100.00%			
-	Food transfers	Mt				86	2	99.90%	65	-				
Capacity development and technical support provided	Number of training sessions/workshops organized	Training session	-			2	2	100.00%	-			3500	2446	
Resources transferred	Number of project participants (female)	Individual										2800	2010	100.00%
Resources transferred	Number of project participants (male)	Individual										700	436	100.00%
Resources transferred	Number of staff members/community health workers trained on modalities of food distribution	Individual										18	18	100.00%

Source: COMET reports CM-R008 for 2018, 2019, 2020 (extracted on 9 August 2021) and 2021 (extracted on 27 May 2022) and ACRs 2018, 2019, 2020 and 2021.

Table 12: Evaluable and partially evaluable outputs achieved for SO2, Activity 4 from 2018 to 2021

S02: 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.

Activity 4: Provide technical assistance to provincial governments for, and implement as appropriate, school meals.

Outputs Category	Detail Indicator	Unit	2018			2019			2020			2021		
			Target Value	Result	% achieve	Target Value	Result	% achieve	Target Value	Result	% achieve	Target Value	Result	% achieve
Partially Evaluable Indicators														
Capacity development and technical support provided	Number of government/national partner staff receiving technical assistance and training	Individual	6			6	15	250%	29	29	100.00%			
Capacity development and technical support provided	Number of technical assistance activities provided	Unit	2			2	2	100%	8	7	87.50%			
-	Students secondary schools receiving take-home ration school feeding rations	Individual				114,000			126,000	32,617	25.89%			
-	Cash-based transfers	US\$				1,631,135			1,802,833	74,764	4.15%			
Resources transferred	Number of secondary schools assisted by WFP	School	0			-			289	192	66.44%	289	242	83.74%

Capacity development and technical support provided	Number of training sessions/workshops organized	Training session	0		-	4	5	125.00%	
Resources transferred	Number of staff members/community health workers trained on modalities of food distribution	Individual							44 44 100.00%

Source: COMET reports CM-R008 for 2018, 2019, 2020 (extracted on 9 August 2021) and 2021 (extracted on 27 May 2022) and ACRs 2018, 2019, 2020 and 2021.

Table 13: Evaluable and partially evaluable outputs achieved for SO3, Activity 5 from 2018 to 2021

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.														
Activity 5: Assist the government to achieve SDG 2.2 with improved governance, quality implementation, evidence generation and innovation.														
Outputs Category	Detail Indicator	Unit	2018			2019			2020			2021		
			Target Value	Result	% achieve	Target Value	Result	% achieve	Target Value	Result	% achieve	Target Value	Result	% achieve
Evaluable Indicators														
Capacity development and technical support provided	Number of government/national partner staff receiving technical assistance and training	Individual	2,700			2,736	2,736	100.00%	1,048	1,048	100.00%	378	378	100.00%

Social and behaviour change communication (SBCC) delivered	Number of people reached through interpersonal SBCC approaches (female)	Number	400			410	407	99.27%	2,308	2,308	100.00 %	124,500	103,722	83.31%
Capacity development and technical support provided	Number of technical assistance activities provided	Unit	2	2	100.00 %	5	5	100.00%	10	10	100.00 %	14	14	100.00%
Capacity development and technical support provided	Number of tools or products developed	Unit	5			6	5	83.33%	5	5	100.00 %	9	9	100.00%
Policy engagement strategies developed/implemented	Number of tools or products developed	Number	4			4	3	75.00%	4	4	100.00 %	4	4	100.00%
Capacity development and technical support provided	Number of technical assistance activities provided	Unit	5			5	5	100.00%	3	3	100.00 %	10	10	100.00%

Capacity development and technical support provided	Number of national institutions benefitting from embedded or seconded expertise as a result of WFP capacity strengthening support (new)	Number	7		7	6	85.71%	7	7	100.00 %	13	13	100.00%
National coordination mechanisms supported	Number of national coordination mechanisms supported	Unit	10		8	7	87.50%	10	10		11	11	100.00%
Partially Evaluable Indicators													
	Number of people reached through interpersonal SBCC approaches (male)	Number	450		442	429	97.06%	637	637	100.00 %	-		
Capacity development and technical support provided	Number of government/ national partner staff receiving technical assistance and training	Individual	2,000		1,604	1,530	95.39%	14	14	100.00 %	-		

Resources transferred	Number of staff members/community health workers trained on modalities of food distribution	Individual	2,550		2,451	2,447	99.80%	3,200	3,183	99.47%	2,654	2,632	99.17%
-	Children receiving food transfers (treatment moderate acute malnutrition)	Individual			76,000	129,304	170.14%	161,000	231,012	143.49%			
-	Children receiving food transfers (prevention of stunting)	Individual			136,000	1,041	0.77%	55,500	5,669	10.21%			
-	Pregnant and lactating women (treatment of moderate acute malnutrition)	Individual			93,000	126,700	136.24%	103,000	204,477	198.52%			
-	Pregnant and lactating women (prevention of stunting)	Individual			272,100	2,166	0.80%	136,000	9,304	6.84%			
	Food transfers	MT			8,087	2,575	31.84%	6,199	3,577	57.70%			

Resources transferred	Number of health centres/sites assisted	Health centre	2,094	2,119	101.19 %	950	659	69.37%	535	533	99.63%	221	221	100.00%
-	Number of health centres/sites assisted (treatment of moderate acute malnutrition)	Health centre				920	499	54.24%	425	424	99.76%			
-	Number of health centres/sites assisted (prevention of stunting)	Health centre				160	160	100.00%	110	109	99.09%			
Capacity development and technical support provided	Number of staff members/community health workers trained on modalities of food distribution	Individual	1,250	1,250	100.00 %									
Capacity development and technical support provided	Number of training sessions/workshops organized	Training session	-			-			20	20	100.00 %	-		

Advocacy and education provided	Number of targeted caregivers (female) receiving three key messages delivered through WFP-supported messaging and counselling	Individual	292,150	109,288	37.41%								
Advocacy and education provided	Number of women exposed to WFP-supported nutrition messaging	Individual	453,250	206,771	45.62%								
	Number of women receiving WFP-supported nutrition counselling	Individual	197,810	82,260	41.59%								
Capacity development and technical support provided	Number of training sessions/workshops organized	Training session	60							58	60	103.45%	-
-	Number of studies and assessments supported	Assessment	2	2	100.00%								
		Unit	4	4	100.00%								

Capacity development and technical support provided	Number of government/national partner staff receiving technical assistance and training	Individual	-	-	-	-	-	56	56	100.00 %	-	-	-
-	Number of policy reforms identified/advocated	Policy reforms	3	3	100.00 %	-	-	-	-	-	-	-	-
Capacity development and technical support provided	Number of training sessions/workshops organized	Training session	10	-	-	7	7	100.00%	1	-	-	-	-
-	-	Unit	3	3	100.00 %	-	-	-	-	-	-	-	-
Partnerships supported	Number of partners supported	Partner	-	-	-	-	-	4	4	100.00 %	44	44	100.00%

Source: COMET reports CM-R008 for 2018, 2019, 2020 (extracted on 9 August 2021) and 2021 (extracted on 27 May 2022) and ACRs 2018, 2019, 2020 and 2021.

Table 14: Evaluable and partially evaluable outputs achieved for SO4, Activity 6 from 2018 to 2021

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														
Activity 6: Support all levels of government and communities to adopt and operationalize an integrated climate risk management system.														
Outputs Category	Detail Indicator	Unit	2018			2019			2020			2021		
			Target Value	Result	% achieve	Target Value	Result	% achieve	Target Value	Result	% achieve	Target Value	Result	% achieve
Evaluable Indicators														

Capacity development and technical support provided	Number of government/national partner staff receiving technical assistance and training	Individual	250		240	240	100.00%	240	240	100.00%	145	145	100.00%
Partially Evaluable Indicators													
-	Cash-based transfers	US\$			1,201,889			4,464,158	0	0.00%			
Capacity development and technical support provided	Number of technical assistance activities provided	Unit	0		1	1	100.00%	0			4	4	100.00%
Linkages to financial resources and insurance services facilitated	Number of assessments conducted	Assessment			6	6	100.00%						
	Number of coordination/implementation tools developed	Tool			6	6	100.00%						
	Number of forecasting tools developed	%			6	6	100.00%						
Capacity development and technical support provided	Number of training sessions/workshops organized	Training session	20		17	17	100.00%	6	6	100.00%			

Source: COMET reports CM-R008 for 2018, 2019, 2020 (extracted on 9 August 2021) and 2021 (extracted on 27 May 2022) and ACRs 2018, 2019, 2020 and 2021.

Table 15: Evaluable and partially evaluable outputs achieved for SO4, Activity 7 from 2018 to 2021

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														
Activity 7: Strengthen the government's and communities' capacity for disaster risk reduction.														
Outputs Category	Detail Indicator	Unit	2018			2019			2020			2021		
			Target Value	Result	% achieve	Target Value	Result	% achieve	Target Value	Result	% achieve	Target Value	Result	% achieve
Evaluable Indicators														
Capacity development and technical	Number of government/national partner staff	Individual	0			312	257	82.37%	110	110	100.00%	105	105	100.00%

support provided	receiving technical assistance and training												
Shared services and platforms provided	Number of engineering works completed	Unit	1		1	1	100.00%	32	32	100.00%	2	2	100.00%
Capacity development and technical support provided	US\$ value of assets and infrastructure handed over to national stakeholders as a result of WFP capacity strengthening support (new)	US\$	20,000		247,941	247,941	100.00%	125,000	125,000	100.00%	1,325,000	1,325,000	100.00%
Partially Evaluable Indicators													
Capacity development and technical support provided	Number of training sessions/workshop organized	Training session	15		13	13	100.00%	3	4	133.33%			
Capacity development and technical support provided	Number of national institutions benefitting from embedded or seconded expertise as a result of WFP capacity strengthening support (new)	Number	7		7	7	100.00%	10	10	100.00%			
Capacity development and technical support provided	US\$ value of assets and infrastructure handed over to national stakeholders as a result of WFP capacity strengthening support (new)	US\$	3,500,000		2,500,000	2,500,000	100.00%	450,000	350,000	77.78%			

Capacity development and technical support provided	Number of tools or products developed	Unit	20		17	17	100.00%	7	7	100.00%	0		
Capacity development and technical support provided	Number of national institutions benefitting from embedded or seconded expertise as a result of WFP capacity strengthening support (new)	Number	13		13	13	100.00%	13	13	100.00%	0		
Capacity development and technical support provided	Number of technical assistance activities provided	Unit	0		6	6	100.00%	0			5	5	100.00%
Shared services and platforms provided	Number of technical reports shared with cluster partners	Report	0		6	6	100.00%	0			0		
	Produce and share accurate and timely IM products	Item			1	1	100.00%						
Partnerships supported	Number of partners supported	Partner	0		1	1	100.00%	0			16	16	100.00%
Infrastructure and equipment investments supported	Number of infrastructure works implemented	Unit	1		1	1	100.00%	1	1	100.00%	2	2	100.00%
Infrastructure and equipment investments supported	Amount of investments in equipment made	US\$	20000		350,000	350,000	100.00%	1,300,000	1,300,000	100.00%			
	Total increase in installed storage capacity (dry or cold storage)	m ³	0		960	960	100.00%	0					

Capacity development and technical support provided	Number of disaster management officials trained and involved in simulation exercises at national and sub-national levels	Individual	440	395	89.77%			
	Number of disaster management plans developed at local level	Number	70	70	100.00%			
	Number of government staff members trained in emergency preparedness and response	Individual	440	395	89.77%			
	Number of individuals educated, trained and rehearsed in disaster preparedness and response planning at school level	Individual	15,733	18,124	115.20%			
	Number of local community members, government officials trained in disaster preparedness and response planning at community level	Individual	1,000	884	88.40%			
Capacity development and technical support provided	Number of Emergency Response Kits provided to the schools and/or local communities	Kits	554	554	100.00%			
Capacity development and technical	Number of technical	Unit				6	6	100.00%

support provided	assistance activities provided												
Infrastructure and equipment investments supported	Number of infrastructure works implemented	Unit	0			0			3	3	100.00%	0	
Infrastructure and equipment investments supported	Amount of investments in equipment made	US\$	0			0			90,000	90,000	100.00%	0	
Capacity development and technical support provided	Number of Emergency Storage Facilities/HRFs provided to Disaster Management Authorities at various levels.	Number	4	4	100.00%								

Source: COMET reports CM-R008 for 2018, 2019, 2020 (extracted on 9 August 2021) and 2021 (extracted on 27 May 2022) and ACRs 2018, 2019, 2020 and 2021.

Table 16: Evaluable and partially evaluable outputs achieved for SO5, Activity 8 from 2018 to 2021

SO 5: Federal and provincial systems have strengthened capabilities to provide food security and essential services to the people of Pakistan by 2022.														
Activity 8: Strengthen government and partner capabilities to provide food security and essential services.														
Outputs Category	Detail Indicator	Unit	2018			2019			2020			2021		
			Target Value	Result	% achieve	Target Value	Result	% achieve	Target Value	Result	% achieve	Target Value	Result	% achieve
Evaluable Indicators														
Partnership supported	Number of partners supported	Partner	3			3	3	100.00%	1	1	100.00%	3	3	100.00%
Infrastructure and equipment investments supported	Number of infrastructure works implemented	Unit	1	1	100.00%	2	2	100.00%	5	5	100.00%	2	2	100.00%
Capacity development and technical support provided	Number of technical assistance activities provided	Unit	2			2	2	100.00%	4	3	75.00%	3	3	75.00%

Capacity development and technical support provided	Number of national institutions benefitting from embedded or seconded expertise as a result of WFP capacity-strengthening support (new)	Number	7			7	7	100.00%	1	1	100.00%	3	3	100.00%
Partially Evaluable Indicators														
Capacity development and technical support provided	Number of tools or products developed	Unit	2			2	2	100.00%	1	1	100.00%			
Partnership supported	Number of public and private sector investments leveraged	Instance				1	1	100.00%						
Partnership supported	Number of public-private partnership formed	Partnership				1	1	100.00%						
Infrastructure and equipment investments supported	Number of long-lasting insecticide-treated nets (LLINs) distributed as a result of WFP technical assistance	Non-food item	2,563,434	2,508,216	97.85%									
	Number of people who received long-lasting insecticide-treated nets (LLINs) as a result of WFP technical assistance	Individual	6,395,283	6,254,795	97.80%									
	Number of stakeholders engaged for the optimization of supply chains for family planning	Individual	30	40	133.33%									

	Number of supply chain optimization activities planned and designed for implementation	Activity	4	5	125.00%							
	Number of supply chain technical assessments conducted	Assessment	10	14	140.00%							
Capacity development and technical support provided	Number of government staff members trained in warehouse management	Individual	5	5	100.00%							
Capacity development and technical support provided	Number of technical assistance projects conducted by WFP to strengthen the national capacity	Project	1	1	100.00%							
Capacity development and technical support provided	Number of government/national partner staff receiving technical assistance and training	Individual				20	20	100.00%				

Source: COMET report CM-R008 for 2018, 2019, 2020 (extracted on 9 August 2021) and 2021 (extracted on 27 May 2022) and ACRs 2018, 2019, 2020 and 2021.

Table 17: Valuable and partially valuable outcomes indicators achieved for SO1 from 2018 to 2021

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.												
Outcome Indicator	Base Value	2018		2019		2020		2021		End CSP Target	Gender	
		Result	Target	Result	Target	Result	Target	Result	Target			
Valuable Indicators												
Consumption-based Coping Strategy Index (Average)	FFA beneficiaries	6.42	2.46	< 6,42	4.50	< 6,42	5.40	< 6,42	2.50	< 5.4	< 6,42	Yes
	IPDs/Returnees	4.70	5.30	< 4,70	1.50	< 4,70	1.73	< 4,70	1.85	< 1.73	< 4,70	Yes
	All	6.16	-	-	-	-	4.62	≤ 6,14	-	-	-	No
	COVID-19 Response	4.28	-	-	-	-	-	-	2.95	≤ 4.28	-	Yes

Food Consumption Score / Percentage of households with Acceptable Food Consumption Score	IPDs/ Returnees	64.45	56.20	> 64.4	70.40	> 64.5	73.40	> 64.5	51.60	≥ 73.4	> 64.5	Yes
	FFA beneficiaries	51.40	61.70	≥ 51,39	61.30	≥ 51,40	59.30	≥ 51.4	28.61	≥ 59.3	≥ 51.4	Yes
	All	34.70	-	-	-	-	48.50	≥34,7	-	-	-	No
	COVID-19 Response	40.50	-	-	-	-	-	-	54.20	≥ 40.5	-	Yes
Food Consumption Score / Percentage of households with Borderline Food Consumption Score	IPDs/ Returnees	34.55	42.20	< 34.4	29.10	< 34.5	26.10	< 34.5	47.80	≤ 26.1	< 34.5	Yes
	FFA beneficiaries	34.90	36.20	≤ 34,89	37.30	≤ 34,90	39.90	≤ 34,90	56.68	≤ 39.9	<34.9	Yes
	All	48.70	-	-	-	-	48.50	≤ 48,7	-	-	-	No
	COVID-19 Response		-	-	-	-	-	-	42.00	≤ 33.8		Yes
Food Consumption Score / Percentage of households with Poor Food Consumption Score	IPDs/ Returnees	1.00	1.60	≤ 0	0.50	≤ 1	0.50	≤ 1	0.60	≤ 0.5	<1	Yes
	FFA beneficiaries	13.70	2.10	≤ 13.6	1.14	≤ 13.7	0.01	≤ 13.7	14.71	≤ 0.9	≤ 13.7	Yes
	All	16.60	-	-	-	-	7.50	≤ 16,6	-	-	-	No
	COVID-19 Response	25.70	-	-	-	-	-	-	3.80	≤ 25.7	-	Yes
Livelihood-based Coping Strategy Index (Average)	FFA beneficiaries	2.86	2.66	< 2,59	1.70	< 2,60	2.06	< 2,60	1.71	< 2.06	< 2,60	Yes
Partially Evaluable Indicators												
Food Expenditure Share	IPDs/ Returnees	48.10	19.20	-	52.20	-	-	-		< 48.2	< 48.2	Yes
	FFA beneficiaries	44.00	22.80	< 43	61.50	< 44	51.60	< 44	52,4	< 44	< 44	Yes
	COVID-19 Response	54.60	-	-	-	-	-	-	43.64	≤ 54.6	-	
Livelihood-based Coping Strategy Index (Percentage of households not	FFA beneficiaries	32.00	-	-	40.40	≥ 32	29.00	≥ 32	54.50	< 32	≥ 32	No

using coping strategies)													
Livelihood-based Coping Strategy Index (Percentage of households using crisis coping strategies)	FFA beneficiaries	43.00	-	-	15.20	≤ 43	39.00	≤ 43	25.10	< 43	≤ 43	No	
Livelihood-based Coping Strategy Index (Percentage of households using emergency coping strategies)	FFA beneficiaries	4.00	-	-	1.00	≤ 4	8.00	≤ 4	0.30	≤ 4	≤ 4	No	
Livelihood-based Coping Strategy Index (Percentage of households using stress coping strategies)	FFA beneficiaries	21.00	-	-	43.40	≤ 21	23.00	≤ 21	20.10	≤ 21	≤ 21	No	

Source: COMET report CM-R010b for 2018, 2019, 2020 (extracted on 9 August 2021) and 2021 (extracted on 1 June 2022) and ACRs 2018, 2019, 2020 and 2021.

Table 18: Valuable and partially evaluable outcomes indicators achieved for SO2 from 2018 to 2021

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.											
Outcome Indicator	Base Value	2018		2019		2020		2021		End CSP Target	Gender
		Result	Target	Result	Target	Result	Target	Result	Target		
Partially Evaluable Indicators											

Proportion of cash-based transfers channelled through national social protection systems as a result of WFP capacity-strengthening support (new)	All	0	-	-	18.8	≥ 0	15.83	≥ 15	-	-	≥ 25	No
Proportion of children 6–23 months of age who receive a minimum acceptable diet	Children	4.4	-	-	7.43	≥ 14,40	-	-	-	≥ 7.43	>70	Yes
Enrolment rate	Secondary School Girls	0	-	-	-	-	-	≥ 0	≥ 15	14	≥ 10	No*
Retention rate / Drop-out rate (new): Drop-out rate	Secondary School Girls	50	-	-	-	≤ 50	-	-	≤ 20	3	≤ 40	No*
Retention rate / Drop-out rate (new): Retention rate	Secondary School Girls	50	-	-	-	≥ 50	-	-	≥ 80	97	≥ 60	No*

Source: COMET report CM-R010b for 2018, 2019, 2020 (extracted on 9 August 2021) and 2021 (extracted on 1 June 2022) and ACRs 2018, 2019, 2020 and 2021.

Table 19: Evaluable and partially evaluable outcomes indicators achieved for SO3 from 2018 to 2021

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.												
Outcome Indicator		Base Value	2018		2019		2020		2021		End CSP Target	Gender
			Result	Target	Result	Target	Result	Target	Result	Target		
Evaluable Indicators												
MAM Treatment Default rate	Children (CH)	3.93	2.91	< 15	3.39	< 15	3.25	< 15	1.99	< 3.25	<15,00	Yes
MAM Treatment Mortality rate	CH	0.01	0	< 3	0.01	< 3	0.01	< 3	0.02	< 0.01	< 3	Yes
MAM Treatment Non-response rate	CH	1.98	1.03	< 15	0.63	< 15	0.08	< 15	0.27	< 0.08	< 15,00	Yes
MAM Treatment Recovery rate	CH	94.09	96.06	> 75.00	95.97	> 75.00	96.66	> 75.00	97.72	> 96.66	> 75,00	Yes
Proportion of eligible population that participates in programme (coverage)	CH	69	83	> 50.00	74	> 50.00	47	> 50.00	35.5	> 50.00	> 50,00	Yes
	All	83.5	91	> 70.00	-	-	-	-	66	> 70.00	> 70,00	Yes

Proportion of target population that participates in an adequate number of distributions (adherence)	CH	0	91	> 66.00	88	> 66.00	51	> 66.00	-	> 66.00	> 66,00	Yes
Partially Evaluable Indicators												
Number of national food security and nutrition policies, programmes and system components enhanced as a result of WFP capacity strengthening (new)	All	0	-	-	2	-	5	≥ 5	5	≥ 5	≥ 5	No
Minimum Dietary Diversity – Women	PLW	7	-	> 7	65.4	25.9	68.1	25.9	14.9	> 13.6	> 7	No*

Source: COMET report CM-R010b for 2018, 2019, 2020 (extracted on 9 August 2021) and 2021 (extracted on 1 June 2022) and ACRs 2018, 2019, 2020 and 2021.

Table 20: Evaluable and partially evaluable cross-cutting indicators achieved for cross-cutting (CC) issue 1 (protection) from 2018 to 2021

CC1: Affected populations are able to benefit from WFP programmes in a manner that ensures and promotes their safety, dignity and integrity														
Protection Indicators	Base Value	2018			2019			2020			2021			End CSP Target
		Result	Target	Gender	Result	Target	Gender	Result	Target	Gender	Result	Target	Gender	
Evaluable Indicators														
Proportion of targeted people having unhindered access to WFP programmes (new)	99.00				100.00	=100	Yes	100.00	=100	Yes	100.00	=100	Yes	=100
Proportion of targeted people receiving assistance without safety challenges (new)	100.00				100.00	≥ 90	Yes	99.00	≥ 80	Yes	99.00	≥ 99	Yes	≥ 90
Proportion of targeted people who report that WFP programmes are dignified (new)	89.00				89.00	≥ 91	Yes	99.00	≥ 90	Yes	98.00	≥ 99	Yes	≥ 90
Partially Evaluable Indicators														
Proportion of targeted people accessing assistance without protection challenges	99.20	100.00	> 90	Yes										> 90

Source: COMET reports CM-R009b 2018, 2019, 2020 (extracted on 9 August 2021) and 2021 (extracted on 1 June 2022), and ACRs 2018, 2019, 2020 and 2021.

Table 21: Evaluable and partially evaluable cross-cutting indicators achieved for cross-cutting (CC) issue 2 (accountability) from 2018 to 2021

CC2: Affected populations are able to hold WFP and partners accountable for meeting their hunger needs in a manner that reflects their views and preferences														
Accountability to affected pop. Indicators	Base Value	2018			2019			2020			2021			End CSP Target
		Result	Target	Gender	Result	Target	Gender	Result	Target	Gender	Result	Target	Gender	
Evaluable Indicators														
Proportion of assisted people informed about the programme (who is included, what people will receive, length of assistance)	40.40	89.00	> 80	Yes	78.00	> 80	Yes	77.00	> 80	Yes	91	> 77	Yes	> 80
Proportion of project activities for which beneficiary feedback is documented, analysed and integrated into programme improvements	0.00	45.00	=100	No	46.00	=100	No	90.00	=100	No	88	= 99	No	=100

Source: COMET reports CM-R009b 2018, 2019, 2020 (extracted on 9 August 2021) and 2021 (extracted on 1 June 2022), and ACRs 2018, 2019, 2020 and 2021.

Table 22: Evaluable and partially evaluable cross-cutting indicators achieved for cross-cutting (CC) issue 3 (gender) from 2018 to 2021

CC3: Improved gender equality and women's empowerment among WFP-assisted population														
Progress towards gender equality indicators	Base Value	2018			2019			2020			2021			End CSP Target
		Result	Target	Gender	Result	Target	Gender	Result	Target	Gender	Result	Target	Gender	
Evaluable Indicators														
Proportion of food assistance decision-making entity – committees, boards, teams, etc. – members who are women	0.00	6.70	≥ 10	Yes	8.30	≥ 10	Yes	14.00	≥15	Yes	27.6	≥ 14	Yes	> 20

Proportion of households where women, men, or both women and men make decisions on the use of food/cash/vouchers, disaggregated by transfer modality/Decision jointly made by women and men	20.00	31.00	≥ 50		41.00	≥ 50		55.00	≥ 50		42	≥ 55		≥ 50
Proportion of households where women, men, or both women and men make decisions on the use of food/cash/vouchers, disaggregated by transfer modality/Decision made by men	39.80	27.00	≤ 30	Yes	25.00	≤ 30	Yes	39.00	≤ 30	Yes	53	≤ 39	Yes	≤ 30
Proportion of households where women, men, or both women and men make decisions on the use of food/cash/vouchers, disaggregated by transfer modality/Decision made by women	40.20	42.00	≥ 20	Yes	34.00	≥ 20	Yes	6.00	≥ 20	Yes	5	≥ 6	Yes	≥ 20
Type of transfer (food, cash, voucher, no compensation) received by participants in WFP activities, disaggregated by sex and type of activity	0.00	100.00	≥ 100	Yes	100.00	≥ 100	Yes	100.00	≥ 100	Yes	100.00	≥ 100	Yes	≥ 100

Source: COMET reports CM-R009b 2018, 2019, 2020 (extracted on 9 August 2021) and 2021 (extracted on 1 June 2022), and ACRs 2018, 2019, 2020 and 2021.

OUTCOME INDICATORS DEFINITION⁸

45. Food Consumption Score (FCS):

- a) The household FCS is associated with household food access and is therefore used as a proxy for household food security. Food consumption indicators are designed to reflect the quantity and quality of people's diets.
- b) The FCS is used to classify households into three groups: poor; borderline; or acceptable food consumption. These food consumption groups aggregate households with similar dietary patterns – in terms of frequency of consumption and diversity – and access to food.
- c) Poor food consumption: Households that are not consuming staples and vegetables every day, and never or very seldom consume protein-rich food such as meat and dairy.
- d) Borderline food consumption: Households that are consuming staples and vegetables every day, accompanied by oil and pulses a few times a week.
- e) Acceptable food consumption: Households that are consuming staples and vegetables every day, frequently accompanied by oil and pulses, and occasionally meat, fish and dairy.

	Thresholds	Adjusted Thresholds
Poor food consumption	0-21	0-28
Borderline food consumption	21-35	28.5-42
Acceptable food consumption	>35	>42

46. Consumption-based Coping Strategy Index (CSI), Reduced CSI (rCSI):

- a) The rCSI, also called CSI food, is used to assess the level of stress faced by a household due to a food shortage. It is measured by combining the frequency and severity of the food consumption-based strategies households are engaging in. It is calculated using the five standard strategies using a seven-day recall period.

1	Rely on less preferred and less expensive food
2	Borrow food or rely on help from relative(s) or friend(s)
3	Limit portion size at meals
4	Restrict consumption by adults for small children to eat
5	Reduce number of meals eaten in a day

47. Number of national food security and nutrition policies, programmes and system components enhanced as a result of WFP capacity strengthening (new):

- a) WFP capacity strengthening: refers to any engagement with stakeholders that aims to create or enhance their technical, functional or soft skills/capacities in the context of a specific food security and nutrition (FSN) solution or service. WFP does not work alone as an enabling partner, nor can results always be attributed exclusively to WFP. Contributions from other stakeholders should be mentioned in narratives.
- b) National: refers to all systems operating within a national territory, of national stakeholder ownership. This does not include WFP- or UN-governed or managed systems – e.g. systems or mechanisms where WFP or other UN agencies carry lead, chair, governing roles. “National” in this context does not mean “central” as opposed to local.
- c) FSN System: refers to the larger system (or service emerging from that system) whose effectiveness, efficiency and/or economy will be influenced (ideally enhanced) as a result of WFP capacity-strengthening support to one or more components of that system. The indicator is presented in sector-neutral form. It must be interpreted in relation to the specific FSN system supported. WFP supports inclusive, equitable and gender-transformative FSN systems. Examples of FSN systems: National School Meals Programme; National Stunting Prevention Programme; National Pro-poor Agricultural Production; Strategic Grain Reserves/supply chain; National Emergency Preparedness and Response; National Statistics

⁸ WFP, (2019). 2017 – 2021 Programme Indicator Compendium. Revised Corporate Result Framework. April 2019 update.

and Analysis; National Social Protection system; National Digital Identity system; Humanitarian Supply Chain

- d) **Components:** refers to a wide range of entry points for WFP engagement that will contribute to a better functioning of the overall system. This indicator aims to capture the end result (often long term) emerging as a result of WFP capacity-strengthening support to one or more components. The component should only be counted if the related end result has been achieved or completed (endorsed by a competent authority/stakeholder).

48. Moderate Acute Malnutrition (MAM) Treatment Performance Rate:

- a) **Moderate Acute Malnutrition:** Represents the proportion of children 6-59 months in the population who are classified with WFH Z-score of ≥ -3 and < -2 . Adults are normally classified as moderately acute malnourished when body mass index (BMI) is > 16 and < 18.5 . Pregnant and lactating women (PLW) are classified as MAM when mid upper arm circumference (MUAC) is below 23 cm.
- b) **MAM Treatment Programme Performance:** This indicator is based on Sphere standards. There are four indicators to report against to establish the MAM Treatment Performance – mortality rate, default rate, non-response rate, and recovery rate.
- c) **Recovery rate:** The number of individuals in a MAM treatment programme reaching criteria for discharge (i.e., cured) divided by the total number of discharged individuals, (i.e. cured, deaths, defaulters, non-responders, and transfers in a set period (usually one month)). This applies for adults on antiretroviral treatment (ART), prevention-of-mother-to-child-transmission (PMTCT) and/or tuberculosis (TB) treatment.
- d) **Default rate:** The number of individuals in a MAM treatment programme who have not attended for a defined period (e.g., two or more consecutive sessions), divided by the total number of discharged individuals (i.e., cured, death, defaulter, non-responders and transfers) in a period (usually one month).
- e) **Mortality rate:** The number of individuals in a MAM treatment programme who are no longer in the programme because they have died, divided by the total number of discharged individuals (i.e., cured, deaths, defaulters, non-responders and transfers) in a period (usually one month).
- f) **Non-response rate:** The number of individuals in a MAM treatment programme who did not reach the discharge criteria (i.e., not cured) after a pre-defined length of time in the programme, divided by the total number of discharged individuals (i.e., cured, deaths, defaulters, non-responders and transfers) in a period (usually one month).
- g) **Please note:** MAM Treatment Performance indicators (recovery, defaulter, mortality and non-response), are only used for targeted supplementary feeding programmes. In blanket supplementary feeding programmes, individuals stay in the programme for a pre-defined duration, e.g., three or four months during the lean season.

49. Minimum Diet Diversity for Women of Reproductive Age:

- a) Percentage of women of reproductive age (15-49 years) who reached minimum diet diversity. Minimum diet diversity is defined as consumption of five or more food groups out of ten in the last 24 hours.
- b)
$$\frac{\text{\# of women of reproductive age who reached minimum diet diversity}}{\text{Total \# of women of reproductive age}}$$

50. Proportion of eligible population that participates in programme (i.e., programme coverage for MAM treatment):

- a) Percentage of children affected by MAM in the eligible group who are covered by the treatment programme.

	End of CSP target	Annual target
Rural areas	> 50%	> 50%

Urban areas	> 70%	> 70%
Camps	> 90%	> 90%

51. Proportion of target population who participate in an adequate number of distributions:

- a) Beneficiary Participation (adherence): The participation indicator aims to measure an individual child's participation in the programme by accounting for the number of specialized nutritious food (SNF) distributions that the child (or the child's parent on his/her behalf) received.

52. Proportion of cash-based transfers (CBTs) channelled through national social protection systems as a result of WFP capacity strengthening (new):

- a) Proportion of WFP CBTs (immediate cash, cash account, paper voucher, electronic voucher) that use existing national systems to reach the beneficiaries, as a result of WFP capacity strengthening.
- b) The term "use of existing national systems" refers to the use of digital infrastructure managed by national actors – such as bank accounts, mobile payment networks, or national beneficiary registries – for the delivery of the CBTs.
- c) The indicator is calculated as the total dollar value of all WFP transfers in a country that uses one or more components of the national system, divided by the total dollar value of all WFP transfers in the country.
- d) Refugees are excluded from this calculation as they are usually not covered by the national social protection system and are not expected to be covered.

53. Proportion of children 6-23 months of age who receive a Minimum Acceptable Diet (MAD):

- a) The MAD is a summary indicator for infant and young child feeding (IYCF) practices among children 6-23 months. A child is classified as consuming an MAD if s/he meet both: (1) the minimum diet diversity; and (2) the minimum meal frequency.
- b) Minimum Diet Diversity (for IYCF): Proportion of children 6-23 months of age who receive foods from four or more out of seven food groups in the previous day. The seven food groups include: (1) grains, roots, and tubers; (2) legumes and nuts; (3) dairy products; (4) flesh foods; (5) eggs; (6) vitamin-A rich fruits and vegetables; (7) other fruits and vegetables.
- c) While not a separate food group, most WFP nutrition programming utilizes specialized nutritious foods (SNF). SNF must be specifically recorded in the questionnaire. SNF are classified with "flesh foods". Minimum Meal Frequency (for IYCF): Proportion of breastfed and non-breastfed children 6-23 months of age who receive solid, semi-solid, or soft foods (but also including milk feeds for non-breastfed children) the minimum number of times or more based on the child's age. In the previous day, the child must have the following number of feedings to meet the minimum meal frequency:
 - a. Two feedings for breastfed children aged 6-8 months
 - b. Three feedings for breastfed children aged 9-23 months
 - c. Four feedings for non-breastfed children aged 6-23 months
 - d. A "feeding" or "meal" consists of both meals and snacks.
- d) Minimum Acceptable Diet (MAD): MAD is calculated slightly differently based on breastfeeding status.
- e) Breastfed Children: Proportion of breastfed children aged 6-23 months who met the requirements of both Minimum Diet Diversity and Minimum Meal Frequency.
- f) Non-Breastfed Children: Proportion of non-breastfed children aged 6-23 months who received two milk feedings and met the requirements of both Minimum Diet Diversity, not including the milk feedings, and Minimum Meal Frequency.

54. Food Expenditure Share:

- a) This indicator measures the proportion of each household's available budget (estimated through an expenditure module) spent on food. It is important that the overall

budget/expenses consider cash expenses but also purchases made on credit, items produced by the household (e.g. own production) and assistance received.

55. Livelihood-based Coping Strategies (revised methodology):

- a) The livelihoods-based coping strategies module is used to better understand longer-term coping capacity of households. For each country, the module must be adapted to suit each country's context and poor people's living conditions. This requires the selection of relevant coping strategies from the coping strategies master list (see Table below). Each strategy is associated with a level of severity (none, stress, crisis or emergency), which is country- or context-specific. The module must include four stress strategies, three crisis strategies and three emergency strategies (ten strategies in total).
 - a. Stress strategies indicate a reduced ability to deal with future shocks as the result of a current reduction in resources or increase in debts.
 - b. Crisis strategies are often associated with the direct reduction of future productivity.
 - c. Emergency strategies also affect future productivity, but are more difficult to reverse or more dramatic in nature than crisis strategies.
- b) The module collects additional information about households that did not employ a particular livelihood-coping strategy. In this case, the respondent is asked why they did not apply it (no need, or because they had already exhausted the strategy. If exhausted, responses are recoded to 'yes').

Household Strategy	Ranking
Neutral	1
Stress	2
Crisis	3
Emergency	4

56. Proportion of the population (%) in targeted communities reporting benefits from an enhanced livelihood asset base (enhanced methodology):

- a) Population: All inhabitants (without exception) living in the area of the “targeted community”. The “population” may include individuals temporarily living in the area, such as nomadic populations, if these are considered as part of the community for whom the assets have been identified.
- b) Targeted community: Food Assistance for Assets (FFA) is meant to build assets that reduce the risk of disaster, strengthen livelihoods and build resilience over time, both at the household and at the community level. FFA should be planned with, and for, the communities themselves. Yet the concept of “targeted community” varies considerably from one context to another and may encompass people with different needs, priorities and roles. For example, both host and displaced populations within the same catchment area can belong to the same targeted community, although they may have very different needs and priorities. As such, targeted community should be understood as the population living in a clearly defined geographic locality with and for whom the assets have been identified. Depending on the context, it may correspond to a sub-watershed, the smallest administrative unit (village, ward, etc.) or a set of clearly identifiable human settlements (neighbourhood, refugee/Internally Displaced People camp, etc.). If the FFA activity is not deliberately planned and implemented at the community level then, by default, the smallest administrative unit will be considered as the targeted community.
- c) Livelihood assets: “Livelihood assets” relates to any type of asset that can be built or rehabilitated through FFA. As per the FFA Programme Guidance Manual (PGM) definition, this includes:
 - a. Tangible assets, which can either be: (i) natural assets related to landscapes (water management and harvesting, planted trees, rehabilitated or reclaimed land, small irrigation infrastructure, canals, fuel-efficient stoves, etc.) for Soil and Water

Conservation (SWC), land and Natural Resource Management (NRM); or (ii) physical assets that improve access to food or markets and essential basic services to support lives and livelihoods (such as community access roads, trails, bridges, etc.) and community infrastructure such as latrines, schools, grain stores, etc.

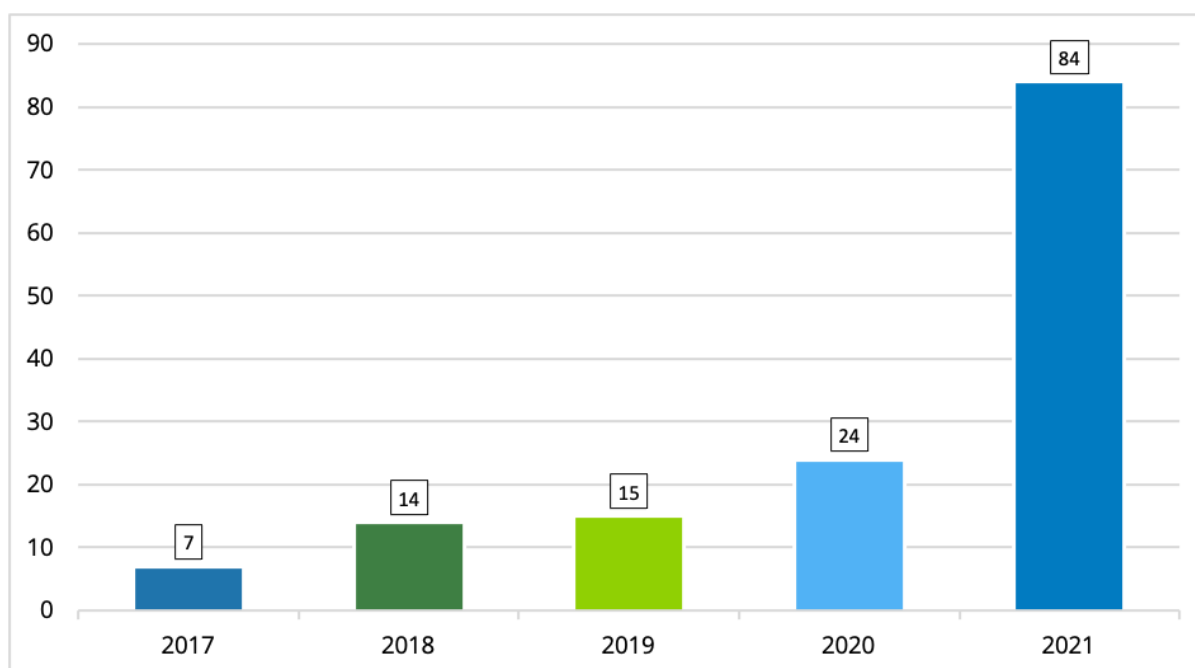
- b. Intangible assets (human capital) which directly relate to training on the creation, management, and maintenance of tangible assets, including the development of the committees and associations required to manage these assets. Note that any other training provided is not considered as FFA and does not fall under the scope of the Asset Benefit Indicator (ABI).
- d) Benefits: “Benefits” relate to the seven categories of outcomes which FFA assets can bring about, as they are perceived by the households themselves. Note that a responding household is considered as “benefiting from the enhanced livelihood asset base” if at least one person from his or her household is benefiting. The ABI therefore focuses on benefits as experienced by each responding household and its members (not by the community as a whole).
- e) Enhanced: The ABI indicator is intended to measure the effects of the relative change in the asset base as a result of the FFA activity. As such, it should necessarily be set at zero at the beginning of the FFA programme (in the baseline). The “enhanced livelihood asset base” therefore reflects the changes in the asset base since the beginning of the FFA programme in the community (rather than during the reporting year).
- f) Participant Household: is a household with at least one household member who has directly participated in an FFA activity.
- g) Non-participant Household: is a household in the targeted community where no household members participated in a FFA activity.

Annex XIII: Country Capacity Strengthening survey results

57. The Country Capacity Strengthening (CCS) survey secured 167 responses with a completion rate of 72 percent. The respondents represented international organisations, government units and programmes and Non-Governmental Organizations (NGOs). The data collected through the survey provides an interesting overview of the training, as part of CCS experience in Pakistan. This information cannot be disaggregated by type of training because the respondents could not provide exact data, and neither could the country office. However, based on the explanations provided by survey respondents, the topics of training included malnutrition and stunting, warehouse management, learning about WFP, mobilization and community outreach, cash-based transfers (CBTs), data management, programme implementation, livelihoods, logistics, the Ehsaas programme, disaster and resilience, and technology.

58. The focus of the surveys was two-fold: securing an improved understanding of the relationship between WFP and partners, and securing an improved understanding of training, how these were perceived and their potential value.

Figure 9: Training per year



Source: Evaluation team online survey on capacity strengthening

59. An exploration into the relevance of training revealed that, by and large, (88.6 percent) of respondents felt that the CCS activities they were part of were directly relevant to their work, which suggests effective targeting of content. Similarly, respondents consistently noted (90.27 percent) that the information they needed to perform their duties, in relation to the overall theme of the training, was fully covered. The survey results also show that the respective human resource departments at offices of people who were part of CCS activities were most often well aware that the training was taking place (91.07 percent). This suggests that the persons trained were deliberately identified to take part in the training, which is well aligned with the relevance of training for trainees noted earlier.

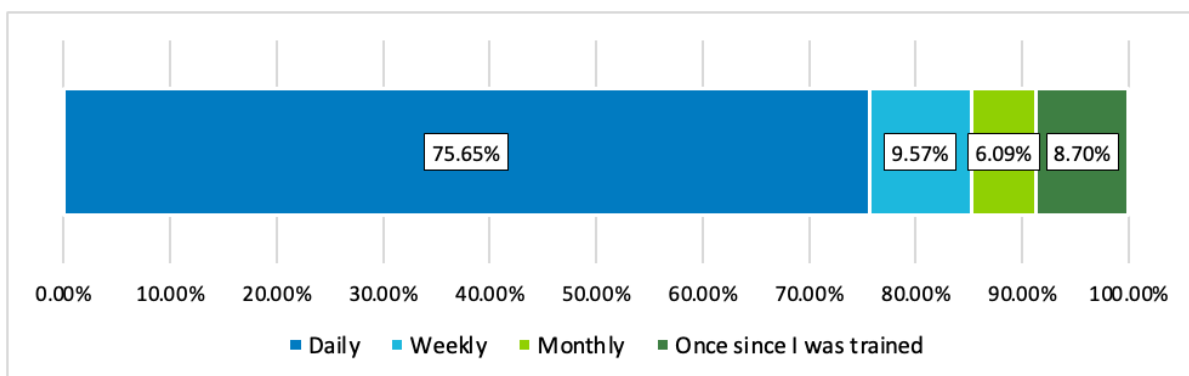
60. The survey also revealed that 77.39 percent of respondents applied practices within their own organizations which were well aligned with those which they learned during the training. While this is a high

percentage, it is noted that this means that 22.61 percent of those trained were applying practices that were not aligned with WFP best practice prior to training. The survey also revealed that 78.06 percent of respondents reported changing practices as a result of training received.

61. By and large (82.14 percent) trainees did not encounter difficulties making changes to their way of operating. This again indicates that targeting, at the participant level, was relevant and appropriate. Given the proportion of respondents who felt that they were able to change practice as a result of training received, it is not surprising that 66.07 percent of respondents claimed that the changes they made resulted in a clear impact. The impacts they said they noticed were mainly in relation to peacebuilding, social development, or in effectiveness of their work.

62. Frequency of use of the knowledge gained (relevance) was noted. Indeed, 75.65 percent of the respondents noted that they deployed skills they learned during CCS trainings on a daily basis. This finding again underscores that targeting of trainees was very accurate and relevant, and that the material learned at the training sessions will be retained through use, and therefore the sustainability (replication) of the information secured through the training is high at the individual level.

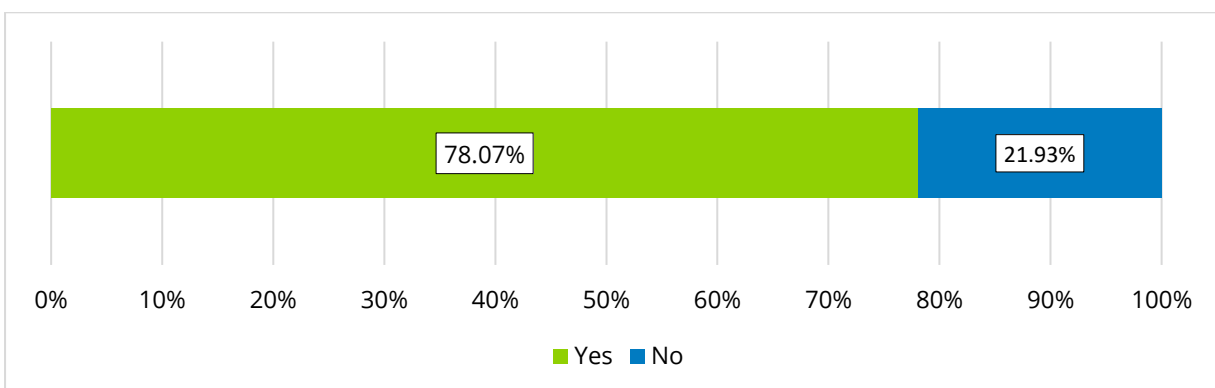
Figure 10: Utility of information gained in training – frequency of use



Source: Evaluation team online survey on capacity strengthening

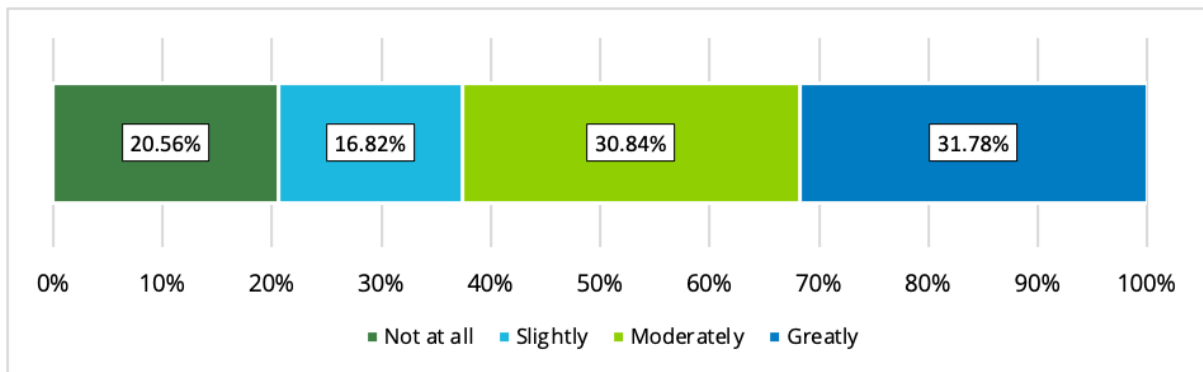
63. However, the high rate of practice influenced by training at the individual level has not been matched by an equal vigour at the organizational level. Essentially this means that, while trainees were well identified by their organizations and are in positions to change their own practice, they are not in positions that allow them to change institutional practice (see Figure 12). Therefore, the sustainability of the knowledge secured is linked to the individual rather than the institution.

Figure 11: Changes in personal practices as a result of training (individual)



Source: Evaluation team online survey on capacity strengthening

Figure 12: Institutional change in practice policies or strategies as a result of training



Source: Evaluation team online survey on capacity strengthening

Annex XIV: Bibliography

- Asian Development Bank. 2002. *Poverty in Pakistan: Issues, Causes and Institutional Responses*. Islamabad: Asian Development Bank. Available at: <https://www.adb.org/sites/default/files/institutional-document/33464/files/poverty.pdf>.
- Baig, M., Shahid A. & Straquadine, G. 2013. Making Rainfed Agriculture Sustainable Through Environmentally Friendly Technologies in Pakistan: A Review. *International Soil and Water Conservation Research*, 1(2): 36-52. Available at: [https://doi.org/10.1016/S2095-6339\(15\)30038-1](https://doi.org/10.1016/S2095-6339(15)30038-1).
- Balochistan Provincial Disaster Risk Management Authority. *Balochistan Provincial Disaster Risk Management Authority*. Available at: <http://www.pdma.gov.pk/> (accessed on 11 November 2021).
- Beaumont, D. 2018. *Gender Tip Sheet*. WFP Gender Office (GEN).
- Britannica. *Indo-Gangetic Plain*. Britannica. Available at: <https://www.britannica.com/place/Indo-Gangetic-Plain> (accessed on 27 August 2021).
- Britannica. *Pakistan*. Britannica. Available at: <https://www.britannica.com/place/Pakistan> (accessed on 27 August 2021).
- Center for Excellence in Disaster Management & Humanitarian Assistance (CFE-DM). 2021. *Pakistan Disaster Management Reference Handbook*. Available at: <https://reliefweb.int/report/pakistan/disaster-management-reference-handbook-pakistan-june-2021>.
- Davies, S., & Soffi, S. 2017. *A Strategic Review of Food Security and Nutrition in Pakistan* (Final Report). Karachi: Aga Khan University & The International Food Policy Research Institute. Available at: <https://www.aku.edu/news/Documents/A%20Strategic%20Review%20of%20Pakistan%20Nutrition%20Food%20Insecurity%20Report.pdf>.
- EASO. 2020. *Pakistan Security Situation*. Valletta, Malta: European Asylum Support Office. Available at: https://www.cgrs.be/sites/default/files/rapporten/easo_coi_report_pakistan_security_situation_20211027.pdf.
- Ethnologue, 2021. *PK status*. Available at: <http://www.ethnologue.com/country/PK/status>.
- FAO. (nd). *Desert Locust Situation In Pakistan*. Available at: <https://www.fao.org/pakistan/resources/in-depth/desert-locust-situation-in-pakistan/en/>.
- FAO. 2017. *How close are to #ZeroHunger?* Available at <https://www.fao.org/state-of-food-security-nutrition/2017/en/>.
- FAO. 2020. *Accelerating progress towards SDG2. Policy effectiveness analysis*. Islamabad: Food and Agriculture Organization of the United Nations. Available at: <https://www.fao.org/3/cb1093en/CB1093EN.pdf>.
- FAO. 2021. *The State of Food and Nutrition in the World*. Available at <https://www.fao.org/publications/sofi/2021/en/>.
- FAO & WFP. 2018. *Achieving Zero Hunger in Pakistan*. Islamabad: Food and Agriculture Organization of the United Nations. Available at: <https://www.fao.org/3/i4959e/i4959e.pdf>.
- FAO & WFP. 2020. *Rapid Assessment: Possible Impact of COVID-19 on Livelihoods, Food Security and Agricultural Supply Chain in Pakistan*. Available at https://docs.wfp.org/api/documents/WFP-0000118586/download/?_ga=2.228530836.883843086.1654695186-1673388637.1645181347.
- Federal SDGs Support Unit. (nd). *National Communications Strategy*. Islamabad: Ministry of Planning Development & Special Initiatives.
- Federal SDGs Support Unit. 2020. *Sustainable Development Goals: Federal SDGs Support Unit*. 3rd ed.
- Shuja, S., Ategbo, EA., Ihtesham, Y. & Ahmed, KM. 2020. Wasting prevention and treatment – central to stunting reduction in Pakistan. *Field Exchange*, issue 63, October 2020. Available at: [https://www.enonline.net/fex/63/wastingstuntingconnectionpakistan#:~:text=However%2C%20progress%20is%20slow%20and,%25\)%20\(GoP%2C%202018](https://www.enonline.net/fex/63/wastingstuntingconnectionpakistan#:~:text=However%2C%20progress%20is%20slow%20and,%25)%20(GoP%2C%202018) (accessed on 21 December 2021).

Gilgit Baltistan Provincial Disaster Risk Management Authority. *Gilgit Baltistan Provincial Disaster Risk Management Authority*. Available at: <https://www.facebook.com/people/Gilgit-Baltistan-Disaster-Management-Authority/100064570067356/> (accessed on 11 November 2021).

Global Nutrition Cluster. 2017. *Moderate Acute Malnutrition: A Decision Tool for Emergencies*. New York: UNICEF. Available at: <https://reliefweb.int/report/world/moderate-acute-malnutrition-decision-tool-emergencies>.

Government of Pakistan. Ehsaas Emergency Cash Programme. *Government of Pakistan*. Available at: <https://www.pass.gov.pk/> (accessed on 11 November 2021).

Government of Pakistan. (nd). *Brief on Ehsaas Nashonuma*. Poverty Alleviation and Social Safety Division.

Government of Pakistan. (nd). *Ehsaas Emergency Cash*. Poverty Alleviation and Social Safety Division.

Government of Pakistan. (nd). *Ehsaas Nashonuma*. Poverty Alleviation and Social Safety Division.

Government of Pakistan. (nd). *Full text of 18th Amendment Bill*.

Government of Pakistan. (nd). *Full text of 19th Amendment Bill*.

Government of Pakistan. (nd). *Pakistan 2025 One Nation – One Vision*. Islamabad: Ministry of Planning, Development & Reform Government of Pakistan.

Government of Pakistan. (nd). *The multi-sectoral and multi-stakeholder Ehsaas Strategy*. Poverty Alleviation and Social Safety Division.

Government of Pakistan. 2007. *National Disaster Risk Management Framework Pakistan*. Islamabad: National Disaster Management Authority.

Government of Pakistan. 2012. *National Climate Change Policy*. Islamabad: Ministry of Climate Change.

Government of Pakistan. 2014. *National Food Security Policy*. Islamabad: Ministry of National Food Security and Research.

Government of Pakistan. 2015. Chitral flash floods (Monsoon 2015). Available at: <https://reliefweb.int/report/pakistan/chitral-flash-flood-monsoon-2015-july-19-2015>.

Government of Pakistan. 2015. *Pakistan Vision 2025: One Nation-One Vision*. Islamabad: Ministry of Planning, Development and Reform.

Government of Pakistan. 2018. *An Impact Evaluation of the Sindh Stunting Prevention Programme*. Karachi: Aga Khan University.

Government of Pakistan. 2018. *National Food Security Policy*. Islamabad: Ministry of National Food Security and Research.

Government of Pakistan. 2018. *National Nutrition Survey 2018: Key Findings Report*. Islamabad: Ministry of National Health Services.

Government of Pakistan. 2018. *National Population Census 2017*. Islamabad: Pakistan Bureau of Statistics.

Government of Pakistan. 2018. *National Water Policy*. Islamabad: Ministry of Water Resources.

Government of Pakistan. 2018. *Pakistan Multi-Sectoral Nutrition Strategy 2018-2025*. Islamabad: Ministry of Planning, Development & Reform.

Government of Pakistan. 2018. *The Constitutions (Twenty-Fifth Amendment) Act 2018*. Available at: <http://www.pakp.gov.pk/2013/bills/the-constitution-twenty-fifth-amendment-act-2018/>.

Government of Pakistan. 2019. *Compendium on Gender Statistics of Pakistan*. Islamabad: Ministry of Planning, Development and Reform.

Government of Pakistan, 2019. *Pakistan's Implementation of the 2030 Agenda for Sustainable Development: Voluntary National Review*.

Government of Pakistan. 2019. *Ehsaas Prime Minister's Policy Statement*.

- Government of Pakistan. 2019. *Kifalat Financial Inclusion Strategy*. Islamabad: Benazir Income Support Programme.
- Government of Pakistan. 2019. *Pakistan's Implementation of the 2030 Agenda for Sustainable Development*. Voluntary National Review. Available at: https://sdgs.un.org/sites/default/files/documents/233812019_06_15_VNR_2019_Pakistan_latest_version.pdf.
- Government of Pakistan. 2021. *Economic Survey*. Islamabad: Finance Division.
- Government of Pakistan. 2021. *Ehsaas Strategy Post COVID-19*.
- Government of Pakistan. 2021. *Pakistan social and living standards measurement survey (2019-20)*. Islamabad: Ministry of Planning Development & Special Initiatives.
- Grand Bargain Sub-Group on Linking Humanitarian Cash and Social Protection. 2021. Case Study 2: Designing linked Humanitarian Cash and Social Protection Interventions in Response to COVID-19. Burkina Faso: UNICEF. Available at: https://socialprotection.org/system/files/Casestudies_casestudy2_digital.pdf.
- HRW. 2016. Pakistan: Events of 2015. Available at: <https://reliefweb.int/report/pakistan/pakistan-events-2015>.
- IFAD. 2018. *Building partnerships for Enhanced Development Effectiveness – A Review of Country Experience and Results: Evaluation Synthesis*. Rome: Independent Office of Evaluation. Available at: https://www.ifad.org/documents/38714182/40240768/ESR+partnerships_for+web.pdf/b12c21eb-3a5a-40f3-89e7-ee0b15990c34.
- IFPRI. (nd). A Strategic Review of Food Security and Nutrition.
- IFRC. 2017. Pakistan: Balochistan Floods/Snowfall 2017 – DREF final report Operation n° MDRPK013. Available at: <https://reliefweb.int/report/pakistan/pakistan-balochistan-floodssnowfall-2017-dref-final-report-operation-n-mdrpk013>.
- IFRC-WFP. 2017. Capacity Strengthening Initiative: Concept Note.
- IIED. 2020. Urban flooding: the case of Karachi. Available at: <https://reliefweb.int/report/pakistan/urban-flooding-case-karachi>.
- ILO. 2019. *Mapping Social Protection Systems in Pakistan: The Status of Current Systems in line with the UN Social Protection Floor Concept*. Islamabad: International Labour Organization (ILO). Available at: https://www.ilo.org/wcmsp5/groups/public/---asia/---ro-bangkok/---ilo-islamabad/documents/publication/wcms_737630.pdf.
- ILO. 2021. *A Social Protection Profile of Pakistan: Building an Inclusive Social Protection System*. Islamabad: International Labour Organization (ILO). Available at https://www.ilo.org/wcmsp5/groups/public/---asia/---ro-bangkok/---ilo-islamabad/documents/publication/wcms_802498.pdf.
- IMF. 2019. *IMF Executive Board Approves US\$6 billion 39-Month EFF Arrangement for Pakistan*. Available at <https://www.imf.org/en/News/Articles/2019/07/03/pr19264-pakistan-imf-executive-board-approves-39-month-eff-arrangement>.
- Internal Reference Group. (nd). Approach to Establish Internal Stakeholder Engagement in CSPs.
- Iqbal, N. & Nawal, S. 2019. Targeting efficiency and effectiveness of national cash transfers program: Lessons from BISP, Pakistan, In: *Economic Challenges Facing Pakistan in the Regional and Global Environment 2017-19*, pp.339-356. Lahore: Lahore School of Economics.
- Jamal, U. 2021. Pakistan's TLP Emerges Stronger from Protests. *The Diplomat*, 2 November 2021. Available at <https://thediplomat.com/2021/11/pakistans-tlp-emerges-stronger-from-protests/>.
- Kabir, U. 2018. Pakistan world's largest host of refugees. *The Tribune*, 10 April 2018. Available at: <https://tribune.com.pk/story/1686897/1-pakistan-worlds-largest-host-refugees-unhcr>.
- Kashmir Provincial Disaster Risk Management Authority. *Kashmir Provincial Disaster Risk Management Authority*, <http://sdma.pk/> (accessed on 11 November 2021).
- Khan, S. 2017. Operation Raddul Fasaad to continue till set targets achieved. *DAWN*, <https://www.dawn.com/news/1318166/operation-raddul-fasaad-to-continue-till-set-targets-achieved>.

- Khan, R.S., Nawaz, K., Steenbergen, F. & Nizami, A. 2015. The dry side of the Indus – exploring spate irrigation in Pakistan. Pakistan: Vanguard publishers.
- Khyber Pakhtunkhwa Provincial Disaster Risk Management Authority. Khyber Pakhtunkhwa Provincial Disaster Risk Management Authority. Available at: <https://www.pdma.gov.pk/> (accessed on 11 November 2021).
- Kidd, B., Stephen, B., Gelders, B. & Bailey- Athias, D. 2017. Exclusion by design: an assessment of the effectiveness of the proxy means test poverty targeting mechanism. *ILO Working Papers*. Available at <https://ideas.repec.org/p/ilo/ilowps/994950593502676.html>.
- National Disaster Management Authority, 2021. National Disaster Risk Manager, <http://cms.ndma.gov.pk/> (accessed on 11 November 2021).
- Nizami, A. 2020. Potential for jobs in tourism sector. Pakistan: Helvetas Swiss Intercooperation.
- Nutrition International. (nd). Saving Lives through Food Fortification Programs in Pakistan. Available at: <https://www.nutritionintl.org/project/food-fortification-program-ffp-pakistan/#:~:text=Nutrition%20International%2C%20in%20collaboration%20with,and%20provincial%20gov ernments'%20fortification%20efforts>.
- OCHA. 2011. Pakistan: UN launches response to help millions affected by monsoon floods. Available at: <https://www.unocha.org/story/pakistan-un-launches-response-help-millions-affected-monsoon-floods>.
- OCHA. 2019. Pakistan: Drought Fact sheet – Balochistan and Sindh. Available at: https://www.humanitarianresponse.info/sites/www.humanitarianresponse.info/files/documents/files/pakistan_drought_factsheet_20190523.pdf.
- OCHA. 2020. Pakistan: COVID-19 – Situation Report (As of 08 June 2020). Available at: <https://reliefweb.int/report/pakistan/pakistan-covid-19-situation-report-08-june-2020>.
- OCHA. 2020. Pakistan: Heavy rain, snowfall and avalanches – Situation Report No. 01 (as of 13 January 2020). Available at <https://reliefweb.int/report/pakistan/pakistan-heavy-rain-snowfall-and-avalanches-situation-report-no-01-13-january-2020>.
- OCHA-FTS, 2021. Pakistan Transition Plan: Humanitarian Component 2018. Available at: <https://fts.unocha.org/appeals/648/summary> (accessed on 12 November 2021).
- OECD. 2019. *Development Aid at A Glance – Developing Countries*. Available at: <https://www.oecd.org/dac/financing-sustainable-development/development-finance-data/World-Development-Aid-at-a-Glance-2019.pdf>.
- OECD, 2021. *Official Development Assistance (ODA)*. Available at: <https://www.oecd.org/dac/financing-sustainable-development/development-finance-standards/official-development-assistance.htm> (accessed on 11 November 2021).
- ORF. 2018. Pakistan General Elections 2018: Analysis of Results and Implications. Available at: <https://www.orfonline.org/research/pakistan-general-elections-2018-analysis-of-results-and-implications-46324/>.
- Pedro, I. 2015. *WFP Gender Policy (2015-2020): Informal Consultation*.
- Protection Cluster & UNHCR. 2017. Pakistan: Protection Cluster Strategy, 2017–2019; From displacement to sustainable return. Available at: <https://reliefweb.int/report/pakistan/pakistan-protection-cluster-strategy-2017-2019-displacement-sustainable-return>.
- Punjab Provincial Disaster Risk Management Authority. Punjab Provincial Disaster Risk Management Authority. Available at: <http://pdma.gop.pk/> (accessed on 11 November 2021).
- Relief Web. 2016. Pakistan Floods and Landslide – March 2015. Available at: <https://reliefweb.int/disaster/fl-2016-000021-pak>.
- Relief Web. 2019. Pakistan Earthquake September 2019. Available at: <https://reliefweb.int/disaster/eq-2019-000117-pak>.

Relief Web. 2019. Pakistan: Drought-2018-2019. Available at: <https://reliefweb.int/disaster/dr-2018-000428-pak>.

Relief Web. 2019. Pakistan: Flood and Landslide 2019. Available at: <https://reliefweb.int/disaster/fl-2019-000087-pak>.

Relief Web. 2020. South Asia: Locust Infestation. Available at: <https://reliefweb.int/taxonomy/term/49703>.

Relief Web. 2021. Pakistan earthquake October 2021. Available at: <https://reliefweb.int/disaster/eq-2021-000156-pak>.

Relief Web, 2022. *Humanitarian Response Plans*. Available at: <https://reliefweb.int/updates?advanced-search=%28PC182%29+%28F4%29> (accessed on 8 August 2021).

Reuters. 2017. Suicide attack on Pakistani shrine kills 72, claimed by Islamic State. *Reuters*. 16 February 2017. Available at: <https://news.trust.org/item/20170216153400-pnoki/>.

Sharif, N. 2017. Pakistani court removes PM Nawaz Sharif from office in Panama Papers case. *The Guardian*, 28 July 2017. Available at: <https://www.theguardian.com/world/2017/jul/28/pakistani-court-disqualifies-pm-nawaz-sharif-from-office>.

Sindh Provincial Disaster Risk Management Authority. Sindh Provincial Disaster Risk Management Authority, 2021. Available at: <http://www.pdma.gos.pk/new/> (accessed on 11 November 2021).

Social Protection Toolbox. Pakistan's National Socio-Economic Registry (NSER). Social Protection Toolbox. Available at: <https://www.socialprotection-toolbox.org/practice/pakistans-national-socio-economic-registry-nser> (accessed on 21 December 2022).

Sustainable Development Report. Interactive map, Available at: <https://dashboards.sdgindex.org/map> (accessed 23 August 2021).

The Tribune. 2018. Pakistan 12th largest beneficiary of international charities worldwide, discloses OECD. Available at: <https://tribune.com.pk/story/1681931/pakistan-12th-biggest-worldwide-beneficiary-international-charities-discloses-oecd>.

The Tribune. 2020. Pakistan ranks 154th on UN's Human Development Index. *The Tribune*, 15 December 2020. Available at: <https://tribune.com.pk/story/2276065/pakistan-ranks-154th-on-uns-human-development-index>.

UN FAO & WFP. 2013. Joint Evaluation of Food Security Cluster Coordination in Humanitarian Action.

UN FAO & WFP. 2018. Policy Note Achieving Zero Hunger in Pakistan.

UN FAO, WFP, IFAD, & Mokoro. 2021. *Joint Evaluation of Collaboration among the United Nations Rome-Based Agencies*. Rome: Food and Agriculture Organization of the United Nations, International Fund for Agricultural Development and World Food Programme. Available at: <https://www.ifad.org/en/web/ioe/w/joint-evaluation-on-the-collaboration-among-the-united-nations-rome-based-agencies>.

UNDOC. COVID-19 Data Portal. Available at: https://data.uninfo.org/Home/_CountryProfile/Pakistan (accessed on 23 August 2021).

UNDP and Government of Pakistan. 2016. Multidimensional Poverty in Pakistan. Available at: <https://www.undp.org/pakistan/publications/multidimensional-poverty-pakistan>.

UNDP. 2017. Pakistan National Human Development Report – Unleashing the Potential of a Young Pakistan. Available at: <https://www.undp.org/pakistan/publications/pakistan-national-human-development-report>.

UNDP. 2020. *Human Development Report 2020*. Available at: <https://hdr.undp.org/sites/default/files/Country-Profiles/PAK.pdf>.

UNDP Pakistan. 2020. *Sustainable Development Goals: Global Indicators Framework for the Sustainable Development Goals and Targets of the 2030 Agenda for Sustainable Development*.

UNFPA, 2021. What we do: Gender Equality. Available at: <https://pakistan.unfpa.org/en/topics/gender-equality-14> (accessed on 6 December 2021).

UNHCR. 2021. UNHCR Pakistan: New Arrivals from Afghanistan Update (27 December 2021). Available at: <https://reliefweb.int/report/pakistan/unhcr-pakistan-new-arrivals-afghanistan-update-27-december-2021>.

UNHCR, 2022. Pakistan. Available at: <https://www.unhcr.org/pakistan.html> (accessed on 18 May 2022).

UNHCR, 2022. Situation Reports. Available at: <https://reporting.unhcr.org/situation-reporting> (accessed on 18 May 2022).

UNICEF. 2019. *Pakistan Annual Report 2018*. Available at: <https://www.unicef.org/pakistan/reports/unicef-pakistan-annual-report-2018>.

UNICEF. 2021. UNICEF. 2021. Humanitarian Action for Children 2021 – Pakistan – Revision 1 (July 2021). Available at: <https://reliefweb.int/report/pakistan/humanitarian-action-children-2021-pakistan-revision-1-july-2021>.

United Nations. 2016. *Agenda for Humanity*. Annex to the Report of the Secretary General for the World Humanitarian Summit. Available at: <https://sdgs.un.org/sites/default/files/publications/2282agendaforhumanity.pdf>.

United Nations Development Group. (nd). *Theory of Change: UNDAF Companion Guidance*. Available at: <https://unsdg.un.org/sites/default/files/UNDG-UNDAF-Companion-Pieces-7-Theory-of-Change.pdf>.

United Nations Evaluation Group. 2020. *Stakeholder Analysis: Technical Note*. Available at: <https://docs.wfp.org/api/documents/WFP-0000002694/download/>.

United Nations Evaluation Group. 2021. *Principles, Norms and Standards for Evaluation: Technical Note*. UNEG. Available at: <https://docs.wfp.org/api/documents/WFP-0000003179/download/>.

United Nations High Commissioner Refugee Agency & World Food Programme. 2011. Guidelines for Selective Feeding: The Management of Malnutrition in Emergencies. Geneva: UNHCR. Available at: <https://inec.org/sites/default/files/resources/UNHCR%20Guidelines%20for%20Selective%20Feeding.pdf>.

United Nations Pakistan. 2018. *One United Nations Programme III 2018-2022: United Nations Sustainable Development Framework for Pakistan*.

United Nations Pakistan. 2021. *One UN Pakistan – Annual Report 2020*. Available at: <https://pakistan.un.org/en/124792-one-un-pakistan-annual-report-2020>.

USIP. 2021. *Pakistan's Shifting Political and Economic Wind*. Washington DC: United States Institute of Peace (USIP). Available at: <https://www.usip.org/publications/2021/10/pakistans-shifting-political-and-economic-winds>.

WFP. 2021. CM-P013: CSP beneficiary table 1 by SO Activity and Modality - v2.1

WFP. 2004. Humanitarian Principles. Policy Issue: Agenda Item 5.

WFP. 2005. Food and Nutrition Handbook.

WFP. 2009. Comprehensive Food Security & Vulnerability Analysis Guidelines. 1st edition. Available at: https://documents.wfp.org/stellent/groups/public/documents/manual_guide_proced/wfp203208.pdf.

WFP. 2011. Vulnerability Analysis and Mapping: Food Security Analysis at the World Food Programme. Available at: <https://documents.wfp.org/stellent/groups/public/documents/communications/wfp252355.pdf>.

WFP. 2012. Overview of Key Nutrition Supplements. Available at: <https://documents.wfp.org/stellent/groups/public/documents/tor/wfp268623.pdf>.

WFP. 2012. *Programming in Nutrition-Specific Interventions*. Rome: World Food Programme (WFP). Available at: <https://documents.wfp.org/stellent/groups/public/documents/communications/wfp258650.pdf>.

WFP. 2013. WFP Strategic Plan (2014-2017). Policy Issue: Agenda Item 5. Available at: https://executiveboard.wfp.org/document_download/WFP-0000108556.

WFP. 2013. WFP Strategic Results Framework (2014-2017). Available at: <https://documents.wfp.org/stellent/groups/public/documents/resources/wfp260756.pdf>.

WFP. 2013. WFPs Role in Peacebuilding in Transition Settings.

WFP. 2014. *National Capacity Index (NCI) – Measuring Change in Capacity for Hunger Governance in Support of Projects to Strengthen National Capacity to End Hunger*. Complementary Guidelines: Series #2.

WFP. 2014. *Operation Evaluation Pakistan Protracted Relief and Recovery Operation 200250: Enhancing Food and Nutrition Security and Rebuilding Social Cohesion*. Evaluation Report: Volume I.

WFP. 2014. *WFP Nutrition: Measuring Nutrition Indicators in the Strategic Results Framework (2014-2017) Briefing Package*.

WFP. 2015. *How WFP provided specialized nutritious food to 1.5 million children in Pakistan. A Case Study on In-Country Production of LNS*. Rome: World Food Programme (WFP). Available at: <https://documents.wfp.org/stellent/groups/public/documents/newsroom/wfp274584.pdf? ga=2.242210571.883843086.1654695186-1673388637.1645181347>.

WFP. 2015. *Operation Evaluation: Synthesis 2014-2015. Changing course: From Implementing to Enabling*. Rome: World Food Programme (WFP). Available at: <https://documents.wfp.org/stellent/groups/public/documents/reports/wfp278892.pdf? ga=2.162584629.883843086.1654695186-1673388637.1645181347>.

WFP. 2015. Evaluation Terms of Reference: Director-Level Advisory Group on Access. Rome: WFP Office of Evaluation. Available at: <https://docs.wfp.org/api/documents/WFP-0000104366/download/>.

WFP. 2015. *The Design and Implementation of Technical Assistance and Capacity Development: National Self-Sufficient Capacity to Respond, Reduce and Rebuild from Crises and Achieve Zero Hunger*.

WFP. 2015. WFP Gender Policy 2015-2020. Available at: <https://www.wfp.org/publications/2015-wfp-gender-policy-2015-2020-0>.

WFP. 2016. Fill the Nutrient Gap Tool.

WFP. 2016. Mid-Term Review of the WFP Strategic Plan (2014-2017). Available at: <https://documents.wfp.org/stellent/groups/public/documents/eb/wfp279680.pdf>.

WFP. 2016. National Zero Hunger Strategic Review. Interim Guidelines.

WFP. 2016. Policy on Country Strategic Plans. Available at: <https://documents.wfp.org/stellent/groups/public/documents/eb/wfp286746.pdf? ga=2.229110677.883843086.1654695186-1673388637.1645181347>.

WFP. 2016. Policy on Country Strategic Plans. Rome: WFP: WFP/EB.2/2016/4-C/1/Rev.1. Available at: <https://www.wfp.org/publications/policy-country-strategic-plans#:~:text=The%20Policy%20on%20Country%20Strategic,support%20of%20the%202030%20Agenda>.

WFP. 2016. Technical Note: Using Logical Models in Evaluation. Available at: <https://docs.wfp.org/api/documents/26b6c519cc3a4e2595c0b2f53e0a9ffa/download/>.

WFP. 2017. Increasing the Nutrition Sensitivity of FFA Programmes: A Checklist. Final Draft.

WFP. 2017. Map of Pakistan, Integrated Context Analysis: Broad Programmatic Recommendations.

WFP. 2017. *Middle East and North Africa Initiative for School Meals and Social Protection: A Partnership for Enhanced Nutrition, Education and Resilience*. Rome: World Food Programme (WFP). Available at: <https://documents.wfp.org/stellent/groups/public/documents/communications/wfp291107.pdf? ga=2.65084199.883843086.1654695186-1673388637.1645181347>.

WFP. 2017. *Operation Evaluation Series, Regional Synthesis 2013-2017: Asia and the Pacific Region. Evaluation Report: Volume I*. Rome: World Food Programme (WFP). Islamabad: World Food Programme (WFP) Pakistan. Available at: <https://docs.wfp.org/api/documents/WFP-0000023757/download/? ga=2.65084199.883843086.1654695186-1673388637.1645181347>.

WFP. 2017. Pakistan Recurrence of Vulnerability to Food Insecurity.

WFP. 2017. *Integrated Context Analysis (ICA) on Vulnerability to Food Insecurity and Natural Hazards: Pakistan 2017*. Broad Programmatic Recommendations. Available at: <https://cms.ndma.gov.pk/storage/app/public/publications/October2020/2ziEVdm9ALekFLOHtIBL.pdf>.

WFP. 2017. The Three-Pronged Approach (3PA). Available at: https://docs.wfp.org/api/documents/WFP-0000023753/download/?_ga=2.74791835.883843086.1654695186-1673388637.1645181347.

WFP. 2017. Two Minutes on Social Protection: Working with National Social Protection Systems to End Hunger Globally. Available at: <https://documents.wfp.org/stellent/groups/public/documents/communications/wfp277442.pdf>.

WFP. 2017. *Building the blocks for nutrition-sensitive social protection systems in Asia*. Bangkok: World Food Programme Regional Bureau for Asia & the Pacific. Available at: <https://docs.wfp.org/api/documents/WFP-0000022602/download/>.

WFP. 2018. Pakistan Country Operations Management Plan.

WFP. 2018. *Decentralized Evaluation of the Results of WFP's Food Assistance to Temporarily Dislocated Persons in Pakistan from 2015-2017*. Islamabad: World Food Programme Pakistan Office. Available at: https://docs.wfp.org/api/documents/WFP-0000071304/download/?_ga=2.68563736.883843086.1654695186-1673388637.1645181347.

WFP. 2018. *Effectiveness of a Nutrition Programme Involving Specialized Nutritious Foods, Cash-Based Transfers, and Enhanced Messages for Behaviour Change Communications to Prevent Stunting among Children 6-24 Months in District Rahim Yar Khan, Province Punjab, Pakistan*. Islamabad: World Food Programme Pakistan Office.

WFP. 2018. *Evaluation of the WFP Humanitarian Protection Policy. Evaluation Report: Volume I*. Rome: World Food Programme (WFP) Office of Evaluation. Available at: <https://docs.wfp.org/api/documents/WFP-0000071774/download/>.

WFP. 2018. Field Mission Report, 19-21 February 2018 CMAM Balochistan, Nushki.

WFP. 2018. Field Monitoring Report 26-28 March 2018 CMAM, Balochistan. Zhob.

WFP. 2018. Field Monitoring Report 17-19 April 2018 CMAM, Balochistan. Kharan.

WFP. 2018. Field Monitoring Report 9-11 July 2018 CMAM, Balochistan. Kharan.

WFP. 2019. Field Monitoring Report 16-18 August 2019 CMAM, Balochistan. Zhob.

WFP. 2018. Financials.

WFP. 2018. *Food and Nutrition Handbook*. Rome: World Food Programme (WFP). Available at: <https://docs.wfp.org/api/documents/WFP-0000102101/download/>.

WFP. 2018. Invoice Status 2018.

WFP. 2018. Line of Sight, Pakistan, CSP (PK01).

WFP. 2018. *Management response to the recommendations set out in the summary report on the strategic evaluation of the pilot country strategic plans (2017-mid-2018)*. Available at: <https://docs.wfp.org/api/documents/43d0a31450c04c76a1fb143dec82511b/download/>.

WFP. 2018. Mission Report – Stunting Prevention (SP) 14-16 February 2018.

WFP. 2018. Mission Report – Stunting Prevention (SP) 14-15 March 2018.

WFP. 2018. Mission Report – Stunting Prevention (SP) 14-16 April 2018.

WFP. 2018. Mission Report – Stunting Prevention (SP) 24-26 April 2018.

WFP. 2018. Mission Report – Stunting Prevention (SP) 12-14 June 2018.

WFP. 2018. Mission Report 22-24 May 2018, Kharan District.

WFP. 2018. Pakistan Country Strategic Plan (2018–2022). Rome: World Food Programme (WFP). Available at: https://docs.wfp.org/api/documents/0b4d35da-39c9-449e-8ead-437d5eef17f3/download/?_ga=2.70154265.883843086.1654695186-1673388637.1645181347.

WFP. 2018. *Quarterly Report on Beneficiary Feedback*. First Quarter (2018). Volume 8 (issue 1).

WFP. 2018. *Quarterly Report on Beneficiary Feedback*. Fourth Quarter (2018). Volume 8 (issue 4).

WFP. 2018. *Quarterly Report on Beneficiary Feedback*. Second Quarter (2018). Volume 9 (issue 2).

WFP. 2018. *Quarterly Report on Beneficiary Feedback*. Third Quarter (2018). Volume 9 (issue 3).

WFP. 2018. Revised Corporate Results Framework (2017-2021). Available at: https://docs.wfp.org/api/documents/WFP-0000099356/download/?_ga=2.170425385.883843086.1654695186-1673388637.1645181347.

WFP. 2018. *Strategic Evaluation of the Pilot Country Strategic Plans*. Rome: World Food Programme (WFP). Available at: https://docs.wfp.org/api/documents/WFP-0000100112/download/?_ga=2.170425385.883843086.1654695186-1673388637.1645181347.

WFP. 2018. Technical Note: Using Logical Models in Evaluation and Reviews.

WFP. 2018. WFP and the Humanitarian, Development and Peace Nexus. Available at: <https://docs.wfp.org/api/documents/bc30bbacdc854fcea87767f09a124414/download/>.

WFP. 2018. WFP Pakistan Country Brief April 2018. Available at: <https://reliefweb.int/report/pakistan/wfp-pakistan-country-brief-aprll-2018>.

WFP. 2018. WFP Pakistan Country Brief. June 2018.

WFP. 2018. WFP Pakistan Country Brief. July 2018.

WFP. 2018. WFP Pakistan Country Brief. August 2018.

WFP. 2018. WFP Pakistan Country Brief. September 2018.

WFP. 2018. WFP Pakistan Country Brief. October 2018.

WFP. 2018. WFP Pakistan Country Brief. November 2018.

WFP. 2018. WFP Pakistan Country Brief. December 2018.

WFP. 2019. 2017-2021: Programme Indicator Compendium. Revised Corporate Results Framework. Available at: <https://docs.wfp.org/api/documents/WFP-0000099356/download/>.

WFP. 2019. A Stunting Prevention Cluster Randomized Controlled Trial: Leveraging the Social Protection System to Prevent Stunting in District Rahim Yar Khan, Punjab, Pakistan. Islamabad/Bangkok: World Food Programme (WFP). Available at: <https://www.aku.edu/coe-wch/Documents/Stunting%20Prevention%20Trial%20Report.pdf>.

WFP. 2019. Comparison of treatment of severe acute malnutrition with ready-to-use therapeutic food and ready-to-use supplementary food: Research plans in Pakistan *Field Exchange*, Issue 60, July 2019. Available at: https://resources.acutemalnutrition.org/FEX-60-Web_2019.pdf.

WFP. 2019. Assessment of FFA Activities (CERF Grant). District Killa-Abdullah Balochistan.

WFP. 2019. Country Operations Management Plan (COMP 2019) – Pakistan.

WFP. 2019. Developing a Country Capacity Strengthening (CCS) Strategy: Basic Steps.

WFP. 2019. Evaluation Matrix Template.

WFP. 2019. Financials: Needs Based Plan.

WFP. 2019. Guidance Note on Estimating and Counting Beneficiaries.

WFP. 2019. Humanitarian Response Facilities (HRF) in Pakistan.

WFP. 2019. *Internal Audit of WFP Operations in Pakistan: Office of the Inspector General Internal Audit Report AR/19/11*. Available at: <https://docs.wfp.org/api/documents/WFP-0000106667/download/>.

WFP. 2019. Invoice Status 2019.

WFP. 2019. Joint Nutrition and M&E Mission Report 09th-11th January 2018.

WFP. 2019. Khyber Pakhtunkhwa, Food for Assets Interventions.

WFP. 2019. Management response to the recommendations deriving from the strategic evaluation of WFP's support for enhanced resilience. Available at: https://executiveboard.wfp.org/document_download/WFP-0000099697.

WFP. 2019. Map of Pakistan Stunting Prevention Project: Ehsaas Nashonuma – A Conditional Cash Transfer Programme to Improve Health and Nutrition.

WFP. 2019. *Pakistan: Annual Country Report 2019. Country Strategic Plan 2018-2022*. Islamabad: World Food Programme (WFP). Available at: <https://docs.wfp.org/api/documents/WFP-0000113819/download/>.

WFP. 2019. Pakistan Country Office Presence: Country Strategic Plan (CSP) 2018 - 2022. Available at: https://docs.wfp.org/api/documents/0b4d35da-39c9-449e-8ead-437d5eef17f3/download/?_ga=2.169407528.883843086.1654695186-1673388637.1645181347.

WFP. 2019. Programme Indicator Compendium: Revised Corporate Results Framework.

WFP. 2019. Quarterly Report on Beneficiary Feedback. Second Quarter (April – June 2019), 9(II).

WFP. 2019. Quarterly Report on Beneficiary Feedback. Third Quarter (July – September 2019), 9(III).

WFP. 2019. Quarterly Report on Beneficiary Feedback. Fourth Quarter (October-December 2019), 10(IV).

WFP. 2019. Quick Guide for Integrating Gender in WFP Evaluation. Available at: <https://docs.wfp.org/api/documents/WFP-0000023365/download/>.

WFP. 2019. SO1: Activity 2 (Assets Creation and Livelihoods). Khyber Pakhtunkhwa. Food For Assets (FFA) Interventions 2018-2019.

WFP. 2019. *Strategic Evaluation of Pilot Country Strategic Plans: Evaluation report*. Rome: World Food Programme (WFP) Office of Evaluation. Available at: https://docs.wfp.org/api/documents/WFP-0000100112/download/?_ga=2.69278745.883843086.1654695186-1673388637.1645181347.

WFP. 2019. *Strategic Evaluation of WFP Support for Enhanced Resilience. Evaluation Report: Volume I*. Rome: World Food Programme (WFP) Office of Evaluation. Available at: https://docs.wfp.org/api/documents/WFP-0000102462/download/?_ga=2.69278745.883843086.1654695186-1673388637.1645181347.

WFP. 2019. *Guidance Note: Substitution and specialized nutritious food and in situations of temporary commodity shortfalls*. January 2019. Rome: World Food Programme (WFP). Available at: <https://docs.wfp.org/api/documents/WFP-0000099472/download/>.

WFP. 2019. *WFP Capacity Strengthening Supports Nations to End Hunger: Beyond the Annual Performance Report 2018 Series*. Rome: World Food Programme (WFP) Office of Evaluation. Available at: https://docs.wfp.org/api/documents/WFP-0000110346/download/?_ga=2.241598219.883843086.1654695186-1673388637.1645181347.

WFP. 2019. WFP in Pakistan Strategic Objective 3: Nutrition.

WFP. 2019. WFP Nexus: What is the Nexus?

WFP. 2019. WFP Pakistan Country Brief. January 2019.

WFP. 2019. WFP Pakistan Country Brief. February 2019.

WFP. 2019. WFP Pakistan Country Brief. March 2019.

WFP. 2019. WFP Pakistan Country Brief. April 2019.

WFP. 2019. WFP Pakistan Country Brief. May 2019.

WFP. 2019. WFP Pakistan Country Brief. June 2019.

WFP. 2019. WFP Pakistan Country Brief. July 2019.

WFP. 2019. WFP Pakistan Country Brief. August 2019.

WFP. 2019. WFP Pakistan Country Brief. September 2019.

WFP. 2019. WFP Pakistan Country Brief. October 2019.

WFP. 2019. WFP Pakistan Country Brief. November 2019.

WFP. 2019. WFP Pakistan Country Brief. December 2019.

WFP. 2019. Why is WFP Engaged on the Nexus?

WFP. 2020. Activity Implementation Monitoring of Livelihood Activities (Mohmand Tribal District).

WFP. 2020. Annual Performance Report for 2020. Executive Board Annual session, Rome, 21–25 June 2021. Available at: <https://docs.wfp.org/api/documents/WFP-0000127445/download/>.

WFP. 2020. COVID-19: PD immediate guidance: School Feeding. Available at: <https://docs.wfp.org/api/documents/WFP-0000113779/download/>.

WFP. 2020. Economic and Food Security Implication of the COVID-19 Outbreak: An Update with Insights from Different Regions. Available at: <https://docs.wfp.org/api/documents/WFP-0000117420/download/>.

WFP. 2020. Evaluation for Evidence-Based Decision Making: Technical Note Glossary of Terms-draft. Available at: <https://docs.wfp.org/api/documents/WFP-0000130020/download/>.

WFP. 2020. *Evaluation of Democratic Republic of the Congo WFP Interim Country Strategic Plan 2018-2020*. Rome: World Food Programme (WFP) Office of Evaluation. Available at: https://docs.wfp.org/api/documents/WFP-0000119817/download/?_ga=2.241702539.883843086.1654695186-1673388637.1645181347.

WFP. 2020. *Evaluation of Timor-Leste WFP Country Strategic Plan 2018-2020. Evaluation Report – Volume II*. Rome: World Food Programme (WFP) Office of Evaluation. Available at: https://docs.wfp.org/api/documents/WFP-0000120078/download/?_ga=2.241702539.883843086.1654695186-1673388637.1645181347.

WFP. 2020. General guidelines for food and nutrition assistance in the context of COVID-19 outbreak. Available at: <https://reliefweb.int/report/world/general-guidelines-food-and-nutrition-assistance-context-covid-19-outbreak>.

WFP. 2020. Food Assistance for Assets in Asia and the Pacific.

WFP. 2020. Invoice Status 2020.

WFP. 2020. Line of sight Pakistan CSP.

WFP. 2020. Monitoring and Evaluation Bi-Annual Report (Jan-June 2020).

WFP. 2020. Pakistan Country Strategic Plan Implementation Update 2020.

WFP. 2020. PK01 Budget Revision Narrative: Country Strategic Plan Revision. Available at: https://executiveboard.wfp.org/document_download/WFP-0000111614.

WFP. 2020. Protecting Maternal Diets and Nutrition Services and Practices in the Context of COVID-19. Brief No.4. Available at: <https://www.unicef.org/laos/media/4136/file/Protecting%20maternal%20diets%20and%20nutrition%20services%20.pdf>.

WFP. 2020. Quarterly Monitoring Report Pakistan.

WFP. 2020. Quarterly Report on Beneficiary Feedback. First Quarter (January-March 2020), 11(1).

WFP. 2020. Quarterly Updates: WFP Monitoring and Evaluation (Jul-Sep 2020). Draft.

WFP. 2020. *Rapid Assessment: Possible Impact of COVID-19 on Livelihoods, Food Security, Nutrition and Agricultural Supply Chain in Pakistan*. April 2020. Food and Agriculture Organization of the United Nations. Available at: <https://docs.wfp.org/api/documents/WFP-0000118586/download/>.

WFP. 2020. RBB Regional Overview Rainfall Forecast.

WFP. 2020. Recommendations for adjusting standard operating procedures for food distributions in the context of COVID-19. Version 4.

WFP. 2020. Recommendations for Social Behaviour Change in the Context of COVID-19.

WFP. 2020. Pakistan Risk Review Register 2020.

WFP. 2020. *School-Based Programmes as a Social Protection Tool in RBC Region*. Rome: World Food Programme (WFP). Available at: https://docs.wfp.org/api/documents/WFP-0000116284/download/?_ga=2.173462186.883843086.1654695186-1673388637.1645181347.

WFP. 2020. Specialized Nutritious Food supply chain improvement in the era of COVID-19.

WFP. 2020. *State of School Feeding Worldwide 2020*. Rome: World Food Programme (WFP). Available at: https://docs.wfp.org/api/documents/WFP-0000123923/download/?_ga=2.132652039.883843086.1654695186-1673388637.1645181347.

WFP. 2020. Technical Note for Planning and Conducting Evaluation During COVID-19. Rome: World Food Programme (WFP) Office of Evaluation. Available at: <https://docs.wfp.org/api/documents/WFP-0000115094/download/>.

WFP. 2020. Technical Note: Evidence Products. Draft.

WFP. 2020. Update on WFP's implementation of United Nations General Assembly resolution 72/279 (repositioning the United Nations development system).

WFP. 2020. WFP Minimum Standards for Conflict Sensitive Programming.

WFP. 2020. WFP Pakistan Country Brief. January 2020.

WFP. 2020. WFP Pakistan Country Brief. February 2020.

WFP. 2020. WFP Pakistan Country Brief. March 2020.

WFP. 2020. WFP Pakistan Country Brief. April 2020.

WFP. 2020. WFP Pakistan Country Brief. May 2020.

WFP. 2020. WFP Pakistan Country Brief. June 2020.

WFP. 2020. WFP Pakistan Country Brief. July 2020.

WFP. 2020. WFP Pakistan Country Brief. August 2020.

WFP. 2020. WFP Pakistan Country Brief. September 2020.

WFP. 2020. WFP Pakistan Country Brief. October 2020.

WFP. 2020. WFP Pakistan Country Brief. November 2020.

WFP. 2020. WFP Pakistan Country Brief. December 2020.

WFP. 2020. WFP Protection and Accountability Policy.

WFP. 2020. WFP's additional recommendations for the management of maternal and child malnutrition prevention and treatment in the context of COVID-19. Available at: <https://reliefweb.int/report/world/wfp-s-additional-recommendations-management-maternal-and-child-malnutrition-prevention>.

WFP. 2021. Actual CBT until September 2021.

WFP. 2021. Annual Country Report – Pakistan Country Portfolio Budget 2021 (2018-2022): Cumulative Financial Overview as at 04 November 2021 (Amount in USD).

WFP. 2021. Annual Country Report – Pakistan Country Portfolio Budget 2021 (2018-2022): Annual Financial Overview for the period 1 January to 31 December 2021 (Amount in USD).

WFP. 2021. CM-P006: Monthly Food and CBT – Source Detailed and Needs Based Plan – v2.2 2021.

WFP. 2021. Conflict Analysis and Conflict Sensitivity Risk Assessment: Guidance Note.

WFP. 2021. Annual Performance Report for 2021. Executive Board Annual session Rome, 20–24 June 2022. Available at: https://executiveboard.wfp.org/document_download/WFP-0000138079.

WFP. 2021. CPB Donor Contribution: Pakistan Resource Situation.

WFP. 2021. Distribution Monitoring & Validating of FFA Schemes 23rd to 25th June 2021. Orakzai Tribal District.

WFP. 2021. *Evaluation of Pakistan WFP Country Strategic Plan 2018-2022: Terms of reference*. Rome: World Food Programme (WFP) Office of Evaluation. Available at: https://docs.wfp.org/api/documents/WFP-0000131598/download/?_ga=2.60234404.883843086.1654695186-1673388637.1645181347.

WFP. 2021. Food Transfers 2021: NBP vs. Actual.

WFP. 2021. Internal Audit of WFP Operations in Pakistan as of 31st of December 2020.

WFP. 2021. International Staff List 2018 – 2021.

WFP. 2021. Invoice Status 2021.

WFP. 2021. Line of Sight, Pakistan CSP (PK01).

WFP. 2021. Master National Staff List – November 2021.

WFP. 2021. Mid Term Review of the WFP Pakistan Strategic Plan Updated 2018-2022.

WFP. 2021. Needs Based Plan: CM-C002 Comparison – Monthly MT v1.4.

WFP. 2021. Pakistan Annual Country Report 2020. Country Strategic Plan 2018-2022. Available at: https://docs.wfp.org/api/documents/0b4d35da-39c9-449e-8ead-437d5eef17f3/download/?_ga=2.160832180.883843086.1654695186-1673388637.1645181347.

WFP. 2021. Pakistan CSP Implementation Update November 2021.

WFP. 2021. Pakistan: Ehsaas Nashonuma – A Conditional Cash Transfer Programme to Improve Health and Nutrition. VAM: Food Security Analysis.

WFP. 2021. PK01 CPB Donor Contribution: Pakistan Resource Situation.

WFP. 2021. Support to Development of WFP Evaluation Guidance and Capacity Development on Inclusion, Equity and Human Rights. Concept Note First Draft.

WFP. 2021. *Targeting and Prioritization: Operational Guidance Note, January 2021*. Rome: World Food Programme (WFP). Available at: <https://docs.wfp.org/api/documents/WFP-0000122035/download/>.

WFP. 2021. Technical Note: Evaluation Questions and Criteria. Available at: <https://docs.wfp.org/api/documents/WFP-0000003173/download/>.

WFP. 2021. Technical Note: Gender CSPES. Available at: <https://docs.wfp.org/api/documents/WFP-000002691/download/>.

WFP. 2021. Technical Note: Principles, Norms and Standards for Evaluations. Available at: <https://docs.wfp.org/api/documents/WFP-0000003179/download/>.

WFP. 2021. WFP Pakistan Country Brief. January 2021.

WFP. 2021. WFP Pakistan Country Brief. February 2021.

WFP. 2021. WFP Pakistan Country Brief. March 2021.

WFP. 2021. WFP Pakistan Country Brief. April 2021.

WFP. 2021. *World Food Programme Strategy for Support to Social Protection*. Rome: World Food Programme (WFP). Available at: https://docs.wfp.org/api/documents/WFP-0000129789/download/?_ga=2.128325253.883843086.1654695186-1673388637.1645181347.

WFP. 2021. Annual Donor Contribution.

WFP. 2018. Approved CSP Concept Note: Concept Note for Country Strategic Plan (2018-2022).

WFP. 2021. CM R010b Indicators (CSP) 2019.

WFP. 2021. CM R010b Outcome Indicators (CSP) 2020.

WFP. 2021. CM-R002b – Annual Beneficiaries by Strategic Outcome, Activity and Modality (CSP).

WFP. 2021. CM-R014: Food and CBT 2018 – 2020 with activities.

WFP. 2021. Country Portfolio Budget.

WFP. 2021. Technical Note: Glossary of Terms.

WFP. (nd). Development Project Zimbabwe – 200945.

WFP. (nd). Documents Checklist for Pakistan Country Strategic Plan Evaluation.

WFP. (nd). Form for Tagging Evaluation: Recommendations against Themes.

WFP. (nd). Log Frame – Intervention Logic.

WFP. (nd). Logical Models: Decentralized Evaluation for Evidence-Based Decision Making.

WFP. (nd). Master National Staff List – December 2018, 2019, 2020.

WFP. (nd). Minimum Standards for Conflict sensitivity Programming.

WFP. (nd). Outcome Indicators (CSP).

WFP. (nd). Technical note on Evaluative Products.

WFP. (nd). Technical Note: Evaluation of Efficiency in Country Strategic Plan Evaluations.

WFP. (nd). Template for Thematic Tagging of Recommendations: Form for Tagging Evaluation Recommendations against Themes.

WFP. (nd). WFP In Pakistan: Strategic Objective 3: Nutrition.

WFP. (nd). WFP Nutrition Monitoring and Evaluation.

WFP & The Konterra Group. 2015. Pakistan PRRO 200250 Enhancing Food and Nutrition Security and Rebuilding Social Cohesion: An Operation Evaluation. Available at: <https://www.wfp.org/publications/pakistan-prro-200250-enhancing-food-and-nutrition-security-and-rebuilding-social-cohesion-op>.

WFP COMET report CM-R010b. 2019. Outcome indicators.

WFP HQ Emergency GIS Unit. 2020. WFP Pakistan Presence.

WFP Pakistan Line of Sight. 2020. *Pakistan CSP* (PK01).

World Bank. 2013. *Pakistan – Towards an Integrated National Safety Net System - Assisting Poor and Vulnerable Households: An Analysis of Pakistan's Main Cash Transfer Program*. Report No. 66421-PK. Washington DC: World Bank Group. Available at: <https://openknowledge.worldbank.org/bitstream/handle/10986/13254/664210ESW0P1180C0disclosed020110130.pdf?sequence=1>.

World Bank. 2017. Pakistan National Social Protection Program-for-Results. Available at: <https://socialprotection.org/discover/publications/pakistan-national-social-protection-program-results-project>.

World Bank. 2017. Pakistan National Social Protection Program-for-Results: technical assessment – 2017 (English). Available at: <https://documents.worldbank.org/en/publication/documents-reports/documentdetail/111621489672698369/pakistan-national-social-protection-program-for-results-technical-assessment-2017>.

World Bank South Asia. 2020. Koen Geven and Amer Hasan. *Learning Losses in Pakistan due to Covid-19 School Closures: A Technical Note on Simulation Results*. Washington DC: World Bank Group. Available at: <https://openknowledge.worldbank.org/bitstream/handle/10986/34659/Learning-Losses-in-Pakistan-Due-to-COVID-19-School-Closures-A-Technical-Note-on-Simulation-Results.pdf?sequence=1&isAllowed=y>.

World Bank. CPIA transparency, accountability, and corruption in the public sector rating (1=low to 6=high) – Pakistan. Available at: <https://data.worldbank.org/indicator/IQ.CPA.TRAN.XQ?locations=PK> (accessed on 27 August 2021).

World Bank. GNI per capita, Atlas method (current US\$). Available at: <https://data.worldbank.org/indicator/NY.GNP.PCAP.CD?locations=PK> (accessed on 27 August 2021).

World Bank. Labor force participation rate, female (% of female population ages 15+) (modeled ILO estimate). Available at: <https://data.worldbank.org/indicator/SL.TLF.CACT.FE.ZS?locations=PK> (accessed on 8 August 2021).

World Bank. Personal remittances, received (% of GDP). Available at: <https://data.worldbank.org/indicator/BX.TRF.PWKR.DT.GD.ZS?locations=PK> (accessed on 27 August 2021).

World Bank. Proportion of seats held by women in national parliaments (%). Available at: <https://data.worldbank.org/indicator/SG.GEN.PARL.ZS?locations=PK> (accessed on 27 August 2021).

World Data. 2022. Pakistan. Available at: <https://www.worlddata.info/asia/pakistan/index.php>.

World Economic Forum, 2021. This is the global refugee situation, in numbers, <https://www.weforum.org/agenda/2021/06/unhcr-how-many-refugees/> (accessed on 6 December 2021).

World Economic Forum. 2021. *Global Gender Gap Report 2021*. Insight Report March 2021. Geneva: World Economic Forum. Available at: https://www3.weforum.org/docs/WEF_GGGR_2021.pdf.

Zaidi, S., Das, J. K., Khan, G. N., Najmi, R. S., Mashal, M., & Soofi, S. B. 2020. Food Supplements to Reduce Stunting in Pakistan: A Process Evaluation of Community Dynamics Shaping Uptake. *BMC Public Health*, 20:1046. Available at: <https://doi.org/10.1186/s12889-020-09103-8>

Zubair, K. 2013. *Nutrition in Pakistan: A call for Action*. Nutrition Development Partners Group in Pakistan for Advocacy Efforts in Nutrition.

Acronyms

AJK	Azad Jammu and Kashmir
ACR	Annual Country Report
BISP	Benazir Income Support Programme
CO	Country Office
CMAM	Community-based Management of Acuate Malnutrition
CPE	Country Programme Evaluation
CSPE	Country Strategic Plan Evaluation
DAC	Development Assistance Committee
DI Khan	Dera Ismail Khan (district in KP province)
EU	European Union
FAO	Food and Agriculture Organization of the United Nations
FATA	Federally Administered Tribal Areas
FCDO	Foreign, Commonwealth and Development Office
GB	Gilgit-Baltistan
GBV	Gender-Based Violence
GDP	Gross Domestic Product
GHI	Global Hunger Index
GNI	Gross National Income
HRF	Humanitarian Resource Facility
IDA	International Development Association
IFAD	International Fund for Agriculture Development
OEV	WFP Office of Evaluation
IPC	Integrated Food Security Phase Classification
KP	Khyber Pakhtunkhwa
M&E	Monitoring and Evaluation
MTR	Mid-term Review
NDMA	National Disaster Management Authority
NGO	Non-Governmental Organization
NNS	National Nutrition Survey
ODA	Official Development Assistance
OCHA	United Nations Office for Coordination of Humanitarian Affairs
RBB	Regional Bureau for Asia and the Pacific
OECD	Organization for Economic Co-operation and Development
OOSC	Out of School Children
P&DD	Planning and Development Department
PDMA	Provincial Disaster Management Authority
POU	Prevalence of Undernourishment
SDG	Sustainable Development Goal
SO	Strategic Objective
SUN CSA	Scaling Up Nutrition Civil Society Alliance
TDP	Temporarily Displaced People
TVET	Technical and Vocational Education and Training
UNDP	United Nations Development Programme
UNEG	United Nations Evaluation Group
UNICEF	United Nations Children’s Fund
UNSDF	United Nations Sustainable Development Framework
USAID	United States Agency for International Development
WFP	World Food Programme

Office of Evaluation

World Food Programme

Via Cesare Giulio Viola 68/70

00148 Rome, Italy

T +39 06 65131 | wfp.org/independent-evaluation