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For approval

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Draft Pakistan country strategic plan (2023–2027)

Duration	1 January 2023–31 December 2027
Total cost to WFP	USD 780,786,414
Gender and age marker*	4

* <https://gender.manuals.wfp.org/en/gender-toolkit/gender-in-programming/gender-and-age-marker/>.

Executive summary

Pakistan is a lower-middle-income country that has made significant strides towards the achievement of the Sustainable Development Goals and Vision 2025, which sets out the country's development priorities.

At the current pace, Pakistan is unlikely to achieve Sustainable Development Goals 2 and 17 by 2030 despite strong government commitment and efforts, with progress stalled by climate change, gender inequality and most recently the coronavirus disease 2019 pandemic. Rates of stunting and wasting among children under 5 are high.¹ A lack of good quality data is an ongoing challenge that requires attention given its importance to policy decisions and monitoring of the Sustainable Development Goals. Less than half of Pakistan's budget is funded from domestic revenues. The inflow of direct foreign investment has continued to fall, and official development assistance has also decreased.

¹ Government of Pakistan and United Nations Children's Fund. 2018. *Pakistan: National Nutrition Survey - Humanitarian Data Exchange*.

Focal points:

Mr J. Aylieff
Regional Director
Asia and the Pacific
email: john.aylieff@wfp.org

Mr C. Kaye
Country Director
email: chris.kaye@wfp.org

WFP aims to consolidate its role as a partner of choice for the Government in critical operational and policy areas. It will continue to shift its focus from direct implementation to institutional capacity strengthening and the provision of technical assistance.

WFP interventions will be relevant, provide value and capitalize on WFP's comparative advantages. WFP will prepare for and respond to food insecurity and malnutrition by supporting social protection schemes, enhancing supply chain management and working with communities acutely at risk of vulnerability, with a focus on women and children.

WFP's support for Pakistan's food and nutrition security will be provided through four country strategic plan outcomes:

- *Outcome 1:* Communities in Pakistan at higher risk of vulnerability to climate change and other shocks are more resilient and have enhanced capacity to improve their livelihoods by 2027. This outcome is aligned with WFP strategic outcome 1 and United Nations sustainable development cooperation framework outcome 1.
- *Outcome 2:* Pakistan's people at higher risk of vulnerability, especially women and children, have greater access to affordable, nutritious diets and basic social services (education, health and nutrition) by 2027. This outcome is aligned with WFP strategic outcome 2 and United Nations sustainable development cooperation framework outcome 1.
- *Outcome 3:* Pakistan's food systems are resilient to shocks and support access to healthy and nutritious food by all of Pakistan's communities by 2027. This outcome is aligned with WFP strategic outcome 3 and United Nations sustainable development cooperation framework outcome 3.
- *Outcome 4:* Communities in Pakistan at higher risk of vulnerability to climate change and other shocks have access to adequate food and nutrition before, during and in the aftermath of shocks. This outcome is aligned with WFP strategic outcome 1 and United Nations sustainable development cooperation framework outcome 1.

Draft decision*

The Board approves the Pakistan country strategic plan (2023–2027) (WFP/EB.2/2022/7-A/9) at a total cost to WFP of USD 780,786,414.

* This is a draft decision. For the final decision adopted by the Board, please refer to the decisions and recommendations document issued at the end of the session.

1. Country analysis

1.1 Country context

1. Pakistan is the world's fifth most populous country; more than half of its population of 220.9 million lives in rural areas.²
2. The country faces multiple challenges including mounting foreign debt and a persistent trade imbalance, alongside inequitable resource distribution and socioeconomic disparities among its provinces.
3. The World Bank classifies Pakistan as a lower-middle-income country³ that aims to graduate to upper-middle-income status by 2025. The country has an annual growth rate of 2.4 percent⁴ and is strategically located with regard to the China–Pakistan Economic Corridor and the Central Asia Regional Economic Cooperation Programme.
4. Approximately 54.6 percent of the rural population is multidimensionally poor.⁵ The coronavirus disease 2019 (COVID-19) pandemic, unequal gender and power relations, a volatile security situation in parts of the country and frequent disasters have increased multidimensional poverty. The older persons, people with disabilities, rural women, children, young people and workers in the informal economy are the most affected. WFP engages with groups at risk of vulnerability in its participatory protection risk analyses while strengthening the capacity of staff and cooperating partners to mitigate risks.

1.2 Progress towards the 2030 Agenda for Sustainable Development

5. Pakistan will continue to experience extreme weather events that will affect the country's water resources. Low agricultural productivity, rising water scarcity, slow economic growth and a rapidly growing population have worsened poverty and hunger while undermining coping capacity. The Ministry of Climate Change has called for ecological restoration of the Indus River Basin, supported through the [forthcoming](#) United Nations sustainable development cooperation framework (UNSDCF) for 2023–2027.
6. During provincial consultations on the UNSDCF, gender inequality was identified as a cross-cutting challenge;⁶ this is corroborated by a decline in Pakistan's ranking from 151 in 2020 to 153 in 2021 of 156 countries in the Global Gender Gap Index.⁷ Significant disparities between women and men exist in terms of income, access to justice, land ownership and inheritance rights.⁸
7. An accurate assessment of Pakistan's progress towards the Sustainable Development Goals (SDGs) is challenging because reliable data is only available for 60 percent of indicators.⁹ Gender disaggregated data is available for only 49.1 percent of the indicators required for monitoring the SDGs from a gender perspective.¹⁰ [The Government has made progress in terms of budgetary allocations for sustainable development, including the expansion of](#)

² United Nations Department of Economic and Social Affairs. 2019. [World Population Prospects 2019](#).

³ World Bank. 2021. [World Bank Country and Lending Groups, Country Classification](#).

⁴ Pakistan Bureau of Statistics. 2021. [Brief on Census – 2017](#).

⁵ Planning Commission of Pakistan, United Nations Development Programme and Oxford Poverty and Human Development Initiative. 2016. [Multidimensional Poverty in Pakistan](#).

⁶ *Consolidated Report, Provincial and Sub-National Consultations for the Development of the United Nations sustainable development cooperation framework 2023–2027 for Pakistan*. (Not available online.)

⁷ World Economic Forum. 2021. [Global Gender Gap Report 2021: Insight Report](#).

⁸ *Ibid.*

⁹ United Nations Economic Commission for Asia and the Pacific. 2021. [SDG Data Gateway. SDG indicator availability in Asia-Pacific](#).

¹⁰ United Nations Entity for Gender Equality and the Empowerment of Women. [Country Fact Sheet on Women Count: Pakistan-UN Women Data Hub: Asia \(Pakistan country fact sheet\)](#).

Pakistan's social protection system. More than 9 percent of the population is covered by at least one social protection benefit, and spending on social protection by both federal and provincial governments amounted to 2.3 percent of gross domestic product in 2016–2017.

1.3 Progress towards Sustainable Development Goals 2 and 17

Progress on Sustainable Development Goal 2 targets

8. *Access to food (target 2.1).* The 2021 State of Food Security and Nutrition in the World report identified Pakistan as a food crisis country with high levels of acute food insecurity.¹¹ The report estimates that the prevalence of undernourishment in Pakistan is 12.9 percent.¹² According to the Food Insecurity Experience Scale (FIES), 16.4 percent of Pakistanis (38 million people) are moderately or severely food insecure and 1.8 percent severely food insecure.¹³ In some districts, moderate or severe food insecurity affects 49 percent of the population.¹⁴ The FIES indicator revealed high geographical disparities in food insecurity. FIES data disaggregated by gender is not yet available; however, households headed by women are particularly disadvantaged due to their lack of productive assets.
9. The fragmentation of food security and nutrition data continues to reduce the effectiveness of national policies and legislation, increasing the likelihood of misallocation of national resources.
10. *End malnutrition (target 2.2).* The Government is committed to addressing all forms of malnutrition, including stunting, through the expansion of social protection. The successful launch and expansion of the *Ehsaas Nashonuma* programme with WFP support provides a platform for gender- and nutrition sensitive initiatives.
11. Pakistan is on track to meet two targets for maternal, infant and young child nutrition and is also likely to achieve the exclusive breastfeeding target, with 47.5 percent of infants age 0 to 5 months exclusively breastfed against a target of 50 percent. The prevalence of overweight children under 5 is 2.5 percent, and Pakistan is on track to prevent a further increase.¹⁵
12. While Pakistan has also made progress in reducing stunting, prevalence remains among the highest in the Asia-Pacific region at 40 percent of children under 5. Meanwhile the prevalence of wasting in children under 5 has increased to 18 percent.¹⁶
13. *Smallholder productivity and incomes (target 2.3).* Pakistan's smallholder farmers are on the frontline of climate change because their livelihoods are highly reliant on the weather and natural resources. Rising temperatures and pressure on water supplies, particularly in arid and semi-arid regions, contribute to reduced agricultural productivity and food availability. Because of the subsistence nature of agriculture and their limited access to productive and financial resources, smallholders have limited risk financing and management capacity and thus limited capacity to absorb and adapt to shocks. It also hampers their ability to meet their families' caloric needs, especially in the case of women smallholders, leaving them periodically exposed to moderate to severe food insecurity.¹⁷

¹¹ Food and Agriculture Organization of the United Nations and others. 2021. *The State of Food Security and Nutrition in the World 2021. Transforming food systems for food security, improved nutrition and affordable healthy diets for all.*

¹² *Ibid.*

¹³ Food and Agriculture Organization of the United Nations. 2018. *Food Insecurity Experience Scale (FIES).*

¹⁴ Pakistan Bureau of Statistics. 2021. *Pakistan Social and Living Standards Measurement Survey (2019–20).*

¹⁵ Global Nutrition Report. *Country Nutrition Profiles: Pakistan.*

¹⁶ Government of Pakistan and United Nations Children's Fund. 2018. *Pakistan: National Nutrition Survey - Humanitarian Data Exchange.*

¹⁷ United Nations Department of Economic and Social Affairs. 2021. *Statistics - SDG Country Profile: Pakistan.*

14. Outdated agricultural production techniques, lack of access to modern technology, poor water management techniques and bonded agricultural labour are drivers of inequality, intergenerational poverty and chronic food insecurity. This particularly affects poor rural women in the labour force, since most are engaged in agriculture.
15. *Sustainable food systems (target 2.4)*. Pakistan has experienced high inflation and volatile food prices, highlighting the need to strengthen food systems. Inadequate food production, market distortions and trade limitations also push up food prices, resulting in high average food prices compared to similar countries listed in the Global Food Security Index.¹⁸

Progress on Sustainable Development Goal 17 targets

16. *Capacity strengthening (target 17.9)*. Pakistan's food systems can be made more resilient by linking agricultural economic zones to the China–Pakistan Economic Corridor,¹⁹ which is likely to deliver broad-based, multisectoral growth over the medium to long term.
17. WFP continues to strengthen the capacity of government institutions to implement the three-pronged approach (integrated context analysis, seasonal livelihood programming and community-based participatory programming) to resilience building and disaster risk reduction, including in ~~respect of~~ data collection and management capacity.
18. Total official development assistance for technical cooperation declined between 2015 and 2018 but recovered from its lowest point in 2018 (USD 494 million) to USD 1.3 billion in 2019.²⁰
19. *Policy coherence (target 17.14)*. Pakistan has established mechanisms to strengthen the coherence of policy on sustainable development, country-owned federal and provincial frameworks and planning tools for development, including their alignment with annual development plans.²¹
20. At the federal and provincial levels, SDG support units have been established within planning and development departments. A parliamentary task force guides Pakistan's SDG agenda, helping policymakers align annual development plans with SDG targets.²²
21. *Diversified resourcing (target 17.3)*. Inflows of foreign direct investment (SDG 17.3) fell between 2016 (USD 3.23 billion) and 2018 (USD 2.35 billion).²³ Traditional sources of humanitarian funding continue to decline, with the Government's share of contributions increasing over time.
22. *Enhance global partnership (target 17.16)*. The Global Partnership for Sustainable Development Data ~~has~~ improved stakeholders' data collection capacity. Pakistan has also achieved slow but steady growth in fixed internet broadband subscriptions and individual usage.²⁴ The proportion of individuals accessing the internet increased from 17 percent in 2019 to 19 percent in 2020.²⁵

¹⁸ Economist Impact. 2021. [Global Food Security Index](#).

¹⁹ United Nations country team. 2021. [Pakistan Common Country Analysis](#).

²⁰ United Nations Department of Economic and Social Affairs. 2021. [Statistics - SDG Country Profile: Pakistan](#).

²¹ United Nations country team. 2021. [Pakistan Common Country Analysis](#).

²² *Ibid.*

²³ United Nations Department of Economic and Social Affairs. 2021. [Statistics - SDG Country Profile: Pakistan](#).

²⁴ *Ibid.*

²⁵ Pakistan Bureau of Statistics. 2021. [Pakistan Social and Living Standards Measurement Survey \(2019–20\)](#).

1.4 Hunger gaps and challenges

23. Malnutrition remains a key area of concern. The 2018 Pakistan national nutrition survey²⁶ found that 18 percent of children under 5 were wasted, exceeding the World Health Organization emergency threshold of 15 percent. ~~The survey~~^{It} also found that more than 40 percent of children under 5 were stunted. The number of children under 5 suffering from acute or severe acute malnutrition has also increased. Around 11.4 percent of adolescent girls are overweight compared with 10.2 percent of adolescent boys.²⁷
24. According to the 2021 Global Climate Risk Index, Pakistan is the eighth most vulnerable country to the impacts of climate change.²⁸ The frequency and severity of extreme weather events are projected to increase as a result of climate change, and there is a lack of effective disaster risk management mechanisms and climate resilience.
25. Pakistan's vulnerability to climate change has increased as a result of changing demographic patterns; environmental degradation; limited natural resource management mechanisms; poverty, inflation and other economic challenges; and its dependence on agriculture. The country's limited capacity to prepare for and respond to shocks has also exacerbated climate vulnerability.
26. COVID-19 restrictions and lockdowns have created hardship by adversely affecting livelihoods, food prices and the nutrition of poor people, temporary workers and people engaged in the informal sector.
- ~~26-27.~~ Pakistan hosts the world's second-highest number of out-of-school children: a third of children age 5–16 do not attend school.²⁹ There are significant disparities based on gender, socioeconomic status and geography. Meanwhile, education is strongly correlated with multidimensional poverty (responsible for 41.3 percent of overall multidimensional poverty).³⁰
- ~~27. The Government has expressed interest in school meals programmes and integrated school-based safety nets and anticipates the identification of school meals models that can be replicated. A policy framework is needed to guide government investment and mobilize multi-donor funding.~~
- ~~28. COVID-19 restrictions and lockdowns have created hardship by adversely affecting livelihoods, food prices and the nutrition of poor people, temporary workers and people engaged in the informal sector, with the impact on women in the informal sector extending beyond socioeconomic conditions.~~
- ~~29. Pakistan's social protection system has expanded, with 9.2 percent of the population covered by at least one social protection benefit. Spending on social protection by both federal and provincial governments amounted to 2.3 percent of gross domestic product in 2016–2017.³¹~~
- 30-28. People with disabilities comprise at least 3.41 percent of the population. They face extreme marginalization in terms of ~~their~~ access to social services, and there is ~~also~~ a correlation between malnutrition and disability. Women with disabilities experience even greater

²⁶ Government of Pakistan and United Nations Children's Fund. 2018. *Pakistan: National Nutrition Survey - Humanitarian Data Exchange*.

²⁷ *Ibid.*

²⁸ Eckstein, D., Künzel, V., and Schäfer, L. *Global Climate Risk Index 2021*.

²⁹ Pakistan Bureau of Statistics. 2021. *Pakistan Social and Living Standards Measurement Survey (2019–20)*.

³⁰ United Nations Development Programme. 2019. *Global Multidimensional Poverty Index 2019: Illuminating Inequalities*.

³¹ International Labour Organization. 2019. *Mapping Social Protection Systems in Pakistan – The status of current systems in line with the UN Social Protection Floor concept*.

marginalization because they face discrimination based on both gender and disability.³² Reliable data is urgently needed to better understand the correlation between hunger and disability. ~~To overcome data challenges,~~ WFP collects gender and disability disaggregated data by engaging with communities, especially women and other vulnerable groups at risk of vulnerability.

2. Strategic implications for WFP

2.1 Achievements, lessons learned and strategic changes for WFP

~~31-29.~~ Despite COVID-19, WFP achieved notable success in implementing the country strategic plan (CSP) for 2018–2022. WFP is well-positioned to address existing and emerging challenges in Pakistan, including through nutrition-sensitive, shock-responsive approaches to social protection.

~~32-30.~~ Under the 2018–2022 CSP, WFP helped to ensure timely access to adequate and nutritious food during and after natural disasters and shocks. Targeting criteria shifted from status to vulnerability, resulting in improved targeting.

~~33-31.~~ WFP successfully integrated its interventions into the national social safety net programme, which targets women and children and uses the country's primary health care system to deliver stunting prevention services to pregnant women, girls and new mothers. In 2021 WFP assisted 1 million people, 62 percent of whom were women.

~~34-32.~~ A theory of change exercise was undertaken in 2021 to define WFP's purpose, orientation and impact pathways in Pakistan. ~~This led to the formulation of,~~ resulting in the CSP outcomes that underpin the CSP for 2023–2027.

~~35-33.~~ The evaluation of the 2018–2022 CSP found that WFP's role as a development partner needed to be further strengthened.

~~36-34.~~ WFP contributes to stabilization by addressing the food security needs of communities at risk of vulnerability in unstable environments while improving their income-generating opportunities.

~~37-35.~~ Through the 2018–2022 CSP, WFP successfully identified groups at risk of vulnerability, including women, through a specific focus and outreach to people with disabilities and the transgender community.

~~36.~~ This CSP will consider both targeted and integrated responses to gender inequality. Following the principle of "leaving no one behind", WFP will target the most marginalized populations. Communities and cooperating partners, including organizations of persons with disabilities, will be mobilized to facilitate the participation of people with disabilities.

~~38-37.~~ WFP will help to ensure that the Government has the necessary policy, operational and technical capacity to respond to Pakistan's hunger and malnutrition needs, shifting its support to strengthening national institutions and facilitating policy and capacity development. WFP will develop a coherent strategy for the transfer or handover of activities to provincial and federal governments as appropriate.

~~38.~~ WFP will continue to progressively shift from implementation towards strengthening national policy frameworks, institutions and systems for programme delivery and will continue the strategy of transferring programmes to provincial and federal governments as appropriate. WFP will enhance its technical support to the federal, provincial and district governments through programmes that are well-integrated into government systems and financing for sustainability and ownership.

³² According to the *Pakistan Social and Living Standards Measurement Survey (2019–20)*.

~~39.1. This CSP will consider both targeted and integrated responses to gender inequality. Following the principle of “leaving no one behind”, WFP will target the most marginalized populations. Communities and cooperating partners, including organizations of persons with disabilities, will be mobilized to facilitate the participation of people with disabilities.~~

40.39. WFP will continue integrating its interventions into government systems and support a progressive social protection system that can evolve with Pakistan’s socioeconomic and demographic changes.

2.2 Alignment with national development plans, the United Nations sustainable development cooperation framework and other frameworks

41.40. Pakistan’s Vision 2025 serves as a road map for the country’s development priorities. This CSP is aligned with Vision 2025 pillar 1 (people first), goal 3 (gender parity); and pillar 4 (energy, water and food security), goal 16 (reduce food-insecure population from 60 percent to 30 percent).

42.41. The four CSP outcomes are also aligned with the priorities of six provincial administrative areas highlighted during WFP’s provincial consultations.³³

43.42. The CSP draws on ~~the findings of~~ the common country analysis and is aligned with the UNSDCF, which reflects Pakistan’s development priorities and WFP’s specific contributions. WFP also conducted provincial consultations to refine the areas of collaboration set out in this CSP.

2.3 Engagement with key stakeholders

44.43. Consultations on the UNSDCF and CSP were convened with key stakeholders including provincial and federal government counterparts, academic actors, civil society, young people, representatives of women and marginalized groups, the United Nations resident coordinator, the United Nations country team and development partners.

45.44. WFP undertook a series of subnational consultations in the second half of 2021 to ensure that provincial government priorities were reflected in this CSP.

46.45. Provincial authorities were invited to validate WFP’s strategic direction at a CSP stakeholder consultation organized by WFP in 2021.

3. WFP strategic portfolio

3.1 Direction, focus and intended impacts

47.46. This CSP reflects WFP’s shift from providing food assistance to providing support for inclusive and equitable national policy and capacity development. It integrates findings from the 2021 mid-term review and the evaluation of the 2018–2022 CSP.

48.47. WFP will prioritize policy-level dialogue and technical assistance to enhance the capacity of provincial and federal government systems, institutions and programmes to achieve SDGs 2 and 17. This CSP also aims to reaffirm WFP’s role as a partner of choice for the Government in key operational and policy areas.

49.48. WFP is committed to integrating cross-cutting priorities across all programmes. In line with the WFP strategic plan for 2022–2025 and the gender policy for 2022–2026, gender equality will be integrated into the development, implementation and monitoring of the CSP. The 2020 protection and accountability policy and the disability inclusion road map for

³³ Based on WFP provincial CSP consultations in Balochistan, Punjab, Khyber Pakhtunkhwa, Sindh, Azad Jammu and Kashmir, and Gilgit-Baltistan.

2020–2021 will guide WFP's approach to upholding the rights of people with disabilities and people at risk.

3.2 Country strategic plan outcomes, WFP strategic outcomes, focus areas, expected outputs and key activities

Country strategic plan outcome 1: Communities in Pakistan at higher risk of vulnerability to climate change and other shocks are more resilient and have enhanced capacity to improve their livelihoods by 2027

49. By 2027, communities ~~at higher risk of vulnerability~~vulnerable to climate change related disasters and other shocks should benefit from the enhanced capacity of national institutions to implement gender-sensitive, timely and effective disaster risk reduction measures, risk financing and emergency preparedness and response. WFP seeks to enhance the resilience and adaptive capacity of communities before, during and after disasters, with specific support provided to crisis-affected populations in rebuilding livelihoods, including through financial tools such as microinsurance, savings and loans to expedite recovery. This outcome contributes to the achievement of SDGs 1, 2 and 13. A systematic approach to building resilience under outcome 1 would reduce both the scale of effort required for managing emergency response and costs incurred.

WFP strategic outcome

50. This CSP outcome is linked to WFP strategic outcome 1 (People are better able to meet their urgent food and nutrition needs).

Focus area

51. This CSP outcome focuses on resilience building.

Alignment with national priorities

52. This CSP outcome is aligned with pillar 4 (energy, water and food security), goal 16 (reduce food-insecure population from 60 percent to 30 percent) of Pakistan's Vision 2025, the national framework for the implementation of climate change policy for 2014–2030, the 2013 national disaster risk reduction policy and the national disaster risk management plan for 2012–2022. It also contributes to outcome 1 of the UNSDCF.

Expected outputs

- Output 1: Communities at higher risk of vulnerability to climate change and other shocks benefit from improved government capacity to implement climate change policies and strategies; anticipate and prepare for shocks in order to mitigate risks and provide timely support to crisis-affected people before and after shocks.
53. WFP will seek to strengthen national capacities to design and implement an effective, gender and diversity-responsive strategy for emergency preparedness, anticipatory action and emergency response linked to the activities outlined under CSP outcome 2.
- Output 2: Communities at higher risk of vulnerability to disaster and food and nutrition insecurity benefit from income-generating activities and access to services, including those related to information, skills and risk financing, that enhance their resilience and livelihoods.
54. WFP will assist targeted communities in creating assets that increase the production of diversified and nutritious food and strengthen their resilience to shocks while providing sustainable livelihoods. Livelihood asset creation will reflect climate-induced hazards to build community resilience to shocks and stressors, ~~which can be~~ achieved through better natural resource base and agricultural management and the development of community infrastructure. WFP willDuring emergencies and disasters, vulnerable groups such as women, girls, children and people living with disabilities are at higher risk of violence and

exclusion. WFP will, therefore, consider gender, age, disability and other factors when supporting community resilience-building activities and will embed gender equality into livelihood activities. Protection risks and participatory context analyses will inform interventions. Mitigation measures will also be implemented alongside special measures to protect communities at higher risk of violence such as transgender people. WFP will continue to allocate financial resources to partners, encouraging them to initiate gender transformative activities at the local level.

Key activities

Activity 1: Provide capacity support for the government's emergency preparedness and response infrastructure, systems and services to enable communities at higher risk of vulnerability to disasters to meet their food, nutrition and basic needs

55. WFP will support efforts to enhance the Government's emergency preparedness. Through policy inputs, advocacy and technical assistance, WFP will support capacity building at all levels.

Activity 2: Provide long-term adaptation, skills development, access to assets, links to agriculture, financial inclusion and risk financing to strengthen the livelihoods of communities at higher risk of vulnerability

56. WFP will strengthen the resilience and self-reliance of communities at higher risk of vulnerability through a multisector approach, including integrated activities designed to increase access to social protection, education and health. It will also include initiatives aimed at diversifying livelihoods, supporting income generation and fostering community climate change action, community-based participatory planning and the mainstreaming of gender sensitivity, with a focus on women. WFP aims to facilitate access to agriculture and risk financing (including access to microinsurance, savings and loans); create assets; improve market access; and strengthen value chains.

Partnerships

57. WFP will strengthen its research partnerships with academia³⁴ and prioritize partnerships with federal and provincial governments. Partnerships with private sector and civil society entities, women's organizations and organizations of persons with disabilities will be expanded, as will partnerships with humanitarian and development partners including the Food and Agriculture Organization of the United Nations (FAO) and the United Nations Development Programme (UNDP).

Assumptions

58. WFP will only undertake emergency response activities in situations that exceed the response capacity of provincial and national governments and other authorities. WFP will scale up activities ~~in the domains of~~ related to policy making formulation, legislation and capacity strengthening for disaster management authorities in support of early warning and preparedness.

Transition/handover strategy

59. WFP will support capacity building, market linkages and gender equality to enable communities to sustainably benefit from income from the sale of goods. Key actors must work collaboratively and in a more coordinated way. ~~This will require, which requires~~ a coherent approach to determining milestones for graduation to self-sustaining livelihood and income opportunities. Targets for graduation are also needed along with clear metrics on the definition and criteria for graduation. WFP will, therefore, support the development

³⁴ WFP's Pakistan country office has links with academic institutions such as BUIITEMS (Balochistan University of Information Technology, Engineering and Management Sciences).

of targets and metrics anchored in WFP's relevance and matching government priorities, as well as the level of co-financing of its activities.

Country strategic plan outcome 2: Pakistan's people at higher risk of vulnerability, especially women and children, have greater access to affordable, nutritious diets and basic social services (education, health and nutrition) by 2027

60. This CSP outcome addresses the minimum food and nutrition needs of Pakistan's vulnerable populations ~~at higher risk of vulnerability~~. Given Pakistan's capacity to manage nutrition interventions, WFP will gradually shift its focus to policy advisory support, strengthening the enabling environment and facilitating private sector engagement. This CSP outcome contributes to the achievement of SDGs 1, 2, 3, 4 and 17.

WFP strategic outcome

61. This CSP outcome is linked to WFP strategic outcome 2 (People have better nutrition, health and education outcomes).

Focus area

62. This CSP outcome focuses on root causes.

Alignment with national priorities

63. This CSP outcome is aligned with Pakistan's Vision 2025, pillar 4 (energy, water and food security), goal 16 (reduce food-insecure population from 60 percent to 30 percent). It also contributes to outcome 1 of the UNSDCF and the recently launched national gender policy framework.

Expected outputs

- Output 3: Government institutions benefit from technical assistance in the provision of nutrition services and a nutrition-sensitive safety net to populations at higher risk of vulnerability and from a private sector capacitated to increase the availability of specialized nutritious food.
64. WFP will continue to provide technical assistance for the design and implementation of the Government's safety net programme. By 2027, WFP anticipates that the programme will be fully managed by the Government.
- Output 4: Government institutions benefit from technical assistance for the design and implementation of evidence-based, inclusive and shock-responsive social protection systems that better address the food security and nutrition needs of communities at higher risk of vulnerability.
65. WFP will support strengthening national social protection systems through better targeting and data collection and analysis to ensure that vulnerable populations ~~at higher risk of vulnerability~~ are identified and targeted for food security and nutrition assistance.
- Output 5: Government receives support for the development and implementation of national school feeding policy frameworks that ensure children receive nutritionally adequate daily meals in targeted communities.
66. WFP will support the Government in the formulation of a coherent policy framework that guides the provincial and federal implementation of school feeding initiatives and capacity strengthening.

Key activities

Activity 3: Provide technical assistance to provincial and federal governments in their efforts to implement effective nutrition interventions and improve the enabling environment while supporting the private sector in the production of nutritious food

67. WFP will support government capacity to design, implement and monitor nutrition interventions, including by strengthening the enabling environment for addressing malnutrition. Through the stunting prevention project WFP will support the establishment of facilitation centres for the distribution of lipid-based nutrient supplements. It will also work on social and behaviour change communication and capacity strengthening for Pakistan's health systems, including primary care and reproductive health, alongside infrastructure strengthening.
68. Implementation of activity 3 will include technical assistance and collaboration focused on nutrition programmes, including with regard to stunting prevention, the community-based management of acute malnutrition and food fortification in multisectoral settings and links with the private sector in respect of food fortification.

Activity 4: Provide capacity strengthening to provincial and federal governments to enable them to improve safety net design and delivery, including through hybrid modalities, inclusive targeting, enhanced food security and nutrition monitoring and data analysis

69. WFP will assist provincial and federal governments in incorporating contingency planning in social safety nets to improve their response to shocks.
70. Implementation of activity 4 will include capacity strengthening for government ministries in the areas of nutrition programming and monitoring and evaluation.

Activity 5: Provide technical and operational assistance to provincial and federal governments to foster enabling policy and programme environments for the implementation of school meals safety net programmes

71. WFP support will contribute to the strengthening of safety nets, the creation of an enabling environment, the development of a school meals policy framework and the design and management of integrated school meals programmes while facilitating cross-sectoral provincial and federal coordination mechanisms. In the absence of an established national school meals programme, WFP provides technical and operational support through working groups and steering committees at the federal and provincial levels.
72. WFP will also advocate gender-transformative school-based programmes for adolescent girls. As required, WFP will support the introduction and strengthening of cash-based transfers, school health and nutrition programmes and hybrid approaches aimed at improving the development of human capital, particularly for marginalized areas and populations.
73. Based on dialogue with federal and provincial governments, WFP will continue to advocate school meals programmes, including the establishment of a national school meals programme, over the next 3–5 years.

Partnerships

- 73-74. WFP will seek effective partnerships through platforms such as the Pakistan National Nutrition Coordination Council, the National Advisory Group, the National Nutrition Forum and relevant provincial platforms.
- 74-75. WFP will also work with partners to support the implementation and expansion of school feeding programmes. It will work with the *Ehsaas Nashonuma* secretariat to translate the global school meals coalition pledge into action in Pakistan. At the federal level, WFP

co-chairs the National Education Development Partners Group for the coordination of education activities across sectors and will mobilize partnerships through the forum.

76. Focused on its relevance as a partner of choice to the Government, WFP will continue to strengthen its partnership with United Nations entities in Pakistan, the International Monetary Fund, the World Bank and the Asian Development Bank to support the implementation of the Government's social protection programmes.

75-77. WFP will collaborate with International Labour Organization, FAO, the United Nations Entity for Gender Equality and the Empowerment of Women, the United Nations Population Fund (UNFPA) and UNDP to increase the coverage of social safety nets and develop the capacity of provincial social protection authorities. WFP will engage with financial institutions to support school meals, women's empowerment and social protection programming.

Assumptions

76-78. WFP anticipates that there will be sufficient domestic funds for continued investment in the nutrition-sensitive component of the *Ehsaas Nashonuma* programme. WFP also expects the *Ehsaas Nashonuma* programme, which is expected to be the highest priority for the next government.

77-79. The CSP also assumes that the Government's commitment to supporting the school meals coalition will lead to a policy framework and provincial engagement to allocate sufficient funding for school meals programmes.

Transition/handover strategy

78-80. WFP will increase its technical support withthrough programmes designed to strengthen and be integrated into existing health and food systems. WFP's gradual handover of programmes to the Government is tentatively planned to take place during the term of this CSP. Community-based management of acute malnutrition and gender equality interventions are designed for full government ownership over the next few years.

79-81. WFP will provide technical assistance to augment the Government's institutional capacity to design and implement nutrition interventions. It will continue to support evidence generation and will share lessons learned and best practices. WFP will provide capacity support to key ministries and departments regarding the design, implementation and management of school feeding activities, cash-based transfers for adolescent girls and other nutrition programmes.

80-82. WFP will also support the implementation of livelihoods programmes, working closely with district government departments to strengthen their capacity to implement sustainable livelihoods programmes. Communities will benefit from vocational skills training, skills development and income generation activities supported by entrepreneurship training for micro-enterprise development and improved market linkages.

Country strategic plan outcome 3: Pakistan's food systems are resilient to shocks and support access to healthy and nutritious food by all of Pakistan's communities by 2027

81-83. WFP will work with the Government to strengthen the mechanisms and infrastructure that guide the production, storage, transportation and delivery of nutritious food. WFP will also work with federal and provincial authorities to buttress the country's food systems against the impacts of climate change and other shocks. Value chain enhancement can strengthen socialSocial protection systems; will be enhanced through stronger value chains. WFP will contribute to creating an enabling environment to address malnutrition by ensuring accessibility to nutritious food, including through support for policies and strategies. This CSP outcome contributes to the achievement of SDGs 2, 12 and 17.

WFP strategic outcome

82-84. This CSP outcome is linked to WFP strategic outcome 3 (People have improved and sustainable livelihoods).

Focus area

83-85. This CSP outcome focuses on root causes.

Alignment with national priorities

84-86. This CSP outcome is aligned with Pakistan's Vision 2025, pillar 4 (energy, water and food security), goal 16 (reduce food-insecure population from 60 percent to 30 percent), which considers food security in the context of the entire supply chain. It also contributes to outcome 3 of the UNSDCF.

Expected outputs

- Output 6: Government institutions and the private sector have strengthened capacity to ensure that food systems are shock-resilient, equitable, gender-responsive and nutrition-sensitive.

85-87. WFP will support equitable access to sustainable food systems for communities. This work will include capacity building for women's farmer groups, since the agriculture sector employs the majority of the formal and non-formal women's labour forces. WFP's technical support aims to enhance the Government's capacity to improve supply chain networks.

Key activities

Activity 6: Provide technical assistance to the Government and the private sector for a strengthened supply chain and market system for fortified and other nutritious food

86-88. WFP will provide technical assistance and capacity development to strengthen the food supply chain system's resilience to shocks, linked to the 2021 United Nations food systems summit national commitments. WFP will also support the empowerment of women in the national food supply chain, including by promoting gender-responsive approaches to food systems.

87-89. WFP will provide technical support for improved efficiency in storage capacity and management of Pakistan's grain reserves, as well as establishing an enabling environment for stable food fortification to improve the food environment and supply chain of nutritious food. WFP will also share best practices related to supply chain systems.

Partnerships

88-90. Activities will be planned, implemented and monitored in collaboration with partners. WFP will focus on technical assistance while partners will be responsible for ensuring the availability of adequate resources. Key partners include the Government, including provincial food departments; humanitarian and development partners (including FAO and UNDP); and the private sector.

Assumptions

89-91. WFP will provide technical assistance through in-house and outsourced expertise, where required, while partners will ensure that there are adequate resources to implement the activities.

Transition/handover strategy

90-92. All activities undertaken are linked to the development of partner capacity for gradual handover to partners.

Country strategic plan outcome 4: Communities in Pakistan at higher risk of vulnerability to climate change and other shocks have access to adequate food and nutrition before, during and in the aftermath of shocks

91-93. While acknowledging progress in the enhancement of national capabilities to respond to disasters, WFP will continue to complement and reinforce the Government's crisis response, providing humanitarian relief support when requested.

92-94. This CSP outcome serves as a contingency plan to support government-led efforts in the event of climate-induced or other catastrophic shocks. This activity is expected to be minimal and will only be activated at the request of the Government and if national capacity is insufficient to respond. WFP aims to balance climate change response and mitigation through outcome 4 and outcome 1, which work in tandem to ensure WFP's preparedness to respond to shocks while strengthening vulnerable communities' resilience and preparedness.

93-95. WFP anticipates that as ~~the Government continues to strengthen its government~~ capacity is further strengthened the role of WFP as a provider of direct relief assistance will be significantly scaled down. Following shocks, WFP will assist with the identification of groups at risk of being left behind and will facilitate their access to assistance. This CSP outcome contributes to SDGs 1 and 2.

WFP strategic outcome

94-96. This CSP outcome is linked to WFP strategic outcome 1 (People are better able to meet their urgent food and nutrition needs).

Focus area

95-97. This CSP outcome focuses on crisis response.

Alignment with national priorities

96-98. This CSP outcome is aligned with Pakistan's Vision 2025, pillar 4 (energy, water and food security), goal 16 (reduce food insecure population from 60 to 30 percent); the national framework for the implementation of climate change policy for 2014–2030; the 2013 national disaster risk reduction policy; and the national disaster risk management plan for 2012–2022. It also contributes to outcome 1 of the UNSDCF.

Expected outputs

- Output 7: Communities at higher risk of vulnerability to climate change and other shocks benefit from timely support before and during shocks that allows them to meet their basic food and nutrition requirements.

97-99. WFP will support efforts to ensure that crisis-affected women, men, girls and boys receive in a timely manner adequate food or cash-based transfers (CBTs) that meet their daily food and nutrition needs.

Key activities

Activity 7: Provide humanitarian assistance to meet the basic food and nutrition needs of communities at higher risk of vulnerability to natural hazards and shocks

98-100. Coordinating with the Government and relevant partners, WFP will provide relief assistance during and following disasters and shocks to meet the basic food and nutrition requirements of crisis-affected communities.

Partnerships

99-101. WFP's primary national partners in crisis response are the national and provincial disaster management agencies, ~~which are charged with the operational coordination of disaster response.~~ WFP will also coordinate ~~required responses~~ with ~~key~~ United Nations partners

including the United Nations Entity for Gender Equality and the Empowerment of Women and UNFPA as well as other members of the food security working group.

Assumptions

~~100.102.~~ The size and scope of this contingency and its modalities are based on the trend in requests for assistance under the 2018–2022 CSP, considering evolving national capacity, funding and WFP’s operational structure. A larger response or requests for different modalities would require an increase in the country portfolio budget.

~~101.103.~~ In the absence of shocks leading to requests for assistance during the period of this CSP, funding and implementation under this CSP outcome may be minimal.

Transition/handover strategy

~~102.104.~~ Direct assistance under this CSP outcome is envisaged to complement capacity strengthening work under CSP outcomes 2 and 3.

4. Implementation arrangements

4.1 Beneficiary analysis

~~103.105.~~ WFP will provide in-kind assistance or CBTs to direct beneficiaries under activities 2, 3, 4, 5 and 7. Since the CSP also focuses on capacity strengthening, a significant number of tier 2 and tier 3 indirect beneficiaries will also be targeted; these indirect beneficiaries include people who benefit from WFP capacity strengthening support for emergency preparedness, community assets, enhanced government capacity, improved targeting for social protection interventions and improved policies and strategies for nationally owned school feeding and food systems.

~~104.106.~~ The number of WFP beneficiaries is projected to remain stable over the next five years. WFP’s primary focus will be on resilience building and addressing malnutrition through CSP outcomes 1 and 2. Some variation in beneficiaries is expected, however, since certain interventions will only remain relevant for the first few years of the CSP.

~~105.107.~~ WFP will support government prioritization and targeting through the national social safety net system, using the national socioeconomic registry and working with the National Database and Registration Authority. WFP will conduct a needs assessment if requested by the Government. Targeting criteria will be based on geographic areas and populations most in need or at risk, context analysis and the strategic direction of the CSP outcome to facilitate timely and relevant assistance consistent with the programme cycle.

~~106.~~ WFP targeting methods may be broadly categorized (e.g. blanket targeting, geographic targeting, community-based targeting and vulnerability data-driven approaches); however, eligibility criteria will be context-specific. WFP’s targeting approach will also consider the intersectionality of vulnerability based on sex, age, disability and other factors. WFP will ensure that ~~the composition of~~ community decision making bodies ~~is~~are gender balanced and inclusive and that village committees support the identification of persons with disabilities. WFP will strive to provide all community members with equal access to information.

TABLE 1: BENEFICIARIES BY COUNTRY STRATEGIC PLAN OUTCOME, OUTPUT AND ACTIVITY (ALL YEARS)

Country strategic plan outcome	Output	Activity	Modality	Beneficiary group	2023	2024	2025	2026	2027	Total
				Women	90 000	90 000	90 000	90 000	90 000	450 000
				Men	88 800	88 800	88 800	88 800	88 800	444 000
				Subtotal	351 000	351 000	351 000	351 000	351 000	1 755 000
				Total	382 200	382 200	382 200	382 200	382 200	1 911 000
2	3	3	In-kind food	Girls	251 900	238 600	213 100	233 700	248 400	1 185 700
				Boys	262 100	248 400	221 900	243 300	258 600	1 234 300
				Women	419 000	415 000	390 000	456 000	501 000	2 181 000
				Men	-	-	-	-	-	-
				Total	933 000	902 000	825 000	933 000	1 008 000	4 601 000
	4	4	Cash-based transfers	Girls	-	38 100	38 100	19 100	9 500	38 100
				Boys	-	41 600	41 600	20 800	10 400	41 600
				Women	21 000	63 700	65 500	20 800	10 300	65 500
				Men	-	41 100	41 100	20 600	10 400	41 100
				Total	21 000	184 500	186 300	81 300	40 600	186 300
	5	5	Commodity vouchers	Girls	1 500	1 500	1 500	-	-	2 100
				Boys	1 500	1 500	1 500	-	-	2 100
				Women	-	-	-	-	-	-
				Men	-	-	-	-	-	-
				Subtotal	3 000	3 000	3 000	-	-	4 200
			Cash-based transfers	Girls	-	1 500	1 500	1 500	-	2 100
				Boys	-	1 500	1 500	1 500	-	2 100
				Women	-	-	-	-	-	-
				Men	-	-	-	-	-	-
				Subtotal	-	3 000	3 000	3 000	-	4 200
				Total	3 000	6 000	6 000	3 000	-	8 400
4	7	7	In-kind food	Girls	7 700	7 700	6 100	9 100	7 700	38 300
				Boys	8 300	8 300	6 600	10 000	8 300	41 500
				Women	8 300	8 300	6 700	10 000	8 300	41 600
				Men	8 200	8 200	6 600	9 900	8 200	41 100
				Subtotal	32 500	32 500	26 000	39 000	32 500	162 500
			Cash-based transfers	Girls	9 100	9 100	9 100	9 100	9 100	45 500
				Boys	10 000	10 000	10 000	10 000	10 000	50 000
				Women	10 000	10 000	10 000	10 000	10 000	50 000
				Men	9 900	9 900	9 900	9 900	9 900	49 500
				Subtotal	39 000	39 000	39 000	39 000	39 000	195 000
				Total	71 500	71 500	65 000	78 000	71 500	357 500
Total (without overlap)					1 410 700	1 546 200	1 464 500	1 477 500	1 502 300	7 064 200

4.2 Transfers

110.111. Assistance will be provided in the form of food, CBTs or capacity strengthening. Opportunities for hybrid approaches (in-kind and CBTs) will be explored and where cash is feasible and the most suitable modality there will be a transition from in-kind assistance to CBTs.

111.112. Cash delivery mechanisms will be based on an assessment of feasibility that considers technical infrastructure, beneficiary preference and protection risks.

112.113. CBT values for each project will be tailored to the project's objectives and CSP outcomes. Activities will include income-generating initiatives designed to help beneficiaries meet essential needs and reduce the need to resort to negative coping mechanisms. These support interventions will be guided by the recent minimum expenditure basket exercise.

113.114. The country office has established technical and operational infrastructure for the implementation of CBTs, expanding coverage and access through seven field service providers. The office has also set up three delivery mechanisms comprising mapping locations for CBTs through WFP's cash feasibility studies, development of CBT standard operating procedures and establishment of a risk register that includes a CBT cooperating partner roster.

114.115. The in-kind food basket will meet daily requirements for food security and address acute and chronic malnutrition; it includes specialized nutritious products. Commodity vouchers will be used depending on context and feasibility, with commodities provided by preselected vendors. Coverage will be tailored to each project's objectives and CSP outcomes.

115.116. Capacity strengthening activities will include the transfer of technical expertise through training and support for policy development. In undertaking such activities WFP will follow its standard procedures, including with regard to annual workplans, financing and procurement.

4.3 Country office capacity and profile

116.117. A review of WFP provincial field office staffing needs and support requirements was undertaken to ensure that WFP can support policy and operational discussions at the provincial level.

117.118. To ensure that provincial field offices can deliver effective operational, technical and policy support, WFP has developed provincial area office workplans focused on policy engagement and gender and protection mainstreaming.

4.4 Partnerships

118.119. WFP is expanding provincial partnerships and is currently working closely with federal and provincial departments of health on nutrition programmes, education on school-based programmes and agriculture on rural livelihoods programmes.

119.120. At the federal level WFP's key partner is the Ministry of Poverty Alleviation and Social Safety, which manages all national safety nets.

120.121. WFP works closely with FAO through joint needs assessments and joint implementation of rural livelihoods activities (asset creation and training). It also partners with the United Nations Children's Fund, the United Nations Education, Science and Culture Organization, UNFPA and the World Health Organization to build primary health care system capacity for the community-based management of malnutrition programmes and the resumption of school activities following the COVID-19 pandemic.

~~121.122.~~ WFP also partners with non-governmental organizations (NGOs), academic institutions and think-tanks to implement humanitarian and development activities. WFP collaborates with NGO partners drawing on their vital proximity to, knowledge of and access to beneficiaries. ~~However, financial contributions from NGOs have declined significantly.~~

5. Performance management and evaluation

5.1 Monitoring and evaluation arrangements

~~122.123.~~ A gender and protection-responsive monitoring and evaluation strategy will guide the monitoring of interventions based on output, outcome and cross-cutting indicators. For capacity strengthening, interviews, desk-based exercises, dedicated surveys and validation workshops will be conducted. For joint programmes funded by the Government, performance indicators will be integrated into existing government data collection systems. To ensure the independence and integrity of monitoring and the utilization of findings, WFP will review information through its independent monitoring and reviews. The WFP corporate country capacity strengthening toolkit will provide a framework for monitoring the performance of capacity strengthening and technical assistance interventions.

~~123.124.~~ ~~All monitoring~~Monitoring activities will be ~~carried out~~undertaken in line with ~~the~~ WFP corporate monitoring results framework, and information will be collected on relevant process, output, outcome and cross-cutting indicators. WFP staff will monitor activities and will consult safety net groups to assess positive and negative impacts. If in-person consultations are not possible, remote monitoring will be combined with random in-person spot-checks to ensure ~~coverage, including for the groups at higher risk of vulnerability such as women and people with disabilities~~inclusive coverage.

~~124.125.~~ ~~Given that capacity strengthening is planned across all CSP outcomes, the~~The country office will develop a capacity strengthening and technical assistance strategy that clearly describes the planned activities. ~~Government-led, broad consultation with stakeholders and systematic analyses of capacities will strengthen multisectoral interventions.~~ A knowledge and performance measurement system will be established for country capacity strengthening activities. Recommendations from evaluations³⁵ will be implemented with support from WFP technical units for the establishment of results assessment and reporting mechanisms.

~~125.126.~~ Special reviews, qualitative analyses, research studies and an independent decentralized evaluation will be undertaken to provide accountability and learning. A mid-term review will take place in the third year of the CSP and an independent CSP evaluation in the penultimate year. The ongoing independent impact evaluation of the *Ehsaas Nashonuma* programme will provide assurance of achieved results.

~~126.127.~~ To ensure accountability to affected populations, a CFM ~~has already been established and~~ is supported through a database tool (called SugarCRM). WFP will seek to enable ~~vulnerable people at higher risk of vulnerability~~ to use the CFM to inform WFP programme adjustments. The CFM also supports confidential reporting of ~~issues related to protection against~~ sexual exploitation and abuse, ~~which is handled by dedicated staff~~. The country office also engages with formal and informal social networks including the United Nations ~~system~~, protection groups and women's rights organizations to address gender-based violence.

³⁵ Notably the *WFP Policy on Capacity Development: An Update on Implementation (2009)* and the *Evaluation Synthesis of evidence and lessons on country capacity strengthening from decentralized evaluations*.

5.2 Risk management

~~127.128.~~ Targeted risk mitigation actions are specified in the country office's risk register, which will be updated regularly during CSP implementation.

Strategic risks

~~128.129.~~ ~~WFP faces strategic~~ Strategic risks ~~ranging from the~~ include insufficient availability of cooperating partners, a lack of flexible funding, insufficient funding of critical programme activities, increased food insecurity ~~including~~ as a result of an economic downturn, increased ~~headline and~~ food ~~prices and economic instability and inflation,~~ risks related to COVID-19 ~~and extreme weather events.~~ Conflict ~~in parts of Balochistan and Newly Merged Districts of Khyber Pakhtunkhwa bordering Afghanistan,~~ political instability, gender inequality and natural hazards are additional risks.

~~129.130.~~ Funding ~~WFP will seek to overcome funding~~ bottlenecks ~~will be addressed~~ through ~~WFP advocacy, enhanced partnership and co-financing of the use of donor funds to support joint programming~~ programmes with ~~the Government or as government, and seed or start-up~~ funds for joint ~~Government~~ government and WFP interventions. Natural hazards and regional challenges resulting in ~~large scale~~ large-scale food insecurity ~~are will be~~ mitigated through support to the Government in its disaster response, in connection with which the country office will regularly update its emergency preparedness response and contingency plans.

Operational risks

~~130.131.~~ Key implementation risks include insufficient financial capacity, high staff turnover and inadequate partner capacity and geographical representation due to government restrictions. To strengthen accountability, WFP will use beneficiary review mechanisms, risk register updates, performance reviews and streamlining of cross-cutting issues such as gender and protection.

~~131.132.~~ ~~COVID-19~~ COVID-19 poses health risks to beneficiaries and partners and has affected project implementation by disrupting supply chains and markets, slowing the provision of goods and services and causing costs to fluctuate. Disruptions will be mitigated through market analysis; mapping of supply chains, including an assessment of national and provincial supply chain resilience; procurement; pre-positioning of food; and reviews of contracts with transport services and food suppliers.

~~133.~~ Security threats in some operational areas persist for beneficiaries (especially women and children) and humanitarian and development workers unless interventions adhere to key standards and guidelines, including standard operating procedures for enhancing health and safety.

Fiduciary risks

~~132.134.~~ COVID-19 presents fiduciary risks ~~linked to staff of personnel~~ exposure, quarantine and illness. Complacency and corruption are additional risks. WFP uses standard operating procedures to address these risks. Annual financial and conflict of interest disclosures will be enforced, and staff are encouraged to take online courses on anti-fraud and anti-corruption awareness and risk management. Beneficiary feedback mechanisms will be provided, and corporate standard operating procedures will be implemented.

~~133.~~ ~~Beneficiaries and personnel face severe health and safety hazards and security risks during interventions. Women's health and NGO workers are easy targets for terrorist groups.~~

~~134.~~ ~~Standard operating procedures will be used to protect and enhance the health and safety of staff, beneficiaries and relevant stakeholders during interventions.~~

135. Projects will be reviewed ~~throughout the project cycle~~ with a focus on rights-based programming, gender equality and the protection of people with disabilities. Protection against sexual exploitation and abuse will be implemented through appropriate reporting mechanisms, and cooperating partners will be assessed by fully trained, dedicated staff and focal points.

Financial risks

136. Foreign exchange rate fluctuations could result in higher programme costs and reduced purchasing power. Non-USD cash balances will be minimized, and USD will be converted to local currencies as required.

5.3 Social and environmental safeguards

137. CSP activities, including food assistance for assets, will be screened and monitored for social and environmental impacts.
138. The country office has adopted WFP's corporate screening checklist. If environmental risks or hazards are noted, stakeholders, including assisted communities and cooperating partners, will be requested to take corrective measures. Social safeguards and components such as gender and accountability to affected populations will be included in process and outcome monitoring.
139. An environmental management system will be adopted in line with the WFP environmental and social sustainability framework to reduce negative environmental impacts. Focus areas include energy efficiency, waste and water management, sustainable procurement and a reduction in non-essential air travel.

6. Resources for results

6.1 Country portfolio budget

140. Under CSP outcome 2, the five-year CSP budget will deliver nutrition interventions consisting of direct food assistance complemented by capacity strengthening activities. As WFP increasingly focuses on resilience building activities, a proportion of the total budget is allocated to such interventions under CSP outcome 1, which focuses on capacity strengthening activities and direct cash and food assistance. Crisis response is provided for under CSP outcome 4. Interventions aimed at strengthening food systems are budgeted for under CSP outcome 3 through capacity strengthening. Gender will be mainstreamed across all activities; 15 percent of the country portfolio budget will be allocated to promoting gender equality. The country office will continue the good practice of allocating 5 percent of the budget to gender equality initiatives under field-level agreements.

TABLE 2: COUNTRY PORTFOLIO BUDGET (USD)							
Country strategic plan outcome	Activity	2023	2024	2025	2026	2027	Total
1	1	8 028 715	11 774 648	12 108 405	11 931 586	9 686 627	53 529 979
	2	12 531 613	12 427 396	12 775 902	12 718 424	13 153 894	63 607 229
2	3	102 823 293	108 084 486	99 798 299	125 778 147	140 771 610	577 255 834
	4	2 295 268	13 156 484	14 996 003	6 972 245	2 698 956	40 118 957
	5	2 385 253	2 517 590	1 837 210	1 358 378	1 015 968	9 114 400
3	6	1 786 124	1 791 247	1 836 833	1 822 714	2 126 516	9 363 433
4	7	5 877 358	6 129 727	5 764 544	5 148 439	4 876 515	27 796 582
Total		135 727 624	155 881 578	149 117 194	165 729 932	174 330 086	780 786 414

6.2 Resourcing outlook and strategy

141. Resourcing for CSP outcomes reflects WFP's continued commitment to fill the Government's programme implementation capacity gaps in its efforts to achieve the SDGs. Funding from traditional donors has decreased significantly. WFP will explore opportunities for funding from new donors, for example through its partnership action plan, which includes a comprehensive mapping of potential CSP funding from new donor sources. The Government is a key donor but expects WFP to provide matching funds.
142. WFP will ~~engage with federal and provincial authorities to~~ explore joint programming and funding opportunities with federal and provincial authorities while continuing to mobilize resources with international donors. Pakistan's development context and current funding trends have led to a decrease in the kind of activities elaborated under CSP outcome 1. The Government continues to invest in activities described under CSP outcome 2 and to a lesser degree, in those under CSP outcome 3.

ANNEX I**LOGICAL FRAMEWORK FOR PAKISTAN COUNTRY STRATEGIC PLAN (JANUARY 2023–DECEMBER 2027)****SDG 2: Zero hunger****SDG target 2.1: Access to food**

Country strategic plan outcome 1: Communities in Pakistan at higher risk of vulnerability to climate change and other shocks are more resilient and have enhanced capacity to improve their livelihoods by 2027

Strategic outcome 1: People are better able to meet their urgent food and nutrition needs

Focus area: resilience building

Assumptions

Better coordination mechanisms among humanitarian actors are established and enhanced capacities for disaster management are ensured
Continued government support and timely issuance of no objection certificates (NOCs) for cooperating partners

Outcome indicators

Climate adaptation benefit score

Climate resilience capacity score

Consumption-based coping strategy index, reduced CSI

Economic capacity to meet essential needs

Emergency preparedness capacity index

Food consumption score

Livelihood coping strategies for essential needs

Livelihood coping strategies for food security

Number of national policies, strategies, programmes and other system components contributing to zero hunger and other SDGs enhanced with WFP capacity strengthening support

Percentage of the population in targeted communities reporting benefits from an enhanced livelihood asset base

Proportion of targeted communities where there is evidence of improved capacity to manage climatic shocks and risks

Proportion of the population in targeted communities reporting environmental benefits

Activities and outputs

1. Provide capacity support for the government's emergency preparedness and response infrastructure, systems and services to enable communities at higher risk of vulnerability to disasters to meet their food, nutrition and basic needs (EPA-1.1: Emergency preparedness and early action)

1. Communities at higher risk of vulnerability to climate change and other shocks benefit from improved government capacity to implement climate change policies and strategies; anticipate and prepare for shocks in order to mitigate risks and provide timely support to crisis-affected people before and after-shocks (Output category C: Capacity development and technical support provided. Standard output 1.1: Food insecure and crisis-affected populations have access to nutritious food and cash-based assistance, restored assets and services to meet their urgent needs)

2. Provide long-term adaptation, skills development, access to assets, links to agriculture, financial inclusion and risk financing to strengthen the livelihoods of communities at higher risk of vulnerability (ACL-1.6: Community and household asset creation)

2. Communities at higher risk of vulnerability to disaster and food and nutrition insecurity benefit from income-generating activities and access to services, including those related to information, skills and risk financing, that enhance their resilience and livelihoods (Output category A: Resources transferred. Standard output 1.1: Food insecure and crisis-affected populations have access to nutritious food and cash-based assistance, restored assets and services to meet their urgent needs)

2. Communities at higher risk of vulnerability to disaster and food and nutrition insecurity benefit from income-generating activities and access to services, including those related to information, skills and risk financing, that enhance their resilience and livelihoods (Output category C: Capacity development and technical support provided. Standard output 1.1: Food insecure and crisis-affected populations have access to nutritious food and cash-based assistance, restored assets and services to meet their urgent needs)

2. Communities at higher risk of vulnerability to disaster and food and nutrition insecurity benefit from income-generating activities and access to services, including those related to information, skills and risk financing, that enhance their resilience and livelihoods (Output category D: Assets created. Standard output 1.1: Food insecure and crisis-affected populations have access to nutritious food and cash-based assistance, restored assets and services to meet their urgent needs)

2. Communities at higher risk of vulnerability to disaster and food and nutrition insecurity benefit from income-generating activities and access to services, including those related to information, skills and risk financing, that enhance their resilience and livelihoods (Output category F: Smallholder farmers supported. Standard output 1.1: Food insecure and crisis-affected populations have access to nutritious food and cash-based assistance, restored assets and services to meet their urgent needs)

2. Communities at higher risk of vulnerability to disaster and food and nutrition insecurity benefit from income-generating activities and access to services, including those related to information, skills and risk financing, that enhance their resilience and livelihoods (Output category G: Skills, capacities and services for climate adapted livelihoods. Standard output 1.1: Food insecure and crisis-affected populations have access to nutritious food and cash-based assistance, restored assets and services to meet their urgent needs)

Country strategic plan outcome 4: Communities in Pakistan at higher risk of vulnerability to climate change and other shocks have access to adequate food and nutrition before, during and in the aftermath of shocks

Strategic outcome 1: People are better able to meet their urgent food and nutrition needs

Focus area: crisis response

Nutrition-sensitive

Assumptions

Food assistance needs of affected populations are identified in a timely manner and plans to meet those needs are effectively advocated

Secure environment available for operating in affected areas

Timely availability of funds and market condition support implementation

Outcome indicators

Consumption-based coping strategy index reduced CSI

Economic capacity to meet essential needs

Food consumption score

Livelihood coping strategies for food security

Number of national policies, strategies, programmes and other system components contributing to zero hunger and other SDGs enhanced with WFP capacity strengthening support

Activities and outputs

7. Provide humanitarian assistance to meet the basic food and nutrition needs of communities at higher risk of vulnerability to natural hazards and shocks (URT-1.2: Unconditional resource transfer)

7. Communities at higher risk of vulnerability to climate change and other shocks benefit from timely support before and during shocks that allows them to meet their basic food and nutrition requirements (Output category A: Resources transferred. Standard output 1.1: Food insecure and crisis-affected populations have access to nutritious food and cash-based assistance, restored assets and services to meet their urgent needs)

7. Communities at higher risk of vulnerability to climate change and other shocks benefit from timely support before and during shocks that allows them to meet their basic food and nutrition requirements (Output category C: Capacity development and technical support provided. Standard output 1.1: Food insecure and crisis-affected populations have access to nutritious food and cash-based assistance, restored assets and services to meet their urgent needs)

SDG target 2.2: End malnutrition

Country strategic plan outcome 2: Pakistan's people at higher risk of vulnerability, especially women and children, have greater access to affordable, nutritious diets and basic social services (education, health and nutrition) by 2027

Strategic outcome 2: People have better nutrition, health and education outcomes

Nutrition-sensitive

Focus area: root causes

Outcome indicators

Annual change in enrolment

Attendance rate

Graduation/completion rate

Minimum diet diversity for women and girls of reproductive age

Moderate acute malnutrition treatment default rate

Moderate acute malnutrition treatment mortality rate

Moderate acute malnutrition treatment non-response rate

Moderate acute malnutrition treatment recovery rate

Number of complementary school health and nutrition interventions delivered alongside school feeding delivered by WFP

Number of national policies, strategies, programmes and other system components contributing to zero hunger and other SDGs enhanced with WFP capacity strengthening support

Number of national policies, strategies, programmes and other system components relating to school health and nutrition/including school feeding enhanced/developed with WFP capacity strengthening support and/or advocacy

Number of people covered (WFP indirect beneficiaries) by national social protection systems or programmes to which WFP provided technical support

Percentage of moderate acute malnutrition cases reached by treatment services (coverage)

Proportion of children 6-23 months of age who receive a minimum acceptable diet

Proportion of eligible population reached by nutrition preventive programme (coverage)

Percentage of target population who participate in an adequate number of distributions (adherence)

Retention rate/drop-out rate, by grade

Transition strategy for school health and nutrition/including school feeding developed with WFP support

Activities and outputs

3. Provide technical assistance to provincial and federal governments in their efforts to implement effective nutrition interventions and improve the enabling environment while supporting the private sector in the production of nutritious food (NPA-1.3: Malnutrition prevention programme)

3. Government institutions benefit from technical assistance in the provision of nutrition services and a nutrition-sensitive safety net to populations at higher risk of vulnerability and from a private sector capacitated to increase the availability of specialized nutritious food (Output category A: Resources transferred. Standard output 2.2: Children, pregnant women and girls and new mothers, and other nutritionally vulnerable populations benefit from programmes to prevent and treat malnutrition and improve diets)

3. Government institutions benefit from technical assistance in the provision of nutrition services and a nutrition-sensitive safety net to populations at higher risk of vulnerability and from a private sector capacitated to increase the availability of specialized nutritious food (Output category B: Nutritious food provided. Standard output 2.2: Children, pregnant women and girls and new mothers, and other nutritionally vulnerable populations benefit from programmes to prevent and treat malnutrition and improve diets)

3. Government institutions benefit from technical assistance in the provision of nutrition services and a nutrition-sensitive safety net to populations at higher risk of vulnerability and from a private sector capacitated to increase the availability of specialized nutritious food (Output category C: Capacity development and technical support provided. Standard output 2.2: Children, pregnant women and girls and new mothers, and other nutritionally vulnerable populations benefit from programmes to prevent and treat malnutrition and improve diets)

3. Government institutions benefit from technical assistance in the provision of nutrition services and a nutrition-sensitive safety net to populations at higher risk of vulnerability and from a private sector capacitated to increase the availability of specialized nutritious food (Output category E: Social and behaviour change communication (SBCC) provided. Standard output 2.2: Children, pregnant women and girls and new mothers, and other nutritionally vulnerable populations benefit from programmes to prevent and treat malnutrition and improve diets)

4. Provide capacity strengthening to provincial and federal governments to enable them to improve safety net design and delivery, including through hybrid modalities, inclusive targeting, enhanced food security and nutrition monitoring and data analysis (SPS-1.10: Social protection sector support)

4. Government institutions benefit from technical assistance for the design and implementation of evidence-based, inclusive and shock-responsive social protection systems that better address the food security and nutrition needs of communities at higher risk of vulnerability (Output category A: Resources transferred. Standard output 2.1: Food-insecure populations have increased and sustained access to nutritious food, cash-based assistance, new or improved skills and services to meet their food and nutrition needs)

4. Government institutions benefit from technical assistance for the design and implementation of evidence-based, inclusive and shock-responsive social protection systems that better address the food security and nutrition needs of communities at higher risk of vulnerability (Output category C: Capacity development and technical support provided. Standard output 2.1: Food-insecure populations have increased and sustained access to nutritious food, cash-based assistance, new or improved skills and services to meet their food and nutrition needs)

4. Government institutions benefit from technical assistance for the design and implementation of evidence-based, inclusive and shock-responsive social protection systems that better address the food security and nutrition needs of communities at higher risk of vulnerability (Output category H: Shared services and platforms provided. Standard output 2.1: Food-insecure populations have increased and sustained access to nutritious food, cash-based assistance, new or improved skills and services to meet their food and nutrition needs)

5. Provide technical and operational assistance to provincial and federal governments to foster enabling policy and programme environments for the implementation of school meals safety net programmes (SMP-1.5: School-based programmes)

5. Government receives support for the development and implementation of national school feeding policy frameworks that ensure children receive nutritionally adequate daily meals in targeted communities (Output category A: Resources transferred. Standard output 2.3: School-age children and adolescents access school-based health and nutrition packages)

5. Government receives support for the development and implementation of national school feeding policy frameworks that ensure children receive nutritionally adequate daily meals in targeted communities (Output category C: Capacity development and technical support provided. Standard output 2.3: School-age children and adolescents access school-based health and nutrition packages)

5. Government receives support for the development and implementation of national school feeding policy frameworks that ensure children receive nutritionally adequate daily meals in targeted communities (Output category N: School feeding provided. Standard output 2.3: School-age children and adolescents access school-based health and nutrition packages)

SDG target 2.4: Sustainable food system

Country strategic plan outcome 3: Pakistan's food systems are resilient to shocks and support access to healthy and nutritious food by all of Pakistan's communities by 2027

Strategic outcome 3: People have improved and sustainable livelihoods

Focus area: root causes

Assumptions

Relevant interventions and strategies are developed in line with the commitments made at the 2021 United Nations food systems summit

Outcome indicators

Number of national policies, strategies, programmes and other system components contributing to zero hunger and other SDGs enhanced with WFP capacity strengthening support

Activities and outputs

6. Provide technical assistance to the Government and the private sector for a strengthened supply chain and market system for fortified and other nutritious food (CAR-1.9: Actions to protect against climate shocks)

6. Government institutions and the private sector have strengthened capacity to ensure that food systems are shock-resilient, equitable, gender-responsive and nutrition-sensitive (Output category C: Capacity development and technical support provided. Standard output 3.3: Smallholder farmers and value chain actors have increased capacity to produce and aggregate marketable surplus, reduce postharvest losses, access markets and leverage linkages to schools)

SDG 2: Zero hunger

CC.1. Protection

Cross-cutting indicators

CC.1.1: Percentage of beneficiaries reporting no safety concerns experienced as a result of their engagement in WFP programmes

CC.1.2: Percentage of beneficiaries who report they experienced no barriers to accessing food and nutrition assistance

CC.1.3: Percentage of beneficiaries who report being treated with respect as a result of their engagement in programmes

CC.1.4: Number of women, men, boys and girls with disabilities accessing food/cash-based transfers/commodity vouchers/capacity strengthening services

CC.1.5: WFP meets or exceeds UNDIS entity accountability framework standards concerning accessibility (QCPR)

CC.2. Accountability

Cross-cutting indicators

CC.2.1: Percentage of beneficiaries reporting they were provided with accessible information about WFP programmes, including PSEA

CC.2.2: Percentage of WFP country offices and units meeting or exceeding United Nations Disability Inclusion Strategy (UNDIS) standards on consulting organizations of persons with disabilities (QCPR)

CC.2.3: Percentage of country offices with a functioning community feedback mechanism

CC.2.4: Number of country offices with an action plan on community engagement

CC.2.5: Number of children and adults who have access to a safe and accessible channel to report sexual exploitation and abuse by humanitarian, development, protection and/or other personnel who provide assistance to affected populations (IOM, OHCHR, UNDP, UNDPO, UNFPA, UNHCR, UNICEF, UN-Women, OCHA)

CC.2.6: Percentage of WFP cooperating partners registered in the UN Partner Portal which have been assessed using the UN Implementing Partner PSEA Capacity Assessment

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CC.3. Gender equality and women's empowerment**Cross-cutting indicators**

CC.3.1: Percentage of households where women, men, or both women and men make decisions on the use of food/cash/vouchers, disaggregated by transfer modality

CC.3.2: Percentage of food assistance decision making entity members who are women

CC.3.3: Type of transfer (food, cash, voucher, no compensation) received by participants in WFP activities, disaggregated by sex, age and type of activity

CC.4. Environmental sustainability**Cross-cutting indicators**

CC.4.1: Proportion of field-level agreements (FLAs)/memorandums of understanding (MOUs)/construction contracts (CCs) for CSP activities screened for environmental and social risks

CC.4.2: Percentage of WFP offices implementing environmental management systems

CC.5. Nutrition integration**Cross-cutting indicators**

CC.5.1: Percentage of people supported by WFP operations and services who are able to meet their nutritional needs through an effective combination of fortified food, specialized nutritious products and actions to support diet diversification

CC.5.2: Percentage of WFP beneficiaries who benefit from a nutrition-sensitive programme component

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FOOD RATION (<i>g/person/day</i>) AND CASH-BASED TRANSFER VALUE (<i>USD/person/day</i>) BY COUNTRY STRATEGIC PLAN OUTCOME AND ACTIVITY														
	CSP outcome 1			CSP outcome 2								CSP outcome 3	CSP outcome 4	
	Activity 1	Activity 2		Activity 3				Activity 4		Activity 5		Activity 6	Activity 7	
Activity type	Emergency preparedness	Enhance resilience and livelihoods		Support nutrition interventions				Strengthen social protection		Operationalize school meals		Food systems	Emergency response	
Sub-activity	N/A			Community-based acute malnutrition		Stunting prevention		Top-up cash assistance	Household package	School meals (flat bread)	School meals	N/A		
Beneficiary type		HH	HH	Child	PWGNM	Child	PWGNM	Individual	Individual	Primary	Primary		HH	HH
Modality		Food	CBTs	Food		Food		CBTs	CBT	Vouchers	CBTs		Food	CBTs
Cash-based transfers (<i>USD/family/month</i>)			0.21**					0.185	0.228	17****	0.37			0.21**
Number of feeding days per year		90	90	90	120	360	360	90	198	300	300		180	180

* kcal values are based on a food basket of cereals, pulses, vegetable oil and iodized salt.

** Selected households will be given PKR 7,500 per month (USD 41.67) as relief assistance or for their participation in rehabilitation activities.

*** Children and PWGNM will be given age-specific specialized nutritious food.

**** Students will be given flat bread on a daily basis in assisted schools.

Abbreviations: HH = households; MAM = moderate acute malnutrition; PWGNM = pregnant women and girls and new mothers.

ANNEX III

TOTAL FOOD/CASH-BASED TRANSFER REQUIREMENTS AND VALUE		
Food type/cash-based transfer	Total (mt)	Total (USD)
Cereals	16 800	9 687 846
Pulses	1 701	1 208 604
Oil and fats	851	2 083 678
Mixed and blended foods	80 145	295 857 541
Other	38	14 462
Total (food)	99 534	308 852 130
Cash-based transfers		65 136 889
Total (food and cash-based transfer value)	99 534	373 989 019

ANNEX IV

INDICATIVE COST BREAKDOWN BY COUNTRY STRATEGIC PLAN OUTCOME (USD)					
	SDG target 2.1/ WFP strategic outcome 1	SDG target 2.2/ WFP strategic outcome 2	SDG target 2.4/ WFP strategic outcome 3	SDG target 2.1/ WFP strategic outcome 1	Total
	CSP outcome 1	CSP outcome 2	CSP outcome 3	CSP outcome 4	
Focus area	Resilience building	Root causes	Root causes	Crisis response	
Transfers	84 731 666	470 725 698	6 940 000	20 939 315	583 336 679
Implementation costs	15 881 567	67 435 172	1 102 561	2 945 217	87 364 517
Adjusted direct support costs	9 374 755	50 091 891	749 395	2 215 545	62 431 587
Subtotal	109 987 989	588 252 761	8 791 956	26 100 077	733 132 783
Indirect support costs (6.5 percent)	7 149 219	38 236 429	571 477	1 696 505	47 653 631
Total	117 137 208	626 489 191	9 363 433	27 796 582	780 786 414

Acronyms

CBT	cash-based transfers
CFM	community feedback mechanism
COVID-19	coronavirus disease 2019
CSP	country strategic plan
FAO	Food and Agriculture Organization of the United Nations
FIES	Food Insecurity Experience Scale
NGO	non-governmental organization
SDG	Sustainable Development Goal
UNDP	United Nations Development Programme
UNFPA	United Nations Population Fund
UNSDCF	United Nations sustainable development cooperation framework

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