

2009 - 2013

# One UN Programme I Final Report



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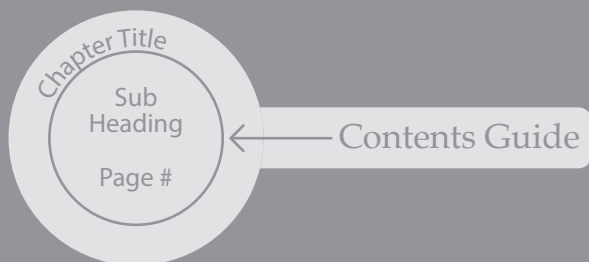
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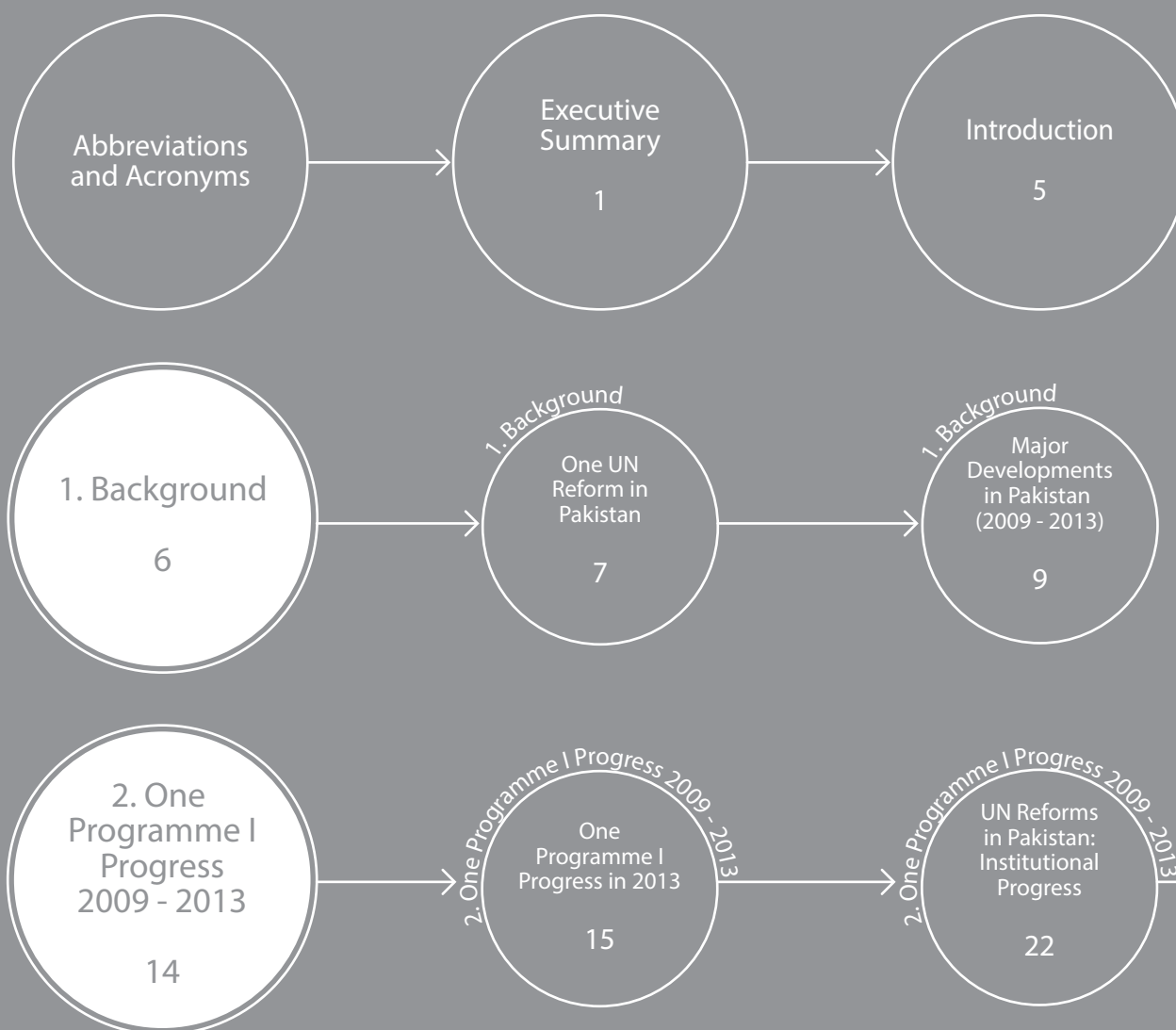
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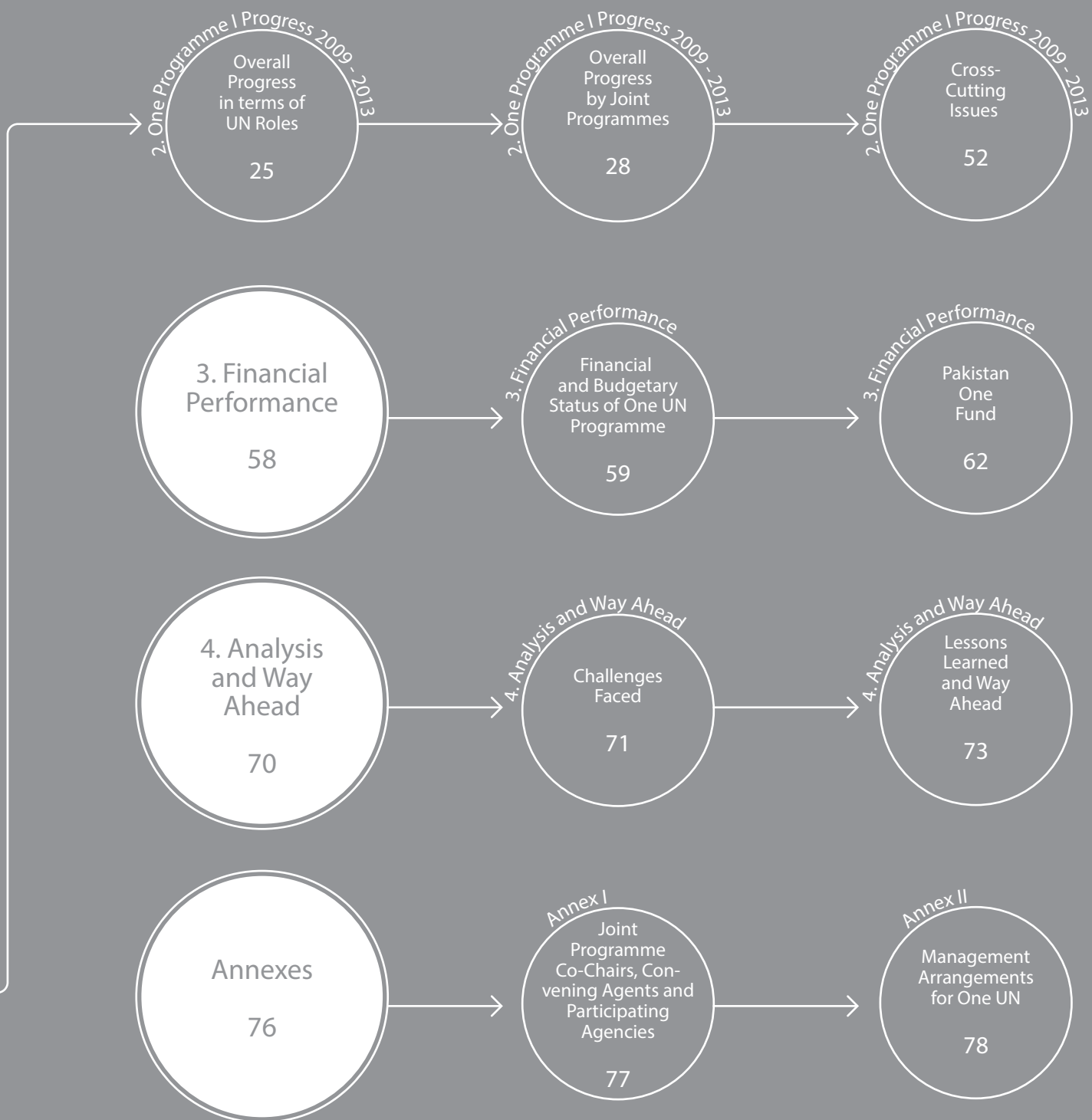
One UN Programme I  
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# Abbreviations and Acronyms

## A

AA Administrative Agent  
ADR Alternate Dispute Resolution  
ALC Adult Literacy Centre  
ARP Agriculture, Rural Development and Poverty Reduction

## B

BESP Balochistan Education Sector Plan  
BISP Benazir Income Support Programme

## C

CCI Cross-Cutting Issues  
CCIWG Cross-Cutting Issues Working Group  
CDM Clean Development Mechanisms  
CEDAW Convention on the Elimination of All Forms of Discrimination Against Women  
CFS Child Friendly School  
CHW Community Health Worker  
CLTS Community-Led Total Sanitation  
CMAM Community-based Management of Acute Malnutrition  
CO Community Organization  
CPI Community Physical Infrastructure  
CPD Continuous Professional Development (for Teachers)  
CSO Civil Society Organization  
CSR Corporate Social Responsibility

## D

DaO Delivering as One  
DEWS Disease Early Warning System  
DFID Department for International Development (UK)  
DRM Disaster Risk Management

## E

EAD Economic Affairs Division  
ECE Early Childhood Education  
EFA Education for All  
EmONC Emergency Obstetric and Neonatal Care  
ENC Essential Newborn Care  
EPI Expanded Program of Immunization  
EVAW End Violence Against Women

## F

FAO Food and Agriculture Organization (UN)  
FATA Federally Administered Tribal Areas  
FMD Foot and Mouth Disease  
FP Family Planning  
FY Financial Year

## G

GB Gilgit-Baltistan  
GBV Gender Based Violence  
GDP Gross Domestic Product  
GEF Global Environmental Facility  
GEI Gender Equality Initiatives  
GER Gross Enrolment Rate  
GFATM Global Fund to Fight AIDS, Tuberculosis and Malaria  
GII Gender Inequality Index  
GPI Gender Parity Index  
GRAP Gender Reform Action Plan  
GRB Gender Responsive Budgeting  
GRIP Grassroots Initiative Project

## H

HBW Home Based Worker  
HBLC Home Based Literacy Centre  
HDI Human Development Index  
HDR Human Development Report  
HLC High Level Committee (on UN Reform in Pakistan)





# Executive Summary

Pakistan was the largest of eight pilot countries for 'Delivering as One', an initiative designed to improve the efficiency and effectiveness of the UN. The Pakistan UN One Programme I (OP-I) was launched in February 2009, initially to run for two years but later extended to five years. OP-I united 19 resident UN agencies and one non-resident agency and provided support to development initiatives of the Government of Pakistan through five Joint Programmes on: Agriculture, Rural Development and Poverty Reduction (ARP); Disaster Risk Management (DRM); Education; Environment; and Health and Population, with four cross-cutting issues of Gender Equality, Civil Society Engagement, Human Rights and Refugees. With official closure of OP-I in 2012, 2013 was a transition year for UN Agencies in Pakistan: on one hand, the year saw the launch of the UN One Programme II (2013-2017), on the other, some Agencies continued with OP-I activities to make use of unutilized funds until December 2013.

**Developments in Pakistan** had a major impact on the UN One Programme. The five years of OP-I saw the country go through a strengthening of democratic governance, notably with passage of the 18th Constitutional Amendment and the successful conduct of national and provincial elections in 2013. The 18th Amendment devolved service delivery functions fully to the provinces. However, the economy continued to face challenges due to power shortages, low productivity, the global economic downturn, insecurity and natural disasters, and growth remained low. Several major natural disasters, notably flooding in 2010 and successive years, and conflict in parts of the country, had a huge detrimental impact on development. Security threats (terrorist attacks, armed conflict) persisted throughout the five years of OP-I, hampering many projects. The country's human development indicators showed improvement in some areas, e.g. poverty reduction, but on the whole remain weak: Pakistan is off-track to achieve the majority of MDG targets by 2015.

**The institutional set-up For OP-I implementation** was designed to reflect the principle of 'Delivering as One', and

aimed to create synergies amongst UN agencies on the basis of their comparative advantages of scope/specialization and scale (outreach). The main entities responsible were the Joint Programme Steering Committees and Inter Agency Thematic Working Groups. Over the course of OP-I significant progress was made on promoting harmonization and coordination among UN agencies, notably with development of common approaches to information management, operations, programming and communication.

OP-I officially came to an end in 2012, but some activities continued up to the end of 2013.

**Major achievements in 2013** under JP ARP were enhancing the wool value chain in Balochistan, identifying employment related needs of PWDs, incorporating decent work into literacy curricula and tackling gender based violence. JP DRM continued efforts to mainstream DRR into development planning and processes, and build community level DRR capacity. JP Education carried out advocacy for ECE, carried out a capacity assessment to implement the Balochistan Education Sector Plan, trained Punjab officials to



conduct Grade 5 and 8 exams, and helped prepare a comprehensive skills strategy for Sindh TEVTA. JP Environment supported installation of water and sanitation facilities in 28 schools and promoted PATS in 40 villages in Punjab. JP efforts led to notification of a National Habitat Committee to provide advice on urban policies. JP Health and Population continued promotion of ENC, IYCF and CMAM through training and awareness-raising. Efforts in relation to tackling HIV/AIDS focused on PWID, and included piloting of Opioid Substitution Therapy (OST). With regard to the Population Census, the JP supported capacity building of GIS labs.

**The four roles of the UN** are: (i) an adviser to Government; (ii) a convener of stakeholders; (iii) an advocate for international norms and standards; and (iv) a provider of technical expertise. Measuring OP-I progress in terms of these roles, there are significant achievements. Federal and provincial governments were supported in the formulation of a number of key policies and strategies (e.g. National Climate Change Policy, DRR chapter in 10th Five-Year Plan). Throughout the course of OP-I, UN agencies engaged with a range of stakeholders, and promoted interaction and collaboration between these on diverse development issues (e.g. establishment of the Inter Provincial Forum on education). Advocacy efforts under OP-I were both extensive and wide-ranging: gender based violence, gender equality, child and bonded labour, decent work, right to education, literacy, rights for people with HIV/AIDS were among the issues addressed here. Most achievements of OP-I were seen in relation to the UN's role as provider of technical expertise.

In all sectors and thematic areas OP-I provided technical expertise, capacity development, resources and other support. Overall progress under each of the five Joint Programmes was as follows:



**The Joint Programme for Agriculture, Rural Development and Poverty Reduction** carried out numerous and diverse interven-

tions to enhance productivity and livelihood opportunities, income generation, natural resource management, and access to services for rural communities – both in the agriculture sector and the non-farm rural economy. Women and girls were particularly targeted in these. The programme was able to respond effectively to the floods disasters hitting large parts of Pakistan, both through livelihood interventions and protection of children and vulnerable groups. The Joint Programme supported vocational training, and raised awareness and built capacity to tackle issues of child and bonded labour.

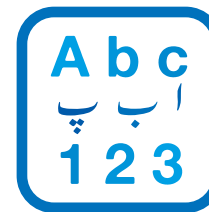
Advocacy efforts were particularly effective with regard to tackling gender-based violence. Promotion of ADR through Musalihat Anjuman facilitated access to justice for many, and youth were supported to have a more active role in development. Policy frameworks and institutional mechanisms for gender-responsive budgeting and monitoring and reporting on MDGs progress were greatly strengthened under the JP.



**The Joint Programme for Disaster Risk Management** provided substantial support to relevant institutions, notably the

National, Provincial and District Disaster Management Authorities. This took the form of policy and technical support, as well as 'material' assistance (e.g. equipment). Institutional strengthening entailed capacity building; the Joint Programme also supported educational/training institutes to ensure sustained and effective provision of DRM training.

Mainstreaming of DRM into planning and development processes was a focus area, aimed at minimizing vulnerabilities and disaster risks: the Planning Commission and key sectoral agencies (e.g. in education, health) were guided on DRM mainstreaming. Recognizing the importance of increasing knowledge and information about disaster vulnerabilities and risks, the JP carried out a number of vulnerability and hazard assessments, and prepared communication materials on diverse hazards. The third DRM focus area, community-based DRM, saw the JP mobilizing and capacitating community organizations, increasing local awareness, providing equipment and other material support to enhance disaster preparedness. A similar community mobilization approach was taken in relation to improving the condition of refugees and hosting communities, alongside provision of essential services and livelihood generation.



**The Joint Programme for Education** helped improve enrolment in pre-primary and elementary education through a combination of

advocacy and support initiatives on early childhood education, child friendly schooling approaches and girls' education, support to schools to improve facilities, and direct incentives for families to enrol their children. Efforts to improve adult literacy and non-formal basic education involved a similar mix of advocacy to raise awareness and increase financial allocations, together with capacity building and support to improve literacy/NFBE centres. Education system strengthening focused on enhancing coordination between provincial education stakeholders and building their capacity, improving education data collection and analysis, and improving quality of teaching through development of national professional teaching standards and stress

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on accreditation of teacher training institutes.



**The Joint Programme for Environment's** efforts to promote integrated environmental management led to the review or formula-

tion of a number of environmental policies, notably the National Climate Change Policy. Promoting access to safe drinking water and improved sanitation was a priority component of the JP, directly tied to achievement of MDGs. The approach taken was a mix of advocacy (e.g. on hand washing), capacity building, strengthening coordination (e.g. between provincial and national WatSan policies), and some direct provision of services (particularly in relation to the flood response). A number of pilot projects in different geo-physical zones (e.g. wetlands, forests) were conducted to promote integrated natural resource management; these would serve as models for wider replication. Other initiatives in this regard included research studies, e.g. on climate change impact, and regional cooperation

on tackling environmental challenges. JP Environment helped promote sustainable urbanization through preparation of city profiles, urban development strategies and improved urban governance. Efforts were made under the JP to promote use of Clean Development Mechanisms (CDM) and sustainable energy, enhance energy efficiency, reduce industrial waste and improve healthcare waste management.



**The Joint Programme for Health and Population** supported the expansion of MNCH and FP/RH services through

improvement in public health facilities, promotion of community-based care and use of innovative delivery mechanisms such as contracting out and voucher schemes. To control the spread of communicable diseases, the Joint Programme supported expansion of immunization as well as specific measures to combat malaria, TB and so on; introduction of the Disease Early Warning System (DEWS) was a major achievement. Promotion of health and nutrition was

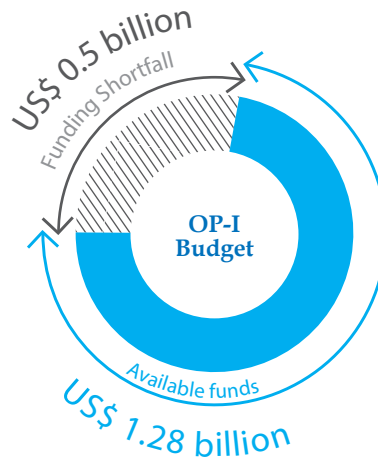
tied in with school education improvements (e.g. malnutrition screening by teachers), as well as through community level interventions and dissemination of essential nutrients. Health system strengthening entailed human resource development (notably LHWs), improved district level data collection and technical support for specific issues, e.g. drugs trials. Advocacy, capacity building, improved service provision and resource mobilization were carried out to improve prevention/ treatment of HIV and AIDS: results included treatment of more people with HIV, and development of provincial AIDS strategies – a first for Pakistan. While the sixth Population and Housing Census continued to be delayed by factors such as floods and elections, the Joint Programme was able to greatly enhance the capacity of the Population Census Organization to conduct the census.

**Measuring OP-I progress** on the four cross-cutting issues, gender equality was the one most consistently integrated across all Joint Programmes. Efforts to promote gender equality included advocacy and institutional capacity building to integrate gender in planning and development processes;

skills enhancement of women and girls to enable them to generate income; and meeting specific service delivery needs of women and girls. Engagement of civil society was a significant feature of One Programme activities: UN agencies in Pakistan worked with a progressively widening spectrum of CSOs and local communities across a host of development and humanitarian themes and within all provinces and administrative areas. These partnerships varied in nature, e.g. supporting advocacy, directly implementing projects. Human rights was generally an underlying theme of all Joint Programmes rather than a direct focus of OP-I interventions: the exceptions were in relation to bonded and child labour, women's rights, and rights of people with HIV/AIDS. OP-I helped improve the condition of long-standing Afghan refugees by stressing service delivery, local empowerment, livelihood generation and social cohesion with host communities. Refugees/IDPs forced to flee their homes as a result of recent natural disasters/conflict in Pakistan were supported as part of humanitarian responses, i.e. ensuring basic needs for food, water, shelter and so on were met.

With regard to **finance**, the total budget for OP-I came to US\$ 1.77 billion, while available funds were US\$ 1.28 billion, a funding shortfall of almost US\$ 0.5 billion. Total expenditure for OP-I came to US\$ 1.16 billion, a delivery rate of 91%. JP H&P consistently had the highest level of funding, followed by either JP ARP or JP Education. JP Environment consistently had the lowest level of funding. With the exception of 2009, JP ARP consistently had the highest delivery rate. For the majority of JPCs, delivery rates were between 70 and 99 percent. Cumulative deposits into the Pakistan One Fund came to US\$ 81.87 million and total spending came to US\$ 80.06 million. A total of US\$ 79.24 million was transferred to participating UN Agencies over the course of OP-I, while their cumulative expenditure was US\$ 74.07 million, leaving a balance of

US\$ 5.18 million available funds with participating organizations.



Of the **challenges** faced during OP-I implementation, some stemmed from within the UN System while others were due to wider developments in Pakistan. The former included lack of coordination among UN agencies, very limited number of joint implementation projects, lack of baselines and effective indicators for monitoring, lack of resources for some activities and, towards the end of OP-I, time and effort diverted on OP-II preparation. [Many of these issues were addressed through institutional reforms carried out during the course of OP-I.] Repeated natural and other disasters in Pakistan posed huge challenges, requiring large-scale humanitarian responses and setting back development. Security issues also made implementation difficult, e.g. limiting access to target areas. Devolution of service delivery to the provinces raised the challenge of engaging with all sets of provincial entities, as well as concerns about capacity, coordination, and ensuring equitable service delivery. While these were common challenges across OP-I, individual JPs also faced specific challenges.

A number of important **lessons** emerged from the OP-I experience, notably the

need to: invest time and effort in practically 'Delivering as One'; build flexibility into programme design; focus on resource mobilization; and engage with provincial entities and civil society. One Programme II (2013-2017) draws on these lessons and an extensive consultation process. Key features of OP-II include its flexible approach, simple management structure, provincial priority areas, utilization of existing government structures, and focus on partnerships. Despite its challenges and shortcomings, OP-I showed considerable achievements over its five years. This points to the gains to be made from a coordinated approach, and hopefully provides the foundation for even more achievements under OP-II.

# Introduction

In February 2009 Pakistan became one of eight pilot countries for the UN's Delivering as One initiative with the signing of the Pakistan UN One Programme (OP-I). The One Programme was initially to run for two years, but was later extended to five years. While 2012 was the final full year of OP-I implementation, some remaining funds were utilized up to December 2013. 2013 thus marked a transition year with final activities under OP-I being conducted in parallel with the start of One Programme II.

With OP-I now finally completed, this consolidated report gives an overview of the five years of the programme. This includes a review of major political, economic and other (notably natural disasters and security related) developments in Pakistan, and a snapshot of the country's current situation with regard to human development and meeting the Millennium Development Goals (MDGs). This provides the context for understanding the approach taken to OP-I implementation, the challenges faced and its progress.

The UN One Programme I comprised five Joint Programmes (Agriculture, Rural Development and Poverty Reduction; Disaster Risk Management; Education; Environment; and Health and Population) and had four cross-cutting issues (Gender Equality; Civil Society Engagement; Human Rights; and Refugees/IDPs) integrated across all five JPs.

This consolidated report gives a summary of major achievements under each Joint Programme and cross-cutting issue. Given the space constraints inherent in a report of this nature, this is really an overview of

approaches taken and results achieved, and certainly not a comprehensive description of the activities undertaken under each JP/CCI. Such descriptions are available in the OP-I annual reports (2009, 2010, 2011 and 2012). However, progress since 2012 (up to end December 2013), for utilization of outstanding funds is detailed in [CHAPTER 2](#) of this report.

As well as an overview of progress, this consolidated report aims to provide a sense of how OP-I implementation evolved to meet new challenges, the lessons learned, and the way these are reflected in the design of One Programme II.

Pakistan's UN One Programme I marked a radical departure from previous UN approaches to development in the country. It is hoped this consolidated report will prove useful to those involved in One Programme II, as well as other stakeholders in Pakistan and further afield keen to find solutions to the challenges of aid effectiveness and how best to promote development and progress in such countries.



# 1. Background

One UN reform in Pakistan  
Major developments in Pakistan (2009 - 2013)



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# One UN reform in Pakistan

## High-level Panel on System-wide Coherence

In 2005, in a bid to improve the UN's effectiveness in delivering on its mandate, the Secretary-General of the United Nations, Mr. Kofi Annan, announced the establishment of a High-level Panel on System-wide Coherence in the areas of Development, Humanitarian Assistance and the Environment.<sup>1</sup> The panel was tasked with recommending ways of improving efficiency and effectiveness of the UN System as a whole, in accordance with the Paris Declaration on Aid Effectiveness of 2005.

## Delivering as One

*Delivering as One*, the High-level Panel's report, was launched in November 2006. For development operations, the Panel recommended that Delivering as One (DaO) be organized around four 'Ones': One Programme, One Leader, One Budget and One Office. The vision behind the reforms process was that the UN's normative and analytic expertise, its operational and coordination capabilities, and its advocacy role should be more effectively brought together at the country level, at the regional level and at the global level.

Eight countries volunteered to become 'Delivering as One' pilots. The pilot countries agreed to work with the UN System to capitalize on the strengths and comparative advantages of the different members of the UN family. The aim was to streamline UN interventions, increase national ownership, reduce transaction costs, improve joint programming and increase harmonization and accountability through the four main pillars – One Programme, One Leader, One Budget, One Office. [A fifth pillar, One Voice,

aimed at harmonizing communication within the UN System was added in 2012.]

## Pakistan One Programme I

Pakistan was the largest of the eight One UN pilot countries. UN Reform in Pakistan was formally launched by the Prime Minister on 1 March 2007. As a first step in formulating one programme, federal and provincial partners in the Government of Pakistan undertook a thorough review of the United Nations Development Assistance Framework 2004-8 (UNDAF) in full collaboration with the UN agencies, funds and programmes operational in the country as well as some non-resident agencies. The UNDAF review process involved several stages including: situation analysis; stakeholder and SWOT analyses; strategic prioritization and review of major outcomes and outputs; and the setting of measurable and meaningful indicators to monitor progress. The whole process of One Programme formulation was conducted in a highly participatory manner that involved key stakeholders, including

<sup>1</sup> More information is available at <http://www.un.org/events/panel/>



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relevant governmental authorities at the federal and provincial levels, as well as donors and civil society organizations.



Pakistan was the  
largest of the eight  
One UN pilot countries

Stemming from, and responding to established national priorities, One Programme I comprised five Joint Programmes (JPs), reflecting the major areas of UN support to the developmental processes in Pakistan, which in turn comprised 21 Joint Programme Components (JPCs). The Joint Programmes were: (a) Agriculture, Rural Development and Poverty Reduction; (b) Education; (c) Health and Population; (d) Environment; and (e) Disaster Risk Management. Four cross-cutting issues were addressed in all five Joint Programmes: (i) civil society engagement, (ii) human rights, (iii) gender equality and, (iv) refugees. These

represented the anchors of the One Programme and the detailed formulation of all Joint Programmes and their Components was in accordance with those. The first generation One Programme united 19 resident UN agencies and one non-resident agency.



UN Reform in Pakistan  
was formally launched  
by the Prime Minister  
on 1 March, 2007

UN Pakistan's One Programme I (OP-I) was signed on 4 February 2009 in the presence of the UN Secretary General and the Prime Minister of Pakistan. Initially developed for a two-year period (2009-10), OP-I was extended until December 2012 by mutual agreement of the Government of Pakistan and the UN. While 2012 marked the final year of the implementation of the One Programme I, a further extension was allowed for outstanding projects/funds to be

completed/utilized. The UN Pakistan One Programme I finally drew to an end in December 2013.



# Major developments in Pakistan (2009 - 2013)

## Governance developments

Over the five years of One Programme I there were major political developments in Pakistan, representing an overall marked strengthening of democratic governance.

Elections in 2008 led to a civilian government assuming power. Cross-party consensus was reached to bring about passage of the 18th Constitutional Amendment in 2010, under which the Concurrent List was abolished, and some 50 subjects – including all the major service delivery functions – were wholly devolved to the provinces. As a result, several federal ministries were abolished. The 18th Amendment also made it mandatory on the state to provide free education to all children aged 5-16 years. The subsequent 7th National Finance Commission Award increased the share of provinces in the federal divisible pool. While such devolution was welcomed as a positive move, in the immediate term it posed major challenges. During the transitional phase the abolition of federal ministries did lead to an

institutional vacuum. Other concerns were over provincial capacity to handle the added responsibilities, coordination between provinces, and ensuring equitable service delivery.

Further signs of strengthened democratic governance in Pakistan were seen in the growing independence of the judiciary and the revolutionary expansion of the media (especially electronic). Judicial autonomy has been manifested in many rulings issued against the government and even the army: in June 2012 Prime Minister Yusuf Raza Gilani was dismissed following a contempt of court conviction by the Supreme Court. The media has been a powerful force for transparency and accountability. In May 2013 national and provincial elections were conducted, and there was a smooth handover of power to newly elected governments. The 2013 elections marked the first time in Pakistan's history that a civilian elected government had completed its full term in office. For Pakistan, this is major progress on the path to democracy.

## Economic developments

In recent years Pakistan's economy has been badly hit by the global economic downturn as well as security and other challenges at home. The energy crisis – the growing gap between supply and demand manifested in protracted 'load shedding' (power cuts) – stems from inefficiencies in power generation and distribution, lack of investment in new power sources, and subsidized energy pricing. It has had a massive negative impact on productivity and economic growth, hampering job creation, increasing poverty and reducing fiscal space for spending on social sectors. Lack of infrastructure and corruption are other serious impediments to growth: Transparency International's Corruption Perceptions Index ranked Pakistan 129 out of 177 countries in 2013. The security challenges facing the country have negatively impacted foreign investment. Repeated natural disasters have also taken their toll: the 2013 heavy rains and flooding in Sindh and Balochistan, for example, caused US\$ 3.7 billion of damage. All these factors (energy shortages, security

threats, low investment and so on) have led to reduced exports, high inflation, low GDP growth and high budget deficits.



The 2013 heavy rains and flooding in Sindh and Balochistan caused US\$ 3.7 billion of damage

However, following elections in May 2013, there has been some improvement. The Pakistan Economic Survey 2013-14 reports accelerated GDP growth of 4.14 percent, compared to 3.7 percent for the same period last year (and the highest in the last six years). Growth is broad-based, with all three major sectors – agriculture, industry and services – showing improvement. Per capita income reached US\$ 1,386 in 2013-14, representing growth of 3.5 percent (compared to 1.44 percent last year). The fiscal deficit was reduced to 3.2 percent during the first nine months of the current fiscal year, compared to 4.7 percent for the same period last year. However, inflation increased by one percentage point to an average 8.7 percent: much of this is due to high domestic food prices.

## Natural disasters and security threats

The five years of OP-I implementation saw Pakistan hit by repeated massive natural disasters, including the biggest in its history: the 2010 monsoon floods. Starting in the north, the floodwaters slowly made their way south through the Indus River System, causing further flooding in other parts of the country. In total, the floods affected 78 districts, about 1/5th of the country's area and over 18 million people, with around 2,000

reported deaths. At least 1.6 million homes were damaged or destroyed; the overall damage to public and private infrastructure was estimated at US\$ 9.7 billion. The Government of Pakistan, with support from national and international humanitarian actors, and UN agencies launched a substantive relief operation.



In total, the floods of 2010 affected about 1/5th of the country's area

In 2011, the monsoon rains were again heavy, triggering severe flooding, particularly in Sindh and Balochistan. Government figures indicated that a total of 9.2 million people were initially affected, with the vast majority of these (8.92 million) in Sindh. In 2012 large parts of Sindh and Balochistan were again affected by flooding, while in 2013 monsoon floods affected 1.5 million people across the country – many for the fourth consecutive year. The repeated floods disasters had a massive impact on development activities; in addition to the resources and effort diverted to the humanitarian response, there was the huge task of reconstruction and rehabilitation in flood affected areas. The floods disasters also highlighted the great risks posed to Pakistan by climate change. In September, two earthquakes struck Balochistan, affecting more than 85,000 people.

Development activities in the country were similarly negatively impacted by security threats. Over the five years of OP-I implementation Pakistan suffered numerous terrorist attacks with thousands killed – in all parts of the country and from all walks of life. While the roots of Islamic militancy emerged several

decades ago, the 9/11 attacks and their aftermath (invasion of Afghanistan and Iraq, drone attacks, and so on) greatly exacerbated this. Military operations in FATA, the Swat Valley, parts of Khyber Pakhtunkhwa and Balochistan also led to many deaths, as well as tens of thousands of people being displaced from their homes. Other security challenges facing the country have been from armed insurgent groups in Balochistan, and rising crime levels – particularly in the biggest city of Karachi.

The 2010 floods caused an overall damage to public and private infrastructure by an estimated US\$ 9.7 billion

The growing internal security threats across Pakistan have made implementation of development programmes – including the One UN Programme – very difficult. Both international and local staff has been targeted by militant groups. Polio workers have been specifically under threat, with several killed and the country's polio eradication campaign severely disrupted. In 2012 schoolgirl Malala Yousafzai was shot, in an attempt by extremists to deter girls' education. At the same time, armed conflict has caused tens of thousands of people to flee their homes, and led to the destruction of infrastructure and disruption of service delivery. The overall impact of Pakistan's growing security crisis has been to hamper development, as manifested in the country's anticipated failure to achieve most MDGs by 2015.

In June 2014 – following the failure of government talks with the Taliban – a military offensive was launched in North Waziristan with the aim of crushing the extremists. It remains to be seen if this

will be successful in eradicating the terrorist threat facing Pakistan. But an immediate effect, as with previous conflicts, has been the displacement of civilian populations and disruption of basic services and development programmes.

## Human development indicators

The UNDP Human Development Report (2014) gave Pakistan a HDI value for 2013 of 0.537 (in the low human development category) and ranked the country 146th out of 187 countries.

### Pakistan is unlikely to achieve most MDGs by December 2015

The Pakistan MDG Report 2013 states that, based on current progress, Pakistan is off-target to meet all quantifiable MDGs (MDGs 1-7) except MDG7 'Ensuring environmental sustainability'. Of the total 33 indicators, Pakistan was reported lagging behind on 25, on track on 6, and had achieved 2.



Pro-poor expenditure has significantly increased, reaching 9.9% of GDP in 2011/12

### Overall, the incidence of poverty has fallen

Several factors have contributed to poverty in Pakistan in recent years, notably repeated floods disasters, the slow economic growth rate, and double digit inflation (especially food inflation). Moreover, large sections of the population live just above the poverty line and

are highly vulnerable to shocks such as flooding. Pro-poor expenditure has significantly increased (notably under the Benazir Income Support Programme), reaching 9.9 percent of GDP in 2011/12. The minimum wage was also increased from Rs. 7,000 to Rs. 8,000 in 2012. The overall result is a persistent downward trend in poverty incidence over the past decade; Pakistan is on track to achieve the MDG poverty target.



The minimum wage was increased from Rs. 7,000 to Rs. 8,000 in 2012

### Disease prevalence remains a source of concern, in particular polio

Progress has been made in detection and provision of health care to TB patients, but year on year growth in TB cases remains high at 230 cases/10,000 population (MDG target 45 cases/10,000 population). HIV trends among key populations (e.g., people who inject drugs) are alarming. The PSLM 2012-13 survey found that immunization rates for one year olds based on health cards (records only) increased slightly from 56 percent in 2011-12 to 57 percent.



Year on year growth in TB cases remains high at 230 cases/10,000 population

The polio eradication campaign was badly hampered by terrorist attacks on polio workers: the total number of polio cases in 2014 up to 8 July stands at 90, much higher than the 22 cases at the same time in 2013. 67 percent (60/90) of these cases are from North and South Waziristan Agencies.<sup>2</sup> In recent years, Pakistan's risks for most air-borne endemics have increased. It suffered annual outbreaks of swine flu, multiple iterative dengue viruses affecting all provinces, as well as spread of malaria.

### Child and maternal mortality indicators showed improvement but remain weak

Under-five mortality fell from 117 deaths in 1990/91 to 89 deaths per 1,000 live births in 2012/13; and the infant mortality rate in this period from 102 to 74 deaths per 1,000 live births. However, both are still short of the MDG targets of 52 deaths per 1,000 live births for under-five mortality, and 40 deaths per 1,000 live births for infant mortality. The proportion of children under five years of age suffering from diarrhoea showed a marginal

Under five mortality fell from 117 deaths in 1990/91 to 89 deaths per 1,000 live births in 2012/13

decrease to 10 percent in 2012-13 from 11 percent in 2010-11.<sup>3</sup> Pakistan has shown considerable progress in relation to most maternal health indicators, but it is still far short of achieving MDG targets. Pre-natal consultations for pregnant females during their last pregnancy increased to 69 percent in 2012-13 from 64 percent in 2010-11; there are significant urban-rural (83 percent and 73 percent respectively) and provincial (Punjab 73 percent, Balochistan 50 percent) disparities.<sup>4</sup>

<sup>2</sup> <http://www.endpolio.com.pk/media-room/media-releases/128-pakistan-polio-update-briefer>

<sup>3</sup> PSLM 2012-13.

<sup>4</sup> Ibid.



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### Access to clean drinking water and sanitation shows wide provincial disparities

The share of the population with access to an improved water source reached 89 percent in 2011/12. The PSLM 2012-13 survey reported that 30 percent of Pakistani households used tap water as the main source of drinking water. The proportion of the population with access to improved sanitation (flush toilet) was reported as 71 percent overall; however, 15 percent of households reported having no toilet facility. With regard to provinces, Punjab had the highest rate of flush toilet use (77 percent) and Balochistan the lowest (30 percent).



89% of population had access to an improved water source in 2011/12

### Education indicators remain poor, with significant rural-urban, male-female and provincial disparities

Net primary enrolment (NER) in Pakistan has shown some fluctuation from the 57 percent OP-I baseline in 2008/09, but the



Public expenditure on education as a proportion of GNP fell from 2.4% in 2007 to 2.0% in 2011

figure for 2012-13 was still 57 percent nationally.<sup>5</sup> Punjab has a primary NER of 62 percent, the highest in the country, and Balochistan the lowest at 45 percent. The NER for middle level schooling (ages 10-12) went up from 20 percent in 2010/11 to 22 percent in 2012/13, but again with wide provincial disparities. The literacy level of the population (10 years &

above) at national level has shown some improvement: up to 60 percent in 2012-13 from 58 percent in 2010-11. Here too there are wide rural-urban, male-female and provincial disparities. Pakistan is thus off-track to meet education MDG targets by 2015. A major factor in this failure is lack of investment in education: public expenditure as a proportion of GNP rose from 1.6 percent in 2000 to 2.4 percent in 2007 but then fell to 2.0 percent in 2011.

### Pakistan's population growth rate has fallen slightly

The last Population Census was held in Pakistan in 1998; the sixth census has been repeatedly delayed because of factors such as flooding, elections, and



The population growth rate has fallen from 1.97% in 2013 to 1.95% in 2014

<sup>5</sup> Ibid.



conflict. However, at an estimated 177.10 million in 2011, Pakistan was the sixth most populous country in the world, and this figure was projected to reach 188.2 million in 2014, with 56 percent made up of youth. The population growth rate has fallen from 1.97 percent in 2013 to 1.95 percent in 2014.<sup>6</sup> The contraceptive prevalence rate rose to 34.5 percent from 29 percent in 2011-12 (MDG target 55 percent).

### Labour force participation increased but so did unemployment

The country's total labour force grew from 54.92 million in 2010 and around 57.2 million in 2011, to 59.74 million in 2012-13.<sup>7</sup> However, the number of people unemployed in 2012-13 was 3.73 million, or 6.2 percent, up from 6.0 percent in 2010-11. Moreover, rural unemployment showed a greater rise from 4.7 percent in 2010-11 to 5.5 percent in 2012-13, while urban unemployment remained stable but higher at 8.8 percent in 2012-13.<sup>8</sup> The country's unemployment to population ratio increased from 27.1 percent in 2001/02 to 30.9 percent in 2010/11, making the prospect of full employment by 2015 highly unlikely.



The number of people unemployed in 2012-13 was 3.73 million, almost 6.2% up from 6.0% in 2010-2011

### Gender parity figures showed little improvement, and overall Pakistan's global ranking is very low

Gender parity in education has improved for primary education, secondary education and youth literacy. Women's share of non-agriculture wage employment fell from 10.93 in 2005/06 to 10.64 in 2008/09, to 10.45 in 2010/11 (MDG target 14 percent). Punjab at 13.25 percent is very close to the MDG target; by contrast, Balochistan's figure of 2.32 percent in 2010/11 is extremely low. The drop in women's share after 2007 indicates that women's employment in non-agriculture is fairly sensitive to the downturn experienced by the Pakistan economy.



Pakistan ranked 146 on the gender inequality index as per UNDP 2014 Human Development Report

There has been considerable progress on increasing women's representation in legislative bodies. Despite these improvements in some areas, Pakistan's overall global ranking for gender gap remained very low. The World Economic Forum's *Global Gender Gap Report 2013* ranked Pakistan 135 out of 136 countries.<sup>9</sup> Out of 187 countries, Pakistan ranked 146 on the gender inequality index of the UNDP 2014 Human Development Report.

<sup>6</sup> Pakistan Economic Survey, 2013-14.

<sup>7</sup> Labour Force Survey 2012-13.

<sup>8</sup> Pakistan Economic Survey 2013-14.

<sup>9</sup> [http://www3.weforum.org/docs/WEF\\_GenderGap\\_Report\\_2013.pdf](http://www3.weforum.org/docs/WEF_GenderGap_Report_2013.pdf)

# 2. One Programme I Progress 2009-2013

One Programme I Progress in 2013  
UN Reforms in Pakistan: Institutional Progress  
Overall Progress in terms of UN Roles  
Individual Joint Programmes  
Cross-Cutting Issues

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# One Programme I progress in 2013

2013 was a transition year for UN Agencies in Pakistan: on one hand, the year saw the launch of the UN One Programme II (2013-2017), on the other, some Agencies continued with OP-I activities to make use of unutilized funds. The period for OP-I activities was extended to December 2013. This chapter summarises key OP-I interventions carried out by UN Agencies in 2013. Details of OP-II activities for the same period are given in the first annual OP-II report.



## Joint Programme for Agriculture, Rural Development and Poverty Reduction

### JPC1: Pro-Poor Sustainable Agriculture and Rural Development

JPC1 focused on wool production and enhancing the wool value chain in Balochistan. A study was conducted to identify deficits in the wool value chain: wool workers were then provided with good tools and linked to their local trade union so they could organize collectively. Technical support/ training was provided on goat and sheep rearing and wool processing, and international standard machinery for washing, drying and bailing wool was provided. Training was also provided in preparing wool products and market linkages developed. Such efforts led to a 200-300 percent increase in the per kg market price of wool produced in Balochistan. Another example of interventions to increase agricultural

productivity was the establishment of a small-scale fruit preservation unit in Kuchlak.



Trainings on how to prepare wool products led to a 200-300% increase in the per kg market price of wool produced in Balochistan

### JPC2: Decent Employment and Poverty Alleviation

Under JPC2, the Directorate of Special Education was supported to carry out a survey of persons with disabilities (PWDs) in Islamabad; over 87,000 households were surveyed, revealing a 1.1 percent disabled population, only one quarter of whom were employed. The survey findings will help identify and address employment needs of PWDs. A comprehensive assessment of technical and vocational centres was also carried out under JPC2, identifying gaps; based on this an organizational development plan





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was prepared to meet the technical/ vocational training needs of PWDs. Capacity of two TVET institutes was enhanced to mainstream PWDs into TVET system in KP. An unconventional approach was taken to promoting polio eradication, by mobilizing trade unions, employers' organizations and social security entities to support polio immunization. Poor families from rural South Punjab were engaged in the handicraft trainings and enterprise development.



87,000 households were surveyed, revealing a 1.1% disabled population, only 1/4th of whom were employed

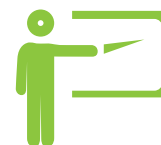
### JPC3: Empowerment, Mobilization and Protection of Poor and Vulnerable Groups

Efforts under JPC3 also focused on raising polio awareness and promoting immunization, in this case 'recruiting' extension

workers. A second focus area was supporting brick kiln workers in Sialkot and Gujranwala to register with provincial social security institutions, and a third on promoting birth registration through a mass media campaign that reached an estimated 38 million people with messages on importance and process of registration. The topic of decent work and basic labour rights was incorporated in adult literacy learners' material with the official endorsement of the Punjab Literacy Department, and 100 staff were trained as master trainers on this. This will support the Department's plans for the next ten years to promote literacy and decent work through NFBE. Technical assistance was provided to the Ministry of Law as well as HRCP to strengthen data collection and reporting on child rights.



Mass media campaigns reached an estimated 38 million people with messages related to rights and responsibilities



100 staff members of the Punjab Literacy Department were trained on adult literacy learners' material

Considerable progress was made on advancing the cause of gender equality and tackling gender based violence. The Sindh Domestic Violence Bill was passed in March after over five years of struggle. Implementation plans were drafted for the Anti-Sexual Harrassment Acts in Balochistan and PAK. The UN launched 'A Promise is a Promise: Time for Action to End Violence Against Women' campaign, and Pakistan presented its first national statement on the elimination and prevention of VWAG. The 'Tashadud Na Manzur' advocacy campaign used social media to spread key messages on women's rights and how to deal with situations that infringe on those rights. The campaign concluded in April 2013, having reached over 1.2 million people.

### JPC4: MDG Driven Pro-Poor Policy Framework

Strong advocacy under JPC4 led to the Governments of Punjab and Sindh establishing Labour Market Information and Analysis Units. Following a detailed capacity needs assessment, training and technical support, the new Units produced their respective reports on provincial 'Employment Trends – Skills'.



### Joint Programme for Disaster Risk Management

#### JPC1: Disaster Risk Management

Interventions under JPC1 continued to be a mixture of 'high level' work designed to mainstream DRR into development planning and implementation, and 'grassroots level' work with communities to build their capacity to prevent and respond to disasters. Capacity building of line departments in six target districts was carried out to mainstream DRR into district planning processes; workshops on the same theme were carried out at provincial and national level. Examples of community level work include the construction of seven community-based DRR centres, and training of almost 4,000 community members in DRR. A model for community-level DRR which stresses working with local partners in flood prone areas was piloted in Sindh. Flood early warning system was established in the Pakistan Meteorological Department.



7 community-based DRR centres created, and almost 4000 community members trained in DRR

Support was provided to Women Empowerment Wing, Social Sector Department, FATA Secretariat through health interventions in Bajour and Mohmand Agencies; resulting in training of 142 women as master trainers from WEW, Health, Education & Social Welfare in DRR. In addition to training of 3,880 community members in DRR; 20 care-takers of Women Friendly Spaces were trained on providing psychosocial support.



20 care-takers of Women Friendly Spaces were trained on providing psychosocial support



### Joint Programme for Education

#### JPC1: Pre and Elementary Education

Advocacy for early childhood education (ECE) continued to be a major focus of JPC1. These efforts led to ECE being incorporated into the Education Sector Plans (ESP) for Balochistan and KP and draft ESP for PAK. Following their respective strategies, efforts were made to streamline ECE in Punjab, Sindh, Balochistan and GB. Advocacy led to a Provincial Coordination and Policy Committee on Child Friendly Education being notified in Punjab, while in Khyber Pakhtunkhwa working groups were formed to promote girls' education. Other interventions in Punjab included: preparation of examination materials and test items for grade 5 and grade 8 examinations; development of a communication plan for the Continuous Professional Development (CPD) Programme for Teachers and development

of Accelerated Enrolment and Retention Action Plans for ten low enrolment districts in Southern Punjab. Promoting universal and free compulsory education remained at the heart of the Education Programme in Pakistan. Drawing upon Article 25-A of the 18th Amendment to the Constitution and Islamabad Declaration on Child Friendly Inclusive Education of 2010, UN agencies played a leading role in promoting equitable access to education for all children. Follow-up legislation was enacted in ICT and Sindh to implement Article 25-A of the constitution to Pakistan. Furthermore, Inter-Provincial Forum on Right to Education (Article 25-A) was supported to provide impetus to achieving universal primary education targets. This high-level advocacy was complemented by launching 'Every Child in School Initiative' that provided a means to sensitize communities concerning their children's right to education.

#### JPC2: Adult Literacy and NFBE

Under JPC2 considerable work was done on integrating decent work into the curricula of Adult Literacy Centres (ALC), and building capacity of staff of the Punjab Literacy Department on this material, as well as on learning material developed for NFE teachers on the specific issues facing child labourers and their learning needs. A series of posters and other materials were also developed on disease prevention, and awareness-raising of departmental staff as well as AL/NFE teachers and students was carried out on this. JPC2 was able to bring about a collaboration between the Faisalabad Chamber of Commerce and Punjab Literacy Department to set up ALCs for illiterate workers in industrial areas, as a CSR initiative. Finally a group of relevant stakeholders, including Punjab TEVTA, Sindh TEVTA, employers and government officials, were facilitated to visit a pilot project in Dhaka on formalizing informal apprenticeships through assessment and certification, etc. This was followed by a





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study in Punjab of the informal apprenticeship system and options to improve learning opportunities.

### JPC3: Education System Strengthening

Education indicators was a major focus of efforts under JPC3. Indicators for the Atlas 2013 were finalized, hard copies of the atlas were produced as well as a GIS web application, and government staff were trained in use of this. In addition the Balochistan Education Sector Plan (BESP) was finalized, endorsed at the highest level of government, and implementation initiated. On the basis of BESP priorities, a comprehensive capacity assessment study was carried out of existing institutional capacities to implement BESP. In Punjab, capacities of government staff were built to conduct examinations of 2.6 million Grade 5 and Grade 8 students.

### JPC4: Secondary Education with focus on TVE and Life Skills

JPC4 made considerable progress in Sindh, helping prepare a comprehensive skills strategy for Sindh TEVTA to enhance the

quality, relevance and outreach of the vocational and technical training courses offered in the public sector institutes. The provincial strategy is an action plan developed in accordance with the national skills strategy, and has guided the Sindh Government in directing resources to priority areas in 2013-14. This led to a request from Punjab TEVTA for the same support, which was provided as far as resources allowed. JPC4 also supported the establishment of Labour Market Information (LMI) Units in these two provinces, and production of the first employment trends: skills reports by these. It is envisaged that the LMI units will generate information that can be used to develop programmes linking industry demand to service provision. A five-day training course was provided to managers of TEVT institutes from Punjab and Balochistan to enable them to improve the efficiency of their respective training institutes. Finally, curricula were developed for polio affectees to mainstream them into the workforce.



## Joint Programme for Environment

### JPC1: Institutional Strengthening, Policy Implementation and Environmental Awareness

Under JPC1 two workshops were held for stakeholders to share experiences of GRIP projects, helping further develop public sector-civil society partnerships to manage environmental challenges. The GRIP report was also published and disseminated. The National Sustainable Development Strategy was finalized after extensive national and provincial consultations. The Climate Change Policy was formally launched in February 2013, and JPC1 provided administrative support to the Climate Change Division GEF Cell. It also funded federal and provincial officials to participate in COP19 in Warsaw.

## JPC2: Integrated Programme on Access to Safe Water and Improved Sanitation

JPC2 supported installation of drinking water and hand washing facilities, drainage systems and sanitary facilities – with special focus on menstrual hygiene – in 28 schools, along with dissemination of IEC material on hygiene. In addition 232 health and hygiene sessions were conducted for the students. At community level, new water and sanitation facilities were installed and WatSan committees formed to manage these and monitor water quality. Six thematic issue papers on the importance of linking WASH interventions with polio eradication



232 health and hygiene sessions were conducted for students

efforts were finalized. A strategy for integrating polio eradication with WASH was developed for high-risk polio districts. The PATS approach was implemented in Rahim Yar Khan District, Punjab, leading

to 40 villages achieving ODF status in high-risk polio areas. PATS implementation entailed construction of latrines, almost 600 hygiene sessions conducted with community members, formation of 40 Village Sanitation Committees, and training of community members and local officials on PATS.



PATS implementation entailed construction of latrines in 40 villages

## JPC3 Integrated Natural Resource Management in Demonstration Regions

Under JPC3 two cross-border consultative workshops were held to promote trans-boundary collaboration between China and Pakistan in relation to the Karakoram-Pamir Landscape (KPL); under the KPL initiative, a feasibility assessment report was prepared. In relation to Khunjerab National Park, the management plan was reviewed in the context of sustainable development and climate change adaptation. Following successful

implementation of 15 diverse projects for wildlife conservation and forest resources management, a two-day 'sharing and learning' workshop was held for stakeholders. An RPP for the national Reducing Emissions from Deforestation and Forest Degradation (REDD+) readiness programme was submitted to the World Bank, and provincial consultations held on this. Man and Biosphere Programme have been reactivated in the country.



15 diverse projects for wildlife conservation and forest resources management were conducted

## JPC4: Sustainable Urbanization

With JPC4 support a National Habitat Committee was notified to provide policy advice on urban policies, including linking provincial policies with the national level urban policy framework. Following successful pilots in Charsadda and Mardan, technical assistance was provided to the KP Board of Revenue (BoR) in computerizing and digitizing land records in seven additional districts and establishing one-stop-shop Service Delivery Centres during 2014 and beyond. Also with JPC5 support, the Climate Change Division initiated a climate change vulnerability assessment of Islamabad Capital Territory (ICT) that will pave the way to mainstream resilience in City Planning. A study of slums in Peshawar was conducted in collaboration with the KP Urban Policy Unit, and work is underway to devise solutions to address issues in slums/informal settlements.



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### JPC5: Support for Green Industries, Waste Management, Energy and Jobs

A focus area of JPC5 was to promote Resource Efficient and Cleaner Production (RECP). An RECP guideline document for textile wet processing was produced, and 35 master trainers from the industry trained in this. In addition a study tour was organized to China to develop linkages for CP promotion. Finally, a national seminar was conducted on green industries and environmental compliance, with the recommendations taken to the Government.



An RECP guideline document for textile wet processing was produced, and 35 master trainers from the industry trained in this.



### Joint Programme for Health and Population

#### JPC1: MNCH and FP/RH

With UN's support under JPC1, the New-born Care Unit in DHQ Hospital Batkhela is functional and providing services to a population of almost 700,000. 92 health care workers were trained in essential newborn care (ENC), and almost one million 2-5 year old children across 24 districts of KP were de-wormed during Mother and Child Week.



92 healthcare workers were trained in essential newborn care

### JPC3: Nutrition and Health Promotion

Implementation of the IYCF programme continued under JPC3 in four districts of KP, and entailed awareness-raising of around 30,000 caregivers/mothers and pregnant/lactating women, as well as health care providers, teachers and agriculture extension workers. Community-management of acute malnutrition (CMAM) also continued in four food insecure districts of KP, with



43,800 children received micronutrient supplements

nutrition services provided through 67 out-patient facilities (OTP) and supplementary feeding sites located in BHUs and community structures. A total of 78,000 children were screened for malnutrition, of which 3,480 severely malnourished children were enrolled in OTP; 43,800 children received micronutrient supplementation; and 52,000 children were de-wormed.

### JPC4: Health System Development

JPC4 supported strengthening of CEDAW Provincial Committees (CPCs), set up between 2009 and 2010. In 2013 the Committees in Punjab, Balochistan and KP were re-notified to ensure high-level representation by key departments, as well as CSOs. CPCs have been meeting regularly to set an agenda for CEDAW monitoring, and Punjab CPC has developed a standardized format for CEDAW reporting.

### JPC5: HIV and AIDS

JPC5 worked to ensure continuity and expansion of coverage of HIV prevention, treatment, care and support, focusing in particular on key populations such as people who inject drugs (PWID), trans-genders and men who have sex with men. Given the high prevalence of HIV among PWID, efforts were made to initiate Opioid Substitution Therapy (OST): a pilot was launched in early 2013, with plans for expansion to one site per province. In addition, around 1,000 partners or spouses of drug users were reached directly with HIV-related services.



Almost 1,000 partners or spouses of drug users were reached directly with HIV-related services

JPC5 also assisted in development of GFATM Round 9, Phase-2 proposal, that reached 34,000 PWID and around 6,500 spouses of PWID with HIV prevention starting in mid-2013. Technical assistance was provided to initiate work on Pakistan's HIV & AIDS Communication Strategy and Pakistan's HIV Testing and Counselling Strategy, which was finalized in 2013. The UN supported the Provincial AIDS Control

Programs to scale up community outreach: as a result 4,037 women were provided confidential HIV counselling and testing. ART was provided free-of-charge in 18 public sector centres across key cities: around 7,800 people are registered as living with HIV for services, of whom treatment is being provided to 3,500 – still only an estimated 10-15% of those in need. PPTCT services already present in Punjab, Sindh and KP were expanded to Balochistan, and healthcare workers in all provinces were trained on the prevention and treatment services.



ART was provided free-of-charge in 18 public sector centres across key cities

### JPC6: Population Census

With lack of clarity on when the next Population and Housing Census will be conducted, JPC6 focused on building the capacity of GIS laboratories and supporting these to scan enumeration areas. Following a physical verification survey of



Scanning of rural areas revenue maps - covering around 5,000 mouzas was completed for 13 districts of KP

Abbottabad using GPS, all urban areas in KP have now been verified through GPS by government staff. Scanning of rural areas revenue maps – covering around 5,000 mouzas (revenue villages) - was completed for 13 districts of KP, with the work divided between GIS lab Islamabad and GIS lab Peshawar. In addition GIS labs were established in Multan and Muzaffarabad, and government officials trained in their use.



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# UN reforms in Pakistan: Institutional Progress

The implementation structure of the One Programme I was very much designed to reflect the principle 'delivering as one', as well as strong partnership with the Government of Pakistan, and ensure clear accountability for the funds entrusted for OP-I and, of course, enable the Joint Programmes to generate impact, improving the lives of the targeted vulnerable groups. As a pilot initiative, new approaches were tried and innovative structures set up. During the course of programme implementation, changes were made to adapt to emerging realities and to fine-tune as appropriate.

## Institutional structure

The basic institutional structure for OP-I implementation remained consistent throughout the five years of the programme. At the apex of the governing structure was the High Level Committee (HLC) on UN Reform, established in early 2007, that brought together Government, UN and development partners, and set strategic direction. The Executive Committee for OP-I was a subsidiary of the HLC, and was responsible for high-level programmatic and financial oversight. The UN Country Team, consisting of the heads of all UN Agencies in Pakistan, had the main role of planning, implementing and monitoring OP-I.

A Joint Programme Steering Committee (JPSC) was set up for each JP; these reviewed and approved work plans and progress for their respective JPs, and recommended course corrections as needed. The JPSCs were co-chaired by a government representative (Secretaries of the respective federal ministries) and a UNCT member, and included representatives from each participating UN agency

and each participating national partner. The JPSCs were supported by Task Forces and Thematic Working Groups. Each JP had a UN Convening Agent, to act as Secretariat to the JPSC and facilitate coordinated programmatic and financial implementation.

The aim of this institutional set-up was to create synergies amongst UN agencies on the basis of their comparative advantages of scope/specialization (technical focus, implementation and partnership strategy, advocacy) and scale (outreach). This joint programming approach allowed for a more inclusive approach, bringing UN organizations together and ensuring effective use of the differentiated expertise of the UN. It also allowed joint continuous engagement of UN agencies with the concerned line ministries, resulting in a sectoral purview.

## Institutional reforms and progress

2009 was the first year of One Programme implementation, and progress was understandably somewhat slow. However, 2010



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saw consolidation of the Delivering as One process, with greater alignment of the UN Agencies' country programmes to the One Programme Results Framework initiated in 2009, and increased oversight of the joint steering mechanism instituted for DaO. As a result, delivery on OP-I was substantive in 2010 compared to 2009. Progress was also reflected in greater congruence between DaO indicators and those of the Paris Declaration of Aid Effectiveness, i.e. in the achievement of aid effectiveness objectives.

Following the unprecedented flooding that hit many parts of the country in 2010, the challenge was to use the One Programme as an instrument for post-floods development initiatives. The Joint Programmes were able to do this, prioritizing their planning of 2011 JP activities taking the post-floods development needs into consideration. Further challenges were posed by the 18th Constitutional Amendment and devolution of service delivery to provinces: for OP-I this necessitated a change in focus to provincial level and greater engagement with provincial partners. Unfortunately, the security situation in Pakistan showed a general deterioration over the five years of

the One Programme. The Security Management Team (SMT) remained vigilant and responsive during this extremely volatile security situation. In high risk areas, co-location of offices into more secure facilities allowed development and humanitarian programmes to be sustained despite fluctuation in risk levels.

The third year of OP-I implementation saw a focus on evaluation and lesson-learning. An internal review of the five joint programmes (including cross-cutting issues) and a Gender Audit were conducted. The strengths to emerge from the collective review exercise included inter-agency cooperation and consensus-based decision-making, and the stimulating dialogue between relief and recovery phases of humanitarian responses - all strengths that could be built on. Weaknesses to emerge from the review reports included the need for better monitoring, evaluation and reporting at a more strategic level; the need to further enhance synergy and coherence across programmes; and to reduce cumbersome governance mechanisms.

Even before the review exercise, a number

of changes were initiated to strengthen institutional arrangements and improve the DaO process in Pakistan, notably through common approaches to information management, operations, programming and communications. These continued after the review.

The first phase of the UN Management Information System (MIS), the OneView database and mapping tool, was completed and fully operationalised for OP-I. This tool was aligned to the Donor Assistance Database (DAD) and facilitated the analysis, including financial, of the UN's operations within the OP-I programming timeframe. Progress was made on conforming with the UN reform agenda of simplification and harmonization with: development of common procurement rules for One Procurement Centre; sharing of procurement documents on a One UN portal; adoption of competency-based recruitment procedures; roll out of a web-based application developed to track requests sent to the Ministry of Foreign Affairs, the roll-out of a UN Vehicle tracking system; and development of an online directory of all UN Agencies and staff. Finally, joint communications efforts

saw the establishment of a unified system for the dissemination of UN press notes and key messages. The One UN Web portal was established to ensure improved visibility and understanding of the UN's work in Pakistan.

A global DaO evaluation conducted in 2012<sup>10</sup> found that in Pakistan performance varied across the four components - One Programme, One Budget, One Leader and One Office. The main focus was on the One Programme. Overall, it reported that DaO had given cohesion for the UNCT to function as a system in a very volatile national environment, and – despite challenges and increased transaction costs for individual agencies – had increased the capacity of the UN System to deliver projects, thereby offering the potential for the UN to play an increasingly important role in Pakistan's development.

The achievement of One Programme outcomes was made possible by the multi-agency Pakistan One Fund, and complemented by parallel funding comprising core and non-core funding of the UN agencies. The Multi Partner Trust Fund (MPTF) Office of UNDP served as the Administrative Agent (AA) of the Pakistan One Fund. The MPTF Office received, administered and managed contributions from donors, and disbursed these funds to the Participating UN Organizations in accordance with the decisions of the Steering Committee. As Administrative Agent, UNDP also prepared and disseminated the One Programme Annual Reports for 2009, 2010, 2011 and 2012.

## Analysis

As a pioneering initiative, the One Programme I required new and innovative institutional arrangements to implement it. The institutional structure devised for OP-I was characterized by a number of features:

It brought together UN agencies jointly with government counterparts (line ministries, departments, etc) in a sustained engagement organized on sectoral lines;

It brought together diverse UN agencies in an inclusive manner that allowed sharing of knowledge and most effective use of differentiated capacities and skills;

It set up an oversight mechanism through JPSCs (as well as the higher level Executive Committee and the HLC on UN Reform) that prevented duplication of effort and allowed effective prioritization of programme interventions in line with national priorities;

It supported achievement of aid effectiveness objectives.

While issues were faced in Delivering as One, OP-I implementation was marked by a continuous effort to strengthen institutional processes, and particularly to promote harmonization and simplification within the UN System.

<sup>10</sup> Independent Evaluation of Delivering as One: Main Report, (United Nations, September 2012).

# Overall progress in terms of UN roles

The progress of the UN One Programme can be measured against the four roles of the UN: (i) an adviser to Government; (ii) a convener of stakeholders; (iii) an advocate for international norms and standards; and (iv) a provider of technical expertise for operational activities and capacity building in favour of the most vulnerable. For reasons of space it is impossible to give a full summary of OP-I achievements in relation to each of these roles, but notable examples are given in the following sections.

## Adviser to the government

Under the One Programme, federal and provincial governments were supported in the formulation of a number of key policies and strategies. Notable examples of the UN's role in this regard were seen in the context of disaster risk management, WatSan and disease control.

Considerable work was undertaken at policy level to promote the mainstreaming of DRM in priority sectors such as education, and to integrate DRM and climate risk management. JP DRM efforts led to inclusion of a chapter on DRR mainstreaming in the Government's 10th Five-Year Plan. The JP also supported drafting of a RAHA social protection strategy to address the concerns of the most vulnerable segments of the RAHA target population, including children, persons with disabilities, elders and women (especially widows).

Several key environmental policies were prepared with support from JP Environment, including the National Strategy for Sustainable Development, the Climate

Change Policy and the National Wetlands Policy for Pakistan. The JP also supported the formulation of sector strategies and action plans in relation to access to water and sanitation, and promoted alignment of provincial instruments with national WatSan policies. Its efforts led to the Punjab Drinking Water Policy and preparation of provincial behaviour change communication strategies. JP Health and Population supported preparation of strategy documents/policies/guidelines for TB, hepatitis and malaria control. Its efforts led to the Pakistan AIDS Strategic Framework-III being developed and, for the first time, Provincial AIDS Strategies (PAS).

## Convener of stakeholders

Throughout the course of OP-I, UN agencies engaged with a range of stakeholders, and promoted interaction and collaboration between these on diverse development issues. Notable examples were seen, again, in the context of DRM and WatSan/environmental protection, and also in education.





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JP Disaster Risk Management support led to ministerial working groups for DRM being notified in a number of ministries. A federal level RAHA retreat was convened and provincial consultations held to gather ideas and insights from relevant RAHA stakeholders on the way forward. To promote greater social cohesion in refugee affected and hosting areas, women's and men's CBOs in Balochistan and KP were trained in community and leadership management skills. To improve service delivery in refugee camps, local committees (health, water, education and welfare) were operationalized in Balochistan, as well as in refugee villages in KP and in refugee urban settlements.

Following the 18th Amendment, provinces are responsible for education policy, planning, curriculum development and so on - subject areas previously handled by the federal Ministry of Education. By establishing the Inter-provincial Forum on Education, and organizing meetings on different issues of education, JP Education offered a platform to stakeholders to brainstorm and evolve a common understanding about key challenges and issues including

implementation of Article 25-A, curriculum development, and quality of education. Meetings of district and provincial level stakeholders were supported to improve coordination among these, sharing of information and experiences, and sensitization about cross-cutting themes including gender equality in education. JP Education also mobilized School Management Committees, Mother Support Groups and Student Councils, and supported the formation of education provincial taskforces to promote use of ICT in secondary education.

Facilitation of the Sanitation and Water for All (SWA) process in Pakistan under JP Environment resulted in government commitments to a sector wide approach bringing government, donors and all stakeholders together to establish a set of principles to guide all efforts to meet international commitments to the Accra Agenda for Action. In order to improve urban governance, urban observatories, urban forums and urban projects were established under JP Environment in select cities on a pilot basis. A project was carried out in Kasur, Punjab, to reduce industrial effluent pollution through public-private partnerships.

Greater efforts were made to involve youth in planning and development; these included sensitization of policy makers and planners on this. The national Reducing Emissions from Deforestation and Forest Degradation (REDD+) readiness programmes was implemented by undertaking district level consultations in all regions of the country for road map development and awareness-raising.

## Advocate for international norms and standards

Advocacy efforts under the One UN Programme were both extensive and wide-ranging: gender based violence, child and bonded labour, and education/literacy were among the notable issues addressed here.

With regard to violence against women, OP-I support resulted in passage of the Protection Against Harassment of Women at the Workplace Bill, and the Sexual Harassment Bill and the Acid Crimes Bill;

in addition the Criminal Law (Amendment) Ordinance 2012 inserted two new sections on acid violence on women and its punishment. Support to provincial platforms resulted in launch of the Alliance on Ending Violence against Women and Girls (EVAW/G) in Balochistan, and establishment of Provincial (Anti-Sexual Harassment) Implementation Watch Committees.

A large number of activities were geared to increase awareness of child and bonded labour, including trainings for provincial and district officials, and advocacy campaigns. The JP supported the establishment of Child Labour Units in four provinces and at federal level, and helped the Punjab Provincial Child Labour Unit develop its Child Labour Programme, aimed at providing free NFE/Literacy to 10,000 child labourers. Engagement was carried out with parliamentarians to promote decent work.



Government of KP  
increased its budget for  
education to 4% in 2012

Through intensive advocacy campaigns targeting the general public ('Every Child in School' campaign), the Joint Programme for Education supported high-level advocacy to ensure basic education for all. Numerous meetings were held with policy makers and planners and senior education officials on the right to education, need to increase education budgets and the importance of ECE. These efforts contributed to passage of the 'Right to Free and Compulsory Education Bill' and to the Government of KP increasing its budget for education to 4 percent in 2012. Advocacy efforts to raise awareness of the importance of literacy for socio-economic development included consultation meetings

targeting policy makers, dissemination of a DVD of success stories from a community learning project, and bimonthly newsletters on themes related to education and literacy. To improve teacher education, advocacy was carried out on the importance of National Professional Standards for Teachers (NPST) and accreditation of teacher training institutes.

## Provider of technical expertise

Perhaps the most achievements of OP-I were seen in relation to this role. In all sectors and thematic areas the One UN Programme provided technical expertise, capacity development, resources and other support. While numerous examples exist under all five Joint Programmes, those highlighted here came under JP Agriculture, Rural Development and Poverty Reduction, JP Education, and JP Health and Population.

To promote sustainable agriculture, rural communities were mobilized and organized, and various training programmes delivered for them. Livelihood opportunities were supported through skills development; vocational training was strengthened through development of curricula and training modules. To support diagnosis and control of foot and mouth disease (FMD), the Joint Programme ARP installed diagnostic equipment in nine laboratories, and trained 400 field staff in collection and dispatch of samples from FMD outbreaks. The capacity of the Marine Fisheries Department to undertake stock assessment was enhanced through design of a catch sampling system and database and monitoring system, and training of staff. In 2011 alone, the capacity of over 3,000 community men and women was built in livelihood skills in flood and conflict affected areas.

Efforts under JP Education to enhance quality of literacy programmes entailed both capacity development of personnel, and preparation of literacy materials. Trainings for provincial level education planners and managers covered the skills needed for improvement of the education system, as well as technical topics. Collection and analysis of EMIS data was supported, notably in Balochistan. JP Education also developed teacher training manuals and supported teacher resource centres; teachers from 5,000 schools were trained in child-centred pedagogy. JP efforts led to adoption of the Know About Business (KAB) training module by Sindh TEVTA in 2011, followed by expansion to other areas.



Teachers from 5,000 schools  
were trained in child-  
centred pedagogy

Under JP Health and Population, improved knowledge and practices of mothers/caregivers on infant and young child feeding (IYCF) was enhanced through training and advocacy. In-service training on Essential Newborn Care (ENC), IMNCI, EmONC and Emergency Triage was scaled up. HR support was provided to the provincial EPI cells in Khyber Pakhtunkhwa (KP) by training 1,900 LHWs in ten districts of KP on routine EPI. To promote health system strengthening, provincial HR profiles were prepared and a package of HR activities agreed to support devolution. Support was provided to improve the District Health Information System. Much work was done to build the institutional capacity of the Population Census Organization: GIS labs and a data processing centre were set up, and various trainings were conducted for census staff, including gender sensitization.

# Overall progress by Joint Programmes



## Joint Programme for Agriculture, Rural Development and Poverty Reduction

### Background and aims

Approximately two-thirds of Pakistan's population and over 75 percent of the poor live in rural areas, and rely directly or indirectly on agriculture for their livelihood. There are also strong linkages between agriculture and the rural non-farm economy, with a strong bearing on poverty reduction. Rural communities thus formed a critical group for UN support. Major challenges faced in relation to agriculture and the rural population generally included low productivity, income inequality, lack of access to services, weak management of natural resources, and ineffective targeting of poverty reduction efforts.

Comprising four JPCs, JP ARP aimed to enhance agricultural productivity, empower rural communities in relation to local development and natural resource

management, improve the living standards of rural communities, develop vocational skills and generate employment, support the government to improve poverty reduction interventions (notably safety nets), empower vulnerable groups and promote decent work, and build institutional capacity related to WTO/trade agreements and compliance with other international standards.

### Approach and achievements

Over the five years of OP-I implementation considerable progress was made on many of these fronts. Interventions under the programme broadly fell into the following categories: advocacy and awareness-raising, capacity building, technical support (e.g. in policy making), infrastructure/development projects (e.g. land rehabilitation, irrigation canals), and provision of direct material assistance (e.g. tools) and other support to local communities/groups.

**Agricultural productivity and livelihood opportunities** were promoted both through capacity building (e.g. on livestock breeding, cultivation of medicinal plants), and provision of inputs (e.g.

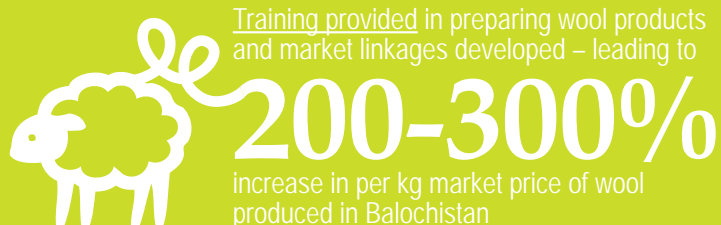


Almost 150,000 plants were supplied to over 1,500 beneficiaries, enough to plant 1,731 acres of orchards

seeds, fertiliser, tools, poultry birds, goats). In 2011, for example, around 150,000 plants were supplied to over 1,500 beneficiaries, enough to plant 1,731 acres of orchards. Efforts to improve water and land management entailed mobilization and organization of communities, capacity building, construction of infrastructure (e.g. irrigation channels, access roads) and projects for land/forest rehabilitation to bring these into productive use. In 2012, 2,100 acres of land was rehabilitated in districts Jhang, Hafizabad and Sargodha, resulting in the production of 2,583 tons of rice and thus additional income of Rs. 80.6 million for farmers. Note that capacity building targeted communities as well as federal and provincial government officials.



## Joint Programme for Agriculture, Rural Development and Poverty Reduction



**18,000**



hectares of degraded, un-productive land converted into productive land



**3,770**

farmers provided agriculture inputs packages in Muzaffargarh, helping them generate additional

**US\$ 1m** income

**150,000**



plants supplied to over

**1,500**

beneficiaries, enough to plant

**1,731**

acres of orchards

**4,800**

children working in brick kilns given non-formal education and life skills training



**1,000**

bonded labourers in Punjab were supported to obtain national identity cards



**2,700**

kitchen gardens established and livelihood skills built of over

**3,000**

community men and women





## Overall Progress (2009 - 2013)

over  
**2,000 km**  
of access roads rehabilitated, following floods




**Ending Violence  
Against Women  
and Girls (EVAW/G)**  
Alliance mobilized

**1,063**

Musalihat Anjumans notified at  
UC level in 20 districts and

**5,400**

cases resolved through MAs



**140**

youth representatives  
trained through Y-PEER  
networks (these then  
carried out advocacy on  
youth issues)



**38m**

people reached through  
mass media campaign  
promoting Birth Registration

**2,100**

acres of land rehabilitated  
in districts Jhang, Hafizabad  
and Sargodha, resulting in  
production of



**2,583 tons**  
of rice and additional income of  
**Rs.80.6m**  
for farmers

**300**

COs created in different  
districts of Balochistan,  
leading to formation and  
successful implementation  
of over



**50** village develop-  
ment and action  
plans



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The floods of 2010, 2011 and 2012 caused extensive damage to agriculture and livestock, and thus badly affected rural communities. JP1 **supported early recovery** of livelihoods for flood (and conflict) affected people through rehabilitation of infrastructure (e.g. over 2,000 km of access roads in 2012), building community members' livelihood skills, provision of agriculture input packages and so on.

**Vocational training** was a focus area to enhance employment and income generation. Interventions in this regard covered a range of sectors, e.g. dairy, garments, leather, wool, traditional crafts. The JP worked to strengthen the institutional set up for vocational training by developing training curricula and modules for existing technical institutes, as well as establishing new training units/institutes. Skills development was also carried out of communities/groups directly, e.g. teaching women kitchen gardening. Great efforts were made to include women and girls in all JP interventions, e.g. through use of mobile and home-based vocational training centres, as well as in the selection of topics/sectors.

A priority area of JP ARP was **promoting decent employment** by tackling issues of bonded and child labour. The programme carried out advocacy and awareness-raising on child and bonded labour and to promote gender equality at work. JP support led to, among others, the National Policy on Home-Based Workers, and inclusion of labour rights in the Punjab literacy curriculum. In addition, specific projects were undertaken to directly benefit bonded labourers, child labourers, and so on. For example, 1,000 bonded labourers in Punjab were supported to obtain national identity cards, and 4,800 children working in brick kilns were given non-formal education and life skills training. Capacity building efforts, e.g. to tackle bonded labour, targeted provincial and district officials as well as civil society organizations.



**1,000 bonded labourers in Punjab were supported to obtain national identity cards**

Efforts to **empower vulnerable groups** entailed a similar mix of advocacy, policy support, capacity building and 'direct assistance'. Tackling gender violence was a priority focus, and much progress was made on this: JP ARP support led to mobilization of the Ending Violence Against Women and Girls (EVAW/G) Alliance, which in turn lobbied successfully for the Acid Crime Bill. The JP's policy level focus led to passage of other pro-women legislation, including the Criminal Law (Amendment) Ordinance 2012, inserting new sections on acid attacks on women. Support to provincial platforms led to formation of the EVAW/G Alliance in Balochistan, and the KP Women Legislative Caucus. Empowerment of youth was promoted, e.g. through set up of the Y-PEER network, and a national conference on the population 'youth bulge'. Following the floods disasters, several interventions under JP ARP were carried out to protect children in affected areas, e.g. set up of Child Friendly Spaces and Child Protection Centres; training of officials on child protection; documenting and reuniting unaccompanied children with their families.

Considerable work was done to **promote alternative dispute resolution** through Musalihat Anjuman. JP ARP support led to the (re)vitalization of dormant Musalihat Anjuman and formation of new ones, training of Musaliheen, government officials and judges/lawyers on ADR, and resolution of several thousand cases by MAs across the country. To improve the condition of refugees, the programme helped improve access to and quality of services in camps. As with efforts for local development in rural areas, the strategy here was to mobilize and organize refugees themselves. In Balochistan in 2012, for example, 126 service delivery (education, health, etc) committees were formed within refugee camps.



126 service delivery (education, health etc.) committees were formed within refugee camps in Balochistan in 2012

JP ARP support to federal and provincial governments in relation to an **MDG driven pro-poor policy framework** focused initially on gender issues. Technical support was provided to federal ministries to institutionalize gender-responsive budgeting, and to the Ministry of Women's Development to institutionalize the Gender Reform Action Plan (GRAP). Efforts to promote gender empowerment included establishment of four Provincial CEDAW Committees, and insertion of a specific chapter on gender equality in the 10th Five-Year Plan. The second major focus area in relation to policy support was, of course, the MDGs. The JP supported various studies relevant to the MDGs at federal and provincial level, leading to – for the first time in Pakistan – preparation of four provincial MDG status reports (2013); looking to the post-2015 agenda, the Joint Programme supported preparation of a draft MDGs Acceleration Framework.

## Summary and Analysis

JP ARP carried out numerous and diverse interventions to enhance productivity and livelihood opportunities, income generation, natural resource management, and access to services for rural communities – both in the agriculture sector and the non-farm rural economy. Women and girls were particularly targeted in these. The Joint Programme supported vocational training, and raised awareness and built capacity to tackle issues of child and bonded labour. Advocacy efforts were particularly effective with regard to tackling gender-based violence. Promotion of ADR through Musalihat Anjuman facilitated access to justice for many, and youth were supported to have a more active role in development. Policy frameworks and institutional mechanisms for gender-responsive budgeting and monitoring and reporting on MDGs progress were greatly strengthened under JP ARP.

Key strengths of the Joint Programme approach were that it took a multi-pronged approach, e.g. building capacity but also providing materials such as seeds and tools to enable people to practically apply the skills and knowledge they acquired. The JP had a particular focus on vulnerable groups, such as women, bonded labourers and child labourers. It was also able to respond effectively to the floods disasters hitting large parts of Pakistan, both through livelihood interventions and protection of children and vulnerable groups.



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## Joint Programme for Disaster Risk Management

### Background and aims

Pakistan is a high disaster risk country, as devastatingly highlighted by the 2005 earthquake; this was followed by Cyclone Yemyin in 2007, torrential rain and flooding in parts of KP in 2008, conflict in FATA in the same year leading to large-scale displacement of people, and so on. Pakistan's varied geo-physical and climatic conditions expose it to a variety of hazards: earthquakes, landslides and avalanches in the mountainous north; flooding and cyclones in coastal areas; drought in central arid and semi-arid areas. Added to this is the impact of man made disasters, notably conflict. Vulnerability to disasters is exacerbated by (among other factors) poor construction, high population density in high-risk areas, poverty and lack of education, and lack of effective disaster mitigation and preparedness measures.

Given the increasing frequency of disasters in Pakistan, the Joint Programme for Disaster Risk Management was designed

to reduce vulnerability, mitigate the impact of disasters, and enhance disaster response preparedness. The aim was to 'minimize losses from natural hazards and enhance coping capacities in high-risk communities'. A three-pronged approach was envisaged to achieve this: strengthening institutional capacities at federal, provincial and local levels to prioritize DRM in policy-making, planning and development; enhancing understanding and knowledge about major hazards and vulnerabilities; and promoting community-based DRM. Ongoing crises in neighbouring Afghanistan have led to large numbers of Afghans living in Pakistan, some for over three decades. A second aim of the Joint Programme was to improve the standard of living and environment of Afghan refugees in Pakistan, and of Pakistani communities hosting refugees or affected by their presence.

### Approach and achievements

The Joint Programme's efforts to strengthen institutional capacity for DRM were focused at federal, provincial and local levels, and encompassed technical support for policy-making and integration of DRM into development processes, provision of material assistance and support for DRM training provision.

**Policy advocacy** led to approval of the National Disaster Management Bill, development of a Mass Casualty Management Plan and drafting of district DRM plans. In 2011 the One Million Safer Schools and Hospitals Campaign was launched, and school safety action plans were finalized for Sindh, Balochistan, Khyber Pakhtunkhwa, FATA and Gilgit Baltistan, while draft plans were developed for Azad Jammu and Kashmir and Punjab. Considerable work was undertaken at policy level to promote the mainstreaming of DRM in priority sectors such as education, and to integrate DRM and climate risk management. The Planning Commission was supported to carry out PC-I revisions to mainstream DRM. Preparation of DRR check lists, inclusion of a DRR chapter in the 10th Five Year Plan, and notification of ministerial working groups further helped **DRM mainstreaming**.

**Building capacity for DRM** entailed both direct provision of training to DMAs, officials, communities and others, and strengthening of educational/training institutes – through curricula and course development as well as training of staff. Training manuals were prepared in Urdu and English on flood, cyclone and earthquake mitigation, DRM and disaster reporting. **'Material' support** for the National Disaster Management Authority (NDMA), Provincial DMAs and District DMAs included: support to set up an E-Office, Media Wing and Project Cell for the NDMA; provision of equipment and warehouse facilities for NDMA and PDMA; speedboats in Sindh which were deployed in the flood response, and search and rescue equipment at district level. The Pakistan Meteorological Department was provided automatic weather stations and communications equipment.

The Joint Programme took a multi-hazard approach, gearing interventions to deal with the specific challenges posed by diverse hazards. For example, for coastal



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specific hazards (tsunami, cyclone and ocean related hazards) a technical committee was formed under NDMA, and training was provided on sea-level data and tide gauge maintenance. For health related hazards, the JP helped set up disease early warning systems (DEWS) in several vulnerable districts.

Efforts to **enhance knowledge and understanding** of disasters, vulnerabilities and risks entailed research studies and assessments, plus preparation of awareness-raising material. Examples of the former are Health Emergency Risk Assessments conducted in vulnerable districts, e.g. Tharparkar, Gilgit. Similarly, Hazards, Livelihood and Vulnerability Assessments were developed for all hazards in five districts chosen from across the country. Communication materials were prepared in relation to tsunami preparedness and response, safe construction techniques in seismic-risk areas, mangrove planting in coastal areas, and so on.

Capacity of Pakistan Meteorological Department has been enhanced in flood early warning systems, leading towards generation of more reliable information

including increased lead time forecasts.

Promotion of **community-based DRM** was a priority focus of the Joint Programme. As well as provision of early warning, search and rescue and other equipment, efforts were targeted at awareness-raising and building local capacity. In several districts of Sindh and Balochistan, for example, community awareness-raising was carried out for flood and cyclone preparedness and planting of mangroves supported through awareness-raising and training. Community volunteers and local officials were trained in aspects such as hazard vulnerability and capacity assessment, safe land use planning, and disaster response. Artisans in all four provinces were trained in hazard-resistant construction.

The Joint Programme's approach to improving the condition of refugees and hosting communities placed strong emphasis on **mobilizing and capacitating community organizations**. In 2010, for example, a total of 539 community organizations and 284 monitoring committees were formed; by 2012 the total for the year had risen to 702

community organizations (of which 240 were women's). While a major aim of such mobilization was to empower refugee and host communities, particularly in relation to access to services, such efforts also helped promote social cohesion between Afghan and host communities. Training in community and leadership management skills facilitated this as well.




The program aided in training of artisans in hazard-resistant construction in all four provinces

Parallel to community mobilization, the Joint Programme focused on provision of essential services (health, education, water supply and sanitation). In 2010, for example, 284 community physical infrastructure (CPI) schemes were implemented in nine districts of KP and Balochistan; for 2012 the total was 496 projects in the sectors of health, education, WatSan, CPI, livelihoods and environment. Construction/ rehabilitation



## Joint Programme for Disaster Risk Management

**7** community-based  
DRR centres  
constructed, and  
around  
**4,000**  
community members  
trained in DRR



**142**



women trained as master  
trainers in DRR from WEW,  
Health, Education & Social  
Welfare Departments FATA,  
and

**3,880**  
community members  
trained in DRR



### DRR Technical support

as well as equipment and  
facilities provided to NDMA,  
provincial and district DMAs



### Disease Early Warning Systems

set up in several vulnerable districts

**DRM mainstreaming**  
supported through PC-I revisions by Planning  
Commission, preparation of DRR check lists,  
inclusion of a DRR chapter in the 10th Five Year  
Plan, and notification of ministerial working groups

## Overall Progress (2009 - 2013)



## DRM training courses

conducted in all four provinces for government officials and I/NGOs, and training manuals prepared in Urdu and/or English on flood, cyclone and earthquake mitigation, DRM and disaster reporting



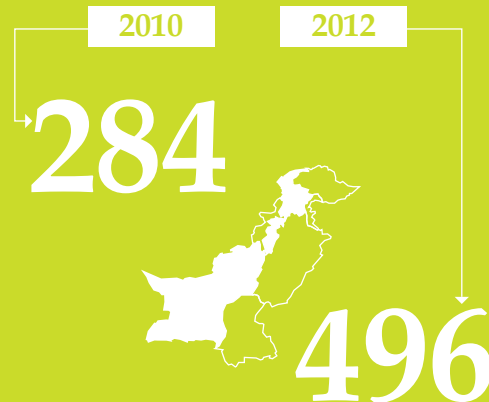
**285,000** saplings planted for agro-forestry,

**41,000** to rehabilitate degraded forests,

**137,000** to establish wind shelter belts

## community physical infrastructure (CPI)

schemes implemented in nine districts of KP and Balochistan







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496 projects in the sectors of health, education, WatSan, CPI, livelihoods and environment were implemented in 2012

schemes had the added benefit of promoting livelihood generation. Through Joint Programme support, a comprehensive needs assessment for infrastructure was carried out in target districts, and the findings were endorsed by the district governments for implementation. A social protection strategy was drafted to address the concerns of the most vulnerable segments of the RAHA target population, such as children, persons with disabilities, elders and widows.

## Summary and Analysis

The Joint Programme for Disaster Risk Management provided substantial support to relevant institutions, notably the National, Provincial and District Disaster Management Authorities. This took the form of policy and technical support, as well as 'material' assistance (e.g. equipment). Institutional strengthening entailed capacity building; the Joint Programme also supported educational/training institutes to ensure sustained and effective provision of DRM training. Mainstreaming of DRM into planning and development processes was a focus area, aimed at minimizing vulnerabilities and disaster risks: the Planning Commission and key sectoral agencies (e.g. in education, health) were guided on DRM mainstreaming. Recognizing the importance of increasing knowledge and information about disaster vulnerabilities and risks, the JP carried out a number of vulnerability and hazard assessments, and prepared communication materials on diverse hazards. The third DRM focus area, community-based DRM, saw the JP mobilizing and capacitating community organizations, increasing local awareness, providing equipment and other material support to enhance disaster preparedness.

A similar community mobilization approach was taken in relation to improving the condition of refugees and hosting communities, alongside provision of essential services and livelihood generation.

The Joint Programme for DRM was effective for a number of reasons: it focused on core DRM areas (policy making, institutional strengthening, knowledge enhancement) and took a multi-hazard approach; it targeted high-risk areas; it worked on all aspects of disaster management – risk reduction, preparedness and response; it involved national and local partners in an integral manner thereby ensuring sustainability; and it addressed cross-cutting issues such as gender and social cohesion.





## Joint Programme for Education

### Background and aims

Despite a constitutional commitment to providing education for all ('The State shall remove illiteracy and provide free and compulsory secondary education within the minimum possible period'), the education system in Pakistan faced numerous challenges at all levels. This was manifested in low quality of education, inequalities in education provision, and weak results for key education indicators (including wide gender gaps in enrolment). Low budgetary allocations were a major factor in this, but other issues related to governance – low utilization of funds, high teacher absenteeism, weak data collection, and so on.

While the range of education challenges was very wide and diverse, the Joint Programme for Education focused on trying to bring about improvement in a number of specific areas: pre-primary and elementary education, education systems, adult literacy and non-formal basic education, and secondary schooling especially vocational and technical training. The limited focus was designed to ensure that impact could be generated with limited resources. The Joint Programme prioritised underserved and disadvantaged groups, e.g. poor communities in remote and rural areas, especially girls and women.

### Approach and achievements

The Joint Programme's approach to improving pre-primary and elementary education was a three-pronged one, comprising advocacy on girls' education, early childhood education (ECE), child friendly schooling (CFS) and so on, capacity building and provision of material support to schools. **Advocacy efforts** were greatly bolstered by the

2010 18th Constitutional Amendment requiring the state to provide free and compulsory education to all children aged 5-16 years. Parliamentarians and policy-makers as well as the general public remained focus of the ongoing advocacy; following the 18th Amendment more emphasis was placed on provincial decision-makers. The Joint Programme contributed towards enacting legislation for free and compulsory basic education in Sindh and Islamabad Capital Territory.

**Capacity building** included development of resource materials and teacher training on ECE and CFS. **Direct assistance to schools** included provision of furniture and equipment, water and sanitation facilities (e.g. in 2012 these were provided to 215 schools in Balochistan), and other essential items. One example of the JP's prioritization of girls'



Furniture and equipment, water and sanitation facilities were provided to 215 schools in Balochistan in 2012

education was provision of school supplies to 2,810 CFS government girls' schools in 30 districts in 2010. The Joint Programme combined health and education promotion: school feeding programs were effectively used to bring about increases in enrolment and retention rates in target districts, while under the school health programme 1.6 million children in 2012 alone benefitted from health screening and de-worming.



1.6 million children benefitted from health screening and de-worming under the school health programme in 2012

Efforts to **promote adult literacy and non-formal basic education** involved a similar mix of advocacy – both to raise awareness on the need for these services and to increase financial allocations for them – and provision of **capacity building** and **material support**. Under the Joint Programme adult literacy centres and non-formal education centres were established, geared in particular to meeting the needs of disadvantaged children, out of school youth, child



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## Joint Programme for Education

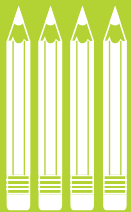


Advocacy efforts led to ECE being incorporated into **Education Sector Plans** (ESP) for Balochistan and KP (2013)



Capacities of government staff in Punjab built to conduct examinations of

**2.6m**  
Grade 5 and Grade 8 students



**2,810**

CFS government girls' schools in 30 districts were provided school supplies

**1.6m** 

children in 2012 alone benefitted from health screening and de-worming under school health programme



**215**

schools in Balochistan were provided Hygiene education and WatSan facilities



Training module on **'Know about Business'** developed and promoted in Sindh


Teachers from

**5000** 

schools trained in child-centred pedagogy to improve quality of teaching

## Overall Progress (2009 - 2013)

**115** Community Learning Centres established for rural female youth, wherein **3,000** illiterates became literate and acquired income generation skills




**National Professional Standards for Teachers**  
developed and approved

**100** home-based literacy centres established benefiting **2,000** girl students




Support provided to national, provincial and district level  
**EMIS units**


NFBE centres organized for **250** children labourers



**70** Adult Literacy Centres set up in KP and Balochistan



**460** women trained in industrial stitching, merchandizing, pattern cutting and quality assurance in Faisalabad, Karachi, and Lahore - over 90% found employment in industrial units



**200** ECE classes established in Balochistan



**200** ECE classes for approx. **7,000** children (95% girls) strengthened in Sindh

labourers and illiterate adults, especially women. For example, 70 Adult Literacy Centres were set up in KP and Balochistan in 2012. Preparation of literacy and other teaching materials helped improve the quality of literacy/NFBE programmes. In the same year studies were conducted on out-of-school children and on Afghan refugee children rag pickers to help policy-makers and planners in addressing the needs of these various groups.

Within education systems strengthening, the Joint Programme focused on three aspects: **coordination between education stakeholders, data collection, and teaching quality**. Efforts to promote interaction and coordination between education stakeholders led to establishment of the Inter-Provincial Forum on Education; training and sensitization initiatives were also carried out for provincial level education planners and managers. With regard to data collection, the Joint Programme supported the collection and analysis of EMIS data, in particular in Balochistan. Alongside this, studies were conducted to diagnose the problems affecting education governance in the province. An Education Atlas was successfully developed and launched online to enable education departments to keep better track of their education infrastructure and channelize and target

resources toward it effectively. To improve teaching quality, the Joint Programme supported the development and approval of the National Professional Standards for Teachers; it also carried out advocacy on the importance of these, as well as accreditation of training institutes, and developed learning resource materials for teacher training colleges.

The Joint Programme's interventions to improve secondary and technical and vocational education focused on **curricula development and provision of ICT and other equipment** to secondary schools. A training module on 'Know about Business' was developed and promoted in Sindh; also a new curriculum and competency standards for masons and building carpenters. The Joint Programme helped set up provincial task forces to promote use of ICT in secondary education; a number of schools in Punjab, for example, were provided with ICT equipment, as well as science and maths teaching kits and furniture. The JP also supported vocational training of adults: in 2010, for example, 460 women were trained in industrial stitching, merchandizing and pattern cutting.

## Summary and Analysis

The Joint Programme for Education helped improve enrolment in pre-primary and elementary education through a combination of advocacy on early childhood education, child friendly approaches and girls' education, support to schools to improve facilities, and direct incentives for families to enrol their children. Efforts to improve adult literacy and non-formal basic education involved a similar mix of advocacy to raise awareness and increase financial allocations, together with capacity building and support to improve literacy/NFBE centres. Education system strengthening focused on enhancing coordination between provincial education stakeholders and building their capacity, improving education data collection and analysis, and improving quality of teaching through development of national professional teaching standards and stress on accreditation of teacher training institutes.

The Joint Programme was effective because it focused on key problems facing the education sector in Pakistan. The areas it focused on – pre-primary and elementary education, systems strengthening, adult literacy and non-formal basic education, and secondary and vocational training – all addressed key aspects and had the potential to have a significant impact on the wider sector and education outcomes. Consistent with full devolution of education delivery to the provinces, the Joint Programme emphasised engagement with provincial stakeholders, as well as – critically – promoting coordination between these. The mix of 'high level' advocacy, 'mid level' capacity building and 'on ground' material assistance was a holistic approach geared to ensuring sustainability.



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## Joint Programme for Environment

### Background and aims

Pakistan, in common with many developing countries, faces numerous challenges in relation to the environment. The country's growing population places increased pressure on the environment and natural resources. At the same time, lack of awareness and inappropriate technological choices, together with low capacity, make it hard to mount effective responses to deal with the challenge of ensuring environmental protection whilst promoting development. Environmental degradation – such as depleted natural resources, water and air pollution – makes development harder and more costly. Added to this is the impact of climate change and global warming, manifested in increased frequency of natural disasters such as floods and drought, which in turn compound problems of food security, shelter, livelihoods and so on – particularly for the poor.

The Joint Programme for Environment

was designed with the challenge of protecting the environment while promoting development in view. The two main focus areas of the programme are sustainable environment management (i.e. stopping further environmental degradation and depletion of natural resources) and helping the poor in particular deal with the existing problems due to environmental degradation. These two areas were addressed through five components: integrated environmental management, access to safe water and improved sanitation, natural resource management, sustainable urbanization, and fifthly, support for green industries, waste management and energy efficiency.

### Approach and Achievements

As noted above, the main focus of the Joint Programme for Environment was on, one, preventing further environmental degradation and, two, addressing existing problems in this regard, particularly for the poor. JP efforts led to the **review/formulation of a number of environmental policies**, e.g. National Climate Change Policy, Wetlands Conservation Policy and the National Strategy for Sustainable Development. The Ministry of

Environment's Global Environment Facility (GEF) Cell was strengthened and a project portfolio developed and implemented. Other small scale projects at district level carried out through local NGOs/CSOs further helped raise awareness of environmental issues and approaches to address these.

Promoting **access to safe drinking water and improved sanitation** was a priority component of the Joint Programme, directly tied to achievement of MDGs. The approach taken was **advocacy, capacity building, strengthening coordination**, and – particularly in relation to the flood response – **direct provision of services**. Advocacy interventions included celebration of World Water and Global Hand-washing Days (GHD): in 2012 alone over 500,000 children across the country were reached with messaging on the importance of hand washing with soap. With regard to coordination, the Joint Programme supported the alignment of provincial instruments with national WatSan policies; formulation of sector strategies and action plans; and development of an MIS for water and sanitation at national and provincial levels. Numerous capacity development



## Joint Programme for Environment



In 2012 alone, over

# 500,000

children across the country reached with messaging on the importance of handwashing with soap



# 251,669

people were reached through Community Led Total Sanitation



# 962,145

people provided with clean drinking water



Training workshop conducted for

# 450

healthcare staff in KP and FATA and equipment provided for healthcare waste management (HCWM)



# 772,953

people provided with hygiene kits

## Overall Progress (2009 - 2013)

# Climate Change Policy 2013

developed and launched



Support provided for preparation of  
**urban profiles**  
for Pakistani cities, and urban environment planning and management in eight select cities

Capacity of the CDM Cell built and first  
**CDM Guidebook**  
produced for Pakistan



# 232

health and hygiene sessions conducted for students



Drinking water and hand washing facilities, drainage systems and sanitary facilities – with special focus on menstrual

**hygiene –**  
installed in 28 schools



initiatives were supported covering sanitation, water quality monitoring and surveillance and WatSan planning in informal urban settlements. Capacity building interventions targeting government officials and local NGOs included promotion of gender equality in WatSan services.



Over 500,000 children across the country were reached with messaging on the importance of hand washing with soap in 2012

**Water supply interventions** were carried out in parts of KP and Balochistan, as well as informal settlements in six major cities. The Joint Programme had a strong focus on WatSan services in schools and healthcare facilities. Access to clean water and sanitation was a particular challenge following the floods disasters, but the Joint Programme was able to respond effectively: in 2010, for example, 251,669 people were reached through Community Led Total Sanitation, 962,145 people were provided with clean drinking water and 772,953 people with hygiene kits.



772,953 people were provided with hygiene kits in 2010 under the programme

Joint Programme interventions to promote **integrated natural resource management** entailed conduct of a number of 'pilot' projects in different geo-physical zones, with the aim that these could serve as models for wider replication. Target zones included wetlands, forests and glacial mountain regions, while projects included sustainable land management initiatives, wetlands conservation, rangeland rehabilitation, and promotion of rain-fed agriculture. Research studies to enhance understanding of environmental challenges were an important part of efforts for improved natural resource management: topics included climate change impact and its mitigation, and specifically glacial melting and its impact on vulnerable communities. With the Man and Biosphere Programme reactivated in

the country, Ziarat Juniper Forest of Balochistan has been included in the World Network of Biosphere Reserves. It is the second biosphere reserve since 1979 when the first one Lal Suhanra BR was declared.

Environmental protection is an issue that crosses boundaries, and the Joint Programme supported a regional mission to Pakistan to provide guidance on floodplain management as well as a feasibility assessment to strengthen trans-boundary cooperation between China and Pakistan in the Karakoram Pamir Landscape (KPL). The national Reducing Emissions from Deforestation and Forest Degradation (REDD+) readiness programme was implemented by undertaking district level consultations in all regions of the country for road map development and awareness-raising.

The Joint Programme's efforts in relation to **sustainable urbanization** included support for preparation of urban profiles for Pakistani cities, and urban environment planning and management in eight select cities. Urban issues affecting slum dwellers and the poor were highlighted through analysis of various city level development approaches and piloting of one approach. Under the JP, Urban Development Strategies were prepared and support given to improve urban governance.

Efforts were made under the Joint Programme to promote use of **Clean Development Mechanisms (CDM)** and sustainable energy, **enhance energy efficiency** and **reduce industrial waste**. The capacity of the CDM Cell was built and the first CDM Guidebook produced for Pakistan. In relation to energy conservation, initiatives included promotion of energy efficient cooking and heating products (PEECH) in the Northern Areas of Pakistan. A number of interventions were carried out to minimize environmental and health hazards due to solid, industrial and



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Assessments of HCWM systems in hospitals in KP and FATA were carried out and a training workshop conducted for 450 healthcare staff

chemical waste from industries such as leather tanneries. These included technical assistance and equipment for a Fat Extraction Unit in Kasur. Assessments of healthcare waste management (HCWM) systems in hospitals in KP and FATA were carried out and a training workshop conducted for 450 healthcare staff and equipment provided for HCWM.

## Summary and Analysis

Joint Programme efforts to promote integrated environmental management led to the review or formulation of a number of environmental policies, notably the National Climate Change Policy. Promoting access to safe drinking water and improved sanitation was a priority component of the Joint Programme, directly tied to achievement of MDGs. The approach taken was a mix of advocacy (e.g. on hand washing), capacity building, strengthening coordination (e.g. between provincial and national WatSan policies), and some direct provision of services (particularly in relation to the flood response). A number of pilot projects in different geo-physical zones (e.g. wetlands, forests) were conducted to promote integrated natural resource management; these would serve as models for wider replication. Other initiatives in this regard included research studies, e.g. on climate change impact, and regional cooperation on tackling environmental challenges. The Joint Programme helped promote sustainable urbanization through preparation of city profiles, urban development strategies and improved urban governance. Efforts were made under the JP to promote use of Clean Development Mechanisms (CDM) and sustainable energy, enhance energy efficiency, reduce industrial waste and improve healthcare waste management.

The strength of the One UN mechanism is particularly evident in a sector like environment, which is influenced by activities in so many different sectors - agriculture, manufacturing, industry, water and sanitation, urban development and so on - and which in turn requires a multi-sector response. Through the One UN approach, diverse agencies were able to bring their specific expertise and skills together to promote an effective response to environmental challenges. The Joint Programme for Environment had a number of strong features: it engaged with federal and provincial stakeholders and - important in the context of the 18th Amendment - promoted coordination between federal and provincial policies; it sought to address existing problems while also looking ahead to prevent these getting worse by promoting sustainable natural resource management, urbanization, clean development and energy efficiency; it carried out pilot projects in a variety of geo-physical zones, which could serve as demonstration models for wider replication.



## Joint Programme for Health and Population

### Background and aims

The health profile of Pakistan is characterized by a high population growth rate, high infant and child mortality rates, high maternal mortality ratios, and a high burden of communicable diseases. High fertility rate and low contraceptive prevalence rate are also of concern for a country of limited resources and already with a large population. Communicable diseases such as hepatitis, TB and malaria account for around half of deaths in Pakistan; many are vaccine preventable diseases. With regard to HIV and AIDS, Pakistan is placed in a concentrated epidemic category with high risk and attention needs to be paid before it grows into a social/health problem harder to control.

Given this disturbing health profile, the Joint Programme aimed to promote 'Health for All' through six well targeted components: maternal, neonatal and child health and family planning and reproductive health services; communicable

disease control; nutrition and health promotion; health system development; HIV and AIDS; and the sixth Population and Housing Census. These components were designed to address core issues in health care provision and thereby help achieve MDG health targets. A holistic approach was envisaged, with strong inter-linkages between the different components.

### Approach and achievements

The Joint Programme's approach to **improving maternal, neonatal and child health and enhancing family planning and reproductive healthcare** (FP/RH) entailed both improvement of service in government facilities, and community mobilization and awareness raising. Equipment and supplies, including ENC kits, were provided to public health facilities. Great stress was placed on expanding in-service training for maternal and child care, and strengthening newborn care. For example, comprehensive newborn care guidelines and a manual were developed in Punjab, and training aids provided to children's hospitals and 80 health centres in seven districts. Through the Norway-Pakistan Partnership Initiative (NPPI), catalytic support was provided towards the implementation of national, provincial

and district plans to improve the maternal newborn, and child health (MNCH) of poor and socially excluded people especially in Sindh province in Pakistan. To promote universal coverage of MNCH and FP/RH care the project also supported contracting out of health service delivery and voucher schemes were introduced to enable access to these. At community level, training was provided to community workers while advocacy measures included celebration of Mother and Child Weeks in April and November.



More than 206.34 million vaccine doses administered in 2012

Efforts to **control communicable diseases** focused on expanding immunization, and prevention/control/treatment/eradication of TB, malaria, hepatitis, measles and polio. Prevention of hepatitis B and C entailed training of healthcare providers on infection control, hospital waste management and injection safety. In 2012, for example, overall more than 206.34 million vaccine doses were administered, including 4.64 million to migrant, mobile and IDPs' target populations. The 2010 floods created increased risks of disease spread. The Joint Programme combated these through various measures, e.g. supply of long-lasting insecticide impregnated bed nets to control malaria incidence in flood affected districts, and retrieval of around 80% of an estimated 20,000 under



DEWS responded within 24 hours to 323 alerts, especially for cholera, malaria and measles during 2010 flood emergency



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treatment TB patients to continue their treatment. A major achievement of the Joint Programme was introduction and establishment of the Disease Early Warning System (DEWS). In 2010 during the flood emergency, DEWS reported daily and weekly on over 8 million consultations and responded within 24 hours to 323 alerts, especially for cholera, malaria, and measles.

Health promotion and nutrition interventions under the Joint Programme entailed **advocacy** and health screening through schools, **community level awareness raising** and mobilization, establishment of feeding/therapeutic centres, and **dissemination of essential nutrients**. The School Health Programme was strengthened, and material on health education (e.g. a dengue fever booklet)



Essential nutrients were disseminated including Vitamin A to approx. 26 million children countrywide, in 2012

was disseminated to schools, and teachers trained in health screening in a number of districts. Improved knowledge and practices of mothers/caregivers on infant and young child feeding (IYCF) was enhanced through training and advocacy. With regard to nutrition, in 2012 for example, 38 Stabilization Centres (SCs) were established and sustained in hospitals, and 662 Community-based Management of Acute Malnutrition (CMAM) sites were established at Basic Health Units (BHUs) and at community level; more than 1.8 million children were screened for malnutrition. Initiatives to disseminate essential nutrients included support for Universal Salt Iodization (USI), and supply of Vitamin A supplementation to approximately 26 million children (6-59 months old) in all districts of Pakistan in 2012.

As with the spread of disease, the floods of 2010 and successive years also raised the risk of malnutrition, particularly among children and women. The Joint Programme response in 2010, for example, included nutrition surveys and enrolment of 20,820 severely malnourished children in 312 therapeutic centres and of 39,000 children and 27,000 PLW in supplementary feeding

centres, and awareness raising and capacity building on good feeding practices. Similarly, following the 2011 floods, 888 Supplementary Feeding Programme sites were set up.



1900 LHWs trained on routine EPI in ten districts of KP, 4,000 in South Punjab on Fistula surveillance in 2012

The Joint Programme's support for **health systems strengthening** placed emphasis on human resource development. A countrywide study of different types of health professionals was carried out, and a package of HR activities agreed. In 2012, for example, the JP provided HR support to the provincial EPI cells in Khyber Pakhtunkhwa (KP) by training 1,900 LHWs in ten districts on routine EPI, and conducting trainings for 4,000 LHWs in south Punjab on Fistula surveillance. The Joint Programme also promoted use of innovative approaches to ensure universal access to health care. Examples include implementation of the contracting out



## Joint Programme for Health and Population

**206.34m**

vaccine doses administered, including



**4.64m**

to migrant, mobile  
and IDPs' target  
populations



**573**

health workers trained  
in facility-based IYCF

**38**

Stabilization Centres (SCs)  
established and sustained  
in hospitals, and

**662**

Community-based Management  
of Acute Malnutrition (CMAM) sites  
established at Basic Health Units  
(BHUs) and at community level

**1.8m**

children  
screened  
for malnutrition



**ART**

provided free-of-charge  
in 18 public sector centres  
across key cities



**8.8m**

children de-wormed during April round  
of Mother and Child Week (2011) and

**8.1m**

children during  
November round




## Overall Progress (2009 - 2013)

**20,820** 

severely malnourished children enrolled  
in 312 therapeutic centres and

**39,000** children and

**27,000** PLW  
enrolled in supplementary  
feeding centres

 **1,900**

LHWs in ten districts in  
Khyber Pakhtunkhwa (KP)  
trained on routine EPI

**Vitamin A** 

supplementation  
administered  
to approximately

**26m** million children  
(6-59 months old) in  
all districts of Pakistan



Following 2011 floods

**888**

Supplementary Feeding  
Programme sites set up

**34** 

gender trainings  
organized to sensitize

**1,150**

census trainers in  
various parts of Pakistan



**6,000**

sex workers reached through  
awareness raising

model in 22 public health sector facilities in 2012, and introduction of a voucher scheme in two districts in Sindh. Access to data is essential for effective planning of health interventions: the JP helped improve the District Health Information System. Finally, guidance was provided on a number of technical aspects, e.g. for revision of pharmacy curriculum, reform of Pakistan Drug Acts, protocols for clinical trials.

Joint Programme interventions in relation to **HIV and AIDS** broadly comprised **advocacy, service provision, capacity building and resource mobilization**. Advocacy with parliamentarians, the media and others led to development of Provincial AIDS Strategies for the first time. Awareness raising and outreach efforts focused on key population, e.g., sex workers (6,000 were reached through awareness raising in 2010), adolescents in streets, migrant workers and refugees. Service provision included treatment and care services to people with HIV and, critically, efforts to integrate HIV within specific health and social services, e.g., health care for refugees and host communities, through PPTCT and paediatric care, through school education (promoting HIV prevention). In 2010 alone, the number of people treated for HIV increased by 30%, with a total of

1,900 people by the end of the year. With regard to resource mobilization, as well as advocacy to increase financial allocations for HIV/AIDS services, UN support was instrumental in obtaining the Round 9 GFATM grant for HIV.

There have been long delays in conduct of Pakistan's sixth Housing and Population Census. The Joint Programme provided **capacity building, technical and material support** to the main organization responsible for conduct of the census, the Population Census Organization. Technical support covered various aspects of the census process, such as census questionnaires. Equipment and other support was provided to set up GIS labs and census data processing centres. Capacity building interventions targeted PCO personnel, enumerators (drawn from public sector workers, notably teachers) and staff from the Pakistan Bureau of Statistics (e.g. on post-enumeration survey and sample design). A particular focus of capacity building was on gender sensitization. In 2012, for example, 34 gender trainings were organized to sensitize 1,150 census trainers in various parts of Pakistan and a gender training film was developed to sensitize census enumerators.

## Summary and Analysis

The Joint Programme supported the expansion of MNCH and FP/RH services, through improvement in public health facilities, promotion of community-based care and use of innovative delivery mechanisms such as contracting out and voucher schemes. To control the spread of communicable diseases, the Joint Programme supported expansion of immunization as well as specific measures to combat malaria, TB and so on; introduction of the Disease Early Warning System (DEWS) was a major achievement. Promotion of health and nutrition was tied in with school education improvements (e.g. malnutrition screening by teachers), as well as through community level interventions and dissemination of essential nutrients. Health system strengthening entailed human resource development (notably LHWs), improved district level data collection and technical support for specific issues, e.g. drugs trials. Advocacy, capacity building, improved service provision and resource mobilization were carried out to improve prevention/treatment of HIV and AIDS: results included treatment of more people with HIV, and development of provincial AIDS strategies – a first for Pakistan. While the sixth Population and Housing Census continued to be delayed by factors such as floods and elections, the Joint Programme was able to greatly enhance the capacity of the Population Census Organization to conduct the census.

A major strength of the Joint Programme was that it addressed core health issues – tied to key health indicators – and all of these were strongly interconnected so that improvements in one had knock-on effects on the others. For example, efforts to improve maternal, neonatal and child health were bolstered by efforts to promote nutrition and good health practices such as hygiene. Because the Joint Programme was designed to address core issues, it was able to respond very effectively to repeated floods disasters in the country, and the increased challenges in relation to malnutrition, spread of disease, etc. posed by these.



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# Cross-cutting issues

Four cross-cutting issues were identified as an essential part of the One Programme: gender equality, civil society engagement, human rights, and refugees/IDPs. These were designed to be integrated within all Joint Programmes, thereby ensuring they were addressed in a holistic manner. The principal mechanism within the One UN Programme to support the integration and mainstreaming of the four themes was the Cross Cutting Issues Working Group (CCIWG).

## Gender equality

Gender equality and women's advancement as paramount drivers of reducing poverty, exclusion and injustice are core principles within One UN in Pakistan. Of the four cross-cutting themes, gender equality was the one most consistently integrated across all Joint Programmes. This is due to the relevance of the issue in the country as well the comparative advantage of the UN on issues around inequality and exclusion. Efforts to promote gender equality fell into the following broad categories: advocacy and institutional capacity building to integrate gender in planning and development processes; skills enhancement of women and girls to enable them to generate income; meeting specific service delivery needs of women and girls; and research and community mobilization.

Advocacy through the One Programme proved instrumental in strengthening the legislative framework for gender equality and gender justice in Pakistan. Achievements include passage of the Protection Against Harassment of Women at the

Workplace Bill, and the Sexual Harassment Bill and the Acid Crimes Bill by the National Assembly and Senate (after four years of sustained advocacy and technical assistance); and development of the National Policy on Home-Based Workers. The One Programme also provided considerable support to the Ending Violence Against Women Alliance (comprising government, CSOs and funding partners), which in turn lobbied for the aforementioned bills.

Efforts to integrate gender equality encompassed institutionalization of gender concerns, seen for example in the establishment of a federal level women's wing in the All Pakistan Labour Federation, and a Child and Gender Cell at the National Disaster Management Authority, and introduction of SOPs within the police and for health personnel to address GBV cases. Gender responsive budgeting (GRB) was institutionalized within the Ministry of Finance and key federal ministries such as health and education. Capacity building of education, health, WatSan and other managers and officials was carried out to strengthen gender mainstreaming in sectoral planning, and of female public sector workers such as

teachers and LHWs to improve service delivery for women and girls. Skills enhancement initiatives often included women. JP1 ARP interventions, for example, to train farmers/rural communities and provide crop, vegetable and livestock inputs included women to a significant extent and in some cases prioritized them. Other fields in which women were trained were pattern cutting, industrial stitching, apparel/home textiles, entrepreneurship, and so on, as well as literacy and numeracy.

As well as the contributions detailed above, the One Programme made considerable headway in directly promoting access/improving services for women and girls, notably in health and education. Significant increases in girls' enrolment in schools were achieved through, for example, provision of school supplies and furniture, introduction of higher grades in existing schools, and school feeding programmes targeting girls. Community Learning Centres and Home-Based Literacy Centres were designed to facilitate access by women and girls. The One Programme prioritized improvements in obstetric and newborn care, family planning and reproductive health. Several women/girl-focused interventions were carried out as part of humanitarian responses, notably after the

floods disasters. In addition a dynamic inter-agency Gender Task Force, and sub-cluster on gender-based violence, was established to ensure integration of gender concerns in the response and tackle GBV.

The majority of gender equality interventions were carried out as part of various JP interventions, e.g. for enhanced agricultural productivity, access to WatSan facilities - rather than as gender equality projects per se. This was one of the main challenges in relation to promoting gender equality under the One Programme. The exception to this was a US\$12 million Spanish grant for enhanced gender equality interventions across the five Joint Programmes, under which a number of projects were successfully implemented directly focused on gender equality. A Gender Audit of the UN conducted in 2011 found that progress was visible through an increased mention of women and girls, men and boys, in UN documents, but there was still much room for improvement. The findings of the Gender Audit and other reviews indicated the need to further deepen and up-scale the UN System in Pakistan's focus on gender equality and human rights, both as approach and goal. These findings informed One Programme II preparation, and led to the inclusion of gender

equality and social justice as one of the six Strategic Priority Areas of OP-II.

## Civil society engagement

Engagement of civil society was a significant feature of One Programme activities. Broadly, two main sets of actors were targeted: 'formal' civil society organizations, and local communities.

Partnership with 'formal' civil society organizations was through two main avenues: a) as implementing partners (IPs) of programmes and interventions; and b) as advocacy and lobbying partners around human rights and development issues. The Grassroots Initiative Programme (GRIP), for example, first sought concept notes from CSOs on schemes to raise environmental awareness and then had the successful ones implement their proposals. Other examples of activities carried out by CSOs include distribution of seeds and agriculture inputs to flood affectees, identification of refugees for OP-I support, and running of non-formal education (NFE) and literacy centres. A notable example of advocacy partnership with CSOs was in relation to passage of gender legislation such as the Sexual Harrassment Bill; indeed, OP-I supported formation and strengthening of the Ending Violence Against Women Alliance.

Communities were targeted in awareness-raising and advocacy initiatives on a wide range of issues, e.g. bonded, labour, child labour, girls' education, literacy, hand-washing, DRM, sustainable resource management. Key messages on health, nutrition, hygiene, reproductive health and rights, HIV, infant and child feeding, and so on, were conveyed through radio, TV, posters, school education sessions and community meetings. Community mobilization and organization was emphasised across the



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One Programme, part of efforts to empower communities. Community organizations were formed for water and irrigation schemes, education, DRM and so on. Support for such bodies included capacity building (e.g. livelihood training, hazard vulnerability and capacity assessment, water management) as well as provision of necessary equipment/ supplies (e.g. search and rescue equipment). Community participation was also promoted in actual implementation of development projects, notably community physical infrastructure.

Through the course of One Programme implementation, UN agencies in Pakistan worked with a wide and progressively widening spectrum of CSOs across a host of development and humanitarian themes and within all provinces and administrative areas. UN civil society partners included international, national and local NGOs, Rural Support Programmes (RSPs), thematic networks and social entrepreneurs. They included service delivery and right based organizations as well as research and advocacy groups. However, a fundamental challenge faced in partnering with civil society was how to maximize the political impact of interaction

between an inter-governmental body such as the UN and non-state actors. Despite changes during OP-I implementation, most UN staff still viewed their primary working relationship to be with government and gave sporadic support for civil society engagement at systemic level. Partnerships were usually short-term, ad hoc and defined and led by the UN only.

## Human rights

Some One Programme interventions had a direct human rights focus, but in most cases human rights was integrated as an underlying theme.

The areas in which human rights was a direct focus were in relation to bonded labour and child labour, improving the conditions of home-based workers, and helping people with HIV/AIDS and other excluded groups. Gender equality was the other obviously directly HR focused area of intervention: this has already been detailed above. However, one extremely important human rights-specific achievement was advocacy contributing to insertion of Article 25-A in the Constitution, recogniz-

ing the right to free and compulsory education (ages 5-16) for all children.

The UN's strategy was to better integrate a human rights based approach in the design and implementation of specific programmes and interventions, such as around norms and standards for labour, health and education. Thus the One Programme put considerable stress on promoting recognition of home-based workers through advocating for a policy around social protection and recognition of this category of informal workers. Initiatives to tackle bonded labour and child labour included advocacy and lobbying for implementation and protection mechanisms, as well as provision of non-formal education services and vocational training, literacy centres, policy seminars and conferences, and capacity building of duty bearers such as government officials, CSOs and employers' organizations to monitor and eliminate child/bonded labour.

Activities to support marginalized groups such as people living with HIV, people who inject drugs (PWID), transgender, and sex workers, included awareness-raising efforts through the engagement

of different groups including media, education sector actors, parliamentarians, religious leaders, IDPs as well as those directly affected to advocate for access to and exercise of their rights. Provision of services was promoted, such as comprehensive programmes for DUs/IDUs and inmates, HIV treatment and care, nutrition support, counselling and testing, and enhanced access to treatment centres. At the same time, strategic interventions focusing on duty bearers such as health care workers and CSOs working on HIV/AIDS were carried out to enhance their responsiveness and understanding of the issues involved.

The underlying commitment to human rights across the One Programme was manifested in the efforts to promote women and girls' participation and empowerment in all sectors, to target excluded and vulnerable groups, to enhance capacity of rights holders such as local communities to be more gainfully engaged in decision-making and initiatives in order to improve service delivery (health care, education, WatSan and so on), and to provide livelihood opportunities.

The UN System was able to play an effective advocacy and support role to strengthen government commitment to

human rights. A partnership was forged between the UN System and the Ministry of Human Rights to work on supporting the latter's role in advancing the human rights agenda in the country. The human rights task force (HRTF) met regularly and developed the framework of support by the UN System on the Universal Periodic Review (UPR) process. The UN framework of assistance was very much directed in terms of providing support for consultative and participatory engagement with both government and civil society organizations around human rights.

Challenges faced in integration of human rights as a CCI included resource constraints, security concerns, lack of understanding of human rights, and lack of capacity. As OP-I implementation progressed, an increased balance was seen on the part of the UN between building capacity of duty bearers (government both national and regional) and of right holders. Further signs of growing integration of human rights in UN programming were seen in the common country assessment carried out in 2011 which applied a specific filter of patterns of exclusion, discrimination and inequality. Moreover, the UN System has taken human rights and

pattern of exclusion at the heart of the new UN One Programme II (OP-II).

## Refugees/Internally Displaced Persons

The One Programme helped improve the condition of two broad categories of refugees/IDPs: a) long-standing Afghan refugees as a result of on-going crises in Afghanistan, together with host communities in Pakistan; and b) IDPs forced to flee their homes as a result of recent natural disasters/conflict in Pakistan. Interventions for the former were geared towards improving service delivery, empowering communities, generating livelihoods and addressing environmental issues. By contrast, interventions for the latter were part of humanitarian responses and thus more aimed at ensuring basic needs for food, water, shelter and so on were met.

One Programme support to long-term Afghan refugees and host communities was primarily undertaken in districts of Balochistan and Khyber Pakhtunkhwa, as well as Islamabad and Karachi. Efforts to improve basic services included provision of latrines, water supply schemes, books and other necessary supplies to schools, essential medical supplies, immunization coverage, literacy programmes, TB screening and support for those living with HIV. In 2010 alone, some 200,000 Afghan refugees and over 1.4 million Pakistanis benefited directly or indirectly from such projects. The approach taken to improving services featured community mobilization and formation of refugee/community organizations, e.g. water monitoring committees – with the aim of empowering communities. Various projects were also carried out for forest planting, development of community infrastructure, etc, which had the added benefit of promoting livelihood generation. Finally, a critical aspect addressed by OP-I was social cohesion between Afghan



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refugees and host communities: efforts, including use of ADR, were made to promote such cohesion.



More than 200,000 Afghan refugees and over 1.4 million Pakistanis benefitted from immunization and medical screening programmes

Following the devastating floods in 2010, as well as those in 2011 (and 2012, 2013 to a lesser extent) all Joint Programmes in OP-I, in one way or the other, used their relevant expertise and resources to support the people and communities affected by the floods. This included the provision of tents, plastic tarpaulins, non-food item (NFI) kits comprising blankets, sleeping mats, kitchen sets, jerry cans, plastic buckets, soap and mosquito nets, winterization kits, sweaters and shawls. Assistance was also provided to the government in the management and coordination of camps set up for the flood affected populations.

Specific attention was given to women and girls' health and nutrition issues

identified through nutrition surveys conducted in flood affected areas. Severely malnourished children were enrolled in therapeutic centres for treatment; treatment/care was provided to moderately malnourished children, pregnant and lactating women at risk, and multi-micronutrient supplementation to children and mothers. Medical relief camps were set up in flood affected areas, and health kits and medicines provided. The IDPs in the flood-affected districts were provided SRH services such as HIV

prevention awareness and services, STI prevention and treatment, condoms and reproductive health, integrated with fixed and mobile health services. Vaccination against preventable diseases particularly measles, was provided to IDP children. Clean drinking water and hygiene kits were distributed, along with hygiene messages in IDP camps, host communities and in areas of return. Support was provided for school activities in flood affected areas, including early childhood education (ECE). Protection teams



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mobilized immediately to support the relief response and to promote the maintenance of international and national standards and obligations, guidelines and humanitarian and protection principles throughout the response.

Moving from emergency relief to early recovery, a 'framework for the return or resettlement of persons displaced by the floods' was developed and advice provided to the government on housing, land and property rights issues that arose from the floods. Social Welfare /Protection Centres and Legal Aid Centres were established to offer counselling and assistance related to documentation, land and property issues as well as offering referrals to other services and psycho-social support. Support was provided to district governments for their disaster response, e.g. in the compensation process for flood affectees. Flood affected households were assisted to resume agricultural production through the provision of (among others) vegetable seed inputs, wheat inputs, and kitchen garden inputs and training (in particular to women).

## Summary and Analysis

One Programme achievements in relation to gender equality included strengthening the legal framework, specifically for gender justice. Considerable progress was made on institutionalizing gender issues and mainstreaming gender in development planning and processes; and in ensuring gender concerns were addressed in humanitarian responses. Civil society engagement by OP-I encompassed CSOs and local communities, and entailed partnerships with these for advocacy, project implementation, and community empowerment. Human rights concerns were an underlying theme across the five Joint Programmes. However, OP-I did tackle a number of issues directly, notably child and bonded labour, and rights of excluded groups such as people living with HIV. Support for long-standing refugee populations and hosting communities focused on improving service delivery, generating livelihoods and promoting social cohesion. By contrast interventions for IDPs as a result of more recent disasters, notably floods, focused on humanitarian relief: meeting needs for water, sanitation, nutrition and healthcare, shelter, education and - moving towards early recovery – livelihood generation.

One Programme activities showed a varying degree of attention to the four cross-cutting themes. Gender equality received perhaps the greatest attention across all five Joint Programmes. Civil society engagement was a significant feature of many programme activities. Both efforts to promote gender equality and those for civil society engagement were marked by a holistic approach, encompassing awareness-raising and advocacy, mobilization, capacity development, research and measures to address specific needs of target groups. Such a holistic approach is necessary for effectiveness and sustainability. By contrast, the theme of human rights was largely integrated as an underlying premise rather than a specific goal. While much work was done by all JPs for IDPs as humanitarian responses, support for Afghan refugees/host communities was for the most part carried out under one specific JPC [JP DRM, JPC2 RAHA] and not mainstreamed across all JP activities, thereby limiting a coordinated and coherent approach to the issue.<sup>11</sup>

In sum, issues of gender equality and civil society engagement were better addressed in OP-I than human rights and refugees/IDPs. Moreover, even in the case of gender equality and civil society engagement while interventions were of a broad range, it would be difficult to characterize them as falling within an overarching strategy. Finally, the monitoring and evaluation system did not adequately capture the CCIs.

<sup>11</sup> Mainstreaming of the refugees CCI became even more important following adoption of the Afghan management strategy by the Government, which necessitates inclusion of the Afghan refugee population within the country's development programs.



# 3. Financial Performance

Financial and budgetary status of UN One Programme  
Pakistan One Fund



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# Financial and budgetary status of One UN Programme

## Breakdown by Joint Programmes

The Budgetary Framework of the One Programme in Pakistan comprises the core and non-core resources of the agencies. [FIGURE 1](#) gives an overview of the budgetary status of OP-I broken down by Joint Programmes in 2009, 2010, 2011 and 2012. The estimated budget is based on the Annual Work Plans, while available funds refer to all sources (One Fund and agencies' core and non-core resources). Note that in 2013 the only resources available for activities came from the Pakistan One Fund: details of this are given in the next chapter.

As seen in [FIGURE 1](#), the total budget for OP-I came to US\$ 1.77 billion, while available funds were US\$ 1.28 billion, a funding shortfall of almost US\$ 0.5 billion. Total expenditure for OP-I came to US\$ 1.16 billion, a delivery rate of 91%.

In terms of available funds, JP H&P consistently had the most, followed in all four years by either JP ARP or JP Education. JP Environment consistently had the lowest level of funding. With the exception of 2009, JP ARP consistently had the highest delivery rate, closely followed by JP H&P (except in 2011 when JP Education had the second highest rate and JP H&P the third). Across the One Programme there was a slight overall improvement in delivery rate from 90% in 2010 to 92% in 2012.

## Breakdown by Joint Programme Components

[TABLE 1](#) gives the JPC-wise breakdown of budget, allocations and expenditure for the One Programme in 2010, 2011 and 2012. As seen, delivery rates among the majority of JPCs ranged from 70-99 percent. However, there were a few notable exceptions both in terms of higher and lower delivery.

FIGURE 1: Consolidated Financial Status of UN One Programme for 2009-2012 (US\$)

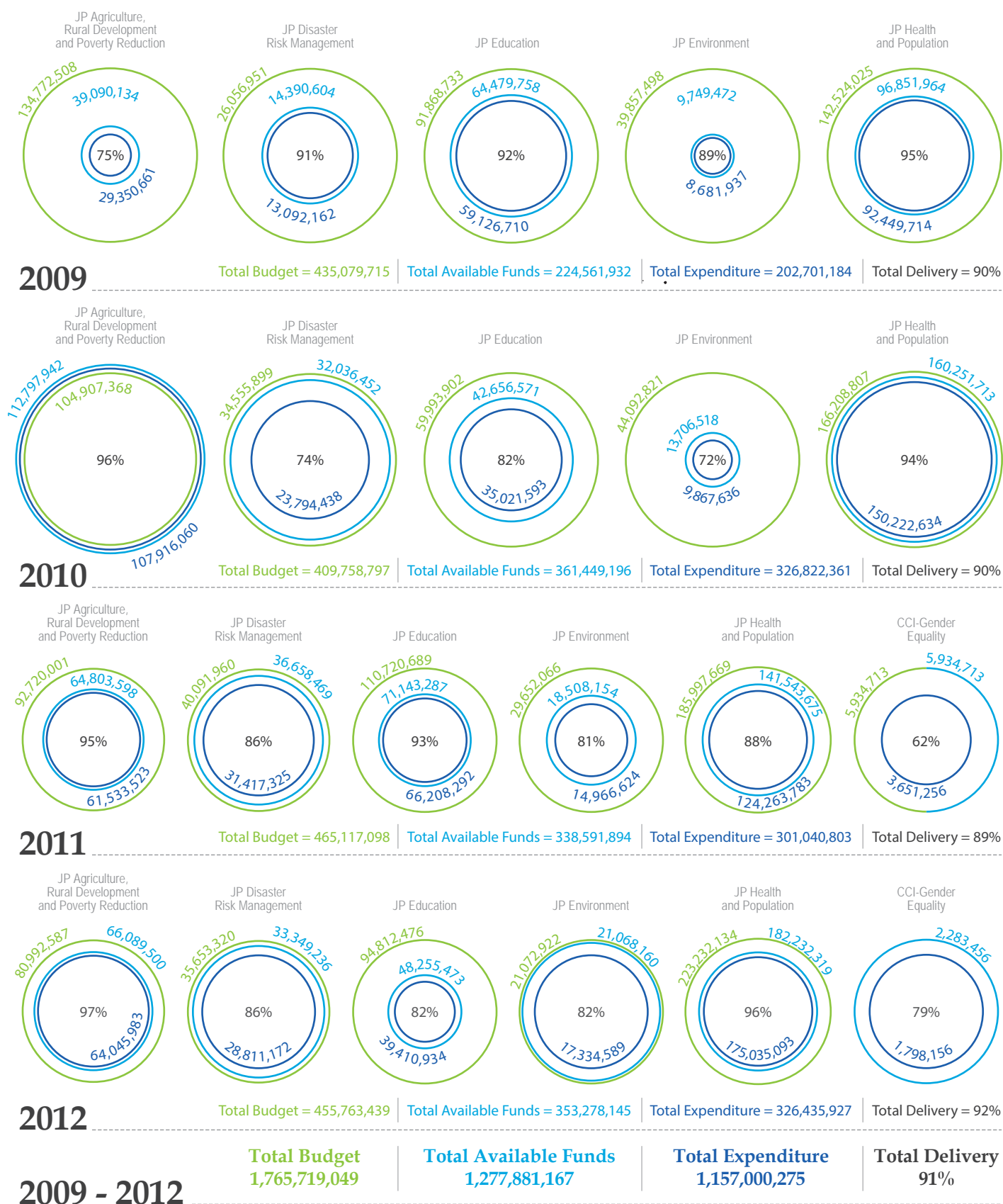


TABLE 1: One Programme Financial Status 2010-2012 by Joint Program Components (US\$)

Joint Programme	Budget	Available Funds	Expenditure	Delivery
<b>JP Agriculture, Rural Development and Poverty Reduction (ARP)</b>				
JPC1 Pro-Poor Sustainable Agriculture and Rural Development	190,822,411	202,104,971	197,025,864	97%
JPC2 Decent Employment and Poverty Alleviation	32,946,830	4,247,533	3,686,377	87%
JPC3 Empowerment, Mobilization and Vulnerable Groups	32,688,127	28,087,118	26,292,759	94%
JPC4 MDG Driven Pro-Poor Policy Framework	14,462,588	9,787,804	8,274,624	85%
Total JP ARP	270,919,956	244,227,426	235,279,624	96%
<b>JP Disaster Risk Management</b>				
JPC 1 Disaster Risk Management	18,208,398	30,586,998	19,927,258	65%
JPC2 Refugees Affected and Hosting Areas, (RAHA)	52,000,821	73,105,992	62,931,900	86%
Total JP DRM	70,209,219	103,692,990	82,859,158	80%
<b>JP Education</b>				
JPC1 Pre and Elementary Education	227,672,567	147,145,297	132,958,745	90%
JPC2 Adult Literacy and Non-Formal Basic Education	94,604,462	58,535,323	55,653,789	95%
JPC 3 Education System Strengthening	12,621,605	10,545,762	13,339,154	120%
JPC4 Secondary Education with a Focus on TVE and Life Skills	5,120,500	1,756,121	1,301,416	74%
Total JP Education	340,019,134	217,982,503	203,253,104	93%
<b>JP Environment</b>				
JPC1 Strengthened and Operational Institutional Mechanisms for Integrated Environmental Management	11,340,876	8,389,030	6,190,572	74%
JPC2 Integrated Program on Access to Safe Water and Improved Sanitation	40,466,495	11,517,477	10,127,945	88%
JPC3 Integrated Natural Resource Management in Demonstration Regions	14,542,013	15,019,949	11,523,267	77%
JPC4 Sustainable Urbanization	9,493,992	2,641,833	913,868	35%
JPC5 Support for Green Industries, Waste Management, Energy and Jobs	18,974,433	15,109,316	13,067,946	86%
Total JP Environment	94,817,809	52,677,605	41,823,598	79%
<b>JP Health and Population</b>				
JPC1 MNCH and FP/RH in the context of PHC	69,476,768	57,469,097	44,400,806	77%
JPC2 Communicable Disease Control	306,614,527	309,099,087	308,842,372	99.9%
JPC3 Nutrition and Health Promotion	159,010,859	74,969,489	72,851,925	97%
JPC4 Health System Development	14,380,482	10,583,987	8,532,270	81%
JPC5 HIV and AIDS	15,230,159	9,703,194	8,533,982	88%
JPC6 Population Census	10,725,816	11,163,994	6,532,366	59%
Total JP H&P	575,438,611	472,988,848	449,693,721	95%



# Pakistan One Fund

The Pakistan One Fund was set up in 2008 as a vehicle for resource mobilization from donors to support unfunded portions of the UN One Programme and to facilitate funding of any new initiatives under OP-I. The Multi Partner Trust Fund (MPTF) Office of the United Nations Development Programme (UNDP) served as the Administrative Agent (AA) of the Pakistan One Fund. The MPTF Office received, administered and managed contributions from donors, and disbursed these funds to the Participating UN Agencies in accordance with the decisions of the Steering Committee. Overall figures for the Pakistan One Fund (i.e. for the entire period of OP-I implementation up to 31 December 2013) are detailed in this chapter.

## Overall Financial Statement and Balance

**TABLE 2** gives the overall financial statement for the Pakistan One Fund. Cumulative deposits for OP-I came to US\$ 78 million, with US\$ 33,303 of this coming in 2013. A total of US\$ 77.5 million was transferred to participating UN Agencies over the course of OP-I; taking into account other expenses, total spending under the One Fund came to US\$ 76.8 million. The net balance for the Pakistan One Fund at the end of 2013 was therefore US\$ 1.81 million.

Cumulative expenditure by participating organizations came to US\$ 68.9 million. As noted, cumulative (net) transfers to UN participating organizations came to US\$ 75.9 million, leaving a balance of available funds with participating organizations of US\$ 7 million.

Cost recovery policies for the Fund are guided by the applicable provisions of the Terms of Reference, the MOU concluded between the Administrative Agent and Participating Organizations, and the SAAs concluded between the Administrative Agent and Contributors, based on rates approved by UNDG. The policies in place, as of 31 December 2013, were as follows:

- **The Administrative Agent (AA) fee**

1% is charged at the time of contributor deposit and covers services provided on that contribution for the entire duration of the Fund. In 2013 US\$ 33,303 was deducted in AA-fees; cumulatively, as of 31 December 2013, **US\$ 813,142** had been charged in AA-fees.

- **Indirect Costs of Participating Organizations**

Participating Organizations may charge 7% indirect costs. In 2013 US\$ 886,480 was deducted in indirect costs by Participating Organizations. Cumulatively, indirect costs amounted to **US\$ 2,019,654** as of 31 December 2013.

TABLE 2: Overall Financial Statement for Pakistan One Fund\* (up to 31 December 2013) (US\$)

	Total up to Dec 2012	Annual 2013	Cumulative
<b>Sources of Funds</b>			
Gross Contributions	77,983,944	33,303	78,017,247
Fund Earned Interest and Investment Income	317,370	1,756	319,126
Interest Income received from Participating Organizations	225,345	8,365	233,710
Refunds by Administrative Agent to Contributors	-	-	-
Fund balance transferred to another MDTF	-	-	-
Other Revenues	-	-	-
<b>Total: Sources of Funds</b>	<b>78,526,659</b>	<b>43,424</b>	<b>78,570,083</b>
<b>Use of Funds</b>			
Transfers to Participating Organizations	75,766,205	1,763,000	77,529,205
Refunds received from Participating Organizations	-2,277	-1,579,456	-1,581,733
<b>Net Funded Amount to Participating Organizations</b>	<b>75,763,928</b>	<b>183,544</b>	<b>75,947,472</b>
Administrative Agent Fees	779,839	33,303	813,142
Direct Costs: (Steering Committee, Secretariat...etc.)	-	-	-
Bank Charges	838	82	920
Other Expenditures	-	-	-
<b>Total: Uses of Funds</b>	<b>76,544,605</b>	<b>216,929</b>	<b>76,761,534</b>
<b>Change in Fund cash balance with Administrative Agent</b>			
Opening Fund balance (1 January)	1,982,054	-173,505	1,808,549
<b>Closing Fund balance (31 December)</b>			
Net Funded Amount to Participating Organizations	75,763,928	183,544	75,947,472
Participating Organizations' Expenditure	58,533,325	10,382,386	68,915,711
<b>Balance of Funds with Participating Organizations</b>	<b>17,230,603</b>	<b>-10,198,842</b>	<b>7,031,761</b>

\* Excluding NPPI transfer and expenditure in 2013, which is reported under OPPI (2013-2017)

## Donor deposits

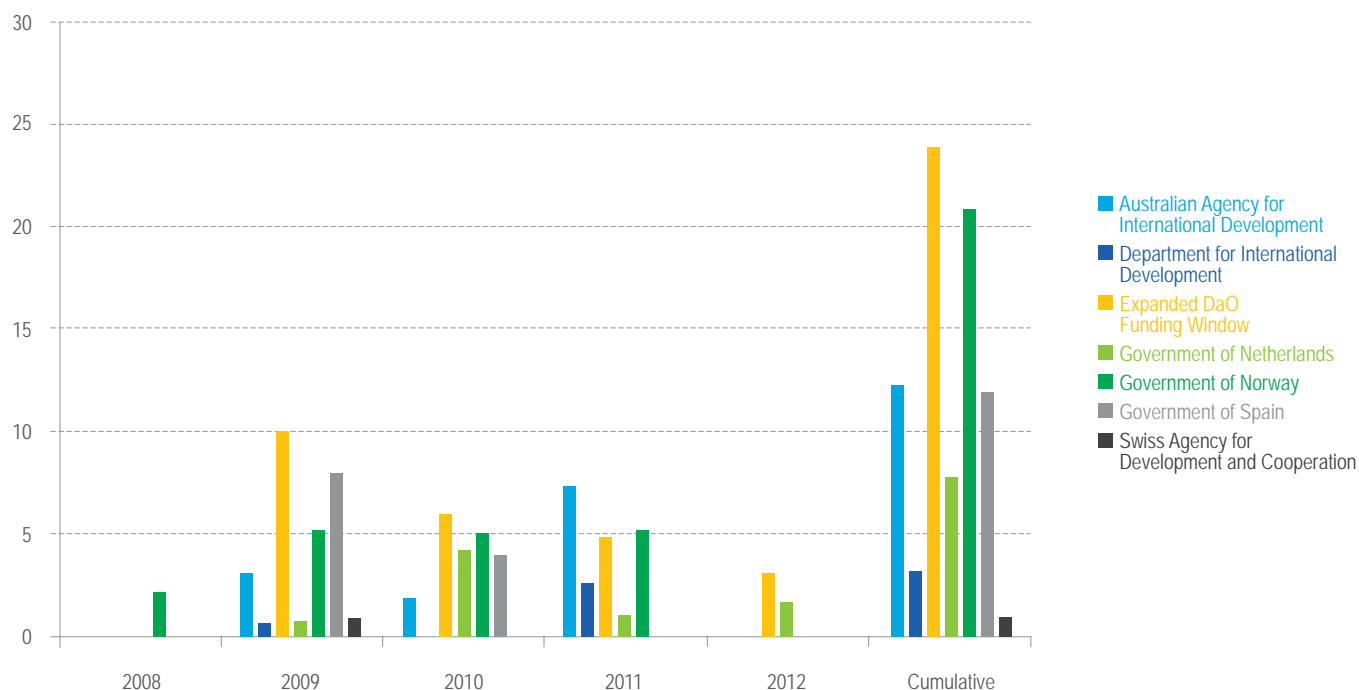
Six donors (AusAID, DFID, SDC and the Governments of the Netherlands, Norway and Spain), as well as the Expanded DaO Funding Window, have been the contributors to the Pakistan One Fund, with total deposits of US\$ 81.31 million. TABLE 3 gives total donor commitments and deposits into the One Fund since its establishment up to 31 December 2013.

TABLE 3: Donor Commitments and Deposits 2009-2013 (in US\$)\*

Contributor/Partner	Commitments	Deposits
Australian Agency for Int'l Development	12,376,080	12,376,080
Department for International Development (UK)	3,238,118	3,238,118
Expanded DaO Funding Window	23,981,000	23,981,000
Government of Netherlands	7,811,680	7,811,680
Government of Norway	20,947,346	20,947,346
Government of Spain	12,000,000	12,000,000
Swiss Agency for Development & Cooperation	960,000	960,000

\* Deposits from Government of Norway in 2013 for NPPI are reported under OP-II.

FIGURE 2: Annual Donor Deposits 2009-2013 (US\$ millions)



## Interest earned

TABLE 4 gives details on interest earned by the One Fund:

- on funds with the Administrative Agent and investments – a total of US\$ 319,126; and
- on income received from participating agencies – US\$ 233,710, making a cumulative total of US\$ 264,836.

TABLE 4: Sources of Interest and Investment Income, as of 31 December 2013 (in US\$)

Interest Earned	Prior Years as of 31 Dec, 2012	Current Year Jan-Dec-2013	Total
<b>Administrative Agent</b>			
Fund Earned Interest and Investment Income	317,370	1,756	319,126
Total: Fund Earned Interest	317,370	1,756	319,126
<b>Participating Organization</b>			
FAO	1,071	-	1,071
UNDP	171,437	-	171,437
UNIDO	19,986	4,367	24,353
UNWOMEN	3,483	-	3,483
UNESCO	17,742	3,998	21,740
UNFPA	11,627	-	11,627
Total: Agency earned interest	225,345	8,365	233,710
Grand Total	542,716	10,121	264,836

## Transfer and expenditure of funds, financial delivery rate

TABLE 5 gives details of One Fund transfers to Participating Organizations: these were approved by the Steering Committee and disbursed by the Administrative Agent. It also details refunds received and expenditure by each Agency. As of 31 December 2013, the Administrative Agent had transferred a net amount of US\$ 75,900,768 to sixteen Participating Organizations. UNICEF received the highest allocation followed by WHO and UNDP; UNEP received the lowest. Cumulative expenditures reported by the Participating Organizations amount to US\$ 68,915,712. This equates to an overall Fund expenditure delivery rate of 91 percent.



TABLE 5: Funded Amount, Refunds, Reported Expenditure, and Financial Delivery by Participating Organization, as of 31 December 2013 (in US\$)\*

Organization	Transfers	Refunds	Expenditure	Delivery rate
UNEP	160,000	0	158,454	99%
UNODC	252,133	0	252,133	100%
UNAIDS	427,816	0	427,718	100%
IOM	619,800	0	619,800	100%
UNHCR	880,784	0	880,784	100%
WFP	1,219,471	0	1,044,136	86%
UNWOMEN	1,873,406	-276,915	1,547,331	97%
FAO	2,487,371	-2,277	2,479,040	100%
ILO	2,663,772	0	2,615,543	98%
UNIDO	3,491,165	0	3,307,506	95%
UNHABITAT	3,624,590	0	3,615,685	100%
UNESCO	5,867,200	-15,101	5,710,332	98%
UNFPA	9,343,845	0	8,203,071	88%
UNDP	12,717,326	-1,325,194	11,392,136	100%
WHO	12,871,238	0	8,183,696	64%
UNICEF	19,029,288	-8,951	18,478,347	97%
<b>TOTAL</b>	<b>77,529,205</b>	<b>-1,628,437</b>	<b>68,915,712</b>	<b>91%</b>

\* Deposits from Government of Norway in 2013 for NPPI are reported under OP-II.

## Expenditure by Joint Programme and JPC

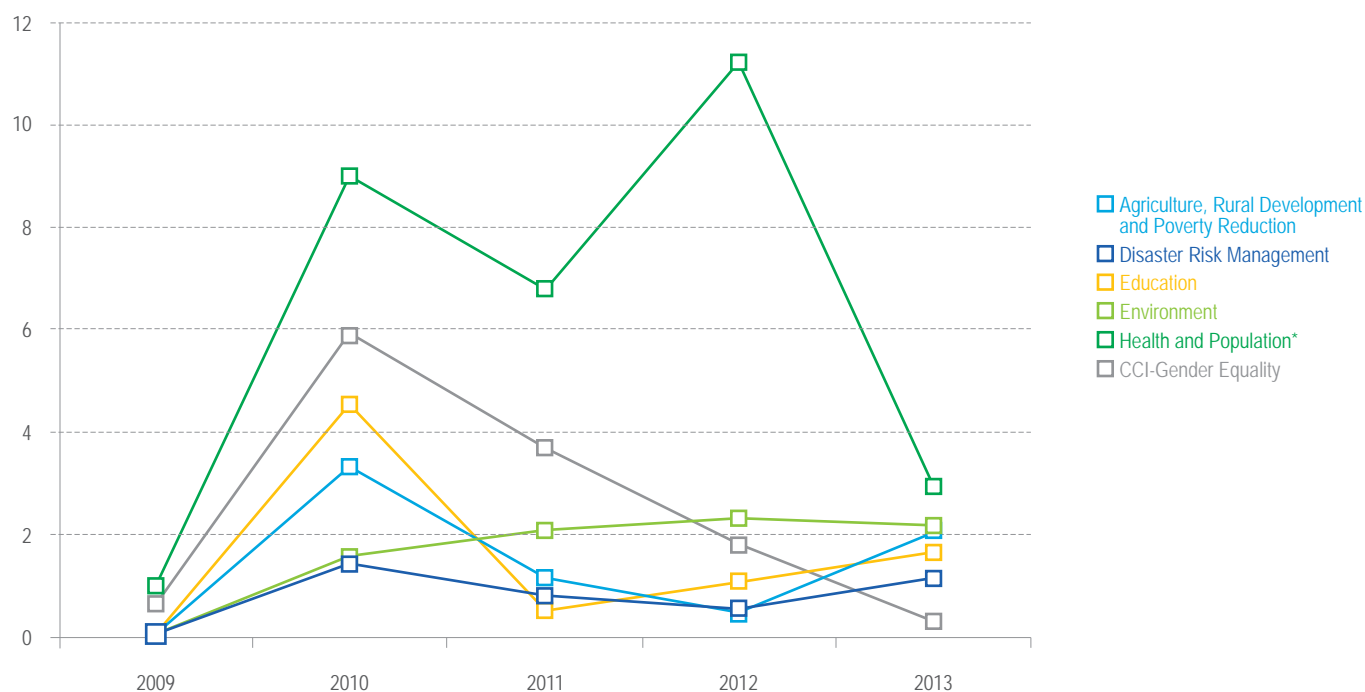
TABLE 6 gives expenditure by Joint Programmes and Joint Programme Components. The greatest allocations were made for JP5 Health and Population, which got US\$ 36.25 million; the largest share of this money (US\$ 20.4 million) went to JPC1 Maternal, Neonatal and Child Health and Family Planning. JP Environment got the second highest allocation of US\$ 8.36 million (with the largest share of US\$ 3.9 million going to JPC3 Integrated Natural Resource Management), followed by JP Education with US\$ 8.13 million. Expenditure (delivery rate) was between 97 and 98 percent for all JPs, except JP Health and Population which was lower at 83 percent.

TABLE 6: One Fund Disbursement, Expenditure by Joint Programme and Joint Programme Components (US\$)

Joint Programme	2009 - 2013		
	Transfer	Expenditure	Delivery
<b>JP Agriculture, Rural Development and Poverty Reduction</b>			
JPC1-Pro-Poor Sustainable Agriculture and Rural Development	2,067,007	2,028,972	98%
JPC2-Decent Employment & Poverty Alleviation	1,848,372	1,792,842	97%
JPC3-Empowerment, Mobilization and Protection of Poor and Vulnerable Groups	2,084,748	2,009,434	96%
JPC4-MDG-Driven Pro-Poor Policy Framework	1,219,134	1,215,709	100%
Total JP ARP	7,219,261	7,046,957	98%
<b>JP Disaster Risk Management</b>			
JPC1-Disaster Risk Management	4,121,521	4,023,929	98%
Total JP DRM	4,121,521	4,023,929	98%
<b>JP Education</b>			
JPC1-Pre- and Elementary Education	4,060,293	3,903,140	96%
JPC2-Adult Literacy and Non-Formal Basic Education	994,497	973,959	98%
JPC3-Education System Strengthening	2,038,130	1,946,222	95%
JPC4-Secondary Education with a Focus on TVE and Life Skills	1,039,748	1,028,719	98%
Total JP Education	8,132,668	7,852,040	97%
<b>JP Environment</b>			
JPC1-Strengthened and Operational Institutional Mechanisms for Integrated Environmental Management	1,540,000	1,497,308	99%
JPC2-Integrated Programme on Access to Safe Water and Improved Sanitation	1,117,750	1,103,920	99%
JPC3-Integrated Natural Resource Management in Demonstration Regions	3,888,489	3,842,647	99%
JPC4-Sustainable Urbanization	948,264	929,929	98%
JPC5-Support for Green Industries, Waste Management, Energy and Jobs	867,630	848,513	98%
Total JP Environment	8,362,133	8,222,317	98%
<b>JP Health and Population</b>			
JPC1-MNCH and FP/RH in the Context of PHC*	20,390,834	14,825,212	73%
JPC2-Communicable Disease Control	800,000	430,855	54%
JPC3-Nutrition and Health Promotion	11,629,155	11,414,383	98%
JPC4-Health System Development	489,999	453,599	93%
JPC5-HIV & AIDS	615,999	615,901	100%
JPC 6-Population Census	2,326,451	2,326,115	100%
Total JP H&P	36,252,438	30,066,065	83%
<b>CCI-Gender Equality*</b>			
	11,859,451	11,704,403	99%
Total	75,947,472	68,915,711	91%

\*NPPI data included until December 2012 only.

FIGURE 3: Annual One Fund Expenditure by Joint Programme (US\$ millions)



\*NPPI 2013 not included.

## Expenditure by Budget Category

TABLE 7 displays expenditure incurred by Harmonized Cost Category. Contracts (old) and contractual services (new) accounted for the largest share, a total of 44.3 percent of expenditure, followed by supplies, commodities, equipment and transport with 21.2 percent, and personnel with 16.4 percent.

TABLE 7: Expenditure by Harmonized Cost Category, as of 31 December (US\$)

Category	Prior Years as Of 31 Dec 2012	2013	Cumulative	Percentage of Programme Cost
Supplies, Commodities, Equipment and Transport (Old)	11,526,836	-	11,526,836	16.51%
Personnel (Old)	9,569,318	-	9,569,318	13.70%
Training of Counterparts (Old)	1,433,620	-	1,433,620	2.05%
Contracts (Old)	14,624,569	-	14,624,569	20.94%
Other direct costs (Old)	1,655,289	-	1,655,289	2.37%
Staff & Personnel Cost (New)	1,789,460	97,110	1,886,571	2.70%
Suppl, Comm, Materials (New)	5,133,083	(1,862,992)	3,270,091	4.68%
Equip, Veh, Furn, Depn (New)	428,459	1,769,754	2,198,213	3.15%
Contractual Services (New)	5,367,987	10,995,639	16,363,626	23.44%
Travel (New)	490,104	379,047	869,151	1.24%
Transfers and Grants (New)	2,190,797	1,587,975	3,778,771	5.41%
General Operating (New)	968,244	1,679,680	2,647,924	3.79%
<b>Programme Costs Total</b>	<b>55,177,767</b>	<b>14,646,212</b>	<b>69,823,979</b>	<b>100.00%</b>
<b>Indirect Support Costs Total</b>	<b>3,355,558</b>	<b>886,480</b>	<b>4,242,038</b>	<b>6.08%</b>
<b>Total</b>	<b>58,533,325</b>	<b>15,532,692</b>	<b>74,066,017</b>	

## Accountability and Transparency

In order to effectively provide fund administration services and facilitate monitoring and reporting to the UN system and its partners, the MPTF Office has developed a public website, the MPTF Office Gateway (<http://mptf.undp.org>). Refreshed in real time every two hours from an internal enterprise resource planning system, the MPTF Office Gateway has become a standard setter for providing transparent and accountable trust fund administration services.

The Gateway provides financial information including: contributor commitments and deposits, approved programme budgets, transfers to and expenditures reported by Participating Organizations, interest income and other expenses. In addition, the Gateway provides an overview of the MPTF Office portfolio and extensive information on individual Funds, including their purpose, governance structure and key documents. By providing easy access to the growing number of narrative and financial reports, as well as related project documents, the Gateway collects and preserves important institutional knowledge and facilitates knowledge sharing and management among UN Organizations and their development partners, thereby contributing to UN coherence and development effectiveness.



# 4. Analysis and Way Ahead

Challenges Faced  
Lessons Learned and Way Ahead

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# Challenges Faced

As a pioneering initiative, One Programme implementation was always expected to be challenging and, in many ways, a learning process for all involved. Over the five years of OP-I challenges were certainly faced in regard to 'Delivering as One' – 19 agencies working together – as elaborated below. But perhaps more difficult were the challenges stemming from wider developments within Pakistan, notably repeated natural disasters, security threats and full devolution of service delivery to the provinces. Some challenges were common across OP-I while others were specific to individual Joint Programmes.

## Common 'Delivering as One' Challenges

Common challenges stemming from within the UN System and affecting all the Joint Programmes were: lack of coordination among UN agencies, highly differentiated financial management systems and reluctance to share financial data, very limited number of joint implementation projects, and lack of baselines and effective indicators for monitoring. In JP Education, for example, despite the commitment to 'Delivering as One' UN agencies tended to work on their own specific themes/geographic areas; there was little conscious effort at joint planning and implementation. Institutional changes over the course of OP-I addressed some of these issues, strengthening common approaches towards information management, operations, programming and communications across the UN System in Pakistan. Nonetheless, some aspects of working together, particularly pooling of resources, fell short of aspirations.

Resource mobilization per se was a challenge across the five Joint Programmes,

albeit greater for some than others. JP Environment particularly struggled to raise non-core resources. Funding constraints meant that some planned activities in all JPs could not be carried out. The 2011 external evaluation found that the One Programme was too large in scope for its resources. The necessity to mount repeated humanitarian responses exacerbated the funding problem, as donor resources were channelled there. There were also funding issues on the government side: for example, budgetary allocations for education in 2009-10 amounted to 2.05% of GDP, far short of the 7% GDP education spending called for in the National Education Plan.

Frequent transfers/new posting in leadership and working level focal points within the government was a further factor resulting in the delay or interruptions in programme implementation. This was seen to a greater or lesser extent across all JPs. Availability of qualified personnel was also a challenge, particularly for JP Health and Population, where a shortage of female health care providers and vaccinators was a hurdle in ensuring facility and outreach services. Similarly, JP

Disaster Risk Management programme implementation was hampered by lack of experts in DRM-related disciplines at the local level. Another common constraint was lack of (baseline) data: this made planning difficult, as well as assessment of programme impact.

Towards the final years of OP-I implementation, a further common challenge faced by UN agencies was the demands imposed by development of the next generation One Programme (OP-II). This involved additional time and resources for extensive consultations within the UN System and with external partners at national and sub-national levels. This shifted the focus of participating agencies from OP-I to the planning of the next programme.

## Challenges Stemming from Developments in Pakistan

By far the biggest challenge faced across the One UN Programme was repeated floods disasters, particularly in 2010 but also in subsequent years. The humanitarian response urgently needed in the wake of the floods diverted resources, time and personnel from regular programme activities. Moreover, in many cases the long-term impact of the floods was to exacerbate existing development challenges. Access to education, for example, was made more difficult by the damage/destruction of educational facilities. This, in turn, required huge investment in reconstruction and rehabilitation.

The security situation in the country remained serious throughout the five years of OP-I, at times reaching crisis point. In terms of OP-I implementation, the major effect of the difficult security situation was to limit access to target areas, make recruitment and deployment

of field staff difficult, hamper the pace of work on many projects, and make monitoring difficult, in some cases necessitating the use of third party monitoring. In parts of KP, FATA and Balochistan activities had to be limited to those considered critical. The other impact of Pakistan's poor security situation was that periodic conflict between the military and armed groups in the north and north-west led to mass displacement of civilians and thus generated humanitarian crises – with similar negative impact on development to the floods disasters.

The 6<sup>th</sup> Population and Housing Census, tentatively planned for October 2010, had to be repeatedly postponed both because of the floods and the poor security situation in the country. Non-availability of reliable data thus remained an issue in Pakistan. Other data collection exercises like PSLM, and exercises by Ministry of Health and Education provided updated data but only for limited sectors. Updated data is a critical prerequisite for OP-I/MDG monitoring with huge implications for any activity designed to support MDGs achievement.

Passage of the 18<sup>th</sup> Constitutional Amendment devolved responsibility for education, health, agriculture, labour, the environment and other sectors fully to the provinces, and thus led to the dissolution of a number of federal ministries. The initial transition period from federal to provincial bodies was marked by an atmosphere of uncertainty and in some cases even left a vacuum. Longer-term concerns are lack of capacity on the part of provincial bodies, particularly in Balochistan for example, to carry out devolved functions, and the need to ensure equitable service delivery and coordination across provinces. For OP-I implementation, the 18<sup>th</sup> Amendment and the resultant initial uncertainty, hampered progress to some extent. A longer-term challenge for the UN System

is having to engage individually with different provinces.

## Individual Joint Programme Challenges

Individual Joint Programmes faced additional specific challenges. In the case of JP ARP, for example, women empowerment activities planned for Balochistan could not be fully implemented both because of the law and order situation, and because of inactive female participation in some areas, due to cultural constraints and lack of awareness. Political interference in Musalihat Anjuman was another problem. JP DRM faced difficulties in some cases in gaining support among partner institutions and ministries for DRR mainstreaming. A problem faced in JP Education was that governments focused more on access and less on quality or improving the system through management reforms. Devolution of greater responsibilities to the provinces led to some aspects of education provision, notably literacy and NFBE, being neglected. Some JP Health and Population interventions were hampered by high turnover among government counterparts, and shortage of female personnel for outreach services such as vaccination. The Population Census, as noted, was repeatedly postponed eventually leading to donor refusal to commit further funds until the Government set a firm date for the census.

# Lessons Learned and Way Ahead

## Lessons from One Programme I

The Pakistan UN One Programme I was a radically different approach to UN functioning in the country. It brought together some 20 UN agencies to 'Deliver as One' rather than as individual agencies as they had in the past. As a pioneering initiative it faced challenges – some stemming from within the UN System and others from developments in Pakistan. As OP-I draws to a close and having reviewed its progress, this is a good point at which to sum up key findings and lessons.

Perhaps the most important is that 'Delivering as One' requires effort, time and investment in joint programming and harmonized systems. While the OP-I document was officially signed and launched in 2009, it took much longer to begin to realize joint programming in practice. This was to be expected, given the huge shift in procedures, modalities and – even more – mindset entailed in OP-I implementation. As seen, much progress was made on institutional arrangements for OP-I over the course

of the five years of implementation. However, even this time frame cannot be considered sufficient to achieve the deep-rooted systemic changes required for 'Delivering as One'. Hence this should be seen as an on-going process which will, hopefully, advance even further during the course of OP-II. Joint implementation of projects and pass-through financing are perhaps the two areas that need the major focus moving ahead.

The second key lesson is that huge flexibility is required to be able to respond effectively to sometimes rapidly changing circumstances and needs. The 2010 floods were the biggest of a number of disasters OP-I had to respond to. As seen, these disasters and the humanitarian response they necessitated, greatly setback 'regular' programming and progress on development in the country. Any such programme should therefore be seen as a 'blueprint' for improving development outcomes, with flexibility in approaches and targets, rather than a fixed and rigid plan that has to be followed to the letter.

The third key lesson is the importance of resource mobilization and – critically – of setting programme objectives and

designing interventions in line with available/likely resources. Related to this is, arguably, the need to ensure a more equitable distribution of resources between different parts of such a joint programme. [In the case of OP-I, some JPs and JPCs received adequate funds while others, e.g. JP Environment, were consistently underfunded.]

The fourth major lesson to emerge, not so much from OP-I as from developments in Pakistan, is the critical need for the UN to engage directly at provincial level. This is due to the full devolution of service delivery from federal to provincial governments as a result of the 18<sup>th</sup> Constitutional Amendment. However, as noted earlier, this also raises new challenges, particularly with regard to ensuring that less developed provinces such as Balochistan are able to perform their assigned functions. UN programming thus needs to include interventions (e.g. awareness raising, capacity building) to support provincial entities fulfil their constitutional obligations.

A fifth lesson from OP-I experience is the critical role civil society – both 'formal' CSOs and NGOs, as well as local communities –



have to play in promoting development. Engagement with civil society has been a strong point of OP-I and needs to be prioritized in future UN programming. With reference to the other cross-cutting issues in OP-I, various reviews found that gender equality and human rights were not being sufficiently integrated into UN programming. Efforts are already being made to address this point, and these need to be continued.

## Way Ahead: One Programme II

From the third year of OP-I implementation, work was also initiated on ensuring the sustainability of the DaO process in Pakistan through preparation of the One Programme II for 2013-2017. The aim in OP-II is to align UNCT programs with national and provincial priorities, at the same time focusing on areas of strategic transformative potential and the UN System's comparative advantage. OP-II preparation drew on the experience and lessons learned from OP-I as well as the changing situation in the country, notably devolution of service delivery responsibilities to provincial level. The programme is the result of two years of extensive consultation with federal, provincial and district governments, key donors and a wide range of civil society actors. The UN One Programme II (2013 – 2017) was finalised in 2011 and signed off in December 2012 by the Economic Affairs Division of the Government of Pakistan and the United Nations.

The One Programme II sets out two levels of results - outcomes and outputs. Outcome level results are grouped within six Strategic Priority Areas:

- 1 Vulnerable and marginalized populations have equitable access and use of quality services

- 2 Inclusive economic growth through the development of sustainable livelihoods

- 3 Increased national resilience to disasters, crises and external shocks

- 4 Strengthened governance and social cohesion

- 5 Gender Equality and Social Justice

- 6 Food and nutrition security for the most vulnerable groups

In addition, OP-II reflects the key normative programming principles including human rights based approaches, gender equality and environmental sustainability as well as operational strategies (results-based management and capacity development) that underpin all UN common country programming approaches. With regard to administrative arrangements, for the first time in Pakistan, joint UN-government steering committees were established at sub-national level, in addition to an overarching national steering committee. The nine administrative area steering committees provide oversight to the implementation of OP-II. This change in management structure is designed to ensure more flexibility to respond to emerging needs and opportunities, increased support for provincial authorities, improved performance based management, and more focused strategic oversight by the GoP.

Key features, and the way OP-II builds and improves on OP-I can be summed up as follows:

- A flexible approach;
- A simple management structure;
- Supportive of devolution and provincial priorities areas;
- Utilisation of existing government structures;

- A focus on partnerships.

In conclusion, the key goal of the UN One Programme I was to promote coordination among UN Agencies, and thereby increase the efficiency and effectiveness of UN interventions in Pakistan. The experience of and results achieved by OP-I over its five years are significant, and demonstrate the gains to be made by a coordinated approach. The challenge looking ahead is to consolidate and strengthen this, and ensure that the UN System is able to effectively support Pakistan in addressing the development needs of its people. One Programme II has been designed to meet this challenge, drawing on the lessons from OP-I. It is to be hoped that it will prove even more effective than OP-I.



# Annexes

## ANNEX I: Joint Program Co-Chairs, Convening Agents (CAs) and Participating Agencies (PAs)



### Agriculture, Rural Development and Poverty Reduction (12 PAs)

**Co-Chairs:**  
ILO, FAO, UNDP

**JPC 1: Pro-Poor Sustainable Agriculture & Rural Development**  
CA: FAO  
PAs: FAO, UNIDO, UNDP, ILO, WFP, UNESCO, UNWOMEN, IFAD, UNHCR

**JPC 2: Decent Employment & Poverty Alleviation**  
CA: ILO  
PAs: ILO, UNDP, UNIDO, UNWOMEN, UNESCO, FAO, UNHCR, UNAIDS

**JPC 3: Empowerment, Mobilization, and Protection of Poor & Vulnerable Groups**  
CA: UNWOMEN  
PAs: FAO, ILO, UNICEF, UNDP, UNWOMEN, UNFPA, UNHCR

**JPC 4: MDG-Driven Pro-Poor Policy Framework**  
CA: UNDP  
PAs: UNDP, ILO, UNHCR, UNWOMEN, UNFPA



### Education (9 PAs)

**Co-Chairs:**  
UNICEF, UNESCO

**JPC 1: Pre and Elementary Education**  
CA: UNICEF  
PAs: UNESCO, UNHCR, UNICEF, WFP

**JPC 2: Adult Literacy and Non-Formal Basic Education**  
CA: UNESCO  
PAs: ILO, UNESCO, UNFPA, UNHCR

**JPC 3: Education System Strengthening**  
CA: UNESCO  
PAs: UNDP, UNESCO, UNICEF, WFP

**JPC 4: Secondary Education, TVET & Life Skills**  
CA: ILO  
PAs: FAO, ILO, UNSECO, UNFPA, UNHCR, UNIDO



### Environment (11 PAs)

**Co-Chairs:**  
UNICEF, UNDP

**JPC 1: Strengthened and Operational Institutional Mechanisms for Integrated Environmental Management**  
CA: UNDP  
PAs: FAO, ILO, UNDP (UNEP), UNESCO, UNFPA, UN-HABITAT, UNICEF, WHO, UNIDO

**JPC 2: Integrated Programme on Access to Safe Water and Improved Sanitation**  
CA: UNICEF  
PAs: UNESCO, UNHCR, UN-HABITAT, UNICEF, WHO

**JPC 3: Integrated Natural Resource Management in Demonstration Regions**  
CA: FAO  
PAs: FAO, UNDP, UNEP, UNESCO

**JPC 4: Sustainable Urbanization**  
CA: UN-HABITAT  
PAs: UN-HABITAT, UNDP, FAO, UNESCO, UNFPA, UNHCR, WHO, UNIDO

**JPC 5: Support for Green Industries, Waste Management, Energy & Jobs**  
CA: UNIDO  
PAs: UNIDO, WHO, UNDP, ILO, UN-HABITAT



### Disaster Risk Management (13 PAs)

**Co-Chairs:**  
UNDP, WFP

**JPC 1: Disaster Risk Management**  
CA: UNDP  
PAs: UNDP, WFP, WHO, UNAIDS, UNFPA, FAO, UNICEF, UN-HABITAT, UNWOMEN, IOM, UNESCO, ILO, UNHCR

**JPC 2: Refugee Affected Hosting Areas**  
CA: UNHCR  
PAs: UNDP, UNHCR, FAO, WHO, UNESCO, UNICEF, ILO, WFP



### Health and Population (13 PAs)

**Co-Chairs:**  
WHO, UNFPA

**JPC 1: MNCH**  
CA: UNICEF  
PAs: UNICEF, WFP, WHO, UNFPA

**JPC 2: Communicable Disease Control**  
CA: WHO  
PAs: WHO, FAO, UNICEF, IOM, UNHCR, WFP, UNCESO, UNDP

**JPC 3: Nutrition and Health Promotion**  
CA: UNICEF  
PAs: UNICEF, WFP, WHO, UNESCO, UNFPA, ILO, UNHCR, FAO

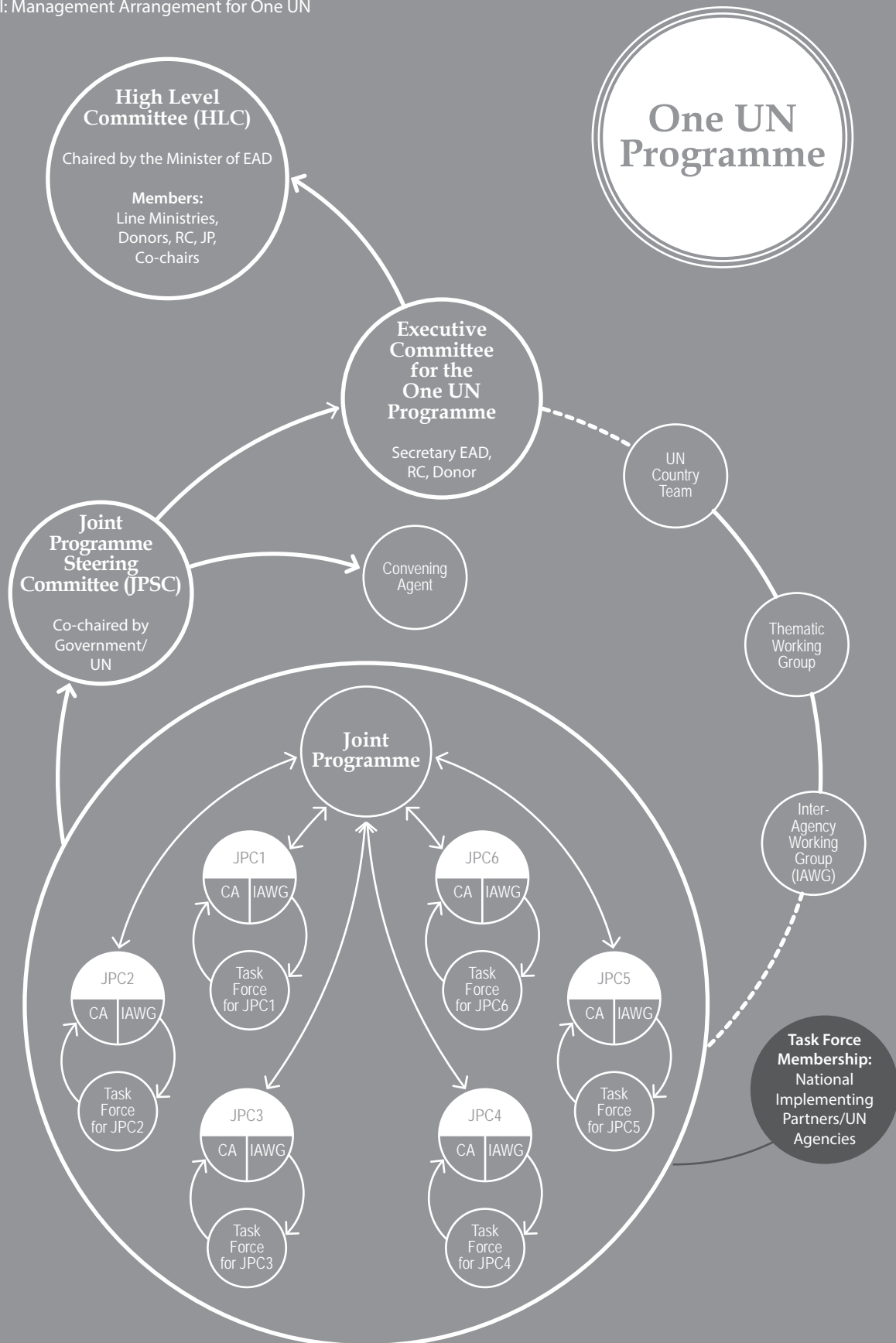
**JPC 4: Health System Development**  
CA: WHO  
PAs: WHO, UNICEF, ILO, UNFPA, UNHCR, UNWOMEN, UNDP, IOM

**JPC 5: HIV and AIDS**  
CA: UNAIDS  
PAs: UNAIDS, UNDP, UNFPA, WFP, UNHCR, UNICEF, IOM, UNODC, WHO, UNWOMEN, UNESCO, ILO, FAO

**JPC-6: Population Census**  
CA: UNFPA  
PAs: UNFPA, UNDP, UNWOMEN, UNICEF, ILO, UN-HABITAT, UNESCO



## ANNEX II: Management Arrangement for One UN



United Nations  
P a k i s t a n





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