



**Common Country Programme Action Plan
of Government of Islamic Republic of Pakistan and
UNDP, UNFPA and UNICEF**

2013-2017

Islamabad, Pakistan

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I. Introduction

The United Nations Development Programme (UNDP), United Nations Population Fund (UNFPA) and the United Nations Children's Fund (UNICEF) have developed a common country programme (CCP) for 2013-2017. The purpose of preparing a common programme is to further promote United Nations coherence, enhance joint programming, strengthen effective delivery of support to Pakistan and accelerate a joint United Nations approach to delivering as one UN. This CCP was approved by the three organisations' Executive Boards in February 2013, and is described in the Common Country Programme Document.

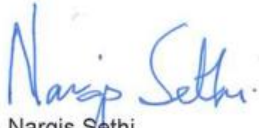
The CCP reflects the strategic priorities areas, planned outcomes and key results that are part of the United Nations' One Programme 2(OP2). It has been developed in close consultation with the Federal Government, other development partners and provincial governments, and is aligned with national and provincial priorities. It is guided by internationally agreed development targets, as well as United Nations treaties and other international instruments. The CCP builds on the important lessons learned from the previous programme cycles.

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

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

The CCPAP describes how, within the Strategic Priority Areas of the OP2, UNDP, UNFPA and UNICEF will work closely together and collaborate with the rest of the United Nations country team and other development partners to provide coherent and complementary policy and institutional support to the Government of Pakistan. Contributions of the three organizations are indicated in their respective and annexed results and resources frameworks (RRFs). These RRF are part of the CCPD approved by the Executive Board, and are also annexed in this document.

II. Signature Page



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III. Partnerships, Values and Principles

Whereas the Government of the Islamic Republic of Pakistan (hereinafter referred to as the Government) has entered into the following:

- a) WHEREAS the Government and the United Nations Development Programme (hereinafter referred to as UNDP) have entered into a basic agreement to govern UNDP's assistance to the country (Special Fund Agreement between the Government of Pakistan and the United Nations Special Fund, which was signed by both parties on 25 February 1960). In particular, decision 2005/1 of 28 January 2005 of UNDP's Executive Board approved the new Financial Regulations and Rules and along with them the new definitions of 'execution' and 'implementation' enabling UNDP to fully implement the new Common Country Programming Procedures resulting from the UN Development Group's simplification and harmonization initiative. In light of this decision this CCPAP together with an Annual Work Plans (AWP) (which shall form part of this CCPAP, and is incorporated herein by reference) concluded hereunder constitute together a project document as referred to in the Special Fund Agreement. All references in the Special Fund Agreement to "Executing Agency" shall be deemed to refer to "Implementing Partner," as such term is defined and used in the CCPAP and AWP.
- b) With the United Nations Children's Fund (UNICEF) a Basic Cooperation Agreement (BCA) was concluded between the Government and UNICEF on 24 May 1995. This is required under the UNICEF Financial Regulation 8.12 as, adopted by the UNICEF Executive Board in 1988.
- c) The Agreement concluded between the Government and the United Nations Special Fund on 25 February 1960 (the "Basic Agreement") will mutatis mutandis apply to the activities and personnel of UNFPA in Pakistan. This CCPAP together with any work plan concluded hereunder, which shall form part of this CCPAP and is incorporated herein by reference, constitutes the Plan of Operation as referred to in the Basic Agreement and project document. All references in the Basic Agreement to "Executing Agency" shall be deemed to refer to "Implementing Partner" as such term is defined in the Financial Regulations of UNFPA and used in this CCPAP and any work plans concluded hereunder.

The Common Country Programme aims at assisting Pakistan achieve national and provincial development goals and targets as set by Government. The CCP upholds the principles of aid effectiveness, such as national ownership and the use of national systems and mechanisms. It will contribute to the objectives in Pakistan's National Growth Framework as well as supporting the 18th Constitutional Amendment regarding Provincial responsibilities, through support to relevant Provincial sector strategies and plans.

The three organizations will use their convening power to support Government in bringing together stakeholders and coordinating actions. Capacity development will be supported to promote a sustainable approach to poverty reduction. This will include revision of legislative frameworks, adoption of new legislation, and development of strategies, policies and budgets to better address the needs of vulnerable and marginalized groups. Policy-level support will be complemented by community-level interventions in targeted geographic areas, with specific focus on districts with low human development indicators. Programme delivery will be based on strong partnerships with relevant institutions at federal and provincial/area levels and with civil society organizations.

The three organizations will draw upon their global and regional knowledge networks to share international best practices. They will also take advantage of opportunities to improve public-private partnerships and South-South cooperation. They will advocate with policymakers to address inequality in policy processes and to ensure that the voices of the most vulnerable are heard.

The three organizations follow the UN Development Group Guidelines on Country Programme Action Plans for programme implementation, execution, performance management and mutual accountabilities. The Common CPAP (CCPAP) will, in respect of each of the three organizations signing, be read, interpreted, and implemented in accordance with and in a manner that is consistent with the basic agreement between such United Nations organization and the Host Government.

IV. Programme and Actions and Implementation Strategies

Implementation of the programme will be anchored in the principles of aid effectiveness, such as national ownership and the use of national systems and mechanisms. Management of the programme will be supported by a coherent governance structure, with clear lines of accountability and decision-making, a resource mobilization strategy, and a robust monitoring and evaluation plan. To ensure a flexible design to programming, the three organisations will implement their programmes through the joint programming approach that is to be applied in the OP2. Joint programming will allow natural areas of collaboration to be identified and pursued, efficiencies and synergies to be realized and appropriate and relevant modalities for implementation to be agreed upon by contributing agencies. The CCPAP has given the three organisations an enhanced ability to achieve coherence, particularly in health and population, governance and social cohesion, disaster risk reduction and management, and gender equality. The annexed Results and Resources Frameworks outline each agency's programmatic thrusts, partnership arrangements and resource projections.

The overall programme focus by agency is as follows:

UNDP

Building on its comparative advantage and past cooperation, the UNDP contribution to the common programme will contribute to the inclusive economic growth, increased resilience, strengthened governance and gender equality (OP2 Strategic Priority Areas 2, 3, 4 and 5, respectively). UNDP Pakistan will leverage its strategic positioning to support transformative change in the country, working in concert with the United Nations system and national counterparts.

In view of current development challenges and the opportunities rendered by the Pakistan Framework for Economic Growth and the 18th Constitutional Amendment, UNDP will support evidence-based policies and legislative work, capacity development and service delivery at both federal and provincial levels in line with UNDP's global strategic priorities. In particular, the programme will: strengthen democratic institutions through electoral processes and parliamentary development; support provincial strategies and action plans that catalyze growth and development and reduce inequalities; build resilience of vulnerable communities through disaster risk reduction as well as climate change adaptation and mitigation; and support stabilization, livelihood development and rehabilitation initiatives in disaster and crisis affected communities.

UNFPA

As part of the OP2, UNFPA will contribute substantively to improving access to social services and inclusive economic growth (Strategic Priority Areas 1 and 2, respectively). It also has clear strategic linkages with the Revised UNFPA Development Results Framework (2012-2013), priority I (population dynamics), priority II (maternal health) and priority VI (Youth).

The UNFPA contribution to the common programme will be aimed at revitalizing the family planning programme from the lost decade when a stagnant contraceptive prevalence rate was witnessed. The programme aims at contributing to the improvement of the MDG 5 goal and facilitates the capitalization of the demographic dividend in Pakistan in the context of the 18th Amendment. Learning from the lessons of the previous country programme, the programme envisages a paradigm shift from focusing on service delivery to policy advocacy and capacity development. The programme also strives towards reaching the poor, women and youth guided by the human rights based analysis, so as to address the issue of inequity. Last but not least, the programme intends to strengthen the results based programme management which has been one of the bottlenecks in achieving the programme objectives in the previous programme.

UNICEF

As part of the OP2, UNICEF will contribute to improving equitable access to and use of quality social services; increased national resilience; strengthened governance and social cohesion; gender equality and social justice; and food and nutrition security (Strategic Priority Areas 1, 3, 4, 5 and 6, respectively). These priority areas are also clearly linked to the global UNICEF Medium Term Strategic Plan. UNICEF's contribution to the Common Country Programme within OP2 will be a focus on equitable approaches to rights fulfillment for the most disadvantaged girls, boys and women, with a crosscutting approach of capacity development of duty bearers in order to create and sustain change.

Support will be given to prioritisation of children in policies, planning and budgets; strengthening of equitable and sustainable service delivery at the sub-national level; and community involvement in development, including the participation of children. There will be a programme-wide focus on evidence-based advocacy for child rights and support for the use of solid data and analysis in policy decisions and national planning.

The programme will also have a strong emphasis on gender, adolescents, urbanisation of poverty, environmental sustainability and the impact of climate change. UNICEF will work with government and children and young people to increase community resilience and strengthen disaster risk reduction and management, and in line with its Core Commitments for Children in Humanitarian Action, will prepare for and respond to emergencies.

The programme focus by the three organisations within the OP2 Strategic Priority Areas is as follows:

SPA 1: Vulnerable and marginalised populations have equitable access to and use of quality services.

The UNFPA programme will support federal and provincial/administrative area governments in addressing barriers to the delivery of quality reproductive health/family planning, HIV/AIDS and gender-based violence services, taking into account emerging challenges including devolution, integration of services, service delivery through more innovative ways, including the private sector, and addressing the needs of adolescents and young people.

More specifically, the UNFPA programme will 1) conduct policy advocacy towards demonstrated political, policy and financial support to family planning; 2) support health sector reform with special attention to capacity development of female service providers, and systems development of in-service and pre-service training for family planning; 3) promote innovation in family planning service delivery, especially through public-private partnerships; 4) integrate humanitarian preparedness and response into mainstreamed plans and programmes to ensure application of Minimum Initial Service Package (MISP) for universal access to reproductive health including in disaster situations; 5) integrate gender-based violence, HIV/AIDS and fistula prevention and treatment in the health system; and 6) establish newly-weds counseling mechanisms on maternal health and family planning.

Key actions include but not limited to:

- a. Conduct national advocacy campaign for Family Planning/Birth Spacing, which includes a) advocacy on population issues to political parties prior to election; b) provide technical support to the provincial departments to formulate, implement and monitor Population Policies, Health Policies and Youth Policies; and c) support community based organizations (such as LHWs programme) to carry out behavioral change communication campaign on Family Planning;
- b. Scale up Family Planning Voucher in selected districts for poor and youth population;
- c. Strengthen female service providers (in particular LHWs and Midwife) to provide Family Planning information and services through strengthened pre and in-service training mechanisms;
- d. Strengthen linkages between Health Departments and Central Warehouse to ensure non-stock out of contraceptives in health outlets;
- e. Pilot models that integrate HIV/AIDS, Fistula, and GBV in Reproductive Health service delivery for scaling up;
- f. Pilot newly-weds counseling system for RH/FP information through enhanced vital registration for marriage and/or community based interventions;
- g. Strengthen capacity of Health Departments to integrate Youth Friendly Service Standards in Reproductive Health services;
- h. Support NDMA, PDMA and Health Departments to strengthen disaster preparedness and response, such as enhanced data capacity and Mobile Service Units management, etc.

The UNICEF programme covers the rights of the most vulnerable children in the following sectors: i) maternal and child health and nutrition; ii) education; iii) child protection; iv) water, sanitation and hygiene; and v) programme planning, monitoring and evaluation, with particular attention to progress

towards equity. Within SPA 1, and within each of these programme components, UNICEF will undertake the following:

- a. Strengthen the enabling environment at federal and subnational level, which will include actions to strengthen capacities of partners to use evidence-based policy analysis, equity-focused and child-friendly strategies, budgeting, and transparent, accountable performance management.
- b. Strengthened capacity to deliver to quality basic social services, which will include actions support the development and implementation of long-term human resource management plans and the design, government ownership and mainstreaming of best practice service delivery models.
- c. Changes in social knowledge, attitude and practices, which will include actions to empower community-based organizations and relevant government partners to transform harmful household practices related to children and women into behaviours that will improve the health, nutrition, education, protection and general well-being of children and mothers.

SPA 2: Inclusive economic growth through the development of sustainable livelihoods.

UNDP programme under this area will facilitate capacity-building and technical support to government and civil society partners in the area of inclusive economic growth and sustainable livelihoods. The programmes will include:

- a. Development and implementation of at least 3 provincial development and growth strategies with concrete actions for MDG acceleration, including effective functioning of the Inclusive Growth Centre;
- b. Support for high quality Human Development Reports and MDG reports;
- c. Holistic area development programmes and partnerships to improve livelihoods and entrepreneurship opportunities in low human-development areas, particularly for youth and women, including training courses for women and youth, provision of micro-finance and financial services for the poor, value chain schemes for dairy, livestock and horticulture related initiatives;
- d. Policy reforms and targeted initiatives that promote low-cost renewable energy technologies, including assisting poor households to access renewable energy sources and the promotion of sustainable transport measures; and,
- e. Incentives, capacity building and introduction of best practices for community-based management of natural resources in vulnerable environments, including the sustainable management of threatened ecosystems and combatting desertification.

The UNFPA programme will contribute to outcome 2.4 that aims at addressing key causes and consequences of population growth, and is in line with UNFPA strategic plan outcome I, 'Population dynamics and its linkages with the needs of young people (including adolescents), sexual and reproductive health (including family planning), gender equality, poverty reduction addressed in national and sectorial development plans and strategies.

The UNFPA programme will: 1) support population, reproductive health and gender research for evidence-based policy advocacy; 2) strengthen national capacity for incorporation of population, reproductive health and gender issues in national and provincial/area programmes and plans; and 3) strengthen national capacity to utilize population, reproductive health and gender data from population census, demographic surveys, and health information system for decision making and advocacy.

Key actions include but not limited to:

- a. Provide technical support to provincial departments to enhance their capacity to integrate population dynamics in sectoral plans (both social and economic);
- b. Launch a research programme on Population, Reproductive Health, and Youth (such as population migration, population and urbanization, etc.) to generate evidence for under-researched areas for national policy advocacy;
- c. Support capacity of Pakistan Bureau of Statistics to collect population data (including Population Census), and a completion of GIS mapping for census blocks, etc.

SPA 3: Increased national resilience to disasters, crises and external shocks.

The UNDP programme in this area will strengthen capacities for disaster risk management, support climate change adaptation and mitigation and provide early recovery assistance to crisis-affected communities. It will focus on three areas:

- a. Strengthen capacities of national, provincial and district DRM institutions through establishment of early warning, multi-hazard mapping, planning and management systems that integrate gender equality, women's empowerment and community-based disaster risk management;
- b. Support formulation and implementation of provincial climate change adaptation and mitigation action plans through stakeholder consultations, capacity development and resource mobilization for targeted initiatives; and,
- c. Coordination and targeted early recovery assistance to women and men in communities affected by natural disasters and crisis through integrated programmes across UNDP thematic areas, including better access to training, employment creating, entrepreneurship support, livelihoods and development infrastructure.

Under SPA 3, UNICEF will strengthen capacity of communities, district governments and provincial governments to understand risks to children's education, health, nutrition and protection, identify and take actions to mitigate those risks, and be better prepared to take measures to respond in case of emergency. This will include the following actions:

- a. Strengthening capacity for communication and education for risk reduction and strengthening of community-level coping mechanisms, including in schools.
- b. Developing capacity of strategic partners on data collection related to risks and vulnerabilities of children and use of information management systems,
- c. Supporting development of child-specific DRRM components in sector plans and budgets and the adoption of risk-management plans based on multi-hazard mapping assessments of the most vulnerable.

SPA 4: Strengthened governance and social cohesion.

The UNDP programme will strengthen electoral processes, parliamentary capacities for legislation and oversight, devolved governance and service delivery, rule of law and access to justice, and national efforts toward aid effectiveness. Specifically, UNDP programme will:

- a. Provide technical and capacity support to the Election Commission in implementation of its strategic plan through curriculum design, training, outreach, and results management;
- b. Strengthen selected federal and provincial parliamentary committees through evidence-based analysis, technical assistance and training for effective legislative reviews and oversight of the executive;
- c. Build capacities of the rule of law institutions and duty-bearers to strengthen formal and informal justice and dispute resolution mechanisms, particularly focusing on vulnerable people, women, men, boys and girls;
- d. Technical assistance and capacity development of the Economic Affairs Division and provincial Planning and Development departments in the area of aid policy and coordination; and,
- e. Build capacities for the implementation of devolution reforms (18th Constitutional Amendment) with a focus on development planning, MDG acceleration (including MDG 3) and social sector service delivery.

Under SPA 4, UNICEF will undertake the following actions:

- a. Strengthen partnerships with relevant authorities for cash transfers and other social protection measures;
- b. Conduct bottleneck analysis and support the use of technology and cost-effective systems to increase birth registration.
- c. Promote participatory approaches involving children, teachers, parent-teacher associations and community networks to increase social cohesion.

SPA 5: Gender equality and social justice.

UNDP's programme will have gender equality and social justice as cross-cutting themes across all programmes. The specific programmes will aim to: 1) increase women's participation and role in legislation and decision making processes through women's caucuses in national and provincial assemblies and capacity development; and 2) enhance women's economic participation through policy reform, improved access to property rights, and special initiatives that promote entrepreneurship and income generation.

Under SPA 5, UNICEF's actions will include:

- a. Support the use of evidence, research and analysis to advocate for policies, legislation and budgets in favour of gender equality, with a special focus on girls.
- b. Strengthen the capacity of key stakeholders to monitor and report on the Convention on the Rights of Children (CRC) and the Convention on the Elimination of Discrimination Against Women (CEDAW).
- c. Support the Government in the implementation of the recommendations outlined in the CRC Committees' concluding observations.
- d. Support mainstreaming of functions for protection of children's rights into the Ministry of Human Rights and the appropriate provincial bodies.

SPA 6: Food and nutrition security for the most vulnerable groups.

Under SPA 6, UNICEF's actions will include:

- a. Support the federal and provincial/administrative area governments to develop integrated nutrition strategies, operation plans, legislation and guidelines. Advocate and build capacity for coordinated, inter-sector contributions from health, agriculture, food, water and sanitation, and education sectors.
- b. Strengthen capacity to design, manage and implement nutrition-specific interventions, including maternal nutrition, infant and young child feeding promotion and micronutrient interventions for prevention of malnutrition.
- c. Facilitate mainstreaming of awareness, referral, screening and treatment of malnutrition into public health programmes, including through the community management of acute malnutrition approach.
- d. Support the integration of nutrition into academic training institutions and pre-service and in-service trainings.

V. Programme Management and Accountability Arrangements

Programme Management and Accountability

The programme will be nationally executed under the overall co-ordination of Economic Affairs Division (EAD), Government of Pakistan (Government Coordinating Authority). Government Ministries, NGOs, INGOs and UN system agencies will implement programme activities at federal and provincial levels. The three organisations will implement the programme in accordance with their respective rules, regulations, programme and operational policies and procedures.

The CCPAP will be implemented through the development of the project annual/multi-year work plans (WPs) which describe the specific results to be achieved, schedule of activities, budget/resources, implementation method and the responsible party for each activity. The WPs will be signed and will form an agreement between the UN system agencies and each implementing partner on the use of resources. In exceptional cases, where relevant, the direct implementation modality and the non-governmental organization (NGO) execution mode will be employed, in concurrence with the Government's Economic Affairs Division.

To the extent possible the UN system agencies and partners will use the minimum documents necessary, namely the signed CCPAP and the WPs to implement programmatic initiatives. However, as necessary and appropriate, other project documents can be prepared using, inter alia, the relevant text from the CCPAP and WPs.¹

Oversight and Coordination

The UN system management and oversight arrangements include the UN Country Team (UNCT), which is chaired by the Resident Coordinator and has all Heads of UN resident agencies as members. The OP2 will be supported by the UN Programme Management Team (PMT) and the UN Operations Management Team (OMT), each reporting to the UNCT.

The management structure for the common country programme will be co-chaired by the Government's Economic Affairs Division and the United Nations Resident Coordinator, and will include the **Representatives** of the three organisations and involve relevant federal and provincial/area government representatives. The three organisations will hold annual reviews with the Government, represented by the Economic Affairs Division, the United Nations Resident Coordinator and other stakeholders, to take stock of progress and assess achievement of results towards the CCPAP, and to review and endorse the actions for the following year. These reviews will be complemented by quarterly financial and narrative reporting through designated government reporting systems. Civil society organizations and other development partners will be consulted to ensure inclusiveness, transparency and aid effectiveness.

Subject to annual reviews and progress in the implementation of the programme, the three organizations' available, mobilized funds will be allocated as per the Executive Boards approved RRFs (see Annexes 1, 2 and 3). These budgets will be reviewed and further detailed in the WPs.

Cash Transfers to Implementing Partners

In relation to implementation modalities, the three organizations will, as agreed with the Government of Pakistan, apply the Harmonised Approach to Cash Transfers (HACT) for all cash transfers to an Implementing Partner, based on the work plans (WPs) agreed between the Implementing Partner and the UN organizations. The HACT framework is described below.

¹ In the case of UNDP, Project Documents will be required and Project Appraisal Committee meetings will be held only for new initiatives that are not included in the CCPAP and the RRF. The Government Coordinating Authority will designate government counterpart and/or implementing partner for each project directly responsible for the Government's participation in each UNDP-assisted AWP. The reference to "Implementing Partner(s)" shall mean "Executing Agency(s)" as used in the SBAA. Where there are multiple implementing partners identified in an Annual Work Plan, a Principal Implementing Partner will be identified as who will have responsibility for convening, co-ordinating and overall monitoring (programme and financial) of all the Implementing Partners identified in the AWP to ensure that inputs are provided and activities undertaken in a coherent manner to produce the results of the AWP.

Cash transfers for activities detailed in WPs can be made by the three organizations using the following modalities:

1. Cash transferred directly to the Implementing Partner:
 - a. Prior to the start of activities (direct cash transfer), or
 - b. After activities have been completed (reimbursement);
2. Direct payment to vendors or third parties for obligations incurred by the Implementing Partners on the basis of requests signed by the designated official of the Implementing Partner;
3. Direct payments to vendors or third parties for obligations incurred by three organizations in support of activities agreed with Implementing Partners.

Additional details on the Harmonised Approach to Cash Transfers (HACT) to Implementing Partners are provided in Annex 4.

VI. Resources and Resource Mobilisation Strategy

Resources

The three UN organizations will provide support to the development and implementation of activities within the CCPAP, which may include technical support, cash assistance, supplies, commodities and equipment, procurement services, transport, funds for advocacy, research and studies, consultancies, programme development, monitoring and evaluation, training activities and staff support. Part of the UN system agencies' support may be provided to Non-Governmental and Civil Society system agencies as agreed within the framework of the individual work plans (WPs) and project documents.

Additional support may include access to UN organization-managed global information systems, the network of the UN system agencies' country offices and specialized information systems, including rosters of consultants and providers of development services, and access to the support provided by the network of UN Specialized Agencies, Funds and Programmes.

The UN system agencies shall appoint staff and consultants for programme development, programme support, technical assistance, as well as monitoring and evaluation activities.

Subject to annual reviews and progress in the implementation of the programme, the UN system agencies' funds are distributed by calendar year and in accordance with the CCPAP. These budgets will be reviewed and further detailed in the work plans and project documents. By mutual consent between the Government and the UN system agencies, funds not earmarked by donors to the UN system agencies for specific activities may be re-allocated to other programmatically equally worthwhile activities.

Resource Mobilisation

The three organisations will fund the common country programme through regular resources and other resources. The Executive Boards' approved results and resources frameworks (annexed) form the basis for development of the five year resource mobilization strategies. As per the RRFs, UNDP's target for regular resources is US\$ 29.34 million and for other resources is US\$ 215.5 million. UNFPA's target for regular resources is US\$ 36 million and for other resources is US\$ 43 million. UNICEF's target for regular resources is US\$ 90.74 million and for other resources is US\$ 410.75 million. The above targets are subject to financial availability. Subject to annual reviews and progress in the implementation of the programme, the UN system agencies' funds are distributed by calendar year and in accordance with the CCPAP. These budgets will be detailed in the work plans (WPs).

The organisations will mobilize voluntary contributions in the form of other resources. These resources will be subject to specific donor agreements that exist or will be signed between the organisations' headquarters and the respective donors. Resource mobilization will be at all times relevant to the SPAs and outcomes in the OP2 and coherent and coordinated with not only the three organisations, but also with other UN agencies within the OP2. Funding proposals will be presented to traditional and non-traditional potential sources of funding. Where UNDP, UNFPA and UNICEF have shared planned outputs and outcomes, approaches will be made jointly to prospective donors. In joint programmes and pooled resources, the three agencies would aim to access the Pakistan One Fund

as a means to reduce transaction costs by using harmonized fund receipt, management and reporting mechanisms.

The resource mobilization strategy for the Common Country Programme will include the following dynamic processes: Continuous assessment of funding gaps; scanning the environment for funding opportunities; pro-active engagement with donors; advocating and awareness-raising through the One UN Pakistan website and through the respective Agencies' websites and social media. Press releases and special articles will highlight priority needs identified in the CCPAP.

Special events, such as Global Awareness Days, will be used as a platform for awareness building of these priorities. Other communication products will include videos, human interest stories and branded documents that provide information on the needs, goals, and approaches for each OP2 Outcome to which the three organisations are contributing. Donors will be encouraged to make site visits to better understand context, needs and achievements. Special attention will be paid to timely, good quality donor reporting with financial utilization reports that adhere to donor conditions.

Prospective donors will be encouraged to give funds to the Common Country Programme that are: within One UN Fund and other mechanisms that lower transaction costs; timely; flexible across SPAs and outcomes; predictable; longer-term within the five year CCPAP and OP2 cycle; and that incorporate analysis of the distribution of needs and gaps (geographic, thematic).

Additional support may include access to UN organization-managed global information systems, the network of the three organisations' country offices and specialized information systems, including rosters of consultants and providers of development services, and access to the support provided by the network of UN Specialized Agencies, Funds and Programmes.

VII. Communication

The three organizations will help fulfill the substantive purpose of the United Nations by communicating the strategic priorities, results, activities and concerns of the UN system to achieve the greatest public impact. Toward this end, the three organizations will leverage the capacities and networks provided by the United Nations Information Centre and through participation in the United Nations Communication Group (UNCG) at the country level.

The primary objective of the UNCG is to contribute to and add value to the achievement of planned results. To this end, the UNCG will undertake advocacy initiatives and coordinate the communication of interagency work to increase awareness and create momentum to accelerate change for the most vulnerable. The UNCG will aim to: a) strengthen UN inter-agency collaboration at programmatic level through communications, in line with the principle of country ownership; b) enhance greater citizen participation in the development discourse and public sphere; and, c) establish a common understanding of and approach to communications in the UN system, by developing standards, guidelines, indicators and other norms.

Communication strategies and products will be mainstreamed in the OP2 monitoring, evaluation and reporting processes. The communication products will aim to synthesize and disseminate knowledge, best practices and lessons learnt, with a view to inform development discourse, strategies and policy processes and, in turn, support national aid effectiveness efforts.

The three organizations will use opportunities rendered by traditional and electronic media both as an outreach and advocacy tool and as a programming strategy for the common country programme strategic priority areas, outcomes and results. The three organizations will ensure prior consultations with the national Government and provincial/area governments before disseminating and launching all studies and results reflecting the economic, social or environmental situation in the country.

VIII. Monitoring, Reporting and Evaluation

Monitoring, reporting and evaluation (MRE) of the common country programme will take place at three levels: at the One UN level, at the Agency level, and at the Implementing Partner level.

The monitoring, reporting and evaluation (MRE) of the common country programme will be undertaken in line with the MRE of the One Programme II (OPII). It includes joint MRE activities with UN Agencies, Funds and Programmes participating in the OP II. These monitoring and evaluation activities will focus on assessing the UN system's contributions towards the One UN Programme strategic priority areas (SPAs), outcomes and joint outputs, measured through the specified indicators, with progress from baselines to targets set for every provincial/administrative area of Pakistan. This work, as well as annual reviews and reports, will be ensured by One UN Monitoring, Review and Reporting Committees (MRRCs), one for each SPA. The three Organizations will contribute and participate in review meetings for the SPAs, convened by the Economic Affairs Division and governmental partners both at federal and provincial level every year. The Annual Review meetings will focus on progress made against outputs and outcomes for each of the OPII strategic priority areas against their relevant indicators, baselines and targets, as well as challenges requiring adjustment of the planned results and targets for the coming year.

The three Organizations will also participate and contribute to the two independent external evaluations of the OP II, which will be undertaken in consultation and with the oversight of the Government coordinating authority, namely EAD, and donor representatives. The first, a mid-term evaluation, will take place in the third year of OPII and the second, final evaluation, in the final year of the OPII.

The MRE activities at the organizational level will be carried out in line with Organizations' programme policies and procedures. UNDP, UNFPA and UNICEF's agency-specific results and resources frameworks will serve as the framework for assessing these three Organizations' contributions towards the larger OP II results. As such, the three Organizations will ensure that individual agency programme results are reported to the available management information system of the OP II, such as the UN One View portal and the Economic Affairs Division's Development Assistance Database (DAD). In addition to that, a consolidated annual report from each of the three Organization, describing programme progress, results and financial information, will be shared with the EAD.

Where needed, the three Organizations will carry out field monitoring visits to project sites, by staff of UNDP, UNFPA, UNICEF and staff of relevant government institutions. The three Organizations will also commission evaluations to assess the achievements of a specific project, programme or priority areas as per organization's policy or donor requirement. These evaluations will be conducted as per United Nations Evaluation Group guidelines, terms of reference, evaluation criteria and standards.

When WPs are implemented by Implementing Partners, the Implementing Partners will agree to cooperate with the three UN organizations for monitoring all activities supported by cash transfers and will facilitate access to relevant financial records and personnel responsible for the administration of cash provided by the three UN organizations. To that effect, Implementing Partners are expected to adhere to the following:

1. Periodic on-site reviews and spot checks of their financial records by the three UN organizations or their representatives,
2. Programmatic monitoring of activities following the three UN organizations standards and guidance for site visits and field monitoring,
3. Special or scheduled audits. In line with organizations' financial rules and procedures, UNDP, UNFPA and UNICEF will establish an annual audit plan, giving priority to audits of Implementing Partners with large amounts of cash and/or supply assistance provided by one or more of the three UN organizations, and to those whose financial capacity needs strengthening.

The Supreme Audit Institution may undertake the audits of Government Implementing Partners. If the SAI chooses not to undertake the audits of specific Implementing Partners to the frequency and

scope required by the three UN organizations, one or more of the three UN organizations will commission the audits to be undertaken by private sector audit services.

IX. Commitments of the Government

The three organizations will make efforts to raise funds required to meet the needs of this CCPAP and the Government will cooperate with the three organizations through: encouraging potential donor Governments to make available to the three organizations the funds needed to implement unfunded components of the programme; endorsing the three organizations efforts to raise funds for the programme from the private sector both internationally and in Pakistan; and by permitting contributions from individuals, corporations and foundations in Pakistan to support this programme which will be tax exempt for the donor, to the maximum extent permissible under applicable law.

Cash assistance for travel, stipends, honoraria and other costs shall be set at rates commensurate with those applied in the country, but not higher than those applicable to the United Nations system (as stated in the ICSC circulars).

The Government will support the three organisations in enhancing the use of national systems and capacities for implementation of projects and project activities through (a) coordination with other federal and provincial government entities, (b) support to capacity assessments of the implementing partners and the supreme audit institution under the Harmonised Approach to Cash Transfers, and (c) enable national implementation of projects and, where capacity assessments identify systemic weaknesses or limitations, make requisite changes to the existing systems and capacities.

Cash transferred to Implementing Partners should be spent for the purpose of activities and within the timeframe as agreed in the WP. Cash received by the Government and national NGO Implementing Partners shall be used in accordance with established national regulations, policies and procedures consistent with international standards, in particular ensuring that cash is expended for activities as agreed in the work plans, and ensuring that reports on the utilization of all received cash are submitted to UNDP, UNFPA or UNICEF within three months after receipt of the funds. Where any of the national regulations, policies and procedures is not consistent with international standards, the organization's financial and other related rules and system agency regulations, policies and procedures will apply.

X. Other Provisions

This CCPAP supersedes any previously signed Country Programme Action Plans and any other operational documents. The CCPAP may be modified by mutual consent, in writing, by designated officials of the signatory parties.

In the event of any significant change in the situation requiring a change in objectives or a need to extend the duration and scope of the planned programme components, the Government will make a formal request to the three organizations through the Representatives of each of the three organizations and an appropriate amendment to this CCPAP will be negotiated.

The Government will honour its commitments in accordance with the provisions of the cooperation and assistance agreements outlined in this CCPAP's Section III Partnerships, Values and Principles. Nothing in or relating to this CCPAP will be deemed a waiver, express or implied, of any of the privileges and immunities of the United Nations and its subsidiary organs, including UNICEF, UNFPA, and UNDP, whether under the Convention on the Privileges and Immunities of the United Nations, the cooperation and assistance agreements referenced in this CCPAP's Section III, or otherwise, and no provision of this CCPAP will be interpreted or applied in a manner, or to an extent, inconsistent with such privileges and immunities.

In the event of a failure by one party to fulfill any of its obligations under this CCPAP:

- a. Where the defaulting party is one of the three organizations, the Government may either (i) suspend the discharge of its own obligations vis-à-vis the defaulting party by giving written notice to that effect to the defaulting party or (ii) terminate the CCPAP vis-à-vis the defaulting party by giving written notice of sixty (60) days to the defaulting party; and
- b. Where the defaulting party is the Government, the organization as to which the Government has defaulted, either alone or together with all other organizations, may either (i) suspend the discharge of its own obligations by giving written notice to that effect to the defaulting party or (ii) terminate the CCPAP by giving written notice of sixty (60) days to the defaulting party.

Any dispute between the Government and an organization shall be resolved in accordance with the provisions of that Organization's basic agreement with the Government as referenced in Section II of this CCPAP.

Without prejudice to the generality of the foregoing, the Government shall insure or indemnify the three organizations from civil liability under the law of the country in respect of vehicles provided by the three organizations but under the control of or use by the Government.

Where a Government agency is the Implementing Partner of a particular project under this CCPAP, the responsibility for the safety and security of the Implementing Partner and its personnel and property, and of the three organisations' property in the Implementing Partner's custody, rests with the Implementing Partner. To this end, each Implementing Partner shall:

1. Put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
2. Assume all risks and liabilities related to the implementing partner's security, and the full implementation of the security plan.

The three organizations reserve the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the Implementing Partner's obligations under this CCPAP and its constituent Work Plans.

Each Implementing Partner agrees to undertake all reasonable efforts to ensure that none of the UN funds received pursuant to the CCPAP and Work Plans) are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UN hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via: <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under/further to each Project Work Plan.

The foregoing shall also apply to Projects under this CCPAP where the Implementing Partner is an Inter-governmental organization that has signed a standard basic executing agency agreement with UNDP. Where UNDP or other UN Agencies serve as Implementing Partners, they shall (a) comply with the policies, procedures and practices of the United Nations safety and security management system, and (b) undertake all reasonable efforts to ensure that none of the project funds/UNDP funds received pursuant to a Project Work Plan, are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UN hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). This list can be accessed via: <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered unto under each Project Work Plan.

IN WITNESS THEREOF the undersigned, being duly authorized, have signed this CCPAP on this day [1 October 2013] in Islamabad, Pakistan.

XI. Annexes

- Annex 1: UNDP Results and Resources Framework
- Annex 2: UNFPA Results and Resources Framework
- Annex 3: UNICEF Results and Resources Framework
- Annex 4: UNDP, UNFPA and UNICEF contributions to the draft OPII Operational Plan (2013 – 2017)
- Annex 5: The Harmonized Approach to Cash Transfers (HACT) to Implementing Partners
- Annex 6: UNDP Project Implementation Arrangements

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Annex 1. UNDP Results and Resources Framework

One United Nations Programme and National Strategic Priority Area 2: Inclusive economic growth through the development of sustainable livelihoods			
Related agency focus area(s): Poverty reduction and inclusive growth; environment and climate change			
One Programme outcome and indicators	Programme approaches, outputs and indicators, baselines and targets	Partners and Partnership Frameworks	Indicative Resources
<p>Outcome 2.1 Creation of employment opportunities and decent work through industry, construction, services, vocational/skills training, agricultural and cultural development, as well as promoting youth employment and public-private partnerships</p> <p>Indicators: Number of evidence-based policy reforms that promote inclusive economic growth</p>	<p>Programme approach: Capacity-building and technical support to government and civil society partners to formulate and track gender-sensitive comprehensive development strategies that integrate Millennium Development Goal (MDG) acceleration (including MDG 3) and inclusive growth; Evidence-based analysis to monitor implementation of national/provincial development frameworks (HDRs and MDG reports)</p> <p>Output 2.1.1: Planning and finance institutions and women’s departments at federal and provincial levels are enabled to develop comprehensive development strategies, with a focus on MDGs acceleration, inclusive growth, gender equality and women’s empowerment</p> <p>Indicator: Number of evidence-based policies and strategies formulated and implementation supported with federal and provincial governments; Baseline: Government’s Economic Growth Framework highlights policy and capacity gaps that limit the achievement of inclusive growth and MDGs; Targets: At least three provincial/regional governments formulate comprehensive development strategies that include MDG acceleration (including MDG 3) through a consultative process</p> <p>Target 2013: Balochistan Comprehensive development strategy developed; MDG acceleration framework developed in Punjab, KP and Balochistan; Inclusive Growth Centre operationalized; Sindh MDG report finalized and launched; Post 2015 Development agenda Key Messages Report</p> <p>Target 2014: Provincial growth strategies developed for each province; result-based management introduced in the Planning Commission and other line departments</p> <p>Target 2015: Assessment and report on MDGs achievements – federal/provincial; Post 2015 development agenda initiated at national and provincial level; result-based management introduced in at least two provinces</p> <p>Target 2016: Implementation of provincial growth strategies supported; Federal and provincial governments assisted in implementation of post 2015 development agenda</p> <p>Target 2017: Impact assessment of provincial growth strategies; Strategic experience sharing and learning; Evaluation of the capacities of the federal and provincial government</p>	<p>DIM with Planning Commission, and provincial Planning & Development and Finance Departments</p>	<p>Regular: \$4,400,000</p>
			<p>Other: \$23,000,000</p>
<p>Outcome 2.2 Industrial development,</p>	<p>Programme approach: Holistic area development programmes and partnerships to improve livelihoods, income and entrepreneurship opportunities for women and men in low human-</p>	<p>NIM (Area Development Programme) with</p>	<p>Regular: \$1,833,000</p>

<p>both urban and rural, emphasizing small and medium enterprises/small and medium industry development, women's participation, clean development and sustainable energy supply and use at affordable cost</p> <p>Indicators: Number of evidence-based reforms that promote inclusive industrial and agricultural development; Number of initiatives on green, clean industries and jobs and low cost energy and climate change measures; Number of rural and urban poor households with access to sustainable energy sources</p>	<p>development areas, particularly for male and female youth and women.</p> <p>Output 2.2.1: Poor people, especially women, have enhanced access to livelihood and economic opportunities, particularly in least developed areas Indicator: Number of disadvantaged people (sex disaggregated) with enhanced income through economic opportunities; Baseline: Increase in poverty and inequality, especially in remote areas – women labour force participation at 21%; Targets: At least 0.5 million poor (50% youth; 70% women) provided livelihood and income-enhancement opportunities</p> <p>Target 2013: 5,000 poor women and men, including youth.</p> <p>Target 2014: 45,000 poor women and men, including youth.</p> <p>Target 2015: 150,000 poor women and men, including youth.</p> <p>Target 2016: 150,000 poor women and men, including youth</p> <p>Target 2017: 150,000 poor women and men, including youth</p>	<p>Planning & Development Department Balochistan</p> <p>NIM (garments industry skill development) with Government College University Faisalabad and Garments Industry,</p>	<p>Other: \$14,166,000</p>
	<p>Programme Approach. Policy reforms and targeted initiatives that promote low-cost renewable energy technologies.</p> <p>Output 2.2.2: National and provincial governments undertake gender-sensitive policy reforms and develop targeted initiatives to promote low-cost sustainable energy options, particularly among poor/vulnerable population Indicator: Number of poor, vulnerable households, particularly female-headed households, with access to renewable energy. Baseline: 5.6% of total energy consumption is from renewable sources (hydel); renewable energy is not afforded by the poor; Targets: At least two gender-sensitive policy reforms to promote use of renewable energy by women and men; at least three gender-sensitive provincial/regional renewable energy initiatives implemented; 20% poor/female-headed households with access to renewable energy in target areas</p> <p>Target 2013: GHG emissions reduced by promotion of sustainable and improved transportation in at least one region;</p> <p>Target 2014: At least one renewable energy project each initiated in Sindh and Punjab; one Renewable Energy Policy approved by the government; GHG emission reduced by improvement in one local manufacturing industry;</p> <p>Target 2015: Climate Change mitigation by introducing sustainable transport measures in two regions; 2 models of sustainable energy promoted in parts of Sindh and Punjab.</p> <p>Target 2016: At least two small and medium enterprises in renewable energy resources developed in Sindh and Punjab.</p>	<p>2 NIM projects (Pakistan Sustainable Transport Project; BRESL) with Ministry of Water & Power and provincial governments of Sindh and Punjab.</p> <p>DIM (Sustainable Energy for All) with Ministry of Water & Power and provincial governments of Sindh and Punjab.</p>	<p>Regular: \$1,833,000</p> <p>Other: \$14,167,000</p>

	<p>Target 2017: Programmatic assessment and lesson learning exercise conducted; Capacity building of two regional public sector institutions completed.</p>		
	<p>Programme Approach: Incentivize and build capacities for community-based management of natural resources in vulnerable environments, based on international best practices.</p> <p>Output 2.2.3: Community groups, particularly women, sensitized and actively engaged in the sustainable management of critically threatened ecosystems.</p> <p>Indicator: Number of critically threatened ecosystems sustainably managed by women and men in communities. Baseline: Limited community-based ecosystem management with weak capacities; Targets: At least 10 critically threatened ecosystems sustainably managed.</p> <p>Target 2013: - Two (2) critically threatened eco-systems of KP and GB conserved through sustainable use of resources under two community based initiatives;</p> <p>Target 2014: Conservation of one marine eco-system; arid lands rejuvenated through community involvement in 2 eco-regions; hazardous substances threatening the stability of eco-systems reduced in two locations.</p> <p>Target 2015: - Ecosystems of global significance conserved through two community based initiatives; The elimination of hazardous substances carried out in two locations through involvement of key stakeholders.</p> <p>Target 2016: Combating land desertification up-scaled in two regions; two (2) marine and land eco-systems of global significance conserved through community participation.</p> <p>Target 2017: - Impact assessment and lesson learning exercise conducted; knowledge management and sharing with at least three government counterpart agencies.</p>	<p>4 NIM projects with Ministry of Climate Change and provincial governments:</p> <p>(i) Mountains and Markets; (ii) Sustainable Land Management; (iii) Sustainable Forest Management, International Waters; and (iv) Montreal Protocol and Removal of Persistent Organic Pollutants (POPS)</p>	<p>Regular: \$1,834,000</p> <p>Other: \$14,167,000</p>
One United Nations Programme and National Strategic Priority Area 3: Increased national resilience to disasters, crises and external shocks			
Related UNDP focus area(s): Crisis prevention and recovery; Environment and climate change			
One Programme outcome and indicators	Programme approaches, outputs and indicators, baselines and targets	Partners and Partnership Frameworks	Indicative Resources
Outcome 3.1: National, provincial and district capacities to prevent, assess, reduce and manage risks are	Programme approach: Capacity development of national, provincial and district DRM institutions through establishment of early warning, multi-hazard mapping, planning and management systems that systematically integrate gender equality, women's empowerment and community-based disaster risk management.	<p>DIM with national and provincial disaster management authorities.</p> <p>DIM (Resilience building</p>	Regular: \$1,470,000

<p>developed; Indicators: Number of National Disaster Management Authority (NDMA)/Provincial Disaster Management Authorities (PDMA)/District Disaster Management Authorities (DDMA) that meet international humanitarian principles and priorities; Number of districts in each province that have completed risk assessments and hazard maps; Number of sectoral plans that have mainstreamed disaster relief management (DRM); Number of provinces/districts/villages with early warning systems in place.</p>	<p>Output 3.1.1: Disaster management institutions at federal, provincial, district and community levels are enabled to undertake gender sensitive preventive and mitigation measures and disaster risk reduction (DRR) is mainstreamed in selected departments and ministries. Indicator: Number of federal, provincial and district DMAs with strengthened capacities, including in relation to mainstreaming gender equality. Baseline: DMAs recently established and have limited capacities and community engagement; Targets: Federal, provincial DMAs and at least one third of DDMA with improved, gender-sensitive early warning and response systems and community engagement.</p> <p>Target 2013: - NDMA and 2 PDMA strengthened to be better prepared for disasters with an effective DRR plan ready for implementation; Number of vulnerable communities enabled to cope with disasters and disaster response; Disaster preparedness toolkit available with information on best practices to adopt for community level preparedness.</p> <p>Target 2014: PDMA/PAARSA crisis sensitive recovery programming capacity enhanced; Rehabilitation of community infrastructure and DRR promoted at local level; Peace building and livelihood opportunities for women and youth to enhance economic returns for the crisis affected communities; Crisis/disaster-affected persons supported through targeted demand driven early recovery initiatives.</p> <p>Target 2015: DRR policy advocacy for approval and implementation; Multi-hazard risk mitigation plans of 10 high risk districts completed; Communities and community institutions in high risk regions with improved disaster resilience e.g. slope stabilization, watershed management; Advocacy for approval of DRR policy.</p> <p>Target 2016: Community based disaster risk management team addressing DRR measures in high-risk districts; Gender-sensitive case studies on implementation experiences of reducing natural hazards; Gender-sensitive village based DRR plans prepared and implemented; Communities and community institutions in high risk regions with improved disaster resilience; Gender sensitive DRR mainstreamed in planning processes at federal level and in two provinces.</p> <p>Target 2017: Gender sensitive village based DRR plans influence government DRR planning; Linkages with service delivery department and local DRR coordination mechanism has a gender equity policy that supports women's full and equal participation in DRR planning and leadership opportunities; Families of bomb blast victims registered and rehabilitated through different livelihood opportunities to enhance their resilience to disasters</p>	<p>development programme) with three components: (i) FATA Early Recovery Framework with FDMA; (ii) Community infrastructure rehabilitation; and (iii) Peace and conflict-sensitive programming with Balochistan and Khyber Paktunkhwa governments</p>	<p>Other: \$15,000,000</p>
<p>Outcome 3.2: Vulnerable populations benefit from improved sustainable environmental management practices,</p>	<p>Programme approach: Support formulation and implementation of gender-sensitive provincial climate change adaptation and mitigation action plans through stakeholder consultations, capacity development and resource mobilization for targeted initiatives.</p> <p>Output 3.2.1: Climate change adaptation and mitigation strategies and action plans developed</p>	<p>NIM (GLOF) with Ministry of Climate Change NIM project (climate</p>	<p>Regular: \$4,400,000</p>

<p>including climate change mitigation and adaptation; Indicators: Per cent reduction in CO₂ emissions; Number of key environmental institutions implementing adaptation and mitigation plans; Number of private sector companies, academic institutions and media bodies engaged in joint public awareness/advocacy initiatives on climate change.</p>	<p>and piloted at local level by federal and provincial governments, private sector, academia and civil society, including women's groups. Indicator: Number of gender-sensitive provincial climate change adaptation and mitigation action plans developed and implementation supported. Baseline: National Climate Change Policy developed; Limited capacities at federal and provincial levels for policy implementation; Targets: At least four gender-sensitive provincial climate change action plans developed, including ecosystem vulnerability mapping, and implementation supported; enhanced global resources for climate change adaptation and mitigation; Reducing Emissions from Deforestation and Forest Degradation (REDD) mechanism established and appropriate mitigation actions for four selected forest types demonstrated.</p> <p>Target 2013: Two mountain communities made more resilient to impacts of climate change; GHG emissions reduced by promotion of sustainable and improved transportation in at least one site.</p> <p>Target 2014: Modern techniques introduced in order to adapt to climate change in two regions; GHG emission reduced by improvement in one local manufacture industries; Local community based initiatives for adaptation to climate change promoted in two locations.</p> <p>Target 2015: Climate change adaptation in watershed, arid and semi-arid areas through community involvement.</p> <p>Target 2016: Capacity building of the at least two national institutions; Climate change adaptation in mountainous, arid and semi-arid ecosystem through community based organizations.</p> <p>Target 2017: Strategic assessment, lesson learning and knowledge sharing.</p>	<p>change adaptation in mountain, watershed and arid areas; and adaptation for DRM) with provincial governments of KP and GB.</p> <p>DIM (Institutional Support to Climate Change adaptation) with Ministry of Climate Change</p>	<p>Other: \$25,000,000</p>
<p>Outcome 3.3: Vulnerable populations in crisis situations benefit from improved prevention, risk reduction and response (mitigation), and are assisted to reach development goals including MDG targets Indicators: Number of affected/eligible populations that have returned to pre-disaster income and production levels within 18 months.</p>	<p>Programme approach: Coordination and targeted assistance to women and men in communities affected by natural disasters and crises for early recovery through integrated programmes that offer women and men cash for work, livelihoods support and rehabilitation of community infrastructure.</p> <p>Output 3.3.1: Vulnerable communities, particularly women, affected by crises have access to training, entrepreneurship, livelihoods and community infrastructure. Indicator: Number of crisis-affected population (sex disaggregated) with improved livelihoods, economic opportunities and community infrastructure. Baseline: 20 million affected by floods 2010; 5 million affected by floods 2011; 1.5 million affected by crisis in Federally Administered Tribal Areas; 1.7 million refugees; Target: At least 20% of crisis-affected households, particularly female-headed households, in target areas are assisted to improve their livelihoods and socio-economic conditions</p> <p>Target 2013: Initiatives taken with respect to leadership, community management, conflict resolution; Employment creation and income generation for crisis/disaster-affected vulnerable</p>	<p>NIM (RAHA) with Planning & Development Departments of Khyber Pakhtunkhw, Balochistan and FATA</p> <p>DIM (ER preparedness and coordination project) with federal and provincial governments and non-government organizations</p>	<p>Regular: \$5,870,000</p> <p>Other: \$44,500,000</p>

	<p>groups i.e. persons with disabilities, women; Social protection study with recommendations on improvement on social protection measures launched with the government.</p> <p>Target 2014: Community infrastructure schemes implemented for crisis/conflict- affected villages; Participatory M&E system developed for affected communities; Employment creation and income generation for crisis/disaster-affected vulnerable groups i.e. persons with disabilities, women; Engagement of the private sector for contributing towards community schemes; Number of youth playing a proactive role in peace building.</p> <p>Target 2015: Marketable trades identified and prioritized based on the needs assessments; Employment creation and income generation for crisis/disaster-affected vulnerable groups i.e. persons with disabilities, women; Persons, esp women, received rehabilitation and vocational training services through CSOs.</p> <p>Target 2016: - Gender responsive community development projects implemented for women; Number of union councils where community actors, esp women and youth, have institutions to promote peace-building and development processes. Employment creation and income generation for crisis/disaster-affected vulnerable groups i.e. persons with disabilities, women; Persons, esp women, received rehabilitation and vocational training services through CSOs.</p> <p>Target 2017: GBV preventive initiatives undertaken by community men and women within the crisis/conflict affected communities; Number of union councils where community actors, esp women and youth, have institutions to promote peace-building and development processes. Employment creation and income generation for crisis/disaster-affected vulnerable groups i.e. persons with disabilities, women; Persons received rehabilitation and vocational training services through CSOs.</p>		
One United Nations Programme and National Strategic Priority Area 4: Strengthen governance and social cohesion			
Related UNDP focus area(s): Democratic governance			
One Programme outcome and indicators	Programme approaches, outputs and indicators, baselines and targets	Partners and Partnership Frameworks	Indicative Resources
<p>Outcome 4.1: The capacity of institutions to be more democratic and accountable is strengthened, including, inter alia, the engagement of civil society organizations, media and academia; Indicators: Voter registration rates (by</p>	<p>Programme approach: Provide technical and capacity support to the Election Commission in implementation of its strategic plan through development of procedural manuals, training, outreach, and results management.</p> <p>Output 4.1.1: The electoral administration, systems and processes of the Election Commission and its field offices are reformed and aligned with international standards and best practices, including in relation to mainstreaming gender equality. Indicator: Number of Election Commission officials (female and male) with improved capacities and results management systems to administer fair and transparent elections; Baseline: Electoral processes, results management systems and communication materials to be updated and officials to be trained;</p>	<p>DIM with Election Commission of Pakistan</p>	<p>Regular: 0 Other: \$15,000,000</p>

<p>sex and geographical focus); Public confidence in independence of the Election Commission of Pakistan; Number and frequency of parliamentary standing committee meetings; Number of cases taken up and investigated by ombudspersons (federal and provincial).</p>	<p>Targets: Electoral systems and processes updated and at least 80% of Election Commission of Pakistan female and male field officials trained; Enhanced participation of youth and women; Efficient and transparent management of election results.</p> <p>Target 2013: 360,000 polling staff trained for the general elections; 18,000 police officers trained in election security; 500 returning officers and 1,200 data entry operators equipped and trained for transparent elections results management; 50 million voters reached through a voter education campaign, with emphasis on women and youth; 63% voter turnout for the general elections; 230 Election Commission of Pakistan district officers trained to carry out voter education.</p> <p>Target 2014: 1,000 Election Commission of Pakistan officers trained; At least 10 electoral administrators' workshops held; 100,000 citizens reached through a civic education campaign.</p> <p>Target 2015: Review of lessons learnt from the national and provincial elections; Support to formulation of Election Commission of Pakistan's medium-term strategy.</p>		
	<p>Programme approach: Strengthen selected federal and provincial parliamentary committees through technical assistance and gender- and evidence-based analysis for effective legislative reviews and oversight of the executive.</p> <p>Output 4.1.2: Selected federal and provincial parliamentary committees and secretariats are better able to undertake improved legislative drafting based on gender analysis, and effective oversight of the executive.</p> <p>Indicator: Number of federal and provincial parliamentary committees that undertake legislative changes and administrative reviews based on gender- and evidence-based analysis (policy/issue papers); Baseline: new parliamentary members and committees have limited experience and require orientation and research assistance; Targets: At least 5 federal and 12 provincial parliamentary committees, such as those related to social sectors, devolution and women's caucuses, using training and high-quality analytical assistance.</p> <p>Target 2013: Two federal parliamentary committees capacitated to use high-quality analytical skills for legislative changes; Capacity of national assembly, senate and provincial assembly staff enhanced to provide quality research and analysis support to standing committees; Civil society provided the knowledge and skills to effectively articulate the concerns of citizens to parliamentarians.</p> <p>Target 2014: Five federal and 10 provincial standing committees capacitated to use high-quality analytical skills for legislative changes; Capacity of national assembly, senate and provincial assembly staff enhanced to provide quality research and analysis support to standing committees.</p> <p>Target 2015-2017: Ten federal and 10 provincial standing committees capacitated to use high-quality analytical skills for legislative changes; Capacity of national assembly, senate and</p>	<p>DIM with the Parliament, Senate and the Provincial Assemblies</p>	<p>Regular: \$2,570,000 Other: \$12,500,000</p>

	provincial assembly staff enhanced to provide quality research and analysis support to standing committees; Civil society provided the knowledge and skills to effectively articulate the concerns of citizens to parliamentarians.		
<p>Outcome 4.2: Rule of law and public security institutions strengthened to enhance public trust and social stability, and to provide improved safety and security, including measures to address transnational crime and trafficking;</p> <p>Indicators: Number of civilian law enforcement personnel and prosecutors delivering services to international best practice standards.</p>	<p>Programme approach: Build capacities of access to justice institutions and duty-bearers to strengthen formal and informal justice and dispute resolution mechanisms, particularly focusing on vulnerable people, women, men, boys and girls.</p> <p>Output 4.2.1: Formal and alternative access to justice and rule of law mechanisms strengthened, with a focus on the rights of women and vulnerable populations. Indicator: Number of duty-bearers enabled with strengthened systems and capacities (sex disaggregated); Baseline: Post-Crisis Needs Assessment identifies access to justice as a constraint to development; Targets: At least 5,000 officials (police, prosecutors, lawyers and community members, a significant proportion of whom are women) trained in Malakand, Khyber Pakhtunkhwa; Informal dispute resolution mechanisms established, focusing on women's cases; 20% increase in the number of poor, particularly women, accessing legal aid.</p> <p>Target 2013: 120 male and female lawyers trained on legal aid; 125 members of community trained on legal aid work; 800 participants from justice sector trained on contemporary law; 340 Additional judges benefitted from the main stream training; 132 Musalihati jirgah members/practitioners trained on ADR; 240 male and female Police investigators were trained; 200 community members trained on paralegal services; 500 justice officials trained, targeting a 7% increase in the number of poor, particularly women, accessing legal aid.</p> <p>Target 2014: 60 male and female lawyers trained on legal aid; 400 participants from justice sector trained on contemporary law; 150 additional judges benefitted from the mainstream training; 100 Musalihati Jirgah members/practitioners trained on ADR; 180 male and female police investigators trained; 200 community members trained on legal aid work and paralegal services; 1000 justice officials trained, targeting a 10% increase in the number of poor, particularly women, accessing legal aid.</p> <p>Target 2015-2017: 500 male and female lawyers trained on legal aid; 2,000 participants from justice sector trained on contemporary law; 500 additional judges benefitted from the mainstream training; 200 Musalihati Jirgah members/practitioners trained on ADR; 500 male and female police investigators trained; 1000 community members trained on paralegal services; 1000 justice officials trained, targeting a 20% increase in the number of poor, particularly women, accessing legal aid.</p>	<p>DIM with Government of Khyber Paktunkhwa, KP Provincial Judicial Academy, FATA and Punjab governments</p>	<p>Regular: \$2,930,000</p>
			<p>Other: \$20,000,000</p>

<p>Outcome 4.4: Strengthened decentralized governance</p> <p>Indicators: Number of policy and legal frameworks developed/revised and implemented by provincial/area governments (post-18th Amendment); Percentage of households having access to key services from local governments.</p>	<p>Programme approach: Capacity development to enable the federal Economic Affairs Division and provincial Planning and Development departments to set gender-sensitive aid policy and enhance inter-donor and inter-sectoral coordination in line with national and provincial priorities.</p> <p>Output 4.4.1: Aid effectiveness strategies and coordination mechanisms at federal and provincial levels strengthened in alignment with Paris Declaration, Busan High-Level Forum and national/provincial development goals/ MDGs. Indicator: Number of aid coordination mechanisms established for effective inter-donor and inter-sectoral coordination; Baseline: Draft national aid policy and foreign assistance report prepared; foreign assistance lacking thematic and geographical coordination; Targets: National aid policy formulated and donor coordination groups vitalized at federal and provincial levels; timely national reporting on international development goals; Relevant federal and provincial officials trained in policy analysis, project appraisal and coordination.</p> <p>Target 2013: National ownership and use of national capacities in foreign aid projects strengthened; High quality analytical reports prepared; capacities for result-based management, monitoring and evaluation and strategic communication strengthened evaluations and reviews undertaken; strategic communication and resource mobilisation activities in high priority areas.</p> <p>Target 2014: Donor coordination groups established and meet regularly; policy papers on aid effectiveness and impact analysis; Pakistan Foreign Assistance Policy Framework finalized and approved by the cabinet; Enhanced result-based management, M&E and communication systems established.</p> <p>Target 2015: Development assistance management information system strengthened to include resources and progress indicators and targets; Training of implementing partners in results monitoring and aid coordination to roll out enhanced result-based management, M&E and communication systems.</p> <p>Target 2016 and 2017: High quality analytical reports on aid assistance, effectiveness and coordination prepared; Periodic reports based on result-based management system and key performance indicators prepared and disseminated.</p>	<p>NIM (aid effectiveness project) with Economic Affairs Division</p> <p>DIM (support to programme project) with federal and provincial implementing partners</p>	<p>Regular: \$1,100,000</p>
	<p>Programme Approach. Support implementation of decentralization reforms (18th Constitutional Amendment) in selected provinces with a focus on building capacities of development planning, MDG acceleration (including MDG 3) and local service delivery institutions.</p> <p>Output 4.4.2: Capacities of provincial authorities strengthened to implement the 18th Constitutional Amendment with focus on development planning, public finance, and local governance. Indicator: Number of gender-sensitive legislative reforms and capacity-building initiatives that facilitate implementation of the 18th Constitutional Amendment; Baseline: 18th Constitutional Amendment passed in 2010 and provinces to pass necessary legislation and reorganization to complete the process; Targets: Capacity assessment and reorganization of selected provincial</p>	<p>DIM with Ministry of Inter-Provincial Coordination and International Forum of Federations</p>	<p>Regular: \$1,100,000</p>
			<p>Other: \$8,000,000</p>

	<p>departments supported; Research and advocacy for administrative and fiscal decentralization to local governments.</p> <p>Target 2013: Streamlined reporting procedures for national reporting on global commitments; Policy advocacy to ensure representative and participative local government; Strengthen democratic foundations by involving university students in areas of constitutional literacy, federalism and decentralization; Raise awareness about issues of federalism & decentralization among CSO through establishment of advocacy network(s).</p> <p>Target 2014: Providing technical expertise to CCI Secretariat and IPC Departments for options on effective inter-governmental relations (IGR) based on international best practices; Conduct review of 5 provincial laws in each province to ensure compliance with the provisions of constitution, International agreements and best practices; Ensure understanding of and issues emerging from federalism and decentralization by reaching out to 300 media persons; Support provincial governments in framing transparent election laws for local governments.</p> <p>Target 2015: Training government officials in IGR (Negotiations, reporting, coordination skills) and best practices on inter-governmental structures; Training of 500 mid and senior level government officials at National School of Public Policy & National Institutes of Management; Piloting and show casing models of effective service delivery through Local Government Competitive Fund in 5 districts; Promoting citizen Right to Information by assisting provincial governments in developing Right to Information laws and related procedures.</p> <p>Target 2016 and 2017: Training of 500 mid and senior level government officials at National School of Public Policy & National Institutes of Management; Strengthen democratic foundation by involving 1,000 university students in areas of constitutional literacy, federalism and decentralization.</p>		<p>Other: \$10,000,000</p>
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UNDP Indicative Resources for 2013-2017

Regular: \$ 29.340 million
Other: \$ 215.500 million
Total: \$ 244.840 million

Annex 2. UNFPA Results and Resources Framework

<p>One programme and national strategic priority area 1: Vulnerable and marginalized populations have equitable access and use of quality services Indicative resources strategic priority area 1: \$30 million from regular resources; \$40 million from other resources</p>			
<p>Related UNFPA revised development results framework, 2012-2013, outcome 2: increased access to and utilization of quality maternal and newborn health services; Outcome 6: improved access to sexual and reproductive health services and sexuality education for young people, including adolescents</p>			
One Programme outcome and indicators	Programme approaches, outputs, indicators, baselines and targets	Partners and partnership frameworks	Indicative resources
<p><u>Outcome 1.1:</u> Policy environment, legislation, budgetary allocation and accountability mechanisms strengthened in support of equitable access to social and basic services for human development</p> <p><u>Outcome indicators:</u> (with UNICEF)</p> <ul style="list-style-type: none"> • Percentage of national and provincial budget allocated to basic social services • Number of evidence-based policy documents that specifically address the needs of the most vulnerable and excluded populations 	<p><u>Programme approaches for Outcomes 1.1, 1.2 and 1.3:</u> Support federal and provincial/area governments in addressing barriers to delivery of quality reproductive health/family planning, HIV/AIDS and gender-based violence services, taking into account emerging challenges including devolution, integration of services, service delivery through the private sector, and addressing the needs of adolescents and young people.</p> <p>More specifically, the programme will: (a) develop institutional capacity to promote results-based management to deliver quality reproductive health; (b) support the health sector reform with special attention to strengthen female human resources; (c) provide technical assistance to support efficient and effective delivery of reproductive health services, especially through increased public-private partnerships; (d) integrate humanitarian preparedness and response into mainstreamed plans and programmes to ensure application of Minimum Initial Service Package (MISP) for universal access to reproductive health including in disaster situations; (e) integrate gender-based violence in reproductive health service delivery; and (f) ensure behavioural change through communication campaigns that target community gatekeepers, such as parents and religious leaders, towards delayed marriage and birth spacing among young people/couples.</p> <p><u>Output 1.1.1:</u> Provincial health policies, plans and budgetary frameworks integrate the goal of universal access to reproductive health, including for emergency preparedness.</p> <p><u>Output indicators:</u></p> <ul style="list-style-type: none"> • Number of provincial health plans incorporating costed activities to ensure universal access to reproductive health Baseline: 0; Target: at least 3 • Number of provinces/areas with dedicated budget for sexual and reproductive health commodities allocated with an annual increase of at least three per cent from provincial budget from 2015 Baseline: 0; Target: at least 3 	<p><u>Federal:</u> National Planning Commission, Ministries of: Human Rights; and Religious Affairs,</p> <p><u>Provincial:</u> Provincial Departments of: Planning; Health; Population Welfare in Punjab, Sindh and Khyber Pakhtunkhwa; Provincial AIDS Control Programme</p> <p><u>Others:</u> UNICEF, World Health Organization, UN-Women, the joint United Nations Programme on HIV/AIDS (UNAIDS), World Bank; civil societies; academic institutions, Youth</p> <p><u>Partnership frameworks:</u> H4+ for maternal health</p>	<p>\$10 million (\$5 million from regular resources and \$5 million from other resources)</p>

<p>Outcome 1.2: Increased public awareness/behaviour change to ensure vulnerable and excluded populations practice safe behaviour, as well as access and use quality services, including housing</p> <p><u>Outcome indicators:</u> (with UNICEF)</p> <ul style="list-style-type: none"> • Proportion of teenagers who have begun childbearing • Birth rate among adolescent girls per 1,000 • Proportion HIV positive 	<p>Output 1.2.1: Adolescent and youth, especially the most marginalized, in selected districts have access to integrated sexual and reproductive health information and services according to provincial standards on youth-friendly services to address early marriage and early pregnancies.</p> <p><u>Output indicators:</u></p> <ul style="list-style-type: none"> • Percentage of service delivery points in selected districts supported by UNFPA providing youth friendly services and information according to provincial standards Baseline: 0; Target: 75% • Number of districts supported by UNFPA with mechanisms in place to sensitize local communities and gatekeepers on the importance of sexual reproductive health services for adolescents and youth Baseline: 0; Target: at least 3 • Number of districts supported by UNFPA that introduced newlyweds counseling services Baseline: 0; Target: 3 		<p>\$8 million (\$5 million from regular resources and \$3 million from other resources)</p>
<p>Outcome 1.3: Capacity for equitable social service delivery improved at all levels, including using innovative technology</p> <p><u>Outcome indicators:</u> (with UNICEF)</p> <ul style="list-style-type: none"> • Number of public-private partnership programmes focusing on equitable basic social service delivery • Number of basic social service delivery offices that utilize innovative technologies to improve service delivery 	<p>Output 1.3.1: Provincial health departments have strengthened capacity to plan, implement and monitor universal access to reproductive health with special focus on family planning, including in humanitarian settings.</p> <p><u>Output indicators:</u></p> <ul style="list-style-type: none"> • Percentage of health service delivery points supported by UNFPA providing family planning services as part of reproductive health services package as per provincial standards Baseline: 0; Target: at least 50% • Number of provincial health departments supported by UNFPA that have an operational contingency plan based on the MISPP for reproductive health and gender-based violence Baseline: 0; Target: 3 • Number of districts supported by UNFPA with functioning public-private partnership mechanisms in place for ensuring universal access to reproductive health Baseline: 10; Target: 20 • Number of trained community midwives deployed to primary health care facilities Baseline: 6,263 (2010); Target: at least 12, 000 		<p>\$52 million (\$20 million from regular resources and \$32 million from other resources)</p>
<p>One programme and national strategic priority area 2: Inclusive economic growth Indicative resources strategic priority area 2: \$5 million from regular resources; \$3 million from other resources</p>			
<p>Related UNFPA revised development results framework; 2012–2013, outcome 1: Population dynamics and its interlinkages with the needs of young people, including</p>			

adolescents, sexual and reproductive health, including family planning, gender equality and poverty reduction addressed in national and sectoral development plans and strategies.			
One Programme outcome and indicators	Programme approaches, outputs, indicators, baselines and targets	Partners and partnership frameworks	Indicative resources
<p><u>Outcome 2.4:</u> Key causes and consequences of population growth addressed</p> <p><u>Outcome indicators:</u></p> <ul style="list-style-type: none"> • Total fertility rate of the two lowest income quintiles; • Number of federal and provincial policies and programmes formulated and implemented to address key causes and consequences of population growth 	<p><u>Programme approaches:</u> The programme aims at increasing national capacity to conduct evidence-based policy advocacy and creating an enabling environment for implementing the core area of the programme, the integrated maternal health, family planning and gender-based violence services. It will generate evidences to advocate for new and emerging issues on population dynamics, reproductive health, family planning and gender.</p> <p>The programme will: (a) support population, reproductive health and gender research for evidence-based policy advocacy; (b) strengthen national capacity for incorporation of population, reproductive health and gender issues in national and provincial/area programmes and plans; and (c) strengthen national capacity to utilize population, reproductive health and gender data from census, demographic surveys, and health information system for decision-making and advocacy.</p> <p><u>Output 2.4.1:</u> Planning and Statistics Departments at the national and provincial level have increased capacity to utilize policy research and data on population, reproductive health and gender equality for evidence-based advocacy and policy reforms.</p> <p><u>Output indicators:</u></p> <ul style="list-style-type: none"> • Number of key government officials trained to incorporate population, reproductive health and gender issues in national plans and programmes Baseline: 22 (2011); Target: at least 150 • Number of institutions supported by UNFPA to incorporate results of the population census and surveys in selected national and provincial policies and plans Baseline: 0; Target: at least 10 	<p>Federal: National Planning Commission, Pakistan Bureau of Statistics</p> <p>Provincial: Provincial Departments of: Planning; Health; Population Welfare, Youth</p> <p>Others: Civil society and academic institutions; media, UNDP</p>	<p>\$8 million (\$5 million from regular resources and \$3 million from other resources)</p> <hr/> <p>Total for programme coordination and assistance: \$1 million from regular funds</p>

UNFPA Indicative Resources for 2013-2017

Regular: \$36million

Other: \$43 million

Total: \$79 million

Annex 3. UNICEF Results and Resources Framework

One Programme and national strategic priority area 1: Vulnerable and marginalized populations have equitable access and use of quality services SPA 1 indicative resources: [†] core \$57.4 million; non-core \$206.2 million			
Related UNICEF medium-term strategic plan (MTSP) focus areas: all focus areas			
One programme outcome and indicators	Programme approaches, outputs², indicators, baselines and targets	Partners and partnership frameworks	Indicative resources
Outcome 1.1 (with UNFPA) Policy environment, legislation, budgetary allocation and accountability mechanisms strengthened in support of equitable access to basic social services for human development. Indicators: Percentage of national and provincial budget allocated to basic social services; Number of evidence-based policy documents that specifically address the needs of the most vulnerable populations.	Programme approaches: Strengthen capacity of partners on the use of evidence-based policy analysis and equity-focused and child-friendly budgeting to address barriers and increase access to quality basic social services for the most vulnerable children and women. Output 1.1.1: Relevant federal and provincial/area authorities and civil society organizations (CSOs) have improved capacity to develop, adopt and implement equity-focused, child-sensitive policies, laws, rules of business and sector plans, strategies and budgets. Indicator 1.1.1.1: Number of equity-focused, child-sensitive policy reforms, legislative bills, rules of business and sector plans with budgetary allocations developed. Baseline: Health: 1; child protection: 6; education: 2; water, sanitation and hygiene (WASH): 2. Target: Health: 6; child protection: 25; education: 5 new/2 updated; WASH: 7. Output 1.1.2: Child ombudsperson, provincial/area social welfare departments and relevant accountability mechanisms are strengthening children's welfare and protection systems. Indicator 1.1.2.1: Number of fully functioning provincial/area child ombudsperson systems. Baseline: 7 under development. Target: 7 fully functional. Output 1.1.3: Equity-focused child- and gender-sensitive research and evaluations are conducted and used to inform policies, planning, monitoring and budgets. Indicator 1.1.3.1: Number of equity-focused research/evaluation recommendations incorporated into programmes/strategies. Baseline: 6. Target: 55.	Federal: Planning Commission; Cabinet Division; Expanded Programme on Immunization Cell; Prime Minister's Office; Polio; Ministry of Inter Provincial Coordination. Provincial/area: Relevant departments, local governments, provincial assemblies. Others: United Nations agencies, World Bank, Asian Development Bank, private sector, research institutions, child rights organizations, media, CSOs. Partnership frameworks: Global Partnership for Education, relevant United Nations frameworks, Global Fund for Sanitation/Water Supply and Sanitation Collaboration Council,	Core: \$12,181,220 Non-core: \$35,037,730
Outcome 1.2 (with UNFPA) Increased public awareness and behaviour change to ensure	Programme approaches: Empower community-based organizations and relevant government partners to transform discriminatory social norms and stimulate demand for quality basic social services. Support the development and use of behaviour change communication packages; provide technical support for analysis, dissemination and use of the findings.	Global Partnership for Education, relevant United Nations frameworks, Global Fund for Sanitation/Water Supply and Sanitation Collaboration Council,	Core: \$14,852,150 Non-core: \$78,263,070

[†]Overall SPA indicative resources have been rounded in the section headings. A detailed breakdown can be found in the 'Indicative resources' column.

²Outputs are indicative in accordance with the draft United Nations Development Assistance Framework action plan of 20 April 2012.

<p>vulnerable populations practice safe behaviour, as well as access and use quality services, including housing.</p> <p>Indicators: Percentage of vulnerable populations accessing and using basic social-sector services</p>	<p>Output 1.2.1: Institutional capacity of partners is strengthened to support sustained, equitable social change communication and public discourse that promotes child rights and protective behaviours and increases rights-holders' demand for and use of social services.</p> <p>Indicator 1.2.1.1: Number of partners regularly implementing, developing and improving an integrated communication for development strategy.</p> <p>Baseline: Health: 1; child protection: 0; education: 1; WASH: 1; polio 0. Target: Health: 6; child protection: 8; education: 7; WASH: 5; polio 1.</p> <p>Output 1.2.2: The most vulnerable children, families and community leaders participate in communication for development activities for sustained social change to improve children's lives.</p> <p>Indicator 1.2.2.1: Survival/completion rate at grade 5.</p> <p>Baseline: 55. Target: 85.</p> <p>Indicator 1.2.2.2: Percentage of people reached by Mother and Child Health Week.</p> <p>Baseline: 57. Target: 80.</p> <p>Indicator 1.2.2.3: Number of villages/informal urban settlements certified free of open defecation.</p> <p>Baseline: 1,000. Target: 15,000.</p> <p>Indicator 1.2.2.4: Number of confirmed polio cases.</p> <p>Baseline: 198. Target: 0.</p> <p>Indicator 1.2.2.5: Percentage of HIV-positive pregnant women and exposed infants receiving antiretroviral treatment for prevention of parent-to-child transmission.</p> <p>Baseline: 1.8%. Target: 50%.</p>	<p>Global Partnership for Education, H4+ for maternal health, GAVI Alliance, Global Fund for AIDS, Tuberculosis and Malaria.</p>	
<p>Outcome 1.3 (with UNFPA)</p> <p>Capacity for equitable social service delivery improved at all levels, including use of innovative technology.</p> <p>Indicators: Number of basic social service delivery offices that use innovative technologies to improve service delivery.</p>	<p>Programme approaches: Strengthen capacity of partners to deliver child-friendly, equity-focused, integrated approaches to overcome barriers to accessing quality basic social services and protection/social assistance for the most vulnerable, including those with disabilities.</p> <p>Output 1.3.1: Relevant provincial/area departments have developed and are implementing human resource management strategies and long-term human resource development plans.</p> <p>Indicator 1.3.1.1: Number of relevant provincial/area departments with a human resources management plan that calls for deploying and retaining providers in underserved areas.</p> <p>Baseline: Health: 1; education: 0; WASH: 0. Target: Health: 7; education: 7; WASH: 7.</p> <p>Output 1.3.2: Provincial/area authorities and CSOs have improved capacity to deliver basic services, including testing and evaluating innovative models, and to scale up proven best practices for equitable service delivery.</p> <p>Indicator 1.3.2.1: Social service models developed, implemented, evaluated and scaled up.</p> <p>Baseline: Health: 9 districts for 24/7 obstetric services; WASH: Pakistan Approach to Total Sanitation reached 5 million people; Education: 4,900 child-friendly schools. Target: Health: 14 high-risk districts with 24/7 obstetric services; WASH: Pakistan Approach to Total Sanitation reached 20 million people; Education: 10,000 child-friendly schools.</p> <p>Indicator 1.3.2.2: Percentage of children under age 5 fully immunized.</p>		<p>Core: \$30,380,390 Non-core: \$92,942,940</p>

	<p>Baseline: 44. Target: 85. Indicator 1.3.2.3: Percentage of people using an improved water source. Baseline: 91. Target: 95. Indicator 1.3.2.4: Number of provincial and district-level education sector plans incorporating the child-friendly schools framework. Baseline: Provincial 5, district0. Target: Provincial 7, district65. Indicator 1.3.2.5: Percentage of women in lowest wealth quintile in selected districts whose births are assisted by skilled birth attendant. Baseline: 16. Target: 70.</p>		
<p>One Programme and national strategic priority area 3: Increased national resilience to disasters, crises and external shocks SPA 3 indicative resources: core \$12.3 million; non-core \$40.8 million</p>			
<p>Related UNICEF medium-term strategic plan focus areas: all focus areas</p>			
One Programme outcome and indicators	Programme approaches, outputs, indicators, baselines and targets	Partners and partnership frameworks	Indicative resources
<p>Outcome 3.1 (with UNDP) National, provincial and district capacities to prevent, assess, reduce and manage risks are developed. Indicators: Number of National Disaster Management Authority, Provincial Disaster Management Authorities and District Disaster Management Authorities that accord with international humanitarian principles and priorities.</p>	<p>Programme approaches: Strengthen capacity of disaster management authorities and provincial/area governments in child- and gender-sensitive disaster risk reduction and disaster management. Output 3.1.1: Relevant provincial/area authorities and CSOs have integrated child-specific disaster risk reduction components into their sector plans and budgets. Indicator 3.1.1.1: Number of provincial/area departments that have integrated child-specific disaster risk reduction components into sector plans; Baseline: Education: 2; health: 0; WASH: 0. Target: Education: 7; health: 6; WASH: 7.</p>	<p>Federal: Ministry of Climate Change, National Disaster Management Authority, Planning Commission. Provincial/area: Provincial Disaster Management Authorities, relevant departments, Humanitarian Clusters. Others: United Nations agencies, World Bank, Asian Development Bank, CSOs, academic institutions, media, telecommunications companies.</p>	<p>Core: \$7,360,490 Non-core: \$24,472,170</p>
<p>Outcome 3.3 (with UNDP) Vulnerable populations in crisis benefit from improved prevention, risk</p>	<p>Programme approaches: Strengthen systems for early warning and disaster management and coordination. Build capacity for collection and analysis of timely information for reducing risks to the most vulnerable children and women in crisis situations. Output 3.3.1: Multi-hazard assessments are conducted with the most vulnerable populations, and risk management action plans are implemented for the protection of</p>		<p>Core: \$4,906,990 Non-core: \$16,314,780</p>

<p>reduction and response (mitigation), and are assisted to reach development goals, including Millennium Development Goal targets. Indicators: Proportion of provinces/districts with disaster coordination mechanisms and plans in place.</p>	<p>children and women. Indicator 3.3.1.1: Number of hazard-prone districts with risk management plans in place that include specific measures and actions for children and women. Baseline: 0. Target: 35.</p>		
<p>One Programme and national strategic priority area 4: Strengthen governance and social cohesion SPA 4 indicative resources: core \$2.4 million; non-core: \$8.6 million</p>			
<p>Related UNICEF MTSP focus area(s): child protection; policy advocacy and partnerships for children’s rights</p>			
One Programme outcome and indicators	Programme approaches, outputs, indicators, baselines and targets	Partners and partnership frameworks	Indicative resources
<p>Outcome 4.3 (with UNDP) Improved accountability and access to quality social protection and other services for vulnerable groups. Indicators: Proportion of population covered by social protection policies and programmes; proportional increase in registration of new births and documentation of migrants and people affected by crises.</p>	<p>Programme approaches: Strengthen partnership with relevant authorities and establish coordinated approaches; conduct bottleneck analysis; use innovative technology and cost-effective systems to increase birth registration. Address social cohesion by promoting participatory approaches involving children, teachers, parent-teacher associations and community networks. Output 4.3.1: Increased percentage of children holding birth certificates. Indicator 4.3.1.1: Percentage of children registered at birth and receiving birth certificates. Baseline: 27. Target: 75. Output 4.3.2: Selected districts have education sector plans that strengthen social cohesion activities for school-age children, parents and other stakeholders in rural and urban areas Indicator 4.3.2.1: Percentage of selected districts with education sector plans that include strengthened social cohesion activities for school-age children, parents and other stakeholders Baseline: 100% with some activities. Target: 100% with strengthened activities.</p>	<p>Federal: National Database and Registration Authority. Provincial/area: National Database and Registration Authority, local governments, relevant departments. Others: Children’s associations, CSOs, media, human rights and research institutions, NGOs.</p>	<p>Core: \$2,368,290 Non-core: \$8,595,410</p>
<p>One Programme and national strategic priority area 5: Ensure gender equality and social justice SPA 5 indicative resources: core \$3.7 million; non-core: \$13.5 million</p>			

Related UNICEF MTSP focus area(s): All focus areas			
One Programme outcome and indicators	Programme approaches, outputs, indicators, baselines and targets	Partners and partnership frameworks	Indicative resources
<p>Outcome 5.1 (with UNDP) Government and civil society are active and accountable in eliminating discrimination against women and girls. Indicators: Proportion of Universal Periodic Review and Committee on the Rights of the Child concluding observations and remarks implemented; number of key institutions with a gender policy in place.</p>	<p>Programme approaches: Support relevant stakeholders to use evidence, research and analysis to strengthen advocacy, policies, legislation, budgets and plans in favour of gender equality and social justice. Enable improved monitoring and implementation of the Convention on the Rights of the Child, Convention on the Elimination of All Forms of Discrimination against Women and acting on concluding observations and remarks of the respective convention committees as well as other relevant recommendations related to children arising from international conventions and instruments. Output 5.1.1: Relevant governmental authorities and others have strengthened capacity to monitor, report on and implement the Convention on the Rights of the Child and the Convention on the Elimination of All Forms of Discrimination against Women and act upon the concluding observations and remarks of the convention committees, as well as other relevant child-related recommendations arising from international conventions and instruments. Indicator 5.1.1.1: Government and CSOs are reporting on and implementing the Convention on the Rights of the Child provisions and the child-related provisions of the Convention on the Elimination of All Forms of Discrimination against Women. Baseline: Infrequent and incomplete reporting and implementation. Target: Yearly reporting and improved implementation. Output 5.1.2: Government authorities and others use improved tools, disaggregated data, research results and best practices to implement concluding remarks and recommendations of the convention committees, including strategies and plans to address biases against vulnerable children. Indicator 5.1.2.1: Number of provincial/area action plans supported by disaggregated information that are developed and implemented to address concluding remarks and recommendations of the convention committees and biases against vulnerable children. Baseline: 0. Target: 7.</p>	<p>Federal: Planning Commission, Ministry of Human Rights, Human Rights Commission, Parliamentarians, Commission for Child Welfare and Development. Provincial: Relevant departments, local authorities, provincial/area public sector institutions, Provincial Assemblies. Others: United Nations agencies, academic/research institutions, children's associations, CSOs, media, human rights organizations, NGOs, South Asian Initiative to End Violence Against Children.</p>	<p>Core: \$2,950,590 Non-core: \$10,605,620</p>
<p>Outcome 5.2 indicators (with UNDP) Political, economic, social and legal rights of all, and especially vulnerable groups, are respected, protected and fulfilled, including through institutional strengthening</p>	<p>Programme approaches: Enhance capacity of provincial/area and district authorities to implement legal and policy reforms and strengthen child protection systems, to provide enabling protective environment and justice for children, especially for vulnerable groups. Output 5.2.1: Systems and relevant institutions have the capacity to ensure fulfilment of children's rights to protection and justice, especially for those from vulnerable groups. Indicator 5.2.1.1: Functional child protection systems are in place to ensure protection and justice for the most vulnerable children. Baseline: 6 systems under development. Target: 7 systems meeting international standards.</p>		<p>Core: \$60,220 Non-core: \$216,440</p>

<p>and capacity development of duty-bearers. Indicators: Number of laws revised to comply with international standards.</p>			
<p>Outcome 5.3 Human rights institutions strategically positioned and advocating to integrate human rights at all levels. Indicators: Number of cases submitted to Human Rights Commission and resolved.</p>	<p>Programme approaches: Strengthen capacities of human rights institutions at federal, provincial/area and district levels to monitor and report on the realization of children's rights. Output 5.3.1: The realization of children's rights is mainstreamed into the core functions of human rights and other institutions, particularly the Ministry of Human Rights and provincial/area human rights departments. Indicator 5.3.1.1: Children's rights are mainstreamed as one of the core functions of the Ministry of Human Rights, Human Rights Commission and provincial/area human rights departments. Baseline: 0. Target: 8.</p>		<p>Core: \$728,570 Non-core: \$2,662,350</p>
<p>One Programme and national strategic priority area 6: Food and nutrition security for the most vulnerable groups SPA 6 indicative resources: core \$6.7 million; non-core \$24.5 million</p>			
<p>Related UNICEF MTSP focus area(s): Young child survival and development</p>			
<p>One Programme outcome and indicators</p>	<p>Programme approaches, outputs, indicators, baselines and targets</p>	<p>Partners and partnership frameworks</p>	<p>Indicative resources</p>
<p>Outcome 6.2 Nutrition security increased, especially for vulnerable groups. Indicators: Percentage increase in household consumption of fortified foods including complementary foods; percentage of children under 6 months exclusively breastfed; percentage reduction in malnutrition in children</p>	<p>Programme approaches: Support the federal and provincial/area governments to develop integrated nutrition strategies, operation plans, legislation and guidelines. Facilitate inter-sector contributions through the health, agriculture, food, water and sanitation, and education sectors. Strengthen capacity to design, manage and implement nutrition-specific interventions, including maternal nutrition, infant and young child feeding promotion and micronutrient interventions. Develop nutrition capacity through integration of nutrition into academic training institutions and pre-service and in-service trainings. Output 6.2.1: Integrated nutrition strategies are developed and implemented to address malnutrition among the most vulnerable. Indicator 6.2.1.1: Number of federal and provincial/area governments that have developed and implemented integrated nutrition strategies. Baseline: 1. Target: 8. Output 6.2.2: Caregivers in high-risk districts practice an essential set of behaviours for prevention of malnutrition in children.</p>	<p>Federal: Planning Commission, Cabinet Division, Ministry of Inter Provincial Coordination, Ministry of Food Security and Research. Provincial/area: Relevant departments, local bodies. Others: United Nations agencies, academic institutions, CSOs, media, human rights organizations, NGOs, Micronutrient Initiative,</p>	<p>Core: \$6,701,520 Non-core: \$24,479,480</p>

and women.	<p>Indicator 6.2.2.1: Percentage of children under 6 months exclusively breastfed. Baseline: 37. Target: 65.</p> <p>Indicator 6.2.2.2: Percentage of households consuming iodized salt. Baseline: 69. Target: 90.</p> <p>Indicator 6.2.2.3: Percentage of children aged 6-23 months fed a minimum acceptable diet. Baseline: 8.3. Target: 30.</p>	<p>Global Alliance Initiative for Nutrition. Partnership Frameworks: Scaling Up Nutrition partners.</p>	
Cross-sector costs			<p>Core: \$8,250,000 Non-core: \$26,420,000</p>

UNICEF indicative resources for 2013-2017

Core: \$90,740,430
Non-core: \$320,010,000
Total: \$410,750,430

Annex 4: UNDP, UNFPA and UNICEF contributions to the draft OPII Operational Plan (2013-2017)

(attached)

Annex 5: The Harmonised Approach to Cash Transfers (HACT) to Implementing Partners

In relation to implementation modalities, the three organizations will, as agreed with the Government of Pakistan, apply the Harmonised Approach to Cash Transfers (HACT) for all cash transfers to an Implementing Partner, based on the work plans (WPs) agreed between the Implementing Partner and the UN organizations. The HACT framework is described below.

Cash transfers for activities detailed in WPs can be made by the three organizations using the following modalities:

1. Cash transferred directly to the Implementing Partner:
 - a. Prior to the start of activities (direct cash transfer), or
 - b. After activities have been completed (reimbursement);
2. Direct payment to vendors or third parties for obligations incurred by the Implementing Partners on the basis of requests signed by the designated official of the Implementing Partner;
3. Direct payments to vendors or third parties for obligations incurred by three organizations in support of activities agreed with Implementing Partners.

Where cash transfers are made through an institution other than the Implementing Partner, the institution shall transfer such cash promptly to the Implementing Partner. Direct cash transfers shall be requested and released for programme implementation periods not exceeding three months. Reimbursements of previously authorized expenditures shall be requested and released quarterly or after the completion of activities. The three organizations shall not be obligated to reimburse expenditure made by the Implementing Partner over and above the authorized amounts. Following the completion of any activity, any balance of funds shall be refunded or programmed by mutual agreement between the Implementing Partner and the three organizations.

Cash transfer modalities, the size of disbursements, and the scope and frequency of assurance activities may depend on the findings of a review of the public financial management capacity in the case of a Government Implementing Partner, and of an assessment of the financial management capacity of the non-UN Implementing Partner. A qualified consultant, such as a public accounting firm, selected by the three organizations in consultation with EAD, will conduct such an assessment.

Cash transfer modalities, the size of disbursements, and the scope and frequency of assurance activities may be revised in the course of programme implementation based on the findings of programme monitoring, expenditure monitoring and reporting, and audits.

In case of direct cash transfer or reimbursement, the UN system agencies shall notify the Implementing Partner of the amount approved by the UN system agencies and shall disburse funds to the Implementing Partner in an appropriate time period. In case of direct payment to vendors or third parties for obligations incurred by the Implementing Partners on the basis of requests signed by the designated official of the Implementing Partner; or to vendors or third parties for obligations incurred by the UN system agencies in support of activities agreed with Implementing Partners, the UN system agencies shall proceed with the payment within an appropriate time period.

Where the three organizations and other UN agency provide cash to the same Implementing Partner, programme monitoring, financial monitoring and auditing will be undertaken jointly or coordinated with those UN agencies. The three organizations shall not have any direct liability under the contractual arrangements concluded between the Implementing Partner and a third party vendor.

Where an assessment of the Public Financial Management system has confirmed that the capacity of the Supreme Audit Institution (SAI) is high and the SAI is willing and able to conduct scheduled and special audits, the Supreme Audit Institution may undertake the audits of Government Implementing Partners. If the SAI chooses not to undertake the audits of specific Implementing Partners to the frequency and scope required by the three organisations, they will commission the audits to be undertaken by private sector audit services. Where no assessment of the Public Financial Management Capacity has been conducted, or such an assessment identified weaknesses in the

capacity of the Supreme Audit Institution, the audits will be commissioned by the three organisations and undertaken by private audit services.

A standard Fund Authorization and Certificate of Expenditures (FACE) report, reflecting the activity lines of the WP, will be used by Implementing Partners to request the release of funds, or to secure the agreement that UNDP, UNFPA or UNICEF will reimburse or directly pay for planned expenditure. The Implementing Partners will use the FACE to report on the utilization of cash received. The Implementing Partner shall identify the designated official(s) authorized to provide the account details, request and certify the use of cash. The FACE will be certified by the designated official(s) of the Implementing Partner.

Cash transferred to Implementing Partners should be spent for the purpose of activities and within the timeframe as agreed in the WP. Cash received by the Government and national NGO Implementing Partners shall be used in accordance with established national regulations, policies and procedures consistent with international standards, in particular ensuring that cash is expended for activities as agreed in the work plans, and ensuring that reports on the utilization of all received cash are submitted to UNDP, UNFPA or UNICEF within three months after receipt of the funds. Where any of the national regulations, policies and procedures is not consistent with international standards, the organization's financial and other related rules and system agency regulations, policies and procedures will apply.

In the case of international NGO/CSO and IGO Implementing Partners cash received shall be used in accordance with international standards in particular ensuring that cash is expended for activities as agreed in the WPs, and ensuring that reports on the full utilization of all received cash are submitted to UNDP, UNFPA or UNICEF within six months after receipt of the funds.

To facilitate scheduled and special audits, each of the Implementing Partners receiving cash from UNDP, UNFPA or UNICEF will provide the organization or its representative with timely access to:

- All financial records which establish the transactional record of the cash transfers provided by UNDP, UNFPA or UNICEF, together with relevant documentation;
- All relevant documentation and personnel associated with the functioning of the Implementing Partner's internal control structure through which the cash transfers have passed.

The findings of each audit will be reported to the Implementing Partner and UNDP, UNFPA or UNICEF. Each Implementing Partner will furthermore:

- Receive and review the audit report issued by the auditors.
- Provide a timely statement of the acceptance or rejection of any audit recommendation to the UNDP, UNFPA or UNICEF that provided cash (and where the SAI has been identified to conduct the audits, add: and to the SAI) so that the auditors include these statements in their final audit report before submitting it to UNDP, UNFPA or UNICEF.
- Undertake timely actions to address the accepted audit recommendations.
- Report on the actions taken to implement accepted recommendations to the three organizations (and where the SAI has been identified to conduct the audits, add: and to the SAI), on a quarterly basis (or as locally agreed).

Annex 6: UNDP Project Implementation Arrangements

The UNDP supported national implementation modality (NIM) projects will be governed by the UNDP NIM Manual, which forms an integral part of the CCPAP and provides guiding principles, rules and regulations for projects implemented through government entities and non-government organizations. UNDP will select Implementing Partners (IP) for various projects in accordance with UNDP's applicable rules and regulations, including pre-award capacity assessments, and through consultation with EAD. The UNDP supported NIM projects will follow the government's applicable rules and regulations, insofar as they do not contravene the UNDP financial rules and regulations, for project management, financial management, procurement, human resources, audit, oversight, monitoring and evaluation. The project Annual Work Plan will specify the project management arrangements in line with the UNDP NIM Manual and the government's applicable rules and regulations. The DIM projects will be implemented in accordance with UNDP financial rules and regulations and the programme and operational policies and procedures.

In light of the decision 2005/1 of 28 January 2005 of UNDP's Executive Board, which approved the new Financial Regulations and Rules, this CCPAP together with an Annual Work Plans (AWP) (which shall form part of this CCPAP, and is incorporated herein by reference) concluded hereunder constitute together a project document as referred to in the Special Fund Agreement. All references in the Special Fund Agreement to "Executing Agency" shall be deemed to refer to "Implementing Partner," as such term is defined and used in the CCPAP and AWP. Accordingly, this CCPAP and the AWP taken together will replace the Project Documents. The Project Documents and Project Appraisal Committee meetings will be required only for those initiatives that are not included in the CCPAP and the RRF. The projects included in the CCPAP will be implemented through the AWP, which will be formulated by the designated IP and approved by the IP and UNDP each year.

Any instances, where UNDP is required to provide implementation support services to a NIM project, will be included in the project AWP by identifying UNDP as the Responsible Party.³ These work plans will form the basis for continuous management, including review, and for transparent accountability. UNDP will reinvest the interest from cost-sharing funds in support of programme development, monitoring and evaluation, communication and resource mobilization initiatives.

The implementation of UNDP supported projects and initiatives will be overseen by project boards/steering committees, which will be established at the time of project initiation and co-chaired by UNDP and a designated (senior) government official of the implementing partner or the respective provincial government and include the Economic Affairs Division and relevant stakeholders. To the extent possible, UNDP and implementing partners will minimize the number of project boards/committees and use thematic and/or provincial steering committees to oversee project implementation and endorsement of the project annual work plans, budgets and reports. As part of its reporting obligations, UNDP will submit copies of project AWP for the new year and Annual Progress Reports for the previous year in the first quarter of each year.

³In a NIM project, UNDP may be requested to undertake certain activities or provide specific services, such as a support in staff recruitment, procurement, third party audit, or monitoring and evaluation. The need for agency services may arise because (a) the capacity assessment of the implementing partner has identified weaknesses in those areas, or (b) any other reason identified by the UN agency and implementing partner during the work planning processes.

XII. Glossary/Acronym List

AWP	Annual Work Plan
BCA	Basic Cooperation Agreement
CCPAP	Common Country Programme Action Plan (of UNDP, UNFPA and UNICEF)
DIM	Direct Implementation Modality (UNDP)
DRRM	Disaster Risk Reduction and Management
CCPD	Common Country Programme Document (of UNDP, UNFPA and UNICEF)
EAD	Economic Affairs Division, Government of Pakistan
GoP	Government of Pakistan
HACT	Harmonized Approach to Cash Transfers
M&E	Monitoring and Evaluation
NIM	National Implementation Modality (UNDP)
OMT	Operations Management Team (UN)
OP1	Pakistan One United Nations Programme I (2009-2012)
OP2	Pakistan One United Nations Programme II (2013-2017)
PMT	Programme Management Team (UN)
RRF	Results and Resources Framework
SBAA	Standard Basic Assistance Agreement
UNCG	United Nations Communication Group (in Pakistan)
UNCT	United Nations Country Team (in Pakistan)
UNDG	United Nations Development Group
UNDP	United Nations Development Programme
UNFPA	United Nations Population Fund
UNICEF	United Nations Children's Fund
WP	Work Plans