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Operational matters
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Draft Pakistan country strategic plan (2018-2022)

Table with 2 columns: Category (Duration, Total cost to WFP, Gender and age marker\*) and Value (1 January 2018-31 December 2022, USD 449,588,953,447,488,070, 2A)

\*https://www.humanitarianresponse.info/system/files/documents/files/gm-overview-en.pdf

Executive summary

Having realized economic growth and improved security, Pakistan will need to consolidate its consolidating efforts and make making significant investments to accelerate progress towards the Sustainable Development Goals. Persistent malnutrition, high vulnerability to natural disasters and the effects of climate change and declining smallholder production and productivity impede are challenges that will need to be overcome to achieve the Government of Pakistan's goal of socio-economic progress. A proper foundation, including a food secure, nourished, educated and healthy population, security stability, gender equality and livelihood opportunities, can drive prosperity for the world's sixth most populous country.

Pakistan's national development plan, Vision 2025, recognizes the country's people as its greatest asset and seeks to improve human and social capital, food security and nutrition. The United Nations sustainable development framework for Pakistan for 2018-2022 will focus on economic growth, food security, nutrition, resilience, education, productive livelihoods and social protection.

Through rigorous analysis and extensive consultations, a strategic review of food security and nutrition in Pakistan identified challenges to and solutions for eliminating hunger and malnutrition, with the challenges including a need for a comprehensive and integrated approach to food security and nutrition for a rapidly growing and urbanizing population and investment in cost effective approaches that will yield results for future generations.

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The strategic review and discussions with the Government served as the basis for this country strategic plan, which describes WFP's contributions to national priority actions to achieve Sustainable Development Goals 2 and 17 and continue the transition from delivering humanitarian assistance to supporting the Government in building Pakistan's **resilience-domestic capacity**. At the nexus of humanitarian assistance and development, these efforts aim to safeguard development gains against natural hazards while paving a way to development ~~during recovery~~.

This country strategic plan follows government priorities and seeks synergies with partners to support Pakistan in achieving Vision 2025, the Sustainable Development Goals, ~~other global commitments such as those made at the 2015 United Nations climate change conference and the Federally Administered Tribal Areas Sustainable Return and Rehabilitation Strategy~~, **and other priorities of the Government of Pakistan, including by helping the Government of Pakistan to meet its commitments with regard to international norms and standards**. It does so through five strategic outcomes:

- **Strategic outcome 1:** Affected populations in Pakistan have timely access to adequate food and nutrition during and in the aftermath of natural disasters and ~~other shocks~~. (SDG 2.1).
- **Strategic outcome 2:** The social protection system at the federal and provincial levels provides the ~~most vulnerable~~ populations **most in need**, especially women, adolescent girls and children, with improved and sustained access to safe, nutritious and sufficient food by 2022. (SDG 2.1).
- **Strategic outcome 3:** The entire population ~~of Pakistan~~, especially children under 5, adolescent girls and women of reproductive age, has improved nutrition in line with national targets for 2025. (SDG 2.2).
- **Strategic outcome 4:** Communities in disaster prone districts have more resilient food systems and development gains are better protected by disaster risk management systems at all levels by 2022. (SDG 2.4).
- **Strategic outcome 5:** Federal and provincial systems have strengthened capabilities for providing food security and essential services ~~to the people of Pakistan~~ by 2022. (SDG 17.9).

### Draft decision\*

The Board approves the Pakistan country strategic plan (2018–2022) (WFP/EB.1/2018/6-A/1) at a total cost to WFP of USD 449,588,953 ~~447,488,070~~.

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\* 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 sixth most populous country: its population exceeds 200 million and is expected to reach 244 million by 2030.<sup>1</sup> Rapid urbanization and a growing number of young people can either challenge or – with a proper foundation – drive the country's socio-economic progress.
2. Pakistan became a lower-middle-income country in 2008. In 2016, gross domestic product (GDP) grew by 5.7 percent.<sup>2</sup> Vision 2025, the national development plan, aims to increase per capita income from USD 1,300 to USD 4,200 and to reduce poverty from 49 percent to 20 percent by 2025.<sup>3</sup>
3. A gateway to Central Asia, Pakistan is strategically located along major economic corridors. It borders Afghanistan, China, India and the Islamic Republic of Iran. Stretching from the Arabian Sea to the Himalayas and between the Indus flood plains and arid mountains, it is exposed to severe floods, droughts and earthquakes, making it the seventh most affected country by long-term climate risks worldwide.<sup>4</sup>
4. ~~As the security improvement situation has improved significantly and, under a government led process, approximately 85.95 percent of the 2 million people<sup>5</sup> (70 percent of them women and children) displaced in the Federally Administered Tribal Areas (FATA) have returned, and recovery and rehabilitation efforts are under way to ensure that this outcome is sustainable. Meanwhile, 44,000 families~~ **Those that remain displaced:<sup>6</sup> will require continued assistance until their return as well.**

### 1.2 Progress towards Sustainable Development Goal 2

5. Pakistan has embraced the Sustainable Development Goals (SDGs), with which Vision 2025 is aligned. Having made limited progress on the Millennium Development Goals, Pakistan will need to accelerate progress to achieve SDG 2, as acknowledged in a strategic review of food security and nutrition in the country conducted by the International Food Policy Research Institute and Aga Khan University under the auspices of the Ministry of Finance and the United Nations Resident Coordinator.
6. *Access to adequate food all year round:* Despite a marked decline, **from 23.3 percent in 2004–2006 to a reported 19.9 percent for the prevalence of period 2014–2016**, undernourishment in Pakistan was 18 percent in 2016;<sup>7, 8</sup> ~~this is still considered “moderately high”<sup>9</sup>, and the number of undernourished people rose from 35.7 to 37.6 million. The rate is higher in urban than rural areas. While poverty has decreased, inadequate purchasing power and market dynamics are significant factors driving undernourishment, which is experienced differently by women, men, girls and boys. The 2007–2008 global food crisis illustrated that food price hikes and other shocks impede access to food.~~

<sup>1</sup> United Nations Common Country Assessment, 2016.

<sup>2</sup> World Bank data: <http://documents.worldbank.org/curated/en/758111507887869177/pdf/120418-WP-PUBLIC-CountrySnapshotPakistan-CompleteFinal.pdf>.

<sup>3</sup> Vision 2025 was adopted by the Government of Pakistan in 2014. Per capita income and poverty rates are for 2013.

<sup>4</sup> Global Climate Risk Index, 2017.

<sup>5</sup> FATA Sustainable Return and Rehabilitation Strategy, 2015.

<sup>6</sup> Office for the Coordination of Humanitarian Affairs (OCHA) Pakistan FATA Return Weekly Humanitarian Snapshot, July 2017.

<sup>7</sup> ~~State of Food Security in Pakistan, 2016 (unpublished). The State of Food Security and Nutrition in the World 2017 reported undernourishment in Pakistan at 19.9 percent for the period 2014–2016 showing a decrease from 23.3 percent in 2004–2006. FAO, IFAD, UNICEF, WFP and WHO. 2017. The State of Food Security and Nutrition in the World 2017. FAO. Building resilience for peace and food security. <http://www.fao.org/3/a-I7695e.pdf>.~~

<sup>8</sup> While there are no reliable sex-disaggregated data on Pakistan's undernourishment rate, gender inequalities have been linked to malnutrition among women and girls (as recognized in the 2011 National Nutrition Survey).

<sup>9</sup> According to the Global Hunger Map threshold.

7. Undernourishment is spread unevenly, with the highest prevalence in Sindh, Balochistan, FATA and Khyber Pakhtunkhwa. Because of their high population densities, Punjab and Sindh host 16 million of the country's 22 million undernourished women and children.<sup>10</sup> ~~Constraints on physical access persist in remote areas of Balochistan, Khyber Pakhtunkhwa, Azad Jammu and Kashmir and Gilgit Baltistan. In areas in FATA affected by law and order operations, food security and livelihood rehabilitation needs are immense as a result of protracted displacement and limited livelihood opportunities.~~
8. *End all forms of malnutrition.* With a 44 percent prevalence rate, ~~–according to the latest available official data–~~,<sup>11</sup> Pakistan has the world's third largest population of stunted children.<sup>12</sup> In addition, 15 percent of children under 5 are wasted and 30 percent are underweight.<sup>13</sup> ~~Severe stunting, wasting and underweight are more prevalent in boys than girls.~~<sup>14</sup> Micronutrient deficiencies are widespread in infants and young children, spanning all wealth quintiles. Pakistan falls in the high prevalence category for all indicators of malnutrition.<sup>15</sup> Between 2001 and 2011, the proportion of underweight children declined by over 10 percent, but stunting increased by 13-percent and wasting increased from 14.3 percent to 15.1 percent, crossing the WHO threshold for emergency nutrition levels, **according to the latest available official data.**<sup>16</sup> The double burden of malnutrition<sup>17</sup> is an emerging concern, with 40 percent of women overweight and obesity rates higher among women than men.<sup>18</sup>
9. Major underlying factors driving these high rates of malnutrition include the inability of two thirds of the population to afford a nutritious diet,<sup>19</sup> poor knowledge about practices that affect nutrition, insufficient health care and inadequate water, sanitation and hygiene facilities. These issues indicate a problem with maternal and adolescent diets, as evidenced by at least 18 percent of women of reproductive age being underweight **in 2013.**<sup>20</sup>
10. *Double agricultural productivity and the incomes of smallholders.* The majority of Pakistan's farmers (65 percent in 2010) are smallholders.<sup>21</sup> The strategic review of food security and nutrition referred to in paragraph 5 noted that smallholders (because of the diminishing size of landholdings) and sharecroppers have low productivity, yields and income, barely producing enough to meet their families' calorie needs. Rural landless people are often small livestock herders, daily wage workers or, particularly in the case of women, home based workers. With unstable incomes, they are susceptible to seasonal variability, leaving them ~~vulnerable~~ **exposed** to shocks.
11. The low productivity and income of smallholders and sharecroppers are caused by difficulties in obtaining credit,<sup>22</sup> poor coverage by existing insurance schemes and limited knowledge of, and incentives to adopt, more efficient farming practices. ~~#~~ **Women head only 5 percent of farm households, suggesting that it** is difficult for women to acquire ownership of land or other assets or to gain access to services. ~~Women head only 5 percent of farm households, for example.~~ This limits women's opportunities to improve their food security and their role in household decision making.

<sup>10</sup> Ministry of Planning and Development, and Ministry of National Health Services, Regulation and Coordination. 2011. National Nutrition Survey.

<sup>11</sup> National Nutrition Survey, 2011.

<sup>12</sup> UNICEF, 2015. **Progress Report 2013–2015, Results for Children in Pakistan, Stop Stunting.**

<sup>13</sup> National Nutrition Survey, 2011 (sex disaggregated data are not available).

<sup>14</sup> ~~The causes of these statistical differences in Pakistan have not been documented.~~ National Nutrition Survey, 2011 (sex-disaggregated data are not available).

<sup>15</sup> Global Nutrition Report, 2015.

<sup>16</sup> National Nutrition Survey, 2001 and 2011.

<sup>17</sup> The “double burden of malnutrition” occurs when undernutrition in a population coexists with overweight and obesity.

<sup>18</sup> World Health Organization (WHO) data and Pakistan Demographic and Health Survey, 2012–2013.

<sup>19</sup> Minimum Cost of Diet, Pakistan, 2016.

<sup>20</sup> Pakistan Demographic and Health Survey, 2012–2013.

<sup>21</sup> Pakistan Agriculture Census, 1990–2010.

<sup>22</sup> Hussain and Thapa. 2012. Smallholders' access to Agricultural Credit in Pakistan. *Food Security* 4:73.

12. *Sustainable food systems.* Pakistan's current food system does not provide affordable, safe and nutritious diets on a sustainable basis. Storage and transport of crops is inefficient, resulting in post-harvest losses of 25 percent to 40 percent.<sup>23</sup> The food system is not resilient to frequent disruptions caused by natural hazards and other shocks and has not adapted to demographic changes such as rapid urbanization. Agriculture sustained half of all losses caused by the 2010 floods. Pakistan's disaster risk management system is currently not integrated into a comprehensive early warning system, thereby increasing risks to the food system.

### *Macroeconomic environment*

13. Since 2013, Pakistan has been ~~regaining~~ **further improving** macroeconomic stability and increasing its GDP, largely as a result of an accommodating monetary policy and increases in development spending and private sector credit. By 2018, inflation is expected to reach approximately 4 percent. With links to multiple corridors for regional cooperation (including the China–Pakistan Economic Corridor, the South Asian Association for Regional Cooperation, the Association of Southeast Asian Nations and the Central Asian States), Pakistan has great economic potential. Price supports for wheat, rice and sugar affect food prices more than exchange rate fluctuations, especially since imports of staples are limited.<sup>24</sup> The non-agriculture sector is growing, particularly services, manufacturing and technology.<sup>25</sup>
14. As a result of tax revenues totalling only 12.6 percent of GDP (among the lowest in South Asia), recent drops in remittances and increasing debt service obligations, Pakistan has limited resources for development investment.<sup>26</sup> While 94 percent of Pakistan's 61 million strong labour force is employed, many earn below minimum wage and at least 70 percent (with women highly overrepresented) are employed in the informal economy, which is vulnerable to economic shocks.<sup>27</sup> With 24.8 percent of women participating in the labour force<sup>28</sup> in and social restrictions faced by women, the high rate of gender inequality correlates with relatively low GDP per-capita.<sup>29</sup>

### *Key cross-sector linkages*

15. *Poverty reduction.* Multidimensional poverty decreased from 55 to 39 percent<sup>30</sup> between 2004–2005 and 2014–2015 thanks to pro-poor investments in social protection and job creation. The Government aims to halve poverty by 2025, although a 0.307 Gini coefficient in 2015 reflects uneven growth.<sup>31</sup> While it has been prioritized, poverty reduction in Pakistan has not resulted in comparable improvements in food security and nutrition or equally benefited men and women.
16. *Education.* School enrolment and retention rates are improving, but 22.6 million children aged 5–16 years (12.1 million girls and 10.5 million boys) do not attend school.<sup>32</sup> Disparities based on gender, geographic location, ethnicity and socio-economic status are significant. ~~Poor education limits economic mobility and correlates with poor household nutrition.~~
17. *Health.* Although Pakistan's health indicators have improved, notable challenges persist and social investments in health remain low, affecting the nutrition of the population. Non-communicable diseases are responsible for over half of Pakistan's preventable mortality and morbidity. ~~A lack of awareness and inadequate sexual and reproductive health services, combined~~

<sup>23</sup> Global Food Security Index, 2016.

<sup>24</sup> Hyder and Shah. 2004. Exchange Rate Pass-through to Domestic Prices in Pakistan, State Bank of Pakistan Working Series Paper, June 2004 (No.5).

<sup>25</sup> Pakistan Economic Survey, 2016–2017.

<sup>26</sup> State Bank of Pakistan, The State of Pakistan's Economy 2016–2017, Q3.

<sup>27</sup> United Nations Common Country Assessment, 2016.

<sup>28</sup> International Labour Organization, ILOSTAT.

<sup>29</sup> World Economic Forum. 2015. *The Case for Gender Equality*. Available at: <http://reports.weforum.org/global-gender-gap-report-2015/the-case-for-gender-equality/>

<sup>30</sup> Multidimensional Poverty Index, 2016 (poverty data are not disaggregated by sex).

<sup>31</sup> United Nations Development Programme (UNDP) Human Development Report, 2016.

<sup>32</sup> Pakistan Education Statistics, 2015-16. <http://library.aepam.edu.pk/Books/Pakistan%20Education%20Statistics%202015-16.pdf>, <https://data.unicef.org/country/pak/>

~~with early pregnancies, contribute to the cycles of hunger and malnutrition.~~<sup>33</sup> Acute respiratory infections, malnutrition and diarrhoea are the main causes of death among children under 5. Water, sanitation and hygiene have improved, but access to improved water sources and toilets remains a challenge for many.

18. *Gender.* While women are increasingly empowered, Pakistan ranks 143rd on the Global Gender Gap Index.<sup>34</sup> Exclusion and violence against women hamper socio-economic progress, access to food and improved nutrition among women and their families. Twenty percent of the members of Pakistan's National Assembly<sup>35</sup> are women,<sup>36</sup> and 21 percent of girls are married by the time they are 18 years old, limiting their opportunities and compounding food insecurity.<sup>37</sup>

### 1.3 Hunger gaps and challenges

19. Following rigorous analysis and extensive consultations with federal and provincial stakeholders, the strategic review of food security and nutrition in Pakistan identified a number of gaps and challenges in respect of food security and nutrition.
20. Gaps in food security policy remain. Most policies focus on the availability and production of food but not accessibility, which is a major factor affecting food security. There is a lack of agriculture, land and tenure policies that promote inclusive agricultural growth, especially for smallholders, and create equitable opportunities for ~~women~~ **agricultural sector workers, including women**, to own livelihood assets.
21. Implementation challenges include insufficient funds, ~~provincial and district level capacities~~, regulatory frameworks, enforcement and monitoring. Public spending on health and education is low. The strategic review recommended reallocating government price subsidies to programmes focused on increasing agricultural productivity, supporting smallholder farmers and enhancing nutrition through social protection. Evidence based cost effective approaches incorporating ~~gender responsive~~ **planning and budgeting, aimed towards those most in need, including women**, would inform such budget allocations.
22. Limitations remain in the frequency, consistency, coverage and age and sex disaggregation of data collection. The strategic review highlights a need for a food security monitoring system that integrates production and market information and disaggregates information about ~~vulnerable groups~~ **those most in need** to provide a holistic picture, trend analysis and early warning.
23. Recently endorsed provincial nutrition strategies need to be implemented. Multi-sector coordination could be enhanced to address the lack of affordable nutritious diets, increase awareness of dietary diversity and appropriate feeding practices and improve access to water, sanitation and hygiene. Investments in nutrition are increasing; **however**, budgetary allocations remain limited, ~~however~~, and **more advocacy is needed**.
24. Existing safety nets address poverty but are not designed to improve food security or nutrition. They can be modified, however, to make them more productive and protective and better suited to addressing the needs of urban poor and rural landless people. ~~Many people, especially women and urban poor and rural landless people, lack opportunities for economic and social mobility, including the skills needed to obtain non farm employment and to improve their food security and nutrition.~~
25. Gender gaps persist in education, political representation, economic engagement and access to resources. Vision 2025 and other recent policies seek to bridge these gaps, ~~but enforcement is weak and discriminatory practices persist in all sectors, limiting~~ **to add to** the sustainability of efforts to address food security and nutrition.

<sup>33</sup> For example, see Arrow. 2015. *Country Profile on Universal Access to Sexual and Reproductive Health: Pakistan*; and United Nations Department of Economic and Social Affairs. *World Contraceptive Use 2017* (which shows that 20 percent of women who are married or in a union in Pakistan have unmet family planning needs).

<sup>34</sup> Global Gender Gap Index, 2016. The survey was undertaken in 144 countries.

<sup>35</sup> The Parliament of Pakistan consists of the President, the National Assembly and the Senate.

<sup>36</sup> Women in National Parliaments database.

<sup>37</sup> Pakistan Social and Living Standards Measurement, 2010–2011; UNICEF child marriage statistics.

26. National and provincial capacities to respond to disasters have improved; Pakistan's disaster risk management system still needs to be strengthened, however, with a greater focus on mitigating risks- **and adapting to the changing climate and environment.** This should include risk informed planning that engages ~~population groups~~ **those most in need** and addresses their needs, ~~as well as augmentation of district level~~ **and further strengthen** implementation capacity- **at all levels.**
27. The food system, including marketing, distribution, post-harvest management, processing and value addition (such as food fortification) can be significantly improved to enhance efficiency and equity while maintaining food quality and safety standards, for example through enhanced regulatory frameworks and monitoring.

#### 1.4- Country priorities

##### *Government*

28. Vision 2025 recognizes the country's people as its greatest asset. The Vision includes seven pillars driving development: people first; growth; governance; security; entrepreneurship; the knowledge economy; and connectivity. Pakistan is also implementing the SDGs at the national level; its work towards SDG 2 is aligned with Vision 2025's security pillar (energy, water and food security).
29. A constitutional amendment in 2010 largely devolved governance to the provinces, which now lead many development activities.
30. Pakistan's 2017–2018 development budget is 37 percent higher than in previous years, totalling approximately USD 20 billion (PKR 2.113 billion).<sup>38</sup> Although investments in food and agricultural subsidies are significant, they are mostly untargeted and tend to be regressive. The Government uses its wheat surplus to support development initiatives and humanitarian operations.
31. Recent policy developments related to nutrition include provincial multi-sector nutrition strategies, the Protection of Breastfeeding and Child Nutrition Act, the Food Fortification Act and the Early Marriage Restraint Act. ~~Inter-institutional~~ **institutional** coordination has been enhanced since Pakistan joined the SUN movement, and the Ministry of Planning, Development and Reforms has a dedicated SUN ~~Secretariat~~ **secretariat**. Provincial planning and development departments also have SUN units, thereby facilitating coordination at the ~~subnational~~ **provincial** level. National and provincial food fortification alliances have been established through the Ministry of National Health Services, Regulations and Coordination. These initiatives are shifting the focus from treating acutely malnourished children to preventing stunting, wasting and micronutrient deficiencies through nutrition specific and nutrition sensitive interventions related to agriculture, health, education, gender equality and water, sanitation and hygiene.
32. Pakistan's constitution guarantees social security and the basic necessities of life for all, but social protection spending is low and coverage, although it is increasing, remains limited at approximately 10 percent of the country's population. The government of Punjab spends one third of its budget on social and poverty reduction programmes. The Benazir Income Support Programme (BISP) provides cash payments to 5.7 million women headed households.<sup>39</sup> The distributive programme of the government of Punjab is based on the Islamic institution of Zakat, whereby an alms tax is levied on Muslims who enjoy surpluses and the receipts are used to fund distributions to poor Muslims experiencing acute deficits. School meals are included in the draft national education policy and some provincial education policies.
33. The Ministry of National Food Security and Research has drafted a national food security policy focused on improving agricultural production and food availability. The Government of Punjab is introducing public–private partnerships to manage grain reserves in order to reduce food loss and price volatility.
34. Pakistan ratified the Paris Agreement on climate change and recently adopted a climate change policy complementing its national disaster risk reduction policy and national disaster management

<sup>38</sup> Minister of Finance budget speech, 2017.

<sup>39</sup> <http://bisp.gov.pk/cash-grant/#objective946d-4435> (last accessed 3 August 2017).

plan. Disaster management authorities are shifting towards a more proactive approach and recognize the need for a more integrated system that includes district level implementation and promotes enhanced community resilience. ~~The 2015 FATA Sustainable Return and Rehabilitation Strategy outlines a rehabilitation plan and reforms aimed at supporting displaced populations returning to FATA.~~

### *United Nations and other partners*

35. Under the United Nations “Delivering as one” initiative, United Nations services in Pakistan are delivered in a coordinated manner under the leadership of the United Nations Resident Coordinator in the country. United Nations agencies will integrate their programmes under the 2018–2022 United Nations sustainable development framework (UNSDf), which will continue WFP’s transition from provider of humanitarian relief to facilitator of national development. Five of the ten key outcomes address food security, nutrition, resilience, education and social protection.
36. The Food and Agriculture Organization of the United Nations (FAO), which is currently developing its next country programming framework for Pakistan, has ~~four~~**three** priority areas in which it will provide support in the country: a national zero hunger action plan; sustainable agricultural economic growth; **and** disaster risk management; ~~and post-devolution policies and programmes....~~ The International Fund for Agricultural Development (IFAD) is ~~helping~~**supports the government in its efforts** to expand and scale up poverty graduation programmes, aimed at helping people emerge from poverty, and to build resilience for sustainable food security and nutrition. The United Nations Children’s Fund (UNICEF) draft country programme for 2018–2022 focuses on neonatal and child survival, nutrition for girls and boys (with a special focus on treating **severely** acutely malnourished children), education, ~~protecting children from violence, neglect and exploitation,~~ and water, sanitation and hygiene. The United Nations Development Programme (UNDP) works on crisis prevention and recovery, the environment and climate change. United Nations agencies have collectively supported the ~~FATA secretariat~~**Government of Pakistan**.
37. The World Bank is supporting Pakistan’s efforts to reduce poverty and share prosperity through an improved energy sector, private sector development, reaching ~~the~~**those** most ~~vulnerable and excluded people in need,~~ improving services and efforts to link the country with regional markets. The Asian Development Bank assists Pakistan with infrastructure development and institutional reform, providing financial assistance in agriculture and rural development, water and other urban infrastructure and services, public sector management and finance. Both banks are supporting the Benazir Income Support Strategy, including its adoption of a graduation strategy.

## **2. Strategic implications for WFP**

### **2.1 WFP’s experience and lessons learned**

38. The 2014 mid-term evaluation of the 2013–2015 protracted relief and recovery operation (PRRO) in Pakistan resulted in a recommendation that WFP continue to ~~strengthen government capacity~~**support the Government of Pakistan, where requested**. Discussions with the **Government of Pakistan** during development of the 2016–2018 PRRO reinforced this emphasis on technical assistance ~~and recovery~~.
39. A number of recommendations from the evaluation were adopted for the ~~current~~**latest** PRRO, including recommendations that efforts be undertaken to ~~enhance~~**support** the Government’s ~~capacity for~~**efforts on enhanced** disaster risk reduction and management; that innovative approaches for product based management of acute malnutrition be piloted; that support ~~for~~**to** nutrition ~~governance~~**institutional frameworks** and programming be enhanced; that linkages with social protection programmes be improved; and that collaboration among education, nutrition, early recovery, livelihood and social protection initiatives be increased. This country strategic plan (CSP) maintains that orientation ~~and integrates recommendations from WFP evaluations—such as the 2010 evaluation of livelihood activities—to focus interventions through intensive coverage, limited geographic scope and a gender transformative approach—in order to realize tangible results with equality of outcomes for women, men, boys and girls.~~

40. WFP has played an instrumental role in supporting SUN networks and raising the profile of nutrition on the national agenda.<sup>40</sup> WFP assists the Ministry of National Food Security and Research, **as required by the Government**, on food security monitoring, policy development (including with regard to the draft national food security policy) and capacity support.
41. Findings from a decentralized evaluation ~~measuring the food security outcomes of WFP's 2015–2017 assistance to temporarily displaced persons in Pakistan~~ (, available in early 2018), will **further** inform the implementation of this CSP.

## 2.2 Opportunities for WFP

42. Based on work initiated and relationships established, WFP has opportunities to make significant ~~policy level and community level~~ contributions to the Government's plans and priorities, the UNSDF and ultimately the food security and nutrition of Pakistan's people. The opportunities draw on WFP's:
- unique position at the nexus of humanitarian assistance and development, involving all levels of government and the community and the public and private sectors;
  - experience and ~~contribution to policies~~ **technical expertise in policy support** for ensuring effective implementation;
  - ability to utilize the capacity of its entire global network to forge innovative solutions for Pakistan's unique context; and
  - strengths in data analysis, information technology, monitoring, beneficiary feedback and supply chains to improve efficiency, effectiveness, equity and accountability.
43. ~~The Government's increasing social investments present an opportunity for WFP to advocate for similar investments in evidence-based approaches to achieving SDG 2 that address issues related to gender, age and remoteness so that no one is left behind. With the adoption of social protection policies and corresponding fiscal commitments (as highlighted in by the strategic review of food security and nutrition)~~ **Government**, WFP can assist in integrating nutrition sensitive, ~~gender transformative~~, shock responsive and graduation<sup>44</sup> approaches into social safety nets.
44. Provincial governments recognize that school meals can help to achieve education and – if designed properly – nutrition and gender equality outcomes. WFP has extensive experience in Pakistan and globally in developing and implementing school meals programmes.
45. Having supported nutrition ~~governance~~ **frameworks and policies**, implemented activities and generated evidence for more effective nutrition interventions – and with its experience in local production of nutritious foods – WFP is well placed to support the next phase of **the** nutrition initiatives **of the Government of Pakistan**.
46. WFP's experience in emergency response and partnerships with disaster management authorities and the Ministry of Climate Change provide a platform for supporting a proactive approach to disaster management, climate adaptation and building sustainable livelihoods – drawing on WFP's innovative risk management instruments. Having enhanced Punjab's infrastructure for storing strategic grain reserves, WFP has received other requests for technical assistance from the ~~national~~ **Government of Pakistan**.

## 2.3 Strategic changes

47. This CSP will accelerate the shift – begun in the current PRRO – towards advancing Pakistan's priorities by focusing on strengthening institutional ~~structures, policy frameworks and government programmes; promoting gender equality and women's empowerment;~~ **means for** tackling persistent malnutrition; **gender related issues** and encouraging public-private partnerships for sustainable development while retaining WFP's emergency response capacity. With Pakistan's continued economic growth and heightened government ownership and capacity,

<sup>40</sup> As highlighted in the 2014 mid-term evaluation of the 2013–2015 PRRO.

<sup>44</sup> The term "graduation" refers to programme participants (poor households) improving their incomes, asset bases and wealth rankings, with a significant impact on their poverty status and a high likelihood of an eventual exit from safety nets. Therefore, the "graduation approach" should be seen as an interdisciplinary methodology that targets the extreme poor with the goal of moving them out of extreme poverty in a sustainable and time-bound manner.

the CSP's five-year timeframe enables a longer-term view and anticipation of future trends by integrating disaster risk management to build community resilience to climate induced shocks and natural disasters; supporting a progressive social protection system that can evolve with Pakistan's socio-economic and demographic changes, including its growing populations of city dwellers and young people; and enhancing capacities to efficiently, equitably and effectively achieve the SDGs.

### 3. WFP strategic orientation

#### 3.1 Direction, focus and intended impacts

48. ~~Pakistan's sizeable population presents major challenges to achieving impact at scale.~~ Recognizing the Government's increasing investments to attain the SDGs, this CSP focuses on supporting the Government in its effort to achieve Vision 2025 and ~~SDGs~~ **SDG 2 primarily and SDG 17 as requested.** It aims to achieve this by enhancing and integrating Pakistan's systems and networks, including its social protection programmes, health system, disaster management systems and community structures. WFP will help to identify bottlenecks and gaps in the existing system and demonstrate cost effective models for public sector and private sector actors to scale up. Sharing good practices and experiences among provinces and regions will enable authorities to develop appropriate interventions while building cohesion **of action** among national and provincial authorities and communities. WFP will gradually limit its direct implementation to responding when called upon, including ~~when~~ **if** a large-scale humanitarian response is requested.
49. This CSP focuses on activities that contribute to lifting the ~~most vulnerable~~ **most in need** out of poverty and food insecurity, providing the building blocks for realizing gender equality, and improving the nutrition outcomes of the current generation in order to exponentially reduce malnutrition in future generations. It will bolster Pakistan's systems for managing and reducing the risks of shocks, safeguarding hard-earned development gains. It will provide the foundation for sustainable and inclusive growth, reducing gender and demographic gaps. WFP expects that by the end of the CSP period Pakistan will have the fundamental systems and structures in place to accelerate progress towards SDG 2, along with experience and expertise to share with other countries through South-South cooperation.
50. The strategic outcomes are intrinsically linked. As Pakistan's capacity to manage and reduce disaster risk is augmented **further**, and as communities build their resilience under strategic outcome 4, the need for WFP to respond to ~~crisis~~ **situations** under strategic outcome 1 is expected to be reduced. While strategic outcome 3 is dedicated to addressing malnutrition, strategic outcomes 1 and 2 also contribute to improving nutrition through alternative intervention channels. ~~Strengthening~~ **Bolstering** Pakistan's institutional and human capacity runs through all outcomes, while strategic outcome 5 focuses on the capacities needed to achieve cross-cutting objectives under SDGs 2 and 17, **as and if requested by the Government of Pakistan.**
51. The CSP will be harmonized with the country office's own protection and gender strategy, which is in line with WFP's Gender Policy (2015–2020) and Gender Action Plan, establishing gender equality as a strategic imperative. WFP will engage women, men, girls and boys in ways that empower them and foster equality of outcomes; collect and use age disaggregated and sex disaggregated data to inform programme design, implementation and monitoring; when disaggregated data are not available, advocate for their collection and analysis; and embed gender analyses in all assessments, research and information management, including in allocating and tracking resources for promoting gender equality. WFP will base its interventions on sound ~~risk and protection~~ analyses to mitigate concerns at the planning, design and implementation stages and ensure that its interventions ~~do not cause harm or exacerbate existing vulnerabilities~~ **are effective.**
52. The strategic outcomes were designed based on the Government's priorities and national and provincial consultations on how WFP can most effectively contribute to Pakistan's achievement of SDG 2, ~~with a view towards the evolution of Pakistan's socio-economic landscape through 2030.~~ The CSP draws on the analysis and recommendations of the strategic review of food security and nutrition. It is also the result of discussions with public sector and private sector and civil society actors on strengthening current partnerships and developing new ones to maximize investment returns – especially with other United Nations agencies, in accordance with the UNSDF. Districts will be targeted in consultation with provincial governments in line with

the integrated context analysis and where synergies with other activities and partners will yield tangible impacts.

### 3.2 Strategic outcomes, focus areas, expected outputs and key activities

#### *Strategic outcome 1: Affected populations in Pakistan have timely access to adequate food and nutrition during and in the aftermath of natural disasters and ~~other~~ shocks*

53. Given the increased frequency and intensity of natural disasters, and WFP's role in complementing the responses of the Government and other partners, WFP will continue to provide relief support when ~~required~~**requested** and in accordance with its humanitarian protection policy, which includes basic humanitarian and "do no harm" principles. This outcome will ~~focus on~~**also include** supporting the FATA Sustainable Return and Rehabilitation Strategy (and related transition plans), ~~which recognizes that stress caused by law and order operations and displacement poses challenges to restarting livelihoods in FATA.~~
54. WFP's role related to this outcome should be significantly reduced after the first two years as the Government ~~gains the~~**further enhances its** capacity to manage disasters through its own systems. Additional support for building community resilience will be provided under strategic outcome- 4.
55. This outcome will contribute to Vision 2025 goal 16, pillar IV on reducing food insecurity through effective relief measures and UNSDF outcome 5 on increasing ~~vulnerable populations'~~**access to food of those most in need**. It is aligned with WFP Strategic Result 1 and SDG target 2.1 on access to adequate food.

#### *Focus area*

56. This outcome's primary focus is crisis response **to those in need**, including recovery.

#### *Expected outputs*

57. WFP will contribute to this outcome through three outputs:
- Targeted beneficiaries receive sufficient cash-based and/or food transfers to meet their basic food and nutrition requirements.
  - Targeted beneficiaries receive sufficient transfers, including specialized nutritious foods, to prevent and treat moderate acute malnutrition (MAM).
  - Affected populations receive support for rebuilding livelihoods and expediting recovery.

#### *Key activities*

*Activity 1: Provide humanitarian assistance to meet the basic food and nutrition needs of the ~~most vulnerable~~ populations **that are affected or are likely to be affected by ~~disaster~~ natural disasters and shocks**.*

58. During and after major disasters, when WFP assistance is required and requested, WFP will provide relief support through unconditional transfers<sup>42</sup> and early recovery support through conditional transfers. This will include ~~ongoing~~ support for **a small percentage of households remaining** temporarily displaced from FATA. Assistance will be provided primarily through cash and food transfers, using cash when markets are stable, there is sufficient supply and security and implementation arrangements permit. To address MAM during early recovery and to complement longer-term nutrition programming under strategic outcome 3, WFP will also provide targeted supplementary feeding for moderately malnourished children aged 6–59 months and pregnant and lactating women and girls through community-based management of acute malnutrition (CMAM). WFP will maintain its emergency response capacity and support clusters and working groups related to humanitarian coordination. When appropriate, WFP will support the Government in operationalizing its safety nets and other relief mechanisms. WFP will apply lessons learned from past experiences and analyses to ensure accountability to affected populations and consideration of the specific needs and concerns of women, men, girls, boys and ~~vulnerable groups~~**those most in need**.

<sup>42</sup> The budget for unconditional transfers includes complementary activities to promote gender equality.

*Activity 2: Support affected populations during the early recovery phase to address food insecurity and rebuild livelihoods.*

59. WFP will support the construction and repair of community assets through food assistance for assets (FFA) activities to increase access to food, support early recovery and rehabilitate the livelihoods of the most food insecure people in ~~disaster areas~~ **affected areas by natural disasters and shocks**, including temporarily displaced households returning **and having returned** to FATA. These activities will be implemented in line with WFP's FFA guidance manual, including by following the three pronged approach and fostering participation by a wide range of community representatives. Environmental screening will ensure that activity design integrates environmental concerns. WFP will work with its partners to engage women in the projects, fostering gender balance on project management committees; actively support women's participation in activity design; facilitate community-based operation and management of the assets created; and promote shared decision making on the use of cash versus food and responsibility for household food security and nutrition.
60. Both activities 1 and 2 will be implemented by NGOs with the required technical capacity, **after approval by and** under the supervision of the relevant government authorities—, **such as currently existing government structures of** the FATA Disaster Management Authority and the FATA Secretariat, ~~for example —while the capacities of local responders are built.~~ WFP will collaborate with public sector and United Nations partners including FAO, UNDP, UNICEF, the United Nations Office for the Coordination of Humanitarian Affairs and the Office of the United Nations High Commissioner for Refugees (UNHCR) ~~wherever feasible~~ **as requested and in line with corporate agreements and mandates.**

*Strategic outcome 2: The social protection system at the federal and provincial levels provides the ~~most vulnerable~~ populations most in need, especially women, adolescent girls and children, with improved and sustained access to safe, nutritious and sufficient food by 2022 (SDG 2.1)*

61. This outcome seeks to harness the potential created by Pakistan's rapid urbanization and "youth bulge", which could supply a productive labour force if proper nutrition and education were provided ~~and women were economically empowered~~, the Government's increasing budget allocations to social programmes and the adoption of more progressive social safety nets such as the graduation strategies adopted by BISP to promote beneficiary self-reliance. Adapting existing safety nets to address the specific needs of women, men, girls and boys and of rural, peri-urban and urban poor people could help to break the intergenerational cycle of poverty and malnutrition. Following the provision of school meals in FATA, enrolment rates increased by 15 percent,<sup>43</sup> stimulating the interest of provincial governments in providing school meals.
62. ~~The scale of needs requires the incorporation of proven approaches into the Government's development plans and budgets.~~ Partnerships with national and provincial governments such as BISP, the Punjab Social Protection Authority and provincial education departments, and with the International Labour Organization (ILO), are critical. The initial focus will be on piloting graduation models, nutrition ~~sensitive~~ and gender ~~transformative~~ **sensitive** approaches and school meal initiatives, which will be followed by the provision of support to provincial governments for scaling up these programmes and extending them to other regions. By the end of the CSP period, Pakistan's social protection system should have an enabling environment and intervention approaches to make it a major driver of progress towards SDG 2.
63. This outcome will contribute to Vision 2025's goals of reducing food insecurity, improving education – including gender parity in education – and reducing poverty, along with UNSDF outcomes related to improved access to food and effective social protection. It is aligned with WFP Strategic Result 1 and SDG target 2.1 on access to food and contributes to SDG 1 on reducing poverty and improving social protection and SDG 4 on improving education.

#### **Focus area**

64. This outcome focuses primarily on root causes.

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<sup>43</sup> United Nations. 2017. *One UN: Pakistan Annual Report, 2016*. [http://www.un.org.pk/wp-content/uploads/2015/07/UN\\_report\\_2016\\_interactive\\_SIGNED\\_highres.pdf](http://www.un.org.pk/wp-content/uploads/2015/07/UN_report_2016_interactive_SIGNED_highres.pdf).

**Expected outputs**

65. Three outputs will contribute to this outcome:
- Poor and **the most** nutritionally ~~vulnerable~~**exposed** beneficiaries of safety nets have access to nutritious food in order to improve their nutrition.
  - Major social safety nets ~~adopt measures to~~ address food security and nutrition related ~~vulnerabilities~~**requirements** and serve the diverse needs of urban and rural poor men, women, boys and girls in order to break the intergenerational cycle of poverty and malnutrition.
  - Targeted boys and girls in government primary schools and ~~girls~~**adolescents** in secondary schools receive nutritious foods and participate in nutrition education programmes in order to improve their nutrition and increase school attendance.

**Key activities**

*Activity 3: Augment **Government of Pakistan** social protection mechanisms like the **Benazir Income Support Programme** to support food and nutrition insecure ~~and nutritionally vulnerable~~ urban and rural poor people.*

66. This activity comprises the following elements:
- *“Upstream” institutional and policy support for updating of the social protection system:* At the federal level and in Punjab and Khyber Pakhtunkhwa provinces, WFP will support ~~policy reform~~**the Government’s** efforts for ~~extending to~~**extend** social protection to food insecure, nutritionally ~~vulnerable~~**in need** and transient poor populations by **taking into consideration specific needs**, including ~~those~~ related vulnerability, ~~along with~~**to** gender related and age related factors, in the targeting criteria of social safety nets such as BISP. In Sindh and Balochistan provinces, WFP will provide technical assistance, **as requested**, for the design of food security and nutrition sensitive social protection policies.
  - *“Downstream” catalytic interventions:* WFP will help to design and pilot nutrition sensitive approaches and graduation strategies and to ~~integrate~~**assimilate** them into existing safety nets, harnessing their potential for tackling poverty induced food insecurity and malnutrition and helping poor people to escape poverty. Nutrition sensitive safety net models will focus on adolescent girls, pregnant and lactating women and girls, and boys and girls, providing cash, food or both; specialized nutritious foods could be developed for or adapted to the ~~needs of adolescent girls under strategic outcome 3, for example~~**requirements of those most in need**. Interventions targeting the different needs of women, men, girls and boys will raise awareness of nutrition. Graduation models will be designed to strengthen the livelihoods of urban, peri-urban and rural food insecure populations. WFP has initiated discussions with BISP and authorities in Punjab and Khyber Pakhtunkhwa, where social protection policies are already in place, about piloting these interventions.

*Activity 4: Provide technical assistance on school meals to provincial governments and implement school meals programmes as appropriate.*

67. WFP will provide provincial education departments with policy advice and technical assistance on the design, piloting and management of government led school meal initiatives. Such technical assistance may relate to the selection of appropriate meals, procurement and logistics modalities and food safety and quality management. For resettlement in FATA, ~~which has poor education, nutrition and gender equality indicators and a local culture that prioritizes boys’ education over that of girls~~, WFP will implement school meal activities and provide cash transfers to girls in secondary schools. From 2020, the Government is expected gradually to assume responsibility for implementing and financing school meals programmes in FATA.

**Strategic outcome 3: The entire population of Pakistan, especially children under 5, adolescent girls and women of reproductive age, has improved nutrition in line with national targets for 2025**

68. To tackle the persistent challenges of malnutrition in Pakistan, WFP will focus on immediate actions to reduce stunting and other indicators of malnutrition in order to break the intergenerational cycle of malnutrition. WFP will continue to work with the Government and

partners such as FAO, UNICEF and WHO to address the multiple factors affecting nutrition, including gender inequalities.

69. WFP will progressively hand over its direct nutrition interventions to the Government, focusing on supporting foundational structures—~~food governance~~, **such as** an enabling environment and private sector engagement—, and demonstrating models for effective, equitable and sustainable results. To reach urban and rural populations, WFP will work through both government programmes and commercial markets. In the short term, treatment and prevention of all forms of malnutrition will target the most impoverished populations. In the medium term, indirect beneficiaries will benefit from greater access to nutritious and fortified foods and increased awareness of nutrition practices.
70. This outcome will contribute to Vision 2025 goal 16, pillar IV, on strengthening nutrition education for ~~groups at high risk~~ **those most in need**, and UNSDF outcome 4, on improving nutrition status. In line with WFP Strategic Result 2 and SDG target 2.2 it aims to end malnutrition.

### **Focus area**

71. This outcome focuses on root causes.

### **Expected outputs**

72. WFP will contribute to this outcome through four outputs:
- Functional and effective ~~governance~~ **institutional arrangements and partnerships** in all sectors and at both the federal and provincial levels ~~contribute~~ **contribute** to improving the nutrition status of the population, especially children under 5, **boys and girls and** adolescent girls and women of reproductive age.
  - Public sector and private sector actors **are aware of and able** consistently to follow nutrition sensitive approaches in order to improve the population's access to and adequate consumption of nutritious foods.
  - Children under 5, adolescent girls and women of reproductive age benefit from nutrition specific interventions to prevent all forms of malnutrition, particularly acute malnutrition, stunting and micronutrient deficiencies.
  - Evidence-based, cost effective models for improved nutrition are made available to policymakers and practitioners in order to inform policy and programme design to support ~~nutritionally vulnerable people~~ **the nutritional requirements of those most in need**.

### **Key activities**

*Activity 5: Assist the government in achieving SDG 2.2 through improved governance, quality implementation, evidence generation and innovation.*

73. This activity comprises the following elements:
- *Governance:* WFP will help ~~strengthen~~ **further support** Pakistan's ~~governance~~ **capability** in respect of nutrition by supporting the SUN initiative, including the SUN Business Network, and national and provincial fortification alliances, and the Government's development and enforcement of policies, legislation and regulations related to nutrition, including fortification. WFP will also promote investments in nutrition specific and nutrition sensitive policies and programmes that respond to the specific needs and interests of women, men, girls and boys.
  - *Quality implementation:* WFP, **as requested** will ~~seek to enhance~~ **support** the Government's technical capacity to prevent and treat all forms of malnutrition in rural and urban populations. While focusing primarily on acute malnutrition, stunting and micronutrient deficiencies, WFP will also support efforts to curb obesity and overweight, especially in women and children. WFP will implement year-round CMAM, which will be complemented by emergency CMAM activities under strategic outcome 1 in the event of ~~a crisis~~ **natural disasters and shocks**. WFP will hand over the implementation of CMAM to full government ownership by mid-2019. The focus will shift to preventing stunting by providing, through the Government's primary health care system, specialized nutritious foods to children under

2 and pregnant and lactating women and girls, micronutrient powder to children aged 2–5 years and behaviour change communications adapted to ~~various population groups~~ **those most in need** to improve nutrition practices. WFP will support fortification initiatives such as universal salt iodization in partnership with Nutrition International and the fortification of staple foods by the Government and private partners.

- *Evidence building:* Additional research on stunting and CMAM will be conducted to provide the Government with sustainable ~~and scalable models~~ **ways** for future programming.
- *Innovations:* WFP will seek partnerships with FAO ~~on enhancing the capacities of~~ **to support** the national authorities and provincial food departments **in their efforts** to develop and oversee a food safety and quality management system and national and provincial standards for fortified and specialized nutritious foods that meet industry standards. WFP will partner with public and private entities on scaling up production and commercializing specialized nutritious foods in order to address undernutrition in the general population and develop specialized nutritious foods tailored to adolescent girls in a cost effective manner.

***Strategic outcome 4: Communities in disaster prone districts have more resilient food systems and development gains are better protected by disaster risk management systems at all levels by 2022 (SDG 2.4).***

74. WFP will consolidate its experience in providing development and humanitarian assistance in Pakistan, safeguarding development gains in the face of natural ~~hazards~~ **disasters and shocks** while paving the way to development during recovery. It will help to build absorptive and adaptive capacities while laying the groundwork for enhanced resilience of communities and ~~all levels of the Government~~ **institutions** before, during and after the onset of disasters, including those related to climate change. This outcome supports the Government's shift towards a proactive approach to managing disaster risk. As women, children, elderly people and persons with disabilities often suffer disproportionately from disasters, WFP will incorporate consideration of gender, age and special needs into community resilience building activities, including by embedding the promotion of gender equality into livelihood opportunities; **and** community-based disaster risk management structures, ~~school safety~~. This includes training and educating school children, teachers, school management committees and local government officials on disaster preparedness and response planning, including what to do before, during and after disasters.
75. WFP seeks to create sustainable impact at scale by generating evidence of effective approaches, including innovative risk and programme design instruments, that the Government can incorporate into its development plans while gradually increasing financial and human resource allocations for implementation. By the end of the CSP period, target communities should have more resilient food systems and improved livelihoods, and the disaster risk management system, including related government capacities, should be strengthened to **enable it to** better manage risks.
76. This outcome will contribute to the national Framework for Implementation of Climate Change Policy (2014–2030), the National Disaster Risk Reduction Policy (2013), the National Disaster Risk Management Plan (2012–2022) and UNSDF outcome 6 on increased resilience. It is in line with WFP Strategic Result 4 and SDG target 2.4 on sustainable food systems and contributes to achievement of SDG 17 on partnerships and capacities and SDG 13 on climate change.

#### ***Focus area***

77. This outcome focuses on resilience building.

#### ***Expected outputs***

78. WFP will contribute to this outcome through four outputs:
- ~~Shocks~~ **Natural disaster and shock** responsive safety net models are developed to pre-empt and mitigate the negative effects of disasters ~~on highly vulnerable households~~ **and shocks on those most exposed and in need.**
  - Targeted beneficiaries receive assistance for creating assets that improve food security, enhance resilience to **natural disasters and** shocks, reduce risk and ensure sustainable livelihoods.

- An interlinked national, provincial, district and community system integrates disaster risk reduction and management, including management of climate and environment related risks, to mitigate the risk of **natural disasters and shocks** for ~~vulnerable~~ **communities most exposed and in need**.
- The humanitarian response system, including government, local and international actors, remains prepared and has an efficient supply chain network for responding to disasters and protecting ~~vulnerable~~ **communities that are most exposed and in need** in a timely manner.

### **Key activities**

*Activity 6: Support all levels of the Government and communities in adopting and operationalizing an integrated climate risk management system.*

79. This activity includes the introduction of innovative risk management instruments and will support the following:
- An interlinked national, provincial, district and community system will integrate disaster risk reduction and management, including of disasters related to climate, the environment and food security, to mitigate possible negative effects on ~~vulnerable~~ **the most exposed and in need** communities. WFP will support efforts to develop climate sensitive food security solutions for Pakistan, including by sensitizing civil servants and staff at local academic institutions to the links between climate change and food and nutrition security.
  - The Government will be supported in developing a comprehensive risk management approach that integrates various tools to provide risk management interventions that are tailored to conditions in targeted areas in order to promote community centred resilient livelihoods and reduce exposure to **natural disasters and shocks**. Examples of interventions include the linking, co-targeting and sequencing of activities for asset creation, improved market access, strengthening of value chains, micro-insurance, improved savings and access to credit. This will strengthen the ability of ~~vulnerable~~ **the populations that are most exposed and in need** to absorb or adapt to **natural disasters and shocks** and attain sustainable food security through an enhanced natural resource base, improved market outlets, greater financial inclusion, **natural disaster and shock responsive safety nets** and opportunities for prudent risk taking. WFP will collaborate with partners such as FAO, follow the three pronged approach involving integrated context analysis, seasonal livelihoods programming and community-based participatory planning and screen activities to avoid environmental harm, mainstreaming gender in all activities.

*Activity 7: Strengthen the ~~Government's~~ **government's** and communities' capacity for disaster risk reduction.*

80. This will involve assessing the capacities of disaster management authorities and equipping the Government and communities with tools for better emergency preparedness and response, including ~~multi-dimensional~~ **multidimensional** early warning systems for monitoring **natural hazards and shocks** in both rural and urban areas. WFP will ~~seek~~ **support government efforts** to ensure linkages among the different levels of government – federal, provincial, district and *tehsil* – and the community and will incorporate protection, gender and age considerations into response capacities. WFP will help to strengthen supply chain networks in preparation for responding to **natural disasters and shocks**, including by providing engineering and other technical support for the construction of humanitarian response and emergency relief facilities and ~~building~~ **helping** the ~~Government's capacity~~ **Government** to handle, store and manage pre-positioned commodities as strategic stocks. ~~WFP will also~~ **continue its support additional multi-hazard vulnerability to the Government in its Multi-Hazard Vulnerability and risk profiling of hazard Risk Assessment (MHVRA), or through other relevant methodologies, in order to assist the Government in identifying districts most prone to natural disaster and priority districts, the latter being districts with shock and, as a result, exposed to persistent high recurrence of vulnerability to food insecurity coupled with high or medium recurrent natural hazards.** **This will help** to better inform planning and generate evidence for effective risk management and risk reduction approaches.

81. In addition, WFP will ~~provide assistance for school safety activities, will develop and test~~ **share** inclusive models for community-based disaster risk management, **including for schools**, that can ~~be rolled out across districts~~ **facilitate the efforts of the government** and ~~will train~~ **support the training of** local community members, government officials and women health workers **in accordance with the priorities of the Government**. WFP will focus on supporting provincial governments to increase district level capacities for implementing disaster risk reduction measures.

*Strategic outcome 5: Federal and provincial systems have strengthened capabilities for providing food security and essential services to the People of Pakistan by 2022 (SDG 17.9).*

82. As a result of WFP's assistance to the Government of Punjab in identifying efficiency gains in its strategic grain reserve storage system, other provincial governments have expressed interest in similar technical assistance. These governments recognize the significant savings and improved quality and quantity control that WFP's assistance can generate. WFP will extend its assistance to the diagnosis and improvement of supply chain networks and enhancement of the Government's capacity, **as requested**, to achieve the SDGs, further strengthening WFP's partnership with the Government.
83. This outcome is aligned with WFP Strategic Result 5 and SDG target 17.9 on ~~strengthening~~ **assisting the** government and **strengthening** other partners' capacity to achieve the SDGs.

#### *Focus area*

84. The primary focus of this outcome is root causes.

#### *Expected outputs*

85. WFP will contribute through two outputs:
- Infrastructure for government supply chain systems (health and storage of strategic grain reserves) is designed and built to minimize losses and improve quality control for the benefit of the people of Pakistan.
  - ~~Management~~ **Best practices in the management of government** supply chain systems ~~is~~ **shared with the Government to facilitate** improved ~~to maintain~~ **maintenance of** stocks of appropriate quantity and quality for supplying populations affected by **natural disasters and** shocks or prolonged stress.

#### *Key activities*

*Activity 8: Strengthen government and partner capabilities to provide food security and essential services...*

86. This activity can include the provision of support to provincial food departments in managing strategic grain reserves more efficiently. ~~It involves conducting feasibility studies of the Government's grain storage plans;~~ **It involves** providing technical assistance to provincial food departments to help them enhance their strategic grain reserves through engineering and supply chain support and improve grain safety and quality; capacity development in storage, commodity handling and warehouse management; development of a commodity tracking system for the food departments; and sharing best practices in goods and services procurement. WFP may also, **as requested by the government**, draw on its expertise and experience in strengthening the capacities of other public sector and private sector actors to achieve the SDGs, including those related to health.

### **3.3 Transition and exit strategies**

87. With the Government leading work to achieve the SDGs and WFP aiming to exit Pakistan by 2030, this CSP seeks to embed interventions in government programmes and local businesses. Model interventions will be developed with the Government, with the expectation that the Government will gradually increase financial and human resource allocations for scaling up these interventions- **and ultimately taking them over. Taking into account the devolution of power to the provinces, investment by the provincial governments in programmes that will first be co-supported by WFP and eventually run solely by the Government will play a key role in**

ensuring a smooth exit. WFP will, for example, support the transition and integration of nutrition-specific programmes into national health systems by providing technical support where operational and staffing costs are covered by budgets made available under the Government's planning and budgeting process. WFP support after the CSP period will focus on technical assistance for the Government in optimizing and adapting institutional systems and approaches to accelerate Pakistan's socio-economic progress. WFP can also facilitate the sharing of experiences and expertise with other countries through South-South cooperation.

## 4. Implementation arrangements

### 4.1 Beneficiary analysis

88. The number of direct beneficiaries under strategic outcome 1 is expected to decrease during implementation of the CSP in line with the Government's ~~increasing capacity~~ **priorities**. While activities under strategic outcome 2 seek to reduce gender disparities, the larger number of men and boy beneficiaries results from more boys than girls attending school. The larger number of women and girl beneficiaries under strategic outcome 3 reflects the focus on addressing the particular nutrition requirements of adolescent girls and women of reproductive age.
89. Given the CSP's focus on capacity strengthening, WFP's assistance is expected to assist a significant number of indirect beneficiaries, including those who benefit from the community assets created, the improved targeting criteria of social safety nets, strengthened government capacities to implement nutrition, disaster risk management and school meal activities, and enhanced policies, institutions and strategic grain reserves.

<b>Strategic outcome</b>	<b>Activities</b>	<b>Women and girls</b>	<b>Men and boys</b>	<b>Total</b>
1	Humanitarian assistance	455 700	474 300	<b>930 000</b>
	Recovery	882 000	918 000	<b>1 800 000</b>
2	Social protection mechanisms	16 300	7 200	<b>23 500</b>
	School meals	325 500	424 300	<b>749 800</b>
3	Nutrition	2 484 100	1 132 600	<b>3 616 700</b>
4	Integrated climate risk management	59 000	61 000	<b>120 000</b>
	Disaster risk reduction	219 000	228 000	<b>447 000</b>
5	Capacity strengthening <b>Support for the</b> SDGs	-	-	-
<b>Total</b>		<b>4 441 600</b>	<b>3 245 400</b>	<b>7 687 000</b>

## 4.2 Transfers

### Food and CBTs

**TABLE 2: FOOD RATIONS (g/person/day) AND CBT VALUES (USD/person/day) BY STRATEGIC OUTCOME AND ACTIVITY**

Activity type	Strategic outcome 1					Strategic outcome 2						Strategic outcome 3					Strategic outcome 4	
	Activity 1			Activity 2	Activity 3			Activity 4			Activity 5			Activity 6	Activity 7			
	General food distribution	FFA	CMAM		FFA	Nutrition-sensitive safety net	Adolescent girls	Social protection – livelihoods	School meals (pre- and primary school children)	School meals (primary school children)	School meals (secondary school girls)	CMAM		Stunting prevention/ micronutrient deficiencies			Integrated climate risk management	Disaster risk reduction
			Children 6–59 months	Pregnant and lactating women and girls							Children 6–59 months	Pregnant and lactating women and girls	Children 6–23 months	Children 24–59 months	Pregnant and lactating women and girls			
	Food	Food and CBTs	Food	Food	Food and CBTs	Food	Food	CBTs	Food	Food	CBTs	Food	Food	Food	Food	Food	CBTs	CBTs
Cereals	444	444			444													
Pulses	44	44			44													
Oil	25	25			25					13								
Salt	1	1			1													
High energy biscuits	75								75	75								
Ready to use food (Wawa Mum)	50					50								50				
Ready to use food (Acha Mum)			100									100						
Lipid-based nutrient supplement (Mamta)	75			150			20*						150			50		
Micronutrient powder															1			
<b>Total</b>	<b>714</b>	<b>514</b>	<b>100</b>	<b>150</b>	<b>514</b>	<b>50</b>	<b>20</b>		<b>75</b>	<b>88</b>			<b>150</b>	<b>50</b>				
Total kcal/day	2 141**	1 880	520	780	1 880	260	104		338	452		520	780	260	0	260		
% kcal from protein	14.2	14.8	10	10	14.8	10	10		11	8.3		10	10	10	0	10		

**TABLE 2: FOOD RATIONS (g/person/day) AND CBT VALUES (USD/person/day) BY STRATEGIC OUTCOME AND ACTIVITY**

	Strategic outcome 1				Strategic outcome 2						Strategic outcome 3					Strategic outcome 4		
	Activity 1			Activity 2	Activity 3			Activity 4			Activity 5					Activity 6	Activity 7	
Activity type	General food distribution	FFA	CMAM		FFA	Nutrition-sensitive safety net	Adolescent girls	Social protection – livelihoods	School meals (pre- and primary school children)	School meals (primary school children)	School meals (secondary school girls)	CMAM		Stunting prevention/micronutrient deficiencies			Integrated climate risk management	Disaster risk reduction
			Children 6–59 months	Pregnant and lactating women and girls								Children 6–59 months	Pregnant and lactating women and girls	Children 6–23 months	Children 24–59 months	Pregnant and lactating women and girls		
	Food	Food and CBTs	Food	Food	Food and CBTs	Food	Food	CBTs	Food	Food	CBTs	Food	Food	Food	Food	Food	CBTs	CBTs
Cash (USD/family/month)		57			57			57/286***			9.5	400	150				57/20****	57
No. of feeding days	60	90	90	120	90	360	360	90	198	198/150*****	270	90	120	360	360	180	90	90

- \* A new product will be developed specifically for adolescent girls. It is assumed that each girl will be provided with a 20 g package three times a week. Proposed quantities are based on estimates and are subject to change.
- \*\* kcal values are based on a food basket of cereals, pulses, vegetable oil, iodized salt and age-specific commodities (*Wawa Mum*, the lipid-based nutrient supplement *Mamta*, high energy biscuits) according to energy requirements.
- \*\*\* Selected households will receive one-off assistance as an incentive for graduating to livelihood support.
- \*\*\*\* Participants will be given USD 57 per month in compensation for their work in asset creation; USD 20 per participant is budgeted as a one-off insurance premium.
- \*\*\*\*\* 198 days of on-site feeding and 150 days for take-home rations during the school year. As an incentive for retention in school, a take-home ration of 4.5 kg will be distributed every second month for 150 days, providing 13 g per child per day.

TABLE 3: TOTAL FOOD AND CBT REQUIREMENTS AND VALUES		
Food/CBTs	Total (mt)	Total (USD)
Cereals	69 269	27 707 475
Pulses	6 858	2 782 226
Oil and fats	21 677	19 076 116
Mixed and blended foods	50 412	96 376 426
Other	416	6 138 541
<b>Total (food)</b>	<b>148 632</b>	<b>152 080 784</b>
CBT	–	63 244 470
<b>Total (food and CBT value)</b>	<b>148 632</b>	<b>215 325 254</b>

90. Cash-based transfers (CBTs) will be used where markets are stable and sufficient supplies are present. The use of CBTs will be informed by gender analyses and assessments of protection issues. Food transfers will be utilized where local markets do not have adequate supplies of safe and nutritious food and the food basket or specialized nutritious foods are critical to attainment of the outcome.

#### *Capacity strengthening including South–South cooperation*

91. The principle aim of the CSP is ~~empowering to assist~~ Pakistan to ~~lead in leading and sustain~~ **sustaining** its own efforts to achieve the SDGs. All activities therefore aim to ~~strengthen~~ **facilitate** the ~~capacities~~ **efforts** of the Government, ~~and strengthen~~ **academic institutions and local NGO partners, in line with priorities of the Government.** WFP will ~~facilitate~~ **assist the Government, as requested,** in the sharing of knowledge, experiences and expertise through South–South cooperation with other countries, including China and its WFP Centre of Excellence.

#### **4.3 Supply chain**

92. WFP will provide a wide range of services to augment Pakistan’s national emergency preparedness and response capacity, concentrating on ~~enhancing the Government’s~~ **assisting the Government, as requested, in improving the** supply chain network through the establishment of storage facilities at the provincial, divisional and district levels. Minimizing food losses through an effective supply chain by enabling the Government to establish strategic grain reserves will be a major priority.
93. WFP will continue to procure food nationally and internationally, depending on cost effectiveness, and will facilitate imports through ports in Karachi for operations in both Afghanistan and Pakistan, **subject to government clearance.** Storage will be managed at WFP warehouses throughout the country. Commercial milling of wheat will be overseen and all food movements will be monitored in real time. Wherever CBTs are utilized, market assessments will be conducted to identify potential risks related to the supply chain, and financial service providers will be selected through WFP’s procurement process.
94. Supply chain services will also be extended to other United Nations agencies, NGOs, ~~government departments~~ and other humanitarian actors.

#### **4.4 Country office capacity and profile**

95. The size, structure and staffing profile of the country office will be adapted as WFP’s role in Pakistan shifts **over the period of the CSP,** increasingly towards supporting the Government in filling gaps by fostering an enabling environment, creating evidence-based, equitable and cost-effective models, and ~~strengthening~~ **bolstering** capacities to deliver on SDGs 2 and 17, **in conformity with relevant government rules.** The country office is conducting a comprehensive review of its structure from the senior management to sub-office levels.

## 4.5 Partnerships

96. Leading the country's work towards the SDGs, the Government is WFP's primary partner. WFP will maintain dialogue with the ministries of finance, foreign affairs and planning, development, and reform. At the federal level, it will partner with the ministries of national food security and research, national health services, and climate change, the National Disaster Management Authority and BISP. WFP will also collaborate with provincial departments of planning and development, women's development, food, health, education, agriculture, forestry, social protection, and local government and rural development.
97. WFP will remain a trusted partner of international development actors, working towards common objectives and ensuring accountability for investments. Greater emphasis will be placed on leveraging the expertise of partners, such as through the WFP Centre of Excellence in China. Promoting gender equality will be a core element in all partnerships.
98. NGOs (**both national and international**) are major implementing partners **and will be selected for each activity through a competitive process**; potential partners for exploring new opportunities include the Red Crescent Society and Oxfam. WFP will engage ~~local~~ NGOs, civil society and academic institutions such as Aga Khan University and the National Agricultural Research Centre.
99. WFP will engage both the public and private sectors to leverage expertise and funding for achieving zero hunger, focusing on nutritious food products, supply chains, livelihoods and risk management instruments.
100. The country office is actively engaged in the One UN initiative and currently chairs or co-chairs the food security and nutrition, resilience, and social protection outcome groups. It will continue to seek collaboration with UNICEF and WHO on nutrition, and with FAO and IFAD on food security and livelihoods. **Building on the Government's commitment to reducing micronutrient malnutrition, WFP will work on food fortification in partnership with provincial health departments, the Micronutrient Initiative, UNICEF and the Global Alliance for Improved Nutrition.**

## 5. Performance management and evaluation

### 5.1 Monitoring and evaluation arrangements

101. A **need and** gender responsive monitoring, review and evaluation plan is being developed in line with WFP's corporate results framework and corporate evaluation strategy; related costs are reflected in the country portfolio budget. The plan details the monitoring of and reporting on each strategic outcome, and streamlines capacity strengthening interventions.
102. Pre-assistance baselines will be established for the food assistance activities that WFP implements directly and for its capacity strengthening interventions. ~~A decentralized impact evaluation in 2021 will measure the net effects—or attributed effects—of WFP's interventions on the lives of people affected by temporary displacement.~~ A mid-term review will identify gaps and WFP will initiate a country portfolio evaluation in 2021 to assess results and inform future programming. A review of transfer modalities will inform both WFP's use of these modalities and the choices of the Government and other partners. All operational research, including ongoing research on preventing malnutrition in adolescent girls, will be documented and shared to inform WFP's work globally. The baseline and monitoring system will ensure that relevant data are collected, disaggregated by age and sex, analysed and used.
103. Monitoring and reporting against indicators will continue to use technology for real-time data collection and reporting. District-based field staff will monitor operations regularly. Where access for United Nations staff is restricted, WFP will outsource monitoring activities, ensuring regular supervision and oversight.
104. WFP will pursue opportunities for joint monitoring with other agencies and the Government, especially for reporting on the UNSDF and assisting the Government in monitoring SDG and national indicators.

105. WFP's beneficiary feedback mechanism offers a platform for primary stakeholders (beneficiaries and affected communities), as well as any person wanting to comment on WFP programmes, to submit feedback on the quality and effectiveness of its assistance. This allows WFP to identify problems, including those related to protection, fraud and diversion, and improve programming. When appropriate, WFP will help the Government and other partners to establish or adapt similar mechanisms to improve their operations and enhance protection.

## 5.2 Risk management

106. WFP regularly assesses its risks based on the likelihood of them occurring and reviews its mitigation plans in consultation with stakeholders. The regularly updated corporate risk register will continue to guide preparedness and risk mitigation actions.

### *Contextual risks*

107. A major natural disaster ~~has a high probability of disrupting~~ **may disrupt** activities and ~~diverting by causing the diversion of~~ resources and attention from Pakistan's development ~~progress programmes.~~ This CSP provides the agility for WFP to respond to **natural disasters and shocks** when requested and seeks to mitigate ~~the effects of shocks~~ **their impact** by building communities' resilience and **assisting the government in further improving** the country's disaster risk management system. At the same time, it maintains a clear line of sight along Pakistan's development pathway, **in line with the Government's priorities.**
108. ~~Although the security situation has improved, security risks affect accessibility and the food security and nutrition of affected populations.~~ WFP will continue to engage with the Government, cooperating partners, the United Nations country team and communities on minimizing ~~these risks, and will share information to better contextualize risks and determine mitigation measures.~~ **security and other risks.** WFP will comply with the United Nations Department of Safety and Security minimum operating security standards to reduce security risks to staff.
- ~~109. Challenges resulting from discriminatory socio-cultural norms that restrict access to services for women and girls will be mitigated through increased community involvement, gender transformative programming and adherence to "do no harm" principles.~~
- 109. The "do no harm" principles, including with regard to girls and women, will apply throughout WFP's engagement in Pakistan. Increased community involvement is expected to result in improved access to needed services for all.**

### *Programmatic risks*

110. To mitigate possible funding shortfalls, WFP will engage donors and increase its donor base through dialogue with governments, the private sector and ~~non-traditional~~ **new** donors. In supporting Pakistan's efforts to achieve the SDGs, WFP is reliant on the ~~Government maintaining its Government's priorities and commitments and priorities.~~ WFP will mitigate the risks of this reliance by ~~integrating government commitments into development plans and memoranda of understanding, and strengthening the capacities of academic institutions, civil society and local NGOs.~~ To mitigate risks associated with the operations of international NGOs in the country, WFP will continue to expand its partnerships with local NGOs, building their technical competencies in financial management, participatory programming, reporting, monitoring and warehouse management, for example.
111. Operational risks associated with CBTs, including protection risks, will be addressed through regular assessments of markets, operating conditions and cost efficiencies. Environmental risk screening will be conducted in line with WFP's 2017 environmental policy.

### *Institutional risks*

112. Institutional risks such as misappropriations or cash losses will be minimized by adhering to WFP's procurement and financial rules, sensitizing cooperating partners to WFP's financial regulations, assessing financial service providers and informing beneficiaries of their entitlements and delivery mechanisms. Innovative systems such as the system for resolving issues rapidly and the beneficiary feedback mechanism will be in place to facilitate quick resolution of any incidents. Maintaining an effective human resource system and policies will mitigate risks related to recruitment and assignment of staff. Staff readiness will be assessed in light of changing priorities,

and capacity gaps will be addressed through training and support from the regional bureau and headquarters.

## 6. Resources for results

### 6.1 Country portfolio budget

Strategic outcome	2018	2019	2020	2021	2022	Total
1	56 064 08155 802 099	50 983 555745 314	12 653 186594 059	22 374270	10 768718	119 733 964174 460
2	21 520 681420 117	16 013 54915 938 719	18 924 682836 249	15 076 819006 367	13 702 244638 215	85 237 97584 839 667
3	35 111 38234 947 310	36 142 35835 973 469	30 031 47729 891 143	29 156 019 776	19 983 794890 411	150 425 029149 722 108
4	8 055 190017 549	11 492 833439 128	15 444 832372 660	24 154 116041 246	22 667 329561 407	81 814 299431 989
5	2 645 520633 159	3 376 353360 575	2 938 275924 545	2 022 892013 439	1 394 645388 129	12 377 686319 846
<b>Total</b>	<b>123 396</b> <b>854122 820</b> <b>234</b>	<b>118 008</b> <b>648117 457</b> <b>205</b>	<b>79 992</b> <b>452618</b> <b>655</b>	<b>70 432</b> <b>220103</b> <b>097</b>	<b>57 758</b> <b>780488 879</b>	<b>449 588</b> <b>953447 488</b> <b>070</b>

113. The budget reflects the CSP's gradual shift from direct implementation of assistance programmes to provision of support to the Government. As the Government's capacity to respond to and manage disaster risks **natural disasters and shocks** increases and **recovery efforts** programmes in FATA wind down, the need for WFP to respond directly to **crises** **humanitarian needs** is expected to decrease, as reflected in the budget for strategic outcome 1. Concurrently, WFP's assistance with strengthening the resilience of the risk management system under strategic outcome 4 will increase. The budget for strategic outcome 3 reflects the investments needed to reduce malnutrition for this generation in order to precipitate change for future generations; its decrease over time coincides with hand-over to the Government. The Government will also gradually assume ownership of school meal activities, allowing the budget for strategic outcome 2 to be reduced.

114. With gender mainstreamed throughout the CSP, WFP has identified and budgeted funds for gender equality activities.

### 6.2 Resourcing outlook

115. The total budget for the CSP is USD ~~449.6447.4~~ **447.4** million. The strategic outcomes ~~are~~ **will be guided by government priorities while staying** in line with donor interests ~~and offer~~, **offering** opportunities for mobilizing funds. WFP is consulting donors to identify focus areas that match their objectives. Given the continued humanitarian needs and the Government's plans ~~endorsed by donors~~ **for resettlement in FATA**, contributions for **relief and recovery** **government priorities** in FATA are expected to continue. Increasing government investments are creating new opportunities under **all** strategic outcomes ~~2, 3 and 4~~.

116. The Government of Pakistan is currently the second largest donor to WFP's operations in the country and the largest host government donor to WFP globally. In line with Pakistan's economic achievements and the resulting expectations of international development partners, financing of the CSP will rely on progressively larger investments from the Government; WFP will also continue to seek international funding support.

### **6.3 Resource mobilization strategy**

117. The country office is developing a resource mobilization plan to support implementation of the CSP. The plan seeks to diversify funding streams, capitalizing on strong partnerships with the Government and current donors while enhancing relationships with emerging and new donors. WFP will mobilize resources jointly with the Government, including by applying to global funds such as the Green Climate Fund. The plan identifies actions that can be taken with donors with the aim of securing more predictable, flexible and, preferably, multi-year funding for the effective and efficient implementation of the CSP.

REVISION MODE

## ANNEX I

## LOGICAL FRAMEWORK FOR PAKISTAN COUNTRY STRATEGIC PLAN (JANUARY 2018–DECEMBER 2022)

**Strategic Goal 1: Support countries to achieve zero hunger**

**Strategic Objective 1: End hunger by protecting access to food**

**Strategic Result 1: Everyone has access to food (SDG target 2.1)**

**Strategic outcome 1: 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 category: Maintained/enhanced individual and household access to adequate food

nutrition sensitive

Focus area: crisis response

Assumptions:

Affected populations' food assistance needs are identified and ~~advocated~~ **communicated** in a timely manner at all levels.

Humanitarian actors commit together for successful transition from crisis (**due to natural disasters and shocks**) to early recovery, and community needs are prioritized and receive sufficient recognition in post **natural disaster and shock** rehabilitation strategies and programmes.

The Government continues to provide ~~support for a secure~~ **supportive** operating environment.

Sufficient funding/resources are available.

#### **Outcome indicators**

Consumption-based Coping Strategy Index (Average)

Food Consumption Score

Food Consumption Score – Nutrition

Food Expenditure Share

Livelihood-based Coping Strategy Index (Average)

MAM Treatment Default rate

MAM Treatment Mortality rate

MAM Treatment Non-response rate

MAM Treatment Recovery rate

Proportion of eligible population that participates in programme (coverage)

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

## Activities and outputs

### **1. Provide humanitarian assistance to meet the basic food and nutrition needs of the most vulnerable populations that are affected or likely to be affected by disaster-natural disasters and shocks. (URT: Unconditional resource transfers to support access to food)**

Targeted beneficiaries receive sufficient cash- and/or food-based transfers to meet their basic food and nutrition requirements. (A: Resources transferred)

Targeted beneficiaries receive sufficient cash- and/or food-based transfers to meet their basic food and nutrition requirements. (C: Capacity development and technical support provided)

Targeted beneficiaries receive sufficient cash- and/or food-based transfers to meet their basic food and nutrition requirements. (H: Shared services and platforms provided)

Targeted beneficiaries receive sufficient transfers, including specialized nutritious foods, to prevent and treat MAM. (A: Resources transferred)

Targeted beneficiaries receive sufficient transfers, including specialized nutritious foods, to prevent and treat MAM. (B: Nutritious foods provided)

### **2. Support affected populations during the early recovery phase to address food insecurity and rebuild livelihoods. (ACL: Asset creation and livelihood support activities)**

Affected populations receive support for rebuilding livelihoods and expediting their recovery. (A: Resources transferred)

Affected populations receive support for rebuilding livelihoods and expediting their recovery. (D: Assets created)



**Strategic outcome 2: The social protection system at the federal and provincial levels provides the ~~most vulnerable~~ populations most in need, especially women, adolescent girls and children, with improved and sustained access to safe, nutritious and sufficient food by 2022.**

Outcome category: Enhanced social and public-sector capacity to assist populations facing acute, transitory or chronic food insecurity

Nutrition Sensitive

Focus area: root causes

Assumptions:

Government counterparts are engaged and are willing to design and implement school meal programmes.

Programmes and policies continue to prioritize nutrition considerations in social protection.

Adequate resources are allocated and mobilized for ~~policy making~~, planning and implementation.

#### **Outcome indicators**

Enrolment rate

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

Retention rate

Zero Hunger Capacity Scorecard

#### **Activities and outputs**

**3. Augment Government of Pakistan social protection mechanisms like the Benazir Income Support Programme to support ~~the~~ food and nutrition insecure and ~~nutritionally vulnerable~~ urban and rural poor people. (CSI: Institutional capacity strengthening activities)**

-

Major social safety nets ~~adopt measures to~~ address food security and nutrition related ~~vulnerabilities~~ **requirements** and serve the **diverse** needs of urban and rural poor men, women, boys and girls in order to break the intergenerational cycle of poverty and malnutrition. (C: Capacity development and technical support provided)

Poor and **the most** nutritionally ~~vulnerable~~ **exposed** beneficiaries of safety nets have access to nutritious food in order to improve their nutrition. (A: Resources transferred)

Poor and **the most** nutritionally ~~vulnerable~~ **exposed** beneficiaries of safety nets have access to nutritious food in order to improve their nutrition. (B: Nutritious foods provided)

**4. Provide technical assistance on school meals to provincial governments and implement school meals programmes as appropriate. (SMP: School meal activities)**

Targeted boys and girls in government primary schools, and ~~girls~~ **adolescents** in secondary schools, receive nutritious foods and participate in nutrition education programmes in order to improve their nutrition and increase school attendance. (A: Resources transferred)

Targeted boys and girls in government primary schools, and ~~girls~~ **adolescents** in secondary schools, receive nutritious foods and participate in nutrition education programmes in order to improve their nutrition and increase school attendance. (C: Capacity development and technical support provided)

**Strategic Objective 2: Improve nutrition**

**Strategic Result 2: No one suffers from malnutrition (SDG target 2.2)**

**Strategic outcome 3: The entire population of Pakistan, especially children under 5, adolescent girls and women of reproductive age, has improved nutrition in line with national targets for 2025.**

Outcome category: Enhanced social and public-sector capacity to identify, target and assist nutritionally vulnerable populations

Focus area: root causes

Assumptions:

Development partners are committed to raise the level of their contribution in line with national nutrition initiatives.

National and provincial government counterparts are engaged.

Basic nutrition services are accessible to targeted beneficiaries.

The Government continues to provide ~~support for a secure~~ **supportive** operating environment.

Adequate resources are available.



**Outcome indicators**

MAM Treatment Default rate  
 MAM Treatment Mortality rate  
 MAM Treatment Non-response rate  
 MAM Treatment Recovery rate  
 Minimum Dietary Diversity – Women  
 Proportion of children 6–23 months of age who receive a minimum acceptable diet  
 Proportion of eligible population that participates in programme (coverage)  
 Proportion of target population that participates in an adequate number of distributions (adherence)  
 Zero Hunger Capacity Scorecard

**Activities and outputs**

**5. Assist the government in achieving SDG 2.2 through improved governance, quality implementation, evidence generation and innovation.  
 (NPA: Malnutrition prevention activities)**

Children under 5, adolescent girls and women of reproductive age benefit from nutrition-specific interventions to prevent all forms of malnutrition, particularly, acute malnutrition, stunting and micronutrient deficiencies. (A: Resources transferred)

Children under 5, adolescent girls and women of reproductive age benefit from nutrition-specific interventions to prevent all forms of malnutrition, particularly, acute malnutrition, stunting and micronutrient deficiencies. (B: Nutritious foods provided)

Children under 5, adolescent girls and women of reproductive age benefit from nutrition-specific interventions to prevent all forms of malnutrition, particularly, acute malnutrition, stunting and micronutrient deficiencies. (C: Capacity development and technical support provided)

Children under 5, adolescent girls and women of reproductive age benefit from nutrition-specific interventions to prevent all forms of malnutrition, particularly, acute malnutrition, stunting and micronutrient deficiencies. (E: Advocacy and education provided)

Evidence-based cost-effective models for improved nutrition are made available to policy-makers and practitioners in order to inform policy and programme design to support **the nutritional requirements of those most in need**. (C: Capacity development and technical support provided)

Functional and effective ~~governance~~ **institutional arrangements and partnerships** -in all sectors and at both the federal and provincial levels contributes to improving the nutritional status of the population, especially children under 5; **boys and girls and** adolescent girls and women of reproductive age. (C: Capacity development and technical support provided)

Public sector and private sector actors **are aware of and able** consistently to follow nutrition sensitive approaches in order to improve the population's access to and adequate consumption of nutritious foods. (C: Capacity development and technical support provided)

**Strategic Objective 3: Achieve food security****Strategic Result 4: Food systems are sustainable (SDG target 2.4)**

**Outcome 4: 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.**

Outcome category: Improved household adaptation and resilience to climate and other shocks

Focus area: resilience building

**Assumptions:**

Continued support from government to implement plans.  
 Disaster management authorities are engaged at all levels.  
 Cooperating partners are able to implement and coordinate with WFP in an effective way.  
 Funding and partners are available to implement asset-creation and rehabilitation activities.

**Outcome indicators**

Consumption-based Coping Strategy Index (Average)

Emergency Preparedness Capacity Index

Food Consumption Score

Food expenditure share

Livelihood-based Coping Strategy Index (Average)

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

Proportion of the population in targeted communities reporting benefits from an enhanced livelihoods asset base

Proportion of the population in targeted communities reporting environmental benefits

Zero Hunger Capacity Scorecard

## Activities and outputs

### 6. Support all levels of the Government and communities in adopting and operationalizing an integrated climate risk management system. (CAR: Climate adaptation and risk management activities)

**Natural disaster and shock-responsive safety net models are developed to pre-empt and mitigate the negative effects of disaster on highly vulnerable households and shocks on those most exposed and in need.** (A: Resources transferred)

**Natural disaster and shock-responsive safety net models are developed to pre-empt and mitigate the negative effects of disaster on highly vulnerable households and shocks on those most exposed and in need.** (C: Capacity development and technical support provided)

**Natural disaster and shock-responsive safety net models are developed to pre-empt and mitigate the negative effects of disaster on highly vulnerable households and shocks on those most exposed and in need.** (D: Assets created)

**Natural disaster and shock-responsive safety net models are developed to pre-empt and mitigate the negative effects of disaster on highly vulnerable households and shocks on those most exposed and in need.** (G: Linkages to financial resources and insurance services facilitated-)

Targeted beneficiaries receive assistance for creating assets that improve food security, enhance resilience to **natural disasters and shocks**, reduce risk and ensure sustainable livelihoods. (A: Resources transferred)

Targeted beneficiaries receive assistance for creating assets that improve food security, enhance resilience to **natural disasters and shocks**, reduce risk and ensure sustainable livelihoods. (C: Capacity development and technical support provided)

Targeted beneficiaries receive assistance for creating assets that improve food security, enhance resilience to **natural disasters and shocks**, reduce risk and ensure sustainable livelihoods. (D: Assets created)

### 7. Strengthen the Government's and communities' capacity for disaster risk reduction. (EPA: Emergency preparedness activities)

The humanitarian response system (including government, local and international actors) remains prepared and has an efficient supply chain network for responding to disasters and protecting ~~vulnerable~~ communities **that are most exposed and in need** in a timely manner. (C: Capacity development and technical support provided)

The humanitarian response system (including government, local and international actors) remains prepared and has an efficient supply chain network for responding to disasters and protecting ~~vulnerable~~ communities **that are most exposed and in need** in a timely manner. (L: Infrastructure and equipment investments supported)

An interlinked national, provincial, district and community system integrates disaster risk reduction and management, including management of climate- and environment-related risks to mitigate the risk of **natural disasters and shocks** for vulnerable communities **most exposed and in need**. (C: Capacity development and technical support provided)

An interlinked national, provincial, district and community system integrates disaster risk reduction and management, including management of climate- and environment-related risks to mitigate the risk of **natural disasters and shocks** for vulnerable communities **most exposed and in need**. (L: Infrastructure and equipment investments supported)

**Strategic Goal 2: Partner to support implementation of the SDGs**

**Strategic Objective 4: Support SDG implementation**

**Strategic Result 5: Countries have strengthened capacity to implement the SDGs (SDG target 17.9)**

**Strategic outcome 5: Federal and provincial systems have strengthened capabilities to provide food security and essential services to the people of Pakistan by 2022.**

Outcome category: Enhanced capacities of public- and private-sector institutions and systems, including local responders, to identify, target and assist food-insecure and nutritionally vulnerable populations

Focus area: root causes

**Assumptions:**

Relevant government departments continue to prioritize efficient grain storage systems.

**Outcome indicators**

Zero Hunger Capacity Scorecard

**Activities and outputs**

RE

**8. Strengthen government and partner capabilities to provide food security and essential services. (CSI: Institutional capacity strengthening activities)**

Infrastructure for government supply chain systems (health and storage of strategic grain reserves) is designed and built to minimize losses and improve quality control for the benefit of the people of Pakistan. (L: Infrastructure and equipment investments supported)

**Best practices in the management of government supply chain systems is are shared with the Government to facilitate improved to maintain maintenance of** stocks of appropriate quantity and quality for supplying populations affected by **natural disasters and** shocks or prolonged stress. (C: Capacity development and technical support provided)

REVISION MC

**Strategic Goal 1: Support countries to achieve zero hunger****C.1. Affected populations are able to hold WFP and partners accountable for meeting their hunger needs in a manner that reflects their views and preferences****Cross-cutting indicators**

C.1.1: Proportion of assisted people informed about the programme (who is included, what people will receive, length of assistance)

C.1.2: Proportion of project activities for which beneficiary feedback is documented, analysed and integrated into programme improvements

**C.2. Affected populations are able to benefit from WFP programmes in a manner that ensures and promotes their safety, dignity and integrity****Cross-cutting indicators**

C.2.1: Proportion of targeted people accessing assistance without protection challenges

**C.3. Improved gender equality and women's empowerment among WFP-assisted population****Cross-cutting indicators**

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

C.3.2: Proportion of food assistance decision-making entity – committees, boards, teams, etc. – members who are women

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

**C.4. Targeted communities benefit from WFP programmes in a manner that does not harm the environment****Cross-cutting indicators**

C.4.1: Proportion of activities for which environmental risks have been screened and, as required, mitigation actions identified



## ANNEX II

INDICATIVE COST BREAKDOWN BY STRATEGIC OUTCOME (USD)						
	Strategic Result 1 SDG target 2.1	Strategic Result 1 SDG target 2.1	Strategic Result 2 SDG target 2.2	Strategic Result 4 SDG target 2.4	Strategic Result 5 SDG target 17.9	Total
	Strategic outcome 1	Strategic outcome 2	Strategic outcome 3	Strategic outcome 4	Strategic outcome 5	
Focus area	Crisis response	Root causes	Root causes	Resilience	Root causes	
Transfers	94 793 263	58 354 559	103 991 288	54 864 251	8 837 405	<b>320 840 765</b>
Implementation	9 676 105	14 058 867	24 047 005	13 591 824	1 718 624	<b>63 092 425</b>
Adjusted direct support costs	7 431 533	7 248 233	12 545 847	8 005 887	1 011 902	<b>36 243 402</b>
Subtotal	111 900 901	79 661 659	140 584 139	76 461 962	11 567 931	<b>420 176 592</b>
Indirect support costs (76.5%)	7 833 063 273 559	5 576 346 178 008	9 840 890 137 969	5 352 337 970 028	809 755 751 916	<b>29 412 361 27 311 478</b>
<b>Total</b>	<b>119 733 964 174 460</b>	<b>85 237 975 84 839 667</b>	<b>150 425 029 149 722 108</b>	<b>81 814 299 431 989</b>	<b>12 377 686 319 846</b>	<b>449 588 953 447 488 070</b>

## Acronyms used in the document

BISP	Benazir Income Support Programme
CBT	cash based transfer
CMAM	community based management of acute malnutrition
CSP	country strategic plan
FAO	Food and Agriculture Organization of the United Nations
FATA	Federally Administered Tribal Areas
FFA	food assistance for assets
IFAD	International Fund for Agricultural Development
ILO	International Labour Organization
MAM	moderately acute malnutrition
OCHA	Office for the Coordination of Humanitarian Affairs
PKR	Pakistani rupee
PRRO	protracted relief and recovery operation
SDG	Sustainable Development Goal
SUN	Scaling Up Nutrition
UNDP	United Nations Development Programme
UNHCR	Office of the United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
UNSDF	United Nations Sustainable Development Framework
WHO	World Health Organization