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Independent Monitoring, Evaluation and Learning of the Building Resilience and Addressing Vulnerability to Emergencies (BRAVE) Programme

Baseline Evaluation

January 2026

Acronyms

Agency for Technical Cooperation and Development	**ACTED**
Aga Khan Foundation	**AKF**
Aga Khan Rural Support Programme	**AKRSP**
Asian Development Bank	**ADB**
Beneficiary Feedback Survey	**BFS**
British High Commission	**BHC**
Building Resilience and Addressing Vulnerability to Emergencies	**BRAVE**
Civil Society Organisation	**CSO**
Climate Change Risk and Vulnerability Assessments	**CCRVA**
Climate smart agriculture	**CSA**
Community-based disaster risk management	**CBDRM**
Contribution Analysis	**CA**
Climate Public Investment Management Assessment	**C-PIMA**
Development Assistance Criteria	**DAC**
Demand-led Evidence and Learning	**DEL**
Disaster risk financing	**DRF**
Disaster risk management	**DRM**
Disaster Risk Reduction	**DRR**
District Disaster Management Authorities	**DDMA**
Economic Transformation Initiative	**ETI**
Evaluation Lead	**EL**
Environmental Approach for Generational Impact	**EAGI**
Evaluation Questions	**EQs**
Farmer Field Schools	**FFS**
Focus Group Discussions	**FGDs**
Food and Agriculture Organization	**FAO**
Food Security and Livelihoods	**FSL**
Foreign, Commonwealth, and Development Office	**FCDO**
Gender equality, disability, and social inclusion	**GEDSI**
German Agency for International Cooperation	**GIZ**
Germanwatch's Climate Risk Index	**GCRI**
Gilgit-Baltistan	**GB**
Glacial lake outburst floods	**GLOFs**
Government of Pakistan	**GoP**
Green Climate Fund	**GCF**
Gross Domestic Product	**GDP**
Implementing partner	**IP**
Institutional Strengthening	**IS**
International Climate Finance	**ICF**
International Non-Government Organisations	**INGOs**
International Organisation for Migration	**IOM**
Intervention-Context-Mechanism-Outcome	**ICMO**
Islamic Relief Worldwide	**IRW**
Institute of Social and Policy Sciences	**I-SAPS**

Key Informant Interviews	**KIIs**
Key Performance Indicator	**KPI**
Khyber Pakhtunkhwa	**KP**
Large Language Models	**LLMs**
Local Non-Governmental Organisations	**LNGOs**
Ministry of Climate Change and Environmental Coordination	**MoCC&EC**
Monitoring & Evaluation	**M&E**
Monitoring, Evaluation, and Learning	**MEL**
Multi-purpose cash assistance	**MPCA**
Multi-Year Humanitarian Programme	**MYHP**
National Adaptation Plan	**NAP**
National Disaster Management Authority	**NDMA**
Non-Governmental Organisation	**NGO**
National Socio-Economic Registry	**NSER**
Notre Dame's Global Adaptation Initiative	**ND-GAIN**
Organisation for Economic Cooperation	**OECD**
Organisation for Economic Co-operation and Development – Development Assistance Committee	**OECD-DAC**
Pakistani Rupees	**PKR**
Persons with disabilities	**PWD**
Planning & Development	**P&D**
Poverty Alleviation and Social Safety	**PASS**
Project Steering Committees	**PSCs**
Provincial Disaster Management Authorities	**PDMAs**
Provincial Steering Committees	**PSC**
Sex, age, and disability disaggregation	**SADD**
Shock Responsive and Adaptive Social Protection	**SRSP**
Technical Board Meeting	**TBM**
Theory of Change	**ToC**
Third-party monitoring	**TPM**
United Nations	**UN**
United Nations Development Programme	**UNDP**
United Nations Environment Programme	**UNEP**
United Nations Children's Fund	**UNICEF**
United Nations Industrial Development Organization	**UNIDO**
Union Council Adaptation Forums	**UCAFs**
Value for Money	**VfM**
Village Climate Adaptation Forums	**VCAFs**
Village Development Committees	**VDCs**
Water, Sanitation and Hygiene	**WASH**
Welthungerhilfe	**WHH**
Women and girls	**W&G**

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Executive Summary

Background

Building Resilience and Addressing Vulnerability to Emergencies (BRAVE) is a £97m seven-year (2021–2028) climate resilience programme funded by the Foreign, Commonwealth, and Development Office (FCDO) in Pakistan. It aims to save lives and improve the coping capacity of the most vulnerable people, while increasing the ability of the Government of Pakistan (GoP), civil society, and communities to mitigate and respond to the effects of climate change. BRAVE supports climate resilience through four interlinked components: 1) Community Resilience and Humanitarian Response – delivered by three implementing partner (IP) consortia. These are led respectively by Concern Worldwide, International Organisation for Migration (IOM) and World Food Programme (WFP); 2) Institutional Strengthening (IS) – currently being procured; 3) Shock Responsive and Adaptive Social Protection (SRSP) – delivered via a trust fund to the World Bank; and 4) Monitoring, Evaluation, and Learning (MEL).

FCDO has commissioned Integrity, along with our partners the Institute of Social and Policy Sciences (I-SAPS) and Glow Consultants, to provide MEL support to BRAVE under Component 4. As part of our MEL support, we will undertake a performance evaluation of BRAVE over three cycles (baseline, midline and endline) between 2025 and 2028 to provide accountability to FCDO and end beneficiaries, and to support learning for FCDO and BRAVE IPs. This report presents the approach, findings and recommendations emerging from the baseline evaluation, which will not only serve as a traditional starting reference point, but will also provide evidence on the performance of interventions that commenced and concluded in the first year of implementation. The baseline evaluation was conducted between June and October 2025. The findings and recommendations of the evaluation will be shared with different audiences through a range of channels in late 2025 and early 2026 to support our learning and accountability objectives.

BRAVE programming since its onset and across all of Pakistan is within the scope of this evaluation. However, it was agreed through discussions with IPs and FCDO that Component 1 of community resilience and humanitarian action will be the primary focus of our evaluation. Considering FCDO priorities, the receptiveness of partner organisations to participate in our evaluation, and implementation status, the IS and SRSP Components are covered in the evaluation in a light touch manner. Analysis therefore relies primarily on secondary data and targeted stakeholder interviews, and the evaluation is not yet able to fully assess performance or results for these components at baseline stage.

Evaluation approach

The evaluation of BRAVE uses a theory-based mixed methods approach. The evaluation unit of analysis is the BRAVE programme as a whole, with disaggregated findings by Component, IP, geography, and/or population group, as relevant. The evaluation is guided by a set of six evaluation questions (EQs) and 20 sub-EQs, structured according to the Organisation for Economic Cooperation and Development (OECD) Development Assistance Criteria (DAC) of relevance, coherence, effectiveness, efficiency, impact and sustainability.

The baseline evaluation is formative in nature and aims to inform future adjustments to design and delivery. The baseline does not aim to set specific indicator values, but rather uses a theory-based approach to establish an understanding of the current situation against which future contributions to outcomes can be assessed. To interrogate the performance of BRAVE, we primarily rely on the theory-based approach of Contribution Analysis (CA) to systematically identify the “contribution” a development intervention has made to observed outcomes or impacts. We supplemented our CA approach with an instrumental case-based approach for humanitarian programming. We have also embedded principles of realist evaluation in our approach to identify how contextual factors affect what has worked, for whom, and why.

Cross-cutting considerations, including Gender Equality, Disability and Social Inclusion (GEDSI), Value for Money (VfM), and sustainability, have also been integrated into our approach. We have embedded GEDSI considerations into our evaluation design, delivery, analysis and reporting, and teaming. We developed a GEDSI benchmarking rubric to assess the extent to which BRAVE takes GEDSI into account. The VfM assessment conducted through this evaluation was designed to be light touch, focusing on the extent to which BRAVE's components, individually and in combination, deliver in a timely and cost-effective manner. The assessment relies primarily on existing VfM frameworks, reporting data from IPs, and targeted stakeholder inputs rather than additional primary data or detailed cost analysis. This is appropriate given that BRAVE MEL is undertaking a wider, more in-depth VfM assessment independently of this evaluation, under the Demand-led Evidence and Learning (DEL) workstream. As part of our evaluation approach, we also designed a sustainability scorecard to assess BRAVE's ability to sustain its impacts after the project ends. The scorecard was designed as a rubric that integrates a degree of progress starting from the BRAVE programme objectives, building into systemic changes and towards generational impacts. The GEDSI rubric and sustainability scorecard establish a measurable baseline that can be reapplied at midline and endline to track progress.

We collected qualitative and quantitative data from three broad sources for the baseline evaluation: secondary data, primary data collected at the central level, and primary data collected at the community level. Across these three sources, we undertook a total of eight data collection methods, each with its own sampling strategy. These included programme documents and literature; secondary performance data; Key Informant Interviews (KIIs) with IPs, FCDO staff and government officials; FGDs with beneficiaries; KIIs with community stakeholders; and a Beneficiary Feedback Survey (BFS) with beneficiaries. We gathered mixed methods data from over 1,000 respondents, with at least 50% respondents being women or members of vulnerable groups. While the evaluation faces different challenges and limitations, these have been addressed and mitigated through a range of strategies, all of which are discussed in more detail in the main report.

All data collection and analysis adhered to FCDO ethical guidance and relevant Pakistani legal standards. Ethical safeguards included informed consent (with verbal consent used where literacy was a barrier), ensuring the confidentiality and anonymity of respondents, and offering the right to withdraw at any time. Data collection teams were trained on safeguarding, GEDSI, and 'do no harm' principles, with procedures in place to manage and escalate any safeguarding concerns.

Key findings and conclusions

Relevance

BRAVE's design is largely responsive to the needs of target groups, particularly vulnerable communities exposed to climate risks, and is well-aligned with the climate policies and disaster management priorities of the GoP. Component 1 incorporates a community-driven approach, informed by consultations, risk assessments, and evidence-based targeting. Most beneficiaries report that the assistance aligns with their household and community needs, with interventions such as flood protection, climate-smart agriculture, and livelihood support seen as relevant and useful. BRAVE operates within national frameworks, coordinates closely with government institutions at local levels, and uses GoP-declared disaster triggers and official assessment tools.

However, some design gaps and challenges remain. Inconsistent consultation quality in certain areas, limited coverage of non-flood climate risks, and accessibility barriers for marginalised groups indicate room for improvement. Gaps in coordination between different tiers of government, and focus on short-term climate shocks, create barriers to consistent GoP coordination. This highlights the need for the IS Component to focus on building the capacity and coordination of GoP institutions and policy implementation.

Coherence

At baseline, BRAVE demonstrates conceptual coherence but limited operational integration across its components and partners. Coordination systems function effectively within consortia, yet cross-component and cross-consortia linkages remain largely ad hoc. The delayed roll-out of the IS Component

and the autonomous implementation of the World Bank-led social protection component have restricted synergy between community-level interventions and system-level reforms. Governance bodies such as Provincial Steering Committees (PSCs) and the Technical Board Meeting (TBM) provide an institutional base for collaboration but are underutilised for collective planning and policy dialogue. While BRAVE complements the work of other donors and fills delivery gaps alongside World Bank, Asian Development Bank (ADB), and United Nations (UN) initiatives, these alignments are not yet anchored in formal coordination platforms.

Going forward, BRAVE has a strong foundation on which to build greater coherence. As Component 2 becomes operational, it offers the opportunity to connect local implementation with national systems and enable more systematic coordination across components. The recently initiated TBM and forthcoming MEL Working Group can serve as central mechanisms to harmonise evidence, strengthen learning loops, and promote joint decision-making across partners. Deeper engagement of provincial institutions – particularly through revitalised PSCs and technical forums – will be critical to embed BRAVE's approaches within government systems. Strengthening these mechanisms will allow the programme to move beyond information sharing towards an integrated, evidence-driven model of resilience building that endures beyond the life of the programme.

Effectiveness

BRAVE has shown strong operational effectiveness at the baseline stage, achieving rapid humanitarian delivery, inclusive participation, and early progress towards resilience outcomes. Its flexible design, pre-financing mechanisms, and partnerships with experienced local non-governmental organisations (LNGOs) have enabled the programme to reach vulnerable populations quickly and efficiently. Women's participation and skill application stand out as areas of strength, demonstrating that GEDSI commitments are translating into practical results. The combination of humanitarian and resilience programming has helped bridge short-term response with longer-term recovery, while previous partner experience in similar programmes has accelerated mobilisation and community trust. However, delivery quality varies across partners and locations, reflecting differences in contextual adaptation, communication, and programme maturity. Newer core resilience districts remain at early stages of engagement, showing that readiness and performance are closely tied to partners' prior presence and community linkages.

Despite effective community-level delivery, BRAVE's progress towards system-level change remains limited due to delayed institutional integration and uneven coordination. The slow mobilisation of the IS Component has constrained government ownership and restricted the embedding of community models into policy and budget frameworks. While targeting processes are fair and transparent, and feedback mechanisms are operational, they remain fragmented across partners and lack consistent aggregation for programme learning. Accessibility gaps – particularly for persons with disabilities (PWD) – continue to limit equitable participation in certain areas. Coordination challenges across partners and external shocks such as floods and inflation have also disrupted consistency in implementation. BRAVE now needs to consolidate its operational strengths by accelerating IS delivery, harmonising accountability systems, and embedding inclusive and accessible approaches within government structures to ensure sustainability and coherence across all components.

Efficiency

VfM considerations are institutionally embedded across BRAVE's Component 1 consortia, with systems aligned to FCDO's VfM approach. However, application and use remains uneven. Some partners treat VfM primarily as a compliance requirement, and VfM data is often output-focused rather than linked to outcome-level results. Equity is consistently prioritised and embedded in programme design, with inclusive approaches acknowledged as essential to VfM despite higher upfront costs.

BRAVE demonstrates strong examples of technical and dynamic efficiency. Cost-saving measures such as pooled procurement, adaptive budgeting, and reallocation of underspent funds have enabled scale-up of high-impact activities. However, inefficiencies emerged in administrative processes, with smaller partners facing burdensome reporting and some delays in downstream contracting slowing early recovery phases.

Cost-effectiveness is evident in key interventions, yet the lack of a unified system to link financial inputs directly to outcomes remains a constraint. Current reporting tends to focus on unit costs rather than overall return on investment or resilience outcomes, limiting the programme's ability to fully demonstrate VfM at scale. A programme-wide, harmonised VfM framework will help to address current gaps in consistency, comparability, and outcome-based VfM analysis.

Impact and sustainability

It is too early to assess BRAVE's outcome and impact achievement, however there is evidence of positive progress being made towards outcome achievement. Initial hypotheses (which will be tested and refined at midline and endline) on what works for whom, in what contexts, and why, include: bundled, gender-responsive, and locally adapted interventions, pre-financed humanitarian response, LNGO-led delivery, and inclusive training models work for women, landless and tenant households, and highly vulnerable groups (when barriers to access are addressed) in locations with functioning local networks and established delivery presence, flexible financing, accessible geographies, and aligned government counterparts. Because these contexts and interventions enable the mechanisms of trust, relevance, ownership, and institutional buy-in to operate effectively, they result in stronger outcomes at both household and system levels.

BRAVE's Component 1 interventions are widely perceived by communities as valuable and impactful, particularly in enhancing disaster preparedness, livelihoods, and local infrastructure. **However, community feedback strongly emphasised that sustaining these benefits requires continued external financial and technical support.** While there is enthusiasm and emerging self-reliance through collective actions and local committees, poverty, lack of structured systems, and technical gaps remain major constraints. Without ongoing training, infrastructure maintenance, and support for vulnerable groups, many gains risk being lost over time. Environmental threats – particularly recurring climate shocks – are another major concern, with evaluation participants expressing that a single disaster could undo years of progress. This highlights the need for robust and adaptive support systems, especially to protect the most marginalised groups such as women, PWD, and minorities, who continue to face barriers despite improvements in inclusion. Institutional sustainability is also uncertain, particularly due to limited government financial capacity, political instability, and high staff turnover. While technical capabilities exist in parts of the government, the absence of budget allocations and formal commitments poses a risk to scaling and sustaining BRAVE's work. Ensuring long-term impact will require a dual focus on building community systems and securing government institutional commitment and capacity, reiterating the critical importance of BRAVE's IS Component.

Recommendations

The following list presents an initial set of potential recommendations for BRAVE programming based on baseline findings. The main report assigns responsibility, priority and timelines to each recommendation. These will be discussed and further refined in collaboration with FCDO and IPs prior to finalisation and dissemination of this report.

- Ensure timely procurement and mobilisation of the IS Component to curtail institutional gaps, facilitate scale-up and system-level change, and strengthen prospects for a self-financed exit.
- Institutionalise cross-consortium and cross-component coordination through the TBM, MEL Working Group and periodic joint planning forums.
- Strengthen provincial ownership by revitalising and strengthening PSCs across target provinces and ensuring regular engagement of Planning and Development (P&D) and Provincial Disaster Management Authorities (PDMA) in all provinces.
- Formalise donor coordination platforms to enable structured collaboration with the World Bank, ADB, and UN partners on climate resilience and social protection.
- Further enhance responsiveness to community needs by taking a multistakeholder approach for designing and delivering resilience interventions according to multi-hazard assessments including but not limited to earthquakes, floods, droughts etc.

- Review and update beneficiary selection approach and communication protocols across all regions to incorporate factors demonstrated to be successful and/or appreciated by beneficiaries.
- Strengthen Component 1 feedback and complaints mechanisms, including a dashboard that aggregates partner data and tracks resolution times to ensure accountability.
- Preserve women's participation quotas and consider the addition of GEDSI-focused indicators.
- Address accessibility/transportation challenges to improve inclusion, particularly for PWDs and elderly, in affected districts.
- Continue to strengthen MEL and VfM systems across BRAVE.
- Develop a knowledge management framework that captures and shares the wealth of data and information generated by and across BRAVE with key stakeholders, such as through TBMs to share lessons learnt across IPs, or to inform FCDO's climate resilience programming.
- Strengthen sustainability, replicability, and scalability by identifying sustainability elements within key activities, strengthening engagement with government counterparts, and reporting and reviewing progress regularly.

1 Introduction

FCDO has commissioned Integrity, with our partners, I-SAPS and Glow Consultants, to provide Monitoring, Evaluation and Learning (MEL) support to the Building Resilience and Addressing Vulnerability to Emergencies (BRAVE) programme. As part of our MEL support, we will undertake a performance evaluation of BRAVE over three cycles (baseline, midline and endline) between 2025 and 2028. The purpose of the evaluation is to provide accountability for FCDO and end beneficiaries of BRAVE, while also providing useful learning for implementing partners (IPs) and FCDO. The evaluation will achieve this purpose through three specific objectives:

- Generate independent, evaluative evidence on the performance of BRAVE.
- Facilitate evidence-informed decision-making related to adaptations for current BRAVE programming and design of future programming.
- Build the evidence base on what works (and how) and what does not work (and why) to enhance climate resilience in Pakistan.

This report presents the approach, findings and recommendations emerging from the baseline evaluation.

1.1 Overview of BRAVE

BRAVE is a £97m seven-year (2021–2028) climate resilience programme funded by FCDO in Pakistan. It aims to save lives and improve the coping capacity of the most vulnerable people while increasing the ability of the GoP, civil society, and communities to mitigate and respond to the effects of climate change. BRAVE is targeting Pakistan's most climate-vulnerable regions. Over its lifecycle, BRAVE will support over three million beneficiaries across Pakistan. BRAVE supports climate resilience through four interlinked components: 1) Community Resilience and Humanitarian Response, 2) Institutional Strengthening (IS), 3) Shock Responsive and Adaptive Social Protection, and 4) MEL. BRAVE's Theory of Change (ToC) sets out three interlinked pathways to achieve its intended impact of improving the resilience of the GoP, civil society and communities to climate-related shocks and stresses: bottom-up change, top-down changes and evidence. The detailed ToC is described and presented in Annex 6.

The Community Resilience and Humanitarian Response component (Component 1) involves community-based resilience pilots and the delivery of predictable, timely, flexible, and effective humanitarian response in the event of both small and large-scale shocks. These efforts will strengthen resilience at the community level by equipping at least three million marginalised and vulnerable people with the ability to anticipate, avoid, plan for, cope with, recover from, and adapt to climate shocks and stresses, and making communities more self-sufficient in responding to climate-induced challenges. Component 1, which began in January 2023, is BRAVE's largest component and involves three distinct consortia of IPs (a detailed overview of previous and planned delivery under Component 1 is provided in Section 6 (Annexes):

- **Concern Worldwide-led consortium:** Concern delivers climate resilience and humanitarian response programming across all provinces and in Gilgit-Baltistan (GB), with partners including the Aga Khan Foundation (AKF), CESVI, and Welthungerhilfe (WHH).
- **IOM-led consortium:** The IOM-led consortium, which includes partners United Nations Children's Fund (UNICEF), Food and Agriculture Organization of the United Nations (FAO), Agency for Technical Cooperation and Development (ACTED), CARE, and Islamic Relief Worldwide (IRW), is delivering climate resilience and humanitarian response programming in central and southern Pakistan.
- **World Food Programme (WFP):** WFP implemented a resilience and recovery project for communities affected by the 2022 floods, which ran from October 2024 to March 2025.

IS (Component 2) focuses on developing the institutional capacity and capability of the GoP, both at national and sub-national levels, as well as civil society, to address climate resilience. The component will support provincial and district governments in planning and delivering budgets for climate resilience. Strengthening government institutions is essential to ensure sustainable policy frameworks that address long-term climate risks. This component aims to develop consensus on climate governance, structured coordination across government, and improved institutional capacity for climate-resilient planning and implementation in Pakistan. The component also aims to increase public funding for climate change interventions, enhance service delivery for climate resilience sectors, and strengthen political commitment for institutional reforms. The Planning and Development Departments, Disaster Management Authorities, Ministry of Climate Change, and Finance Departments will play a central role in implementation. The IS Component's IPs are expected to be on board by December 2025.

SRSP (Component 3) works to extend the GoP's adaptive and shock-responsive SP systems so that it can respond better to vulnerable communities in times of crisis. The objective is to build a resilient and adaptive social protection framework that ensures timely and effective support to vulnerable populations, thereby mitigating the adverse impacts of climate and covariate shocks. The SRSP component commenced in July 2023 via a trust fund to the World Bank. The direct beneficiaries of this component are government entities at the federal and provincial levels in Pakistan. They gain improved capacity and decision-making tools for SRSP through enhanced government systems to better address climate-related shocks. The indirect beneficiaries are the vulnerable populations, including women and marginalised groups, who benefit indirectly from these improved social protection mechanisms, as they receive more timely and targeted support during climate-induced emergencies.[1]

The BRAVE MEL component (Component 4) aims to improve evidence-informed decision-making, accountability, and operational research. Activities under this component aim to generate insights into how and why resilience outcomes are achieved, ensuring that effective processes are identified and scaled, which can inform scalable and replicable models to guide resilience programming in Pakistan. These findings will be shared with key stakeholders, particularly the GoP, to inform adaptation and resilience strategies. By strengthening monitoring and research, BRAVE aims to ensure that policies and interventions are driven by data and best practices, supporting the long-term effectiveness of climate resilience efforts in Pakistan.

As outlined in BRAVE's business case, the programme aligns with the International Development (Gender Equality) Act 2014 by integrating gender sensitivity throughout its design, analysis, and delivery. This includes systematic tracking of outcomes for women and girls (W&G) through the collection of sex- and age-disaggregated data. The BRAVE business case notes that the FCDO and IPs will use analyses of existing gender vulnerabilities and risk factors supplemented by detailed third-party gender assessments to ensure that interventions both anticipate and address potential gender impacts and proactively identify opportunities for gender-transformative programming.[2]

1.2 Evaluation purpose

The baseline evaluation is formative in nature and aims to inform future adjustments to design and delivery. It will serve as a traditional starting reference point, and provide evidence on the performance of interventions that commenced and concluded in the first year of implementation. The specific objectives of the baseline evaluation are as follows:

- Establish a starting reference point for assessing the impact of resilience programming over time.
- Provide evidence on Concern's resilience programming in year 1.
- Provide evidence on Concern, IOM and WFP's humanitarian programming in year 1.

[1] World Bank, BRAVE World Bank Executed Trust Fund (BETF) – Concept Note (2023), p6.
[2] FCDO, BRAVE Business Case (2021), p16.

- Generate early evidence on the likelihood that outcomes and impact will be achieved for lower maturity interventions.
- Offer early insights into the relevance and coherence of BRAVE's components, individually and as a whole.

1.3 Timing

The baseline evaluation was conducted between June and October 2025. It was timed to coincide with the end of BRAVE MEL's inception period; the end of the inception period for IOM's resilience programming; the commencement of Concern's Phase 2 of resilience programming; and the contracting of the Component 2 supplier. This will allow us to usefully inform the forward direction of the programme and, since the MEL partner was not on board from the start of BRAVE, to capture performance evidence on already-concluded programming. From a practical perspective, apart from implementation timelines, the timing of the baseline evaluation was designed to account for national holidays for the two Eids (Muslim religious festivals), and for the first two weeks of Muharram (period of religious observance). During these periods, it is more difficult to collect data due to staff leave, beneficiary unavailability, and potential accessibility issues. We also considered the timelines for baselines being undertaken by Component 1 IPs in the summer of 2025, as well as the timing of our first and second third-party monitoring (TPM) cycles, to avoid overburdening IPs and beneficiaries.

The midline evaluation is currently scheduled for July – November 2026. This allows us to provide early insights into the resilience and humanitarian programming being implemented by both consortia involved under Component 1 as well as IS programming occurring under Component 2. By midline, sufficient time will have passed for IPs to have made progress against the baseline – including making any recommended adaptations suggested by baseline findings, and for those to have generated demonstrable results. While the baseline examines early signals of progress towards outcomes and impact, the midline and endline will assess the extent to which these changes have been achieved.

The endline evaluation is expected to take place between March and July 2028, concluding just before the BRAVE programme ends in August 2028 to ensure timely input into programme closure processes and potential extension planning

1.4 Scope

BRAVE programming since its onset and across all of Pakistan is within the scope of the evaluation. We finalised this scope through discussions with key stakeholders, including FCDO and IPs. Our remit includes:

- **Timing: Programming since the onset of BRAVE was included even if it occurred before BRAVE MEL was contracted.** For programming that was undertaken before April 2025, however, we followed a light touch approach. This includes all of WFP's programming, all the humanitarian programming undertaken by the Concern and IOM consortia in their first year, and the first phase of Concern's resilience programming.
- **Geographies: BRAVE programming in all of Pakistan is included in our evaluation.** Current programming covers all provinces (i.e. Sindh, KP, Punjab, Balochistan) and the administrative territory of GB. All BRAVE programming is in scope for secondary data; while select districts were sampled for community-based data collection.

While all of BRAVE's programming was included in the evaluation, we agreed with FCDO and IPs to take a differentiated approach for each component, while still meeting their learning and accountability needs. This decision has been based on 1) the relative size (budget and beneficiary reach) of components; 2) receptiveness of partner organisations to participate in our evaluation; and 3) implementation status. In particular, over the course of all evaluation rounds, this means that:

- **Component 1 of community resilience and humanitarian response is the primary focus of our evaluation.** Resilience programming will receive greater scrutiny than humanitarian programming. Component 1 IPs are each conducting their own project-level evaluations to assess their achievement of the higher-level indicators in their logframes – we have made specific efforts to avoid overlap and duplication with these studies (as described in Section 3 and Section 8 (Annexes)), and will draw on the data produced by IPs to complement our approach wherever possible.
- **Component 2 of IS is included in the scope of the evaluation.** However, because the component supplier is not yet procured, it was covered in a light touch manner at baseline stage. Targeted KIIs with provincial government stakeholders primarily established prevailing conditions prior to implementation.
- **Component 3 of climate responsive social protection policies is covered in the evaluation in a light touch way throughout its implementation.** Only the utility of partner support is included in the evaluation scope, assessed at baseline through analysis of reporting shared by the World Bank, and through KIIs with FCDO personnel. At midline and endline stages, the evaluation aims to include a wider range of KIIs, including World Bank officials, for a richer understanding of progress and learning.
- **Component 4 of evidence generation is currently out of the scope of the evaluation as its framing is linked to the BRAVE MEL contract only.** Due to a conflict of interest, we are unable to evaluate ourselves.

1.5 Audience

The audience for this evaluation is broken into three tiers of stakeholders: primary, secondary, and tertiary. Primary stakeholders were engaged throughout the evaluation process and include FCDO Pakistan's Climate and Resilience team and BRAVE IPs. Their needs and priorities actively informed the evaluation objectives and approach; recommendations from evaluation findings are expected to inform actions they will take. Secondary stakeholders are those who may be interested in the findings and implications, including FCDO Pakistan leadership, GoP beneficiaries of BRAVE Components 2 and 3, and other FCDO teams supporting programming in Pakistan. They have been informed of the evaluation but may only be actively engaged in sharing lessons learned. Tertiary stakeholders are those who may be interested in the findings and implications, including community-based beneficiaries, in-country and global donors, International Non-Governmental Organisations (INGOs), academia, think tanks, CSOs, private sector actors, as well as other donor-funded and GoP-led climate and resilience programmes. Tertiary stakeholders will likely only be informed about evaluation findings after completion, should FCDO feel it important and ethically responsible to share findings. More details on how we will engage with these audiences are provided in Section 5.4 and Section 11.

1.6 Report structure

This baseline evaluation report is structured as follows:

- Section 2 introduces the BRAVE programme and the context in which it operates.
- Section 3 presents an overview of the evaluation approach, including the evaluation questions (EQs), data sources, challenges and limitations.
- Section 4 presents the findings of the evaluation, structured by evaluation question.
- Section 5 presents the lessons and recommendations emerging from the evaluation findings.

The annexes to the evaluation report include:

- A detailed overview of BRAVE, including the programme's Theory of Change (ToC) and details of the previous and planned delivery of Component 1 (Section 6).
- Case analyses of humanitarian programming in two sampled districts (Section 7).

- A detailed explanation of the evaluation methodology (Section 8).
- A list of individuals consulted during the baseline evaluation (Section 9).
- A list of programme documents consulted during the baseline evaluation (Section 10).
- Our use and influence plan (Section 11).
- An overview of the evaluation team involved in the baseline evaluation, including roles and responsibilities of the evaluation management team (Section 12).
- The ToRs for the BRAVE MEL component, which cover the evaluation (Section 13).

2 Context

2.1 Climate vulnerability in Pakistan

Pakistan is consistently among the world's most climate-impacted countries. Germanwatch's Climate Risk Index (GCRI) 2025 ranks Pakistan 1st for impacts from extreme weather[3]. In 2023, Notre Dame's Global Adaptation Initiative (ND-GAIN) index placed Pakistan 152nd overall (the 41st most vulnerable and 150th least ready), underscoring high exposure and low adaptive capacity[4]. This is largely due to 1) anticipated future covariate shocks from extreme weather events[5] and 2) social vulnerabilities associated with poverty[6]. The dominant risks are compounding riverine/flash floods, drought, and heatwaves – identified across national and international diagnostics[7] – with clear regional patterns. These include: glacial lake outburst floods (GLOFs) and flash floods in GB and Khyber Pakhtunkhwa (KP); intense heatwaves across the plains of Sindh, Punjab and Balochistan; recurrent drought in southern and southwestern arid zones (notably Sindh and Balochistan); and tropical cyclones/storm surge along the Sindh–Balochistan coast[8].

Pakistan is facing the aftermath of another devastating monsoon this year, less than three years after the 2022 flood disaster, testing the coping capacity of people in Punjab, GB and KP. Heavy rains with unique cloud bursts and GLOFs caused massive destruction of infrastructure and complete disruption of services in the worst-hit urban areas. Currently, flood water is either on the move or standing in the lowlands in Sindh and Punjab. More than 6.9 million people have been affected and close to 3.5 million displaced by the floods, adding to the increasing social vulnerability context[9]. Punjab and KP are the most affected provinces, in addition to Sindh, Balochistan and GB, including districts targeted by BRAVE, such as Ghizer (GB), Swat (KP) and Khairpur (Sindh). While in today's climate, the 2025 floods are not particularly rare from a meteorological perspective[10], models and observations show that intense rainfall has become heavier in Pakistan due to an increase in warming[11]. The country is also the fifth most populated with nearly half of its urban residents living in informal settlements. Thus, weak enforcement of building codes, deforestation, and building in flood zones have amplified the scale of damage in these areas. This year's monsoon flood has caused potential estimated US$ 1.31 billion (Rs370 billion) nationwide in damages[12]. The economic potential losses have been estimated at around Pakistani Rupees (PKR) 740 billion (over US$ 2 billion), final numbers for the economic losses are still awaited from provinces[13]. Losses in the billions incurred just three years after 2022, combined with the potential for increasing precipitation due to rising temperatures, have the potential to place Pakistan's economic vulnerability at a serious risk of rising exponentially.

Pakistan's social vulnerability to climate change is high, as 39% of the population lives below the poverty line[14]. Considerable disparity exists across and within Pakistan's four provinces, Punjab, Sindh, KP and Balochistan; and two administered areas, Azad Jammu and Kashmir and GB. While Punjab has

[3] Germanwatch, Climate Risk Index 2025
[4] Notre Dame Global Adaptation Initiative (ND-GAIN), Pakistan Country Page. Available here:
[5] ibid
[6] World Bank and ADB. 2021. Climate risk country profile Pakistan, Available here: https://openknowledge.worldbank.org/entities/publication/1fee7f49-7fe1-5642-befb-6b283539fd0c
[7] World Bank, Pakistan Country Climate and Development Report
[8] National Disaster Management Authority (NDMA), Summer Hazards Contingency Plan 2025
[9] UNOCHA Floods 2025 Flash Update #11, Available here: https://reliefweb.int/report/pakistan/pakistan-monsoon-floods-2025-flash-update-11-26-september-2025
[10] Pakistan Weather Attribution Analysis, Available here: https://www.worldweatherattribution.org/climate-change-likely-intensified-heavy-monsoon-rain-in-pakistan-exacerbating-urban-floods-that-impacted-highly-exposed-communities/
[11] ibid
[12] Pakistan seeks concessions after flood losses, Available here: https://www.arabnews.pk/node/2617625/pakistan
[13] Floods inflict losses, Available here: https://tribune.com.pk/story/2570308/floods-inflict-losses-of-rs3856-billion
[14] FAO Pakistan At A Glance. Available here: https://www.fao.org/pakistan/our-office/pakistan-at-a-glance/en/#:~:text=Pakistan's%20agriculture%20sector%20contributes%20around,or%20indirectly%20derived%20from%20agriculture.

lower multidimensional poverty rates, Balochistan has the highest incidence, at 60.02%[15]. Even within these provinces, considerable disparity exists, leading to differential capacities to absorb and adapt to climate shocks.

The most marginalised, including W&G, the elderly, persons with disabilities (PWD), and the poor have been disproportionately affected by climate-related shocks. Climate change has exacerbated intersectional vulnerabilities and gendered experiences of disasters, with overlapping dimensions of age, ethnicity, displacement status and location as contributing factors to an individual's climate vulnerability, compounded by limited representation of these groups in disaster management and social protection systems. Assessments from Pakistan's 2022 floods present a concrete example of how this marginalisation plays out following climate shocks. Many of the eight million displaced were women, children, elderly, Afghan refugees, and PWD[16]. Moreover, 19 districts (out of total 160+ districts in Pakistan) that were affected by flooding were amongst the poorest districts of the country. As a result, an estimated additional 9 million people were pushed into poverty[17].

According to experts, the recent floods also exacerbated pre-existing gender inequalities[18]. Traditional norms have always restricted women's access to resources, information, and decision-making for preparedness. As a result, the shock negatively affected women's livelihoods at a disproportionate rate. Moreover, an increase in gender-based violence (due to aggravated household tensions, safety challenges associated with displacement, and limited access to safe spaces or complaint mechanisms heightening women's insecurity), contributed to increases in power imbalances. Evidence also suggests that floods have led to higher rates of early marriage or *"monsoon brides,"* young girls being married off by parents before the monsoon season starts in anticipation of losses[19].

The Government of Pakistan established the Ministry of Climate Change (MoCC) in 2012, later formalised through the Climate Change Act (2017). It is intended to lead national climate policy, coordinate adaptation and mitigation efforts, and represent Pakistan in international climate processes, including implementation of the Paris Agreement[20]. The Act created an elaborate institutional framework, including the Pakistan Climate Change Council (PCCC), the Pakistan Climate Change Authority (PCCA), and the Pakistan Climate Change Fund (PCCF). These were intended to provide strategic direction, operational oversight, and climate financing[21]. In practice, however, this architecture remains unevenly operationalised: the Council has met only sporadically, the Authority is still developing its functional capacity, and the Fund has yet to be capitalised. While MoCC provides strategic leadership and policy coherence at the federal level, its ability to drive implementation is constrained by limited convening authority over line ministries, and constitutionally devolved provincial governments. Coordination with provinces relies largely on ad hoc mechanisms and donor-supported initiatives, rather than institutionalised intergovernmental systems. Moreover, climate objectives remain weakly embedded in federal planning and budgeting processes overseen by the Planning Commission and Finance Division. Despite a comprehensive suite of climate policies – Including the National Climate Change Policy (2021), Nationally Determined Contribution (2025), and National Adaptation Plan (2023) – implementation remains shallow and fragmented. Adaptation and resilience measures therefore struggle to translate from federal strategy into consistent provincial and community-level action.

[15] Multidimensional Poverty Index Report 2019-20, https://ophi.org.uk/sites/default/files/2025-01/Pakistan_MPI_2019%E2%80%9320_%282024%29.pdf
[16] See: https://www.theigc.org/blogs/climate-priorities-developing-countries/navigating-climate-justice-aftermath-pakistans-2022 -:~:text=In 2022, Pakistan experienced unprecedented,flood adaptation and mitigation measures
[17] Pakistan Floods 2022: Post-Disaster Needs Assessment, available at: https://thedocs.worldbank.org/en/doc/4a0114eb7d1cecbbbf2f65c5ce0789db-0310012022/original/Pakistan-Floods-2022-PDNA-Main-Report.pdf

[18] Adil et al. 2025. Climate Risk Index 2025. Available here: https://www.germanwatch.org/sites/default/files/2025-02/Climate Risk Index 2025.pdf
[19] See: https://www.aljazeera.com/features/2025/3/8/my-childhood-just-slipped-away-pakistans-monsoon
[20] Ministry of Climate Change. 2021. National Climate Change Policy. Government of Pakistan, Islamabad.
[21] Pakistan Climate Change Act 2017. https://policy.asiapacificenergy.org/sites/default/files/Pakistan%20Climate%20Change%20Act%2C%202017.pdf

The National Disaster Management Authority (NDMA) was established to help coordinate the country's response to natural disasters[22]. Provincial and District Disaster Management Authorities (PDMAs and DDMAs, respectively) tend to work in close cooperation with the NDMA to form a coordinated, coherent, and effective disaster management framework in the country. The NDMA has developed long-term policies such as the National Disaster Management Plan and the National Flood Protection Plan IV. In 2023, the GoP also developed a National Adaptation Plan (NAP) which aims to identify adaptation needs and provide strategies to respond to needs[23] by supporting vulnerable groups by 1) strengthening their disaster risk management (DRM) capacity 2) fostering climate-resilience livelihoods and 3) promoting inclusive participation in climate planning and policy, among other initiatives. However, Pakistan allocates just 4% of its Gross Domestic Product (GDP) to social expenditure,[24] and requires investment in a strong social safety net that integrates climate considerations to build the absorptive and adaptive capacity of communities. The Poverty Alleviation and Social Safety (PASS) Ministry is charged with providing coherence across the country's multiple social assistance programmes. These include the Benazir Income Support Programme (BISP),[25] Pakistan's flagship social protection programme that aims to alleviate poverty and empower women[26], Pakistan Bait ul-Mal, and Zakat[27].

A wide range of multilateral and bilateral donors currently support Pakistan's climate change agenda, many working directly with the Ministry of Climate Change and Environmental Coordination (MoCC&EC), though stronger coordination is needed. The MoCC&EC works with numerous funding and technical assistance partners, including but not limited to funds such as The Green Climate Fund (GCF); development banks such as ADB; and UN agencies such the United Nations Development Programme (UNDP), United Nations Environment Programme (UNEP), United Nations Industrial Development Organization (UNIDO), FAO, and IOM. Donor coordination on climate and resilience in Pakistan is organised through a mix of formal government-chaired platforms and issue-specific working groups. Findings from evaluation KIIs suggest the level of coherence is uneven, being stronger in humanitarian coordination than in climate resilience. A key mechanism is the International Partners Support Group (IPSG), chaired by the MoCC Federal Minister and convened to help coordinate partner support around the Resilient Recovery, Rehabilitation and Reconstruction Framework (4RF). Participation is by core economic and planning ministries (e.g., Economic Affairs, Finance, Planning) alongside major multilaterals and bilaterals[28]. Complementing this, Pakistan's engagement with the NDC Partnership provides a structure through which partners align technical support around NDC implementation. Other coordination activity occurs through environment/climate donor group formats, thematic TWGs, and climate finance coordination channels linked to MoCC and the federal planning/finance system[29]. However, KII participants noted that while climate-resilience coordination in Pakistan exists, it is not consistently institutionalised and therefore operates unevenly. Rather than being anchored in a single, well-functioning donor–government forum, coordination is described as occurring through a loose ecosystem of working groups and email-based networks), where participation and representation can be unclear and irregular. KII participants also contrasted this with more active humanitarian coordination spaces, implying fewer regular opportunities for system-wide alignment on climate resilience across actors. In practice, where coordination functions more reliably, it is often via project-level governance arrangements that support individual programmes, such as steering committees within Planning departments of provinces, TWGs, and partner coordination processes. These do not

[22] See: https://www.ndma.gov.pk/
[23] Adil et al. 2025. Climate Risk Index 2025. Available here: https://www.germanwatch.org/sites/default/files/2025-02/Climate%20Risk%20Index%202025.pdf
[24] ibid
[25] BISP is sometimes referred to by the umbrella initiative for social protection in Pakistan known as Ehsaas which merges 134 social assistance interventions
[26] See: https://www.bisp.gov.pk/Overview
[27] See: https://www.ids.ac.uk/opinions/how-has-social-assistance-responded-to-climate-related-disasters-in-pakistan/
[28] UNDP Pakistan. (2023). Federal Minister for Climate Change chairs the Second Meeting of International Partners Support Group (IPSG) in Islamabad today (press release, 25 May 2023).
[29] NDC Partnership. (n.d.). *Pakistan – Country page* (membership/coordination context). NDC Partnership; UNFCCC. (2021). *Pakistan Updated NDC 2021* (notes Partnership Plan/results framework for coordinating and mobilising support)

substitute for a standing mechanism that consistently aligns approaches, geographies, and learning across the wider climate-resilience portfolio.

3 Evaluation approach

This section provides an overview of the baseline evaluation approach and methodology. Overall, the baseline evaluation does not aim to set specific baseline indicator values, but rather uses a theory-based approach to establish an understanding of the current situation against which future contributions to outcomes can be assessed. More detail on the methodology is provided in the sections below as well as Section 8 in the Annex.

3.1 Evaluation questions

The evaluation is guided by a set of six EQs and 20 sub-EQs, structured according to the OECD Development Assistance Criteria (DAC). These EQs are anticipated to serve as the EQs for all three evaluation rounds (baseline, midline and endline), though with scope for adaptation as necessary to align with programming and priority evidence needs. The EQs are provided in the table below.

Table 1: BRAVE EQs

EQ	
1	**Relevance:** To what extent does BRAVE's design suit the needs of target groups?
1.1	To what extent is BRAVE's design responsive towards the needs of, target groups and relevant to climate policies and priorities set by the GoP?
1.2	How well is BRAVE aligned to FCDO's priorities, UK's global climate commitments, and BHC Pakistan's country objectives?
1.3	To what extent does BRAVE take gender equality, disability, and social inclusion (GEDSI) into account?
2	**Coherence:** Is BRAVE internally coherent amongst IPs and externally coherent with the sector?
2.1	Are there systems in place for coordination within and across BRAVE components?
2.2	How, if at all, do BRAVE's components work together to enhance climate resilience in Pakistan?
2.3	How well does BRAVE fit with other interventions in the sector in Pakistan by FCDO or other donors such as World Bank and ADB?
2.4	How well does BRAVE align with, and respond to gaps in, climate interventions being implemented by GoP?
3	**Effectiveness:** To what extent are BRAVE's components, individually and as a whole, achieving/expected to achieve their intended objectives?
3.1	How are components performing against intended objectives?
3.2	What lessons can be learnt about the factors that have facilitated/hindered achievement of outputs and outcomes?
3.3	For Component 1 partners, what role, if any, do the presence of 1) combined resilience and humanitarian programming 2) previous history of resilience or humanitarian programming in the implementation district play in the achievement of intended objectives?
3.4	For Component 1 partners, how effective is 1) the process of identifying beneficiaries and 2) the beneficiary feedback mechanism?
4	**Efficiency:** To what extent are BRAVE's components individually and in combination delivering in a timely and cost-effective manner?
4.1	To what extent are VfM considerations being factored into components?

4.2	How efficiently are inputs (funds, time, technical assistance) converted into agreed quality outputs?
5	**Impact:** What are the positive and negative consequences of BRAVE's components, individually and as a whole?
5.1	What worked, under what contexts, for whom, at what level (e.g. household, village, district), and why?
5.2	How have BRAVE components overall contributed to outcomes?
5.3	What aspects of BRAVE have the potential to be scaled up to build climate resilience?
5.4	What was the overall impact particularly on the most vulnerable groups such as W&G, PWD, elderly, etc.?
5.5	Were there any positive or negative unintended consequences?
6	**Sustainability:** Are the benefits and results associated with BRAVE likely to continue beyond the project lifecycle?
6.1	To what extent are communities and governments able to sustain benefits in the long-term?
6.2	What factors are expected to facilitate or inhibit scalability and sustainability?

In practice, given the status of BRAVE implementation at baseline, the EQs related to Relevance, Coherence, Efficiency and Effectiveness were more relevant to the baseline evaluation and generated more data than the other EQs.

3.2 Evaluation approach

The evaluation of BRAVE uses a theory-based mixed methods approach. The evaluation unit of analysis is the BRAVE programme as a whole, as defined in Section 1.4 Scope, with disaggregated findings by Component, IP, geography, and/or population group, as relevant. To interrogate the performance of BRAVE, we will primarily rely on the theory-based approach of Contribution Analysis (CA). CA is a systematic methodology to identify the *"contribution"* a development intervention has made to observed outcomes or impacts[30]. CA works by assessing whether existing and additional evidence is consistent with the programme ToC or logframe, identifying necessary revisions to the ToC / logframe to better incorporate other contributory factors, and identifying and ruling out alternative explanations to why change may have occurred. Over the three rounds, our evaluation will systematically examine how each of BRAVE's activities may have led to outputs, outcomes, and eventually impact. We will also use CA to build plausible *"contribution stories"* across the other Organisation for Economic Co-operation and Development – Development Assistance Committee (OECD-DAC) criteria of Effectiveness, Efficiency, Relevance, Coherence and Sustainability. Our overriding goal will not be to evidence causality or attribute a specific proportion of observed changes in outcomes to BRAVE. Rather, we will aim to produce a plausible, evidence-informed narrative of *if and how* BRAVE's multiple components may be working independently and/or together to enhance climate resilience in Pakistan. Our design therefore does not include any comparison groups or areas, as these are not required for this theory-based design. For the baseline evaluation, we aimed to gather existing data in line with our EQs and the BRAVE ToC / logframe, laying the foundation for the midline and endline evaluations, during which we will assemble, assess and strengthen the contribution stories.

As BRAVE implementation was already underway at the time of the baseline, this evaluation adopts a retrospective baseline approach, with the depth and type of evidence varying by component maturity and data availability. Where feasible, pre-programme conditions were reconstructed using document review, KIIs and available administrative data. However, the absence of a formal pre-intervention baseline for some components limits the extent to which initial conditions can be

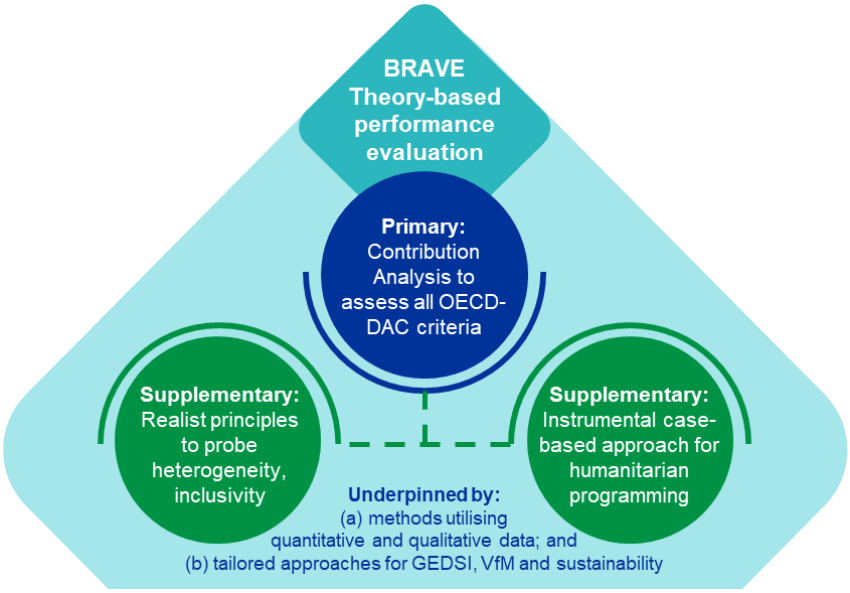
[30] John Mayne, *"Contribution Analysis: An Approach to Exploring Cause and Effect,"* The Institutional Learning and Change (ILAC) Initiative, ILAC Brief 16 (2008), https://ageconsearch.umn.edu/record/52525/files/ILAC_Brief16_Contribution_Analysis.pdf.

fully reconstructed. Our design therefore does not include any comparison groups or areas, as these are not required for this theory-based design. For the baseline evaluation, we aimed to gather existing data in line with our EQs and the BRAVE ToC / logframe, while explicitly recognising the implications of a retrospective baseline for interpreting findings, laying the foundation for the midline and endline evaluations, during which we will assemble, assess and strengthen the contribution stories.

We supplemented our CA approach with an instrumental case-based approach for humanitarian programming. We purposively selected a small number of districts in the baseline evaluation where humanitarian programming was undertaken. We then used both within and cross case analysis to explore the effectiveness of responsive humanitarian support being provided by BRAVE's IPs to generate lessons for future delivery of activities.

We have also embedded principles of realist evaluation in our CA approach. These principles informed the development of the ICMO statements to strengthen and test BRAVE's contribution stories within CA. Realist evaluation approaches are theory-based approaches that identify how contextual factors affect what has worked, for whom, and why. We use principles of realist evaluation to develop hypotheses to test what BRAVE aspects worked, for whom, and under what circumstances, and to provide insights on the impact BRAVE is having on the most vulnerable. Based on the data collected during the baseline evaluation, as well as the principles of realist evaluation embedded in our approach, we have generated a small set of initial Intervention-Context-Mechanism-Outcome (ICMO) statements which were tested and validated with BRAVE IPs. These statements have been structured to capture relevant combinations of Intervention (I), Context (C), Mechanism (M) and Outcome (O) for BRAVE Component 1. These ICMO statements represent a set of hypotheses on what works, under what contexts, for whom and why. These are provided in Section 4.5.1 and were shared and discussed with the Component 1 IPs during the baseline sense-making and validation sessions and will then be tested and refined during the midline and endline evaluations.

Figure 1: BRAVE MEL evaluation overall approach



3.2.1 Additional evaluation considerations

GEDSI

GEDSI considerations have been embedded into our evaluation design, delivery, analysis and reporting, and teaming. During the evaluation design phase, we undertook contextual analysis of climate vulnerability in Pakistan, including for women and other marginalised groups; we conducted sensitivity checks on data collection tools and translations; and we ensured that at least 50% of our community-based sample was composed of vulnerable respondents. During data collection, our teams included

women-only teams who were responsible for collecting data from women respondents; we held segregated FGDs in each location to support open participation of women; and our data collection teams were trained on GEDSI and safeguarding and were expected to follow our strict procedures. Our analysis and reporting provides disaggregated data and specific insights on inclusion, wherever possible.

VfM

The VfM assessment conducted through this evaluation was designed to be light touch. This is because BRAVE MEL is undertaking a wider, more in-depth VfM assessment independently of this evaluation, under the Demand-led Evidence and Learning (DEL) workstream. Our focus for the evaluation was on assessing VfM under EQ 4, Efficiency, which considers the extent to which BRAVE's components are, individually and in combination, delivering in a timely and cost-effective manner. Specifically, we considered how well inputs (funds, time, technical assistance) are converted into agreed quality outputs; and the extent to which VfM considerations, including equity, are being factored into BRAVE components. In line with FCDO's VfM approach, our assessment of these two dimensions centres on the '5 E's' model[31]. At baseline, given the different stages of implementation, the assessment primarily reviewed planning and early implementation processes, while subsequent rounds will incorporate delivery and outcome-level VfM insights. We drew on information reported by IPs under their individual VfM frameworks, which were each developed around the 5 E's approach, and augmented our analysis of secondary sources through KIIs with IPs and FCDO.

Sustainability scorecard

As part of our evaluation approach, we designed a sustainability scorecard to assess BRAVE's ability to sustain its impacts after the project ends. The BRAVE scorecard builds on complexity and system-thinking theories. It is directly adapted from the core arguments presented in the Environmental Approach for Generational Impact (EAGI) Working Paper[32]. The EAGI is a systems-based solution that places interconnections between people and planet at its core. The scorecard was developed in response to FCDO's interest in ensuring the BRAVE evaluation provides evidence on sustainability.

We designed the BRAVE sustainability scorecard as a rubric that integrates a degree of progress starting from the BRAVE programme objectives, building into systemic changes and towards generational impacts. A key element of operationalising the scorecard lies in the definition of clear progress markers grounded in BRAVE's ToC and context, and in alignment with the International Climate Finance (ICF) Key Performance Indicator (KPI) 15 on the likelihood of achieving transformational change[33]. The three levels are assessed by the evaluation team utilising existing evidence from the TPM and evaluation workstreams. At baseline, we used the scorecard to make an initial assessment of how sustainability has been integrated into programme design and delivery to date. The BRAVE MEL team will then track progress against the three levels through the evaluation midline and endline.

Ethics and safeguarding

We integrated ethical considerations throughout evaluation design, data collection, analysis and reporting. The evaluation adhered to FCDO and Integrity ethical and safeguarding standards, notably related to informed consent, confidentiality and anonymity of respondents, and the application of *Do No Harm* principles. Safeguarding protocols, gender and culturally appropriate data collection practices, and secure data management procedures were applied across all evaluation activities. A detailed account of ethical and safeguarding procedures is provided in Section 8.3.7 of the Annexes.

[31] The 5 E's of VfM: Economy, efficiency, effectiveness, equity and cost-effectiveness

[32] Renaud, L. (2022). *Environmental approach for generational impact: Working Paper*, Better Evaluation (online), available at: https://www.betterevaluation.org/tools-resources/environmental-approach-for-generational-impact

[33] FCDO (2023). Extent to which ICF intervention is likely to lead to Transformational Change: ICF KPI 15 Methodology Note, available at https://assets.publishing.service.gov.uk/media/63fe28fb8fa8f527fb67caf8/international-climate-finance_KPI_15_Methodology_Note_Extent_to_which_ICF_intervention_is_likely_to_lead_to_transformational_change.pdf

3.3 Data sources

We collected qualitative and quantitative data from three broad sources for the baseline evaluation: secondary data, primary data collected at the central level, and primary data collected at the community level. Across these three sources, we used a total of eight data collection methods, each with its own sampling strategy. We gathered quantitative data through a beneficiary feedback survey (BFS) and secondary performance data. We focused on understanding beneficiaries' satisfaction with support provided to date, perceptions of community resilience, and their needs. We gathered qualitative data through documentation, KIIs, and FGDs to provide depth and nuance to quantitative results at community level, and to understand stakeholder perceptions of BRAVE more broadly. We determined the size of our quantitative sample using statistical techniques, and the size of our qualitative sample using best practice guidance on saturation points[34]. We gathered mixed methods data from over 1,000 respondents, with at least 50% respondents being women or members of vulnerable groups. The table below provides an overview of the different baseline data sources, including high-level sampling approach and size. Specific details on each method and sample is provided in the text that follows.

Table 2: BRAVE baseline evaluation data collection sources and sampling approach

Secondary data		Primary data collected at central level		Primary data collected at community level	
# 💬	1.Programme documents and literature (Purposive, N=22)	💬	3.Key Informant Interviews (KIIs) with IPs (Purposive; N=9; M=8, F=1)	💬	6.Focus Group Discussions (FGDs) with beneficiaries (Purposive, snowball, and convenience; N=59; M=30, F=29 with total 395 participants; M=199, F=196)
# 💬	2.Secondary performance data (Purposive)	💬	4.KIIs with FCDO (Purposive; N=6; M=3, F=3)	💬	7.KIIs with key stakeholders (community and local government) (Purposive and snowball; N=75; M=47, F=28)
		💬	5.KIIs with government officials (national and provincial) (Purposive; N=8; M=8, F=0)	#	8.Beneficiary feedback survey (Stratified random sampling; N=620 with 50% vulnerable; M=315; F=304, Transgender=1)

Quantitive 💬 Qualitive

[34] Gandy, K. (2024). How many interviews or focus groups are enough? Evaluation Journal of Australasia, 24(3), 211-223. https://doi.org/10.1177/1035719X241266964 (Original work published 2024)

3.3.1 Data source 1: Secondary data

Programme documents and literature

We sampled and reviewed 22 programme documents gathered through collaboration with BRAVE stakeholders and online desk research. The sample was identified based on programme documents that were most relevant to the EQs at baseline stage and included proposals, business cases, progress reports, annual reviews, results frameworks, VfM frameworks and GEDSI strategies. Additionally, our review of literature related to the climate vulnerability context in Pakistan was complemented by a standalone literature review on what works to enhance climate resilience, commissioned under the DEL workstream of BRAVE MEL. The purpose of our desk research was to improve our understanding of IP programming, help contextualise our findings and analysis, understand self-reported progress by IPs, and understand IPs approaches to VfM and GEDSI. The sample will be adapted for future evaluation rounds, based on which documents are produced under the programme during the period under review.

Secondary performance data

We also drew on secondary sources of performance data, namely TPM and baseline studies commissioned by Component 1 IPs. At baseline, this included TPM data collected through a special BRAVE MEL outcome monitoring cycle to assess WFP's humanitarian programming. We also used baseline data collected by Concern and IOM through their own evaluations of their core resilience programming. These data follow longitudinal samples in larger sets of districts than those covered by our evaluation. The TPM data could easily be integrated with BRAVE data collected through the evaluation, as the same survey tool is used across the BRAVE MEL workstreams. While IP-generated baseline data were collected using different timelines, tools and methodological approaches, these sources were not pooled or standardised for comparative analysis. Instead, we analysed them separately and triangulated them within the theory-based Contribution Analysis. We paid explicit attention to methodological differences, timing, and potential sources of bias. Because the evaluation does not aim to establish quantitative baseline indicator values, IP data can be used to inform our theory-based analysis, taking into account potential risks of bias. The sample included all existing performance data available at the time of the baseline, and will be expanded in future evaluation rounds to include additional data produced during the period under review.

3.3.2 Data source 2: Primary data at central level

KIIs with IPs

We conducted nine KIIs with purposively selected staff members from the two consortia currently implementing activities under BRAVE Component 1. These KIIs were guided by a semi-structured interview guide that clarified aspects of programming and solicited data on consortium-wide VfM indicators, community sustainability measures, and beneficiary feedback identification and complaint systems. To ensure a diverse range of perspectives, the sample included representatives from lead organisations from each consortium, as well as downstream partners, with direction from FCDO and IPs on who was best placed to discuss certain topics with us. KIIs with IPs will be repeated in future evaluation rounds, although the list of individuals consulted may be updated depending on any changes in staffing or availability.

KIIs with FCDO staff

To ensure that FCDO views were incorporated into our analysis, we conducted KIIs with six FCDO representatives who were purposively selected based on their involvement with BRAVE. Our semi-structured interview guide solicited data on areas such as alignment of BRAVE to FCDO's priorities and UK global climate commitments, perceptions of coherence and coordination with other donors and FCDO programmes, and views on the effectiveness and sustainability of BRAVE. KIIs with FCDO staff will be repeated in future evaluation rounds, although the list of individuals consulted may be updated depending on any changes in staffing or availability.

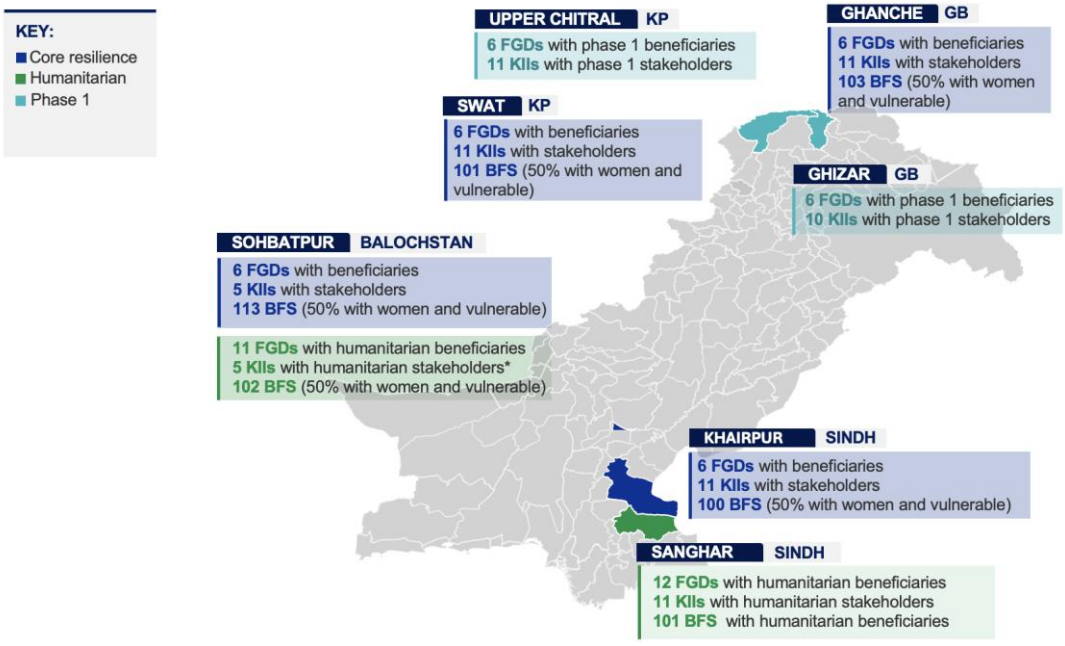
KIIs with government officials

We conducted eight KIIs with purposively selected government officials at federal and provincial levels to interrogate the relevance and performance of Components 2 and 3. As Component 2 has not been procured yet, at baseline we spoke to a sample of government officials to gauge levels of understanding and prior/existing support available on climate resilience prior to implementation. To ensure a diverse range of perspectives, officials were selected from different relevant departments or agencies, and with direction from FCDO and IPs on who was best placed to discuss certain topics with us. For Component 3, as part of our light-touch approach, we sought to assess the utility of support provided under BRAVE in designing social protection policies. KIIs with government officials will be repeated in future evaluation rounds, but the sample may be adjusted depending on the roll out of Component 2 and what FCDO and World Bank agree is possible and required for Component 3.

3.3.3 Data source 3: Primary data at community level

In the baseline, we collected community level data from seven districts across Pakistan. Error! Reference source not found. shows the distribution of community-level data collection across the country. Our sample covered 1) two districts where Phase 1 programming under Component 1 had been delivered; 2) two districts where humanitarian support had already been provided; and 3) four districts where core resilience sampling was due to be delivered under Phase 2 (but had not yet commenced at the time of the baseline). This design aligns with FCDO's priorities and interest in tracking progress in the core resilience districts over BRAVE's lifetime. The sample was selected through a consultative process with FCDO and IPs – it aimed to select districts that were 1) representative of typical humanitarian or Phase 1 resilience programming, and programming had completed in year 1 of programming, 2) represented substantial numbers of beneficiaries and budgeted spend for core resilience programming that was expected to continue until 2028, 3) provided diversity across provinces, and 4) provided overlaps in resilience and humanitarian programming and consortia, where possible. The samples districts are shown in Figure 2 below (with no adjustments made since inception). In future evaluation rounds, the core resilience districts will remain the same, but we will adapt the selection of other districts in line with programme delivery and FCDO learning and accountability needs.

Figure 2: Map of community-level data collection[35]



[35] The humanitarian districts includes programming by both the Concern and IOM consortia.

FGDs with beneficiaries

To gather views of beneficiaries, we held a total of 59 FGDs at the baseline. We selected beneficiaries with the help of IPs, using a mix of purposive, snowball, and convenience sampling techniques. In each district, we held segregated discussions for male and female respondents to maximise open participation. There were on average 6 participants in each FGD to allow for each individual to participate meaningfully in the discussion. In the Phase 1 resilience districts, our focus was on questions related to how relevant the interventions have been for beneficiaries, how effective they have been in supporting climate resilience, and what kinds of challenges beneficiaries have faced in accessing and benefiting from programming. In the core resilience districts (where implementation had not yet commenced), our focus was on questions related to beneficiary needs, previous resilience support received, and suggestions on what support may be helpful. In each humanitarian district, we asked detailed questions about satisfaction, targeting, and quality of assistance provided. FGDs with beneficiaries will be repeated in future evaluation rounds (with the same sample size), but the selection of participants will be adapted in line with programme delivery.

KIIs with community stakeholders

We conducted KIIs with 75 community stakeholders across the seven selected districts to offer deeper insights into community views on the relevance, coherence, and sustainability of BRAVE. Respondents were selected with the help of partners using a mix of purposive and snowball techniques and included: village committee members, private sector providers, local academics participating in knowledge hub, local government officials, staff from key NGOs active in the area, village elders, and/or village notable members, such as teachers. Interview guides probed topics such as respondent's role and familiarity with BRAVE, their knowledge of climate or humanitarian providers in the area, their perceptions of utility, quality, and access to such services, and their views on challenges that still need to be addressed to ensure that any benefits are sustainable over time. KIIs with community stakeholders will be repeated in future evaluation rounds (with the same sample size), but the selection of participants will be adapted in line with programme delivery.

BFS with beneficiaries

We will conduct a baseline, midline and endline BFS with the same group of respondents in the sampled core resilience districts to assess changes and trends in their perceptions of their own climate resilience over time. Any changes observed through the longitudinal BFS will be interpreted within the theory-based Contribution Analysis framework and triangulated with qualitative and secondary data. The evaluation does not attribute observed changes solely to BRAVE (see Section 3.5 for attribution and bias limitations). According to our calculations of appropriate sample size (400 individuals - please see the BRAVE MEL Evaluation Inception report Annex for more details), we sought to recruit 100 beneficiaries in each district for the longitudinal resilience analysis. In the core resilience districts where beneficiary lists were not yet available, we used lists of targeted villages from IPs to randomly select 100 survey respondents per district, ensuring 50% representation of women and vulnerable groups. We were able to survey 417 individuals across the core resilience districts at baseline (above the target of 400). The BFS includes questions which focus on specific aspects of resilience: anticipation (e.g. early warning systems and climate/weather information, community preparedness initiatives); responsiveness and recovery (e.g. financial support and safety nets, social protection services, community-based support initiatives); and adaptation (e.g. diversification in income generation activities, training schemes). We then asked participants to rate their overall level of confidence that they have the resources they need to anticipate, respond and adapt to climate shocks.

In addition to the 417 beneficiaries in core resilience districts recruited for longitudinal analysis, we recruited 203 beneficiaries (of a target of 200) of humanitarian activities in two districts where these activities have taken place (Sanghar and Sohbatpur). To select these beneficiaries, we solicited beneficiary lists from the IPs. We then stratified district-wise beneficiary lists into union councils, as well as vulnerability status of the beneficiaries, including tags for women, PWDs, and elderly persons at the minimum. We then used random stratified sampling techniques to select the final list of 100 beneficiaries per district. We combined these data with the BFS survey data collected under the initial monitoring round

of the TPM workstream with 200 individuals in four other districts (D.I. Khan, Jaffarabad, Mirpur Khas and Dadu) to obtain an overall sample size sufficient to support a descriptive analysis at baseline (approximately 400 respondents in total).

3.4 Analysis and reporting

We drew on a range of software and tools to conduct our data analysis. We analysed quantitative data using the Statistical Package for the Social Sciences (SPSS), and coded and analysed qualitative data using Dedoose and a Large Language Model (LLM). The Evaluation team developed a set of qualitative codes, aligned with the sub-EQs, which were used to code programme documentation and transcripts from central-level KIIs in Dedoose. The LLM was used to produce district level syntheses by code for each stakeholder type at community level, which was cross-checked by an evaluation team member to ensure the analysis was reflective of the raw data. To quality assure the LLM outputs, we applied the lessons learned under a previous BRAVE MEL deliverable on using LLMs for narrative synthesis. We ensured the LLM did not introduce interpretive bias by involving the evaluation team at each step of the process. This included through a series of pilots to train the LLM on the dataset, the codebook, and to refine the required analysis. This back-and-forth between human researchers and LLMs is in line with current best practice in using LLMs in research.

We then triangulated our findings at four levels. We assessed convergence and dissonance between respondents in specific data collection modes. We then checked for consistency of responses across various data collection modes, triangulating emerging themes or trends. We triangulated results for the OECD-DAC criteria by presenting findings to the Evaluation Lead (EL), Project Quality Lead, and Team Leader during an internal analysis session. Finally, our preliminary conclusions were drafted into an Early Findings slide deck and presented to IPs for initial feedback during a sense-making and validation workshop. We will conduct a similar session with FCDO following EQuALS review, which may prompt some re-analysis and further triangulation. More detail is provided in Annex 8.4.

3.5 Challenges and limitations

The evaluation faced different sets of challenges and limitations – these, along with how they were addressed, are detailed below:

- **Our design, in line with the priorities for the BRAVE evaluation and practical scope, does not allow us to make causal claims about the extent to which observed changes can be attributed to BRAVE.** Rather, our approach provides an assessment of how plausible it is that BRAVE contributed to, or will contribute to, observed outcomes and impacts. In addition, three areas – programming that occurred before BRAVE MEL was contracted, Component 3 on SRSP, and humanitarian programming – are included in the evaluation through a light touch approach only, potentially limiting our ability to fully assess their performance and impact. This enabled us to prioritise a more robust approach to evaluating the resilience programming, which comprises the bulk of BRAVE investments. Our design was discussed and agreed with FCDO and IPs considering their expectations and priorities, ensuring the design meets the needs of primary stakeholders within the bounds of its budget.
- **The stage of implementation of some components limited the type of evidence we were able to gather at baseline.** Core resilience programming under Component 1 was in the process of commencing implementation during baseline data collection, and the Component 2 supplier had not yet been procured. For these priority evaluation components, therefore, there was limited evidence to understand baseline impact or sustainability of interventions. Instead, we focused on understanding baseline situations for key outcome areas, to support comparison at midline and endline. Our baseline data focused on assessing relevance and coherence based on existing needs and challenges. In the core resilience districts selected, we adapted our data collection tools and sampling approach to explore: the context in terms of potential climate related disasters/shocks/stressors; community members' perceptions of their household's and their community's capacity to anticipate, absorb and

adapt to shocks and stressors; any existing support already available in the area; and community needs and any support they feel they might need to improve their resilience. For Component 2, at baseline we spoke to a sample of government officials to gauge levels of understanding and prior/existing support available on climate resilience prior to implementation, with the intention of interrogating the relevance, utility and effectiveness of IS support provided under Component 2 at midline and endline.

- **Community-level data collection was only slightly disrupted by floods in August 2025**. The data collection team was unable to access one union council in Ghizar in GB due to severe flooding. As a result, the team increased the number of respondents in the three other union councils selected for data collection in Ghizar. Two government officials from PDMA (one each in KP and GB) were also unavailable for KIIs due to the flood response.
- **For evidence of programme performance outside of sampled districts, we drew on IP reporting, which introduces potential self-reporting and positivity bias.** To mitigate this, we triangulated evidence across KIIs and FCDO documentation wherever possible.
- **Primary data collection may have been affected by the following biases:**
  - **Social desirability bias, which occurs when respondents provide answers based on societal expectations.** In the BRAVE evaluation context, this could influence how beneficiaries answer questions on satisfaction, if they are concerned that expressing dissatisfaction may affect their access to further support. To prevent this bias, we assured respondents of the anonymity and independence of the evaluation, to encourage them to speak openly about their views. We triangulated responses across respondents and data sources to ensure that views captured in our reporting are an objective reflection of reality.
  - **Interviewer bias, where the interviewer's opinions, expectations, and judgements interfere with the response provided or its interpretation**. To mitigate against this bias, we provided thorough training to all members of our data collection team. In addition, for all qualitative data collection modes, we ensured that two interviewers were present so that individual perceptions were less likely to affect findings.
  - **Recall bias, where respondents do not accurately remember a past event of experience.** In the BRAVE evaluation context, this could affect respondents' ability to accurately remember their perceptions of support, depending on the timing of the activity versus data collection. This was much more likely in the qualitative data collection for humanitarian programming which had been implemented some time before the data collection cycle. To reduce the impact of this bias on our analysis, we triangulated responses against secondary performance data collected through TPM and by the IPs themselves.
- **It is possible that our quantitative samples may not be representative, skewing findings and making generalisation difficult.** This may also affect the statistical significance of findings (although this is not relevant at baseline because we are not yet comparing results over time). To address this, we have adopted three approaches. First, we worked with IPs to purposively select districts that represent a diversity of climate contexts but are at the same time undergoing programming that is typical of the programming being undertaken in other similar districts. Second, we relied on qualitative data as well as secondary quantitative performance data to triangulate our findings and reduce bias. Finally, we used a stratified random sampling approach with at least 50% of the sample being women and other vulnerable groups to allow us to present findings for all key beneficiary groups of BRAVE.
- **Going forward, the internal validity of our quantitative approach may be affected by attrition.** Because we are adopting a longitudinal approach to our quantitative sample, it is possible that in future evaluation rounds, we may not be able to find respondents due to, for instance, climate migration. This may reduce our sample size and affect the statistical power of our analysis. To prevent attrition from affecting our analysis, we have built in a buffer for our sample size which can fall from 400 to 253 without it dramatically affecting the statistical strength of our findings. In addition, we use best practices to keep track of respondents between data collection cycles, including recording alternative phone numbers, names of relatives, and GPS coordinates of the household.

4 Evaluation findings

4.1 Relevance

4.1.1 To what extent is BRAVE's design responsive towards the needs of target groups and relevant to climate policies and priorities set by the GoP?

Key findings

BRAVE's design is responsive towards the needs of target groups, with Component 1 IPs targeting vulnerable groups through specific modelling techniques, community consultations for a community-driven design process, and consultation and coordination with relevant government institutions.

BRAVE is aligned with GoP climate policies and priorities, and is repeatedly described by IPs, government officials and communities as closely aligned with local community development priorities too. However, gaps in coordination between different tiers of government and a focus on short-term climate shocks create barriers to consistent GoP coordination. This highlights the need for the IS Component to focus on building the capacity and coordination of GoP institutions and policy implementation.

BRAVE's humanitarian response is directly triggered by national and provincial government declarations of calamity-hit areas through official PDMA, DDMA, or NDMA notifications, ensuring complete alignment with government disaster management policies and priorities. Current barriers in this area stem from gaps in the GoP response system, including lack of responsive social protection to long-term stresses and anticipatory action, highlighting a possible dependency on BRAVE IPs for humanitarian delivery.

Given the stage of BRAVE implementation at baseline and with the IS Component still to be implemented, it is yet to be seen if BRAVE programming is continually relevant to the disaster resilience policies and priorities set by the GoP. However, gaps in GoP capacity identified in the evaluation can contribute to the design of the IS Component and evolution of BRAVE programming accordingly.

The design of BRAVE draws on lessons from other programmes, and aims to address Pakistan's climate resilience and DRR/DRM challenges, as well as the needs of the most vulnerable (including women, PWDs, and tenants). The desk review of programme documents and KIIs with FCDO representatives confirmed the key aspects of BRAVE's design. It reiterated FCDO's commitment to combine a bottom-up approach that *"acknowledges the impacts of climate change which disproportionality affects these (vulnerable) demographics, particularly the women and the people living below the poverty line"*. It identified a top-down approach that enhances the social protection system and focuses on addressing the identified gaps of "*inter coordination between tiers*" and institutional strengthening, in alignment with the climate policies and priorities set by the GoP. Key stakeholders highlighted that an ongoing issue in climate resilience in Pakistan is a focus on short-term shocks and impacts rather than long-term climate stressors. BRAVE is thus designed to address the key gaps within the humanitarian and climate resilience system by working to ensure coordination between the two, in line with Pakistan's disaster management needs.

A desk review of BRAVE programme documents reveals that BRAVE is aligned with GoP climate policies and priorities, particularly related to DRM. BRAVE is anchored in national frameworks like the National Climate Change Policy and Disaster Risk Management Framework[36] and, through the IS Component, plans to work with national, provincial, and local governments to enhance DRM and climate change adaptation capacities[37]. The standard community resilience model, covering community-based DRM (CBDRM), climate-smart agriculture, resilient shelter, Water, Sanitation and Hygiene (WASH), and

[36] Concern Y1 Resilience Narrative Progress Report (Oct 2023 – June 2025)
[37] IOM BRAVE Interim Report

livelihood components, is aligned with Pakistan's climate priorities. The design also shows relevance to government priorities through its focus on addressing the identified gaps of inter coordination between different tiers of the government. KIIs with IP staff confirmed, *"interventions are directly linked with national and global climate actions, including KP Climate Change Strategy and GB Climate Change Strategy"*. Some IP staff reiterated that BRAVE Component 1 is not designed to change the entire system but is a *"demonstration model"* to showcase that interventions from BRAVE are scalable and can be adopted by government bodies and other institutions. BRAVE is also expected to evolve by having Memoranda of Understanding (MOUs) with Planning & Development (P&D) departments, Pakistan Meteorological Department for early warning systems, and Ministry of Climate Change to align interventions with the NAP.

BRAVE's humanitarian response is directly triggered by national and provincial government declarations of calamity-hit areas through official PDMA, DDMA, or NDMA notifications. This ensures alignment with government disaster management policies and priorities, however it also highlights a possible dependency on BRAVE IPs for humanitarian delivery. BRAVE is explicitly designed, according to IPs (KIIs; IP reporting), to complement Pakistan's national climate framework and supplement government efforts rather than operate independently, with all response designs informed by government damage assessments and coordinated through UN clusters, Cash Working Groups, and other government-approved mechanisms. Regular but informal coordination occurs through FAO and IOM quarterly calls with Sindh and Balochistan PDMAs and daily coordination with NDMA for monsoon response, with IOM serving as Shelter and Non-Food Items sector lead. The programme aligns with government systems by using OCHA-NDMA endorsed assessment tools for humanitarian response and by including district commissioners' offices in technical working groups. KIIs conducted with PDMAs show familiarity of government institutions with BRAVE, highlighting gaps in delivery of climate resilience interventions, specifically human resource capacity (lack of skilled and technical staff) and lack of budget for implementation in delivering climate resilience. The KIIs did not address humanitarian response capacity directly, however, data shows that inconsistencies in delivery of response capacity at the district level are also due to lack of skilled staff, technology to measure aid delivery and damage assessments, and budget to deliver projects such as flood protection walls. For example, PDMA Balochistan report that "*the Deputy Commissioners of 32 districts function as DDMA authorities"*, performing dual roles with budget constraints. KIIs and FGDs from communities in Sohbatpur voiced the need for early warning system/messages in local language, along with support in the form of cash, emergency kits and preparedness trainings, which they did not receive before from government departments. Some respondents reflect that they did not receive any early warning during the monsoon flooding in the district this year. Gaps show that in terms of district level humanitarian response in some highly vulnerable districts, there is a complete dependency on BRAVE IPs and other external stakeholders in delivery of some humanitarian interventions.

BRAVE Component 1 IPs are targeting vulnerable groups through specific modelling techniques, inclusive community consultations for a community-driven design process, supported by consultation and coordination with relevant government institutions. IPs reported that the design of BRAVE interventions responded to target group needs by *"addressing specific multi-hazard vulnerabilities (floods, droughts, earthquake, heatwaves up to 53°C)"*. IPs use various methods of targeting, including but not limited to the multi-hazard approach, evidence-based climate risk and vulnerability ranking, and multi-hazard risk and vulnerability assessments using Participatory Rural Appraisal tools. For humanitarian targeting, Displacement Tracking Matrix and Multi-dimensional Criteria Analysis techniques are being used to determine union council to village level coverage. IPs have thus far also had strong engagement with local and district authorities, leveraging their experience and knowledge of similar programmes conducted previously in BRAVE target areas. This has enabled good collaboration with government authorities in targeting decisions. IPs also adopt a community-driven design process; overall, outreach and targeting for participation in BRAVE interventions has been satisfactory for communities. Community consultations and participation in intervention design/selection and inclusive targeting and decision-making received positive feedback in community FGDs and KIIs in Ghizer, Sanghar, Sohbatpur and Upper Chitral (which have received either Phase 1 resilience or humanitarian support). Some dissatisfaction with the consultation process was expressed in Swat (where programming had not yet begun) and Khairpur, where FGD respondents reported that only one consultation was carried out.

BRAVE is repeatedly described by communities in KIIs and FGDs as closely aligned with local community development priorities. Specific Phase 1 resilience interventions in Upper Chitral and Ghizer, such as irrigation rehabilitation, protection walls/check dams/dikes, and slope/riverbank protection that reduce flood risk and conserve water align with local development priorities around irrigation, water management, and climate adaptation; and some respondents say these works improved cultivation on previously dry land and strengthened resilience. Practical training like climate smart and conservation agriculture (CA & CSA) on Farmer Field Schools (FFS), kitchen gardening, compost/bokashi, tunnels, hermetic storage, improved drying of produce, controlled grazing, tree plantation, greenhouse systems along with provisions of fertiliser, seeds, and tools were also linked directly to food security and livelihoods (FSL) in Ghizer and Upper Chitral (Phase 1 resilience districts).

Feedback from beneficiaries and community stakeholders confirmed that BRAVE interventions are largely responsive to their needs. In humanitarian districts, 98% of BFS respondents reported that the support they received partially or completely matched the needs of their household or community. The majority of beneficiaries and community stakeholders in Phase 1 Resilience districts also reported that BRAVE support was useful and responsive to their needs (FGDs, KIIs). Among BFS respondents in Core Resilience districts that have not yet received BRAVE support, the majority of respondents reported that early warning systems (61% of respondents), access to disaster shelters (45%), agriculture and livelihood grants (37%) or cash assistance, and skills training / awareness sessions (25%) would help their household or community to better prepare for or cope with future climate-related shocks, which aligns with planned interventions in those districts.

While BRAVE is broadly responsive towards the needs of target groups and relevant to climate policies and priorities set by the GoP, some gaps and inconsistencies remain. According to IPs, communities in some areas like Sohbatpur did not understand climate change or resilience and displayed more focus on short-term gains. Communities in Swat and Upper Chitral did express concern that concentration on flood response may have limited attention to other climate risks like drought and heatwaves, suggesting gaps in comprehensive coverage of the full scope of climate adaptation. Transportation/distance challenges were also repeatedly cited as major barriers limiting participation, especially affecting elderly, PWDs and children. For PWDs in Ghizer, lack of accessibility was a primary issue. Lack of accessibility due to transportation challenges also limited access in Sanghar and Sohbatpur, with some beneficiaries missing out on humanitarian assistance due to CNIC requirements.

4.1.2 How well is BRAVE aligned to FCDO's priorities, UK's global climate commitments, and BHC Pakistan's country objectives?

Key findings

BRAVE is strongly aligned to FCDO priorities, UK climate commitments, and BHC Pakistan objectives, combining locally led resilience and humanitarian delivery with national systems strengthening, gender and inclusion mainstreaming, and VfM discipline. It is a key programme delivering the Country Business Plan's Campaign Goal 4 and builds on and complements prior UK investments.

Despite a high degree of alignment, certain considerations in design and approach to translate these commitments to tiers across GoP at different levels and provincial geographies may be required to offset gaps in delivery.

BRAVE is strongly aligned to FCDO priorities, UK climate commitments, and BHC Pakistan objectives, combining locally-led resilience and humanitarian delivery with national systems strengthening, gender and inclusion mainstreaming, and value-for-money discipline. Humanitarian and climate change considerations are reportedly front and centre to FCDO's annual planning process following a recent reprioritisation. The programme also explicitly aligns with the Integrated Review's shift from repeated humanitarian responses to resilience, IS, and shock-responsive social protection, supporting a self-financed exit from aid. The BRAVE business case commits that at least 80% of funding will count as ICF, directly supporting UK's climate commitments and UK COP26 pledges through

resilience-building, adaptation, and shock-responsive systems. BRAVE is identified as a key programme delivering the Country Business Plan's *'Campaign Goal 4: Climate, Resilience, and Humanitarian'*, with nearly £13.5m mobilised for 2024 floods and resilience activities across all five regions. Gender equality and protection are integrated throughout the programme ensuring compliance with the Gender Equality Act. For example, the programme reports on sex/age/disability-disaggregated data wherever possible; and dedicated gender action plans, gender-responsive budgeting and safeguarding and Protection from Sexual Exploitation and Abuse leadership are in place. The programme builds on and complements prior UK investments[38] and coordinates with the World Bank's CRISP operation, leveraging large GoP spending to amplify UK influence and impact.

Despite strong alignment with UK priorities, certain considerations in design and approach to translate these commitments to all tiers across GoP at different levels and provincial geographies may be required to offset gaps in delivery. KIIs with FCDO and IPs show that anticipatory action frameworks in the current government response mechanism are not yet fully operational; and disaster risk financing (DRF) at policy level requires further support under the IS Component, requiring expanding DRF instruments to meet UK ambitions on timely, predictable response. In addition, the delay in the procurement of the IS Component risks limiting top-down reform and scale-up potential.

4.1.3 To what extent does BRAVE take GEDSI into account?

Key findings

Overall, the BRAVE programme at baseline is considered to be GEDSI-responsive. BRAVE has exhibited a deliberate and evidence-driven approach to GEDSI integration since its design and inception. This is evident in the programme's results measurement frameworks, which reflect a strong institutional commitment to inclusive data and results tracking. BRAVE also demonstrates substantial institutional investment in GEDSI capacity and resourcing, both at the donor and partner levels, and the programme is already demonstrating tangible results in advancing gender equality, disability inclusion, and social equity.

Overall, the BRAVE programme at baseline is considered GEDSI-responsive. A benchmarking rubric was developed to assess the extent to which BRAVE takes GEDSI into account. The detailed rubric is outlined in Section 8.5 in the Detailed methodology Annex. By translating narrative findings into structured benchmarks, the rubric establishes a measurable baseline that can be reapplied at midline and endline to track progress. The table below summarises the GEDSI assessment according to four dimensions using a four-point scale of: GEDSI blind, GEDSI sensitive, GEDSI responsive; GEDSI transformative (please see Section 8.5 (Annexes) for the detailed scoring approach).

Table 3: GEDSI benchmarking rubric

Dimension	Description	BRAVE score
GEDSI needs assessment / analysis and objectives	Whether a GEDSI needs assessment or gap analysis was conducted and the extent to which the findings of this analysis informed the design of interventions to address the needs of marginalised groups	GEDSI transformative
GEDSI measurement	The extent to which explicit GEDSI progress is tracked through GEDSI-specific indicators, as well as the extent to which indicators and data are disaggregated by sex and other social markers, where applicable	GEDSI responsive

[38] Reference to previous UK investments/programmes such as Building Disaster Resilience in Pakistan (BDRP) 2016-2020, Multi-year Humanitarian Programme (MYHP) 2014-2021, Sub-National Governance Programme (SNG2) 2018-2026, Water Resource Accountability in Pakistan (WRAP) 2021-2028 and Sustainable Energy and Economic Development (SEED) 2020-2025.

GEDSI capacity and resourcing	The extent to which IPs have team members with GEDSI-specific responsibilities, IPs can access support on GEDSI issues (including from FCDO), and GEDSI-specific training/awareness-raising is provided to BRAVE team members		GEDSI responsive
GEDSI results	The extent to which GEDSI results are achieved		GEDSI responsive

BRAVE has exhibited a deliberate and evidence-driven approach to GEDSI integration since its design and inception. The Business Case aligns multiple gender and vulnerability assessments into a coherent framework that embeds equity and inclusion within its ToC. While no new standalone GEDSI study was conducted, existing analytical evidence clearly informed programme design, partner selection, and targeting strategies. Partners' designs, particularly Concern's reliance on BDRP gender analysis and IOM's intersectional focus on gender, disability, and minority groups, demonstrate that GEDSI considerations were integral to planning rather than appended later. The BRAVE's SRSP Component, being delivered through a BRAVE-World Bank Executed Trust Fund, further institutionalises gender and inclusion through system-wide reforms in targeting, grievance redressal, and adaptive safety nets. Collectively, these elements establish a strong, equality-oriented analytical foundation and demonstrate a clear, transformative intent at the level of need assessment and programme design. However, at the baseline, this intent is consistently reflected in responsive rather than fully transformative performance across measurement, capacity and results dimensions.

BRAVE's monitoring and measurement frameworks reflect a strong institutional commitment to inclusive data and results tracking, but could be strengthened to shift from responsive to transformative. The programme ensures sex, age, and disability disaggregation (SADD) across nearly all partner logframes, aligned with FCDO's Inclusive Data Charter and ICF KPIs. This establishes a solid quantitative base for measuring participation and reach but does not yet capture differential outcomes, empowerment or equity effects across groups, and the use of disaggregated data for intersectional analysis or decision-making is still emerging. Concern's logframe incorporates SADD indicators and outcome-level measures of transformational change in women's participation and leadership. IOM's logframe applies similar disaggregation but remains output-focused without numeric or proportional benchmarks for vulnerable groups, and could be strengthened with qualitative indicators on empowerment or norm change. The SRSP component contributes advanced data architecture through National Socio-Economic Registry (NSER) and digital delivery systems but has yet to operationalise gender-responsive analytics. Overall, GEDSI measurement across BRAVE is robust yet primarily quantitative, tracking *"who participates"* rather than *"how inclusion transforms systems."* A programme-wide shift toward qualitative, behavioural, and empowerment-focused indicators would enable full progression to the GEDSI transformative tier.

BRAVE demonstrates substantial institutional investment in GEDSI capacity and resourcing, both at the donor and partner levels. Dedicated gender and inclusion focal points, cross-partner technical working groups, and training mechanisms will ensure consistent technical oversight and adaptive learning. Concern and HelpAge International's co-led Gender and Inclusion Technical Working Group stands out as a potentially transformative mechanism for institutionalising expertise, peer learning, and technical standardisation across partners. IOM's gender and protection specialists have the potential to strengthen operational mainstreaming, though GEDSI leadership remains distributed, rather than centralised. The World Bank's contribution is primarily systemic, embedding gender-smart approaches into national and provincial social protection structures. Despite these strengths, inconsistencies in budget transparency and partner-level learning cycles constrain programme-wide cohesion. Nonetheless, the presence of dedicated staffing, inclusion-focused partnerships, and donor-led technical guidance positions BRAVE as responsive with strong transformative potential, moving toward institutionalised inclusion capacity across all tiers.

BRAVE is already reporting results in advancing gender equality, disability inclusion, and social equity. Across IOM and Concern, GEDSI outcomes are visible in both humanitarian delivery and

resilience-building initiatives. According to partner reporting, Concern achieved significant progress in women's leadership (40% representation in community forums) and institutionalised inclusive decision-making structures that incorporate PWDs and minorities. IOM's interventions reached nearly half women beneficiaries and provided targeted support for PWDs, ensuring equitable access to humanitarian assistance. The World Bank's adaptive social protection reforms aim to further institutionalise GEDSI principles, improving equity in targeting and delivery systems. However, while quantitative evidence of reach is strong, longitudinal tracking of empowerment and systemic transformation remains limited. While the programme currently stands at a GEDSI responsive level overall, its systemic architecture and institutional learning ambition offer strong potential to evolve into a fully transformative GEDSI model in future phases through enhanced data depth, sustained empowerment tracking, and harmonised partner-level accountability mechanisms.

4.2 Coherence

4.2.1 Are there systems in place for coordination within and across BRAVE components?

Key findings

No formal coordination mechanisms yet existed across BRAVE components at the time of the baseline data collection, largely due to staggered partner mobilisation. These delays have now eased, and coordination is progressing in a more regular and structured manner. A structured platform for coordination has been initiated through the Technical Board Meeting (TBM). The first TBM was convened in October 2025, bringing together FCDO, the MEL team, and IPs to promote dialogue, learning, and programme coherence.

Internal coordination within each consortium is strong and structured - regular meetings and thematic technical working groups ensure alignment of activities and smooth implementation. However, cross-consortia coordination remains irregular and ad hoc. Collaboration largely depends on joint workshops, bilateral meetings, and field visits facilitated by FCDO. In the absence of an institutionalised mechanism, opportunities for shared learning are limited, and there is a continuing risk of duplication across geographic and thematic areas.

Governance structures involving the GoP are functional but under-utilised. Platforms such as PSCs and consortium-level steering forums mostly serve information-sharing purposes rather than facilitating joint planning, policy alignment, or endorsement of activities. Their potential to promote accountability and ownership is yet to be fully realised.

The forthcoming MEL Working Group also presents a promising opportunity. Once operational, it is also expected to strengthen cross-consortium and cross-component coordination by promoting systematic evidence-sharing, harmonising monitoring practices, and enhancing programme-wide learning across BRAVE's components.

There are currently no regular or institutionalised coordination mechanisms across BRAVE components. Interviews with FCDO highlighted that while the four components were designed to be interlinked, in practice they rely on occasional joint workshops and visits to create connections, with regular, formal cross-component coordination yet to be institutionalised. The limited progress at this stage also reflects the different timelines for partner hiring and mobilisation across components, which initially slowed coordination efforts. Despite these variations, coordination mechanisms have now been initiated and are progressing in a more regular and structured manner. For example, the newly initiated TBM represents a step towards establishing a more structured and regular mechanism for dialogue, learning, and integration. Evidence from the Annual Review (2025) confirms that although a governance framework has been established, integration across components remains at an early stage and is yet to be institutionalised.

Stakeholders described the lack of cross-component coordination as a result of implementation challenges, rather than a conceptual or design gap. The limited integration at this stage is largely explained by the delayed roll-out of Component 2 (IS), which was intended to act as the key bridge between community-level and system-level interventions. In addition, Component 3, implemented through the World Bank, largely operates autonomously within its own shock-responsive social protection agenda. This points to a clear gap between programme design and operational delivery, with components functioning in parallel rather than jointly. FCDO respondents confirmed that BRAVE's design envisioned strong complementarity between Components 1 and 2 – linking community-level resilience with institutional capacity-building – and that a multi-tiered governance and coordination structure, including joint field visits and a Technical Board, was planned to facilitate this integration (FCDO KIIs). However, delayed roll-out of Component 2 and uneven coordination have limited these linkages in practice to date. According to the Business Case (2021), BRAVE was explicitly designed as an integrated resilience approach combining humanitarian response, community resilience, IS, and adaptive social protection to build coherence between bottom-up and top-down change pathways. The observed lack of integration, therefore, reflects implementation challenges rather than conceptual gaps. One FCDO adviser noting that combining humanitarian response with resilience was seen as an *"unnatural marriage"* that complicated coherence (FCDO KII), although this was not raised as a concern by other stakeholders.

> "
>
> At the moment, there is no institutionalised mechanism between the two consortia. Coordination tends to be ad hoc, through joint workshops or bilateral exchanges
>
> **IP KII**

Coordination mechanisms exist within each consortium under Component 1, but cross-consortia collaboration is fragmented. Concern's consortium runs monthly operational meetings, quarterly planning sessions, and technical working groups on livelihoods, GEDSI, Monitoring and Evaluation (M&E), and finance, which stakeholders reported as effective (Concern KII). The IOM-led consortium also uses bi-monthly technical working groups and district-level forums that involve line departments, NGOs, and academia (IOM KII). However, coordination between the two consortia is irregular, relying mainly on joint workshops, visits, or bilateral discussions organised by FCDO (IP KIIs). This demonstrates that while internal coherence is strong, cross-consortia alignment is yet to be formalised, creating risks of duplication and limiting opportunities for shared learning across geographies.

Governance structures involving GoP are in place but are currently underutilised for decision-making. The programme has established a Provincial Steering Committees (PSC) in GB chaired by Additional Chief Secretary P&D Department, but it is yet to be established in KP for WRAP and BRAVE. A Technical Board and consortium-level working groups, which formally bring together government, FCDO, and partners are also in place. FCDO respondents noted that these forums are functioning, but their use is limited to updates and information-sharing rather than fostering joint planning or policy endorsement (FCDO KII). IPs noted that coordination and discussion with KP officials has been through on-demand meetings in the absence of PSC. A key informant noted that ownership of climate change initiatives is much more visible in GB where there exists a Climate Change Adaptation Cell led by the Chief Secretary, and districts have Climate Change Adaptation Cells staffed by P&D. The Annual Review (2025) similarly recommended that PSCs move beyond information exchange to becoming platforms for government endorsement and policy integration. This shows that while governance structures exist, their effectiveness will remain limited unless these bodies evolve into decision-making and accountability platforms.

The newly initiated TBM and forthcoming MEL Working Group offer opportunities to strengthen cross-consortium and cross-component coordination. The MEL component is planning to establish a working group that will bring together representatives from all BRAVE components. This forum is expected to address current gaps by promoting systematic evidence-sharing, harmonising monitoring practices, and ensuring that learning from resilience, humanitarian, IS, and social protection interventions informs overall

programme strategy. Together with the newly initiated TBM, which started convening cross-component discussions in October 2025, these fora could reduce siloed delivery and support the integration of evidence into decision-making.

4.2.2 How, if at all, do BRAVE's components work together to enhance climate resilience in Pakistan?

Key findings

BRAVE was intentionally designed to link humanitarian response, resilience, social protection, and IS. However, as Component 2, IS, has not yet started, the potential for cross-component collaboration has not fully emerged. Humanitarian and resilience interventions under Component 1 are internally coherent, yet engagement across components remains limited. The World Bank-led Component 3 operates largely independently, further constraining opportunities for integration at this stage.

Where humanitarian and resilience interventions are delivered jointly within Component 1, they complement each other effectively. Evidence from IP KIIs shows that when interventions such as livelihoods, shelter, and disaster risk reduction (DRR) are co-located, communities experience stronger and more holistic resilience outcomes. These examples demonstrate that integration is achievable when activities are aligned geographically and programmatically.

Cross-component collaboration remains largely ad hoc and informal. Occasional joint workshops, Climate Adaptation Forums, and field visits provide useful engagement opportunities, but they fall short of the structured, regular coordination envisioned in BRAVE's design. The Business Case and FCDO KIIs indicate that systematic mechanisms – such as joint planning, shared monitoring frameworks, and multi-tiered governance – were intended to promote complementarity between community-level and systemic interventions, but these are yet to be realised.

BRAVE was intentionally designed to link different strands of resilience, but practical integration has been slow. FCDO respondents consistently highlighted that BRAVE's ToC links community resilience and humanitarian response (Component 1) to IS (Component 2) and social protection (Component 3) through a bottom-up and top-down approach. However, staggered start-up of components has limited opportunities for complementarity. The absence of the IS Component is particularly critical, as it was intended to anchor community innovations within government systems (FCDO KIIs, AR 2025). This means that while BRAVE has the right conceptual architecture, the operational reality at baseline is fragmented, with integration still more aspirational than achieved. FCDO respondents noted that coordination with the World Bank was progressing reasonably well, with joint review missions and regular technical exchanges held every few weeks. However, they also acknowledged that while engagement was constructive, it remained largely bilateral and operational rather than programmatic. The expectation was for the World Bank to continue operating with relative independence, given its policy and financing mandate, so limited cross-component integration at this stage is considered realistic.

> "BRAVE's components are interlinked through a bottom-up to top-down approach, where community resilience feeds into institutional strengthening and social protection.
>
> **FCDO KII**

Joint implementation in the same districts has produced clear complementarities, though these remain localised. Evidence from FCDO and government KIIs shows that when interventions such as irrigation schemes, housing support, FFS, and DRR are delivered together, communities experience stronger and more holistic resilience outcomes. This demonstrates that integration can deliver tangible

results, but at baseline these successes are confined to specific geographies and are not yet embedded as a programme-wide practice.

> “
>
> Without timely operationalisation of the IS Component, integration between community interventions and systemic change will remain incomplete.
>
> **FCDO KII**

Cross-component collaboration remains weak and largely ad hoc. Both FCDO and IP interviews noted that coordination between humanitarian, resilience, and social protection strands has occurred mainly through quarterly workshops, Climate Adaptation Forums, or occasional joint field missions. Within the IOM consortium, technical working groups on FSL, DRR and protection are integrated at both national and district levels (IP KII), but collaboration with the Concern consortium is still irregular and issue-based (IP KII). This shows that the structures for collaboration exist, but the lack of institutionalisation at baseline leaves integration dependent on individual initiatives rather than systemic mechanisms.

The IS and Social Protection components are critical but not yet fully engaged. The AR (2025) stressed that without operationalising Component 2, BRAVE risks limiting integration to community-level pilots without achieving systemic change. FCDO respondents confirmed that IS was essential to scale up resilience models from districts to provincial and national systems. Similarly, while the World Bank-led social protection (Component 3) has strong potential to bridge humanitarian assistance with climate adaptation, coordination with Component 1 partners remains limited and uneven across provinces, more visible in Sindh but largely absent in GB and KP (FCDO KIIs). This baseline picture highlights that the absence of Component 2 is the biggest gap in the coherence chain, leaving BRAVE currently unable to link community learning to system-wide reforms.

> “
>
> The programme design intentionally tied humanitarian response and resilience together, though integration depends heavily on institutional strengthening to sustain results.
>
> **AR 2025**

Provincial governments recognise BRAVE’s contribution but the level of integration with government systems varies by province. Provincial KIIs in Sindh and GB noted that BRAVE’s thematic areas – climate-resilient livelihoods, WASH, housing, disaster risk management, and GEDSI – align with provincial strategies and DRM plans. In GB, Concern has established a Project Steering Committee chaired by the Additional Chief Secretary (P&D), ensuring regular coordination with key line departments, while in Sindh, IOM and its partners reported consistent engagement with PDMA and P&D, including joint field visits and coordination meetings. Climate Adaptation Forums have also provided channels to link community initiatives with district authorities, strengthening policy-practice connections (AR 2025). In contrast, integration in KP and Balochistan remains relatively weak, with the PSC in KP still under formation at the time of baseline and coordination in Balochistan largely limited to quarterly calls with PDMA (Govt KIIs). This unevenness suggests that BRAVE’s coherence depends heavily on provincial capacity, ownership, and the proactive engagement of IPs. However, IPs also play a vital role in facilitating government engagement. Evidence from IP KIIs confirms that both government commitment and IP-driven coordination jointly determine the extent of institutional integration achieved at subnational level.

4.2.3 How well does BRAVE fit with other interventions in the sector in Pakistan by FCDO or other donors such as World Bank and ADB?

Key findings

BRAVE generally fits well with other donor and government interventions. The programme complements the financing roles of World Bank and ADB by providing on-the-ground implementation and addressing resilience gaps where other actors focus primarily on large-scale funding and policy reform**.** This balance between local delivery and systemic alignment strengthens the overall coherence of donor support to climate resilience in Pakistan.

The social protection component aligns with World Bank-led reforms with BISP and provincial Social Protection Authorities. Although joint planning and structured coordination are still developing, these linkages demonstrate clear potential for complementarity between BRAVE's community-focused interventions and the World Bank's policy-level social protection agenda.

IPs are engaging with World Bank and ADB-supported initiatives. Both the IOM and Concern consortia have initiated Memoranda of Understanding and participate in UN-led coordination clusters to minimise duplication and enhance coordination in shared geographies. These actions show emerging operational fit, though a more formalised framework for collaboration is still required.

Government stakeholders recognise BRAVE as complementary to existing donor-funded resilience initiatives. Integration is strongest in Sindh and GB, where coordination with the World Bank's SPHF and IFRAP programmes is more structured and regular, supported by provincial-level engagement through PSCs and PDMA/P&D linkages. In contrast, integration in KP and Balochistan remains limited, reflecting varying levels of institutional capacity and ownership across provinces.

BRAVE's role complements the financing instruments of the World Bank and ADB by focusing on practical implementation. FCDO staff noted that while the World Bank and ADB concentrate on large-scale financing mechanisms and policy reforms, BRAVE provides community-level interventions and technical delivery. This creates a division of labour where BRAVE fills operational gaps that broader financing frameworks cannot address. However, an FCDO stakeholder also acknowledged that forums for donor coordination on climate resilience are less structured than those in humanitarian response, limiting BRAVE's ability to align fully with these actors. This positioning makes BRAVE a practical partner for financiers seeking delivery capacity, yet the limited structure of climate-resilience fora leaves the programme operating beside, rather than fully within, higher-level financing strategies.

The programme shows strong alignment with other FCDO investments and UN-led projects. Evidence from both FCDI KIIs and the Annual Review indicates that BRAVE complements initiatives such as WRAP, SEED, SNG2, and CIFPAK by linking its climate adaptation work with water, governance, and energy portfolios. In GB, knowledge hubs link BRAVE with UNDP's GLOF project, providing venues for cross-programme donor alignment (FCDO KII; Govt KIIs). This reinforces coherence within FCDO's wider strategy in Pakistan, though stakeholders pointed out that joint planning mechanisms could be strengthened to maximise synergies (FCDO KIIs). For instance, one KII highlighted collaboration opportunities between BRAVE and the UNDP-supported Risk Governance Framework (RGF) pilot in Sindh, implemented through the FCDO's Sub-National Governance Programme following the 2022 floods. The RGF pilot, designed around institutional gap analyses, aimed to strengthen the Sindh's PDMA DRR wing, address financing shortfalls, and enhance community participation in crisis response. These objectives mirror BRAVE's focus on resilience, IS and community-based disaster management, illustrating clear areas for convergence. While overlaps exist in thematic scope – particularly in climate adaptation and disaster preparedness – the KIIs with IPs and FCDO indicate that duplication risks are limited mainly because BRAVE operates in distinct geographic areas and complements financing-led initiatives by focusing on community-level implementation and system linkages rather than replicating large-scale infrastructure or policy reforms. This enables cross-programme learning to flow, yet in the absence of formal joint planning these complementarities remain opportunistic and time-bound rather than embedded.

BRAVE Component 1's social protection work is well-positioned to complement World Bank systemic reforms, but requires stronger integration. Engagement between BRAVE and the World Bank's social protection reforms remains relevant and is discussed under EQ 4.2.2 above. This complementary relationship between both can help ensure that climate resilience objectives are mainstreamed into social protection. Nonetheless, both FCDO and government respondents recognised that operational linkages between BRAVE Component 1 and World Bank systems are still limited, and further work is needed to institutionalise coordination. FCDO representatives also shared that this coordination will likely be further influenced by Pakistan's devolution context, where social protection functions are increasingly expected to transition to provinces. This places BRAVE Component 1 close to policy leverage points, but without clearer operating protocols with World Bank platforms, promising pilots may not translate into routine system functions.

IPs are engaging with donor frameworks, but collaboration remains patchy. The IOM consortium is developing MoUs with NDMA, Sindh People's Housing Foundation (SPHF), and Institute of Flood Rehabilitation and Preparedness (IFRAP) to align with World Bank and ADB–funded shelter and DRM projects (IP KIIs). However, the engagement with these stakeholders is still nascent and at an early stage. Similarly, Concern and ACTED link BRAVE activities with UN-led clusters such as UNICEF for WASH and FAO for FSL, ensuring humanitarian and resilience interventions are connected with broader donor frameworks (IP KIIs). These efforts help to avoid duplication but remain uneven across sectors, relying more on bilateral arrangements than on structured coordination platforms (IP KIIs). These connections signal responsiveness to the wider landscape, though dependence on bilateral ties constrains predictability and limits programme-wide integration with multilateral pipelines.

Provincial and district governments highlight complementarity but also point to gaps in coordination. Government stakeholders at provincial and district levels in Sindh considered BRAVE well aligned with World Bank and UNDP resilience initiatives, particularly due to its focus on community resilience and the digitisation of disaster risk management systems. In Balochistan, PDMA stakeholders emphasised that BRAVE's CBDRM interventions aligned with provincial DRM frameworks and filled gaps left by other donor projects (Govt KIIs). At district level, officials in Swat and Ghizer noted that BRAVE's agricultural and irrigation interventions complemented World Bank and IFAD initiatives, while health departments in Sanghar linked BRAVE to World Bank's MAMTA and BISP efforts (District KIIs). These perspectives confirm sectoral fit while underlining uneven integration across provinces, indicating that without stronger vertical coordination the results will remain localised and harder to sustain.

4.2.4 How well does BRAVE align with climate interventions being implemented by GoP?

Key findings

BRAVE is broadly aligned with Pakistan's national climate and DRM frameworks. Its design reflects the priorities of the National Climate Change Policy and the National Disaster Management Plan, focusing on resilience-building, IS, and shock-responsive systems. This alignment is embedded through the IS and social protection components, both intended to work within NDMA, PDMA, BISP, and provincial SPAs.

Alignment at the provincial level remains uneven and highly dependent on the coherence of provincial policy frameworks themselves. In Sindh and GB, BRAVE's interventions are closely aligned with provincial DRM and climate adaptation priorities, supported by formal mechanisms such as MoUs, Climate Adaptation Forums, and PSCs. These structures have enabled consistent coordination with provincial departments and strengthened the programme's policy linkages.

In contrast, weaker provincial coherence limits integration in KP and Balochistan. In KP, formal alignment with DRM and climate adaptation plans is still emerging, while in Balochistan, fragmented policies and weak interdepartmental coordination hinder effective embedding of BRAVE interventions. This demonstrates that the programme's ability to integrate depends not only on its design but also on the strength and coordination of provincial climate governance systems.

BRAVE aligns with national climate and disaster management frameworks, but practical uptake varies by province. FCDO respondents confirmed that BRAVE is coherent with the National Climate Change Policy and the National DRM Framework, contributing to the operationalisation of GoP's national-level commitments (FCDO KIIs; AR 2025). Its four-tiered governance structure ties implementation into NDMA and provincial systems, ensuring policy-level alignment. However, evidence shows provincial uptake differs widely, with Sindh and GB more proactive than KP and Balochistan. This positions BRAVE well at the strategic level, but its impact will depend on how far provincial structures translate national policies into local practice.

> "
>
> BRAVE is coherent with GoP frameworks such as NDMA and PDMA DRM plans, though integration varies across provinces.
>
> **FCDO KII**

IS and social protection are central to embedding BRAVE in GoP systems, though both are still evolving. Stakeholders highlighted that Component 2 on IS and Component 3 on shock-responsive social protection were designed to integrate directly into government platforms such as NDMA, BISP, and provincial SPAs (FCDO KIIs; AR 2025). In Sindh, alignment is visible through integration of social protection within provincial adaptation strategies (Govt KIIs). Yet with Component 2 delayed, and social protection links still being consolidated, the baseline picture is one of strong alignment in design but partial execution in practice. Without these pillars fully operational, BRAVE risks leaving community-level models disconnected from systemic change.

Provincial governments recognise alignment but also underline persistent gaps in coordination and policy coherence. Evidence from Sindh shows BRAVE is integrated into PDMA's DRM framework through a MoU and aligned with the province's Climate Change Policy 2022 (Govt KIIs). In Balochistan, PDMA officials confirmed that BRAVE feeds into their five-year DRM plan, particularly on CBDRM (Govt KII). However, GB's EPA highlighted that some adaptation plans proposed by a partner under BRAVE were initially not in line with the GB Climate Change Strategy and Action Plan and feedback was provided, however the key informants were unaware if the feedback had been incorporated, highlighting risks of misalignment (Govt KII). These accounts indicate that while provincial authorities see BRAVE as complementary, alignment remains uneven and highly dependent on the coherence of provincial policy frameworks themselves. Provincial stakeholders in GB highlighted that efforts are being made to ensure alignment between development programmes by avoiding duplication, specifically there is no overlap between FCDO and WWF39 supported programmes as each operates in separate implementation districts.

Government stakeholders highlighted systemic fragmentation within government that constrains full alignment. KIIs in GB and Sindh pointed to fragmented mandates across forestry, wildlife, climate, and disaster management departments, as well as HR and coordination gaps that hinder integration (Govt KIIs). Similar concerns were raised by GBRSP, which noted that while Climate Change Cells exist and earmark funds for climate mitigation, BRAVE must actively engage with them to avoid duplication (Govt KII). This shows that while BRAVE fits within government frameworks, the programme cannot rely on them being well-coordinated or adequately resourced.

[39] WWF was referenced as it was specifically cited by provincial stakeholders in GB as an example of donor coordination. WWF is implementing a climate resilience and ecosystem restoration programme in GB, supported by the GCF and the Swiss Agency for Development and Cooperation (SDC). Its activities focus on watershed management, glacier monitoring, and community-based adaptation in selected districts. Government officials noted that WWF and BRAVE operate in separate implementation areas to avoid duplication and ensure complementarity.

> GB has strong forestry and conservation frameworks that support resilience, but policies across forestry, wildlife, climate, and disaster management remain fragmented.
>
> **KII Govt Official (GB)**

District-level perspectives further confirm alignment but reveal constraints in practice. In Ghanche, Swat, Sohbatpur, and Khairpur, departments described BRAVE as broadly consistent with provincial priorities in agriculture, forestry, irrigation, and social welfare (District govt KIIs). For example, BRAVE's flood recovery and irrigation activities were directly implemented under government policy, and forestry interventions complemented provincial afforestation drives. However, district stakeholders also highlighted weak enforcement, financial gaps, and disconnects between provincial policies and local realities. This suggests that while BRAVE is seen as relevant by frontline departments, its potential is curtailed by resource shortages and fragmented execution at sub-provincial level.

4.2.5 Coherence Benchmarking Rubric

A benchmarking rubric was developed to assess coherence at the baseline stage. As outlined in Section 8.2 (Annexes) on the Detailed methodology, the Evaluation team developed this tool due to the reliance of coherence questions on qualitative evidence. By translating narrative findings into structured benchmarks, the rubric establishes a measurable baseline that can be reapplied at midline and endline to track progress.

The overall coherence score at baseline is 1.75 out of 3 (Moderate), with variation across the four EQs. Internal coordination mechanisms within consortia under Component 1 are relatively strong, yet formal cross-consortia or cross-component coordination mechanisms were not in place at the time of the baseline data collection. However, the recent initiation of the TBM in October 2025 marks an important step towards establishing structured coordination across components, providing a formal platform for dialogue, evidence-sharing, and joint planning. Complementarity between components in enhancing climate resilience remains constrained, largely due to delays in mobilising the IS Component, and with integration currently largely dependent on co-located interventions and ad hoc workshops. BRAVE shows stronger alignment with other donor interventions, particularly within the FCDO portfolio and World Bank social protection reforms, though donor coordination on climate resilience remains patchy. Alignment with GoP frameworks is also moderate, with stronger integration observed in Sindh and GB. In GB, however, policy fragmentation and overlapping mandates limit the extent to which full coherence is practical, while in KP and Balochistan, integration remains weaker due to limited institutional capacity and formal coordination mechanisms. The individual scores for each evaluation question are presented in the table below, while the complete benchmarking rubric with detailed criteria and evidence is provided in Section 8.5 (Annexes).

Table 4: Coherence benchmarking rubric

Evaluation Question	Assessment Summary	Average Score
4.2.1 Are there systems in place for coordination within and across BRAVE components?	Strong coordination within consortia under Component 1 but no formal cross-component mechanisms well established at the time of baseline.	1.3/3 = Low
4.2.2 How, if at all, do BRAVE's components work together to enhance climate resilience in Pakistan?	Conceptually coherent design but limited integration due to staggered start-up and missing IS Component.	1.3/3 = Low

Evaluation Question	Assessment Summary	Average Score
4.2.3 How well does BRAVE fit with other interventions in the sector in Pakistan by FCDO or other donors such as World Bank and ADB?	Strong complementarity with donor and FCDO programmes, though coordination remains fragmented.	2.3/3 = Moderate
4.2.4 How well does BRAVE align with climate interventions being implemented by GoP?	Aligned with national frameworks but constrained by uneven provincial integration and fragmented coordination within government.	2/3 = Moderate

4.3 Effectiveness

This section presents findings on the effectiveness of BRAVE's Phase 1 resilience programming led by Concern, and the 2024–25 humanitarian interventions implemented by Concern, IOM, and WFP. It also draws on evidence from the AR 2025 regarding World Bank's performance and IS component. Effectiveness of core resilience activities and Component 2 are not assessed here due to data and delivery timelines.

4.3.1 How are components performing against intended objectives?

Key findings

BRAVE is broadly on track to achieve its objectives, meeting most of its output targets to date and demonstrating tangible gains in preparedness, livelihoods, and inclusion. However, performance remains uneven across partners and districts mainly due to the delivery timelines, and progress toward system-level change is constrained by delays in procuring the IS Component.

The 2025 BRAVE Annual Review rated Output 1 (A+), Output 3 (A), and Output 2 (B) due to procurement delays. Concern and WFP exceeded targets through strong local networks and rapid mobilisation, while IOM's resilience delivery was still in preparatory stages. Humanitarian objectives were achieved at speed and scale, enabled by pre-financing that activated agreements *"within 24 hours",* though quality and contextual adaptation varied across partners.

GEDSI outcomes are a relative strength, with women forming half or more of Concern's beneficiaries and reporting higher learning, application, and post-training income than men. Relevance and usefulness are generally high but vary by district and modality; most beneficiaries stated that the support matched their needs fully or partially and that training was widely applied. This reflects beneficiary perceptions of how relevant and useful BRAVE support proved in practice, complementing the design-level analysis presented under Section 4.1. Pockets of weaker tailoring and contextual fit remain, particularly where delivery has yet to mature.

BRAVE is meeting output-level targets overall, though variation largely reflects differences in delivery timelines rather than performance. In its most recent Annual Review[40], the programme achieved strong results under Output 1 (A+) and Output 3 (A), meeting or exceeding targets, while Output 2 underperformed (B) due to contracting delays (AR 2025). FCDO noted that pre-financing allowed partners to achieve over 90% of humanitarian targets by mobilising *"within 24 hours,"* yet some delivery lacked contextual adaptation (FCDO KIIs). The Annual Review confirms that the humanitarian and social protection components are performing strongly, supported by flexible financing and established delivery systems, while IS remains constrained by delays in contracting. Partners such as Concern and WFP are reported to have exceeded most planned results, whereas IOM's resilience activities are still in preparatory phases, meaning effectiveness in those areas cannot yet be fully assessed. At the district

[40] This draws primarily on IP self-reporting, which does create a risk of bias. This will be mitigated in future evaluation rounds through our ability to triangulate IP data with BRAVE MEL data.

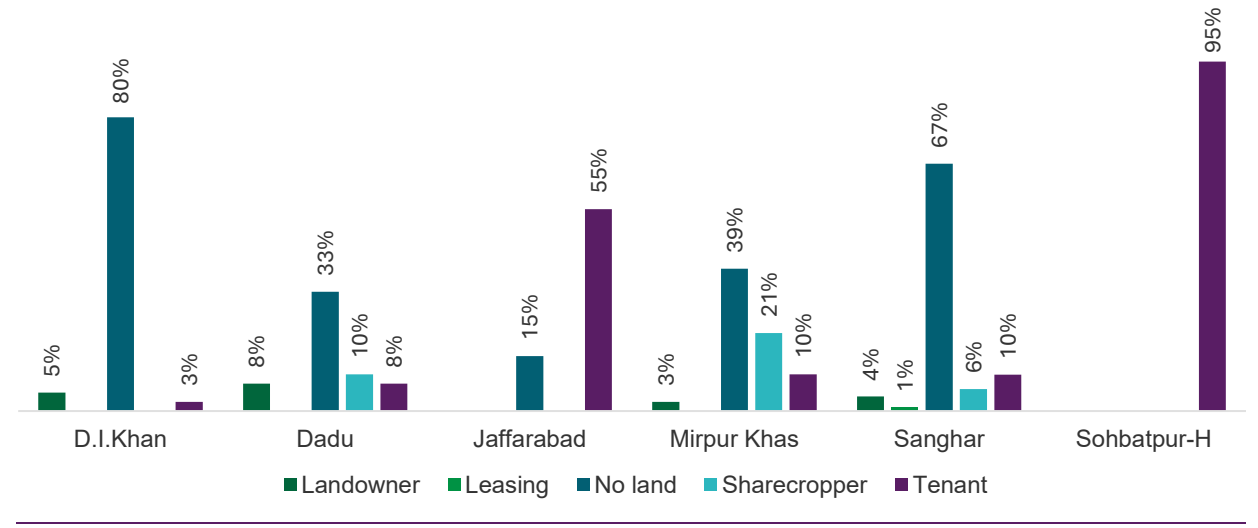
level, humanitarian districts such as Sanghar and Sohbatpur demonstrated faster mobilisation and higher satisfaction due to their immediate post-flood engagement and operational readiness, while Phase 1 resilience districts such as Upper Chitral and Ghizer showed steady progress focused on capacity-building and longer-term adaptation. In contrast, the newly added core resilience districts – Ghanche, Khairpur, and Swat – were still at mobilisation stage, with limited activity rollout at the time of the baseline (AR 2025; IPs KIIs; District KIIs). Overall, the AR findings suggest that BRAVE is broadly on track against its immediate objectives, though uneven implementation timelines and delayed institutional integration have created evidence gaps, rather than performance shortfalls, in assessing overall programme effectiveness at this stage.

Humanitarian response met objectives on speed, coverage, and satisfaction, though quality varied by partner approach. The programme's rapid activation after the 2024 floods enabled delivery to nearly 1.2 million people through cash, NFIs, WASH, and recovery support (AR 2025; FCDO KIIs). Overall satisfaction was very high (≈95%) but varied across partners – Concern ≈98.5% and IOM ≈72% – which the Annual Review and qualitative insights attribute to differences in contextual adaptation and delivery approaches (AR 2025; FCDO KIIs; FGDs). The Annual Review notes that Concern's community-based delivery model enabled better targeting, inclusion, and integration of livelihood assets, while IOM's interventions were described as more standardised and less responsive to local priorities. Quality was also reported to vary in beneficiary communication, where stronger partners maintained two-way engagement and post-distribution monitoring, while others focused primarily on output delivery (FCDO KIIs). Across humanitarian districts, Sanghar and Sohbatpur consistently reported high satisfaction (above 90%) and stronger perceptions of fairness and relevance, reflecting the speed and visibility of humanitarian delivery. In contrast, in resilience districts – particularly in newly added core resilience districts, such as Swat, Khairpur, and Ghanche – programme activities had not yet started, limiting the availability of effectiveness data (BFS; AR 2025; District KIIs).

Beyond partner performance, results also varied by geography and population sub-group. FGDs with beneficiaries in Sanghar described that combined cash and asset support met recovery needs more effectively, while communities in Khairpur noted late or incomplete assistance. In comparison, in Phase 1 resilience districts such as Ghizer and Upper Chitral, delivery was slower but more structured, centred on training, coordination, and capacity-building activities that lay the groundwork for longer-term outcomes (District KIIs). Of those who received BRAVE humanitarian support, survey findings highlight variations by respondent type: those without land and tenants reported the highest levels of relevance (80% in D.I. Khan and 95% in Sohbatpur-H), while smaller proportions of landowners or sharecroppers considered the support relevant (see Figure 3). Differences in perceived relevance across districts may also reflect prior exposure to humanitarian or resilience programming, as communities with earlier initiatives demonstrated greater receptivity and quicker adoption of BRAVE-supported practices (see Section 4.3.3). Gender differences were also notable, with 87% of men and 78% of women reporting that assistance was relevant. This difference (approximately nine percentage points) is statistically significant ($p < 0.05$), suggesting that men were more likely than women to perceive the assistance as relevant. Nonetheless, overall relevance ratings were high across both groups (82%), indicating broad satisfaction with the support provided. These results confirm that pre-financing and flexible mechanisms drove rapid performance, but effectiveness depended on context-specific design and household vulnerability.

> "Pre-financing allowed us to activate within 24 hours and reach more than a million people – it showed what flexibility can achieve.
>
> **FCDO KII**

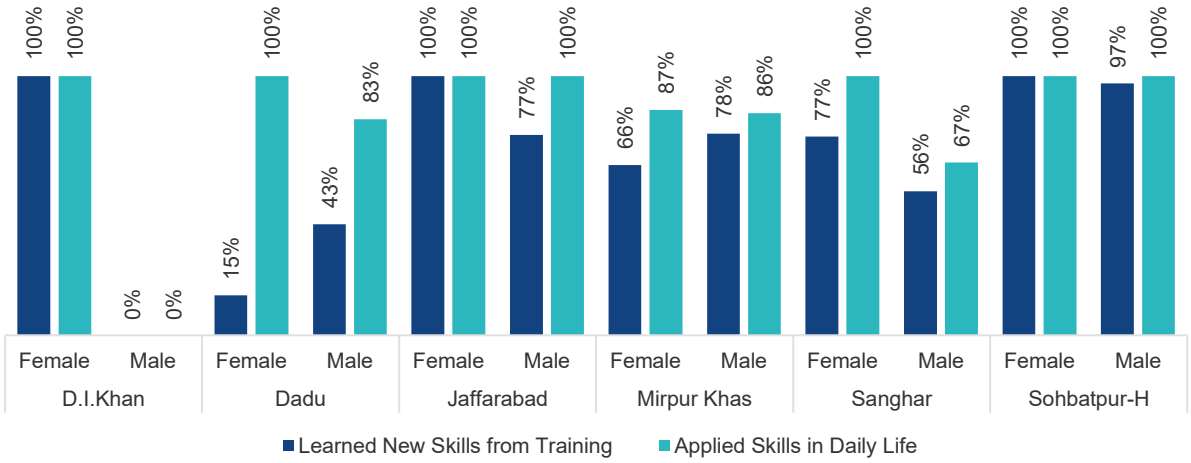
Figure 3: Percentage of beneficiaries reporting that humanitarian assistance was relevant to disaster preparedness, mitigation, and response, by respondent type (BFS: M1)



Note: The figure presents the proportion of respondents who answered "Yes" to the question on the relevance of assistance to disaster preparedness, mitigation, and response. Newly added districts (Swat, Ghanche, Khairpur, and Sohbatpur–R) are excluded from figures.

Gender equality performance is strong, with women showing higher learning and application outcomes from training across most operational districts. Concern's portfolio achieved high equity scores (≥50% women beneficiaries), with FCDO rating gender equity near 90% (FCDO KIIs). Of those who received BRAVE training, women consistently reported slightly higher learning (80%) and application of skills (98%) than men (74% and 91% respectively), reflecting both equitable access and stronger utilisation of training content (BFS). Across operational districts, women achieved higher scores in nearly all locations, with 100% of female respondents in D.I. Khan, Jaffarabad, and Sohbatpur-H reporting that they had learned and applied new skills, compared to 0%, 77%, and 97% of men, respectively, in the same districts. Female learning and application rates were also high in Mirpur Khas (66% learned, 87% applied) and Sanghar (77% learned, 100% applied), while the lowest were observed in Dadu (15% learned, 100% applied among women, and 43% learned, 83% applied among men). Overall, both genders reported the highest learning and application levels in D.I. Khan, Jaffarabad, and Sohbatpur-H, confirming strong gender parity and effective translation of training into practice in these districts. Figure 4 below presents gender- and district-disaggregated data on learning and application outcomes from training, showing consistently stronger results among women across operational areas. These findings confirm that BRAVE's design is effective in ensuring inclusive participation and translating women's engagement into practical skill use, strengthening both household resilience and economic agency. However, certain caveats, such as timing of assistance or social desirability bias may impact the the validity of these results.

Figure 4: Gender- and district-disaggregated training outcomes among BRAVE beneficiaries (BFS: C12, C14)



Note: Newly added districts (Swat, Ghanche, Khairpur, and Sohbatpur–R) are excluded from figures. Data represents beneficiaries of both humanitarian and Phase 1 resilience programming under Component 1.

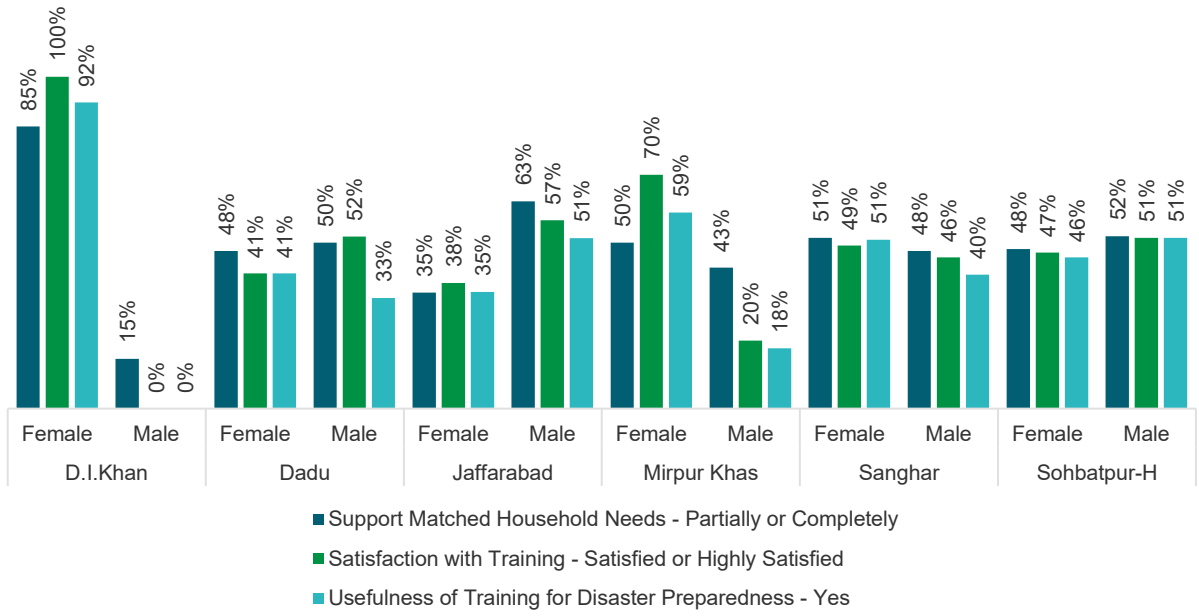
Beyond training, BFS findings show that women also viewed the wider support as relevant and useful. 45% of women said assistance *"completely"* met household needs and 52% said it *"partially"* met them (compared to 69% and 30% among men, respectively). Perceived usefulness of trainings for disaster-risk mitigation was almost identical across genders (≈88% for both men and women), while satisfaction with cash assistance was slightly higher among women (44% *"highly satisfied"* vs 38% of men) (BFS). FGDs in Sanghar and Sohbatpur further highlighted that women applied new skills to manage income and household resources more effectively, contributing to stronger confidence and decision-making roles.

> "
>
> Humanitarian support was timely and relevant, but not all activities adapted well to the local context
>
> **FCDO KII**

Interventions are relevant and useful overall, but district-level variance reveals targeting and tailoring gaps. A majority of beneficiaries stated that the assistance matched their household, or community needs either fully or partially, with higher "complete match" rates among men (69%) than women (45%) (BFS). Training-related results also show strong satisfaction and perceived usefulness, though district-level differences remain. Phase 1 resilience districts showed high satisfaction with training and livelihood interventions, while humanitarian areas reported greater appreciation for immediate recovery and cash-based support (BFS; FGDs). Of those who received BRAVE support, relevance, satisfaction, and usefulness scores were consistently higher in D.I. Khan and Mirpur Khas, while lower proportions were observed in Dadu and Jaffarabad (see Figure 5). In most districts, women reported higher satisfaction and usefulness ratings than men, particularly in Mirpur Khas (70% female vs 20% male satisfaction) and Sanghar (51% vs 40%). These results suggest that while BRAVE interventions were broadly relevant and well-received, contextual adjustments and improved targeting could enhance perceived value and consistency across districts. Beyond training, BFS findings show high satisfaction with multiple types of assistance: nearly all respondents (95%) expressed satisfaction with cash support, while assistance for livelihoods and recovery, such as livestock and seed distribution, was widely described as relevant and useful during FGDs in Sanghar, Jaffarabad, and Sohbatpur (BFS; FGDs). The

data indicates that satisfaction and perceived usefulness were strongest where different types of support – training, cash, and productive assets – were delivered in combination and aligned with local priorities.

Figure 5: Perceived relevance, satisfaction, and usefulness of BRAVE support and training by gender and district (BFS: B12, C15, C17)



Note: Newly added districts (Swat, Ghanche, Khairpur, and Sohbatpur–R) are excluded from figures.

Progress towards system-level change is constrained by IS delays and uneven departmental coverage. FCDO and government stakeholders stressed that stalled IS procurement limited formal provincial and federal engagement, reducing opportunities to institutionalise and consolidate community models and embed budgets and protocols for scale (FCDO KIIs; Govt KIIs). District interviews reveal a patchwork: some early capacity gains were observed under Component 1 through partner-led initiatives – for instance, DDMA coordination support in Sanghar and training of agriculture and livestock officers in Upper Chitral and Ghizer – while other examples, such as PDMA GIS in Ghanche, were external to BRAVE and part of broader provincial capacity-building efforts (District KIIs). In some districts (e.g., Swat and Ghizer), no climate-related training had yet been delivered, which aligns with expectations since the institutional capacity-building is planned to be supported primarily through the IS Component (District KIIs). Provincial counterparts in Sindh and Balochistan confirmed alignment with PDMA frameworks and thematic areas but flagged restricted coverage relative to need (Govt KIIs). Without a functioning IS pillar, local successes risk remaining siloed and hard to sustain, limiting progress against higher-order objectives on institutional resilience (FCDO KIIs; Govt KIIs; District KIIs).

4.3.2 What lessons can be learnt about the factors that have facilitated/hindered achievement of outputs and outcomes?

Key findings

BRAVE's results to date have been shaped by a combination of enabling and constraining factors. Strong partner selection, localisation through local Non-Governmental Organisations (LNGOs), and flexible financing arrangements have been the main enablers, helping achieve timely delivery, local ownership, and cost-effective operations. Concern and WFP, in particular, outperformed targets due to their established networks and operational readiness, while pre-financing allowed humanitarian support to reach nearly 1.2 million flood-affected people rapidly – demonstrating the effectiveness of contingency-based financing in crisis settings.

At the same time, progress toward system-level outcomes has been constrained by institutional and contextual barriers. Delays in contracting the IS partner and by limited government ownership slowed policy linkages and institutional capacity-building. Coordination challenges across consortia and departments also weakened programme momentum, particularly in the early stages, while repeated external shocks diverted resources from resilience to relief.

Although inclusion and equitable targeting were broadly strong across operational districts, specific cultural, geographic, and administrative barriers persisted in remote areas of KP and GB. Limited female mobility, difficult terrain, and access constraints occasionally reduced participation for women and marginalised groups in these locations (BFS; Community KIIs). These exceptions highlight the need for tailored outreach and adaptive logistics to sustain inclusiveness in geographically isolated communities.

Strong partner selection, localisation, and flexible financing have been the main enablers of BRAVE's achievements. Concern and WFP were consistently cited as high-performing partners due to their established networks, partnerships with LNGOs and operational readiness (FCDO KIIs; AR 2025). Localisation through national and community-based organisations improved contextual fit and ownership while reducing delivery costs compared to INGO-led models. Flexible financing – particularly pre-financing mechanisms – enabled the programme to respond rapidly to floods in 2024, reaching 1.2 million people. These mechanisms were widely acknowledged by FCDO and IPs as a best practice for delivering timely assistance in crisis contexts and for maintaining credibility with communities. These strengths were particularly evident in humanitarian districts (i.e. Sanghar and Sohbatpur), where pre-financing and partner presence enabled high delivery coverage and satisfaction. In contrast, Phase 1 resilience districts like Upper Chitral and Ghizer demonstrated effectiveness through structured training and local capacity-building, while newer core resilience districts such as Swat, Khairpur, and Ghanche are expected to realise similar benefits as implementation progresses (FCDO KIIs; AR 2025; District KIIs).

> "Selecting the right partners is half the success; those with local roots delivered faster and with greater trust.
>
> **FCDO KII**

Institutional delays and fragmented government engagement at both provincial and district levels emerged as the most significant hindering factors. Delays in procuring the IS Component prevented early establishment of government coordination mechanisms, limiting policy linkages and delaying systemic reforms (FCDO KIIs; AR 2025). Evidence from KIIs with IPs and district authorities suggests that, in the absence of the IS partner, IPs engaged individually with provincial and district departments to maintain coordination; however, these efforts remained fragmented and lacked a unified framework for institutional capacity-building. In resilience districts, these gaps were partly bridged through direct IP–government engagement, whereas humanitarian districts relied more heavily on rapid, short-term coordination mechanisms through PDMA and DDMA structures (District KIIs). Strengthening these interim coordination channels could help bridge engagement gaps until formal IS structures are established. FCDO and government respondents agreed that institutional buy-in and fiscal commitment are prerequisites for long-term resilience outcomes. Without embedded ownership, activities risk remaining project-based rather than systemic. This gap underscores the need for early sequencing of institutional partnerships alongside humanitarian and resilience components to sustain results.

Coordination and sequencing issues also hindered performance and learning in the early stages of implementation. Uneven mobilisation among consortia slowed progress and created disparities across components (FCDO KIIs; IPs KIIs). Weak interdepartmental coordination at provincial and district levels limited the impact of capacity-building, while late onboarding of the MEL partner reduced opportunities for adaptive learning during the early stages of implementation (FCDO KIIs). As implementation remains ongoing, and with this baseline and the MEL systems now established, opportunities for adaptive learning

are increasing – particularly through quarterly reviews, joint planning sessions, and data triangulation across partners. These issues point to the importance of integrated planning, joint reviews, and strong information-sharing mechanisms across IPs to ensure coherence and accountability.

> “
>
> Floods and snow kept shifting priorities – our resilience work often turned back into relief.
>
> **IP KII**

External and contextual shocks repeatedly diverted focus from resilience-building. Floods, snow, and inflationary pressures forced a shift in priorities toward humanitarian relief, disrupting resilience and livelihood activities (FCDO KIIs; IPs KIIs; FGDs). The impact was more pronounced in Phase 1 resilience districts, where prolonged winter and landslides delayed activity cycles, while humanitarian partners faced operational challenges in reaching flood-affected areas during the 2024 emergency response (IPs KIIs; AR 2025). Field evidence from Sanghar and Upper Chitral shows that seasonal hazards often overlapped with project schedules, causing delays in training and asset distribution. Lessons highlight the need for flexible workplans, hazard-aware scheduling, and stronger contingency planning to maintain programme continuity during shocks.

BFS findings show strong perceptions of inclusion and equitable targeting across most operational areas, though contextual and geographic barriers limited participation for specific groups in certain areas. Cultural and geographic barriers, along with elite capture, created localised challenges but did not undermine overall inclusion outcomes. KIIs and FGDs confirmed that mobility restrictions and cultural norms limited women’s participation in certain districts, particularly in KP and Balochistan. Elite capture and misinformation in some communities also skewed benefits toward influential groups (IPs KIIs; Community KIIs). Evidence from discussion with IPs and programme documentation further indicates that the use of clear selection criteria and government validation mechanisms helped minimise such risks, reinforcing accountability and transparency in beneficiary targeting (see Section 4.3.4 for details). Geographic constraints further restricted coverage in remote valleys of GB and mountainous areas of Upper Chitral, where accessibility issues impeded delivery and monitoring. Accessibility challenges also affected PWD, as highlighted in Section 4.1.1, where PWDs in Ghizer and other districts were reported to have limited participation due to transportation barriers and physical inaccessibility of training or distribution sites. However, BFS data show high levels of perceived inclusion, with over 90% of respondents confirming women’s and PWDs’ participation in programme activities, suggesting that BRAVE’s inclusion design remains strong overall, even in geographically constrained contexts. These findings underline the lesson that inclusivity and reach must be built into delivery design through targeted engagement, decentralised approaches, and adaptive logistics.

Table 5: Summary of factors that have facilitated and hindered the achievement of outputs and outcomes

Facilitating Factors	Hindering Factors
- Strong partner selection (Concern, WFP) ensured delivery quality and equity (FCDO). - Localisation through LNGOs increased cost-effectiveness and contextual adaptation (AR 2025). - Flexible financing and pre-financing enabled rapid humanitarian response to ~1.2 million people (FCDO; AR 2025).	- Delays in contracting IS partner delayed systemic reforms (FCDO; AR 2025). - Cultural and mobility barriers restricted women and PWD’s participation in some parts of KP, GB, and Balochistan (Community KIIs; IPs KIIs). - Elite capture and misinformation undermined fair targeting in some communities (IPs KIIs).

Facilitating Factors	Hindering Factors
- Participatory platforms such as Climate Adaptation Forums built ownership and legitimacy (AR; Community KIIs). - Robust selection criteria and government validation reduced elite capture in some areas (IPs).	- External shocks (floods, snow, inflation) repeatedly redirected focus from resilience to relief (FCDO; IPs KIIs). - Short project timeframe for humanitarian response and difficulties in reaching flood-affected areas made implementation more challenging (IPs KIIs). - Weak inter-departmental coordination reduced training impact at district level (District Govt KIIs). - Limited scale and geography (GB valleys, remote areas) restricted coverage and adoption (Govt KIIs; Community KIIs).

4.3.3 For Component 1 partners, what role, if any, do the presence of 1) combined resilience and humanitarian programming 2) previous history of resilience or humanitarian programming in the implementation district and/or 3) programming by both partners in a single district play in the achievement of intended objectives[41]?

Key findings

Evidence indicates that BRAVE's integrated humanitarian–resilience design has created favourable conditions for effective delivery, smooth mobilisation, and stronger ownership. The combined approach is widely viewed as a strategic design choice that enhances continuity between relief and recovery, helping communities sustain benefits beyond the immediate response phase.

Districts with prior exposure to humanitarian or resilience programming demonstrated stronger institutional readiness and community receptivity. Previous initiatives such as BDRP, Multi-Year Humanitarian Programme (MYHP), and provincial DRM projects provided useful lessons and established networks that BRAVE was able to build upon. In contrast, newly added areas such as Swat, Ghizer, Ghanche, and Sohbatpur-R require time and additional support to develop comparable foundations of trust and coordination.

The integration of short-term humanitarian support with longer-term resilience-building is seen as a key strength, though its success depends on effective sequencing, coordination, and alignment with government systems. Overall, BRAVE's experience demonstrates that prior programming experience and integrated delivery models contribute to faster mobilisation, stronger partnerships, and improved community ownership.

Integration of humanitarian and resilience programming is viewed as a core design strength that promotes continuity and contextual relevance. Stakeholders consistently reported that linking short-term humanitarian relief with long-term resilience-building is intended to address the limitations of previous siloed interventions (FCDO KIIs). The combined approach is expected to help communities sustain recovery beyond emergency phases. Evidence from operational districts such as Sanghar, Jaffarabad, and Mirpur Khas suggests that integrating cash assistance, asset provision, and training has been viewed as effective in creating a sense of continuity and ownership among beneficiaries (Community KIIs; FGDs). The humanitarian–resilience overlap also worked effectively in districts where both Concern and WFP

[41] We have included analysis on the presence of two partners in the same district where possible. Note that among the baseline districts, there are four districts where two partners implemented BRAVE activities – Sanghar, Mirpur Khas, Sohbatpur, and Jaffarabad. However, there was no overlap in geographic focus, as each worked in a different set of Union Councils.

were present – namely Sanghar, Mirpur Khas, Sohbatpur, and Jaffarabad – where coordination between partners enhanced consistency and reduced duplication. KIIs with district officials and IP staff reported that joint planning and aligned beneficiary targeting improved the coherence of interventions and optimised resource use across consortia (District KIIs; IPs KIIs). While this dual presence was limited to a few districts, it illustrates how collaborative programming between partners can strengthen overall effectiveness and ensure more coherent community engagement.

> “
>
> Combining relief and resilience was intentional – we wanted recovery to continue after the emergency ended.
>
> **FCDO KII**

In contrast, newly added districts such as Swat, Ghizer, Ghanche, and Sohbatpur-R – where resilience activities are yet to commence – are at an early stage of programme engagement, requiring gradual orientation and capacity-building to establish similar foundations of community trust and institutional readiness. Respondents perceived that this integrated model would be particularly valuable during future shocks, as it provides immediate humanitarian support that transitions into resilience-building assistance, thereby creating lasting resilience benefits (FCDO KIIs; Community KIIs). This sequencing approach – where humanitarian assistance acts as an entry point for resilience work – is expected to be tested further as implementation in the new core resilience districts progresses over time (AR 2025; IPs KIIs). These early indications suggest that integrated delivery provides a promising basis for achieving resilience-related objectives.

> “
>
> In areas with no past projects, people first needed to understand what resilience meant before they could participate.
>
> **Community Stakeholder (Ghanche)**

Previous programming experience has enhanced readiness and responsiveness in established districts. Partners such as Concern and WFP have leveraged lessons and delivery systems from earlier programmes like BDRP and MYHP to design contextually relevant interventions (AR 2025; IPs KIIs). Their existing networks and operational presence have facilitated smooth mobilisation and strengthened partnerships with local institutions. Government officials in Sindh and Balochistan confirmed that past DRM and social protection initiatives, including PDMA-led trainings and district coordination mechanisms, provided functional entry points for BRAVE activities (Govt KIIs; District KIIs). In contrast, new resilience districts, such as Swat, Ghizer, Ghanche, and Sohbatpur had limited exposure to resilience-based programming, requiring phased engagement and tailored capacity-building to ensure alignment with BRAVE’s objectives (District KIIs; Community KIIs).

Institutional experience within government systems provides an enabling base but remains uneven across provinces. PDMA Sindh and PDMA Balochistan’s extensive work on community-based DRM and multi-hazard risk management strengthened their readiness to collaborate under BRAVE (Govt KIIs). In GB, earlier donor-funded projects such as GLOF and Economic Transformation Initiative (ETI) established a degree of technical capacity, though fragmented and limited in scale. Districts where both partners worked in close collaboration with government departments – such as Sanghar and Jaffarabad – demonstrated faster coordination and more efficient mobilisation, suggesting that multi-partner presence may help bridge institutional gaps and reinforce alignment with provincial systems (District KIIs; Govt KIIs). These variations essentially reflect that each province begins from a different starting point in terms of institutional capacity, coordination, and integration. As a result, the pace and depth of BRAVE’s progress towards its objectives will likely vary according to these pre-existing provincial conditions (FCDO KIIs;

Govt KIIs). These patterns suggest that stronger institutional experience not only enhances government buy-in and engagement with delivery but also supports smoother coordination with community structures.

Communities with previous exposure to resilience or humanitarian projects show greater receptivity to BRAVE's approach. Beneficiaries familiar with earlier initiatives – such as Aga Khan Rural Support Programme (AKRSP), NDMA, and local NGO programmes – expressed confidence in BRAVE's relevance and design (Community KIIs; FGDs). In Ghizer and Sohbatpur, respondents noted that prior exposure to training in agriculture, livestock, and disaster preparedness made it easier to adopt new practices under BRAVE. Conversely, in areas such as Swat and Ghanche, community members highlighted the need for awareness sessions and practical demonstrations to understand the purpose of resilience activities (Community KIIs). These insights suggest that continuity with prior interventions fosters ownership and speeds up adoption of new practices. These findings also help explain some of the district-level differences in relevance and usefulness discussed under Section 4.1, suggesting that prior programming exposure contributes to stronger understanding and faster adoption of resilience practices (BFS; FGDs).

While integration and continuity are promising, their effectiveness will depend on coordination, sequencing, and institutional alignment. Stakeholders observed that humanitarian and resilience modalities differ in pace, scope, and operational requirements (FCDO KIIs; IPs KIIs). Balancing rapid response mechanisms with systemic strengthening calls for joint planning and sustained engagement with government institutions. Weak institutional linkages and delays in finalising the IS Component were cited as potential risks to maintaining coherence across components (FCDO KIIs; AR 2025). Lessons from past initiatives indicate that proactive coordination and clear institutional roles will be essential for embedding combined approaches within existing government systems and ensuring their sustainability.

4.3.4 For Component 1 partners, how effective is 1) the process of identifying beneficiaries and 2) the beneficiary feedback mechanism?

Key findings

Beneficiary identification processes under BRAVE are broadly effective and inclusive. Most respondents (95%) rated the process as fair and transparent, supported by participatory structures such as Climate Adaptation Forums and District Committees that promoted community ownership.

Inclusion of women, youth, and PWD was strong overall, though variation existed across partner and districts depending on capacity and local context. While partners like Concern and FAO (within the IOM consortium) applied structured quotas, conservative areas posed participation challenges.

Transparency and feedback systems require further strengthening. Awareness of selection criteria and advance communication were moderate, and existing feedback mechanisms remain fragmented across Component 1 partners. Greater harmonisation and consistent follow-up would enhance accountability, comparability, and programme-level learning.

Beneficiary targeting mechanisms are generally viewed as fair and transparent across operational districts. Stakeholders from FCDO and IPs reported that identification was guided by community-based structures such as Climate Adaptation Forums, District Committees, and Local Verification Teams, helping ensure participatory and accountable selection (FCDO KIIs; IPs KIIs). BFS data supports these perceptions: 96% of respondents rated the process as fair and transparent, with only minor gender variation (men 94%, women 97%) (BFS). Humanitarian districts, particularly Sanghar and Sohbatpur, reported the highest satisfaction levels, reflecting the visible and fast-paced selection process that engaged local leaders and beneficiaries directly. In contrast, Phase 1 resilience areas such as Upper Chitral and Ghizer, where targeting focused more on technical and community validation, showed slower but equally fair processes (District KIIs; AR 2025). Across districts, the proportion of women reporting fairness was highest in D.I. Khan (90%) and Sohbatpur-H (53%), while male perceptions were strongest in Sanghar (66%) and Jaffarabad (53%) (see Figure 6). These results show that perceptions of fairness are

high overall but vary by location, likely reflecting differences in partner presence and communication approaches.

> The selection was open and fair – village meetings and clear criteria meant everyone knew who was chosen and why.
>
> **FGD Participants (Sanghar)**

Figure 6: Percentage of respondents who perceived the beneficiary selection process as fair and transparent, by gender and district (BFS: B10)

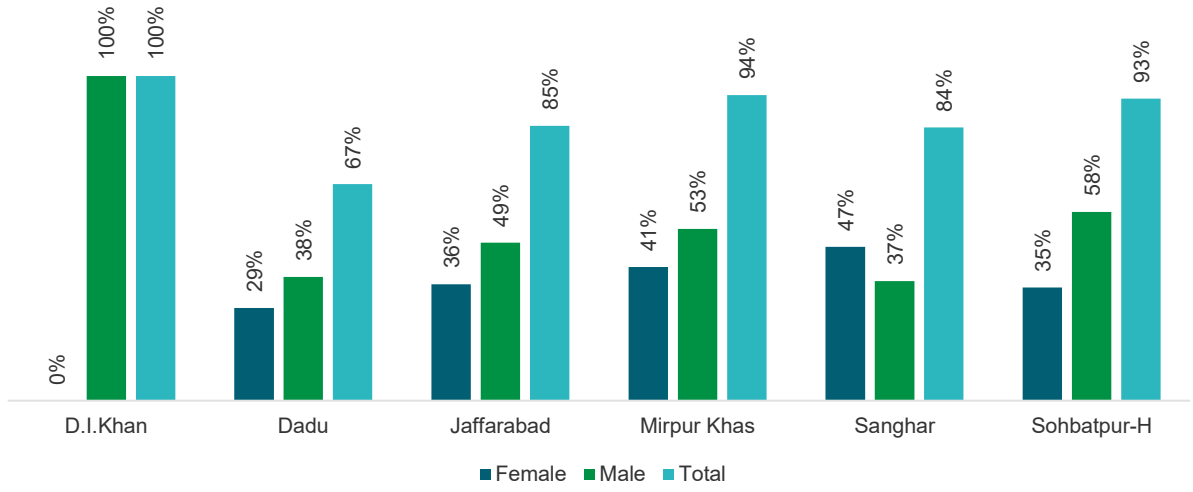
Note: Values represent the proportion of respondents who answered "Yes" to the question "In your opinion, was the selection of beneficiaries fair and transparent?". Newly added districts (Swat, Ghanche, Khairpur, and Sohbatpur–R) are excluded from figures.

Inclusion and representation of women and marginalised groups were evident in several areas but varied across partners and interventions. Concern applied a 50% quota for women in humanitarian activities and 40% in resilience programming, reflecting contextual and mobility constraints in resilience districts where participation was harder to achieve (IPs KIIs). By contrast, IOM's humanitarian activities showed weaker gender balance, as participation was largely influenced by household heads and immediate flood-affected groups rather than structured quotas (FCDO KIIs; AR 2025). FAO's interventions under the IOM-led Consortium, particularly in agriculture and livestock, demonstrated strong inclusion of women through FFS and female-led adaptation committees, though participation rates fluctuated depending on district context and mobility constraints (IPs KIIs; District KIIs). Across humanitarian districts, women's participation was higher due to visible livelihood and cash-for-work activities, while Phase 1 resilience districts saw greater engagement of women in training-related interventions. Newer core resilience areas such as Swat and Ghanche had not yet initiated comparable participation processes at the time of the baseline (District KIIs; AR 2025).

KIIs with district officials and community respondents in Upper Chitral, Sanghar, and Sohbatpur confirmed that women and PWD were engaged through local adaptation forums and community committees. Survey results further support these patterns, with 87% of respondents reporting inclusion of women and marginalised groups in humanitarian activities, 95% confirming representation in local committees, and 94% recognising participation of women and PWD in cash assistance. Inclusion levels were slightly higher among women (89–95%) compared to men (85–98%), suggesting stronger female perception of equitable access. Across districts, inclusion was reported as highest in D.I. Khan (93-100%) and Jaffarabad (95-100%), while Mirpur Khas (74-100%) and Dadu (50-91%) reflected lower representation, underscoring the need for more consistent engagement across geographies.

GEDSI-sensitive measures are embedded in BRAVE's infrastructure-related interventions, though this varied across locations. Among the beneficiaries of infrastructure schemes, 88% reported that women and PWD were consulted during the selection of schemes (female 93%, male 84%) (BFS). Humanitarian districts again performed slightly better, as consultation was often integrated into recovery planning and cash-support dialogues, while Phase 1 resilience districts displayed a more formalised but slower approach to community inclusion (District KIIs; FGDs). As shown in Figure 7, overall consultation was highest in Mirpur Khas (94%) and Sohbatpur-H (93%), followed by Jaffarabad (85%) and Sanghar (84%), while Dadu (67%) and D.I. Khan (100% male-only reporting) show that participation patterns vary significantly across districts.

Figure 7: Percentage of respondents who reported that women and PWD were consulted during the selection of infrastructure schemes, by gender and district (BFS: J3)



Note: Newly added districts (Swat, Ghanche, Khairpur, and Sohbatpur-R) are excluded from figures.

Government officials and partners identified gaps in harmonisation and data management that constrain accountability. Both the Concern and IOM consortia have established structured verification and grievance systems with hotlines and complaint boxes. However, the information generated from these systems is not yet consolidated or analysed at programme level, reducing opportunities for learning and adaptive management (FCDO, IPs KIIs, AR 2025). Provincial stakeholders in Sindh and Balochistan further noted that beneficiary records are not currently linked with government systems such as PDMA or BISP databases, which limits transparency, prevents cross-verification, and increases risks of duplication (Govt KIIs). These findings suggest that a unified beneficiary data platform could enhance accountability and efficiency as BRAVE scales up implementation.

> "Complaint boxes were there, but most people didn't trust they would lead to action.
>
> **Female Community Stakeholder (Sohbatpur)**

Feedback mechanisms exist across all consortia but remain underutilised and fragmented. District and community stakeholders in Sohbatpur, Ghanche, and Khairpur described mixed experiences: some partners maintained dedicated channels for complaints and follow-up, while others lacked structured systems or faced delays in response (District KIIs; Community KIIs). Women in several districts also reported low awareness of available feedback mechanisms or limited confidence in how concerns were addressed (Community KIIs; FGDs). Where feedback was embedded within existing community structures – such as Concern's Climate Adaptation Forums and IOM's local sub-committees – participants reported

greater responsiveness and trust, indicating that participatory mechanisms can be effective when consistently institutionalised (IPs KIIs; FGDs).

4.4 Efficiency

4.4.1 To what extent are VfM considerations being factored into components?

Key findings

VfM frameworks are institutionalised across Component 1 consortia, but the depth and consistency of their application and use remain uneven.

Joint systems and adaptive resource reallocation within consortia have improved operational efficiency, although heavy reporting and coordination requirements have offset some gains.

Equity is embedded within design and implementation, though accountability mechanisms lag behind inclusivity commitments.

Strong examples of cost-effectiveness exist, but partners lack a unified system to link financial inputs to outcome-level results.

VfM frameworks are institutionalised across Component 1 consortia, but the depth and consistency of their application and use remain uneven. The Concern- and IOM-led consortia use VfM systems aligned with FCDO's VfM framework and approach. Concern applies quarterly RAG reviews and unit-cost benchmarking to calculate VfM[42]. KIIs with Concern noted that VfM responsibility is housed under the M&E team and is discussed in TWG meetings, with ODI Global participating in analysis to ensure clarity while reporting to FCDO (IP KIIs). IOM has a 4Es-based[43] consortium-level VfM strategy that applies to all partners within the consortium. The strategy is awaiting FCDO's approval, with inputs planned biannually. VfM is a fixed agenda item in steering committees (IOM VfM Strategy, IP KIIs). KIIs confirm, however, that while frameworks are in place, they are not always used for adaptive management, and some IPs view VfM as a compliance requirement rather than a performance tool (IP KIIs, FCDO KIIs). The FCDO 2024-25 Annual Review states that with the MEL partner now fully engaged, BRAVE is prioritising a comprehensive, harmonised VfM framework to be monitored and refined by the MEL provider across the programme; while the overarching framework remains under development pending full mobilisation by March 2026.

Joint systems and adaptive resource reallocation within consortia have improved operational efficiency, although heavy reporting and coordination requirements have offset some gains. IOM's pooled procurement, joint vendor arrangements, and consolidated training workshops reduced duplication and transaction costs, while Concern's adaptive budgeting allowed savings from low-cost activities such as kitchen gardening and Climate Change Risk and Vulnerability Assessments (CCRVA) to expand higher-impact FFS (IP reporting[44]). These funds were utilised to increase activity targets, introduce additional interventions, and adjust unit costs for activities where implementation costs rose due to inflation. KIIs with IPs affirmed these as examples of dynamic efficiency, where real-time financial flexibility enhanced delivery pace and coverage (IPs KIIs). However, several respondents highlighted that heavy reporting templates and multiple coordination layers increased administrative load for smaller IPs, reducing relative efficiency (FCDO KIIs, IPs KIIs). The evidence thus shows strong consortium-level collaboration but signals a need to streamline consortium reporting. The upcoming BRAVE MEL-led VfM review provides an opportunity to assist with identifying specific changes to streamline and strengthen VfM processes.

[42] Concern VfM Strategy
[43] 4 E's include economy, efficiency, effectiveness, and equity. FCDO now includes a fifth E, cost-effectiveness, but this is not currently included in the IOM VfM framework.
[44] IP reporting in this section covers Concern BRAVE Y1 Resilience Narrative Progress Report (Oct 2023 – June 2025); IOM BRAVE South Narrative Interim Report; and WFP FCDO Humanitarian Funding Report 2024-25

Equity is embedded within design and implementation. IP and FCDO reporting denote several examples where equity was embedded in design and implementation. Within the three Component 1 consortia with delivery during the baseline period, examples include: WFP ensured that 97% of its training participants were women and directed 56% of resources to high-vulnerability areas in Balochistan; Concern instituted women-only FFS and mandated female representation in Union Council Climate Adaptation Forums; and the IOM-led consortium mainstreamed disability inclusion through accessible WASH facilities (IP reporting). The 2025 AR noted that of the 1,778,926 beneficiaries reached through BRAVE's support 51% were W&G, 2.6% elderly and 2.1% were differently abled. Thus, equity remains a core principle for the BRAVE programme. Governance mechanisms such as Village Climate Adaptation Forums (VCAFs) had 45% female membership, and exclusive women's forums enabled inclusive planning. In Union Council Adaptation Forums (UCAFs), women accounted for 10% of membership, a notable achievement in traditionally male-dominated spaces (IP reporting). KIIs with FCDO corroborated that these initiatives expanded reach and legitimacy. However, data from IOM reporting, as well as KIIs with FCDO and IOM consortium partners, noted that an IOM-led evaluation exercise for humanitarian interventions delivered by IRW, CARE and Acted assigned them a score of 42% for an accountability indicator, noting that, *"mechanisms for receiving feedback, addressing concerns, and ensuring transparency might need strengthening".*[45] This aligns with our earlier findings, as reported in Section 4.3, on limitations to the beneficiary feedback systems, both within IOM consortium and across BRAVE.

Strong examples of cost-effectiveness exist, but partners currently lack a unified system or approach to link financial inputs to outcome-level results. Concern reporting notes 70% spend on direct implementation, staff costs at 17% (down from an 18% baseline), 93% budget utilisation, and unit costs below baseline for multiple activities (e.g., UCAFs £205 vs £234; CCRVA/adaptation plans £179 vs £418; awareness £137 vs £159; women FFS £252 vs £289; kitchen gardening £7 vs £9), with higher costs in some activities (e.g., male FFS £303 vs £289) and mitigation using budget rationalisation and bulk procurement; and savings reprogrammed to increase targets or offset inflation[46]. The FCDO AR 24-25 reported that with an investment of £791,704, the vocational skills programme enhanced community climate resilience by raising employability from 25% to 42% and increasing beneficiaries' monthly income by PKR 6,000. Climate-resilient infrastructure also delivered strong outcomes: in Charsadda, 88% of respondents gained improved water access, irrigation expanded to 2,784 acres, and crop yields doubled, with some surpassing 1,000 maunds per acre, alongside diversification into high-value crops. These results suggest certain interventions are achieving good outcome-per-pound ratios. However, evidence from KIIs with FCDO stakeholders indicates that VfM reporting across consortia remains output-focused, relying on unit-cost comparisons rather than outcome-linked metrics. Inconsistency in the application and measurement of standard resilience indicators (such as ICF KPI4 – The number of people whose resilience has been improved due to UK ICF programming) across partners also constrains cross-consortium comparability and a programme-wide assessment of achievement of outcome-level resilience objectives. However, in addition to the upcoming programme VfM assessment, the BRAVE MEL team is currently working with FCDO and IPs to support improved ICF reporting for the programme in early 2026, which should help address this issue.

4.4.2 How efficiently are inputs (funds, time, technical assistance) converted into agreed quality outputs?

Key findings

Humanitarian delivery under BRAVE exceeded planned reach and timelines, demonstrating strong technical and dynamic efficiency. Most interventions achieved below-benchmark unit costs, though inflation and small-scale delivery affected a few specialised activities. Inclusive targeting has increased participation and long-term value, though it temporarily raises per-unit costs. Outputs have already generated some improvements in food security and uptake in adoption of resilience-centred practices across BRAVE's implementation areas.

[45] IOM Narrative Interim Report, June 2025
[46] Concern Y1 Resilience Narrative Oct 2023 – June 2025, Section 4 Value for Money; Concern Y1 VfM Matrix

Humanitarian delivery under BRAVE exceeded planned reach and timelines, demonstrating strong technical and dynamic efficiency. IOM reached 213,000 individuals against a 149,000 target through pre-positioned stocks and competitive procurement between November 2024 and March 2025, while WFP delivered £2.3 million in digital cash transfers to 18,000 households within five months and surpassing overall household targets in Mirpur Khas and D.I. Khan (IP reporting). KIIs with FCDO indicated that BRAVE's response speed outperformed comparable programmes. However, evidence from IOM's internal reporting and partner interviews revealed some delays in downstream contracting, slowing early recovery activities (IPs KIIs). The mixed evidence suggests outstanding performance on delivery speed but variable efficiency across transition phases.

Gender and disability inclusive targeting has increased participation and long-term value, though it temporarily raises per-unit costs. Evidence from Concern's women-only FFS, IOM's disability-inclusive WASH, and WFP's women-led Village Development Committees (VDCs) indicates improved uptake and ownership aligning with FCDO's guidance that equity contributes to overall VfM (IP reporting). KIIs with IPs affirmed that these approaches have strengthened social legitimacy and sustainability. Nonetheless, some accounting data from IPs' reporting reveal higher per-beneficiary costs for accessible infrastructure and gender-specific activities, creating tension between short-term economy and long-term effectiveness (IP reporting). The data are consistent across partners: inclusion is costlier but adds durable value, underscoring the need to explicitly capture *"value through inclusion"*[47] in VfM scoring. Moreover, these higher costs represent intentional equity investments that yield sustained benefits, aligning with FCDO's principle that equity is integral to effectiveness.

Outputs have already generated measurable improvements in outcomes, such as increased food security and adoption of Climate Resilient Agriculture activities across BRAVE's implementation areas. WFP's flood recovery component reduced poor Food Consumption Score households from 25 to 4.1% and increased acceptable FCS from 12 to 47%, while Concern's Climate Adaptation Forums and Climate Resilient Agriculture (CRA) activities saw 55% of farmers adopting CRA practices (IP reporting). Both BFS responses and KIIs validate these improvements. Some FCDO KIIs noted that efficiency losses occurred where in-kind food assistance was distributed despite functioning markets, as this approach reduced flexibility and cost-effectiveness compared to cash-based modalities.

4.5 Impact

4.5.1 What works, under what contexts, for whom, at what level, and why?

Key findings

Using data collected during the baseline evaluation, we developed early hypotheses on what works, under what contexts, for whom, at what level, and why (for Component 1) using realist evaluation principles, based on data collected to date. These were workshopped with BRAVE IPs as part of the baseline evaluation sense-making and validation process. In summary, these initial hypotheses are:

- **What works**: Bundled, gender-responsive, and locally adapted interventions; pre-financed humanitarian response; LNGO-led delivery; inclusive training models.
- **For whom:** Women, landless and tenant households, and highly vulnerable groups – when barriers to access are addressed.
- **In what contexts**: Locations with functioning local networks and established delivery presence, flexible financing, accessible geographies, and aligned government counterparts.
- **Why:** These contexts and interventions enable the mechanisms of trust, relevance, ownership, and institutional buy-in to operate effectively, resulting in stronger outcomes at both household and system levels.

[47] https://www.opml.co.uk/sites/default/files/2024-06/opm-value-money-vfm-approach-v2-1.pdf

We will then test and refine these using the data collected during the midline and endline evaluations, when interventions will be further along in implementation.

Based on the data we have collected to date, as well as the principles of realist evaluation embedded in our approach, we have generated a small set of initial ICMO statements that have been tested and validated with BRAVE IPs. These statements have been structured to capture relevant combinations of Intervention (I), Context (C), Mechanism (M) and Outcome (O) for BRAVE Component 1. These ICMO statements represent a set of hypotheses on what works, under what contexts, for whom and why. These were shared and discussed with the Component 1 IPs during the baseline sense-making and validation sessions, and will then be tested and refined during the midline and endline evaluations. The draft ICMO statements are:

- Where rapid humanitarian response is enabled by pre-financing (I) and delivered in flood-affected areas with urgent needs and existing delivery networks (C), IPs are able to quickly mobilise staff, supplies and local partners (M) to meet humanitarian delivery targets to high levels of beneficiary satisfaction (O).
- Where community-based humanitarian delivery (I) in areas where IPs have longstanding local networks and experience in participatory programming (C) is tailored to align with local needs (M), beneficiary satisfaction and perceived relevance of support is high (O).
- Where GEDSI-integrated training and livelihoods support is provided (I) in areas where social norms allow women's participation and training design supports accessibility (C), women experience higher confidence, relevance of content and supportive environments for application (M), leading to high learning and application rates (O).
- Where IS support is provided in coordination with community-based resilience interventions (I) to government departments at different levels lacking coordination, budgets or mandate clarity (C), structured engagement enhances ownership and learning uptake (M) leading to capacity gains and community models being institutionalised and scaled (O).
- Where resilience and humanitarian support is integrated and delivered through local and community-based organisations (I) in regions with established delivery presence and decentralised delivery infrastructure (C), there is increased contextual fit, lower costs and stronger community trust (M), leading to enhanced delivery quality and beneficiary satisfaction (O).
- Where training and support is adapted for PWDs and mobility-restricted populations (I) in remote or conservative areas with limited infrastructure and cultural restrictions (C), marginalised groups are included and participate (M) and greater reach and more equitable outcomes for PWDs and women are achieved (O).

In summary, initial hypotheses are:

- **What works**: Bundled, gender-responsive, and locally adapted interventions; pre-financed humanitarian response; LNGO-led delivery; inclusive training models.
- **For whom:** Women, landless and tenant households, and highly vulnerable groups – when barriers to access are addressed.
- **In what contexts**: Locations with functioning local networks and established delivery presence, flexible financing, accessible geographies, and aligned government counterparts.
- **Why:** These contexts and interventions enable the mechanisms of trust, relevance, ownership, and institutional buy-in to operate effectively, resulting in stronger outcomes at both household and system levels.

4.5.2 How have BRAVE components overall contributed to outcomes?

Key findings

Given the stage of delivery at baseline, sustained application of approaches to climate resilience is still yet to be proven, as is the scale up and replication of resilience activities beyond BRAVE interventions.

However, there is evidence of positive progress being made towards outcome achievement. Going forward, long-term achievement of outcome and impact objectives within the programme's planned lifetime are at risk if the IS Component is not procured and successfully mobilised as soon as possible.

Given the stage of BRAVE implementation at baseline, it is not yet possible to assess how BRAVE components overall have contributed to outcomes. As per the BRAVE ToC (see Figure 11), BRAVE's outcome-level ambition is *"approaches to climate resilience are sustained in target districts (as per 3As resilience model), and the GoP uses evidence generated through BRAVE to scale up and replicate resilience activities in other districts".* At this stage, there has not been sufficient delivery time to evidence sustained application of approaches to climate resilience, nor would we yet expect to see scale up and replication of resilience activities beyond BRAVE interventions.

However, there is evidence of progress being made towards outcome achievement, in line with the dimensions the programme uses to assess success. This includes:

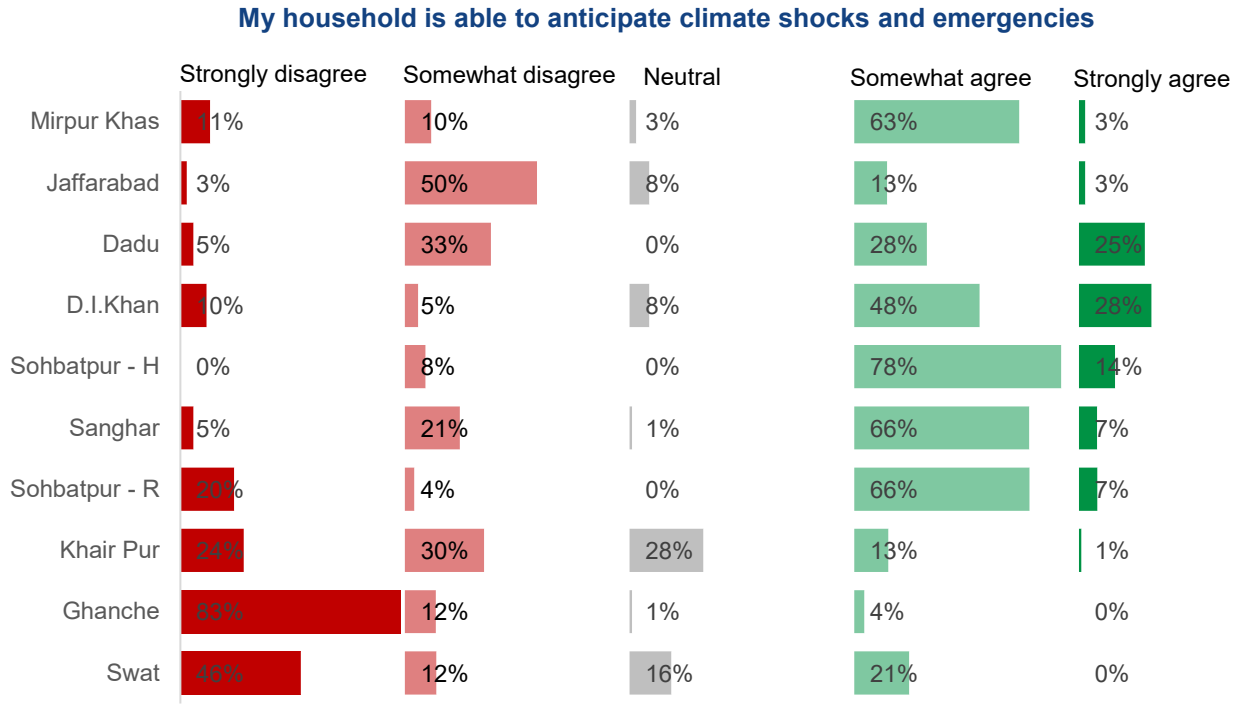
- **Evidence of improvements in community resilience**: For example, over the course of its Phase 1 Resilience programming, Concern reported that resilience improved for 42% of the target population, driven by greater access to early warning systems and strong adoption of climate smart agriculture (CSA) practices, which has led to higher yields, more efficient resource use and income diversification for some beneficiaries[48]. Concern also reported that vocational training has contributed to increased employability due to the uptake of vocational skills and diversified income strategies[49]. The BFS findings provide some additional support to the Concern-reported data, as 75% of BFS respondents that received vocational training reported to have started earning income using the skills learned from the training. WFP reported that following its humanitarian interventions, over 50% of targeted households reported experiencing tangible benefits from improved community assets, including economic gains, better access to productive and social infrastructure, and reduced vulnerability to future disasters[50]. Through Climate Adaptation Forums (CAFs), which included male and female members, the Concern-led consortium also facilitated the development of Union Council and Village-level Climate Change Resilient Vulnerability Assessments (CCRVA) and Adaptation Plans, which were validated by stakeholders and formally endorsed by target district authorities[51].
- **Evidence of beneficiary satisfaction with humanitarian assistance**: According to the BFS, 95% of survey respondents that received training were satisfied or highly satisfied with the training provided, the majority of whom felt it was relevant to their needs. Overall, 97.2% of survey respondents who had benefited from the construction or rehabilitation of an infrastructure scheme (flood protection structure, drinking water supply, WASH facility) in their community were satisfied or highly satisfied with the scheme, while 100% of survey respondents who received cash assistance were satisfied or highly satisfied with the assistance. These findings were consistent with IP reporting, which also found high levels of beneficiary satisfaction with humanitarian assistance (BFS, IP reporting).
- **Evidence of social protection policies and tools that are responsive to climate-related shocks**: according to partner reporting, findings from the Mind the Gap: Assessing Pakistan's NSER report produced under the SRSP is being used to guide design changes in registry operations and to inform broader policy dialogue on strengthening adaptive and accurate targeting in Pakistan; and the findings of a BRAVE-supported indexation analysis to assess the adequacy of BISP benefits directly informed GoP's decision to increase the quarterly benefit by 28.5% in January 2025 (AR 2025, FCDO KII).

Our evaluations will track self-reported perceptions of households' resilience in our sample of core resilience districts, in terms of anticipatory, adaptive and absorptive capacity. At baseline, the

[48] Concern, BRAVE Resilience Narrative Progress Report and VfM Matrix (October 2023 – June 2025)
[49] Ibid.
[50] WFP (2025) FCDO Humanitarian Funding Reporting (October 2024 – March 2025)
[51] Concern, BRAVE Resilience Narrative Progress Report and VfM Matrix (October 2023 – June 2025)

following figures capture these perceptions, disaggregated by district and gender of survey respondents. Explanations for the findings at baseline are provided in the text that follows. Changes in these perceptions will be tracked as part of the midline and endline evaluations as one measure to assess BRAVE's contribution to outcomes.

Figure 8: Perceived anticipatory capacity by district and gender



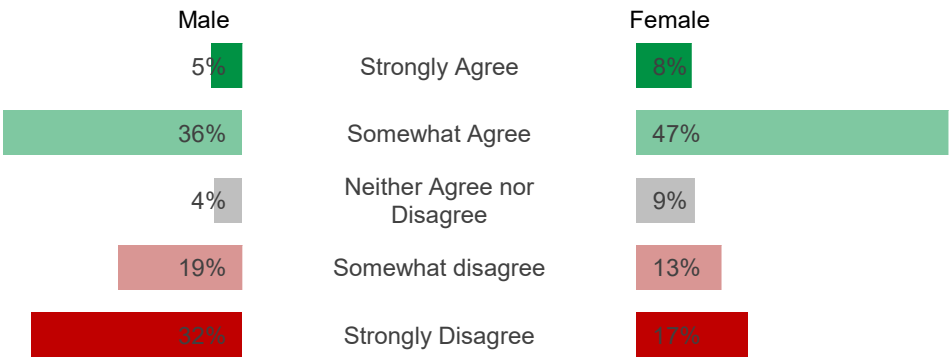
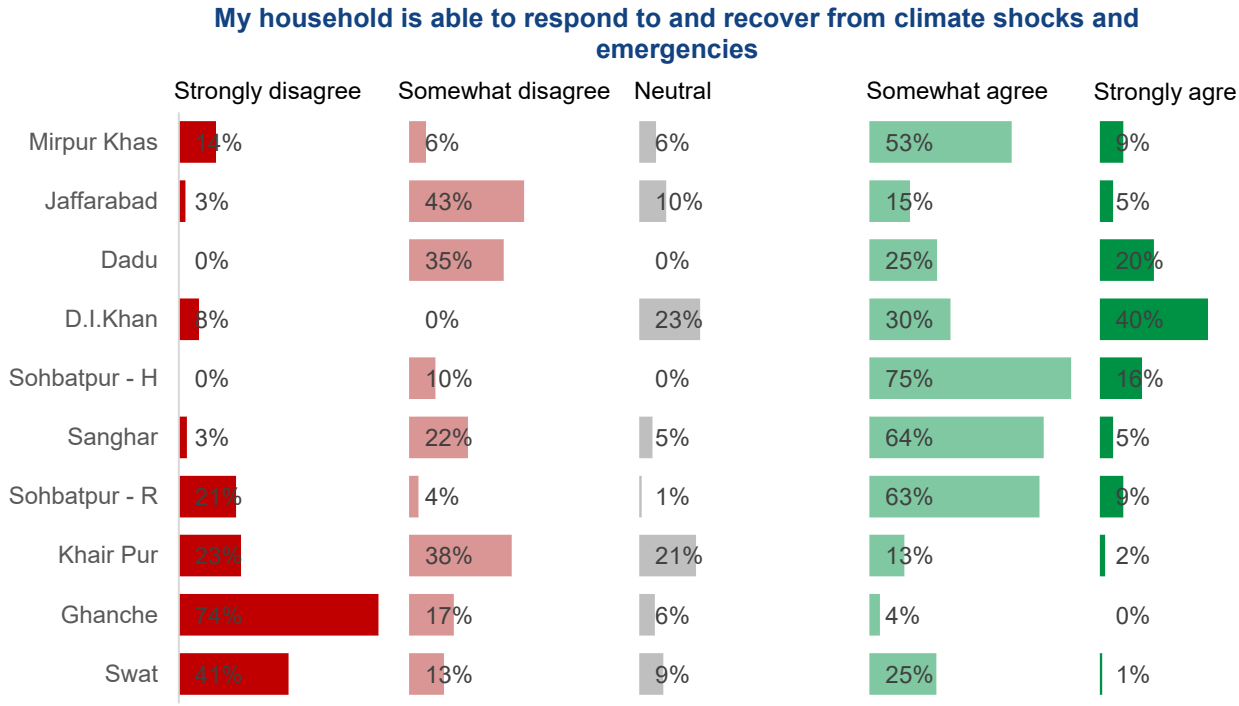


Figure 9: Perceived absorptive capacity by district and gender



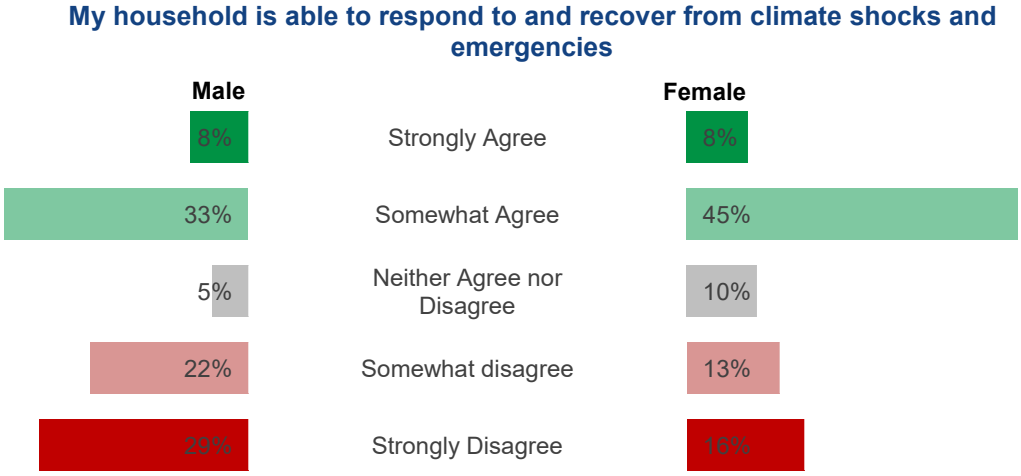
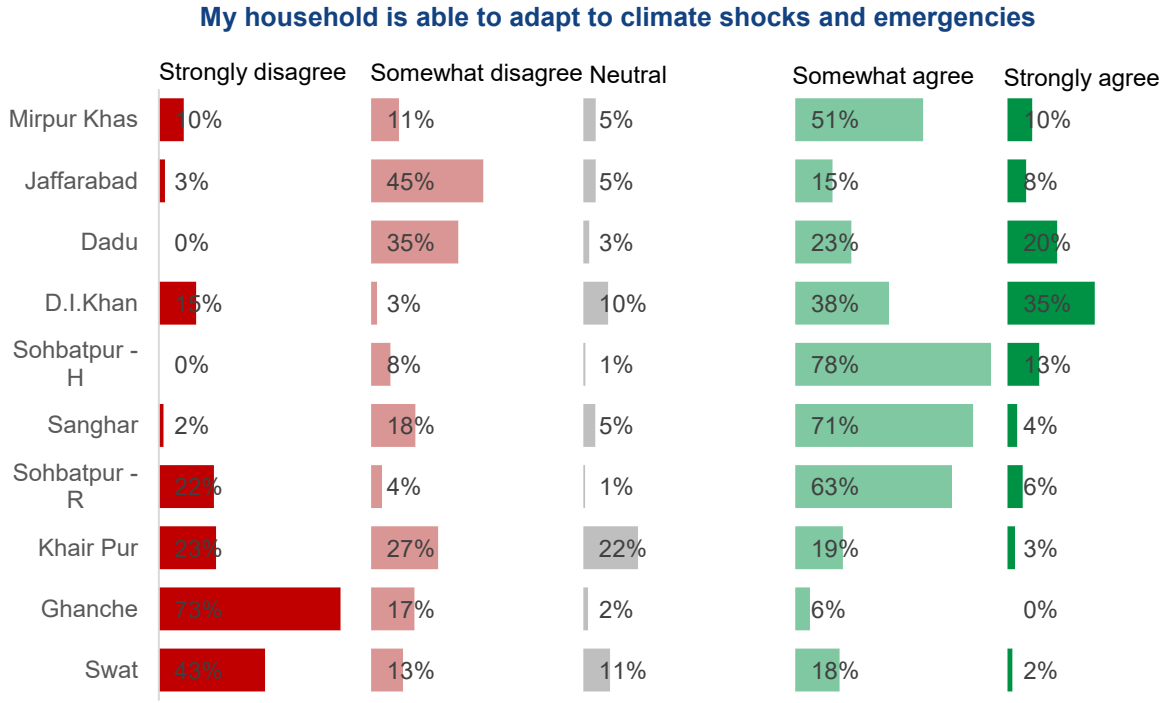
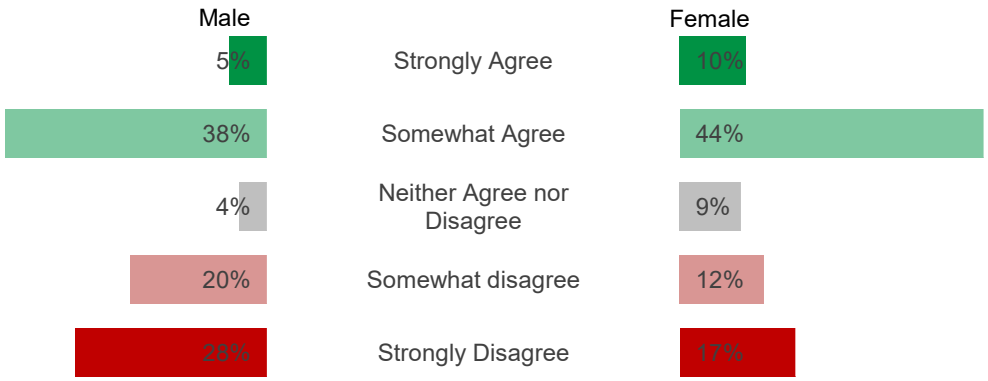


Figure 10: Perceived adaptive capacity by district and gender





In general, self-perceptions of households' anticipatory, adaptive and absorptive capacity is higher among women and within districts where BRAVE has delivered programming to date. At the time the BFS was administered, BRAVE humanitarian interventions had been delivered in Mirpur Khas, Jaffarabad, Dadu, D.I. Khan, Sohbatpur and Sanghar. The majority of respondents somewhat agree or strongly agree that their household is able to anticipate, absorb and adapt to climate shocks and emergencies in most of those districts, apart from Jaffarabad. This may be explained by the status of climate vulnerability in the region – according to IOM's multi-hazard climate severity score baseline assessment, Mirpur Khas, Khairpur and Sanghar have the lowest severity scores of their target districts, while Sohbatpur and Jaffarabad have higher severity scores. The responses may also have been influenced by the loss and damages caused by flooding during the recent monsoon season in 2025, which were particularly severe in Swat and Khairpur. Going forward, the midline and endline evaluations will track changes in responses to the above questions in the core resilience districts (Sohbatpur, Khairpur, Ghanche and Swat), where BRAVE programming had not yet commenced and perceived levels of resilience were lowest at baseline.

BRAVE's potential to achieve its intended impact within the programme timeframe will depend on the successful and effective procurement, mobilisation and delivery of the IS Component. As discussed in earlier sections of this report, the IS Component plays a critical role in the BRAVE ToC, supporting the institutionalisation and systemic effects of BRAVE approaches and results. KIIs reiterated the sentiment captured in the most recent BRAVE Annual Review (2024-25) that "*the programme risks going off-track if the IS Component is not imminently procured in the next six months*".

4.5.3 What aspects of BRAVE have the potential to be scaled up to build climate resilience?

Key findings

A critical aspect of BRAVE's approach is for its interventions to be taken and/or scaled up by government bodies or other entities through a demonstration effect. While it is too early in the programme's delivery to identify specific aspects of BRAVE with the potential to be scaled up, there are some cases emerging of local or regional interest or intent in scaling or replicating certain BRAVE interventions.

Programme documents and KIIs confirmed that FCDO and IPs are approaching BRAVE as a demonstration model to be taken up or scaled by other entities or government bodies. Consistent consultations and engagements to promote collaboration with government stakeholders are therefore critical in driving the piloting and scaling of innovative climate adaptation models (IP KIIs, FCDO KIIs).

There are already some positive examples of opportunities for scale-up of BRAVE interventions. On completion of Phase 1 of its Resilience programming, Concern reported that[52]:

- Following an intervention to repair and reconstruct latrines, some target communities in Badin District successfully self-replicated the latrine design, which applied build back better principles and climate-resilient features, such as steel-reinforced foundations, raised levels, sealed pits for improved sanitation, and safe drainage for wastewater.
- Following the formation of Knowledge Hubs for policy research and collaboration, district authorities in Nowshera formally recognised the Hub's success and proposed its replication across other regions in a submission to the Chief Minister of KP. The Cereal Crop Research Institute, acting as lead institution, communicated BRAVE's key achievements, like certified seed production and hermetic storage technology, to the Directorate of Agriculture Research in KP and recommended their scale-up across the province.
- The Secretary of Agriculture of GB has endorsed and advised departments to scale up the climate resilient fruit orchard intervention with the introduction of climate-resilient/high yielding varieties, although KIIs with IPs did flag that scale up of this intervention will be a challenge given the time and land required to do so.

4.5.4 What was the overall impact particularly on the most vulnerable groups such as W&G, PWD, elderly, etc.?

Key findings

It is too early to assess the programme's overall impact on vulnerable groups, but early signs of progress towards impact are emerging. In general, BRAVE is viewed positively by beneficiaries with regards to inclusion, but further and continued support is still needed for vulnerable groups, particularly the elderly and PWD.

[52] Concern, BRAVE Resilience Narrative Progress Report and VfM Matrix (October 2023 – June 2025)

It is too early in BRAVE's implementation to assess the programme's overall impact on vulnerable groups, but early signs of progress towards impact for these groups are emerging. For example:

- According to programme documents and KIIs, Concern's Building Back Better WASH infrastructure has had positive impacts for women and children – the handpumps and latrines enhanced dignity and protection of female latrine users, and reduced illnesses and malnutrition in children from water borne diseases; and the communal washing platforms reduced travel time for women and fostered community cohesion (IP reporting, AR 2025, FCDO KII).
- According to the BFS, 70% of survey respondents in districts receiving humanitarian support from WFP reported that the assistance received has had a positive impact on gender roles or responsibilities in their households. Interestingly, this sentiment was higher among men (72.4%) than women (68.1%) (BFS).
- Concern reported that participating women in the Phase 1 resilience intervention on Climate Smart homestead vegetable gardening plots in Charsadda (KP) reported an increase in household income through the sale of surplus vegetables grown in kitchen and rooftop gardens. The women used the income to buy school supplies, medicines, or contribute to household savings. These outcomes reportedly not only strengthened women's financial contribution but also boosted their confidence and voice in household decision-making (IP reporting).

Overall, the programme was viewed positively by beneficiaries with regards to inclusion, particularly for women and youth. As discussed in Sections 4.1.1 and 4.3.2, BFS findings show strong perceptions of inclusion and equitable targeting across most operational areas. However, qualitative feedback from KIIs with community stakeholders and FGDs with beneficiaries highlighted some challenges in specific locations, for example accessibility was mentioned as a specific challenge for PWDs in Ghizer, and transportation was a challenge for some beneficiaries in Sanghar and Sohbatpur. Community KIIs and FGDs emphasised that more or continued support is still needed for vulnerable groups going forwards.

4.5.5 Were there any positive or negative unintended consequences?

Key findings

Little evidence of unintended consequences has emerged at baseline, which is to be expected given the early stage of implementation. There have been positive spillover effects of BRAVE programming into neighbouring villages and communities, particularly the sharing of learning from trainings.

Little evidence of positive or negative unintended consequences has emerged at baseline, **which is to be expected given the early stage of implementation.** No significant unintended consequences were reported in the latest BRAVE Annual Review or IP progress reporting. Some examples of the positive indirect benefits IPs anticipate include improved income levels leading to improvements in health, education and type of housing measures; the development of climate resilient productive assets (such as water ponds for irrigation, drinking water supplies and ground water level recharging, improved land cover and sustainable land use, etc.). Some of the potential longer-term outcomes BRAVE interventions may contribute to include equitable development, peace, sustainable development and more coherent society in which all stakeholders, groups and vulnerable segments enjoy equal benefits of the programme[53] (IP proposals).

While not unexpected, there is evidence of positive spillover effects of programming into neighbouring communities. KIIs with community stakeholders in districts where BRAVE assistance has been provided highlighted the benefits of some programming spilling over into neighbouring villages and communities, such as beneficiaries sharing learnings from training with neighbours. This trend was confirmed by the BFS findings, for example 88% of the survey respondents that received livestock

[53] We do not expect to be able to evidence these outcomes within the BRAVE evaluations, as whether or not these outcomes actually emerge is dependent on a wide range additional factors and forces outside BRAVE's sphere of influence.

management or feed/fodder preservation training reported that they had shared or will share their new knowledge and skills with other community members. While not explicitly measured in IP's results frameworks, programme and partner theories of change imply that this result is not unexpected.

4.6 Sustainability

4.6.1 To what extent are communities and governments able to sustain benefits in the long-term?

Key findings

Communities perceive BRAVE Component 1 interventions to be valuable, with potential for lasting impact. They have expressed the overwhelming need for continued external support, both financial and technical, to sustain benefits in the long term. However, BRAVE intervention design should consider long term climate change predictions as the likelihood of extreme climate events will increase in the future, altering the resilience needs of the beneficiary communities. There are positive examples of emerging self-reliance capacity, but it remains constrained by poverty, limited financial resources, and absence of structured mechanisms. Climate change and natural disasters remain the primary external threat to sustainability.

For governments, the primary risk to the sustainability of BRAVE benefits relate to practical, immediate sustainability challenges - financial constraints and a lack of technical capacity represent the biggest obstacles to government sustaining benefits from BRAVE in the long term.

Communities perceive the BRAVE Component 1 interventions to be valuable and to have the potential for lasting impact. FGD participants in Upper Chitral, Sohbatpur, Sanghar and Ghizer recognise tangible improvements in their disaster preparedness, livelihoods, and infrastructure that will endure them through environmental shocks beyond the project period. Communities listed lasting knowledge, skills, protection walls, and improved livelihoods (Upper Chitral); cash assistance, goats, repairs to houses, washrooms, grants for small businesses, life jackets and training (Sanghar); and knowledge gained on disaster preparedness and hygiene practices (Sohbatpur) as contributing factors.

However, communities expressed the overwhelming need for continued external support, both financial and technical, to sustain benefits in the long term. FGD participants consistently emphasised that while BRAVE's interventions were highly valued and created meaningful change, sustaining these benefits would be impossible without ongoing assistance. Participants repeatedly stressed that without ongoing technical expertise, funding for repairs, and proper management systems, even the most durable infrastructure would eventually deteriorate and lose effectiveness. Without periodic refresher sessions and continued awareness-building, knowledge would gradually fade, especially among new community members who had not received the original training. Livestock was frequently mentioned as a sustainable asset, but only a few participants specifically highlighted the need for ongoing veterinary care and animal health services to maintain these livelihood benefits.

The programme can increase the capacity of community structures through technical and financial support to carry forward BRAVE's work in the face of future climate stresses. Local committees, village councils, farmers' groups, youth volunteers, elders, and local support organisations were consistently identified as potential stewards of the programme's legacy. Communities recognised that maintaining and expanding these capabilities requires continued external expertise, particularly in areas like disaster preparedness, agricultural techniques, and infrastructure maintenance.

There are positive examples of self-reliance capacity emerging, but it remains constrained by poverty, limited financial resources, and absence of structured mechanisms. Strong emphasis was placed by communities on continuing financial assistance, whether for maintaining infrastructure, purchasing supplies, supporting livelihoods, or continuing training programmes. Some FGD participants requested increased grant amounts (from PKR 25,000 to PKR 100,000 or more) to ensure meaningful

impact (Sanghar). Poverty and insufficient financial resources emerged as the primary barrier preventing communities from sustaining interventions independently across all districts. They stated that *"families already earn less than their basic needs, so saving for future troubles is not possible"* and *"most families live day to day, so when disasters come, we face the same difficulties again"* (FGDs, Khairpur). However, with the exception of Khairpur, communities in other districts did express self-reliance capacity. Examples include organised collective action to repair protective bunds against flooding and soil erosion (Ghanche); solidarity tradition of collecting funds during emergencies and for charity (Swat); collective resource mobilisation to collect funds and local donations to support affected households (Sohbatpur); trained community members forming local committees to transfer learning (Upper Chitral); and strong partnerships between community members and partner institutions that improved coordination and problem-solving skills of LSOs, women, and youth groups (Ghizer).

Climate change and natural disasters emerged as the primary external threat to sustainability. Heavy rains, floods, droughts, landslides, and increasingly intense climate events were repeatedly identified as forces that could undo BRAVE's progress, regardless of community efforts. Participants expressed deep anxiety that without resilient support systems and continued assistance, a single severe disaster could erase years of improvements. This vulnerability to environmental shocks underscores the fragility of the gains made, particularly in communities where resources for recovery remain extremely limited. Vulnerable groups, including women, girls, elderly persons, people with disabilities, and minorities, were consistently highlighted as requiring targeted, ongoing support. While participants acknowledged that BRAVE had improved inclusion and made these groups feel more prepared and confident, they stated that vulnerability persists. Specific needs mentioned included mobility aids, separate facilities respecting cultural norms like parda, specialised training, and dedicated helpers during evacuations. The clear message was that without sustained, tailored interventions, the most marginalised community members would quickly fall back into precarious situations during emergencies.

The ability of government to sustain benefits from BRAVE is constrained by practical, immediate sustainability challenges. As described in Section 4.5.3, there are some examples of representatives from provincial government departments endorsing and recommending scale-up of BRAVE interventions under Component 1, demonstrating early signals of institutional uptake. However, financial constraints represent the biggest obstacle to taking over BRAVE interventions (FCDO KIIs, IP KIIs, Govt KIIs). Almost all partners interviewed stated that sustainability depended heavily on *"the will of the government"* and *"funding available to sustain"* programmes. At the start of core resilience implementation and with the IS Component waiting to come to fruition, it is yet to be seen whether the government has the capacity to sustain BRAVE's approach in the long run. The KIIs put strong emphasis on creating formal MOUs, involving government in design processes, and establishing clear handover protocols to ensure ownership for sustainability. For this purpose, it is imperative there is continued coordination: institutional arrangements that continue working with DDMA, PDMA, PHED (Public Health Engineering Department), and various line departments. There is strong emphasis on stringing coordination between community institutions and government, for example village disaster management committees (VDMCs) with DDMA and Rescue 1122 (an emergency service that started in 2004 in Punjab and has been replicated across major districts in all provinces) for immediate and sustained response to future humanitarian situations, implementation of initiatives and capacity building. However, provincial government departments must enhance their capacity to address the needs of remote communities for climate resilience planning and infrastructure development. This includes going beyond soft interventions, towards ensuring accessibility and resilient infrastructure.

At the district and local level, there is a perceived lack of technical capacity to sustain benefits from BRAVE. Multiple KIIs with district officials emphasised that government technical capacity exists but requires strengthening. At the district administration level, according to the interviews, lack of capacity at the district and provincial capacity and ownership is due to the absence of technical expertise that has to be outsourced for specialised tasks. At the district level, IPs reported that a lack of a structured mechanism for community engagement with key stakeholders has limited effective coordination and participation. For district governments and IPs, political instability and frequent transfers of government officials, along with high staff turnover, were seen as sustainability risks. For example, one stakeholder

noted that *"public sector, especially the governance structure and institutions, are not that much supportive when it comes to providing an enabling environment for climate-related work so that we could continue to work in communities without NGOs support "* (IP and GoP KII). IPs reported that while a local governance system exists in some provinces, for example in KP, its operations are often influenced by political priorities and motivations (IP KII). For the SRSP Component, one of the potential dynamics to navigate is the possibility of the devolution of the social protection system and funding to provincial level, (FCDO KII). For this baseline, there is very little evidence to show whether governments can sustain benefits in the long run, but this confirms the opportunity and need for the IS Component to provide support that focuses on ensuring institutionalisation, sustainability and scalability.

4.6.2 What factors are expected to facilitate or inhibit scalability and sustainability?

Key findings

A combination of factors, including unpredictable external impacts, resource availability and use, government capacity, and dynamics within communities, according to IPs, influence the potential for scalability and sustainability. Communities and IPs have shown flexibility in their approaches and self-replication of BRAVE interventions, showing promising potential for scalability and sustainability. However, gaps in government technical capacity and community capacity, uncertainty on the availability of resources in the future, and continued external impacts of climate shocks could hinder BRAVE's scalability and sustainability.

Communities have shown strong replication potential for BRAVE's interventions to facilitate scalability and sustainability. FGD participants frequently mentioned continued use and application of BRAVE skills trainings, such as composting, pickle-making, raised bed agriculture, disaster preparedness techniques, small business activities and hygiene practices, showing that knowledge- and skills-based interventions have strong scale and replication potential across similar communities. There was also strong eagerness amongst communities to continue village forums and committees (mentioned in Upper Chitral, Ghizer) and communities have self-replicated some interventions, such as the latrine intervention, "*demonstrating local ownership and a commitment to the scalability of the latrine intervention, which applied the principles of build back better*" (IP KIIs, IP reporting). However, a lack of community capacity on the ground to "*comprehend and stay true to the programme,*" combined with market dynamics (for example, communities replacing good quality seeds with cheaper low-quality varieties), were seen as risks to scalability (FCDO KIIs).

Resource constraints may limit both scaling up individual interventions and scaling out to additional communities, especially as BRAVE is handed over to local governments and institutions. Long-term maintenance for infrastructure, such as protective walls, irrigation channels, washrooms, and other physical infrastructure, highlight the need for ongoing resource commitments required for sustainability. Community members frequently mentioned fear for future disasters, such as intensifying floods, droughts, and natural disasters (mentioned in Upper Chitral, Ghanche, Ghizer, Swat, Sohbatpur), indicating that environmental risks could undermine scaled interventions, requiring additional investments in resilience measures. Subsequent evaluation rounds will interrogate progress towards defining a handover process for BRAVE that will support a successful and sustainable transition, including looking at financial sustainability.

IPs and FCDO are adapting their approach to facilitate scalability and sustainability of BRAVE interventions. According to KIIs, IPs have focused on handovers to relevant government departments, MOUs with key government programmes, supporting adoption of tools, and working through BISP (IP KIIs). There is also planning on tracking district-level uptake of Climate Adaptation Plans (CAP) and Multi Hazard-Climate and Conflict Risk and Vulnerability Assessment (MH-CCRVA)-linked planning tools, expected to be resulting in formal inclusion in District Disaster Management Plans across the target districts (IP KIIs and reporting). There is a vision to link bottom-up community structures such as VDMC/UCDMC/Climate Adaptation Forums, and Knowledge and Business Hubs with institutions and

policies, such as district administration and district adaptation plans (IP KIIs and reporting). FCDO emphasises IS, policy notification across different tiers and departments for policy mainstreaming, and ensuring budget lines so that approaches persist inside government processes (FCDO KIIs).

IPs and FCDO highlight that government capacity is considered to be a key inhibiting factor to scalability and sustainability. Chronic funding and resource (human, financial and political) constraints within government are foreseen by IPs and district government officials due to limited budgets, staffing constraints and lack of technical capacity. External risks such as changes in political leadership, shifting donor priorities and the likelihood of another large disaster were identified by FCDO and IPs to create situations that can derail institutionalisation and funding continuity. The recent floods in 2025 have resulted in severe damages to critical infrastructure (roads, bridges etc.) and destroyed homes in Sindh and Balochistan, leading to a need for damage assessment and tailored approaches for relief and rehabilitation, which will bring a pause to BRAVE interventions in those areas (IP KII). Some stakeholders also shared also concerns about a lack of accountability mechanisms at the local level: "*Infrastructure such as dykes and barrages suffer from maintenance gaps and alleged corruption. There are frequent accusations that influential landlords breach embankments to divert floodwaters from their lands, worsening impacts for others*" (IP KII).

4.6.3 Sustainability scorecard

During BRAVE's Inception, the Evaluation team designed a sustainability scorecard aiming to assess the ability of the programme to achieve long-term impacts. At baseline, we have operationalised the scorecard for the first time, starting with making some revisions to the levels and their definition of progress. This sub section offers a baseline assessment of the ability of BRAVE to achieve long-term impacts, based on its design and emerging results. The assessment took into consideration all evidence included in the baseline evaluation (as specified in Section 3.3), as well as a review of the terms of reference for the IS Component. The staggered implementation of BRAVE components means that the baseline scorecard assessment reflects evaluative evidence only from Components already in implementation, with the majority stemming from Component 1. Future assessments in subsequent evaluation rounds will expand the scope of the scorecard assessment in line with the full evaluation scope. The scorecard uses a 4 point scale ranging from 0 to 3. The full scorecard is included in Annex 8.

Table 6: Baseline sustainability scorecard assessment

Level	Score	Justification
Level 1: BRAVE programme objectives (intermediary outcome level)	1	**Assessed level: There is evidence of emerging contributions to strengthen the resilience of the most vulnerable communities against climate-induced shocks and stresses**. Communities benefited from varied interventions aimed at improving their resilience to shocks. These ranged from livelihoods and food security (cash transfers, in-kind support, livestock and agricultural inputs) to flood protection measures (walls, riverbank regeneration, land stabilisation, water management) and practical training in climate smart and conservation agriculture (kitchen gardens, storage, controlled grazing). The majority of beneficiaries targeted with these interventions were landless or tenants with no to limited productivity means. There are, however, gaps that limit the interventions' impact, notably a concentration on flood responses, potentially overlooking other climate risks, and GEDSI barriers that limit the ability of some vulnerable groups to participate in interventions (specifically PWDs, elderly).
Level 2: BRAVE ability to achieve	1	**Assessed level: There is evidence of emerging efforts made to achieve systemic change, with few or no demonstration of systemic change achieved, notably sustaining approaches in target district and replicating activities in other districts.**

Level	Score	Justification
systemic change (outcome level)		At baseline, BRAVE currently does not meet the requirements for systemic change. The baseline assessment noted anecdotal evidence of replication at community level and scaling/replication plans at provincial government level. At community level, skills and knowledge from trainings are being shared with neighbouring villages. This indicates community-led systemic change, whereby communities who benefited from BRAVE interventions are sharing their knowledge and skills to benefit others. At provincial government level, there is anecdotal evidence in GB and in KP of plans to scale up some interventions (see Section 4.5.3 for more details). The ToC however, clearly states that systemic change is to be achieved by supporting the GoP to institutionalise, replicate and scale up BRAVE interventions. While there is anecdotal evidence of community led replication, and provincial department plans for scaling up interventions, the delay in the IS Component procurement and support to GoP means that at baseline, BRAVE currently does not meet the requirements for systemic change. Additionally, due to the fragmented and irregular coordination structure across BRAVE components to date, there may already be missed opportunities for integrated delivery and/or coherent sequencing of interventions, which could in turn hinder BRAVE's ability to maximise systemic change (see Section 4.2 for details on coordination).
Level 3: foundations for long lasting impact and safeguarding communities, biodiversity and land from future vulnerabilities (impact level / generational impact)	1	**Assessed level: There is evidence of emerging efforts to meet preconditions required for long lasting impact, and safeguarding of communities, biodiversity and land from future vulnerability, with emerging evidence of adaptation and resilience improvements realising at local, regional or federal level.** At baseline, there is emerging evidence of interventions contributing to safeguarding communities and land from future vulnerability more intentional support is needed to ensure the GoP, and the relevant decentralised authorities are able to meaningfully integrate and mainstream resilience to climate change in all government policies and in planning Concern's delivery of climate resilient interventions such as FFS, agro-forestry, resilient seed provision, and crop diversification reached 606,600 direct beneficiaries and 721,000 indirect beneficiaries, of which 50% were women. As indicated in Level 2, some of these beneficiaries shared their knowledge and skills with neighbouring villages, which has the potential to contribute to more communities adopting climate-resilient agricultural practices. Additionally, BRAVE interventions in reforestation, riverbank restoration, and agro-ecological zoning have the potential to contribute to regenerating the ability of the land to sustain extreme events such as floods, and in turn create the foundations for biodiversity to retain and restore access to their natural habitat. While these community level interventions are contributing to achieving the conditions necessary to achieve long lasting impact at local level, more intentional support is needed to ensure relevant authorities meaningfully integrate and mainstream resilience to climate change in policies and in planning. This support needs to be coupled with strong, coherent coordination mechanisms that create opportunities for integrated delivery and maximise systemic change. This integration is crucial to ensure BRAVE and the GoP are able to be proactive and adaptation-focused, rather than reactive to extreme events and disasters – both of which are expected to occur more frequently and severely over the coming years.

Overall assessment: As a whole, BRAVE's bottom-up pathway is already contributing towards the long-term resilience of communities in Pakistan, including vulnerable households. Yet evidence also shows that there is demand for the bottom-up/community pathway to consider interventions that would respond more holistically to the multi-hazard risks faced by communities (floods, droughts, extreme heatwaves, or a combination of all risks in the same year).

Additionally, while the GoP has some existing capacity and an existing structure and framework to respond to climate shocks and stresses, support from BRAVE's IS Component is needed to shift from a reactive to a proactive approach to climate change adaptation and resilience. Stakeholders engaged in this evaluation consistently expressed a strong expectation for the IS Component to focus on supporting the ability of the GoP and its multi-level resilience actors (NDMA, PDMA, DDMA, MoCC, Planning Departments), to meaningfully consider, mainstream, and integrate climate resilience in the development and implementation of policies and planning across all Government departments at federal, provincial and district levels. Evidence also suggests that more support is needed for the GoP to effectively anticipate and respond to recurring or protracted medium to extreme events, rather than solely focus on 'disasters', as recurring events can affect communities disproportionately in hazard-prone regions. In conclusion, supporting stakeholders at federal, provincial, district, union and village level, with capacity, ownership and resources to anticipate and respond to climate stresses and shocks will be crucial to ensure long lasting impact and the foundations for generational impact in Pakistan.

5 Conclusions, lessons and recommendations

5.1 Conclusions

Relevance - To what extent does BRAVE's design suit the needs of target groups?

BRAVE's design is largely responsive to the needs of target groups, particularly vulnerable communities exposed to climate risks, and is well-aligned with the climate policies and disaster management priorities of the GoP. Component 1 incorporates a community-driven approach, informed by consultations, risk assessments, and evidence-based targeting. Most beneficiaries report that the assistance aligns with their household and community needs, with interventions such as flood protection, climate-smart agriculture, and livelihood support seen as relevant and useful. BRAVE operates within national frameworks, coordinates closely with government institutions at local levels, and uses GoP-declared disaster triggers and official assessment tools.

However, some design gaps and challenges remain. Inconsistent consultation quality in certain areas, limited coverage of non-flood climate risks, and accessibility barriers for marginalised groups indicate room for improvement. Coordination gaps are most evident in the weak vertical linkages between community-level delivery and district and provincial planning processes, as well as in the limited horizontal coordination across sectoral departments. Evidence from the baseline indicates that community-level learning, beneficiary feedback, and risk information are not yet consistently integrated into district decision-making or provincial policy and budget processes. Coordination remains largely ad hoc, highlighting the need for the IS Component to focus on building the capacity and coordination of GoP institutions and policy implementation.

Coherence- Is BRAVE internally coherent amongst IPs and externally coherent with the sector?

At baseline, BRAVE demonstrates conceptual coherence but limited operational integration across its components and partners. Coordination systems function effectively within consortia, yet cross-component and cross-consortia linkages remain largely ad hoc. The delayed roll-out of the IS Component and the autonomous implementation of the World Bank-led social protection component have restricted synergy between community-level interventions and system-level reforms. Governance bodies such as PSCs and the Technical Board provide an institutional base for collaboration but are underutilised for collective planning and policy dialogue. While BRAVE complements the work of other donors and fills delivery gaps alongside World Bank, ADB, and UN initiatives, these alignments are not yet anchored in formal coordination platforms.

Going forward, BRAVE has a strong foundation on which to build greater coherence. As Component 2 becomes operational, it offers the opportunity to connect local implementation with national systems and enable more systematic coordination across components. The recently initiated TBM and forthcoming MEL Working Group can serve as central mechanisms to harmonise evidence, strengthen learning loops, and promote joint decision-making across partners. Deeper engagement of provincial institutions – particularly through revitalised PSCs and technical forums – will be critical to embed BRAVE's approaches within government systems. Strengthening these mechanisms will allow the programme to move beyond information sharing towards an integrated, evidence-driven model of resilience building that endures beyond the life of the programme.

Effectiveness - To what extent are BRAVE's components, individually and as a whole, achieving/expected to achieve their intended objectives?

BRAVE has shown strong operational effectiveness at the baseline stage, achieving rapid humanitarian delivery, inclusive participation, and early progress towards resilience outcomes. Its flexible design, pre-financing mechanisms, and partnerships with experienced LNGOs have enabled the programme to reach vulnerable populations quickly and efficiently. Women's participation and skill application stand out as areas of strength, demonstrating that GEDSI commitments are translating into practical results. The combination of humanitarian and resilience programming has helped bridge short-

term response with longer-term recovery, while previous partner experience in similar programmes has accelerated mobilisation and community trust. However, delivery quality varies across partners and locations, reflecting differences in contextual adaptation, communication, and programme maturity. Newer core resilience districts remain at early stages of engagement, showing that readiness and performance are closely tied to partners' prior presence and community linkages.

Despite effective community-level delivery, BRAVE's progress towards system-level change remains limited due to delayed institutional integration and uneven coordination. However, this baseline also identifies the priority system-level levers for progress, including faster mobilisation of the IS Component, stronger government ownership, and more consistent coordination and accountability across partners. The slow mobilisation of the IS Component has constrained government ownership and restricted the embedding of community models into policy and budget frameworks. While targeting processes are fair and transparent, and feedback mechanisms are operational, they remain fragmented across partners and lack consistent aggregation for programme learning. Accessibility gaps – particularly for PWD – continue to limit equitable participation in certain areas. Coordination challenges across partners and external shocks such as floods and inflation have also disrupted consistency in implementation. BRAVE now needs to consolidate its operational strengths by accelerating IS delivery, harmonising accountability systems, and embedding inclusive and accessible approaches within government structures to ensure sustainability and coherence across all components.

Efficiency - To what extent are BRAVE's components individually and in combination delivering in a timely and cost-effective manner?

VfM considerations are institutionally embedded across BRAVE's Component 1 consortia, with systems aligned to FCDO's VfM approach. However, application and use remains uneven. Some partners treat VfM primarily as a compliance requirement, and VfM data is often output-focused rather than linked to outcome-level results. Equity is consistently prioritised and embedded in programme design, with inclusive approaches acknowledged as essential to VfM despite higher upfront costs.

BRAVE demonstrates strong examples of technical and dynamic efficiency. Cost-saving measures such as pooled procurement, adaptive budgeting, and reallocation of underspent funds have enabled scale-up of high-impact activities. However, inefficiencies emerged in administrative processes, with smaller partners facing burdensome reporting and some delays in downstream contracting slowing early recovery phases.

Cost-effectiveness is evident in key interventions, yet the lack of a unified system to link financial inputs directly to outcomes remains a constraint. Current reporting tends to focus on unit costs rather than overall return on investment or resilience outcomes, limiting the programme's ability to fully demonstrate VfM at scale. A programme-wide, harmonised VfM framework will help to address current gaps in consistency, comparability, and outcome-based VfM analysis.

Impact - What are the positive and negative consequences of BRAVE's components, individually and as a whole?

It is too early to assess BRAVE's outcome and impact achievement at this stage of delivery, however there is evidence of positive progress being made towards outcome achievement. Initial hypotheses (which will be tested and refined at midline and endline) on what works for whom, in what contexts, and why, include: bundled, gender-responsive, and locally adapted interventions, pre-financed humanitarian response, LNGO-led delivery, and inclusive training models work for women, landless and tenant households, and highly vulnerable groups (when barriers to access are addressed) in locations with functioning local networks and established delivery presence, flexible financing, accessible geographies, and aligned government counterparts; because these contexts and interventions enable the mechanisms of trust, relevance, ownership, and institutional buy-in to operate effectively, resulting in stronger outcomes at both household and system levels.

Sustainability - Are the benefits and results associated with BRAVE likely to continue beyond the project lifecycle?

BRAVE's Component 1 interventions are widely perceived by communities as valuable and impactful, particularly in enhancing disaster preparedness, livelihoods, and local infrastructure. **However, community feedback strongly emphasised that sustaining these benefits requires continued external financial and technical support.** While there is enthusiasm and emerging self-reliance through collective actions and local committees, poverty, lack of structured systems, and technical gaps remain major constraints. Without ongoing training, infrastructure maintenance, and support for vulnerable groups, many gains risk being lost over time. Environmental threats – particularly recurring climate shocks – are another major concern, with evaluation participants expressing that a single disaster could undo years of progress. This highlights the need for robust and adaptive support systems, especially to protect the most marginalised groups such as women, PWD, and minorities, who continue to face barriers despite improvements in inclusion. Institutional sustainability is also uncertain, particularly due to limited government financial capacity, political instability, and high staff turnover. While technical capabilities exist in parts of the government, the absence of budget allocations and formal commitments poses a risk to scaling and sustaining BRAVE's work. Ensuring long-term impact will require a dual focus on building community systems and securing government institutional commitment and capacity, reiterating the critical importance of BRAVE's IS Component.

5.2 Lessons

The Evaluation team has extracted a set of generalisable lessons that may be useful for future BRAVE programming or for other practitioners working on similar interventions or towards similar objectives. These can be further shared and discussed with IPs through existing MEL mechanisms, such as the MEL Working Group and TBM, as well as through channels described in Section 5.4 and Section 11 (Annexes).

Programmatic

- **Community-driven design enhances relevance and uptake, but must be paired with sustained engagement.** Early and inclusive community consultations increase ownership and relevance of interventions. This, paired with building local capacity and the institutionalisation of ongoing community feedback loops, helps support sustained impact.
- **Integrating resilience and humanitarian programming works when appropriately sequenced according to DRR and CR cycles and co-located to geographical and socio-economic context.** Combining humanitarian and resilience interventions achieves continuity, but requires clear roles, joint planning and localised synergies.
- **Participation and inclusion need structure**. Quotas, community forums, and transparent criteria raise fairness and reduce elite capture.
- **Adaptive management and budget flexibility drive efficient delivery.** Reallocating funds from low-cost to high-impact activities improves delivery pace and outcomes. Joint procurement, pooled resources, and flexible budgeting are critical tools for dynamic efficiency. Programmes should embed adaptive budgeting processes and allow partners flexibility to respond to emerging priorities
- **Sustainability must be planned and resourced.** Communities and local institutions show potential for self-reliance, but poverty, infrastructure maintenance, and lack of technical support remain barriers. Programming should plan for and resource the "transition to sustainability", which may include refresher training, maintenance support, and local capacity building.
- **Centralised MEL and VfM systems can improve comparability and learning**. Fragmented VfM tracking and inconsistent measurement of resilience indicators can limit programme-wide analysis. The adoption of harmonised MEL and VfM frameworks from the outset, with shared definitions, outcome-linked metrics, and regular learning reviews, enable course correction as well as programme-wide assessments of impact and cost-effectiveness.

Strategic

- **Strong conceptual coherence does not automatically translate into operational coordination**. Formal mechanisms are essential to support cross-partner, cross-component cross-stakeholder coordination. Parallel or autonomous delivery models require clear expectations and defined coordination points.
- **Partner choice matters**. Performance and inclusion improve when partners have strong local networks and proven delivery models. Prior presence in a district supports faster mobilisation and more ready adoption of new practices. Moreover, local political economy dynamics significantly shape partner effectiveness at district level. District leadership, particularly the Deputy Commissioner, often plays a decisive role in enabling coordination, granting access, and sustaining follow-through across line departments. Where district leadership is willing to engage, convene relevant actors, and prioritise resilience objectives, partners are better able to secure institutional buy-in and translate technical inputs into operational practice.
- **Inclusion adds long-term value, despite higher short-term costs.** Equity-focused interventions (e.g., women-only groups, disability-inclusive infrastructure) increase cost per beneficiary but yield durable benefits in participation, social legitimacy, and sustainability. VfM frameworks should explicitly recognise and value inclusion as a core outcome, not an add-on.
- **Institutional-level interventions are vital for linking community pilots to systemic reform**. A dual focus on building community systems and securing government institutional commitment and capacity, thus embedding inclusive and accessible approaches within government structures, helps ensure scale, sustainability and long-term impact

5.3 Recommendations

The following list presents an initial set of potential recommendations for BRAVE programming based on baseline findings. These will be discussed and further refined in collaboration with FCDO and IPs prior to finalisation and dissemination of this report.

#	Recommendation	Primary Responsibility	Supporting Actors	Timeframe	Priority
1	**Ensure timely procurement and mobilisation of the IS Component to curtail institutional gaps, facilitate scale-up and system-level change, and strengthen prospects for a self-financed exit**. If procurement is delayed, consider an extension of the programme period beyond 2028 to maximise the likelihood of BRAVE's impact ambition being achieved. Plans for the IS Component appear to be aligned with the priorities identified by this evaluation, with a focus on supporting the ability of the GoP (through increased capacity, ownership and resources) to meaningfully consider, mainstream, and integrate climate resilience in the development and implementation of policies and planning across relevant departments and agencies at federal, provincial and district levels. This includes support for the GoP to effectively anticipate and respond to recurring or protracted medium to extreme events, rather than solely focus on 'disasters'. It will be critical that the Component is designed to work closely alongside Component 1 to institutionalise and consolidate community models to support scalability.	FCDO	Component 2 IP	By January 2026	High
2	**Institutionalise cross-consortium and cross-component coordination through the TBM, MEL Working Group and periodic joint planning forums**. As discussed in this evaluation, this process has already started, but needs to continue in a regular and structured manner and ensure the seamless integration of Component 2 when it goes live. To continue BRAVE's progress towards being GEDSI-transformative, GEDSI could also be included as a dedicated agenda item to review progress on GEDSI objectives and share lessons between partners.	FCDO	All Component IPs	By June 2026	High
3	**Strengthen provincial ownership by revitalising and strengthening PSCs across target provinces and ensuring regular engagement of P&D and PDMA in all provinces.** Focus efforts on influencing the design and structure of PSCs to ensure they are platforms for decision-making and accountability, and possible to achieve government endorsement and policy integration. For future humanitarian interventions, IPs could also offer briefings to District Contingency Planning meetings	Component 1 and 2 IPs	Government, FCDO	By June 2026	High

	ahead of extreme weather events as an anticipatory action, directly engaging with district departments present in those meetings.				
4	**Formalise donor coordination platforms to enable structured collaboration with the World Bank, ADB, and UN partners on climate resilience and social protection**. National stakeholders, such as the Global Climate-Change Impact Studies Centre (GCISC) and regional and international stakeholders including Asian Disaster Preparedness Centre (ADPC), UNDRR, South Asian Climate Outlook Forum (SASCOF), International Federation of Red Cross and Red Crescent Societies (IFRC), World Meteorological Organization (WMO) and academic research institutions (in Pakistan and Asia) can be potential collaborators for enhancing knowledge-informed climate resilience and social protection. Component 1 IPs' engagement with these stakeholders is still nascent, and remains uneven across sectors, relying more on bilateral arrangements than on structured coordination platforms. Formalising these engagements through dedicated coordination platforms could improve predictability and support programme-wide integration with multilateral pipelines. BRAVE Component 1's community-level social protection work is also well-positioned to complement World Bank systemic reforms under the SRSP Component if operational linkages between the two components can be strengthened.	FCDO, Component IPs	Government	By September 2026	Medium
5	**Further enhance responsiveness to community needs by designing and delivering resilience interventions according to multi-hazard assessments**, especially in areas where floods are not the only major climate risk.	Component 1 IPs	Government	By March 2026	Medium
6	**Review and update beneficiary selection approach and communication protocols across all regions to incorporate factors proven to be successful and/or appreciated by beneficiaries.** These include mandated pre-activity briefings, disclosure of selection criteria, and public posting of entitlements in local languages. Beneficiary records could also be connected with PDMA/BISP systems for cross-verification and duplication control when selecting beneficiaries.	Component 1 IPs	Government	By March 2026	Medium
7	**Strengthen Component 1 feedback and complaints mechanisms, including a dashboard that aggregates partner data and tracks resolution times to ensure accountability.** This would aim to help improve communication on how beneficiaries can share feedback and raise complaints, as well as how systematically feedback and complaints are assessed and responded to. Updates on these processes would then be required in IP reporting and would inform discussions on programme-level learning. This would require clear delineation of roles and responsibilities,	Component 1 IPs	Integrity	By June 2026	High

	harmonisation of reporting tools, and adequate capacity-building across partners to ensure consistency, accountability, and protection of beneficiary data during rollout.				
8	**Preserve women's participation quotas and consider the addition of GEDSI-focused indicators.** In line with BRAVE's progress towards being GEDSI-responsive, these would be qualitative and/or quantitative outcome-level indicators on, for example, the application of skills, decision-making, and control over assets/resources, and leadership participation.	Component 1 IPs	Integrity	By March 2026	Medium
9	**Address accessibility/transportation challenges to improve inclusion, particularly for PWDs and elderly, in affected districts.**	Component 1 IPs		By March 2026	High
10	**Continue to strengthen MEL and VfM systems across BRAVE.** This would include improving the consistency of measurement and reporting against ICF KPI and GEDSI indicators across partners (which has already begun ahead of the next ICF KPI reporting round), and developing a consolidated, MEL-led VfM framework that defines common 5E indicators (and associated criteria and standards) and standard reporting frequencies.	Integrity	All Component IPs FCDO	By June 2026	Medium
11	**Develop a knowledge management framework that captures and shares the wealth of data and information generated by BRAVE.** This could include a dedicated GEDSI-focused component that enables the documenting and dissemination of GEDSI-specific lessons and innovations.	Integrity	All Component IPs FCDO	By December 2026	Medium
12	**Strengthen sustainability, replicability and scalability by identifying sustainability elements within key activities, strengthening engagement with government counterparts, and reporting and reviewing progress regularly.** BRAVE IPs should systematically embed sustainability planning into programme design and implementation, ensuring interventions include explicit pathways for institutionalisation, replication, and/or handover to local authorities. The BRAVE MEL Component can lead quarterly sustainability reviews to track progress, assess the potential for sustainability, and identify opportunities for replication or scalability.	Component 1 and 2 IPs	FCDO Government Integrity	By June 2026	High

5.4 Dissemination and use

We will facilitate three distinct workshops during the baseline evaluation cycle to engage stakeholders meaningfully at different stages of the process:

- **Sense-Making and Validation Workshop(s):** These sessions were held at the end of October 2025 and were focused on sharing and discussing preliminary evaluation findings with BRAVE IPs, prior to the report being finalised to seek any clarifications needed and to shape direction.
- **Results and Action Planning Workshop:** This session will take place after the report has been finalised in early 2026 and will centre on key findings and actionable recommendations for primary stakeholders, supporting programme adaptation and decision-making. Select secondary stakeholders may be invited at FCDO's discretion where relevant to planning.
- **External Reflections Workshop:** Designed for a broader audience, this workshop ideally take place in the first quarter of 2026 and will share key highlights and reflections across sectors. It will promote wider uptake, cross-sector learning, and policy engagement. External tertiary stakeholders will be identified in consultation with the FCDO BRAVE team and BRAVE IPs to ensure relevance and appropriateness.

We will also explore how to utilise existing forums to share the evaluation findings and recommendations with BRAVE IPs and FCDO, such as the MEL Working Group and TBM.

To cater to varied stakeholder needs, we will also produce different learning products following sign-off of the final report depending on FCDO and other stakeholder needs. Examples of these may include 1) an accessible executive summary (included in this report) to distil key messages and insights; 2) policy briefs (in English and Urdu) targeted at practitioners, particularly those in programme implementation roles, and select beneficiaries, as it will employ accessible, non-technical language along with infographics. presenting headline findings and recommendations in accessible, non-technical language and infographics to support practical application; 3) a technical presentation of evaluation findings, tailored for policy makers, sectoral experts or academic audiences – e.g., for delivery at evaluation or climate-related conferences – to support knowledge sharing across the wider MEL and development communities; iv) publicly accessible blog posts that offer a narrative and engage reflection on key themes or lessons learned from the evaluation to help reach general audiences, and civil society actors in a more informal, story-driven format. For more details on our Use and Influence plan, please see Section 11 (Annexes).

5.5 Next steps for the evaluation process

This baseline evaluation is formative in nature and aims to inform future adjustments to design and delivery. This is timely as core resilience programming under Component 1 is commencing and as the IS Component is being procured. While some of the findings and recommendations in the evaluation require programming adjustments, others require further discussions and agreements between FCDO and IPs, and any resulting decisions will be captured in a management response.

The midline and endline evaluations will further focus on the contribution of BRAVE to outcomes and impacts of interest. Given the stage of implementation of the different BRAVE Components, this baseline evaluation was able to gather more evidence related to EQs on Relevance, Coherence, Efficiency and some aspects of Effectiveness. The midline evaluation, which is currently scheduled to begin in July 2026, will provide a more in-depth assessment of progress and of BRAVE's contribution to outcomes and impact, and its likely sustainability once the programme is concluded. The EQs are expected to remain valid, but the volume of evidence gathered per question will shift in line with the programme's maturity.

Annexes

6 Detailed overview of BRAVE

6.1 BRAVE ToC

The BRAVE Business Case provides a ToC for BRAVE[54] with a detailed description of how FCDO expected (at the design and planning phase) programme impacts and objectives to be realised. According to the Business Case ToC, BRAVE's ultimate objective (impact) is to

1. Increase the capacity of the GoP and civil society to mitigate and respond to climate related shocks and stresses,
2. Increase GoP investments in climate-resilience initiatives, and
3. Reduce Pakistan's reliance on international support, thus laying the foundations for a self-financed exit from aid.

BRAVE will achieve this objective by testing and scaling resilience climate activities in target districts. These activities will also be replicated in other districts and will be informed by delivery-informed lessons (outcomes). To achieve these outcomes, BRAVE's ToC sets out three pathways:

- **Pathway 1, Bottom-up change:** Increase the capacity of the most vulnerable households and communities (the beneficiaries) to anticipate, adapt to and absorb the impact of shocks and stresses induced by climate change and natural disasters (including measurable changes in gender and social inclusion).
- **Pathway 2, Top-down changes:** Increase the GoP's focus on mitigating and responding to climate related shocks and stresses across relevant ministries and departments at deferral, provincial and district levels.
- **Pathway 3, Evidence:** Support pathways 1) and 2) by providing the GoP with an evidence base on scalable approaches to resilience and adaptation, drawing on innovation and best practices generated through BRAVE.

To achieve these pathways and objectives, BRAVE will support a number of context-and-evidence-informed initiatives (outputs). These outputs, which align to the four Components, aim to:

- Increase the resilience and adaptation of target populations to climate change. Including through building their adaptive capacity by layering and sequencing intervention packages. These interventions will be selected based on a system-informed problem analyses and intersectional vulnerability assessments.
- Increase the capacity of provincial and district government departments to manage, coordinate, budget and implement disaster risk management for climate.
- Support adaptations to the Ehsaas social protection system so that it is adapted to respond to climate related shocks and meets the needs of the most vulnerable and poor.
- Understand and evidence what works for climate resilience in Pakistan to inform programme adaptations, and advocacy or policy dialogues.

The BRAVE ToC is underpinned by a selection of assumptions. These assumptions ground the impact, outcome, intermediate outcomes and outputs into contextual conditions that need to be met, monitored or mitigated for the BRAVE ToC to realise. A selection of key assumptions is presented below (some have been rephrased for conciseness):

- Delivery partners are able to target the right people in the right places

[54] FCDO, BRAVE Business Case (2021), p30.

- Insecurity and contextual changes does not halt delivery of interventions
- Development and humanitarian partners are not hindered by administrative constraints such as registration and NOC issues
- GoP recognises the value in climate resilience and sustains existing programme experiences with additional investments.

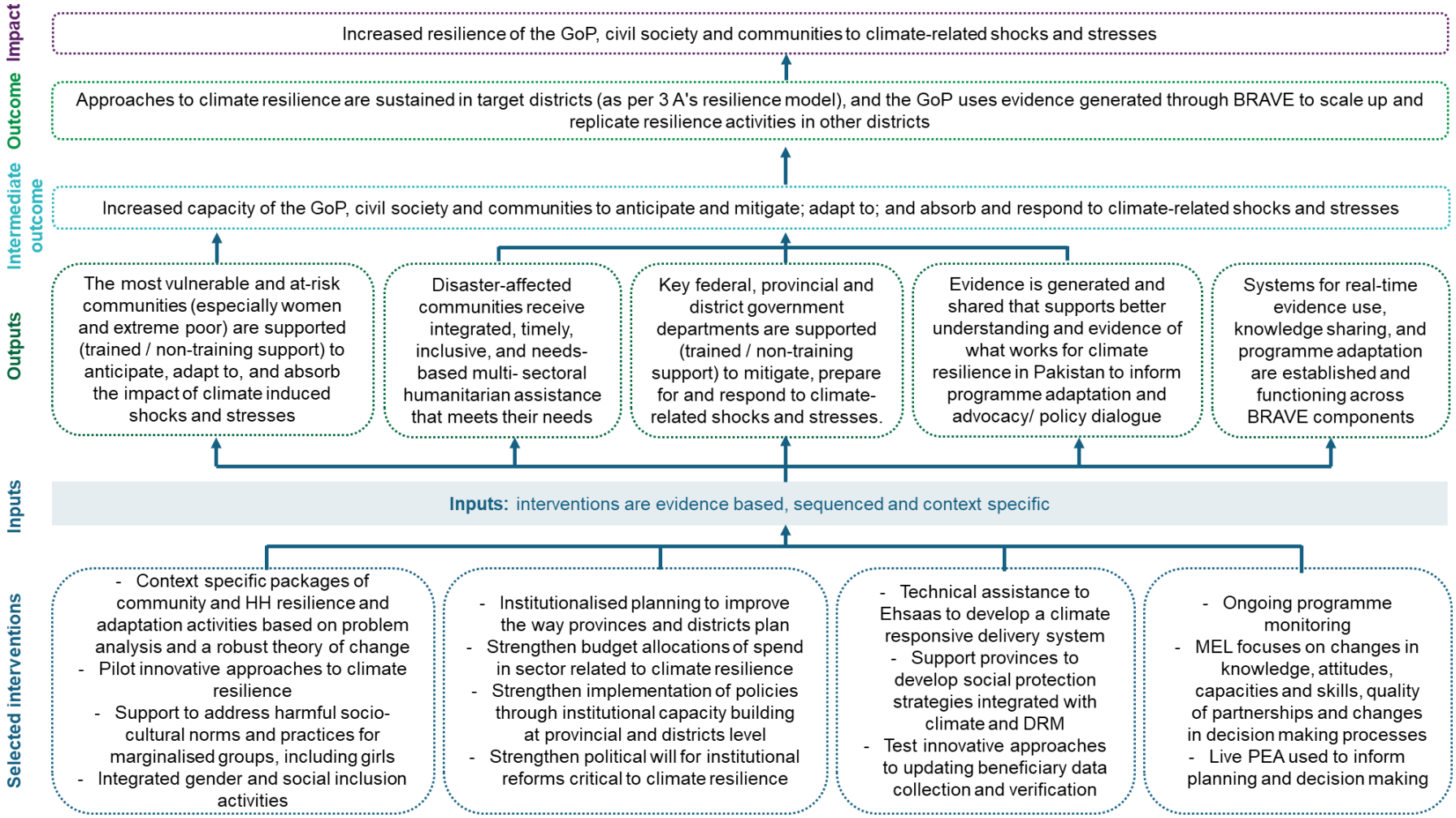
An important observation from the BRAVE ToC is the focus provided throughout each level to the need for: gender informed, climate-aligned, and evidence-based interventions design and delivery. This demonstrates that the BRAVE programme was designed to be responsive to context and informed by continuous learning. It creates opportunities for insightful lessons-oriented delivery that can further inform the GoP and other development and humanitarian actors in Pakistan, including BHC.

In June 2025, the BRAVE MEL team conducted a formal review of the BRAVE ToC and logframe at FCDO's request. The review incorporated feedback and inputs from IPs on the ToC shared during the BRAVE MEL inception workshop. The revised ToC is provided in the figure overleaf and is the version referenced in the Baseline evaluation. This is not significantly different to the original ToC, but includes some updates to the phrasing and placement of results and indicators to clarify the flow in logic from successful delivery to increased capacity to individual and institutional behaviour change that is sustained, leading to increased resilience. Key revisions included:

- A shift in focus at Impact level from *'capacity'* to *'resilience'*;
- Increased alignment with FCDO's 3A's framework for climate resilience (built on anticipatory, adaptive, and absorptive capacities);
- Introduction of Intermediate Outcomes focused on increased capacity within GoP, civil society and communities; and
- Rephrasing of outputs to focus on effective, efficient, high-quality programme delivery, recognising that IPs under different components contribute to outputs across the ToC (rather than as completely separate results chains).

Overall, BRAVE's ToC aligns with the current and emerging evidence on what works to build climate resilience of communities prone to floods, earthquakes, droughts or heatwaves. BRAVE MEL recently completed a Climate Resilience Literature Review, as part of our DEL workstream. It was conducted to present findings from a targeted review of literature on climate resilience and emergency humanitarian response on what works in the context of the global south. As BRAVE awaits the launch of the IS Component, the evidence-informed suggestions from the review can also potentially inform its design and ability to deliver the most impact, particularly in the areas related to support for financing and improved coordination and coherence initiatives.

Figure 11: BRAVE Theory of Change (Updated June 2025)



6.2 BRAVE Component 1 delivery

Figure 12: BRAVE Component 1 IPs Delivery Heatmap

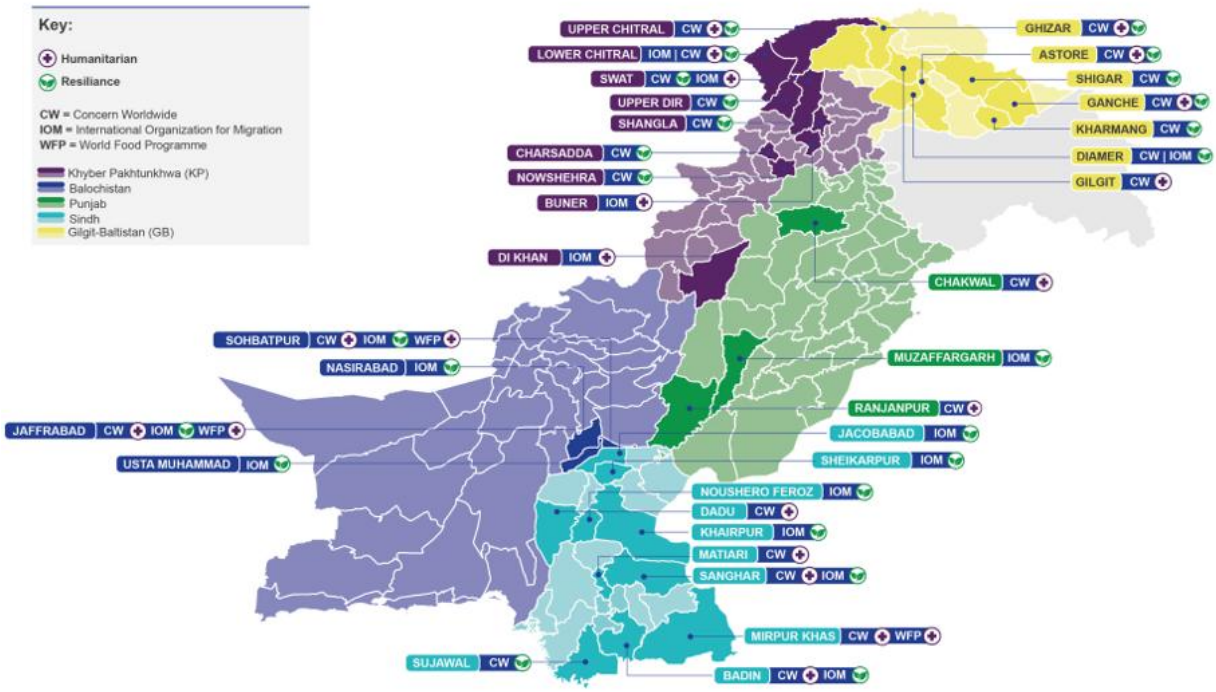


Figure 12: **BRAVE Component 1 IPs Delivery Heatmap** illustrates the geographic distribution of BRAVE Component 1 delivery, categorised by province, district, and implementing partner. The sections that follow provide an overview of delivery to date and planned delivery by each of the three Component 1 IPs.

Concern-led Consortium

Activities under the community resilience element of BRAVE started in October 2023, through the consortium led by Concern, after a nine-month inception phase. Some of Concern's partners include AKF, CESVI, and Welthungerhilfe (WHH). As of October 2025, the Concern consortium has implemented a combination of humanitarian and resilience programming across all provinces and in GB.

For the Year 1 humanitarian response, the Concern-led consortium delivered assistance from August 2024 to March 2025, to help communities affected by the 2022 and 2024 floods rebuild their lives and livelihoods in 12 of the worst-affected districts across Sindh, Balochistan, Punjab, KP, and GB providing aid such as emergency shelter, WASH infrastructure repair, and Multi-Purpose Cash Assistance (MPCA). As per Concern's reporting, the humanitarian programming in year 1 assisted 916,809 individuals, of whom 475,565 were women and 4,387 were PWD. In Year 2 of humanitarian programming, in the aftermath of 2025 monsoon floods, Concern is delivering humanitarian assistance in Buner and Swat in KP, Diamer, Ghanche, Gilgit and Ghizer in GB and Chakwal in Punjab.[55]

For Phase 1 of its climate resilience programming, which started in October 2023, Concern implemented activities in Charsadda, Nowshera, and Chitral (KP), and in Ghizer and Astore (GB). As per Concern's reporting the climate resilience programming directly reached 606,600 individuals, including 309,366 males, 297,234 females, and approximately 18,198 people with disabilities (PWDs).[56]

[55] Concern Worldwide, *The Climate Resilience Component of Building Resilience and Addressing Vulnerability to Emergencies (BRAVE) Programme: Draft Completion Progress Report – Narrative (Oct 2023 –June 2025)*, July 21, 2025
[56] ibid

These interventions included the formation of Climate Adaptation Forums (CAFs), development of adaptation plans, FFS, climate-smart crop improvement, establishment of fruit orchards and kitchen gardens, and the provision of vocational skills training with market linkages. In addition to this direct support, the programme indirectly reached another 721,000 individuals (367,710 males and 353,290 females) through broader initiatives such as community-wide awareness-raising sessions, the establishment of Miyawaki forests, and the implementation of infrastructure schemes. For Phase 2 of climate resilience programming, with inception beginning in July 2025 and programming continuing until the end of the BRAVE programme in May 2028, Concern is implementing resilience activities in the districts of GB-Shigar, Ghanche, and Kharmang and in KP-Upper Dir, Shangla, and Swat.[57]

IOM-led Consortium

The IOM-led consortium, which includes partners UNICEF, FAO, ACTED, CARE, and IRW, is leading climate resilience and humanitarian response in central and southern Pakistan.

For its Year 1 humanitarian programming, the consortium responded to the 2024 monsoon floods from November 2024 to March 2025. As per IOM's reporting, the response successfully reached 213,035 flood-affected individuals with life-saving support including 103,828 women and 109,207 men.[58] The multi-sectoral assistance included rehabilitating over 170 water sources (WASH), providing shelter repair kits and winter supplies, distributing food baskets and essential household items, and delivering MPCA and cash-for-work opportunities. This response was targeted across 10 of the hardest-hit districts of Sindh (Badin, Matiari, Mirpurkhas, Sanghar, Jacobabad, and Sujawal), Balochistan (Sohbatpur, Naseerabad, and Jaffarabad) and Punjab (Rajanpur).[59] In the aftermath of 2025 monsoon floods, for year 2 of humanitarian programming, IOM is delivering humanitarian assistance in Buner, Swat, Chitral in KP and Diamer in GB.

The IOM consortium's community resilience programming began its inception phase in November 2024 lasting until March 2025, and the implementation phase running from April 2025 to March 2028. The consortium's long-term climate resilience component began its inception phase from November 2024 to March 2025, with the main implementation phase scheduled to run from April 2025 to May 2028. The programme plans to reach 1,000,000 unique individuals with climate resilience assistance.[60] The work will focus on building institutional capacity for DRR through distinct partner-led approaches, including the construction of large-scale DRR community infrastructure, social protection and economic empowerment, and integrated approaches to climate-resilient shelter and agriculture. These resilience activities will be implemented across 11 districts, including Khairpur, Mirpur Khas, Sujawal, Badin, Jacobabad, and Sanghar in Sindh; Naseerabad, Sohbatpur, Usta Muhammad, and Jaffarabad in Balochistan; and Muzaffargarh in Punjab. IOM will also begin work in Noushero Feroz and/or Shikarpur starting in September 2026.[61]

World Food Programme (WFP)

WFP implemented a resilience and recovery project for communities affected by the 2022 floods, which ran from October 2024 to March 2025. As per WFP's reporting, the project reached 114,376 people (18,055 households) across four districts: Mirpurkhas in Sindh, Sohbatpur and Jaffarabad in Balochistan, and D.I. Khan in KP.[62] Of those reached, 55,084 were W&G, and 59,292 were men and boys. The interventions focused on three main areas: For Asset Creation, 434 community infrastructure assets like irrigation systems and access paths were constructed or rehabilitated, benefiting over 40,000

[57] ibid
[58] International Organization for Migration (IOM), *Climate Resilience & Humanitarian Response (Central and Southern Pakistan) Component (CRHR) under the Building Resilience and Addressing Vulnerability to Emergencies (BRAVE) in Pakistan Programme: Narrative Interim Report, 15 November 2024–31 March 2025*
[59] ibid
[60] ibid
[61] International Organization for Migration (IOM), *Climate Resilience & Humanitarian Response (Central and Southern Pakistan) Component (CRHR) under the Building Resilience and Addressing Vulnerability to Emergencies (BRAVE) in Pakistan Programme: Narrative Interim Report, 15 November 2024–31 March 2025*
[62] World Food Programme (WFP), *Resilience and Recovery in Flood-Affected Districts through Asset Creation and Livelihood Support: FCDO Humanitarian Funding Report, 15 October 2024–31 March 2025*

households. For Livelihood and Skills Support, 408 training sessions were conducted in areas such as livestock management and food preservation, with women making up 99% of the participants. The project provided cash assistance, distributing a total of US$ 2,605,239 to all 114,376 beneficiaries.[63]

[63] ibid

INTEGRITY

7 Case analysis – Humanitarian programming

7.1 Sanghar

7.1.1 Context

Sanghar district faces recurring climate shocks that continue to erode livelihoods and deepen poverty. Located in interior Sindh, it is highly exposed to floods, droughts, and heatwaves, with limited infrastructure for drainage and water management. The 2022 floods submerged large parts of the district, damaging homes, crops, and livestock[64][65]. Poor drainage systems and prolonged heat have worsened soil salinity and reduced agricultural productivity. These overlapping hazards have pushed smallholder and tenant farmers – who form most of the rural population – into recurrent cycles of loss and debt[66].

Social inequalities amplify vulnerability, particularly for women, minorities, and PWD. Female literacy remains below 35%, and women often bear the burden of household water collection and caregiving during crises[67]. Assessments by Concern (2023) indicate that female-headed and Hindu minority households were among the least able to access relief due to restricted mobility and landlessness. Such disparities highlight the need for gender- and disability-sensitive humanitarian programming that addresses exclusion in access to aid, early warning, and recovery support.

Prior humanitarian responses in Sanghar have been extensive but uneven. PDMA Sindh (2023) coordinated multi-agency flood operations supported by UNOCHA, UN agencies, and NGOs such as HANDS, Concern, and CARE. These efforts provided temporary shelter, food assistance, and safe water, yet many remote villages received limited follow-up recovery aid. The resulting humanitarian landscape is characterised by short-term relief, weak coordination, and limited local capacity – factors that shaped BRAVE's entry into Sanghar.

7.1.2 Overview of BRAVE delivery

Under BRAVE, humanitarian support in Sanghar was delivered through both Concern and IOM consortia. Concern implemented activities through the Sindh Rural Support Organisation (SRPO), while IOM worked with partners including ACTED, FAO, and IRW. These partners began operations in 2023, targeting flood-affected areas across 134 villages (IOM Progress Report 2025). Their collective efforts focused on early recovery, livelihood restoration, and strengthening local preparedness systems in response to the devastation caused by the 2022 floods.

Assistance combined emergency relief with early recovery and resilience-building activities. According to BFS findings from Sanghar, *MPCA* was the most common form of support, received by 38% of respondents. Around 29% participated in the *formation of community action forums*, while 20% received *training in livestock management and feed preservation*. Other key interventions included *capacity building of community forums*, *training in climate-smart agriculture*, and *rehabilitation of community infrastructure* such as water points and access paths. Smaller proportions of respondents benefited from *seed banks*, *vocational training*, and *watershed management schemes*. These interventions provided immediate financial relief while also promoting community organisation and adaptive agricultural practices suited to local climatic conditions.

Delivery in Sanghar reflected BRAVE's integrated humanitarian–resilience approach. Concern/SRPO facilitated community forums and FFS to improve local decision-making and resource management. Meanwhile, IOM/ACTED rehabilitated 20 handpumps, improving access to safe drinking water for over 6,000 people (IOM Progress Report 2025). Coordination with district authorities and the PDMA ensured that interventions complemented ongoing government and donor recovery efforts. By embedding community

[64] https://www.ndma.gov.pk/publication_by_category/2
[65] https://thedocs.worldbank.org/en/doc/4a0114eb7d1cecbbbf2f65c5ce0789db-0310012022/original/Pakistan-Floods-2022-PDNA-Main-Report.pdf
[66] IOM BRAVE South Political Economy Analysis (2024)
[67] https://pdma.gos.pk/Documents/Reports/PDMA%20Sindh%20Annual%20Report%202023-2024.pdf

participation and inclusive targeting – particularly of women and vulnerable households – the programme supported both short-term recovery and long-term resilience outcomes.

7.1.3 Relevance

BRAVE's humanitarian interventions in Sanghar were well aligned with the urgent recovery needs of flood-affected households. Communities identified cash assistance of PKR 25,000, livestock, and WASH facilities as the most relevant forms of support, directly addressing food insecurity, shelter repair, and hygiene challenges. Cash support allowed families to prioritise their spending on food, medicines, and small repairs, while goats and poultry provided ongoing income and nutrition. 64% of male and 27% of female BFS respondents said the support completely met their needs, while most others reported it met them partially. The timing of delivery was praised for reaching families "exactly when needed," preventing hunger and further debt.

BRAVE's design and delivery were strongly consistent with local disaster recovery and policy priorities. District and community stakeholders agreed that activities such as cash assistance, livelihood restoration, and washroom construction directly complemented PDMA- and DDMA-led rehabilitation efforts. Government officials highlighted that BRAVE filled major policy gaps in livelihood recovery and WASH – areas where public funding remained limited. Regular coordination meetings between IPs and local authorities ensured complementarity and avoided duplication. Communities described BRAVE as "the only organised programme" operating systematically across the district, aligning with government objectives for inclusive, climate-resilient recovery.

BRAVE incorporated strong GEDSI measures in its targeting and delivery approach. Women, widows, elderly persons, and people with disabilities were prioritised during beneficiary selection and distribution. Female participants particularly valued WASH interventions that enhanced dignity and safety, while wheelchairs and mobility aids improved accessibility for disabled persons. Over 90% of both male and female BFS respondents agreed that vulnerable groups were adequately included. Remaining barriers, such as lack of CNICs among women and elderly people, limited full participation but did not undermine the overall inclusivity of the programme.

Overall, BRAVE's humanitarian assistance in Sanghar was highly relevant and contextually appropriate. The programme effectively responded to post-flood needs while aligning with district recovery frameworks and integrating inclusive practices. Its cash-based assistance and community-driven design provided both immediate relief and longer-term recovery benefits. The approach demonstrated strong alignment between community priorities, government policy, and donor objectives, positioning BRAVE as a credible and responsive humanitarian model in flood-affected districts of Sindh.

7.1.4 Coherence

Coordination with other BRAVE resilience programming in Sanghar was structured and well-integrated with district mechanisms. Government stakeholders confirmed that BRAVE conducted early planning meetings with DDMA and line departments to prioritise vulnerable villages and coordinate delivery. Regular District Coordination Committee meetings reviewed progress, while health facility upgrades were aligned with priorities of the District Health Department. IPs reported that coordination group was established at district level, bringing together consortium members, government line departments, and the Deputy Commissioner's office to harmonise humanitarian and resilience activities. Partners such as ACTED and Concern participated in DDMA meetings and submitted monthly progress updates to ensure monitoring and avoid duplication within the same union councils. Community participants also recognised that BRAVE worked closely with village elders and local councils, which improved coordination and transparency.

Alignment with other donor and government interventions was deliberate and responsive to district needs. Coordination with PDMA Sindh and the Planning and Development Department was held quarterly through IOM's lead consortium, linking district-level implementation with provincial recovery frameworks. At the district level, joint field visits and activity reviews were conducted with DDMA and relevant line departments to align WASH and livelihood interventions with official recovery plans. According to a government official, the Social Welfare Department's NOC process ensured scrutiny of

NGO workplans to prevent duplication. Government endorsement of beneficiary lists through union councils and the Deputy Commissioner's office further enhanced alignment and accountability.

Overall, coherence in Sanghar was strong, supported by regular coordination, shared planning, and transparent review processes. Collaboration between BRAVE partners, the DDMA, and line departments helped connect humanitarian and resilience efforts while reducing overlap. District-level coordination meetings and joint government reviews created clear communication channels and strengthened institutional ownership. However, officials noted the need for improved cross-departmental information-sharing and wider coverage of remote union councils to sustain these coherence gains.

7.1.5 Efficiency

BRAVE's humanitarian assistance in Sanghar was delivered efficiently, with timely implementation and effective use of resources despite logistical challenges. Partners initiated activities soon after the 2022 floods, and IOM's early authorisation allowed operations to begin before formal agreements, ensuring swift mobilisation and continuity of support (IOM Progress Report 2025). ACTED, operating in 134 villages, completed the rehabilitation of ten handpumps, provided shelter repair kits to 1,066 households, and delivered multi-purpose cash grants through mobile service providers – minimising delays and transaction costs. Concern/SRPO disbursed PKR 25,000 cash grants to over 6,000 households and distributed livestock and WASH assistance within six months of project start-up (Concern Humanitarian Response 2024). The use of community-based beneficiary verification and alignment with Cash Working Group (CWG) standards ensured transparency and consistency across partners.

Overall, BRAVE demonstrated strong operational efficiency, effectively converting inputs into quality outputs. Assessment findings confirmed that 100% of beneficiaries found the cash assistance useful, while 85% rated the quality of non-food items as excellent or good (IOM Progress Report 2025). The coordination between IPs, DDMAs, and PDMA Sindh improved logistical efficiency and prevented duplication. Integrating climate-resilient design – such as elevated handpumps and reinforced latrines – further enhanced the long-term value of investments. Collectively, these factors enabled BRAVE to deliver rapid, high-quality assistance that balanced cost efficiency with sustainability.

7.1.6 Effectiveness

BRAVE achieved significant short-term recovery results in Sanghar, delivering timely support that met urgent needs and improved local capacities. Partners under the Concern and IOM consortia provided MPCA to over 6,000 households, rehabilitated water and sanitation facilities, and distributed livestock support, collectively benefiting more than 20,000 individuals (Concern QPR 2024; IOM Progress Report 2025). Communities confirmed that the support addressed core household needs, while the introduction of community forums and training built local preparedness. The BFS found that 77% of women and 56% of men reported gaining new learning and skills from BRAVE-supported training, and almost all women (100%) and two-thirds of men applied these skills in their daily lives. The interventions also enhanced community ownership – participants stated that the project restored dignity and improved living conditions, particularly for women, children, and PWD (FGDs).

Strong coordination and flexible implementation enhanced effectiveness, while limited geographic coverage and administrative barriers created constraints. Regular coordination with the DDMA and PDMA Sindh ensured that BRAVE targeted high-need areas and avoided duplication (Government KIIs). Partners leveraged mobile payment systems to expedite cash disbursements and used community committees for transparent beneficiary selection, increasing trust and accountability (IPs KIIs). However, some challenges – such as lack of CNICs among women, delays in fund transfers, and the remoteness of certain union councils – slowed outreach in a few areas (FGDs & KIIs). Despite these, beneficiary feedback shows a strong satisfaction trend: nearly all male and female BFS respondents were either "satisfied" or "highly satisfied" with both training and cash assistance, reflecting successful implementation and community confidence in BRAVE delivery systems.

The humanitarian action demonstrated early linkages with long-term resilience and development objectives, ensuring that short-term gains contribute to sustainable outcomes. Training on climate-smart

agriculture, livestock management, and hygiene practices built practical knowledge that continues beyond project completion. High rates of skill application among beneficiaries indicate that capacity-building components generated lasting behavioural change. Coordination with government institutions – particularly DDMA, Agriculture, and Health Departments – ensured that WASH and livelihood assets were integrated within district systems (KIIs with Govt and IPs). The use of durable materials, elevated handpumps, and gender-sensitive designs further strengthened community resilience. Government stakeholders acknowledged that BRAVE's participatory and inclusive approach aligns with provincial disaster management and social protection strategies, increasing prospects for scale-up through existing government mechanisms (Govt KIIs).

Overall, BRAVE's interventions in Sanghar were effective in meeting urgent needs, restoring basic services, and strengthening local resilience. The combination of cash, training, and infrastructure support produced immediate humanitarian outcomes while laying a foundation for sustainable recovery and integration with local governance systems.

7.1.7 Lessons and recommendations

Below are some of the key lessons and recommendations drawn from the in-depth analysis of Sanghar district. They highlight how BRAVE's humanitarian interventions balanced immediate relief with early recovery, ensuring inclusion, coordination, and efficiency while identifying areas for improvement to strengthen future humanitarian programming.

Lessons learnt:

- **Community-driven and cash-based approaches ensure high relevance and ownership.** Beneficiaries valued the flexibility of cash support to meet immediate household priorities, while community involvement in planning enhanced trust and transparency. These factors were key to effective delivery and satisfaction (FGDs; Concern Humanitarian Response 2024).
- **Early coordination with government institutions increase efficiency and coherence.** Regular engagement with DDMA and PDMA Sindh helped prioritise underserved areas, align with local recovery frameworks, and reduce duplication across partners (KIIs; IOM Progress Report 2025).
- **Integration of GEDSI principles improves access and inclusivity.** Targeting women, PWDs, and minority households increased participation and ensured equitable benefit-sharing. However, absence of CNICs limited access for some groups (Community FGDs and KIIs).
- **Capacity-building interventions generate lasting results.** Training on livestock, agriculture, and hygiene practices translated into practical skill application by most participants, promoting behavioural change and long-term resilience (BFS; IOM Progress Report 2025).
- **Limited geographic coverage and short implementation timelines constrain reach.** While efficiency was strong, several union councils remained outside project coverage, and delays in fund transfers occasionally affected timely support (Govt KIIs; Concern QPR 2024).

Recommendations for future humanitarian programming:

- **Adopt blended approaches that combine cash assistance with livelihood recovery support.** Future programmes should integrate unconditional cash transfers with small enterprise or livestock grants to sustain income generation and reduce dependency.
- **Institutionalise district-level coordination platforms for ongoing alignment.** Embedding TWGs or similar coordination mechanisms within DDMA structures will strengthen multi-sectoral collaboration and ensure government ownership beyond project cycles.
- **Strengthen inclusion mechanisms for undocumented and marginalised groups.** Coordination with NADRA and local councils can facilitate alternative verification processes for women and elderly persons lacking CNICs.
- **Expand the scope of capacity building to include market linkages and value-chain development.** Future training modules should go beyond production skills to focus on access to markets, business planning, and adaptive agriculture.
- **Ensure adequate implementation duration and contingency planning for scale-up.** Extending project timelines and establishing pre-positioned funding mechanisms can help maintain continuity in response and early recovery interventions.

7.2 Sohbatpur

7.2.1 Context

Sohbatpur district in Balochistan presents a case of compounded climate vulnerability, where geographic exposure, escalating climate threats, and deep socio-economic fragility converge to create a recurring cycle of disaster. The district's location in the exceptionally flat, low-lying Lower Indus Plain makes it naturally prone to widespread and prolonged inundation, a risk compounded by its proximity to mountain ranges that expose it to flash floods. This geography is set against a climatic paradox of extreme heat and aridity punctuated by catastrophic monsoon deluges.

The physical threat of flooding is magnified by the district's profound socio-economic fragility. The population of 240,106 is overwhelmingly rural (93.87%) and young, with 43% of residents under the age of 10, creating a high dependency ratio.[68] The economy is almost entirely agrarian, with agriculture and livestock rearing as the primary sources of income, leaving the district with no significant economic diversification to buffer against climate shocks. Furthermore, severe human development deficits amplify the impact of disasters. The overall literacy rate is just 41.02%, but this figure masks a critical gender disparity, with the female literacy rate just 28.42%.[69] This educational disempowerment is a driver of vulnerability, correlating directly with poorer health outcomes and diminished household adaptive capacity.

This vulnerability is evidenced by a history of increasingly severe floods. The 2010 floods inundated over 80% of the area then known as Jaffarabad district, which included Sohbatpur tehsil.[70] The 2022 floods were of an even greater magnitude, displacing 40,376 people in Sohbatpur alone and leaving floodwaters stagnant for months, preventing recovery.[71] The initial destruction of homes and infrastructure led to a near-total collapse of the agricultural economy, evidenced by the wholesale destruction of crops and the death of over 500,000 livestock in Balochistan during the 2022 floods.[72] This economic collapse precipitated a humanitarian and public health emergency, with mass displacement followed by outbreaks of disease; the incidence of malaria, for example, more than doubled in Sohbatpur after the 2022 floods.[73]

Other than through the BRAVE programme, a wide array of humanitarian organisations has been delivering humanitarian programming in Sohbatpur, with a significant focus on responding to the catastrophic floods of 2022. In the immediate aftermath, Doctors Without Borders (MSF) established mobile medical clinics and, as of October 2022, had distributed over 6,000 relief kits and hundreds of tents to displaced people in areas including the Sohbatpur road.[74] The World Food Programme (WFP) scaled up its emergency operations to provide food and cash assistance to families across Balochistan.[75] Similarly, the Strengthening Participatory Organization (SPO) established a cash distribution camp for 500 flood-affected families[76]. As the focus shifted toward recovery, the Food and Agriculture Organization (FAO) provided emergency agricultural assistance to 40,000 families in Sohbatpur to help restore their

[68] Pakistan Bureau of Statistics (2017). *District Wise Results / Tables (Census – 2017) – Balochistan*. Table C01: Population by Sex, Religion and Rural/Urban; Table C15: Population (10 years and above) by Literacy, Sex, and Rural/Urban
[69] [69] Pakistan Bureau of Statistics (2017). *District Wise Results / Tables (Census – 2017) – Balochistan*. Table C15: Population (10 years and above) by Literacy, Sex, and Rural/Urban

[70] Asian Development Bank & World Bank (2010). *Pakistan Floods 2010: Preliminary Damage and Needs Assessment*. https://reliefweb.int/attachments/7cc231c3-a278-399d-960f-570003a5d93e/64AE3DC5BEDA4E18492577DA001FBE55-Full_Report.pdf
[71] international Organization for Migration (IOM) (2022). *DTM Pakistan: Balochistan Flood Response – District Snapshot – Sohbatpur (Round 2)*. Published October 2022. https://dtm.iom.int/es/node/18676
[72] National Disaster Management Authority (NDMA) (2022). *NDMA Monsoon 2022 Situation Report No. 095 (16th September 2022)*. This report consolidates provincial data on damages, including livestock losses for Balochistan.
[73] World Health Organization (WHO) (2022). *Pakistan floods 2022: Situation Report No. 12 (10 October 2022)*. The report highlights a significant increase in malaria cases in 32 flood-affected districts, including Sohbatpur, compared to the pre-monsoon period.
[74] Doctors Without Borders (MSF). (2022). *Pakistan update: MSF's response to the floods*. https://www.doctorswithoutborders.org/latest/pakistan-update-msfs-response-floods
[75] Cartier Philanthropy. (n.d.). *Pakistan floods: Ramping up food and nutrition assistance*. https://www.cartierphilanthropy.org/partnerships/pakistan-floods-ramping-up-food-and-nutrition-assistance
[76] Strengthening Participatory Organization (SPO). (n.d.). *Sohbatpur*. https://spopk.org/tag/sohbatpur/

livelihoods.[77] National NGOs have also been crucial to the response. The Bright Star Development Society Balochistan (BSDSB), which has been active in the region since the 2007 and 2010 floods, and the Tameer-e-Khalaq Foundation (TKF) also provided comprehensive support, including shelter, WASH, and food security.

7.2.2 Overview of BRAVE delivery

Under the BRAVE programme, the Concern-led consortium has delivered humanitarian assistance in Sohbatpur district through IPs Muslim Hands and BSDSB. Muslim Hands responded 2024 flood emergency. Operating from August 26, 2024, to January 9, 2025, the project covered the Union Councils of Gander, Mazoi, Hairdin, Panhwer, Sanhari, Goranari, and Bajkani. The programming focused on Shelter & Non-Food Items (NFI), WASH, and Livelihood and Agriculture sectors. Major activities included the distribution of 3,637 Health, Hygiene, and Dignity Kits, 3,237 NFI Kits, and 3,237 Shelter Kits. For WASH infrastructure, the project installed 40 water storage tanks, provided 240 water tankers of drinking water, rehabilitated 25 WASH facilities in schools and health centres, and installed 156 climate-resilient handpumps. In the agriculture sector, 15 irrigation channels and four main water canals were rehabilitated. BSDSB also delivered humanitarian programming under BRAVE to flood-affected communities, running from August 26, 2024, to January 25, 2025. This project targeted the Union Councils of Manjhipur, Khudiedad, Nozband, and Sohbatpur Sadar. In the Shelter & NFI and WASH sectors, BSDSB provided 1,526 kits (shelter, NFI, and hygiene/dignity), delivered 90 trips of drinking water via tinkering, installed 14 water collection points, and conducted 40 health and hygiene promotion sessions. Infrastructure rehabilitation included 24 water irrigation channels/main canals, 10 water storage ponds, 10 village pathways, 10 schools, and six health facilities. Additionally, 80 hand pumps were installed for the communities. [78]

Under the IOM BRAVE South consortium, IRW delivered humanitarian programming in response to 2024 floods in Sohbatpur. IRW targeted a population of 13,740 people in Sohbatpur. The interventions included providing MPCA, food baskets, Non-Food Items (NFIs), psychosocial support, and recreational activities for women and children. Across its operational areas, IRW distributed food packages to 3,352 individuals and NFI kits to 12,318 individuals. Based on community needs, IRW increased its MPCA distribution to PKR 50,000 per household to cover a 60-day period. As part of the consortium's efforts in Balochistan, IRW conducted 26 psychosocial support group sessions, reaching 1,149 individuals, and provided tailored assistance to 21 PWD. These sessions provided a safe space for community members to learn coping mechanisms and strategies to reduce stress and improve mental well-being. IRW is also implementing an integrated climate resilience program in Sohbatpur with the goal of reaching 70,000 unique individuals. This long-term initiative focuses on DRM, Livelihoods, Protection, and WASH. As part of the initial phase, a baseline assessment was conducted in 79 villages across the district to inform programming.[79]

Through BRAVE, the World Food Programme (WFP) implemented the *"Resilience and Recovery in Flood-Affected Districts through Asset Creation and Livelihood Support"* project in Sohbatpur amongst three districts from October 15, 2024, to March 31, 2025. The project was designed to restore livelihoods, enhance community resilience to climate shocks, and address urgent food needs in communities affected by the 2022 floods. In Sohbatpur, WFP provided cash-based transfers to 25,699 individuals, disbursing a total of PKR 170,100,000 entirely through mobile wallets over three rounds between November 2024 and March 2025. Sohbatpur was part of a broader effort across all targeted areas where 434 community infrastructure assets, such as irrigation systems and flood protection structures, were constructed or rehabilitated. Residents also participated in the project's capacity-building

[77] Food and Agriculture Organization of the United Nations (FAO). (n.d.). *Rebuilding the Livelihoods of Flood-Affected Rural Communities*. https://www.fao.org/pakistan/our-work/success-stories/project-success-stories/rebuilding-the-livelihoods-of-flood-affected-rural-communities/en/

[78] Concern Worldwide, "BRAVE Humanitarian Assistance for Flood-Affected Communities in Sohbatpur District (Balochistan) 2024-2025," Project Summary Report, 2025. The report outlines activities by IPs Muslim Hands and Bright Star Development Society Balochistan (BSDSB).

[79] International Organization for Migration (IOM), *Climate Resilience & Humanitarian Response (Central and Southern Pakistan) Component (CRHR) under the Building Resilience and Addressing Vulnerability to Emergencies (BRAVE) in Pakistan Programme: Narrative Interim Report, 15 November 2024–31 March 2025*

initiatives, which included 408 training sessions across all districts on topics like climate-smart agriculture and income-generating skills, with women comprising 99% of participants. [80]

7.2.3 Relevance

The BRAVE humanitarian delivery in Sohbatpur demonstrated strong alignment with community needs and a clear consideration for GEDSI in its design and targeting. In terms of relevance and appropriateness, the assistance was well-received, with 95% of BFS respondents in the district (102 individuals) finding it relevant to disaster preparedness and mitigation. The support was also timely, as 89% of beneficiaries confirmed the aid was delivered when they needed it most. There was a split in its perceived sufficiency: 42% felt the support completely matched their household or community needs, whereas 58% found it to be partially matching. The interventions aligned with local priorities, a fact underscored by the heavy involvement of local leadership; 88% of BFS respondents confirmed that community leaders or local government were involved in the planning or monitoring of the activities. This is further reflected in the nature of the infrastructure projects, where 33 out of 43 schemes involved the construction or rehabilitation of critical flood protection structures. Across 11 FGDs with 66 beneficiaries (36 male and 30 female), both male and female beneficiaries found the BRAVE programme's interventions relevant and appropriate to their post-flood needs. Support such as shelter kits, hygiene kits, Non-Food Items (NFIs), and water buckets were consistently praised as essential for survival, safety, and restoring dignity. Eight community stakeholders interviewed also noted that programme's activities were highly relevant and directly responded to the urgent post-disaster needs of the community. Interventions such as cash assistance, hygiene kits, kitchen sets, and shelter repair materials were described as timely and essential for improving living conditions. A crucial element of the programme's relevance was its consultative approach; all community stakeholders affirmed that community members were consulted through meetings where they could share their priorities, which were then reflected in the programme's design.

GEDSI was a core component of the intervention's design and targeting. 92% of BFS respondents in the district of believed that marginalised and vulnerable groups, including women and PWDs, were considered for support. This focus is evident in the selection criteria known to beneficiaries; of the 76% who were aware of the criteria, 97% cited "flood prone families," 26% cited "poverty," and others *noted "female-headed households"* and having a *"disabled member in family"* as key considerations. The targeting successfully reached vulnerable populations, as all BFS respondents identified as tenants, and 25% reported having a family member with a disability. Furthermore, inclusion was practiced during implementation, with 93% of respondents that received infrastructure support confirming that women and PWDs were consulted in the selection of infrastructure schemes, and 90% of beneficiaries of cash assistance affirmed that these groups were included. Regarding GEDSI, the majority of the 66 FGD participants affirmed that women, the elderly, and PWD were actively and respectfully included. Women in all five female FGDs felt they were recognised as decision-makers, who noted the positive impact on the confidence of their female family members. Despite this, participants in both male (at least four groups) and female (at least 3 groups) FGDs identified some logistical barriers, such as long distances to venues and timings that clashed with household duties, which made full participation challenging for some women and elderly people.

Two Government officials interviewed in Sohbatpur were familiar with the BRAVE programme, recognising its relevance in providing cash support, livelihood assets and infrastructure improvements like washrooms and water pipelines. A representative of social welfare department confirmed involvement in a pre-project meeting to help identify vulnerable communities, ensuring alignment with local needs from the outset. Both officials emphasised that government policies on climate resilience are clear and that BRAVE's activities were compliant with them. However, they identified significant gaps in the government's own capacity, primarily citing insufficient funding, which prevents all deserving areas from being covered and leads to community complaints.

[80] World Food Programme (WFP), *Resilience and Recovery in Flood-Affected Districts through Asset Creation and Livelihood Support: FCDO Humanitarian Funding Report, 15 October 2024–31 March 2025*

7.2.4 Coherence

The BRAVE programme's delivery in Sohbatpur demonstrated a high degree of coherence with local governance structures and other humanitarian actors. Coordination with local systems was strong, as an overwhelming 88% of BFS respondents in the district confirmed that community leadership or local government was involved in the planning or monitoring of the activities. This was complemented by a positive perception of external coherence, with 75% of beneficiaries reporting that different support organisations were working together in their area. A key indicator of effective coordination was the low level of duplication; only 18% of respondents stated they had received similar support from another organisation in the past year, suggesting that the BRAVE programme was filling critical gaps rather than overlapping with other efforts. While only 28% of respondents were aware of other specific organisations providing support, the overall perception of collaboration and integration with local leadership indicates that the programme was implemented in a well-coordinated manner from the beneficiaries' perspective. In at least eight of the 11 FGDs, both male and female participants cited the involvement of local elders in processes like beneficiary selection as a key factor that built trust and ensured smooth implementation.

Two government stakeholders interviewed confirmed that since Sohbatpur was severely affected by floods, the government has been very open to collaboration with NGOs. They described a well-managed coordination system through the District Coordination Committee, where all departments, including PDMA, meet regularly to share updates and plan activities. This mechanism helps align efforts and avoid duplication between government and non-government actors, including BRAVE

7.2.5 Efficiency

BRAVE delivery in Sohbatpur was broadly timely and efficient. A significant majority, 89% of BFS respondents in the district, confirmed that the support was delivered on time when they needed it most. Furthermore, the process of delivery appeared to be very smooth, as 99% of beneficiaries reported experiencing no delays or issues in receiving the assistance or completing the associated activities. The programme's efficiency was also demonstrated by its resilience to external factors, with only one respondent indicating that a recent event had affected the delivery or their access to the assistance. Overall, the feedback indicates a timely and effective implementation process with minimal procedural disruptions. Moreover, beneficiaries in all 11 FGDs reported that the programme was delivered in a timely and efficient manner, with support arriving when it was most needed after the floods. The process for participation was praised across all male and female groups for its simplicity and transparency, making it accessible to all community members, including those who were illiterate. A key factor contributing to this efficiency, mentioned in at least six FGDs (both male and female), was the role of local community mobilisers who were crucial for sharing schedules and assisting vulnerable individuals. The only minor challenge to efficiency, noted in two female FGDs, was that a few households could not register due to being away from the village or having invalid national identity cards (CNICs) at the time. Community stakeholders interviewed also reported that the BRAVE programme's support was delivered in a timely and high-quality manner, meeting the community's needs effectively during and after the crisis. The only hindrance mentioned was occasional transportation difficulties during bad weather, which caused minor delays but did not significantly disrupt the overall implementation of the programme.

7.2.6 Effectiveness

The BRAVE programme demonstrated a high degree of effectiveness in achieving its intended objectives and meeting beneficiary needs. Of the 68 beneficiaries who received training, 99% reported learning new skills, and all of them successfully applied this new knowledge in their daily lives. Satisfaction with the assistance provided was consistently high across different components: 99% of training participants (68 in total) were satisfied, 98% (of 43 in total) were satisfied with the infrastructure schemes, and all 10 recipients of cash assistance were satisfied with the support they received. Overall, the assistance was seen as impactful, with 95% of beneficiaries stating it was relevant to disaster preparedness and mitigation. This is further supported by the high number of respondents who expressed high confidence in their household's preparedness for climate disasters (92%).

Furthermore, participants across 11 FGDs reported the programme's effectiveness in improving household health and hygiene. Participants provided specific examples of behavioural changes, such as adopting regular handwashing and safe water storage, which led to a noticeable reduction in illnesses like diarrhoea and fever, especially among children.

In at least five FGDs, both male and female participants felt more confident and better prepared for future emergencies, having learned practical skills like storing food and water. However, participants in at least three other FGDs (primarily male) stated that while the relief was helpful, they received insufficient training on disaster response and still felt unprepared for the next crisis. Participants across seven FGDs noted the emotional and psychological boost the programme provided. Beneficiaries repeatedly stated that the respectful and dignified approach of the BRAVE team made them feel "visible," valued, and empowered. This was particularly true for women, with participants in at least five FGDs (both male and female) noting that women felt their voices were heard for the first time.

The targeting and selection process was largely perceived as transparent and fair, **with some suggestions for improving communication to non-selected households.** 92% of the 78 respondents of the BFS who were aware of the selection criteria found the selection process to be fair. This process effectively reached vulnerable groups, with key selection criteria including *"flood prone families"* (cited by 97% of respondents), *"poverty"* (26%), and households with disabled members (3%). The beneficiary selection process was also perceived as fair and transparent by most participants in both male and female FGD groups (at least 30 out of 36 participants across six FGDs where this was explicitly discussed), who cited the use of household assessments and the involvement of community elders as confidence-building measures. However, a recurring minor issue mentioned in at least six FGDs (both male and female) was a lack of clear communication to non-selected households about why they were not chosen, which caused some confusion and feelings of being unfairly excluded.

Community stakeholders interviewed noted that they were aware of the beneficiary selection process, which involved door-to-door assessments, and described it as transparent, fair, and inclusive. The active involvement of local leaders and community representatives in this process was highlighted as a key factor in building community trust and ensuring fairness. These stakeholders also noted the enhancement of community coordination, with people now working together and responding collectively during emergencies rather than acting individually.

Accountability mechanisms were also effectively communicated, as 86% of beneficiaries were informed of the feedback and complaint procedures, and 75% knew how to use them. The conduct of the implementing staff was rated very positively, with 77% of respondents describing their behaviour as "Very Respectful," and all beneficiaries confirmed they were not asked for anything in return for the assistance provided.

7.2.7 Lessons and recommendations

- **Supporting highly vulnerable and previously excluded communities with respect achieves powerful outcomes:** In communities that had never received aid before, the psychological impact of being "seen" and treated with dignity was as significant as the material support itself, profoundly boosting morale and empowering women.
- **Inclusive outcomes require adaptive logistics, decentralised delivery, and proactive strategies to overcome social and physical access barriers**: While the programme's commitment to including women, the elderly, and PWD was highly praised, their full participation was often limited by practical barriers like long distances to venues, inconvenient timings, and cultural norms.
- **Leveraging local structures and involving trusted community representatives builds trust and enables delivery**: The use of local community mobilisers and the involvement of community elders were critical drivers of the programme's efficiency, transparency, and effectiveness, building trust and ensuring smooth implementation.
- **The perceived fairness of beneficiary selection is enhanced by clear communication with selected and non-selected households**: While the beneficiary selection process was largely

seen as fair, the lack of clear communication to non-selected households in some instances created confusion and feelings of being unfairly excluded, undermining the perception of fairness in some cases.

Recommendations

1. **Integrate high-priority infrastructure into humanitarian relief:** Address critical gaps identified during consultations by integrating small-scale, high-impact infrastructure projects, such as sanitation facilities for women, into future humanitarian responses to enhance dignity and health.
2. **Empower local engagement structures:** Formalise and build the capacity of local committees and mobilisers, giving them a clear mandate and resources for monitoring and accountability to sustain community ownership and trust.
3. **Enhance two-way communication and accountability:** Implement a clear communication strategy that informs all community members including those not selected for aid about decisions and processes.
4. **Bridge relief with resilience skills:** Explicitly link immediate aid (e.g., hygiene) to long-term household resilience (e.g., economic savings from better health) and pair relief distributions with more robust, practical training on disaster preparedness to meet the community's desire for long-term skills.

8 Detailed evaluation methodology

8.1 Evaluation framework

The table below depicts the detailed evaluation framework, structured by evaluation question.

Table 7: Evaluation framework

Question	Secondary		Primary data: central			Primary data: community		
	1) Programme & literature	2) Performance data	3) KII: Staff	4) KII: FCDO	5) KII: Government	6) FGDs: Beneficiaries	7) KIIs: stakeholders	8) BFS
1) Relevance: To what extent does BRAVE's design suit the needs of target groups?								
To what extent is BRAVE's design responsive towards the needs of, target groups and relevant to climate policies and priorities set by the GoP?	X	X	X	X	X	X	X	X
How well is BRAVE aligned to FCDO's priorities, UK's global climate commitments, and BHC Pakistan's country objectives?	X			X				
To what extent does BRAVE take GEDSI into account?	X	X				X	X	X
2) Coherence: Is BRAVE internally coherent amongst IPs and externally coherent with the sector?								
Are there systems in place for coordination within and across BRAVE components?			X	X				
How, if at all, do BRAVE's components work together to enhance climate resilience in Pakistan?	X	X	X	X	X	X	X	X
How well does BRAVE fit with other interventions in the sector in Pakistan by FCDO or other donors such as World Bank and ADB?	X	X		X	X		X	
How well does BRAVE align with climate interventions being implemented by GoP?	X	X		X	X		X	
3) Effectiveness: To what extent are BRAVE's components, individually and as a whole, achieving/expected to achieve their intended objectives?								

Question	Secondary		Primary data: central			Primary data: community		
	1) Programme & literature	2) Performance data	3) KII: Staff	4) KII: FCDO	5) KII: Government	6) FGDs: Beneficiaries	7) KIIs: stakeholders	8) BFS
How are components performing against intended objectives?	X	X		X	X	X		X
What lessons can be learnt about the factors that have facilitated/hindered achievement of outputs and outcomes?	X					X	X	
For Component 1 partners, what role, if any, do the presence of 1) combined resilience and humanitarian programming 2) previous history of resilience or humanitarian programming in the implementation district 3) programming by both partners in a single district play in the achievement of intended objectives?						X	X	X
For Component 1 partners, how effective is 1) the process of identifying beneficiaries and 2) the beneficiary feedback mechanism?	X		X			X	X	X
4) Efficiency: To what extent are BRAVE's components individually and in combination delivering in a timely and cost-effective manner?								
To what extent are VfM considerations being factored into components?	X		X	X				
How efficiently are inputs (funds, time, technical assistance) converted into agreed quality outputs?	X	X	X	X				
5) Impact: What are the positive and negative consequences of BRAVE's components, individually and as a whole?								
What worked, under what contexts, for whom, at what level, and why?	X				X	X	X	X
How have BRAVE components overall contributed to outcomes?	X	X		X	X	X	X	X
What aspects of BRAVE have the potential to be scaled up to build climate resilience?	X		X		X		X	

Question	Secondary		Primary data: central			Primary data: community		
	1) Programme & literature	2) Performance data	3) KII: Staff	4) KII: FCDO	5) KII: Government	6) FGDs: Beneficiaries	7) KIIs: stakeholders	8) BFS
What was the overall impact particularly on the most vulnerable groups such as W&G, PWD, elderly, etc.?	X	X				X		X
Were there any positive or negative unintended consequences?	X	X				X	X	
6) Sustainability: Are the benefits and results associated with BRAVE likely to continue beyond the project lifecycle?								
To what extent are communities and governments able to sustain benefits in the long-term?	X		X	X	X	X	X	
What factors are expected to facilitate or inhibit scalability and sustainability?	X		X	X	X	X	X	

8.2 Updates to approach

The main update to the baseline evaluation approach related to facilitating a workshop with IP staff as a primary data source. Each cycle, we intended to facilitate a workshop with up to 25 representatives from IP staff delivering Components 1 and 2 to examine the relevance, effectiveness, and impact of their interventions and generate data on what worked, for whom, at what level, and under what circumstances. However, early in the baseline evaluation cycle we discussed with FCDO and decided not to go ahead with the workshop as planned given Component 2 was not yet procured; core resilience programming was only just commencing; and IPs had raised concerns about the number of engagements and burden placed on them by the MEL component. Instead, early hypotheses on who programming may work for most/least and why, as well as contextual factors that may affect results, will be shared and discussed with IPs as part of our sense-making and validation sessions we will facilitate as part of the baseline evaluation. The workshops, as originally designed, will then be fully integrated into the approach for the midline and endline evaluations.

Some data collection tools had to be updated to account for implementation timelines. Our community level sample included four districts where core resilience programming would be delivered under Component 1. However, at the time of data collection, implementation had not yet begun in those districts. To account for this, the FGD guides, community stakeholder KII guides and BFS were updated to include questions for non-beneficiaries related to beneficiary needs, previous resilience support received, and suggestions on what climate resilience support may be helpful. In terms of sampling, in the core resilience districts where beneficiary lists were not yet available, we used lists of targeted villages from IPs to randomly select BFS respondents.

Sampling and data collection were minimally affected by climatic conditions in August 2025. One union council in Ghizar district in GB was not accessible to our data collection team during the data collection period due to severe flooding. To account for this, additional respondents were selected from the 3 other targeted union councils in that district.

Benchmarking rubrics were developed to assess GEDSI-integration and coherence at the baseline stage. The Evaluation team developed these tools at baseline stage due to the reliance of GEDSI and coherence questions on qualitative evidence. By translating narrative findings into structured benchmarks, the rubric establishes a measurable baseline that can be reapplied at midline and endline to track progress. The detailed rubrics are provided in Section 8.5 (Annexes) below.

The baseline evaluation does not provide baseline data for priority ICF KPIs for BRAVE, namely KPIs 1, 4 and 15. Following a request from FCDO, the BRAVE MEL team conducted a high-level review of the application of the ICF KPI methodologies by both Component 1 IPs. The team found inconsistency in the application and measurement of KPIs 1, 4 and 15 across partners, which constrains our ability to provide a programme-wide baseline assessment of those KPIs. The BRAVE MEL team is currently working with FCDO and IPs to address this issue, to support improved ICF reporting for the programme in early 2026.

8.3 Data collection and cleaning approaches

Rigorous data collection and cleaning processes were central to ensuring the reliability and validity of the BRAVE Baseline Evaluation. Primary data collection at community level was led by I-SAPS and overseen by the core evaluation team. The approach was designed to capture high-quality quantitative and qualitative evidence from diverse regions, ensuring representation across provinces and components. Data collection activities were grounded in clear protocols for recruitment, training, supervision, and quality assurance, while data cleaning followed a structured and iterative approach to maintain integrity. The methods adopted ensured that findings accurately reflect ground realities and provide a robust foundation for future midline and endline comparisons.

8.3.1 Recruitment and training of data collectors

Locally recruited teams with diverse experience ensured context-sensitive and high-quality data collection at community level. I-SAPS mobilised dedicated field teams across seven districts, hiring moderators, note-takers, enumerators, and supervisors from within the target areas. Local recruitment enabled cultural familiarity and effective communication with communities. Separate teams were constituted for quantitative data (BFS) and qualitative data (FGDs and KIIs).

A comprehensive two-day training was organised in Islamabad, combining technical, ethical, and operational modules. Facilitated by the Evaluation Team and I-SAPS technical staff, the training covered the BRAVE programme overview, evaluation objectives, detailed tool orientation, and interview protocols. Participants engaged in mock KIIs and FGDs to practice interviewing techniques, probing skills, and note-taking, while enumerators performed live simulations using tablets for BFS data entry. The training also included dedicated sessions on quality assurance, digital data management, safeguarding, and ethical conduct. The training concluded with role clarification and field protocols to ensure smooth coordination during data collection. Supervisors and enumerators were briefed on communication channels, reporting procedures, and logistics. Daily reflection sessions were used to assess readiness and clarify remaining queries, ensuring uniform understanding of the methodology and tools across all participants.

8.3.2 Translation of tools

All data collection tools were translated into Urdu to ensure clarity and comprehension during fieldwork. The translation process was undertaken by I-SAPS and reviewed by the Evaluation Team to ensure that language nuances and terminologies were culturally appropriate and aligned with the English version. Adjustments were made to ensure both tools remained consistent in meaning and structure. These translations were used during training and further refined after feedback from mock interviews.

8.3.3 Field testing

Field testing was conducted at two levels to ensure the reliability and contextual relevance of the tools. The first round occurred during training in Islamabad, where enumerators practiced administering the survey and qualitative instruments through mock exercises. Trainers reviewed the responses and identified areas requiring improvement in question flow, language clarity, and probing techniques. The second field test took place in the districts at the start of data collection. Teams piloted the tools with real respondents from communities similar to the target population. Feedback from this field exercise helped further refine community-level tools, improving comprehension and sequencing. These adjustments ensured that tools were both practical and sensitive to local contexts before full-scale deployment.

8.3.4 Supervisory arrangements

Strong supervisory mechanisms ensured adherence to protocols and timely issue resolution. Each district had a dedicated supervisor overseeing a team of enumerators, ensuring compliance with ethical and methodological standards. A central Field Manager coordinated operations across provinces, while Quality Control Officers monitored data quality and completeness for qualitative components. A robust communication structure maintained real-time oversight throughout fieldwork. Field teams shared updates through daily debriefs and WhatsApp groups, allowing immediate feedback and troubleshooting. The Project Manager and Sr. Evaluation Expert maintained constant liaison with supervisors to ensure smooth implementation, adherence to timelines, and prompt corrective actions whenever required.

8.3.5 Data checking processes

Integrated quality control systems were embedded from the tool design to data submission stage. The quantitative survey was deployed using KoboToolbox with built-in validation rules, skip patterns, and logical checks to prevent data entry errors. Supervisors reviewed submissions daily, verifying completeness before approval. Data automatically synced to the central Odoo-based Management Information System (MIS), where entries were mapped against the sampling frame to confirm coverage.

Qualitative data underwent multiple layers of manual review for completeness and accuracy. All KII and FGD transcripts were checked by Quality Control Officers at the I-SAPS office. Any missing or unclear information was clarified with field teams immediately. This combination of automated and manual checks ensured the internal consistency of data before cleaning and analysis.

8.3.6 Data cleaning approach

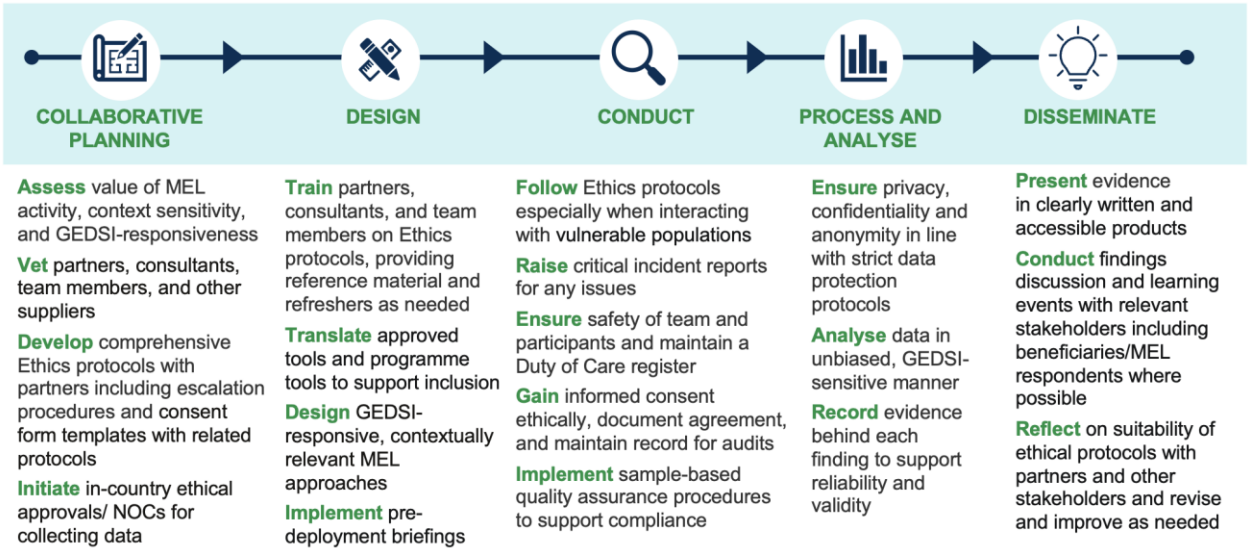
A systematic, iterative cleaning process ensured the final dataset's accuracy and readiness for analysis. Real-time feedback during fieldwork allowed enumerators to rectify errors promptly. Upon completion, all datasets were exported from the MIS to Excel and subsequently transferred to SPSS for analysis. Logical consistency and skip patterns were rechecked, open-ended responses were standardised, and text responses in Urdu were translated into English. Outliers and missing values were reviewed in consultation with field teams to ensure completeness. All cleaning actions were recorded in a logbook for transparency. Once cleaned and verified, datasets were locked and prepared for tabulation and cross-tab analysis. The cleaned data formed the basis for descriptive statistics, charts, and cross-sectional summaries used in this baseline evaluation.

8.3.7 Ethics and safeguarding

The evaluation adhered strictly to ethical standards and safeguarding principles defined under FCDO and Integrity's frameworks. All field staff were trained on ethical behaviour, consent procedures, and the 'Do No Harm' approach. Participants were informed of the evaluation purpose, their rights, and confidentiality provisions before any interview or discussion. Consent was obtained verbally or in writing as appropriate. Safeguarding was treated as a central pillar throughout the fieldwork. Enumerators were trained to identify and appropriately handle safeguarding disclosures following established reporting protocols. A zero-tolerance policy was enforced against exploitation, harassment, or misconduct. During field operations, male and female enumerators engaged same-gender respondents in private and culturally suitable settings. Sensitive data were stored securely, accessible only to authorised personnel.

Fieldwork was temporarily suspended in areas affected by extreme weather and flooding to ensure staff safety. All ethical and safeguarding practices aligned with Integrity's mandatory training and FCDO's ethical guidance for research and evaluation. These measures collectively ensured that the entire process was conducted responsibly, respectfully, and without harm to participants. BRAVE MEL's five-step approach (see **Figure *13*: Ethical practices at each stage of BRAVE MEL delivery** integrates ethical checks at every phase, ensuring responsible and ethical evaluation practices. This evaluation did not require review by an external Institutional Review Board (IRB) or ethics committee, as it involved non-invasive research methods (KIIs, FGDs and surveys). It did not include medical procedures, and was conducted for programme learning and accountability purposes under FCDO and Integrity ethical and safeguarding frameworks. Where required for access, permissions to engage communities and local officials were obtained through implementing partner and local administrative channels prior to fieldwork.

Figure 13: Ethical practices at each stage of BRAVE MEL delivery



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8.4 Triangulation and analysis

We coded and analysed qualitative data using Dedoose and Large Language Models (LLM). The Evaluation team developed a set of qualitative codes, aligned with the EQs, which were used to code programme documentation and transcripts from KIIs with FCDO, IPs, and provincial government officials in Dedoose. Once coded, the data was extracted and could be reviewed according to each code (and EQ). District level qualitative data (FGD notes, transcripts from KIIs with community stakeholders and district government officials) were analysed using GPT[81]. KII and FGD responses were extracted into a

[81] Integrity uses GPT hosted via Microsoft (Copilot/Azure AI Services) rather than directly via OpenAI to ensure our standard of enterprise level security in data storage is adhered to. Data is kept within the Microsoft ecosystem, which is trusted both by us and our clients, and is not used to train the model.

matrix that was structured according to codes, and assessed for whether the overarching sentiment was positive, negative or neutral. The LLM was also used to produce district level syntheses by code for each stakeholder type. An Evaluation team member cross-checked the LLM output at each stage to ensure the analysis was reflective of the raw data.

We analysed quantitative data using SPSS. Each question in the BFS was mapped to a relevant sub-EQ, allowing the team to conduct relevant descriptive analyses on specific data points relevant to a particular findings section.

To enhance the quality of our analysis we triangulated our findings at four levels. First, we assessed convergence and dissonance between respondents in specific data collection modes to see what it means for validity and reliability of our data, rechecking analysis against raw data on a sampling basis. Second, we checked for consistency of responses across various data collection modes, triangulating emerging themes or trends. This included triangulating results of quantitative and qualitative data to consider similarities and dissimilarities, and the reasons behind any differences. Third, evaluation team members triangulated results for the OECD-DAC criteria they were allocated by presenting their findings to the Evaluation Lead (EL), Project Quality Lead, and Team Leader during an internal analysis session. In this presentation, we cross-checked overall results against our EQs, and forming a fuller picture of BRAVE's performance. Finally, our preliminary conclusions were drafted into an Early Findings slide deck and presented to IPs for initial feedback during a sense-making and validation workshop. We will conduct a similar session with FCDO following EQuALS review. This may prompt some re-analysis and further triangulation. All four levels help us ensure that we present high-quality analysis that is credible.

Quality assurance (QA) was embedded into how we analysed and reported data. The EL reviewed a sample of the compiled qualitative framework and all quantitative results and analysis. In addition, the Project Quality Lead reviewed our draft report before submission to FCDO, noting any gaps in structure, quality and clarity of argumentation and evidence presentation.

8.5 Evaluation rubrics and scorecards

8.5.1 GEDSI benchmarking rubric

Table 8: Detailed GEDSI benchmarking rubric – Baseline Assessment[82]

Dimension	Description	GEDSI blind	GEDSI sensitive	GEDSI responsive	GEDSI transformative
GEDSI needs assessment / analysis and objectives	Whether a GEDSI needs assessment or gap analysis was conducted and the extent to which the findings of this analysis informed the design of interventions to address the needs of marginalised groups	A GEDSI needs assessment, or analysis has not been conducted	A basic GEDSI needs assessment has been conducted, but is cursory and not sufficient to identify the needs of all groups. The programme does not target GEDSI as an objective	A GEDSI needs assessment/analysis has been conducted and findings have informed the design of the programme to build resilience and reduce vulnerability of women and marginalised groups	A comprehensive and collaborative GEDSI assessment has been conducted to inform programme design. Equity and Equality outcomes are identified as key objectives of the programme
GEDSI measurement	The extent to which explicit GEDSI progress is tracked through GEDSI-specific indicators, as well as the extent to which indicators and data are disaggregated by sex and other social markers, where applicable	Results frameworks include no GEDSI data nor is data disaggregated by sex and other social markers	Data is disaggregated by sex and other social markers where applicable	The results framework includes at least one GEDSI-specific indicator at the outcome level, and data is disaggregated by sex and other social markers where applicable	The results framework includes GEDSI-specific indicators to track outcomes and impact, and data is disaggregated by sex and other social markers where applicable
GEDSI capacity and resourcing	The extent to which IPs have team members with GEDSI-specific responsibilities, IPs can access support on GEDSI issues (including from FCDO), and GEDSI-specific	BRAVE team members do not have team members with GEDSI-specific skills and responsibilities, and cannot access support	GEDSI-specific skills and capacity within IPs is limited, and partners have limited access to support	IPs allocate adequate resources for GEDSI, including guidance and training material, with some dedicated staff and capacity building	IPs allocate substantial resources for GEDSI with dedicated staff actively involved in the programme and comprehensive

[82] The assessment of BRAVE at baseline is provided by the coloured cells for each dimension

Dimension	Description	GEDSI blind	GEDSI sensitive	GEDSI responsive	GEDSI transformative
	training/awareness-raising is provided to BRAVE team members	and training on GEDSI issues	and training on GEDSI issues	initiatives (including from FCDO)	capacity building initiatives (including from FCDO)
GEDSI results	The extent to which GEDSI results are achieved	The programme may have inadvertently reinforced gender inequalities of excluded marginalised groups	The programme does not have any negative impacts/effects on women and other marginalised groups	Good evidence of direct benefits delivered to women and other marginalised groups	Good evidence of equality and equity results. The programme achieved transformative and sustainable changes, effectively reducing gender inequalities and significantly improving the social inclusion of marginalised groups across the target population

8.5.2 Coherence benchmarking rubric

Table 9: Detailed coherence benchmarking matrix – Baseline Assessment

Evaluation Question	Criteria for assessment	Findings	Score	Average Score
4.2.1 Are there systems in place for coordination within and across BRAVE components?	Coordination within components (among multiple IPs in the same component)	No formal coordination mechanisms exist between the two consortia under Component 1; coordination is ad hoc through workshops and joint visits	1 = Low	1.3/3 = Low
	Coordination across components (between different BRAVE components)	No formal cross-component mechanism; linkages are ad hoc (workshops, bilateral meetings, joint visits).	1 = Low	
	Information sharing and communication mechanisms (e.g. meetings, shared platforms, joint visits)	Some mechanisms exist (PSCs/Technical Boards; quarterly workshops occur; "BRAVE Bites" only proposed) but are under-utilised, and not consistent across components	2 = Moderate	
4.2.2 How, if at all, do BRAVE's components work together to enhance climate resilience in Pakistan?	Joint planning and coordination for resilience outcomes	Design intends integration, but components currently do not complement each other; staggered start-up and no IS component.	1 = Low	1.3/3 = Low
	Complementarity and sequencing of interventions	Complementarity appears only in co-located field packages; cross-component complementarity is not operational.	1 = Low	
	Mechanisms for cross-component learning and adaptation	Quarterly workshops/CAFs provide some connection; no structured system yet.	2 = Moderate	
4.2.3 How well does BRAVE fit with other interventions in the sector in Pakistan by FCDO	Alignment of objectives with other donor interventions	Clear fit with FCDO portfolio; WB social protection; DRF links (WB/Global Shield/START Ready); UNDP GLOF knowledge hubs.	3 = High	2.3/3 = Moderate
	Complementarity and avoidance of duplication	MoUs and cluster engagement help; geographic separation (e.g.,	2 = Moderate	

Evaluation Question	Criteria for assessment	Findings	Score	Average Score
or other donors such as World Bank and ADB?		WRAP/BRAVE) avoids overlap but limits integration; landscape still fragmented.		
	Evidence of donor coordination and partnerships	Coordination stronger in humanitarian response; climate-resilience fora remain patchy.	2 = Moderate	
4.2.4 How well does BRAVE align with climate interventions being implemented by GoP?	Alignment with GoP strategies and policies (e.g. National Climate Change Policy, NAP, DRM Framework)	Strong at national level; good practice in Sindh/Balochistan; weaker/fragmented in GB; little evidence of formalised integration in KP.	2 = Moderate	2/3 = Moderate
	Evidence of government ownership and engagement	MoUs with PDMAs (Sindh/Balochistan) and PSC participation, but ownership varies by province.	2 = Moderate	
	Participation of federal/provincial authorities in BRAVE structures and decision-making	Authorities engage in PSCs/TWGs in places, yet decision-making influence is limited/uneven.	2 = Moderate	

8.5.3 Sustainability scorecard

The table below presents the three levels of the sustainability scorecard. Text in purple presents edits made since the Inception Report (where the scorecard was originally presented). The edits were made to better align the scorecard to BRAVE's logframe and to better define the conditions for Level 3 scoring.

Table 10: BRAVE sustainability scorecard – Baseline Assessment

Level 1		Level 2		Level 3	
BRAVE programme objectives (intermediary outcome level)		Systemic change (BRAVE TOC outcome level)		Laying foundations for long-lasting impact (BRAVE ToC impact); and safeguarding communities, biodiversity and land from future vulnerability (Generational Impact).	
0	No to low evidence of contributions to strengthen the resilience of the most vulnerable communities against climate-induced shocks and stresses.	0	No to low evidence of efforts to sustain resilience approaches in target district or to replicate resilience activities in other districts	0	No to low alignment to preconditions required for long lasting impact, and safeguarding of communities, biodiversity and land from future vulnerability, with no evidence of adaptation and resilience improvements realising at local, regional or federal level
1	Evidence of emerging contributions to strengthen the resilience of the most vulnerable communities against climate-induced shocks and stresses.	1	Evidence of emerging efforts made to achieve systemic change, with few or no demonstration of systemic change achieved, notably sustaining approaches in target district and replicating activities in other districts.	1	Evidence of emerging efforts to meet preconditions required for long lasting impact, and safeguarding of communities, biodiversity and land from future vulnerability, with emerging evidence of adaptation and resilience improvements realising at local, regional or federal level
2	Evidence of proven contributions to strengthen the resilience of the most vulnerable communities against climate-induced shocks and stresses.	2	Good evidence of efforts made to achieve systemic change with some evidence of systemic change notably sustaining approaches in target district and replicating activities in other districts.	2	Good evidence of efforts made to meet to preconditions for long lasting impact, and safeguarding of communities, biodiversity and land from future vulnerability, with some evidence of adaptation and resilience improvements realising at local, regional or federal level
3	Evidence of significant contribution to strengthen the resilience of the most	3	Demonstrated evidence of efforts made to achieve systemic change notably	3	Demonstrated evidence of efforts made to meet to preconditions for long lasting

vulnerable communities against climate-induced shocks and stresses.	sustaining approaches in target district, replicating activities in other districts and triggering indirect positive impacts in geographic and or sectoral areas outside of BRAVE scope.	impact, and safeguarding of communities, biodiversity and land from future vulnerability, with proven evidence of adaptation and resilience improvements realising at local, regional or federal level.

9 List of individuals consulted

Table 11: Individuals consulted as part of baseline evaluation

Name	Region	Designation	Organisation	Relevant component
Syed Salman Shah	Sindh	DG	PDMA	2: Institutional strengthening
Mr. Ayhan Mustafa Bhutto	Sindh	Special Secretary	Environment, Climate Change & Coastal Development Department	2: Institutional strengthening
Mr. Sohaib	Sindh	General Manager	Sindh Social Protection Authority	3: Social protection
Khadim Hussain	GB	Director	Environment Protection Agency	2: Institutional strengthening
Mahmood Ghaznavi	GB	Chief Conservator Forests	GB Forest, Wildlife & Environment Department	2: Institutional strengthening
Ashfaq Ahmed	GB	GM	GB Rural Support Programme	2: Institutional strengthening
Ali Jabbar	GB	Chief NRM	P&D Department	2: Institutional strengthening
Naveed Sheikh	Balochistan	Director Planning and Coordination	PDMA	2: Institutional strengthening
Sherwan Asif	-	SRO BRAVE	FCDO	All
Heidi Carruba	-	Humanitarian Advisor	FCDO	All
Sadia Abbasi	-	Governance Advisor	FCDO	All
Anna Ballance	-	Senior Climate Lead	FCDO	All
Tufail Yousafzai	-	Economic Advisor	FCDO	All
Naseem Panazai	North	Senior Technical Advisor Resilience	Concern Worldwide	1: Climate Resilience & Humanitarian
Nazima Shaheen	North	Senior Technical Advisor GEDSI	Concern Worldwide	1: Climate Resilience & Humanitarian
Ishtiaq Sadiq	North	Senior Technical Advisor Humanitarian	Concern Worldwide	1: Climate Resilience & Humanitarian
Hamza Abbasi	North	Senior Technical Advisor MEL	Concern Worldwide	1: Climate Resilience & Humanitarian
Alun Cledwyn	South	Climate Resilience Consortium Coordinator	IoM	1: Climate Resilience & Humanitarian

Julius Muchemi	South	Head of Province	FAO	1: Climate Resilience & Humanitarian
Ali Hassan	South	Head of Programs	Acted	1: Climate Resilience & Humanitarian
Aamir Kaleem	South	Director	CARE	1: Climate Resilience & Humanitarian
Najeeb Khan	South	Sr Project Manager	CARE	1: Climate Resilience & Humanitarian

10 List of documents reviewed

Table 12: List of programme documents sampled and reviewed for the baseline evaluation

No.	Author/Organisation	Document Type	Title
1	Integrity	Third-Party Monitoring Report	Independent Monitoring, Evaluation and Learning of the BRAVE Programme: First Quarterly Report (May-June 2025)
2	Concern Worldwide	VfM Matrix	BRAVE VfM Matrix Phase 1 (October 2023- June 2025)
3	Concern Worldwide	Strategy Document	Gender Equality and Inclusion Strategy for the BRAVE Programme
4	FCDO	Business Case	BRAVE Business Case – 2021
5	Concern Worldwide	Proposal	Proposal for– BRAVE Component-I Climate Resilience
6	Concern Worldwide	Case Studies	Annex to QPR: Resilience Building – Case Studies
7	FCDO	Annual Review	Building Resilience and Addressing Vulnerability to Emergencies (BRAVE) Annual Review 2024-25
8	Concern Worldwide	Narrative Progress Report	The Climate Resilience Component of BRAVE Pakistan Programme: Draft Completion Progress Report – Narrative (Oct 2023-June 2025)
9	Concern Worldwide	Strategy Document	The Climate Resilience Component of BRAVE Pakistan Programme: VfM – Strategy
10	Concern Worldwide	Baseline Study Report	Building Resilience and Addressing Vulnerability to Emergencies (BRAVE) Programme: Community Resilience Baseline Study
11	WFP	Final Progress Report	FCDO Humanitarian Funding Report 2024-25
12	WFP	Proposal	WFP Pakistan: BRAVE Humanitarian Recovery through Asset Creation and Livelihood Support Proposal for FCDO
13	WFP	VfM Matrix	WFP proposed VfM matrix Document
14	The World Bank	Annual Progress Report	Annual Progress Report (April 1, 2024 – March 31, 2025) World Bank Executed

			Trust Fund (BETF) of the Component 3-BRAVE Programme
15	The World Bank	Proposal Document	Concept note: BRAVE World Bank Executed Trust Fund (BETF)
16	IOM	Political Economy Analysis	BRAVE South Political Economy Analysis
17	IOM	Gender Analysis Report	BRAVE – Climate Resilience and Humanitarian Response (CRHR) Gender Analysis Full Report
18	IOM	Proposal	Climate Resilience and Humanitarian Response (CRHR) in Central and Southern Pakistan Proposal for FCDO
19	IOM	VfM framework	BRAVE South VfM Framework
20	IOM	Baseline Assessment Report	Baseline Assessment Report for Climate Resilience and Humanitarian Response in Central and Southern Pakistan
21	IOM	Narrative Interim Report	Narrative Interim Report for the period of 1st July 2024 – 31st March 2025
22	IOM	Survey Report	Post Distribution Monitoring (PDM) Survey Report: BRAVE Y1 OC1 Humanitarian Response

11 Use and Influence plan

11.1 Audience needs mapping

The purpose of the evaluation Use and Influence plan is to ensure recommendations are accessible and actionable. Going beyond disseminating findings, our applied learning offer will facilitate uptake by key stakeholders through a collaborative process of interpretation and identification of implications throughout the evaluation life cycle.

Our evaluation and learning approach for BRAVE is grounded in a deep understanding of stakeholder diversity. It is designed to generate high-quality, credible, and timely evidence that informs strategic decision-making, enhances programme delivery and drives learning and policy uptake. Tailoring information products for the diversity of BRAVE's primary, secondary, and tertiary stakeholder groups is a critical part of the evaluation's ability to increase evidence uptake and learning about the BRAVE programme.

To meet varied stakeholder needs and preferences, we adopt a multipronged engagement strategy, recognising differences in technical capacity, interest, and availability. To enable this, we have sought to establish a sustainable dialogue that allows us to maximise uptake by incorporating learning and feedback loops throughout the lifecycle of a project. The plan specifically seeks to:

1. Identify the key evaluation users, their anticipated uses of the evaluation, and the key needs and constraints that each user group has regarding evidence uptake and learning from the evaluation.
2. Outline the major challenges and enabling factors for each user group in this regard.
3. Present a set of communications products tailored to the needs of each user group.

We will utilise dissemination workshops, policy briefings, and on-demand debriefs to support learning and policy uptake. Our approach will continuously be refined based on stakeholder feedback and reviewed bi-annually to remain relevant and responsive.

As FCDO's MEL partner, we embed participatory learning touchpoints across evaluation from planning and data collection to analysis and dissemination. These touchpoints build stakeholder ownership, deepen engagement, and lay the foundation for the practical application of findings.

We will maintain strict quality controls to uphold the credibility of evaluation findings. All outputs follow rigorous internal processes, including quality assurance, copyediting, and graphic design enhancement. We use plain English, engaging visuals, and bespoke templates to ensure accessibility and clarity, especially for audiences with diverse communication needs.

The evaluation also generates learning that is relevant to a broader landscape of donor-supported and government-led programmes working on climate resilience and DRR in Pakistan. This includes initiatives supported by the GCF (e.g. GLOF II, Recharge Pakistan), ADB's climate adaptation and DRM lending portfolio, the World Bank's post-flood housing programmes, and GIZ's institutional support to MoCC&EC. These programmes may benefit from emerging lessons on system-level enablers and multi-stakeholder coordination promoted by BRAVE. We will explore opportunities to disseminate targeted learning products to these initiatives, including through donor coordination platforms and thematic dialogues.

11.2 Evidence uptake challenges and enabling factors

The following challenges and enabling factors can be identified regarding evidence uptake for the BRAVE programme:

- **Stakeholder buy-in: One key driving factor behind evidence uptake is anticipated to be the degree of buy-in and engagement of a given stakeholder to the BRAVE programme.**

Stakeholders that have been directly involved in BRAVE activities, such as BRAVE IPs, the FCDO BRAVE team, and key GoP stakeholders, are likely to have significantly more interest in the evaluation products than those who have not. For this reason, our engagement will cater to a range of levels of interest and involvement in BRAVE, providing full reports for those stakeholders with the closest interaction with the programme, and shorter summaries or presentations for those with less involvement.

- **Time and bandwidth for evidence uptake: The available time and bandwidth for evidence uptake around BRAVE is likely to vary depending on the stakeholder's degree of involvement with the programme.** For example, stakeholders within related FCDO cadres beyond climate resilience may have interest in BRAVE evidence products, but little time to consume them in full. Brief evidence summaries and accessible formats are therefore likely to best serve these groups. However, for stakeholders whose programme and policy design can be usefully informed by the evaluation findings, more in-depth and targeted engagement will be valuable to maximise evaluation impact.
- **Evidence scope: Some stakeholders are likely to require country-specific evidence and learning from the BRAVE programme, most notably those involved in climate resilience and humanitarian programming in Pakistan.** Other stakeholders, such as FCDO leadership and other teams funding climate resilience in other contexts, are more likely to make use of transferrable evidence and implications. The plan will seek to package evidence and learning from the evaluation along context-specific or transferrable themes to best serve the full range of stakeholders.

11.3 Evaluation and learning products

We will deliver a structured and inclusive evaluative learning offer tailored to the needs of primary, secondary, and tertiary stakeholders. This offer includes three workshops, a public summary, and additional learning products to maximise the uptake, accessibility, and utility of findings across diverse stakeholder groups.

Three distinct workshops will be conducted during each evaluation cycle to engage stakeholders meaningfully at different stages of the process:

- **Sense-making and Validation Workshop** *(Internal – Primary stakeholders)*
  Focused on preliminary evaluation findings, this internal session engages primary stakeholders (e.g., BRAVE IPs and FCDO leads) to discuss emerging insights early and shape direction. At baseline, workshops were held with BRAVE implementing partners (Concern and IoM) to review preliminary findings, test emerging conclusions (including ICMO statements), and gather feedback to inform final analysis.
- **Results and Action Planning Workshop** *(Internal – Primary + some Secondary stakeholders)*
  This session will centre on finalised findings and actionable recommendations, supporting programme adaptation and decision-making. Select secondary stakeholders may be invited where relevant to planning.
- **External Reflections Workshop** *(Primary, Secondary, and select Tertiary stakeholders)*
  Designed for a broader audience, this workshop will share key highlights and reflections across sectors. It will promote wider uptake, cross-sector learning, and policy engagement. External tertiary stakeholders will be identified in consultation with the FCDO BRAVE team and BRAVE IPs to ensure relevance and appropriateness.

To cater to varied stakeholder needs, we will produce the following four learning products for each evaluation cycle at key learning touchpoints:

- **Accessible Executive Summaries: accompanying first drafts of all evaluation reports.**
  These Plain English summaries will distil key messages and insights.

- **Policy Brief (English and Urdu): produced once each evaluation cycle's report has been formally approved.** We will produce a concise policy brief targeted at practitioners – particularly those in programme implementation roles after each evaluation cycle. This brief will also be suitable for select beneficiaries as it will employ accessible, non-technical language along with infographics. It will present each evaluation cycle's headline findings and recommendations in a format that supports practical application.
- **Technical Presentation: timing to be determined jointly with FCDO.** We will offer a presentation of evaluation findings tailored for a professional or academic audiences – e.g., for delivery at evaluation or climate-related conferences – during each evaluation cycle. This will primarily serve tertiary stakeholders (such as academics, policymakers, and sectoral experts) and support knowledge sharing across the wider MEL and development communities. It is likely that this product will provide comparative evidence and target regional stakeholders in Asia.
- **Blog Post: produced once each evaluation cycle's report has been formally approved.** We will produce a publicly accessible blog post that will offer a narrative and engaging reflection on key themes or lessons learned from the evaluation. This will help reach general audiences, and civil society actors in a more informal, story-driven format.

Our evaluative learning offer uses multiple, complementary formats and touchpoints to ensure all stakeholder groups – from programme managers to policymakers and community beneficiaries – are equipped with meaningful, timely insights to support learning, accountability, and adaptive decision-making. A provisional mapping of learning products to stakeholders is shown in the table below**Error! Reference source not found.**.

Table 13*:* Mapping of learning products by stakeholder

Stakeholder type	Report	Summaries	Briefs	Infographics	Workshops	Webinars	External Events
FCDO Pakistan's Climate and Resilience team	✓	✓		✓	✓	✓	✓
IPs	✓	✓			✓	✓	
FCDO leadership			✓	✓			
Wider FCDO teams	✓	✓		✓	✓	✓	
BRAVE beneficiaries including communities and government		✓	✓	✓			
Government entities; other donors; international organisations; international NGOs, civil society		✓	✓	✓			✓

12 Evaluation team

The evaluation was delivered by an experienced, gender-balanced team. Our EL, Caitlin Smit, guided the process with support from three core evaluation team members based in Pakistan:

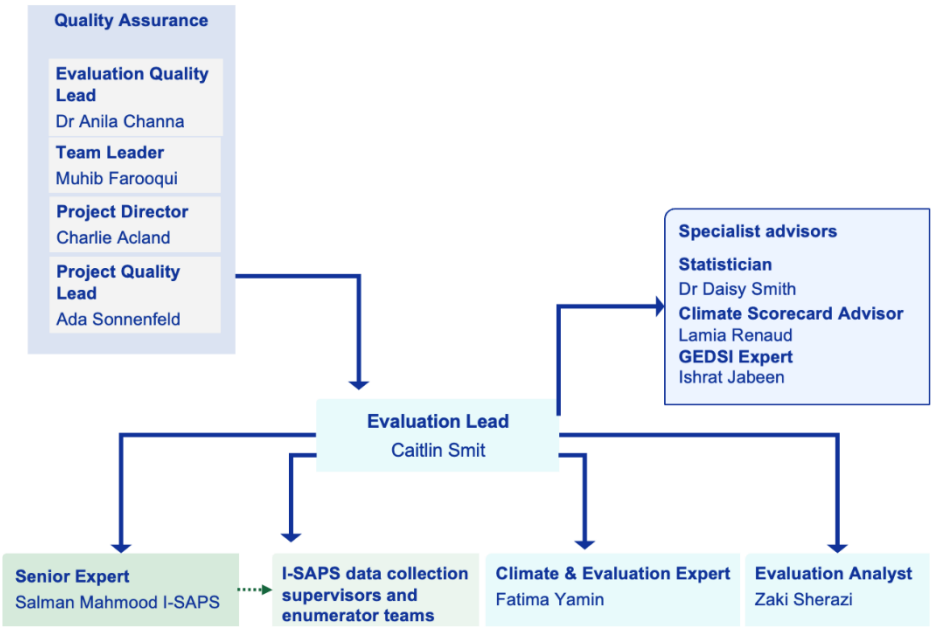
- **Salman Mahmood**, Senior Expert I-SAPS
- **Fatima Yamin**, Climate and Evaluation Expert
- **Zaki Sherazi**, Evaluation Analyst

The team was supported by three specialist team members:

- **Dr Daisy Smith**, leading on quantitative design and analysis.
- **Lamia Renaud**, leading on the design and delivery of a sustainability scorecard.
- **Ishrat Jabeen,** leading on GEDSI analysis and reporting.

Team Leader Muhib Farooqui, Project Quality Lead Ada Sonnenfeld and Evaluation Quality Lead Dr Anila Channa, from the wider BRAVE MEL team, provided ongoing quality assurance. This diverse and balanced team structure ensured that the evaluation was delivered effectively and with the highest standards of quality.

Figure 14: Evaluation team organogram



12.1.1 Profiles and roles

The evaluation team brings substantial expertise, as outlined in the table below. The specific roles and responsibilities for each team member are also outlined.

Table 14: Evaluation team members, profiles, roles and responsibilities

Evaluation Lead: Caitlin Smit	
Experience	**Caitlin is a mixed-methods evaluation specialist with significant expertise in designing and leading evaluations for FCDO climate resilience, social protection and Pakistan programming.** Caitlin is the EL for FCDO's Just Transitions for Water Security programming, was PD and Senior Evaluation Expert

	for the Evaluation of Better Assistance in Crises Programme (BASIC) (2022-2024), and was the PD for FCDO Pakistan's Evidence for Health MERL (2024) and DAFPAK TPVM&R (2023).
Reporting Line	**Team Lead**
Roles and responsibilities	- Leads on technical and delivery inputs on all FCDO contractual reports as relevant to the evaluation workstream and EL-led on-demand components. - Provides strategic direction and oversight to Evaluation activity design and delivery, regular contact with external stakeholders and activity leads. - Provides technical evaluation input for planning and execution of learning activities, including oversight of activity output development - Supports and advises TL and PD for engagement with client, DCPs and IPs on strategic and technical delivery for Evaluation - Reviews technical inputs and supports delivery of learning deliverables where designated as the core lead, typically for evaluation-related on-demand activities. - Leads development of detailed internal delivery workplans for milestone and feeds into EL-led on-demand deliverables, in adherence with client-agreed deadlines.
Senior Expert: Salman Mahmood I-SAPS	
Experience	**Salman is a senior MERL professional with over 17 years of experience specialising in designing, implementing, and managing evaluation frameworks for international development programmes**. He has successfully led the development of comprehensive MERL frameworks for FCDO and USAID-funded projects worth over £75 million and $120 million, respectively. His evaluation expertise spans various thematic areas, including education, health, economic growth, and governance. Mr. Mahmood has managed and conducted over 30 evaluations, assessments, and annual reviews, employing mixed methods and qualitative or quantitative data collection approaches. Skilled in outcome mapping, outcome harvesting (OH), and evaluability assessments, he has demonstrated a strong ability to translate complex evaluation findings into actionable insights.
Reporting Line	**Evaluation Lead**
Roles and responsibilities	- Provides contextual knowledge and methodological input by integrating local insights with evaluation techniques. - Participates in central interviewing to gather qualitative data directly from stakeholders. - Leads on coordination and quality assurance of fieldwork to ensure consistency and accuracy in data collection. - Leads on 30% of reporting by synthesising data and contributing to evaluation reports
Climate and Evaluation Expert: Fatima Yamin	
Experience	**Fatima is a Climate Change and Disasters Expert with extensive experience in vulnerability assessment, monitoring and evaluation, capacity building,**

	and strategic communication. Her work focuses on developing integrated and participatory M&E frameworks, with a particular emphasis on natural resource conservation and nature-based solutions. She has contributed to climate change and DRR projects for various organisations, including the HANDS Foundation, WWF, and the GoP. Fatima has also worked as a technical expert on climate justice, environmental policy, and sustainable livelihoods. Her expertise spans hazard risk management, gender analysis, and the development of strategic communication campaigns related to climate change. With a strong focus on practical implementation, Fatima brings a multidisciplinary approach to addressing environmental challenges.
Reporting Line	**Evaluation Lead**
Roles and responsibilities	- Monitors evaluation activity delivery progress and ensures adherence to data collection and analysis standards - Leads initial drafting of activity outputs - Provides technical input related to climate-specific content in TPM and evaluation planning and delivery - Develops technical inputs for DEL outputs related to the evaluation - Provides technical input to demand-led evidence activities - Supports EL in engaging with data collection partners, BRAVE IPs, and local stakeholders to organise, secure buy-in for, and coordinate data collection activities for evaluation deliverables
Statistician: Dr Daisy Smith	
Experience	**Daisy is a data scientist and researcher with over seven years of professional experience in data analytics, data engineering, statistics, and knowledge management.** She has worked across academia, industry, and public policy, gaining a comprehensive understanding of how to effectively communicate data insights to non-technical stakeholders and decision-makers. Daisy's recent experience includes thematic and regional context monitoring, TPM, socio-political survey analysis, social media analysis, and the application of machine learning techniques, including Generative AI. Her work within the international development sector spans a range of clients, including government bodies and UN agencies, demonstrating her ability to apply advanced data techniques to real-world challenges.
Reporting Line	**Evaluation Lead**
Roles and responsibilities	- Leads on sampling calculations by designing and implementing statistically sound sampling frameworks to ensure data representativeness and accuracy - Leads on quantitative analysis of BFS data by applying advanced statistical techniques and data modelling to extract actionable insights - Leads on VfM design and analysis by developing robust frameworks that assess cost-effectiveness and efficiency, providing evidence-informed evaluations for decision-making
Climate scorecard advisor: Lamia Renaud	

Experience	**Lamia is a Research, Monitoring, and Evaluation specialist with experience in designing and implementing innovative MEL approaches to address complex challenges.** She specialises in qualitative and systems-informed methods, including CA, OH, case studies, and change stories, and is interested in developing holistic approaches that evaluate beyond traditional silos while ensuring accessibility and user-friendliness. As the thematic lead for Integrity's Climate Security working group, Lamia integrates climate and biodiversity considerations into program design, implementation, and evaluation processes, utilising innovative techniques to assess the impact of climate change and environmental degradation on development initiatives, particularly in fragile and conflict-affected contexts. She developed the EAGI, which applies systems thinking to evaluate long-term environmental costs and benefits, emphasising the inclusion of climate and biodiversity issues in program evaluation. The EAGI approach was recognised at the 2021 UKES Evaluation Conference with the Outstanding Session Prize and has attracted interest from the development sector, including through presentations at British Expertise International events.
Reporting Line	**Evaluation Lead**
Roles and responsibilities	- Leads on the design and scoring of sustainability scorecards
Evaluation Analyst: Zaki Ali Asghar Sherazi	
Experience	**Zaki is a junior M&E professional with 2.5 years of experience in research and M&E.** He currently works as a Learning & Evaluation Analyst at Integrity, supporting the Evidence for Health (E4H) Monitoring, Evaluation, Research and Learning (MERL) and BRAVE MEL projects. He supported the Mid-Term Review of the National Health Support Programme and the baseline assessment of the E4H programme. He has gained experience in developing evaluation tools, conducting desk reviews, data cleaning, analysis, reporting, and creating visualisation tools. Previously, Zaki worked as an M&E Consultant for the Government of Punjab on Punjab Intermediate Cities Improvement Investment Programme, where he prepared reports, coordinated with stakeholders, and assessed project effectiveness. While working as a Research Assistant, Zaki co-led workshops on M&E systems for 200+ students, covering the Logical Framework Approach (LFA) and Results Frameworks. He also conducted research on Public Administration topics, such as Budgeting in Pakistan and Workplace Harassment, and co-authored research notes and literature reviews. Zaki's experience spans diverse projects, working with partners, government agencies, and international organisations.
Reporting Line	**Evaluation Lead**
Roles & Responsibilities	- Identifies and communicates graphic design, copyediting, logistical, and procurement needs to the PMU, providing expected dates quarterly and confirming predicted dates monthly - Supports report drafting, leading on delegated sections, and drafts workplans for evaluation activities under EL supervision - Cleans and analyses data, leading the initial review or drafting of activity outputs

	- Develops technical inputs for evidence and learning outputs as assigned by the EL

This team is also supported by BRAVE MEL Project Management Unit (PMU), PMU is responsible for the day-to-day coordination, operational oversight, and delivery support of MEL activities. The PMU acts as the central liaison between FCDO, Integrity, and IPs, ensuring alignment on MEL priorities and timelines. It also plays a key role in risk management, reporting, and maintaining quality standards across the MEL workstream.

13 Terms of Reference

The below is an evaluation-focused excerpt from the BRAVE MEL Terms of Reference (ToR) advertised by FCDO in July 2024. Elements focused on BRAVE MEL's TPM have been removed to provide focus and conciseness.

13.1 Introduction

The Foreign, Commonwealth, and Development Office (FCDO) is implementing a £97 million programme, the *'Building Resilience and Addressing Vulnerability to Emergencies'* (BRAVE) in Pakistan. The programme sits within its Climate, Resilience and Humanitarian Group. The key objectives of the BRAVE programme are:

- **Objective 1:** Improved capacity of the most vulnerable people to anticipate, absorb and adapt to shocks.
- **Objective 2:** GoP and civil society better able to manage resilience and response activities (at both national and sub-national levels), responding more predictably, timely and effectively to shocks.
- **Objective 3:** Respond to new and ongoing critical humanitarian emergencies and protect developmental gains when needed.
- **Objective 4:** Generation of enhanced evidence on what works for disaster risk and resilience programming in Pakistan to inform adaptation and to provide scale able, replicable models to GoP.

FCDO is seeking an independent supplier to support the Objective 4 of the BRAVE programme. The supplier will deliver the Monitoring, Evaluation and Learning (MEL) component of BRAVE programme that cuts across all other components. The contract aims to run for a period of four years (2024-2028) until July 2028, with a value up to £4.5 million. The objective of the MEL contract will be two-fold, covering both accountability and learning:

1) To provide continuous independent monitoring and verification of all programme activities / outputs to ensure they are implemented according to the agreed plans, and FCDO and IPs have sufficient oversight on the quality of implementation and to provide evidence to support course corrections where necessary;
2) To evaluate the performance / effectiveness of key interventions within the BRAVE programme and generate learning in terms of what works, for who and in what context adapt programme activities and inform future climate resilience programming for FCDO in Pakistan;
3) To provide an accountability assurance that the programme is implemented in a transparent and participatory manner and FCDO and IPs involve all key stakeholders and communities which are being served;
4) To generate independent data and evidence focussing on changes in current level of knowledge and attitude, capacities and skills, quality of partnerships and changes in decision making processes responsible for developing climate resilience in Pakistan.

13.2 MEL component

Through the MEL component, the programme seeks to achieve the following results:

- Programme monitoring data that is more relevant, valid, and reliable, increasing assurance and accountability to the taxpayer, and enabling learning and improvement on programme delivery.
- Independent, evaluative evidence, that allows us to spend in the most efficient, effective, and impactful areas in current and future programming.

- Evidence and learning at the programme and portfolio level, which directly informs decision-making and adaptations to our approaches across BHC Pakistan.

FCDO have identified the following outcomes for the MEL component:

- Better accountability on use of our resources, better control, identification, and management of risk.
- Better understanding and evidence of what works for climate resilience in Pakistan to inform programme adaptation and advocacy/ policy dialogue.

MEL ToC:

- If external expertise is provided to a) support/improve/ verify programme monitoring, b) generate evaluative evidence on programme and c) generate learning across climate, resilience, and humanitarian portfolio,
- Then we will have better evidence to ensure we are compliant in our activities, and learning on what is working or is not working. This will allow us to be accountable, to adapt and to improve.
- Then FCDO Pakistan's climate, resilience, and humanitarian portfolio will have an approach that is grounded in evidence, maximising impact, and VfM.

13.3 Evaluation and learning

In addition to monitoring programme activities, the Supplier will produce a Performance Evaluation (a baseline where needed, one in the middle and one at the end of the programme), focused on key thematic intervention areas of the programme. This will draw on both primary and secondary data sources, including partner monitoring, progress and survey reports and annual reviews conducted by FCDO. Secondary data will be complemented by primary data collected by the supplier through field visits, beneficiary feedback and KIIs with key stakeholders involved in the programme.

The programme evaluation should follow the Development Assistance Committee (DAC) criteria and assess:

- The extent to which the objectives of the BRAVE programme interventions are consistent with FCDO global and BHC Pakistan country objectives, GoP's priorities, programme partners plan and beneficiaries' requirements;
- How well inputs (funds, time, and technical assistance) are converted into agreed quality outputs;
- To what extent the programme outcome and impact indicators achieved / are expected to achieve while taking into account their relative importance;

  What difference (positive or negative) the programme interventions are making directly, indirectly, intended or unintended;
- The results produced under the programme are or likely sustainable beyond the programme life cycle and have ownership of government counterparts and communities;
- The coherence within the BRAVE, including an assessment of the partnership and coordination mechanisms;
- The success and impact of participatory approaches in the BRAVE implementation;
- Lessons to be learned from the BRAVE to inform current and future programme decision making.

In addition to above, the Supplier will focus on the following cross-cutting issues:

- Assess if VFM considerations are being factored into key interventions, including determining the extent to which the efficiency, economy, effectiveness, and equity is being achieved with appropriate examples. (OECD DAC criteria: Efficiency)

- Examine the process used to identify beneficiaries and the extent to which selection theory is translated into field practice. (OECD DAC criteria: Effectiveness)
- Examine the beneficiary feedback mechanism under the BRAVE programme and its effectiveness. (OECD DAC criteria: Effectiveness)
- Asses the overall impact on the most vulnerable groups including but not limited to W&G, elderly and disabled. (OECD DAC criteria: Impact)

The scope of the evaluation will be discussed further and finalised in consultation with the Supplier during the Inception Period. Prior to conducting the evaluation and finalising the methodology, the Supplier will consult (and suggest changes as needed), and agree with FCDO team on:

- the key EQs.
- sub-questions that explore in more detail what FCDO wants to learn from the evaluation.
- assessment criteria that will be used to evaluate the performance of the programme against each of the questions.
- the most appropriate sources of data/ evidence and research methods for collecting the data.

Methodological considerations

The Supplier will be required to develop and deliver a robust and well-justified methodological approach, based on the nature of the BRAVE programme, the timeframe of the Contract and the overall purpose, objectives, and anticipated evaluation deliverables.

While FCDO does not specify an evaluation methodology, initial thinking on the programme suggests that a theory-based, realist approach might be most suited to measure the performance of key interventions. Suppliers can however suggest other recognised evaluation approaches as long as they provide a good rationale for their choice. It is expected that any method proposed will follow a mixed method approach, drawing on existing and new primary data, both qualitative and quantitative. The evaluation design including a methodology and evaluation framework will be refined in the Inception Report and any proposed changes to the approach after Inception will need to be agreed with FCDO.

The Supplier must make available an appropriate management, quality control (editors, proof readers, etc.) and backstopping mechanism, secretariat, and any other support staff necessary to deliver the MEL Contract.

Data collection and availability

The Supplier will need to undertake primary data gathering (qualitative and quantitative) aimed at understanding whether specific interventions and approaches that support outcomes and outputs might have the intended impact and to assess the risk of unintended impacts. The Supplier will ensure that appropriate arrangements, processes, and procedures are in place for considering the sensitive cultural issues that women and other marginalised groups face in the Pakistani context and ensure Do No Harm risks are minimised. Data should be disaggregated and where applicable, a gender analysis of differences in perspectives should be analysed and presented.

The Supplier will be provided with data supplied by individual BRAVE partners in the form of various progress reports, and partner reporting against individual component logframes.

For conducting monitoring and evaluations, FCDO does not recommend any datasets available in advance. For evaluations, the Supplier is expected to design and use appropriate methodologies (to be agreed with FCDO) and recommend if there is scope for control groups or causal evaluations.

13.4 Changes to the Terms of Reference

We did not make any major changes to the ToR during the inception period. We made all key evaluation decisions in collaboration with IPs and with guidance and approval from FCDO. Two areas of the ToR were however subjected to slightly more detailed discussion, including:

- **Inclusion of emergency response humanitarian programming into the scope of the evaluation:** The original BRAVE logical framework (logframe) did not include humanitarian action under Component 1 – this was added in February 2024. Following its inclusion, we discussed options for how humanitarian programming could be assessed by BRAVE MEL including whether this programming needed to be included directly into the scope of the evaluation or indirectly through other BRAVE MEL services such as TPM and on-demand learning. FCDO decided that humanitarian programming should be included within the scope of the evaluation, although data sources could be varied and would include data gathered through other elements of BRAVE MEL as well as by IPs themselves.
- **Inclusion of Component 3: Adaptive and SRSP – into the scope of the evaluation**: Due to contractual considerations and limited IP receptivity, we discussed options for including Component 3 into the scope of the evaluation. FCDO and the BRAVE MEL Project Director led discussions to build consensus around the Component's inclusion and to explore options for the most appropriate manner to assess Component 3. It was agreed that throughout the life of the project, the component would be included in the evaluation's scope through a light touch approach. The approved focus is on gathering data related to the utility of World Bank's support to government bodies, drawing primarily on partner reporting and a limited number of targeted key informant interviews, rather than extensive primary data collection or assessment of outcomes.

  For Component 3, a light touch approach ensures that the evaluation remains feasible and proportionate, given the nature of BETF with World Bank and the practical constraints associated with stakeholder access. In practice, this means limiting the scope of enquiry to evidence that is expected to be available and analysable during each evaluation round. This includes sampling a small number of relevant informants rather than attempting broad coverage across all potential stakeholder groups. The approach therefore relies primarily on partner reporting and targeted key informant interviews (e.g. with FCDO and, where feasible, World Bank and government counterparts), rather than extensive primary data collection or measurement of downstream outcomes. This proportional approach reduces the risk of non-response or limited cooperation from some stakeholders undermining the evaluation. It also enables the evaluation to assess the utility of the World Bank's support to government bodies, tracking progress in this area over time.