



**Executive Board of the
United Nations Development
Programme, the United Nations
Population Fund and the United
Nations Office for Project Services**

Distr.: General
30 July 2012

Original: English

Second regular session 2012
4 to 10 September 2012, New York
Item 3 of the provisional agenda
Country programmes and related matters

**Draft common country programme document for Pakistan
and the
UNDP results and resources framework, 2013-2017***

Contents

	<i>Page</i>
Introduction.....	2
I. Situation analysis	2
II. Past cooperation and lessons learned.....	7
III. Proposed programme	8
IV. Programme management, monitoring and evaluation	12
Annex	
UNDP results and resources framework for Pakistan, 2013-2017	14

* UNDP, UNFPA and UNICEF jointly developed the draft common country programme document for Pakistan, 2013-2017, with a common narrative and complementary organization-specific results and resources frameworks. The three organizations will submit the document to their respective Executive Boards with the following symbols: DP/DCCP/PAK/1; DP/FPA/DCCP/PAK/1; and E/ICEF/2012/P/L.38.



Introduction

1. UNDP, UNFPA and UNICEF have developed a common country programme document (CCPD) for 2013-2017 and complementary agency-specific results and resources frameworks. The aim of the three organizations is to further promote United Nations coherence, enhance joint programming, strengthen effective delivery of support to Pakistan and accelerate a joint United Nations approach to 'delivering as one'.

2. Following Pakistan's previous 'One United Nations' programme, 2009-2012, which was one of the eight 'delivering as one' pilots, the new CCPD reflects the strategic priorities and key results in a 'second-generation' One United Nations' programme, based on the three organizations' comparative advantages. It offers the three organizations and their respective executive boards an opportunity to review cross-cutting issues, strengthen synergies, identify gaps and remove duplications, thereby enhancing efficiency. The CCPD also reduces the review burden for the Government and enables the participating organizations to show complementarities and harmonization, as well as to articulate areas of cooperation. It has been formulated in close consultation with the Government, other development partners and provincial governments, so that it is aligned with national and provincial priorities. It is guided by internationally agreed development targets, including the Millennium Development Goals, as well as United Nations treaties and other international instruments.

I. Situation analysis

3. Pakistan is the sixth most populous country in the world, with a current population of 177.1 million, growing at an annual rate of 2.05 per cent.¹ The country has made positive strides in recent years to address its development challenges. The Government's Framework for Economic Growth (2011) seeks to respond to these challenges through a structural transformation of the economy, including through productivity enhancement, effective governance, competitive markets, creative cities, and enhanced youth and community engagement. Development plans of provinces/areas mirror these goals at the local level, including in specific sector plans that will need to be translated into concrete interventions.

4. In recent years, Pakistan has experienced macroeconomic stress, fiscal retrenchment and balance-of-payment difficulties. While the economy has stabilized, the macroeconomic situation remains under pressure. The global financial crisis, rising food and fuel prices, challenges in meeting energy demands and recurring natural disasters have had a significant economic impact. The real gross domestic product growth rate, which has historically averaged 5 per cent per annum, has averaged less than 3 per cent since 2007-2008. It is expected to average 3.6 per cent in 2011-2012.²

5. A challenging security situation and multiple crises have affected people's lives and livelihoods and resulted in loss of development gains. Affected families and hosting communities need continued humanitarian support. In addition, the families voluntarily returning to their areas require early recovery support to restore their livelihoods and community infrastructure. Moreover, Pakistan is also

¹ Economic Survey of Pakistan, 2010-2011.

² Ibid.

home to the largest refugee population in the world, with 1.7 million registered Afghan refugees and 1 million unregistered currently living in the country. The protracted presence of refugees adds to the development challenges of the hosting and affected areas and poses additional challenges to attaining durable solutions.

6. While the 2011 Human Development Report notes an improving trend in the nation's Human Development Index value since 1981, Pakistan is ranked 145 out of 187 countries. Poverty incidence decreased from 34.5 per cent in 2000-2001 to 22.35 per cent in 2005-2006, the latest year for which official figures are available. Poverty is high in rural and remote areas with limited social services and economic opportunities.

7. The highest priority is to ensure that Pakistan can accelerate progress towards meeting its Millennium Development Goal targets, particularly in poverty and hunger, universal primary education, maternal health and environmental sustainability. Achieving the 2015 targets and reducing poverty and inequality will require broad-based and inclusive economic growth as well as targeted pro-poor investments and programmes. It also calls for further strengthening of national and provincial capacities and efforts to accelerate progress. The government response has encompassed special programmes such as the Benazir Income Support Programme, which provides cash grants, skills development and social safety net support to 6 million poor families.

8. The national average maternal mortality ratio is 276 per 100,000 live births. At subnational level, the differences between and within provinces are significant, indicating issues of access and use of services.³

9. Schooling disparities are also worrisome. In 2009, the average number of years of schooling was 5.7, but the disparity between the poorest income quintile and the richest ranged from 2.4 years to 8.9 years. Girls living in urban areas in the highest income quintile received an average of 9.4 years of schooling, compared to 1 year for rural girls in the lowest quintile. The challenge remains for federal and provincial/area authorities and other stakeholders and partners to focus on poor people in providing basic social services and social protection. An increase in equity-focused expenditure on basic social services is crucial to ensure inclusive development.

10. Good progress has been made in increasing net primary enrolment rates across the board, reducing gender disparities. However, 7.3 million children of primary school age are not enrolled, 57 per cent of them girls.⁴ The Government committed to increase enrolment in Article 25A of the 18th Amendment to the Constitution, which guarantees the right to education: "The State shall provide free and compulsory education to all children of the age of 5 to 16 years in such manner as may be determined by law." This creates an enormous opportunity for a multi-pronged approach to mobilizing both rights-holders and duty-bearers to ensure fulfilment of this legal obligation while building provincial capacities and addressing socio-cultural norms that keep children out of school.

11. While the population growth rate is decelerating, the total fertility rate has levelled off at around four births per woman, with significant differentials among income groups. According to the Pakistan

³ Pakistan Demographic and Health Survey, 2006-2007.

⁴ UNESCO Institute for Statistics, *Education for all Global Monitoring Report 2011* (statistics as of 2009).

Demographic and Health Survey, 2006-2007, the total fertility rate of the lowest wealth quintile was 5.8 births, while that of the richest quintile was 3. Women in the youngest reproductive age group of 15-19 had a fertility rate of 51 births per 1,000 women, illustrating that early marriage and childbearing persist. However, the unmet need for family planning was 20 per cent among women in the 15-19 age group, indicating that, with better access to services, fertility rates in this age group would decline.

12. Currently, 28 per cent of the population is between the age of 15 and 29 years. Translating this 'youth bulge' into a 'demographic dividend' is a principal challenge. Overall, the country's labour force is increasing at 3.2 per cent per annum. By 2030, the working-age population is expected to be around 67 per cent of the total, compared to the current 55 per cent, with corresponding demand for employment. However, 32 per cent of the youth are uneducated, and most of them lack vocational or life skills. According to a survey by the Centre for Poverty Reduction and Social Policy Development, unemployment is the second-biggest problem faced by young people, after education. The Government's Framework for Economic Growth sees opportunities to develop marketable skills among young people to increase their access to decent and productive employment. With approximately half of the population below 21 years old, the country must improve the health and education of all children and adolescents, particularly those living in persistent poverty.

13. Thirty-seven per cent of the Pakistan population lives in urban areas, and growing urbanization is increasing pressure on the provision of quality services. Equitable access to high-quality basic social services – including health, reproductive health, nutrition, water and sanitation, hygiene promotion and education – is constrained by the multiple dimensions of disparities. For example, lack of investment in the health sector has caused gaps in access to primary health care services, especially in preventive health care. The Expanded Programme of Immunization coverage is insufficient; it varies significantly between provinces/areas and districts. The Lady Health Worker Programme continues to be the backbone of the community-based health care system, but its capacity is limited due to insufficient resources. Addressing these issues requires strategic interventions and careful policy adjustments in order to improve economic conditions and expand social services. This includes health and education opportunities for children and adolescents, particularly those living in persistent poverty.

14. The under-5 mortality rate in Pakistan is one of the highest in Asia. The rate drops from 102 per 1,000 live births for children whose mothers have no education to 59 per 1,000 for mothers with higher education. Among the lowest wealth quintile, the probability of a child dying before its fifth birthday is 121 per 1,000 live births compared with 60 per 1,000 for the wealthiest quintile. The most common causes of infant deaths are diarrhoea, respiratory infections, malnutrition and birth asphyxia. This clearly indicates the close links among health systems, maternal health and cross-sectoral issues such as nutrition, water, sanitation and hygiene promotion, and education.

15. The maternal mortality ratio, 276 deaths per 100,000 live births nationwide, ranges from 319 in rural areas to 175 in urban areas. Inequitable access to quality maternal and newborn health services is a key barrier. Only 18 per cent of deliveries take place in a facility, and this proportion is even lower in rural areas. Only 39 per cent of births are assisted by skilled birth attendants – with a significant number of these attendants working in the private sector. Among the poorest wealth quintile, 16 per cent of births had the benefit of skilled birth attendance compared with 77 per cent for the richest

quintile. In addition, the latest demographic and health survey indicates that around 50 per cent of girls get married before age 20, and 14 per cent before the legal age of 16, most of them in rural areas. This contributes to increased maternal mortality and vulnerability to maternal morbidities. According to the Pakistan Population Policy 2010, the contraceptive prevalence rate has stagnated at 30 per cent over the last decade. With unmet needs at 25 per cent, the result is a high level of unplanned pregnancies, a major barrier to achieving the target for Millennium Development Goal 5 on maternal mortality. It has been a challenge for the health system to deliver efficient preventive and contraceptive care, emergency obstetric and neonatal care, and other reproductive health services, especially in rural areas.

16. Chronic and acute malnutrition remain at critical levels. Mothers and children suffer from micronutrient deficiencies, particularly iron deficiency, anaemia, zinc and vitamin A. Disruption of livelihoods, lack of access to food, deterioration in hygiene and sanitation, and declining access to sufficient and clean water have exacerbated the risk of malnutrition. Its direct and underlying causes include early and frequent childbearing, inadequate feeding practices for infants and young children, inappropriate care-seeking behaviour and prevalence of diarrhoea, due to inadequate access to clean water and safe sanitation. Root causes include socio-cultural barriers, lack of education, especially for women, insufficient health care and limited awareness of proper nutrition.

17. The gravity of the nutrition situation countrywide led to development of the Pakistan Integrated Nutrition Strategy. It establishes clearer accountability structures, including cross-sectoral linkages, as well as participation by stakeholders ranging from the Government and civil society organizations to international organizations and donors.

18. The prevalence of HIV is concentrated among at-risk populations and is low in the general population. However, a sustained public health response is required to maintain this low prevalence rate.

19. The Government of Pakistan has increased its attention to protection of women and children from abuse, exploitation and violence, including through important legislation. Legislation has been passed to stop bonded labour and honour killings, and bills have been introduced to address domestic violence and corporal punishment. The weaknesses in protection systems require a systemic response, including building on increased recognition by governmental authorities and civil society of their roles and responsibilities.

20. Child protection issues such as low birth registration, child marriage, child labour, children living and/or working on the street, children in institutions and corporal punishment in schools and elsewhere are all related to poverty, underemployment and low levels of education, especially among women. These issues need stronger monitoring, reporting and action to bring Pakistan into compliance with the Convention on the Rights of the Child and the Optional Protocol on the sale of children, child prostitution and child pornography. (The Government ratified this protocol in 2011.) Also in 2011, Pakistan signed the Convention on the Rights of Persons with Disabilities, a positive development for both children and adults. It needs to be followed up with legislation and budgetary allocations.

21. Women's political participation has improved due to legal reforms and allocation of reserved seats in parliament. The women parliamentarians' caucus has provided a strong forum for championing women's causes. Pakistan has passed landmark legislation to strengthen the protection of women against discrimination and harmful traditional practices and to criminalize acid-throwing. While women's status and quality of life have improved in recent years, women's economic advancement remains a major challenge, as evidenced by their 21 per cent participation in the labour force. So does their access to justice, legal aid and reproductive health services. Women's rights to own and inherit property have been strengthened by recent legislation, though many women still face difficulties in accessing rights and controlling resources. Capacity and policy gaps, inadequate knowledge, attitudes and law enforcement remain to be addressed for effective implementation of such legislation.

22. Pakistan has resiliently faced devastating natural disasters, including floods, earthquakes, landslides and droughts, and tackled crisis-related challenges. The 2010 floods alone affected more than 18 million people, destroyed or damaged 1.9 million houses and ruined 6.2 million acres of crops. Damage to infrastructure, habitat and loss of livelihoods, increased food and nutrition insecurity, and the trauma of displacement have added to the challenges, both short term and long term. The impact of these crises has been particularly severe for the most vulnerable groups. The Government has shown its strong commitment to disaster management by signing the Hyogo Framework for Action 2005 and creating a disaster management framework. Additional efforts are needed to enhance disaster risk management capacities and institutional linkages for an effective multi-hazard response, including preparedness, mitigation, recovery and coordination.

23. Pakistan also faces considerable vulnerability to climate change and environmental degradation. The burden falls disproportionately upon the poor and most vulnerable due to loss of livelihoods. These environmental challenges are compounded by natural resource management problems such as insufficient water and solid waste management, loss of forest cover and land degradation. The Government has made encouraging progress in approving environmental legislation and building capacities to address environmental challenges. Additional efforts are needed to promote climate change adaptation through institutional strengthening and policy adjustments, as the climate change and environmental challenges are likely to accelerate with population and economic growth and rising energy demands. Renewable energy strategies also need to be promoted, particularly for the poor, and public policies and measures need strengthening to engage civil society and build stronger public-private partnerships.

24. Overall, the country's ability to meet its socioeconomic goals rests on its capacity to promote effectiveness, transparency, accountability and responsiveness of public institutions at both federal and provincial/area levels, as well as to increase targeted pro-poor investments and programmes and ensure a stronger equity focus. Key priorities include strengthening democratic institutions and enhancing rule-of-law capacities, structures and mechanisms to ensure greater people's participation and public trust. The 18th Amendment to the Constitution represents a key milestone of governance reform. It further enhances decentralization through delegation of a number of key functions. These include development planning, local government/rural development, labour, agriculture, education, health, environment, population, welfare, youth and women. Moreover, the seventh National Finance Commission Award (which distributes resources from the federal Government to the provinces) has

increased the quantity of resources transferred annually to provinces/areas. Dedicated efforts are needed to address policy and institutional capacity gaps and translate new provincial mandates and added responsibilities into development results that will reduce inequities and improve delivery of quality services for vulnerable groups.

II. Past cooperation and lessons learned

25. The One United Nations Programme, 2009-2012, provided the United Nations system in Pakistan with opportunities for cooperation through a strong platform to enhance inter-agency cooperation under the leadership of the United Nations country team and allowed for coherent responses to national development priorities. Several reviews and evaluations of the five joint programmes constituting the One United Nations Programme – Agriculture, rural development and poverty reduction; Disaster risk management; Education; Environment; Health and population – highlighted some good practices and results, including improved provincial and regional engagement; increased capacity to deliver, as shown by an expanded resource envelope; and effective experiences in joint programming. The United Nations system delivered strongly together during the previous programme cycle, including through humanitarian frameworks. The United Nations country team can build on this strong coordination experience so that joint programming can strengthen the links between humanitarian and development interventions during the new programme cycle.

26. Another success of the previous programme was innovations in the health sector; for example, public-private partnerships were pursued simultaneously with strengthening of provincial health systems. In addition, interactions among multiple education stakeholders created a common platform for advocacy. Other achievements include the targeted response to natural resource needs identified at local level, through provincial/area implementation committees under the joint environment programme; effective joint multi-sector support to Afghan refugees and their host communities; and joint capacity building of national disaster management institutions and mainstreaming of disaster risk management. This collaboration further linked humanitarian responses and development efforts.

27. A number of areas for improvement also were identified, providing lessons learned upon which the three organizations can build within the CCPD framework, in close collaboration with the United Nations country team. The management structure of the previous programme made it difficult for stakeholders to approve project proposals and allocate resources in a timely manner. It also increased transactional costs. High budget estimates and lower than expected donor interest in joint programmes led to a significant resource gap and unmet expectations. Recurrent natural disasters affected the achievement of planned development results. Future initiatives will stress the need to ensure a timely start to early recovery efforts in tandem with relief operations as well as integration of disaster risk reduction measures. More effort is also required to ensure mainstreaming of cross-cutting issues of human rights, gender equality and environmental sustainability.

28. The 18th Amendment to the Constitution has had a significant impact on programme management. A number of federal ministries were closed down, with all functions devolved to provincial governments, including health, education, labour, agriculture, population and women. Furthermore, improving overall impact and sustainability has been identified as key to ensure, among other benefits, maximum potential for working at scale, strengthened national ownership and improved alignment to annual provincial development plans. Another area for improvement is results-

based management and a well-articulated monitoring and evaluation framework based on reliable benchmarks.

29. The new programme will build on the important lessons learned during the previous programming cycle. Additional support will be given to capacity development of national and subnational government institutions, alignment of management structures and improved coordination and communication among partners.

III. Proposed programme

30. As noted in section I, the proposed common country programme is aligned with national development priorities reflected in the Pakistan Framework for Economic Growth and in the new One United Nations Programme. Within the new framework, UNDP, UNFPA and UNICEF will work closely together and the three organizations will collaborate with the rest of the United Nations country team and other development partners to provide coherent and complementary policy and institutional support to the Government of Pakistan. Contributions of the three organizations, as indicated in the respective results and resources framework, form part of the new country programme action plan at output level.

31. The overall goal of the common country programme is to assist Pakistan in achieving national and provincial development goals and targets. These include the Millennium Development Goals (and the development goals to be agreed beyond 2015) as well as the rights enshrined in international conventions to which Pakistan has acceded. The programme will be implemented through a human rights-based approach, aiming to advance inclusive and sustainable growth and ensure equity in access to quality basic services and social protection.

32. The common programme will focus particularly on key areas for which the three organizations have recognized mandates and proven comparative advantages. These are reflected in the commitments to outcome-level results in the six priority areas of the new programme. Shared strategies include capacity development of duty-bearers; mainstreaming actions that address gender inequality; and effective implementation of the 18th Amendment. Strategic shifts in the common country programme include more attention to the rapidly growing urban population; tapping the potential of the large numbers of young people; disaster risk reduction and other measures to strengthen the development and humanitarian links, and promoting climate change adaptation and mitigation.

33. The common country programme will also support relevant international commitments such as the Convention on the Elimination of All Forms of Discrimination against Women; Convention on the Rights of the Child and its Optional Protocols; Convention on the Rights of Persons with Disabilities; Programme of Action of the International Conference on Population and Development; World Summit on Sustainable Development; Hyogo Framework for Action; World Fit for Children outcome document; and other mandates originating from United Nations resolutions.

34. The United Nations will use its convening power to bring together stakeholders and coordinate actions. Capacity development will be supported to promote a multidimensional approach to poverty reduction. This will include revision of legislative frameworks or adoption of new legislation to better

address the needs of vulnerable and marginalized groups. Policy-level support will be complemented by community-level interventions in targeted geographic areas, with specific focus on districts with low human development. Programme delivery will be based on strong partnerships with relevant institutions at federal and provincial/area levels and civil society organizations.

35. The United Nations will draw upon its global and regional knowledge networks to share international best practices. It will also take advantage of opportunities to improve public-private partnerships and South-South cooperation. Lastly, it will advocate with policymakers to address inequality in policy processes and to ensure that the voices of the most vulnerable are heard.

36. Through the proposed common country programme, the three organizations will contribute to achievement of selected outcomes identified under the six interdependent strategic priority areas of the new One United Nations Programme, complementing work planned by other United Nations agencies:

(a) *Vulnerable and marginalized populations have equitable access to and use of quality services.*

(i) The proposed programme will contribute to the achievement of One United Nations Programme outcomes 1.1, 1.2 and 1.3 – on equitable access to and use of quality services for vulnerable and marginalized populations. This will emphasize approaches that support federal and provincial/area governments in addressing barriers to delivery of quality services, particularly for women, youth, children and vulnerable groups. The programme will take into account gaps in the Millennium Development Goals targets as well as emerging challenges, including devolution of power, integration of services and private-sector service delivery.

(ii) Evidence-based policy, legislative, budgetary and accountability mechanisms will be strengthened to support equitable access to basic services for inclusive human development, including in humanitarian settings. The proposed programme also will support strong advocacy for behaviour change and adoption of positive social norms. It will raise public awareness about the needs of women, youth, children and vulnerable populations. Communities will be empowered to change social norms, such as open defecation or child labour. Individual and institutional capacities for equitable and results-based service delivery will be strengthened at all levels, with reforms aimed at ensuring efficiency and accountability. High-level, evidence-based advocacy will address issues of early marriage, family planning and gender-based violence, among others.

(b) *Inclusive economic growth through the development of sustainable livelihoods.*

(i) The proposed programme will contribute to the achievement to three of the four outcomes in Strategic Priority Area One of the One United Nations Programme, namely, outcomes 2.1, 2.2 and 2.4 – supporting inclusive and sustainable economic growth, with particular focus on poor people, youth and women. Support will be given particularly to implementation of the Framework for Economic Growth through support to provincial/area governments in formulating their development strategies and plans. These will promote inclusive and sustainable growth and work to accelerate poverty reduction and achieve the Millennium Development Goals through policy reforms, institutional capacity-building and targeted multi-sectoral approaches.

(ii) The programme will emphasize policy dialogue and evidence-based policy and regulatory reforms that promote entrepreneurship and the business opportunities among poor people and women. It will focus on small and medium-size enterprises and foster skills development through public-private partnerships. Initiatives to help poor people will be undertaken, providing them with incentives to enhance the production and use of low-cost, sustainable energy. Particularly, 'green' development will be promoted at household, community and national levels.

(iii) In addition, the programme will address the key causes and consequences of population growth by generating evidence on emerging issues of population dynamics. These include the growing numbers of young people, the resultant potential demographic dividend and rapid urbanization, and their links with the needs of young people (including adolescents), sexual and reproductive health (including family planning), gender equality and poverty reduction. The programme will emphasize greater use of data for more informed decision-making and policy formulation.

(c) *Increased national resilience to disasters, crises and external shocks.*

(i) The proposed programme will help achieve outcomes 3.1, 3.2 and 3.3 – on resilience to disasters, crises and external shocks, through support for institutional development. This will ensure effective disaster and crisis management and improve planning and coordination capacities, including child-sensitive and gender-sensitive approaches. Capacity development will be supported at federal, provincial, district and community levels. Systems for multi-hazard mapping and planning will be established, as will early warning and community-based disaster risk management.

(ii) Particular attention will be paid to ensuring that vulnerable populations benefit from crisis prevention and mitigation measures, sustainable environmental management practices and climate change mitigation and adaptation programmes. In addition, the programme will aim to strengthen continuum from humanitarian response, including early recovery, to development assistance. This will provide vulnerable communities most affected by disasters and crises with improved socioeconomic opportunities, livelihoods and social protection.

(d) *Strengthened governance and social cohesion.*

(i) The proposed programme will support the achievement of outcomes 4.1, 4.2, 4.3 and 4.4, on strengthened governance and social cohesion. This will be achieved through support aimed at strengthening the capacity of democratic institutions and promoting stronger accountability. It will address areas such as improvement of electoral procedures and civic and voter education, with an emphasis on women; evidence-based policymaking and parliamentary oversight; and oversight of aid policy and coordination. The overall aid policy aims to support efforts to increase aid effectiveness and coordination, ensuring that it aligns with national and provincial development goals, the Millennium Development Goals and the Paris Declaration on Aid Effectiveness.

(ii) Emphasis will be given to the rule of law in selected areas in order to strengthen public trust, social cohesion and stability. It will also aim to improve access to justice through both formal and informal mechanisms, with a focus on the rights of women and vulnerable populations. The proposed programme will support the engagement of civil society, the media and academia as integral elements of the democratic process. In particular, it will work to strengthen decentralized governance under the 18th Amendment. Approaches will include capacity development and evidence-based legislative reform, as well as research and advocacy for administrative and fiscal decentralization. In addition, the proposed programme will support improvements to accountability and access to quality social protection, social cohesion and legal services for vulnerable people. Capacities of provincial and federal institutions to implement child protection systems and provide child-sensitive social protection, including birth registration, will be strengthened to ensure benefits to the most disadvantaged children. Cost-effective systems and innovative technologies will be employed.

(e) *Gender equality and social justice.*

(i) The common programme will contribute to the achievement of outcomes 5.1, 5.2 and 5.3 – on gender equality and social justice. It will focus on enhancing women’s participation in political processes, legislation and public sector decision-making. This will be based on electoral reforms and capacity development initiatives such as networking among women parliamentarians in the region.

(ii) Economic participation will be strengthened through support to regulatory reforms and targeted initiatives, emphasizing women’s access to property, entrepreneurship and income-generation opportunities in selected regions. In addition, gender-responsive budgeting will be strongly advocated. So will establishment of mechanisms to strengthen monitoring of the implementation of the Convention on the Elimination of All Forms of Discrimination against Women and gender-related issues in the Convention on the Rights of the Child. The Ministry of Human Rights and the Human Rights Commission will be supported to integrate protection of child rights and justice for children into a strengthened protective environment.

(iii) The programme also will help to promote and protect the political, economic, social, cultural and civil rights of children and vulnerable groups. This will be achieved through targeted policy support, institutional strengthening and capacity development assistance to human rights institutions, improving their ability to support and promote integration of human rights at all levels.

(f) *Food and nutrition security for the most vulnerable groups.*

(i) The programme will support the achievement of outcomes 6.1 and 6.2 – on improved food and nutrition security for the most vulnerable groups. It will focus on support to development and implementation of nutrition-specific interventions in every province/area. These will be complemented by integrated, cross-sectoral strategies and plans to address malnutrition, particularly among the most disadvantaged children.

(ii) An integrated response in water, sanitation and hygiene and education will be promoted, as well as strengthened facilities to provide more comprehensive mother and child support. Integration of nutrition subjects into formal and non-formal education curricula likewise will be

promoted. So will policies, legislation and capacity development and behaviour change communication for better nutrition of people living in the most vulnerable areas.

IV. Programme management, monitoring and evaluation

37. The common country programme will be implemented within the management and accountability structure of the new One United Nations Programme; accordingly, the results and resources frameworks of the three organizations are integral parts of the one country programme action plan, to be signed by the United Nations and the Government of Pakistan. Implementation of the programme will be anchored in the principles of aid effectiveness, such as national ownership and the use of national systems and mechanisms. Management of the programme will be supported by a coherent governance structure, with clear lines of accountability and decision-making and a robust monitoring and evaluation plan. Overall programme management and coordination will be the joint responsibility of the Government and the three organizations.

38. Building on lessons learned from the previous country programme, the management approach for the new programme is flexible, cost-effective, sensitive to potential risks and based on evidence. It will support joint programming to enable innovation and integrated approaches without compromising accountability and transparency. The management structure will take into account the structural and functional changes of the Government under the 18th Amendment and accompanying provincial/area specificities.

39. As part of overall management and oversight arrangements, a high-level committee will be formed, co-chaired by the Secretary of the Government's Economic Affairs Division and the United Nations Resident Coordinator. It will consist of federal and provincial/area governments, United Nations agencies and donors. It will provide policy guidance on the One United Nations Programme and its links with national priorities and processes. It will also decide on significant programmatic changes and funding allocations not included in the agreed framework. A provincial steering committee will be established for each of the eight provinces/areas. Members will come from provincial, regional and federal governments, including line departments, as well as from the United Nations. These steering committees will report to the high-level committee.

40. The management and monitoring and evaluation structure for the common country programme will be agreed to through consultation among the three organizations. They will hold biannual reviews with the Government, represented by the Economic Affairs Division, and other stakeholders to take stock of progress. These reviews will be complemented by quarterly financial and narrative reporting through designated government reporting systems. Civil society organizations and other development partners will be consulted to ensure inclusiveness, transparency and aid effectiveness.

41. A midterm review of the One United Nations Programme will take place to ensure continued alignment with national priorities. Final outcome evaluations will be conducted for each of the six priority areas. These reviews and evaluations will encompass an assessment of the contribution of the common country programme to the results achieved in the strategic priority areas and outcomes. They will also assess how the achievements of the common country programme contribute to results in the country programme action plan and the results and resources frameworks. The three organizations will update the data regularly (on a quarterly basis) published on OneView, the United Nations

system's web portal, which will have an interface with the Government's Development Assistance Database.

Annex. UNDP results and resources framework for Pakistan

One United Nations Programme and National Strategic Priority Area 2: Inclusive economic growth through the development of sustainable livelihoods			
Related agency focus area(s): Poverty reduction and inclusive growth; environment and climate change			
One Programme outcome and indicators	Programme approaches, outputs and indicators	Partners and partnership frameworks	Resources (thousands of United States dollars)
Outcome 2.1 Creation of employment opportunities and decent work through industry, construction, services, vocational/skills training, agricultural and cultural development, as well as promoting youth employment and public-private partnerships Indicators: Number of evidence-based policy reforms that promote inclusive economic growth	Programme approach: Capacity-building and technical support to government and civil society partners to formulate and track gender-sensitive comprehensive development strategies that integrate Millennium Development Goal (MDG) acceleration (including MDG 3) and inclusive growth; Evidence-based analysis to monitor implementation of national/provincial development frameworks (Human Development Reports and MDG reports) Output 2.1.1: Planning and finance institutions and women's departments at federal and provincial levels are enabled to develop comprehensive development strategies, with a focus on MDGs acceleration, inclusive growth, gender equality and women's empowerment Indicator: Number of evidence-based policies and strategies formulated and implementation supported with federal and provincial governments; Baseline: Government's Economic Growth Framework highlights policy and capacity gaps that limit the achievement of inclusive growth and MDGs; Targets: At least three provincial/regional governments formulate comprehensive development strategies that include MDG acceleration (including MDG 3) through a consultative process	Federal: Planning Commission; Ministry of Finance; Federal Bureau of Statistics; National Commission on the Status of Women Provincial: Planning and Development Departments; Finance Departments; Statistical Bureaux; Women Development Departments Others: Food and Agriculture Organization of the United Nations (FAO), UNFPA, UNICEF, UN-Women, other United Nations agencies/funds, academia, think-tanks, media and civil society organizations	Regular: 4 400 Other: 23 000
Outcome 2.2 Industrial development, both urban and rural, emphasizing small and medium enterprises/small and medium industry development, women's participation, clean development and sustainable energy supply and use at affordable cost Indicators: Number of evidence-based reforms that promote inclusive industrial and agricultural development; Number of initiatives on green,	Programme approach: Holistic area development programmes and partnerships to improve livelihoods, income and entrepreneurship opportunities for women and men in low human- development areas, particularly for male and female youth and women; Policy reforms and targeted initiatives that promote low-cost renewable energy technologies; Incentivize and build capacities for community-based management of natural resources in vulnerable environments, based on international best practices Output 2.2.1: Poor people, especially women, have enhanced access to livelihood and economic opportunities, particularly in least developed areas Indicator: Number of disadvantaged people (sex disaggregated) with enhanced income through economic opportunities; Baseline: Increase in	Federal: Ministry of Industries and Commerce; Technical Education and Vocational Training Authority; Small and Medium Enterprise Development Authority; Ministry of Water and Power; Alternative Energy Development Board; Energy Conservation Centre. Provincial: Planning and Development Departments; Finance Departments; Statistical Bureaux; Agriculture and Livestock Departments;	Regular: 5 130 Other: 35 000

clean industries and jobs and low cost energy and climate change measures; Number of rural and urban poor households with access to sustainable energy sources	<p>poverty and inequality, especially in remote areas – women labour force participation at 21%; Targets: At least 0.5 million poor (50% youth; 70% women) provided livelihood and income-enhancement opportunities</p> <p>Output 2.2.2: National and provincial governments undertake gender-sensitive policy reforms and develop targeted initiatives to promote low-cost sustainable energy options, particularly among poor/vulnerable population Indicator: Number poor, vulnerable households, particularly female-headed households, with access to renewable energy. Baseline: 5.6% of total energy consumption is from renewable sources (hydel); renewable energy is not afforded by the poor; Targets: At least two gender-sensitive policy reforms to promote use of renewable energy by women and men; at least three gender-sensitive provincial/regional renewable energy initiatives implemented; 20% poor/female-headed households with access to renewable energy in target areas</p> <p>Output 2.2.3: Community groups, particularly women, sensitized and actively engaged in the sustainable management of critically threatened ecosystems. Indicator: Number of critically threatened ecosystems sustainably managed by women and men in communities. Baseline: Limited community-based ecosystem management with weak capacities; Targets: At least 10 critically threatened ecosystems sustainably managed.</p>	Environmental Protection Agencies Others: FAO, World Food Programme (WFP), International Labour Organization (ILO), United Nations Industrial Development Organization (UNIDO), UN-Women, United Nations Environment Programme (UNEP), other United Nations agencies/funds, academia, think-tanks, media, civil society organizations and chambers of commerce (Pakistan Dairy Association; Readymade Garments Manufacturers and Exporters Association; International Union for Conservation of Nature; World Wildlife Fund; Aga Khan Foundation, International Centre for Integrated Mountain Development	
One United Nations Programme and National Strategic Priority Area 3: Increased national resilience to disasters, crises and external shocks			
Related UNDP focus area(s): Crisis prevention and recovery; Environment and climate change			
One Programme Outcome and Indicators	Programme approaches, outputs and indicators	Partners and partnership frameworks	Resources (thousands of United States dollars)
<p>Outcome 3.1: (with UNICEF) National, provincial and district capacities to prevent, assess, reduce and manage risks are developed; Indicators: Number of National Disaster Management Authority (NDMA)/Provincial Disaster Management Authorities</p>	<p>Programme approach: Capacity development of national, provincial and district DRM institutions through establishment of early warning, multi-hazard mapping, planning and management systems that systematically integrate gender equality, women's empowerment and community-based disaster risk management.</p> <p>Output 3.1.1: Disaster management institutions at federal, provincial, district and community levels are enabled to undertake gender sensitive preventive and mitigation measures and disaster risk reduction (DRR) is mainstreamed in selected departments and ministries.</p>	<p>Federal: NDMA; Earthquake Reconstruction and Rehabilitation Authority; Federal Flood Commission; Planning Commission Provincial: Provincial and District Disaster Management Authorities; Irrigation Departments; Women's Development Departments</p>	<p>Regular: 1 470 Other: 15 000</p>

<p>(PDMA)/District Disaster Management Authorities (DDMA) that meet international humanitarian principles and priorities; Number of districts in each province that have completed risk assessments and hazard maps; Number of sectoral plans that have mainstreamed disaster relief management (DRM); Number of provinces/districts/villages with early warning systems in place.</p>	<p>Indicator: Number of federal, provincial and district DMAs with strengthened capacities, including in relation to mainstreaming gender equality. Baseline: DMAs recently established and have limited capacities and community engagement; Targets: Federal, provincial DMAs and at least one third of DDMA's with improved, gender-sensitive early warning and response systems and community engagement.</p>	<p>Others: WFP, UNICEF, UNFPA, UN-Women, other United Nations agencies/ funds, academia, think-tanks, media, civil society organizations</p>	
<p>Outcome 3.2: Vulnerable populations benefit from improved sustainable environmental management practices, including climate change mitigation and adaptation; Indicators: Per cent reduction in CO₂ emissions; Number of key environmental institutions implementing adaptation and mitigation plans; Number of private sector companies, academic institutions and media bodies engaged in joint public awareness/advocacy initiatives on climate change.</p>	<p>Programme approach: Support formulation and implementation of gender-sensitive provincial climate change adaptation and mitigation action plans through stakeholder consultations, capacity development and resource mobilization for targeted initiatives.</p> <p>Output 3.2.1: Gender-sensitive climate change adaptation and mitigation strategies and action plans developed and piloted at local level by federal and provincial governments, private sector, academia and civil society, including women's groups.</p> <p>Indicator: Number of gender-sensitive provincial climate change adaptation and mitigation action plans developed and implementation supported. Baseline: National Climate Change Policy developed; Targets: At least four gender-sensitive provincial climate change action plans developed, including ecosystem vulnerability mapping, and implementation supported; enhanced global resources for climate change adaptation and mitigation; Reducing Emissions from Deforestation and Forest Degradation (REDD) mechanism established and appropriate mitigation actions for four selected forest types demonstrated.</p>	<p>Federal: Ministry of Climate Change; Planning Commission; Meteorological Department; Space and Upper Atmosphere Research Commission; Geological Survey of Pakistan Provincial: Planning and Development Departments; Environmental Protection Departments Others: UNEP, UNIDO, FAO, UNESCO, other United Nations agencies/funds, academia, think-tanks, media, civil society organizations.</p>	<p>Regular: 4 400 Other: 25 000</p>
<p>Outcome 3.3 (with UNICEF): Vulnerable populations in crisis situations benefit from improved prevention, risk reduction and response (mitigation), and are assisted to reach development goals including MDG targets Indicators: Number of affected/eligible</p>	<p>Programme approach: Coordination and targeted assistance to women and men in communities affected by natural disasters and crises for early recovery through integrated programmes that offer women and men cash for work, livelihoods support and rehabilitation of community infrastructure.</p> <p>Output 3.3.1: Vulnerable communities, particularly women, affected by crises have access to training, entrepreneurship, livelihoods and community infrastructure.</p>	<p>Federal: National Disaster Management Authority; Ministry of States and Frontier Regions; Economic Affairs Division Provincial: Provincial and District Disaster Management Authorities; Planning and Development Departments; Women's Development</p>	<p>Regular: 5 870 Other: 44 500</p>

populations that have returned to pre-disaster income and production levels within 18 months.	Indicator: Number of crisis-affected population (sex disaggregated) with improved livelihoods, economic opportunities and community infrastructure. Baseline: 20 million affected by floods 2010; 5 million affected by floods 2011; 1.5 million affected by crisis in Federally Administered Tribal Areas; 1.7 million refugees; Target: At least 20% of crisis-affected households, particularly female-headed households, in target areas are assisted to improve their livelihoods and socio-economic conditions	Departments Others: United Nations Office for the Coordination of Humanitarian Affairs, Office of the United Nations High Commissioner for Refugees, UNICEF, FAO, WFP, UN-Women, other United Nations agencies/ funds, academia, think-tanks, media, civil society organizations	
One United Nations Programme and National Strategic Priority Area 4: Strengthen governance and social cohesion			
Related UNDP focus area(s): Democratic governance			
One Programme outcome and indicators	Programme approaches, outputs and indicators	Partners and partnership frameworks	Resources (thousands of United States dollars)
Outcome 4.1: The capacity of institutions to be more democratic and accountable is strengthened, including, inter alia, the engagement of civil society organizations, media and academia; Indicators: Voter registration rates (by sex and geographical focus); Public confidence in independence of the Election Commission of Pakistan; Number and frequency of parliamentary standing committee meetings; Number of cases taken up and investigated by ombudspersons (federal and provincial).	Programme approach: Provide technical and capacity support to the Election Commission in implementation of its strategic plan through development of procedural manuals, training, outreach, and results management; Strengthen selected federal and provincial parliamentary committees through technical assistance and gender- and evidence-based analysis for effective legislative reviews and oversight of the executive. Output 4.1.1: The electoral administration, systems and processes of the Election Commission and its field offices are reformed and aligned with international standards and best practices, including in relation to mainstreaming gender equality. Indicator: Number of Election Commission officials (female and male) with improved capacities and results management systems to administer fair and transparent elections; Baseline: Electoral processes, results management systems and communication materials to be updated and officials to be trained; Targets: Electoral systems and processes updated and at least 80% of Election Commission of Pakistan female and male field officials trained; Enhanced participation of youth and women; Efficient and transparent management of election results. Output 4.1.2: Selected federal and provincial parliamentary committees and secretariats are better able to undertake improved legislative drafting	Federal: Election Commission; Parliament; Parliamentary Committees Provincial: Provincial Election Offices; Provincial Assemblies Others: UN-Women, other United Nations agencies/ funds; academia; think-tanks; media; civil society organizations, including women's groups (Free and Fair Elections Network)	Regular: 2 200 Other: 20 000

	<p>based on gender analysis, and effective oversight of the executive.</p> <p>Indicator: Number of federal and provincial parliamentary committees that undertake legislative changes and administrative reviews based on gender- and evidence-based analysis (policy/issue papers); Targets: At least 5 federal and 12 provincial parliamentary committees, such as those related to social sectors, devolution and women's caucuses, using training and high-quality analytical assistance.</p>		
<p>Outcome 4.2: Rule of law and public security institutions strengthened to enhance public trust and social stability, and to provide improved safety and security, including measures to address transnational crime and trafficking;</p> <p>Indicators: Number of civilian law enforcement personnel and prosecutors delivering services to international best practice standards.</p>	<p>Programme approach: Build capacities of access to justice institutions and duty-bearers to strengthen formal and informal justice and dispute resolution mechanisms, particularly focusing on vulnerable people, women, men, boys and girls.</p> <p>Output 4.2.1: Formal and alternative access to justice and rule of law mechanisms strengthened, with a focus on the rights of women and vulnerable populations.</p> <p>Indicator: Number of duty-bearers enabled with strengthened systems and capacities (sex disaggregated); Baseline: Post-Crisis Needs Assessment identifies access to justice as a constraint to development; Targets: At least 5,000 officials (police, prosecutors, lawyers and community members, a significant proportion of whom are women) trained in Malakand, Khyber Pakhtunkhwa; Informal dispute resolution mechanisms established, focusing on women's cases; 20% increase in the number of poor, particularly women, accessing legal aid.</p>	<p>Federal: Federal Ombudsperson Provincial: Government of Khyber Pakhtunkhwa (Home Department, Police, Planning and Development Department); Judiciary; Provincial Ombudsperson; Local Government Department Others: UNOPS, UN agencies/funds; academia; think tanks; media; civil society organizations; Bar Associations.</p>	<p>Regular: 2 930 Other: 20 000</p>
<p>Outcome 4.4: Strengthened decentralized governance</p> <p>Indicators: Number of policy and legal frameworks developed/revised and implemented by provincial/area governments (post-18th Amendment); Percentage of households having access to key services from local governments.</p>	<p>Programme approach: Capacity development to enable the federal Economic Affairs Division and provincial Planning and Development departments to set gender-sensitive aid policy and enhance inter-donor and inter-sectoral coordination in line with national and provincial priorities; Support implementation of decentralization reforms (18th Amendment) in selected provinces with a focus on building capacities of development planning, MDG acceleration (including MDG 3) and local service delivery institutions.</p> <p>Output 4.4.1: Aid effectiveness strategies and coordination mechanisms at federal and provincial levels strengthened in alignment with Paris Declaration, Busan High-Level Forum and national/provincial development goals/ MDGs.</p> <p>Indicator: Number of aid coordination mechanisms established for effective inter-donor and inter-sectoral coordination; Baseline: Draft national aid policy and foreign assistance report prepared; foreign assistance lacking thematic and geographical coordination; Targets: National aid policy formulated and donor coordination groups vitalized at</p>	<p>Federal: Economic Affairs Division; Ministry of Inter-Provincial Coordination Provincial: Planning and Development, Finance and Local Government Departments; Provincial Parliamentary Committees Others: United Nations agencies/funds; donor community; academia; think-tanks; media; civil society organizations</p>	<p>Regular: 2 200 Other: 18 000</p>

	<p>federal and provincial levels; timely national reporting on international development goals; Relevant federal and provincial officials trained in policy analysis, project appraisal and coordination.</p> <p>Output 4.4.2: Capacities of provincial authorities strengthened to implement the 18th Amendment with focus on development planning, public finance, local governance and MDGs acceleration (including MDG 3).</p> <p>Indicator: Number of gender-sensitive legislative reforms and capacity-building initiatives that facilitate implementation of the 18th Amendment;</p> <p>Baseline: 18th Amendment passed in 2010 and provinces to pass necessary legislation and reorganization to complete the process; Targets: Capacity assessment and reorganization of selected provincial departments supported; Research and advocacy for administrative and fiscal decentralization to local governments.</p>		
One United Nations Programme and National Strategic Priority Area 5: Ensure gender equality and social justice			
Related UNDP focus area(s): Gender equality and inclusive growth			
One Programme outcome and indicators	Programme approaches, outputs and indicators	Partners and partnership frameworks	Resources (thousands of United States dollar)
<p>Outcome 5.1 (with UNICEF): Government and civil society are active and accountable in eliminating discrimination against women and girls;</p> <p>Indicators: Percentage of women legislators at national, provincial and local levels.</p>	<p>Programme Approach: Increase women's participation and role in legislation and decision making processes through strengthening women caucuses in national and provincial assemblies and building capacities of both female and male legislators for gender equality and women's empowerment.</p> <p>Output 5.1.1: Women's parliamentary caucuses and the Electoral Commission of Pakistan are better able to promote the increased participation of women in political processes, including at decision-making levels in public administration.</p> <p>Indicator: Percentage of women in parliament, parliamentary committees and key public leadership positions (federal and in provinces); Baseline: Women parliamentary caucus established; low participation of women in political and social leadership positions at provincial levels; Targets: 25% increase in number of women leaders at the federal and provincial levels; women legislatures and leaders trained in policy analysis and networked with each other; gender-based budgeting and reviews institutionalized; number of male legislators who receive capacity- building for gender equality and women's empowerment.</p>	<p>Federal: Parliament; women parliamentarians' caucus; Election Commission</p> <p>Provincial: Provincial Assemblies; Women parliamentarians' caucuses; Provincial and Federal Administrations</p> <p>Others: UN-Women, UNICEF, Other UN agencies/ funds; academia; think tanks; media; civil society organisations</p>	<p>Regular: 370</p> <p>Other: 7 500</p>

<p>Outcome 5.2 (with UNICEF): Political, economic, social and legal rights of all, and especially vulnerable groups, are respected, protected and fulfilled, including through institutional strengthening and capacity development of duty-bearers</p> <p>Indicators: Percentage of women entrepreneur/ industrial workers.</p>	<p>Programme approach: Enhance women's economic participation through policy reform, improved access to property rights, and special initiatives that promote entrepreneurship and income generation.</p> <p>Output 5.2.1: Federal and provincial authorities, private sector and civil society are enabled to undertake reforms and targeted interventions to increase women's access to property, entrepreneurship and income-generation opportunities.</p> <p>Indicators: Women's economic participation increased in selected sectors, including in non-traditional sectors in the private sector; Baseline: Women's labour force participation at 21%; Targets: 10% increase in women's participation in target sectors/areas including non-traditional sectors in the private sector; Policy reforms to enhance women's access to property and entrepreneurship in target sectors/areas.</p>	<p>Federal: Small and Medium Enterprise Development Authority; Women's Chambers of Commerce; Women Parliamentarians caucus</p> <p>Provincial: Women parliamentarian's caucuses; Women Welfare Departments</p> <p>Others: UN-Women, ILO, UNICEF, other United Nations agencies/funds, academia; think-tanks; media; civil society organizations; private sector</p>	<p>Regular: 370</p> <p>Other: 7 500</p>
--	---	---	---

UNDP indicative resources for 2013-2017

Regular:	\$ 29 340
Other:	\$ 215 500
Total:	\$ 244 840