

## Pakistan

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### Executive Summary

In 2015, the United Nations Children's Fund (UNICEF) Pakistan focused on six programme areas in line with regional and national priorities, with the following key results:

- UNICEF Pakistan contributed to the country's achievement of its sanitation target under Millennium Development Goal (MDG) 7 (ensure environmental sustainability) through coordination, advocacy and technical assistance, and the implementation of the Pakistan Approach to Total Sanitation (PATS), which is now being taken to scale across the country. With UNICEF Pakistan support, an additional 1.3 million people resided in open defecation-free villages in 2015.
- UNICEF Pakistan and the World Health Organization (WHO) provided technical support to national and provincial governments for the development of costed effective vaccine management (EVM) improvement plans. Implementation has been initiated and will lead to the uninterrupted supply of efficacious vaccines, strengthened immunization service delivery and improved immunization coverage.
- The strategic shift towards reaching children missed by polio campaigns had positive impacts. The number of children missed per National Immunization Day due to inaccessibility fell from 500,000 in 2013 to 16,000 in 2015. Wild poliovirus cases fell from 306 in 2014 to 51 by mid-December 2015, demonstrating significant progress towards eradication. UNICEF Pakistan support was channelled through Government-led emergency operations centres (EOCs) and engaged more than 4,000 front-line workers for continuous community protected vaccination, including 2,291 workers in high-risk areas (72 per cent female workers).
- More than 32 million children aged 6 to 59 months received two doses of vitamin A in 2015 with supplies provided by UNICEF Pakistan. UNICEF Pakistan initiated a stunting-reduction programme in Sindh, targeting 800,000 children and women.
- More than 761,000 children were enrolled in primary school following community mobilization through the Every Child in School initiative. With the Global Partnership for Education as a strategic platform in Sindh (south-east) and Balochistan (south-west) provinces, UNICEF Pakistan convened stakeholders for joint education sector reviews. Sixty district education plans were also developed.
- A public-private partnership with the Telenor Group and the governments of Sindh and Punjab that will pilot a mobile phone application for enhanced access to birth registration services contributed to an 85 per cent increase in registration within 60 days of birth in target areas, compared with 2014.

UNICEF Pakistan supported thousands of children and women affected by emergencies in 2015. Humanitarian assistance continued for displaced and returning families in Khyber Pakhtunkhwa (KP) and the Federally Administered Tribal Areas (FATA): 1.78 million children received nutritional screening, 192,177 children were immunized against measles, 559,464 people gained access to safe water, 55,978 children accessed protective spaces, and 52,769 children received education services. UNICEF Pakistan provided nutrition support in drought-affected areas of Sindh and limited support to Government-led efforts following flooding

(Punjab, Sindh and KP) and earthquake (KP). UNICEF Pakistan also continued to strengthen national disaster preparedness and increase resilience.

For One United Nations Programme II (OPII) implementation, UNICEF supported key United Nations coordination mechanisms to maintain children's rights and to focus on equity and ensure that research underpinned action. As convener of the large Strategic Priority Area (SPA) 1, UNICEF Pakistan improved management and coordination, and as co-chair of OPII in Sindh, UNICEF strengthened government ownership.

Despite the achievements, insecurity and the ensuing political instability continued to hamper programme implementation due to field access limitations. The country faced ongoing challenges related to the practical implications of devolution as the roles and responsibilities of ministries remained inadequately defined and with limited technical and institutional capacities. Engagement with federal and provincial governments remained complex, causing delays and other bottlenecks.

In this context, Pakistan remained off-track on 24 MDG indicators, including those related to education, maternal health and infant mortality. Gender parity in education remained a concern, and inadequate retention data hampered the monitoring of government-led enrolment drives. While Scaling-Up Nutrition units were under development in KP, FATA, Gilgit-Baltistan (GB) in the north and Pakistan-administered Kashmir (PAK) in the north-east, nutrition management remained weak. Expanding and sustaining gains from PATS and polio eradication efforts will also require further support. No province has established a high-quality, comprehensive and coordinated child protection system.

While the complex emergency in the north-west continued, Pakistan was spared shocks of the scale seen in recent years. In this context, and given the shifts in the national and development environment, UNICEF Pakistan conducted a light mid-term review of the Country Programme and began to focus on systems support and institutional strengthening through capacity building, partnerships, cross-sectoral integration, and modelling service delivery innovations for government scale up. Quality data generation and use was also emphasized.

Local elections in 2015 created new opportunities for working with district-level implementers. With the United Nations Resident Coordinator and the United Nations Development Programme (UNDP), UNICEF Pakistan is establishing Sustainable Development Goal (SDG) units to monitor progress down to the district level. Moving forward, by strengthening internal and external coordination at the federal and provincial levels, UNICEF Pakistan will work to create an enabling environment and, at the district level, will strengthen capacities and partnerships to generate positive outcomes for the most deprived children and women.

## Humanitarian assistance

Pakistan faces chronic challenges, including food insecurity, malnutrition, disease outbreaks and displacement. The country is prone to natural and human-made disasters that cause displacement and erode fragile coping mechanisms. In 2015, in addition to the complex emergency, the country faced drought, floods and an earthquake, though on a smaller scale than in recent years.

In KP and FATA, there was a change in the protracted complex emergency situation caused by military operations against militants, and the focus of humanitarian assistance began to shift away from supporting temporarily displaced populations to also assisting those returning to

areas declared safe by the Government (for example with water, sanitation and hygiene (WASH) support, immunization and pre-departure nutrition packages). By the end of November 2015, more than 192,000 families, most of which are made up of 50 per cent children, remained displaced, while 109,000 families had returned to areas in FATA declared safe by the Government. To support the FATA Sustainable Return and Rehabilitation Strategy, UNICEF Pakistan, UNDP, the Food and Agriculture Organization (FAO) and the World Food Programme (WFP) developed a joint programme on community resilience and recovery support. Subsequent to an initial assessment, implementation begins in 2016.

As a key player in the humanitarian cluster mechanism (cluster lead for WASH and nutrition, co-lead for education with Save the Children, and lead for child protection under the protection cluster) and through non-governmental organization (NGO) partners, UNICEF Pakistan supported the humanitarian response to displaced and returning families despite a funding gap of nearly 62 per cent and continuing challenges related to restricted access.

In July and August 2015, monsoon flooding affected 1.6 million people, mostly in Punjab and Sindh. Although the Federal Government did not request support, at the request of district governments, UNICEF Pakistan provided 600,000 water purification tablets in Punjab and hygiene supplies in Sindh and is restoring access to water in both provinces.

In October 2015, north-western Pakistan was affected by a powerful earthquake that hit neighbouring Afghanistan and resulted in 280 deaths. Although the Government did not formally request international assistance, UNICEF Pakistan supported the Government-led response with the provision of hygiene kits to 5,123 families, the restoration of WASH services and clean delivery kits, and the provision of newborn kits and blankets to 4,401 families in KP and FATA. UNICEF also supported existing government social protection partners to provide cash grants for 20,000 households in Chitral District, KP, to help the poorest families recover and cope with the demands of winter.

Since January 2014, moderate-to-severe drought has affected Sindh province. Through local partners, UNICEF Pakistan supported emergency nutrition interventions (outpatient therapeutic treatment, micronutrient supplementation and infant and young child feeding (IYCF) services) in 44 union councils of the most affected district, Tharparkar. These interventions screened 126,309 children and 56,285 women (approximately 100 per cent of those targeted), and 5,690 children with severe acute malnutrition were treated through the Outpatient Therapeutic Programme (exceeding 80 per cent of the target with a cure rate exceeding 90 per cent of the target).

Cumulatively, UNICEF Pakistan exceeded its targets for humanitarian assistance on a number of indicators for nutrition, WASH and health. This was due to increased demand for all WASH services and vaccination among returning families and intensive nutrition campaigns that led to excellent results for micronutrient supplementation and IYCF promotion.

In humanitarian assistance settings, UNICEF Pakistan achieved the following results:

- Nutrition: 1,782,958 children were screened and 112,577 of those with acute malnutrition accessed outpatient therapeutic treatment. Micronutrient supplementation was provided to 658,181 children, and 518,648 children and women accessed support for IYCF through community outreach services.
- Health: 192,177 children were vaccinated against measles, and 227,924 children and women attended mother and child health days.

- WASH: 559,464 people accessed safe water, and 427,396 accessed improved sanitation facilities. WASH-related information was provided to 511,536 people.
- Child protection: 55,978 children and caregivers gained access to protective learning and community emergency services (22,695 boys, 18,852 girls and 14,431 women).
- Education: 52,769 children and adolescents accessed quality education.

As part of annual emergency preparedness exercises, UNICEF Pakistan developed multi-hazard, cross-sectoral emergency preparedness and response plans to guide its response in all four provinces and FATA. Based on these, 27 contingency partnership agreements were signed with implementing partners, contingency stock was pre-positioned for 100,000 people and long-term agreements (LTAs) for goods and services were prepared. In 2015, Pakistan was selected for an assessment by the Boston Consulting Group that showed good returns on investments in preparedness and found that current strategies are valuable in humanitarian responses. Upstream and community capacity development for disaster risk reduction (DRR) and climate change adaptation also continued (see section on capacity development).

Child protection in emergencies was incorporated into the social welfare department strategic plans of all four provinces and PAK (north-east) and by provincial disaster management authorities. In KP, standard operating procedures were developed and endorsed for missing, unaccompanied and separated children, including minimum standards for protective spaces, coordination mechanisms and an injury surveillance system.

### Mid-term review of the Strategic Plan

In 2015, UNICEF Pakistan conducted a light mid-term review of the Country Programme. Although the current Country Programme was finalized before the approval of the UNICEF Strategic Plan, the latter was taken into consideration based on draft materials available at the time. The review therefore reflected UNICEF Pakistan's assessment of implementing a country programme based on the UNICEF Strategic Plan.

The over-arching lessons learned from the first two and a half years of the Country Programme were the following:

- Extreme disparities between rich and poor, urban and rural, etc. require ever more refined equity approaches underpinned by quality data. To support these approaches, UNICEF Pakistan will promote the generation and use of data with government counterparts – through technical support to Multiple Indicator Cluster Surveys (MICS), equity profiling, national nutrition surveys and national violence against women surveys with UNICEF staff to support equity-based programming.
- In the context of devolution and decentralization, geographical convergence and programme complementarity remain fundamental to UNICEF Pakistan's multi-year work plans and implementation strategy. Discussions among partners, particularly in the planning phases of multi-sectoral projects, were crucial to developing a shared understanding of how to achieve programmatic and operational convergence. There is better understanding of the need to follow a life-cycle approach to a child and the importance of not addressing children's issues in isolation but within the context of family and community. Geographic focus was determined based on areas where UNICEF Pakistan already had a programmatic presence, where union councils identified a high risk for polio and where districts ranked worst overall on the Child Well-Being Index (based on the latest available MICS data).
- UNICEF Pakistan's work is built on partnerships, and these are expanding in both the public and private sectors. However, partner capacity is an ongoing concern, and there

is room for improved management of partnership agreements through the development of a partnership management information system and the improved frequency and use of feedback from programme field visits. There is a need to strengthen third-party field monitoring and ensure the most effective use of its findings. Capacity development of partners in policies, procedures, standards and ethics needs to be addressed in a consistent, systematic manner to ensure the best and most appropriate use of resources.

- UNICEF Pakistan achieved important successes with its support for Communication for Development (C4D), particularly in the areas of WASH and polio. To support more convergent programming, UNICEF Pakistan will focus on developing integrated C4D approaches, particularly aimed at addressing social norms.

As humanitarian action has been ongoing in Pakistan for the past seven years, there is a consequent need for service delivery. In 2014, funding for development programming exceeded funding for humanitarian interventions, and work planning in 2015 began shifting from humanitarian to development programming. The mid-term review found that to support this shift, it was necessary to increase investment in capacity development, particularly of institutions, and increase advocacy efforts to strengthen the enabling environment for policy and strategy development. Amid Pakistan's emerging governmental decentralization, capacities at the sub-national level are needed to support normative work that was previously the domain of the Federal Government. Decentralization also presents an opportunity to introduce equity-focused programming supported by the generation of quality data and evidence.

In the humanitarian context, service delivery was complemented by building DRR into all programme areas and by building government capacity to respond. In the 2015 floods and earthquakes, this contributed to the Government needing only minimal support. UNICEF Pakistan and other United Nations partners also leveraged opportunities to access historically under-served populations, and are focusing on development initiatives that build on the results of humanitarian intervention. If emergency humanitarian assistance is needed, UNICEF Pakistan remains ready to respond, through the pre-positioning of stocks and in accordance with the stated areas of responsibility outlined in the humanitarian response plans approved by the Humanitarian Country Team.

In the first half of the Country Programme, issues related to social policy and inclusion were addressed at the sectoral level. Moving forward, UNICEF Pakistan will also provide systems support and analysis, particularly in the area of child responsive budgeting. This support for governance and institutional strengthening is particularly relevant within a decentralized context.

## Summary notes and acronyms

AIDS	acquired immunodeficiency syndrome
ALP	alternative learning programmes
C4D	Communication for Development
CCC	Core Commitments for Children in Humanitarian Action
CDC	Centres for Disease Control and Prevention
CMAM	community-based management of acute malnutrition
CMT	Country Management Team
CPD	continuous professional development
CSO	civil society organizations
DANIDA	Danish International Development Agency

DFID	Department for International Development (United Kingdom)
DHIS	District Health Information System
DRR	disaster risk reduction
ENAP	Every Newborn Action Plan
EOC	emergency operations centres
EPI	Expanded Programme on Immunization
EVM	Effective Vaccine Management
GB	Gilgit-Baltistan
FAO	Food and Agriculture Organization
FATA	Federally Administered Tribal Areas
HIV	human immunodeficiency virus
KAP	knowledge, attitude and practice
KP	Khyber Pakhtunkhwa
ICT	information and communication technology
IDP	internally displaced persons
ILO	International Labour Organization
IOM	International Organization for Migration
IYCF	infant and young child feeding
JSI	John Snow Inc.
LTA	long-term agreement
MCHIP	Maternal and Child Health Integrated Program
MDG	Millennium Development Goal
MICS	Multiple Indicator Cluster Survey
MNCH	maternal, newborn and child health
MoNHSRC	Ministry of National Health Services, Regulations and Coordination
NECD	national evaluation capacity development
NGO	non-governmental organization
OCHA	Office for the Coordination of Humanitarian Affairs
OPII	One United Nations Programme II
PAK	Pakistan-administered Kashmir
PATS	Pakistan Approach to Total Sanitation
PLaCES	Protective Learning and Community Emergency Services
PMER	programme monitoring, evaluation and reporting
PPTCT	prevention of parent-to-child transmission
REC	Reach Every Community
RED	Reach Every District
RMNCAH	reproductive maternal neonatal child adolescent health
ROSA	Regional Office for South Asia
RUTF	ready-to-use therapeutic food
SPA	Strategic Priority Area
SAARC	South Asian Association for Regional Cooperation
SCR	Social Cohesion and Resilience
SDG	Sustainable Development Goal
SMS	short message service
SSAFE	Safe and Secure Approaches to Field Environments
UNAIDS	Joint United Nations Programme on HIV/AIDS
UNDG	United Nations Development Group
UNDP	United Nations Development Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNFPA	United Nations Population Fund
UN-Habitat	United Nations Human Settlements Programme

UNHCR	United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
UNODC	United Nations Office on Drugs and Crime
UN Women	United Nations Entity for Gender Equality and the Empowerment of Women
USAID	United States Agency for International Development
VISION	Virtual Integrated System of Information
WASH	water, sanitation and hygiene
WFP	World Food Programme
WHO	World Health Organization

## Capacity development

UNICEF Pakistan and the Asian Disaster Preparedness Center supported training for government partners, implementing partners and UNICEF staff on DRR, climate change adaptation and disaster risk management. This effort improved preparedness, mitigation and prevention before floods and earthquakes in 2015. To build community capacity, approximately 14,000 multilingual DRR resource kits designed to raise cross-sectoral risk awareness, including storybooks and animated videos, were distributed, benefiting some 2.8 million children nationwide.

Capacity-development initiatives for evidence generation in Punjab and Sindh led to the first MICS exercises being completed by provincial bureaus of statistics, and were presented as examples of global good practice. Both provinces committed to using the data to support budgetary allocations. UNICEF Pakistan ensured that the Planning and Management Institute incorporated an evaluation module into regular training for government officials, thereby integrating evaluation into public sector projects and programmes.

To address nutrition service delivery capacity gaps, more than 12,000 health department workers and nutrition partners were trained on essential nutrition packages. UNICEF Procurement Services worked with the UNICEF Supply Division and WFP to establish in-country manufacturing of ready-to-use therapeutic food (RUTF). UNICEF Pakistan provided technical and institutional support to the Federal EPI, building capacity on vaccine, cold chain, supply chain management and risk mitigation and thereby helping the Government avoid stock-outs and introduce new vaccines. UNICEF Pakistan also provided essential equipment and training to 27 sick-newborn care units.

Cascade trainings strengthened the critical service delivery skills of 42,000 front-line polio workers, improving doorstep interactions, significantly contributing to reaching missed children and reducing the number of cases.

Under the Global Partnership for Education in Balochistan, UNICEF Pakistan worked through partners to strengthen community capacity to work with the Government and identified 900 sites for school development. Communities participated actively in this process, voicing demand for education and paving the way for merit-based selection of school locations and minimizing politically influenced decisions.

## Evidence generation, policy dialogue and advocacy

As a result of the successful implementation of PATS and effective advocacy carried out with the Government of Punjab, provincial authorities developed and approved the 10-year WASH Sector Development Plan as well as a sanitation framework that allocates US\$4 million over the 2014-2015 period to end open defecation in 3,600 villages.

UNICEF Pakistan began supporting the design of the first tailored impact evaluation in Pakistan for a South Asia regional project on adolescent empowerment. The findings of the December 2015 baseline exercise improved programme and evaluation design and will inform adolescent programming across the region. Findings and recommendations of a mid-term evaluation of a project in cotton farming areas of Punjab and Sindh led to programmatic adjustments to strengthen the realization of child rights.

UNICEF Pakistan mapped alternative learning programmes (ALPs) for out-of-school children (some 6.1 million at the primary level) and assessed successful approaches. This study helped to revitalize non-formal education in Sindh, Balochistan, KP and FATA provinces, all of which are developing ALP frameworks.

In the effort to eliminate polio, UNICEF Pakistan and partners helped to reduce wild poliovirus cases from 306 in 2014 to 51 by mid-December 2015 by:

- Improving responsiveness through data support centres tabulating missed children in high-risk districts and an online dashboard for the national Emergency Operations Centre.
- Strengthening the Communication Strategy through a large knowledge, attitude and practice (KAP) study (with Harvard Opinion Research Program polling).
- Improving campaign quality through third-party monitoring of micro-planning in union councils.

Ongoing advocacy and participation in high-level missions (with Gavi, WHO and UNICEF Headquarters) led to a Government commitment to improve reproductive maternal, newborn, child and adolescent health and nutrition. UNICEF Pakistan and WHO supported the Ministry of National Health Services, Regulations and Coordination (MoNHSRC) to present a national vision in line with the global commitments laid out in A Promise Renewed. This was endorsed by all partners and is being translated into costed provincial and area action plans.

## Partnerships

Working with partners (the Bill & Melinda Gates Foundation, the Centres for Disease Control and Prevention (CDC), Rotary International and WHO), UNICEF Pakistan supported the Government to establish functioning emergency operations centres as decision-making, data-sharing and review platforms for the Global Polio Eradication Initiative. The UNICEF-supported National Child Health Council (media, professional associations and civil society organizations (CSOs)) leveraged media coverage to promote vaccine acceptance.

A public-private partnership with the governments of Punjab and Sindh and Telenor, which funded a mobile phone birth registration pilot, achieved an 85 per cent increase in registrations within 60 days of birth in three union councils.

Infections that contribute to infant death can be reduced with chlorhexidine for umbilical cord care. To develop a national chlorhexidine strategy, UNICEF Pakistan convened a MoNHSRC partnership (including with health departments, WHO, the United States Agency for International Development (USAID), the Maternal and Child Health Integrated Program (MCHIP), Save the Children, the Mercy Corps Research and Advocacy Fund, PATH, John Snow, Inc. (JSI) and United States Pharmacopeia). Chlorhexidine is now on essential medicine lists and two companies have applied for local production.

UNICEF Pakistan and EPI supported a six-year CSO-Government partnership to enhance health outcomes in hard-to-reach areas to reach 500,000 people with health information. By the project's conclusion in 2015, the consortium had expanded from 14 to 70 CSOs and had contributed to policy consultations through the Inter-Agency Coordination Committee for EPI.

Working with CSOs, community leaders and NGOs, UNICEF Pakistan reached 70,600 conflict-affected out-of-school adolescents (40 per cent girls) with recreation, learning and life-skills education. Partners provided access and expertise, while UNICEF used education as an entry point for improved conflict-sensitivity programming, social cohesion and resilience.

UNICEF Pakistan leveraged partnerships with the International Labour Organization (ILO), and with the Sindh, Balochistan and Punjab Departments of Labour and Bureau of Statistics to plan and budget for the first child labour surveys since 1996. This led to government ownership and nearly US\$1.4 million in funding, with UNICEF providing technical support.

With UNICEF Pakistan support, GB and Punjab planning and development departments convened their sectors to finalize inter-sectoral nutrition strategies. Strategic partnerships with the World Bank and provincial governments enabled government procurement of RUTF.

### External communication and public advocacy

UNICEF Pakistan positioned its priorities and programmatic activities on global, national and provincial levels through public advocacy and targeted advocacy with donors, the Government and partners. Traditional and social media put child rights on the national agenda. Five opinion articles were placed in major newspapers, including two articles that highlighted efforts such as ending open defecation. In addition, numerous interviews with UNICEF staff were arranged in print, radio and for television, positioning UNICEF as the authority on child rights. Importance was placed on integrating polio eradication into general communication activities. For example, when the UNICEF Country Representative for Pakistan was interviewed on Universal Children's Day 2015, three equity-related interventions were stressed: birth registration, out-of-school girls and polio.

Digital media was also used to create public awareness of programmes. Twenty human interest stories appeared on the UNICEF national website with some reposted to the UNICEF global website, providing donor visibility, maintaining funding relations and supporting fundraising. Donor visibility was also enhanced through a strong social media presence, with daily posts and tweets on UNICEF priorities for an audience of 219,803 Facebook fans and 23,500 Twitter followers. Some 10 million caregivers were reached via short message service (SMS) regarding polio campaigns, and 6,699 print and 1,644 electronic media stories on polio ran during the year.

A major event was organized for donors, the Government and partners to mark the halfway point of the Country Programme and showcase UNICEF's results for children in priority areas.

Communications for emergencies were handled effectively by responding to global media interest (e.g. the Kasur child protection case) and preparing audiences for sudden fundraising needs (including media content prepared within a day of the October earthquake).

## South-South cooperation and triangular cooperation

With UNICEF Pakistan support, government delegates attended the South Asian Association for Regional Cooperation (SAARC) High-Level Policy Dialogue on Child and Disaster Risk Reduction in Kathmandu. In line with the Framework on Child-Centred DRR endorsed by SAARC member states at this meeting, UNICEF Pakistan partnered with the National Disaster Management Authority to enhance its capacity and ability to deliver services to minimize risks for children and ensure their well-being and protection in disaster preparedness, response and recovery.

UNICEF Pakistan helped facilitate national-level and provincial-level cross-border polio meetings between Pakistan and Afghanistan, leading to synchronized vaccination campaigns, cross-border vaccination posts and unified radio messaging in Pashto-speaking areas.

Building on the first-ever international conclave on national evaluation capacity development (NECD) in Pakistan (2014), UNICEF sent senior Punjab Planning Department officials to Global Evaluation Week (Kathmandu, 2015) to learn from other countries on how to conduct and use evidence in policymaking. The learning was used to organize a similar gathering inviting regional experts to inform Government of Punjab processes underpinning evidence-based policymaking and the development of Punjab's evaluation policy in 2016, which will be the first such policy in Pakistan.

UNICEF Pakistan supported the second Pakistan Conference on Sanitation with delegates from seven South Asian countries. The event supported knowledge exchange and a review of sanitation interventions from other countries, and Pakistan issued a declaration reiterating national commitments to sanitation based on recommendations from technical panels with participants from across South Asia. At the Regional Planning Meeting of Sanitation and Water for All that followed, South Asian governments, civil society and development partners discussed joint planning on achieving sanitation and water for all commitments, and two new countries (Maldives and Bhutan) also became involved. The events increased the Government of Pakistan's investment in sanitation and encouraged political leaders to champion the sanitation agenda through WASH sector master-planning and to make concrete provincial commitments such as an open defecation-free Punjab by 2018.

## Identification and promotion of innovation

Using RapidPro, an SMS feedback programme, UNICEF Pakistan:

- Empowered young people to contribute views on issues affecting them to a real-time website via mobile phone polls conducted through the new U-Report PakAvaz application. Although still in its initial phase, the application has already built a user base exceeding 3,000 people.
- Obtained real-time feedback on the contents, condition and potential improvements of hygiene kits provided in humanitarian response, with 800 responses received by the end of November. This was the first time that UNICEF Pakistan accessed real-time feedback on emergency WASH supplies.
- Motivated, trained and supported polio front-line workers in hard-to-reach areas. Ten surveys of 13,700 front-line workers identified those who missed training, improved the quality of services and helped to improve payment methods so that 90 per cent of workers received their salaries on time.

UNICEF Pakistan assisted the Government of Punjab to develop a smartphone field-monitoring tool for course correction during MICS data collection, while Sindh produced an Android application to enhance the usability of MICS data. Both tools are being replicated in other sub-national MICS exercises.

To strengthen birth registration service delivery, UNICEF Pakistan entered a public-private partnership with the Punjab and Sindh governments and a national mobile phone service provider, Telenor. The pilot programme, which is taking place in three union councils, has demonstrated promising early results, with an 85 per cent increase in registration within 60 days of birth compared with the same period in 2014.

With UNICEF Pakistan support, the Balochistan Education Department developed tools to improve transparency, governance and efficiency, including an education management information system (the only one in Pakistan tracking individual students), a real-time monitoring system for district officials and a complaint-management cell. With these systems, officials at every level can respond quickly to inequities and gaps, and parents, students and teachers can register verifiable complaints. The real-time monitoring system is being rolled out by the Government and the complaint-management cell will soon be deployed.

### **Support to integration and cross-sectoral linkages**

As a foundation for integrated planning, UNICEF Pakistan developed cross-sectoral multi-year work plans for each province and area instead of individual sectoral plans.

Following UNICEF Pakistan advocacy, provincial and federal ministries of education acknowledged the importance of WASH facilities in schools to improve the retention and enrolment of adolescent girls. These authorities agreed to scale up and develop strategies adapted to local needs and based on UNICEF's Three Star Approach. The Three Star Approach for WASH in Schools is designed to improve the effectiveness of hygiene behaviour change programmes for children.

UNICEF Pakistan provided governments in cotton-farming areas with child protection, WASH, health and education support to mitigate the harmful effects of child labour through improved service delivery in focus districts in Punjab and Sindh.

After successfully supporting other provincial inter-sectoral nutrition strategies, UNICEF Pakistan helped to create a similar dialogue among sectors in GB and Punjab on leveraging activities for nutrition outcomes. In KP, more than 20 annual development plans were reviewed based on inter-sectoral strategies.

UNICEF Pakistan strengthened joint programming within and between health sectors and other sectors, for example through integrated WASH and polio services in urban areas at high-risk for polio, which provided WASH services and awareness, thereby decreasing vaccine refusals (see section on human rights).

UNICEF Pakistan also established health camps with provincial and district authorities that provide a complete package of interventions (i.e. routine immunization, antenatal care, nutrition counselling, etc.), adding value to polio vaccination. More than 400,000 people attended 1,857 health camps, reaching 10,000 previously missed children. Both interventions demonstrated the value of integrated services to increasing vaccine acceptance.

Given Pakistan's concentrated HIV epidemic, UNICEF integrated HIV prevention and referrals with maternal and neonatal services in high-risk areas. This included:

- training lady health workers to identify and refer 'at-risk' women.
- Fully integrating seven prevention of parent-to-child transmission (PPTCT) centres into existing hospital services.

This created an evidence base for advocacy for the implementation of an integrated HIV and maternal and neonatal strategy that accounts for the increasing resource constraints for HIV response.

## Service delivery

PATS eliminates open defecation by mobilizing communities to change social norms, creating demand for sanitation services. With UNICEF Pakistan support, 1.3 million more people were residing in open defecation-free villages in 2015. UNICEF Pakistan supported PATS through partners and increasingly through support to the development of the WASH sector master plans to help governments take programming to scale.

The Reach Every District (RED) approach was initially piloted in two Punjab districts (among 12 across Pakistan) in 2013 to improve routine immunization. Following evaluation, this approach was revised to include a strong equity focus and re-launched as Reach Every Community (REC). A 2015 evaluation found that RED/REC increased the proportion of fully immunized children by up to 22 per cent, leading to a request to scale up by including six additional districts in Punjab.

To implement the recalibrated polio strategy that focused on missed children, UNICEF Pakistan supported continuous community-protected vaccination by deploying 2,291 front-line workers (72 per cent female) in six tier-1 districts of KP and FATA. UNICEF Pakistan assisted the national EOC to rebrand the polio communications strategy, highlighting the role of vaccinators as community protectors to increase trust and improve access. This was implemented through UNICEF-supported COMNet staff training in 53 high-risk districts (2,152 staff, 44 per cent women) and engagement with religious and political leaders at all levels. This helped to reduce the number of children missed due to inaccessibility from 500,000 in 2013 to fewer than 16,000 in 2015.

In humanitarian response, UNICEF Pakistan played a critical role, supporting coordination as cluster lead and providing life-saving services to the most marginalized children in camps, communities hosting displaced populations, and drought-affected areas (see section on humanitarian assistance). Innovative approaches to empowering users, such as SMS feedback on humanitarian WASH kits were introduced (see section on innovation).

## Human rights-based approach to cooperation

As a member of the One United Nations Human Rights Task Force, UNICEF Pakistan contributes to technical support for human rights-based approaches in One United Nations planning and programming. In 2015, Pakistan submitted its country report to the Committee on the Rights of the Child. UNICEF (with the United Nations High Commissioner for Refugees (UNHCR) and the United Nations Office on Drugs and Crime (UNODC)) helped to develop an alternative report using the 2009 concluding observations and recommendations, coordinated with civil society to communicate child-rights priorities, and provided technical support on follow-

up. UNICEF supported the newly established National Commission on Human Rights to integrate the Paris Principles, and helped the federal Human Rights Division develop a national action plan for children aligned with the Convention on the Rights of the Child (CRC).

Attacks on schools in KP and FATA indicate the need for strong preventive measures. UNICEF Pakistan sponsored the attendance of government delegates at a Global Coalition to Protect Education from Attack forum to improve learning. UNICEF continued to compile reports on school attacks, enhancing the capacity of the Department of Education to develop a monitoring and reporting strategy. The reports also informed the development of government school safety plans.

In 2014, RED was renamed REC, recognizing that not all inequities were visible at the district level, district performance data was not necessarily disaggregated, and some communities were excluded from official counts and thus denied rights (e.g. migrants and slum dwellers). Using REC, UNICEF Pakistan applied an equity lens to increase immunization for these marginalized groups, promoting a rights-based approach. In 2015, implementation of REC began in five of 23 districts identified through a desk review of immunization rates (see section on service delivery).

In 2015, UNICEF Pakistan conducted outreach into underserved urban areas and helped create and strengthen WASH systems. More than 250,000 people benefited from direct support. In one polio high-risk area of Quetta (Balochistan), polio vaccine refusals – a bottleneck in polio eradication – fell from 300 to 7 after 20 settlements became free of open defecation.

### Gender mainstreaming and equality

UNICEF Pakistan trained 2,291 front-line polio workers (72 per cent women) in the highest-risk districts of KP and FATA on communication, vaccine-preventable diseases and alleviating common concerns. This effort helped workers continuously reach missed children. Empowering local women to persuade reluctant families increased women's participation in programme delivery from 35 per cent to 46 per cent in these districts.

With the United Nations Population Fund (UNFPA) and UNDP, UNICEF Pakistan supported the National Commission on the Status of Women to plan the first nationwide survey on violence against women to identify its prevalence and types, including against adolescents. UNICEF Pakistan will ensure strict ethical standards for surveyors and provide expertise in analysis and dissemination. The work will support UNICEF Pakistan assistance to the Government in developing national policies, frameworks and budgeting.

UNICEF Pakistan continued efforts to ensure that girls have equal opportunities and that girls' needs are taken into account in schools, thereby addressing the severe gender inequalities in education. Efforts included promoting supportive environments for adolescent girls (e.g. WASH in Schools), strengthening the abilities of 10,000 school management committees to enrol and retain girls and advocating for routes from non-formal to formal education. Community mobilization through the Every Child in School initiative led to 211,379 girls enrolled in primary school.

UNICEF participated in an Office for the Coordination of Humanitarian Affairs (OCHA)/United Nations Entity for Gender Equality and the Empowerment of Women (UN Women) pilot to improve gender-responsive strategic planning and monitoring in humanitarian situations. Humanitarian cluster projects, including those co-led by UNICEF Pakistan, demonstrated sound gender equality priorities. Gender is a crosscutting issue across all OPII SPAs, including SPA1

(access to services), which UNICEF Pakistan leads, and SPA6 (food and nutrition).

Following the mid-term review, UNICEF developed multi-year work plans specifically addressing equity, gender and human rights. To strengthen gender-focused programming, UNICEF recruited a gender specialist, pending visa clearance. A gender focal person in education represented UNICEF in the United Nations Inter-Agency Group on Gender Equality and the Inter-Agency Group on Gender and Development (donors and United Nations organizations), bringing UNICEF's equity focus into the discussions.

### Environmental sustainability

Water security is a critical issue in Pakistan and UNICEF Pakistan has begun working to streamline climate change adaptation and resilience in WASH. Several innovative solutions for environmental sustainability were piloted in 2015, including eight small-scale wetlands (at community/school level) in Sindh for wastewater treatment. At a cost of US\$150 each, these are cost-effective and scalable. Other innovations examined included kitchen gardening, solar operated water systems, DRR-compliant water systems, water safety planning and plantation and rainwater harvesting.

In 2015, an additional 1.3 million Pakistanis resided in open defecation-free environments due to the implementation of the community-led, equity-focused PATS programme in rural and urban poor environments. PATS seeks to achieve sustainability by changing social norms around sanitation. Increased demand for toilets in these communities suggests that norms are indeed beginning to change, thereby contributing to ending open defecation and fostering environmental sustainability. PATS also promotes safeguarding water sources and using local suppliers for sanitation goods where possible. The programme was implemented by 18 government and NGO partners in Punjab, Sindh, KP, FATA and Balochistan with a budget of US\$8.06 million (US\$6.20 per beneficiary). Development partners included the United Nations Human Settlements Programme (UN-Habitat, Plan International, WaterAid and Rural Support Programmes Network.

In 2015, UNICEF Pakistan assessed its environmental footprint for the first time, using the UNICEF environmental assessment tool and reporting on energy and resource consumption, travel and waste management. Measures to reduce the environmental footprint included information and communication technology (ICT) initiatives that helped to reduce non-essential travel. For example, chiefs of field offices now join one third of Country Management Team (CMT) meetings via videoconferencing. Initiatives were also undertaken to reduce energy consumption (e.g. LED lighting installed), waste and resource consumption (reusable commodities introduced) and travel costs (phasing out high-consumption soft-skin vehicles).

### Effective leadership

In 2015, the CMT agreed that a staff capacity assessment should be conducted to address the shift from humanitarian to development assistance. UNICEF Pakistan's education programme in Islamabad and four field offices conducted a pilot assessment, which led to the development and implementation of a capacity development plan for 18 education staff. Based on this pilot, the CMT plans to conduct a capacity assessment for the entire office in 2016.

Twenty of the 22 UNICEF Office of Internal Audit and Investigations recommendations that emerged from a 2014 audit were closed by October 2015, with the remaining two submitted for closure as of 31 December 2015.

The Business Continuity Plan and ICT Disaster Recovery Plan were updated to address changes in staff security and ICT infrastructure. The ICT Disaster Recovery Plan was also tested.

Based on the UNICEF Risk Policy, UNICEF Pakistan continued to conduct biannual risk assessments. Fourteen risks were identified in 2015, of which 10 were addressed through appropriate mitigation measures. The remaining four will be implemented in 2016. Examples of mitigated risks include: inadequate mechanisms for end-user supply monitoring, attacks against mobile field missions (improvised explosive devices, ambush, small arms fire, armed robbery), floods and earthquakes.

UNICEF Pakistan chaired the OPII Programme Monitoring and Evaluation Group and co-convened SPA1, (vulnerable and marginalized populations have equitable access and use of quality services). UNICEF Pakistan also co-chaired the OPII Provincial Steering Committee for Sindh Province and chaired the OPII provincial team.

As co-chair of the United Nations Operations Management Team, UNICEF spearheaded the implementation of the Business Operations Strategy to enhance cost-effectiveness and quality of back-office processes such as procurement, ICT, human resources, logistics, administration and finance to support the United Nations Development Assistance Framework/Delivering as One.

## Financial resources management

The CMT ensured timely preparations were made for the January 2016 transition to the Global Shared Services Centre in Budapest, Hungary. These preparations were simplified by the establishment of UNICEF Pakistan's Transaction Centre. This will reduce transaction costs by centralizing activities such as bank reconciliation preparation and invoice payments, including payment for programme activities, to improve financial analyses of programme inputs and monitoring of programme implementation.

On behalf of United Nations Development Group (UNDG) agencies, UNICEF Pakistan conducted a macro-assessment of the Government's financial management system and rolled out the harmonized approach to cash transfers (including training) for government partners. Micro-assessments were completed for 10 government implementing partners. UNICEF Pakistan also completed a countrywide partner mapping exercise and became fully compliant with the revised CSO guidelines, with effective assurance mechanisms in place. All CSO partners that received funding exceeding US\$500,000 were audited, and by 31 October 2015, 63 per cent of planned programme visits and 54 per cent of planned spot checks had occurred.

To improve the monitoring and focusing of resources, UNICEF Pakistan regularly reviewed and revised key performance indicators for financial management. Revised key performance indicators included:

- 100 per cent expenditure of the institutional budget with proportionate expenditure levels for each quarter.
- 100 per cent commitment and 83 per cent expenditure of regular resources (non-grant) by the end of the year with proportionate expenditure levels for each quarter.
- 100 per cent of other resources (grants) utilized within the original life of the grant.
- 3 per cent un-liquidated cash advances to implementing partners that are more than nine months old at the end of the year.

All bank reconciliation reports were submitted on time. UNICEF Pakistan met all deadlines for monthly/interim closure activities.

In 2015, US\$132.72 million (US\$34.84 million non-grant, US\$75.97 million other resources regular and US\$21.90 million other resources emergency) were allocated, of which US\$124.5 million (93 per cent) was utilized by the end of the year.

US\$24.7 million of direct cash transfers was released to implementing partners.

## Fundraising and donor relations

UNICEF Pakistan made significant progress towards strengthening relationships with donors, both locally and globally. Donor field visits and briefings, coupled with regular updates, fundraising documents and reports, significantly increased support. UNICEF Pakistan organized an event to reflect on progress that was attended by major donors, which increased programme convergence following a multi-sector fundraising approach. UNICEF Pakistan also successfully negotiated multi-sector contributions from the United Kingdom Department for International Development (DFID), USAID and the Danish International Development Agency (DANIDA) and continued to attract funding under Delivering as One.

The UNICEF Pakistan resource mobilization strategy guides relationships and interaction with public and private donors. Through engagement led by top management, UNICEF mobilized US\$73.74 million, of which US\$35.82 million was received as other resources. A total of US\$16.6 million went to regular programming – including US\$11.84 million (more than 71 per cent of other resources regular) for polio eradication – and US\$19.22 million for humanitarian action. More than half of funds came from public sector donors.

UNICEF Pakistan raised 88 per cent of the planned other resources ceiling in the UNICEF Pakistan's Country Programme Document and utilized more than 76 per cent of allotted funds. Major donors included Canada, Denmark, the European Commission, the Kingdom of Saudi Arabia, Sweden, the United Kingdom, the United States, the Central Emergency Response Fund, Pakistan One Fund and Gavi. With the support of the UNICEF Division of Private Fundraising and Partnerships, private-sector donors were actively engaged, yielding funding from the Bill & Melinda Gates Foundation, the IKEA Foundation and Telenor.

Rigorous monitoring mechanisms were implemented for donor reporting, and schedules were shared quarterly and monthly. To improve quality and timeliness, four trainings were organized for nearly 100 staff members on effective fund management, quality reporting and result-based reporting. UNICEF Pakistan has clear reporting workflows, with mandatory steps for timely and transparent information flows. UNICEF Pakistan managed 92 contributions from 38 donors (18 public sector, 12 private sector and eight other/multiple donors). Of the 75 donor reports due in 2015, 74 were submitted on time, and only one was submitted late.

## Evaluation

UNICEF Pakistan continued to manage evaluations through a vibrant consultative process that ensured compliance with the highest quality standards. A smooth transition from the Integrated Monitoring and Evaluation Plan to the Plan for Research, Impact Monitoring and Evaluation format occurred, with all programmes participating. This helped plan for better use of research and evaluation and supported the timely costing of key initiatives.

All evaluations were followed by management responses, most of which achieved 100 per cent

completion for committed actions. The preparation of management responses was helpful, as it required reflection before committing to actions. For example, although the 2014 evaluation of the Norwegian Pakistan Partnership Initiative project addressed recommendations to the Government, UNICEF Pakistan committed to follow up on this with advocacy, helping collaborators remain engaged even after the project ended.

The utility of the mid-term evaluation of the IKEA Foundation project on child rights in cotton farming areas was evident even before the report was completed. The evaluation generated thorough discussions among key stakeholders on the Theory of Change, results indicators and programme design.

With more programmes keen on learning from evaluative evidence, the number of evaluations increased from two in 2014 to five initiated in 2015. Following the advice of senior management, quality assurance checks were conducted through field observation, with due regard for evaluation independence and impartiality.

In 2015, UNICEF Pakistan took a new turn towards impact evaluations for child protection, WASH and nutrition, moving towards more robust methods such as randomized control trials to evaluate attributable results. UNICEF Pakistan also began evaluating humanitarian work in Sindh using the methodology for evaluation of humanitarian action.

As a result of UNICEF advocacy and ongoing capacity development, the Government of Punjab committed to developing a provincial evaluation policy with UNICEF Pakistan's technical support.

### Efficiency gains and cost savings

Quarterly travel plans enhanced field planning and coordination and guided UNICEF Pakistan in the advanced booking of air tickets, leading to a cost savings of approximately US\$20,000. Two travel agents were engaged, and quotations were compared for lowest fares, leading to approximately US\$25,000 in savings. UNICEF Pakistan received US\$27,833 from other United Nations organizations against the rental of field-office premises.

UNICEF Pakistan actively pursued approaches to reducing its carbon footprint and thereby also achieving savings. The use of LED lights is expected to reduce annual electricity consumption by 40 per cent. A purchase order of US\$90,000 was placed for a solar power plant expected to reduce carbon emissions by 36,955 kilograms per year. The office is expected to save US\$25,000 annually on electricity bills as a result. Improved communication facilities for meetings and trainings helped reduce air travel (international and domestic) from 175 to 125 staff members per year, saving approximately US\$35,000.

UNICEF Pakistan established several LTAs related to the procurement of ICT-related supplies and services, including hardware for implementing partners and Internet services. These LTAs, which are also available for use by other United Nations agencies, resulted in 20 per cent savings in costs and staff time.

In 2015, UNICEF Pakistan reviewed and revised its security arrangements, reducing the number of security advisors and guards without compromising staff and premise security. One international field post in Quetta was abolished, reducing staff costs by US\$150,000. The number of guards was reduced by eight without compromising the security of the premises, resulting in cost savings of US\$24,000. Due to the security situation in some areas and the

related implementation of security mitigation measures, the use of staff-owned vehicles for official use was permitted, reducing travel, driver daily-subsistence allowance and vehicle maintenance costs by US\$40,000.

## Supply management

UNICEF Pakistan extended its procurement services to the Government and third parties, and administered the highest volume globally for UNICEF for the fourth year in a row. Services included the provision of technical and institutional support, capacity building on supply chain management, advocating for funds mobilization, the establishment of new memoranda of understanding and the delivery of quality health products. A major aspect of procurement was support for vaccination, in particular for the Government of Pakistan (federal and provincial levels), the Polio Eradication Initiative and routine immunization.

UNICEF Pakistan also provided significant technical support on vaccine and supply management, helping to establish a sustainable vaccine management system for the Federal Expanded Programme on Immunization (EPI), with the provision of the WHO pre-qualified cold chain. In 2015, the first World Bank -funded procurement service memoranda of understanding related to nutrition goods was signed with provincial governments, representing a shift towards support that also includes nutrition. This reflected a highly effective partnership between governments, technical partners and donors. UNICEF Pakistan's role was important in building a bridge between government partners, donors and programmes and ensured the successful implementation of complex projects and the timely supply of sensitive goods.

The highlights of the supply component of the Country Programme included the following:

- Existing LTAs ensured that UNICEF was prepared to respond to the October earthquake without requiring surge staff.
- Continued use of the dashboard helped enable timely action and efficient supply processes.
- A supply consultant visited all four provincial offices to align supply practices.

By using WFP warehouses in Peshawar, KP, and Quetta, Balochistan, UNICEF's logistics operations provided timely and efficient responses when required. In partnership with the Government, UNICEF initiated work on the construction of 16 warehouses. The work on 10 warehouses was completed in 2015 using US\$2.6 million in Gavi funds.

UNICEF stock valued at US\$14.54 million was distributed as well as Ready-to use Therapeutic Food .

Restrictions on the import of essential drugs remained a challenge, with the processing of exemptions becoming increasingly cumbersome. With devolution, provinces have different requirements, and UNICEF faced challenges in obtaining general sales tax exemptions for overseas suppliers. However, a close relationship with the Pakistan Ministry of Foreign Affairs helped ensure its cooperation and assistance.

<b>UNICEF Pakistan 2015</b>	<b>Value in US\$</b>	
<b>Programme</b>	<b>Programme Supplies</b>	<b>Services</b>
Health and nutrition (incl. polio)	18,651,543	6,722,938
Education	2,624,388	134,244
WASH	1,414,993	1,534,248
Child Protection	258,592	252,289
Programme monitoring and evaluation	102,069	288,401
Cross-sector	260,490	1,769,213
<b>Total</b>	<b>23,312,075</b>	<b>10,701,333</b>

UNICEF Procurement Services were integral to programme service delivery and capacity building for EPI, polio and nutrition. UNICEF ensured the timely provision of strategic essential goods, provided significant technical and institutional support to the Federal EPI and supported capacity building on vaccine and supply chain management in partnership with other international partners.

### Security for staff and premises

The security situation in Pakistan remained volatile and unpredictable in 2015. To ensure that programmes could continue to be carried out, including in high-risk areas, UNICEF Pakistan implemented the following risk mitigation measures:

- Reviewed, enhanced and maintained the existing physical security of the premises in Islamabad, Lahore, Peshawar, Quetta and Karachi, attaining 100 per cent compliance with United Nations Minimum Operating Security Standards.
- Continued providing Safe and Secure Approaches to Field Environments (SSAFE) training to staff, including newly joined staff, so that 94.5 per cent of staff have received the training.
- Provided in-house armoured-vehicle training for drivers, which enhanced their skills, helped prevent road accidents and reduced maintenance issues.
- Strengthened coordination with the local police and the military, especially in Balochistan, KP and FATA, for access to high-risk areas and to obtain non-objection certificates for field missions.
- Integrated security into every programme from planning onwards, allowing for the timely review of mitigation measures and the efficient allocation of limited security resources, ensuring that missions are carried out with risks reduced in accordance with programme criticality.
- Continued to ensure that systems were in place for the security of polio workers, including by establishing systems for access analysis and support.
- Streamlined the team of security advisors; assessed the international security post in Quetta, which was found to be redundant to the national position and was abolished. National security officer positions were filled in Karachi and Islamabad.
- Streamlined guard forces without compromising the security of the premises with a cost reduction of about 10 per cent.

Partly due to these mitigation measures, there were no significant incidents that impacted UNICEF Pakistan operations in 2015. Only two minor incidents (theft and armed robbery) occurred in Karachi that impacted the security of staff and resulted in the loss of a UNICEF laptop.

## Human resources

UNICEF Pakistan invested in staff development in 2015, filling 27 per cent of new positions (a total of 30 new positions) from internal staff. Thirteen staff members undertook stretch assignments/mission support in other UNICEF offices, including emergency duty stations. Group learning occurred in the areas of programming, policy and procedure, strategic planning and the Virtual Integrated System of Information (VISION). Individual learning focused on management, technical, competencies and advocacy.

At the end of 2015, UNICEF Pakistan had 319 staff located in Pakistan: 11 per cent international professionals, 47 per cent national officers and 42 per cent general service staff. To accommodate polio needs, a programme budget review realigned resources to have 29 new fixed-term posts, 15 fewer temporary posts and five fewer fixed-term posts.

Performance management included rigorous follow up and support, and was a key CMT indicator in 2015. By February 2015, the Performance Evaluation Report 2014 completion rate was 52 per cent and with follow-up had increased to 90 per cent by the start of the second quarter. The action plan following the Global Staff Survey focused on improving personal empowerment, professional development, performance management, work/life balance and transparency. Senior management re-emphasized ethics awareness and sessions were conducted in all offices, with 100 per cent staff compliance on the e-course.

Leading the One United Nations Human Resource Working Group, UNICEF Pakistan achieved US\$30,700 cumulative cost savings for 19 member agencies through the joint recruitment portal and talent management system. In 2015, 647 jobs were posted (including 15 per cent UNICEF jobs) and 379,558 applications were managed (including 22 per cent UNICEF applications).

Common employee exit guidelines supported the development of staff retention strategies. The new Business Operations Strategy focused on cost savings and quality through common rosters, improved gender ratios and common recruitment outreach.

To ensure human capacity in emergencies, UNICEF Pakistan maintained updated job descriptions and rosters for key functional areas and staff with emergency experience.

## Effective use of information and communication technology

In 2015, the ICT Unit provided innovative, timely, reliable and secure information technology solutions to UNICEF Pakistan, thereby increasing the effectiveness of programme delivery. In addition, in 2015, UNICEF Pakistan deployed RapidPro to support mobile phone applications, including tools for real-time programme monitoring (piloted with WASH), M-Health for polio front-line monitoring and U-Report PakAvaz for youth participation and engagement (see section on innovation).

Increased use of cloud-based applications (Microsoft Outlook, Office 365, OneDrive, TEAMS) enhanced staff productivity, eased collaboration and prepared staff for working remotely in emergencies. With cloud computing, remote access to corporate email increased and is now at 100 per cent (all staff and consultants).

All global information technology projects released by the Information Technology Solutions and Services Division were completed on time, including Windows Server 2012, Windows 8.1, firewall upgrade and ICT office profiles. The use of Skype for Business, videoconferencing and teleconferencing was promoted to increase collaboration and reduce travel costs. The establishment of seven LTAs for the procurement of ICT supplies and services resulted in US\$32,000 in cost savings on ICT supplies for programmes and a 75 per cent reduction in staff time.

UNICEF's social media strategy focuses on key influencers, contributing to a web/social media impact in the top 10 per cent for country offices. The UNICEF Pakistan website had an average of 478 sessions per day, the Facebook page had nearly 220,000 fans, and the Twitter account had 23,500 followers in 2015 (see section on external communication).

The Business Continuity Plan and the Information Technology Disaster Recovery Plan were reviewed and updated. The Internet services available in Pakistan were evaluated to select two Internet service providers to provide reliable cost-effective services in all offices. Internet bandwidth was increased in all five offices as per business needs. The Business Operations Strategy was developed in 2015 to define how UNICEF Pakistan will work with other agencies in the areas of common information technology procurement, Internet and mobile services, and will be implemented in 2016.

## Programme components from Results Assessment Module

### ANALYSIS BY OUTCOME AND OUTPUT RESULTS

#### OUTCOME 1 Health and nutrition

##### **Analytical statement of progress:**

The Government health sector has continued to struggle with bottlenecks since devolution. Although the MoNHSRC was established in 2013, roles and responsibilities remain undefined. Insufficient technical capacity, high staff turnover and less than 1 per cent of gross domestic product spent on public health sector financing, are major constraints. Child mortality remains virtually unchanged, while neonatal mortality is high and stagnant. Community-based services for prevention and treatment are weak, with issues related to supply and demand. Essential interventions for safe delivery and quality newborn care are still not at scale. The evolving private health sector (72 per cent of the population) is unregulated and sector data is unaccounted for. Moreover, with no continuing medical education regulation, service quality is doubtful.

In line with regional and national priorities related to reducing the number of child deaths, the UNICEF Pakistan health programme continued to support the Government to improve newborn care and routine immunization through strong partnerships and through the use of data from the National EVM Assessment Study, the Every Newborn Action Plan (ENAP) bottleneck analysis, and project evaluations.

UNICEF Pakistan's newborn care interventions are guided by the Global ENAP 2014. This was recognized as a public health priority by the Government through the National Vision 2016–2025 for coordinated priority actions, which was ratified by all provinces/areas. The ENAP was rolled out at the provincial and national levels, three provincial newborn survival strategies were finalized, essential newborn care was scaled up and strengthened, and WHO, UNICEF and UNFPA provided technical guidance to help national, provincial and area governments develop

one-year action plans. The provinces/areas are receiving technical guidance to develop reproductive maternal neonatal child adolescent health (RMNCAH) strategies for 2016–2020, to be costed and consolidated for resource mobilization. Partnerships with stakeholders, particularly around the ENAP, were strengthened. UNICEF Pakistan had a convening role, bringing together WHO, USAID, MCHIP, Save the Children, the Mercy Corps Research and Advocacy Fund, PATH, JSI, United States Pharmacopeia, subject experts and government partners with the MoNHSRC in a stewardship role.

Vaccination coverage increased from 35 per cent in 1990 to 54 per cent in 2012 (Pakistan Demographic and Health Survey 2012–2013), with large disparities remaining. The percentage of children not receiving any basic immunization decreased from 28 per cent to 5 per cent, while full immunization coverage (eight antigens) varied dramatically. Low immunization coverage is related to inequities, and the EPI is weak and under-resourced. This leads to frequent disease outbreaks and the ongoing transmission of wild poliovirus.

UNICEF Pakistan provided planning, monitoring, resourcing, supply chain and improved governance support to the Federal EPI. On the demand side, the work focused on advocacy and social mobilization for the introduction of new vaccines and measles supplementary immunization activities. An evidence-based National Immunization Communication Strategy was developed with UNICEF support. UNICEF and WHO advocated with the Government to strengthen the Federal EPI for effective routine immunization programming. This support continued to launch the inactivated polio vaccine in the national routine immunization schedule during 2015. Pakistan now has the National EPI Policy 2015, with multi-year work plans covering 2014–2018 as well as costed EVM improvement plans. These emerged from strong partnerships with WHO, Gavi, donor agencies (USAID, the Japan International Cooperation Agency and the World Bank) and technical experts.

Following the high number of polio cases in 2014, the Global Polio Eradication Initiative, under government leadership, shifted focus towards missed children. UNICEF Pakistan supported more than 4,600 front-line workers in continuous community protection vaccination, focusing on recruiting female workers and supporting the EOCs. A revamped polio communications strategy, *Sehat Muhafez*, targeted the highest-risk communities and reinforced the critical role of vaccination and vaccinators as local community protectors. The number of children missed due to inaccessibility fell from 500,000 in 2013 to fewer than 16,000 in October 2015. Polio cases declined from 306 in 2014 to 51 as of 21 December 2015.

To help address Pakistan's high rates of stunting and improve accountability and coordination, the UNICEF Pakistan nutrition programme is working with sister agencies to help provincial planning and development departments in all four provinces establish Scaling Up Nutrition coordination mechanisms. UNICEF Pakistan and partners supported the MoNHSRC to focus attention on IYCF through a national technical working group and subsequent IYCF strategy development and endorsement. UNICEF Pakistan also assisted the Government to establish the Vitamin A Taskforce and the National Fortification Alliance. In GB and PAK, UNICEF Pakistan focused on multi-sector nutrition strategy development. GB recently endorsed a strategy, and implementation plans are under development. In Punjab, KP, FATA, Balochistan and Sindh, UNICEF Pakistan provided technical advice and procurement support. In humanitarian contexts, UNICEF Pakistan screened nearly 1.8 million children for malnutrition, treated more than 112,000 severely malnourished children and supported 400,000 pregnant and lactating women with micronutrients.

UNICEF Pakistan provided technical inputs that included children's perspectives to the Pakistan

AIDS Strategy, as well as capacity building support for government service delivery for the most marginalized children. The Pakistan AIDS Strategy includes recommendations for scaling up AIDS treatment that incorporate WHO's recommendations for treating all HIV-positive children under 5 years. The Strategy also includes antiretroviral prophylaxis for infants born to HIV-positive mothers. In the context of HIV prevention, treatment and care interventions, UNICEF Pakistan works very closely with the Joint United Nations Programme on HIV/AIDS (UNAIDS) and all UNAIDS co-sponsoring agencies, as well as with the Government, the Association of People Living With HIV and AIDS, the Global Fund to Fight AIDS, Tuberculosis and Malaria, as well as other donors.

UNICEF's contribution to Pakistan's health sector, in all its interventions and support for newborns, immunization and HIV and AIDS specifically, as well as RMNCAH generally, strongly accounts for the interests of girls, boys and women, especially the most vulnerable and marginalized in the most remote and disadvantaged areas of Pakistan.

**OUTPUT 1** By 2017, caregivers of children under 5 years continue to accept and demand polio vaccination and have access to quality vaccines that will contribute to polio eradication.

**Analytical statement of progress:**

The global eradication of polio is heavily dependent on interrupting transmission in Pakistan's remaining reservoirs during the 2015–2016 campaign season. In 2015, the Government and partners agreed on a paradigm shift away from focusing on covered children to reaching continuously missed children and to placing front-line workers at the centre of the effort. Under the Government's National Emergency Action Plan 2015–2016, UNICEF Pakistan, in collaboration with Global Polio Eradication Initiative partners (WHO, the Bill & Melinda Gates Foundation, the CDC and Rotary International), supported the provision of vaccines, communications and social mobilization, and the deployment of human resources to support campaigns through the five national and provincial EOCs led by the Government of Pakistan.

In 2014, the number of cases of wild poliovirus in Pakistan rose to 306. By October 2015, the number of children missed due to inaccessibility fell from 500,000 in 2013 to fewer than 16,000 children, and the number of cases fell to 51. The UNICEF Pakistan contribution included more than 4,000 workers for continuous community protected vaccination in highest-risk districts in FATA and KP. A total of 2,291 of these workers (72 per cent female) were deployed in very high-risk areas. The programme aims to increase the number of female front-line workers and enhance women's participation. Gender equality is an indicator in the recruitment of field monitors and management staff. With UNICEF technical and financial support, the polio programme deployed 4,637 staff, including 55 per cent women. UNICEF-supported communication network staff members were also realigned in the very high-risk union councils.

Communication networks focused on highest-risk districts led to the development of a revamped polio communications strategy, *Sehat Muhafez*, which is being rolled out with the EOC, reinforcing the critical role of vaccination and vaccinators as local community protectors in highest-risk communities. A second KAP study will be conducted by Harvard University in December. In addition, 4,463 Areas-in-Charges (local government officers) in all 42 tier-1 and tier-2 districts received trainings and revamped materials from 149 retrained master trainers to further strengthen the knowledge and skills of front-line workers. To further target zero-dose children, 1,857 health camps were conducted for 480,538 beneficiaries, reaching 10,000 zero-dose children.

UNICEF Pakistan maintained an effective vaccine supply of oral poliomyelitis vaccine, and the

supplementary immunization schedule was implemented without interruption with 390 million doses in 2015. Weekly stock reporting was initiated from district to federal level, and national immunization day wastage rates were about 6 per cent with provincial rates between 4 and 11 per cent.

**OUTPUT 2:** Public duty bearers at national, provincial and district levels are making evidence-based policy and budget decisions about health and nutrition services that benefit the most disadvantaged children and women.

**Analytical statement of progress:**

The UNICEF Pakistan health programme continued efforts to decrease preventable child deaths, supporting Pakistan's national commitments under A Promise Renewed. UNICEF's key goal in Pakistan remains saving newborns and improving routine immunization of girls, boys and mothers/women. Progress towards these interventions ranged between constrained and on track.

Support to MoNHSRC and provincial and area departments of health focused on policy generation. The Government organized consultations with departments of health and other stakeholders, generating consensus for the endorsement of a 10-point National Vision for coordinated priority actions to address challenges related to RMNCAH in 2016–2025.

Working with the Government, UNICEF Pakistan planned and improved newborn care support holistically, based on a 2013 bottleneck analysis. The development of action plans continued to respond to identified gaps in essential newborn care and health system building blocks. Punjab and Sindh developed strategies, and work is in progress in other provinces and areas. Punjab developed essential newborn care action plans, including plans on helping babies breathe, the use of chlorhexidine, uniform guidelines and resource centres in four hospitals. The Helping Babies Breathe model was implemented in seven districts. In Sindh, the operational plan was under development. Integration of vertical health programmes is progressing, but little progress was made towards integrating health with nutrition, WASH, education and child protection programmes. Though UNICEF Pakistan continues to advocate for integration and is leading the effort through multi-sectoral projects like Polio Plus (Canadian International Development Agency) and initiatives by DANIDA and the IKEA Foundation, robust advocacy is needed.

Strengthened advocacy and technical assistance for evidence-based policy and budgeting in public health by UNICEF Pakistan and other stakeholders led to the approval of the National EPI Policy in 2015 and the development of costed EVM implementation plans for four provinces and one area.

Renewed advocacy and technical assistance was provided for RED/REC to increase routine immunization and reach the most marginalized. Thirteen districts have been implementing the approach since 2013, and this is being scaled up to 10 additional districts facing the greatest inequities.

Nine PPTCT centres (seven in Punjab and one each in KP and Balochistan) run by provincial departments of health integrated PPTCT and paediatric HIV care into hospital services. The indicator for this activity has been closed, since it is expected that the Government will continue the work and scale up where required.

With Government leadership, UNICEF Pakistan partnered with WHO, UNFPA, and international

development partners, including Gavi and the Global Fund to Fight AIDS, Tuberculosis and Malaria, to coordinate and complement support.

**OUTPUT 3:** Public duty bearers with strengthened capacity are delivering quality integrated health and nutrition services in communities and facilities reached by the most disadvantaged mothers and children.

**Analytical statement of progress:**

Technical assistance and capacity building to reduce child deaths are mainstays of UNICEF support and are coordinated with stakeholders, including USAID, the World Bank, Gavi, the UK's Department for International Development, the Australian Agency for International Development, the Global Fund to Fight AIDS, Tuberculosis and Malaria, United Nations agencies, CSOs and government structures. Health interventions focus on services for all girls, boys and women specifically, and as they strengthen health systems, also serve males.

Measles supplementary immunization activities were completed in 2015 with 97 per cent coverage. To fill gaps in cold chain system storage capacities, UNICEF Pakistan, with Gavi support, is constructing/renovating 19 EPI warehouses, of which seven are complete. UNICEF supported the process of standardizing cold chain equipment, for procurement by EPI programmes. To follow up on the implementation of costed EVM plans, UNICEF Pakistan supported EVM secretariats at federal and provincial EPI offices and will support the plans until allocated funds are received.

Following UNICEF advocacy, the provincial/area departments of health were re-oriented on the RED/REC strategy to target neglected communities with routine immunization in 23 districts. All relevant staff (more than 7,000) were trained.

At the provincial level, ENAPs include components on safe delivery by skilled birth attendants. Building upon national and provincial bottleneck analyses carried out in 2013, UNICEF Pakistan continued to support provincial departments of health to roll-out capacity building of health care providers in aspects of new-born care. Approximately 2,500 health care providers have been trained and have started applying their learnt knowledge and skills, whilst being monitored by the Department of health and other relevant programmes.

Training for skilled birth attendants is needed to decrease maternal and newborn mortality but without reliable and regular data on births in the lowest wealth quintile, that indicator was closed.

Amid ongoing discussions about sustainability with departments of health, support for the Mother and Child Week initiative continued. Post-devolution, the Lady Health Worker programme, which delivers the initiative, is facing programmatic and financial challenges. A critical review was initiated in Punjab in 2015 with UNICEF support, while USAID was carrying out the Sindh Lady Health Worker programme review. This will highlight issues, help improve post-devolution service delivery and incorporate mother child weeks into regular programming.

National and provincial AIDS control programmes have a total of 10 PPTCT centres across four provinces, and capacity building of healthcare providers in selected districts continued to strengthen service provision and referral of suspected HIV-positive pregnant women. Of the estimated 1,700 HIV-positive pregnant women, 5.6 per cent (95) received PPTCT services. An evaluation of the PPTCT programme is underway to guide programming and overcome constraints.

**OUTPUT 4:** Caregivers and children are practicing an essential set of behaviours ensuring a continuum of health and nutrition care, especially for children and mothers.

**Analytical statement of progress:**

RED/REC implementation will support improved immunization coverage under EPI by making communities aware of their roles and responsibilities. This was modelled in two Punjab districts, where solutions were identified with stakeholders, including district health departments and WHO. An integrated model of EPI and the Lady Health Worker programme for immunization service delivery was introduced, with several innovations around planning, monitoring and reporting. A third party evaluation found that the share of fully immunized children increased to 58 per cent in Muzaffargarh District.

The National Immunization Communication Strategy was finalized based on a government KAP and behaviour EPI survey and work was initiated on provincial/area communication action plans.

UNICEF Pakistan continued to support the Government to develop and implement a communication and social mobilization strategy for pneumococcal conjugate vaccine (with Gavi support) in Balochistan and GB. All governments were supported to prepare and implement advocacy, communication and social mobilization plans to increase demand for measles vaccines, which contributed to raising awareness among duty bearers and communities. Though a one-time effort, this will be reinforced by routine immunization communication action plans.

The inactivated polio vaccine was launched nationally and UNICEF Pakistan continued to support its introduction into the national routine immunization schedule. The convergence of EPI and the Global Polio Eradication Initiative is an important opportunity to strengthen routine immunization. Efforts have begun in communication (through polio ComNet), monitoring and reporting.

There is an acute need for capacity building of provincial and district governments in C4D. Efforts continued in 2015 to strengthen the MoNHSRC Communication, Advocacy and Health Education Unit.

A Punjab maternal, newborn and child health (MNCH) communication strategy was incorporated into the national reproductive, maternal, neonatal, child and adolescent health (RMNCAH) programme, and in Balochistan an integrated MNCH strategic communication strategy was developed, but operational plans were delayed due to limited capacities. Information, education and communication materials were developed around ENAP interventions, which are being modelled in different provinces through a Government-led partnership that includes MCHIP, Save the Children, USAID, JSI, Johns Hopkins Program for International Education in Gynecology and Obstetrics, and Mercy Corps.

UNICEF Pakistan's support in the areas of HIV prevention and treatment remain critical to maintaining community outreach to high-risk groups. In total, 2,486 women of the 4,000 targeted were screened and tested through social mobilization. Of these, 14 women were determined to be HIV positive and received referrals. The Government and other stakeholders are using the National HIV Communication Strategy for guidance.

All communication strategies are directed towards the general population, specifically women, to benefit both girls and boys, as well as addressing inequities that contribute to the strategic

priority of decreasing child deaths, with a particular focus on routine immunization and newborns.

**OUTPUT 5:** Public and civil society duty bearers with strengthened capacity are reducing disaster risks, as well as planning, preparing, and effectively responding to disasters, in accordance with UNICEF Core Commitments for Children in Humanitarian Action.

**Analytical statement of progress:**

UNICEF Pakistan prepared health emergency preparedness and response plans within the framework of the Core Commitments for Children in Humanitarian Action (CCCs) in 2015, which will be shared with provincial/area governments. Contingency project documents and programme cooperation agreements were also drafted. Timely contingency planning included the pre-positioning of contingency stocks for immediate emergency response. The UNICEF Pakistan health section engaged closely with the health cluster led by WHO by planning and coordinating implementation with WHO, UNFPA, cluster partners and the MoNHSRC National Health Emergency Preparedness and Response Network.

In 2015, government and humanitarian partners, including UNICEF Pakistan, provided support to 1,768,500 internally displaced persons (IDPs). With USAID funding, UNICEF Pakistan supported quality critical health services in IDP camps for maternal and newborn care. During that period, there were no neonatal or maternal deaths in camps. UNICEF Pakistan strengthened the women and children's hospitals in Bannu and Karak districts to provide maternal and newborn care. In addition, the EPI for measles vaccination achieved 102 per cent of targeted coverage. Community health services were provided through mother and child days, reaching 300,000 people affected by conflict and floods (in 274 union councils in KP, FATA and Punjab) with life-saving services, commodities and health education. As families return home, services in KP IDP camps will be phased out, and UNICEF Pakistan will strengthen services in areas of return with funding from the Swedish International Development Cooperation Agency and working through the Government and partners. Other cluster partners, including UNFPA, WHO and national and international NGOs also provided services to internally displaced persons through a coordinated response.

Community-based disaster risk management capacity development continued at provincial and district levels to lay the groundwork for further advocacy. UNICEF Pakistan supported the training of 135 provincial trainers in all provinces, as well as 3,525 staff in disaster-prone districts. Capacity-building on DRR will engage departments of health to identify and integrate disaster risk information management system health indicators into district health information systems and develop disaster risk management plans with specific measures and actions for children (girls and boys) and women. An indicator for measuring preparation was therefore added. Feedback from provincial governments indicated that integrating the two systems will require more time for preparation and technical assistance, and though work will continue, the indicator has been closed for now. The process is slow and challenging due to the high turnover of government counterparts and the low priority accorded to DRR. Focus therefore remained primarily on capacity development and enhancing understanding. Health inputs were also provided to the UNICEF Pakistan DRR strategy, which is now being finalized.

**OUTPUT 6** By 2017, public duty bearers at national, provincial and district levels are making evidence-based policy and budget decisions about health and nutrition services that benefit the most disadvantaged children and women.

**Analytical statement of progress:**

In 2015, the UNICEF Pakistan nutrition programme capitalized on the multi-sectoral nutrition strategies prepared in 2014 by all four provinces by establishing accountability/coordination mechanisms in planning and development departments. It is anticipated that with these strategies, planning and development departments have taken the lead on including nutrition-sensitive interventions in departmental work plans for non-nutrition sectors. This should lead to an increase in funding for gender-focused, equity-based activities, both within the nutrition sector and in sectors such as WASH and health, which relate to nutritional status and therefore increase the number of vulnerable women and children who receive support. In 2015, UNICEF, WFP and WHO jointly sought and received funding to support this next step, with each agency taking accountability for specific provinces/areas. UNICEF Pakistan led in KP, FATA, GB and PAK. In KP, this entailed support for rolling out activities under its multi-sectoral plan. However, the Provincial Government has indicated that it will first pilot the activities in two districts before fully rolling them out. Strong advocacy will be needed in KP to keep the process moving; progress will be reported in 2016 using a new indicator. Support for developing reasonable financial tracking mechanisms will be vital moving forward. The development of the multi-sectoral nutrition strategy for PAK and GB was an operational target in 2015. GB endorsed a multi-sector strategy in November 2015, but PAK has still not endorsed the strategy.

The management structure for nutrition remains inefficient at the federal level, with both the Planning Commission and the MoNHSRC often jointly participating in all nutrition-related committees and attending every regional or international meeting. While there is greater clarity on roles and accountabilities, formal separation is needed. In addition, there is no federal or provincial structure for coordinating non-emergency nutrition work, which is increasing in importance, though there is strong coordination for emergencies. The only coordination platforms available for developmental interventions are the Nutrition Development Partners' Forum, in which the Government does not usually participate and the Scaling Up Nutrition Country Taskforce, which is led by the Planning Commission.

**OUTPUT 7** Public duty bearers with strengthened capacity are delivering quality integrated health and nutrition services in communities and facilities reached by the most disadvantaged mothers and children.

**Analytical statement of progress:**

In Punjab and KP, there was a shift towards government implementation of community-based management of acute malnutrition (CMAM) programmes. UNICEF Pakistan financed and supported the Government to disseminate new CMAM guidelines, federally and provincially, in 2015. UNICEF Pakistan also conducted trainings on CMAM, IYCF in emergencies and rapid survey methodologies for emergencies. These activities strengthened the capacities of more than 12,000 people to deliver quality CMAM interventions.

In 2015, UNICEF Pakistan supported health camps to simultaneously increase polio reach and deliver nutrition and other services to highly disadvantaged communities. Community-based delivery ensures that girls and boys under 5 years have easy access to a multiplicity of services and evens out gender bias where parents may give boys preferential treatment in formal health systems.

UNICEF Pakistan and key nutrition partners (WFP and WHO) conducted a review of the CMAM programme in November 2015. With broad stakeholder representation, this process improved the knowledge and delivery of Pakistan's largest nutrition programme and ensured that challenges are addressed and that quality is improved.

Pakistan still lacks national vitamin A supplementation guidelines. These guidelines are critical to addressing persistent issues related to importation and administration to mothers, particularly those who recently delivered, and to administration with measles vaccination. UNICEF Pakistan signed a Memorandum of Understanding with the MoNHSRC to provide technical and financial support to establish a taskforce on vitamin A that would be convened by the Government and include the participation of key stakeholders. This will lead to and technically support the development of guidelines.

UNICEF Pakistan and partners are part of the newly formed National Fortification Alliance, for which inception work has taken place. The fortification of wheat flour with iron will increase the reach of anaemia programmes to include every community using market channels and can be used in supplementary feeding and by the food industry. Rollout began in 2015 through work with flour millers.

Following continuous advocacy, in 2015 the Federal EPI cell adopted a modified vitamin A supplementation strategy, with field data collection tools and reporting and capacity building of care providers. This resulted in more accurate reporting and the rational distribution of stocks to minimize coverage gaps.

UNICEF Pakistan began work to ensure that the District Health Information System (DHIS) collects standardized IYCF indicators. In December, UNICEF Pakistan held a provincial/federal workshop for stakeholders and is working with WASH colleagues to ensure that WASH indicator(s) are measured in Sindh, where joint stunting reduction work is underway. In 2016, UNICEF will explore multi-sector inputs into DHIS in other provinces.

**OUTPUT 8** Caregivers and children are practicing an essential set of behaviours ensuring a continuum of health and nutrition care, especially for children and mothers

**Analytical statement of progress:**

The only channel through which there is consistent access to mothers/caregivers is at service delivery points such as CMAM sites and through lady health workers. These have not helped change behaviours such as exclusive breastfeeding or the use of iron supplementation during pregnancy.

To help close this gap, in 2015 the UNICEF Pakistan nutrition programme supported the MoNHSRC to establish the National Technical Advisory Group on IYCF, which developed and endorsed the National IYCF Strategy, with guidelines to follow. UNICEF Pakistan is also working to develop an evidence-based communication strategy on IYCF, informed by two data analyses: the secondary analysis of the National Nutrition Survey 2011, currently being carried out by the Regional Office for South Asia (ROSA), and the upcoming secondary analysis of IYCF-related data by UNICEF Pakistan. The latter has been completed. This will enable a 2016 behavioural change communication campaign on key nutrition interventions.

Although events such as Global Breastfeeding Week and International Iodine Deficiency Day allowed for advocacy, the reach of these events was limited. Community-level behavioural change resulting from these activities was not apparent, though the events do sensitize physicians and government workers.

In 2015, UNICEF Pakistan supported countrywide C4D activities, including consultations with parliamentarians, policy-makers, the media and consumer groups. These also included an SMS campaign regarding universal salt iodization conducted by an implementing partner and media

campaigns. A draft bill was presented in the National Assembly, but approval was delayed due to a procedural issue. A consultant was hired (through the MoNHSRC) with UNICEF financial support to review national and provincial universal salt iodization legislation. The passage of this bill will ensure that millions more pregnant women and children benefit from an intervention that improves mental development.

UNICEF Pakistan will begin to work with regional and global experts on improving messaging, counselling and programme utilization at CMAM sites for other critical health interventions, such as IYCF messaging and the use of multivitamins for children.

**OUTPUT 9** Public and civil society duty bearers with strengthened capacity are reducing disaster risks, as well as planning, preparing and effectively responding to disasters, in accordance with UNICEF Core Commitments to Children in Humanitarian Action.

**Analytical statement of progress:**

In 2015, timely preparation of the Nutrition Emergency Preparedness and Response Plan and Strategic Response Plan again led to effective response for mothers and children in conflict, flood and drought-affected areas of KP, FATA and Sindh. As cluster lead agency, UNICEF Pakistan provided coordination support at federal and provincial (Sindh and KP) levels, along with the Sindh and KP departments of health. Partners (national and international NGOs) continued to facilitate the process through the provision of financial, logistic and technical support.

Duplication of services, capacity development and district-level coordination were major challenges but were tackled through effective coordination among key stakeholders and the respective health departments. Moreover, the capacities of managers and service providers were built on essential packages of CMAM, IYCF and nutrition in emergencies. Furthermore, emergency nutrition interventions targeted the most vulnerable and most disadvantaged girls and boys and pregnant and lactating women, and information collected and shared at all appropriate levels was segregated based on gender in compliance with standards. To ensure quality services for women and children in need, the Nutrition Information System was further strengthened and a new module for government use was introduced that will lead to the effective flow of information from government-run CMAM facilities.

In 2015, provincial government nutrition cells of the Sindh, Punjab, Balochistan and KP departments of health had no nutrition supplies in their stores or facilities. UNICEF Pakistan provided these cells and implementing partners with RUTF. UNICEF Pakistan also supported the return of internally displaced persons to their areas of origin in KP and FATA by providing them with therapeutic food and micronutrient supplements.

As of the end of 2015, the provincial health departments had not made specific allocations for emergency preparedness and response in their provincial budgets. However, token allocations to all PC1s were made, including the essential CMAM package.

**OUTCOME 2** By 2017, most vulnerable and marginalized children and women are using safe drinking water, improved sanitation coverage and hygiene practices.

**Analytical statement of progress:**

In 2015, Pakistan reached the MDG target for sustainable access to basic sanitation by halving the proportion of the population without sustainable access to basic sanitation, from 76 per cent in 1990 to 36 per cent in 2015; the MDG target for water had already been achieved. Pakistan is

one of 95 countries in the world that has met the global MDG target for sanitation. The overall number of open defecators in Pakistan has fallen from 46 million to 25 million in the past 10 years and eradicating open defecation will continue to be crucial to ensuring there is sustainable access to improved sanitation and improving the lives of millions of women and children in the process. UNICEF Pakistan's lead role in the WASH sector, supporting advocacy, coordination and planning, as well as the large-scale rural sanitation programme, has been key to this achievement.

Although progress is visible with the overall reduction in the size of the population practicing open defecation, the Government must increase budgetary allocation to WASH and to sanitation in particular. Progress in this area is difficult to track due to the lack of reliable budget figures and lack of clarity on where water and sanitation allocations are spent. However, progress on sector plans, including dedicated budget lines for sanitation, will improve understanding of Government expenditure on WASH in the coming years. Work on access to improved water sources has been maintained despite population growth but has not increased, and this requires more attention.

In 2015, the UNICEF Pakistan WASH programme reached 1.3 million people who now reside in open defecation-free environments. This was achieved through direct programming carried out by implementing partners and included work in urban informal settlements that are at high risk for polio, where approximately 300,000 people in 2015 benefited from improved access to WASH services, including drainage and solid waste management. These interventions directly improved the dignity and security of women and girls.

By the end of 2015, upstream work resulted in the development of key sector policy and strategy documents which were being developed into sector master plans. WASH sector master plans were finalized and approved in Punjab and are in the process of being finalized in Balochistan. In Sindh, KP and FATA, major improvements in coordination resulted in increased government commitment to improving access to water and sanitation. UNICEF Pakistan also supported key national level dialogues on WASH, including the Pakistan Conference on Sanitation and the regional Sanitation and Water for All Conference, which UNICEF Pakistan hosted.

In 2015, the UNICEF Pakistan WASH programme also made headway towards advancing WASH in Schools. A key success in 2015 was the role that UNICEF Pakistan played in convening provincial and national governments to advocate for WASH in Schools. The Government agreed to adapt the Three Star Approach for WASH in Schools in Pakistan; provincial strategies for this are currently under development. This work is expected to expand significantly in 2016.

The UNICEF Pakistan WASH programme continued to lead efforts to mainstream DRR in all programming, both upstream and on the ground. Moving forward, UNICEF Pakistan will expand DRR to include climate change adaptation and resilience. In 2016, the WASH programme will explore ways to better address water safety and water security issues, which have been identified as critical issues for Pakistan.

In 2015, the WASH programme strengthened partnerships with the Government and NGOs. This included establishing key partnerships to support nationwide advocacy and mass communication on sanitation with WaterAid and Plan International, Pakistan. The WASH programme focused on developing partnerships for WASH in Schools and menstrual hygiene management, urban WASH and humanitarian preparedness and programming with partners

such as the International Organization for Migration (IOM), UN-Habitat, UNDP, FAO, donor agencies, and local and international NGOs.

Although WASH sector stakeholders remain engaged in WASH sector work, UNICEF Pakistan continues to play the lead convening role for the sector both nationally and provincially, in particular due to the lack of a full national counterpart for WASH and the continuing lack of clarity in the roles and responsibilities of counterparts in the sector following the 18th Amendment to the Constitution. UNICEF Pakistan will continue to play this role and strengthen its participation in 2016, focusing on leveraging for results and on equity-focused programming aiming to reach the most vulnerable girls, boys and women. In particular, this will involve supporting upstream work and government implementation capacities in WASH, including WASH in Schools, stunting, urban informal settlements and DRR/resilience. UNICEF Pakistan will continue to support humanitarian response and preparedness focused on internally displaced persons returning to their places of origin in the north-west and on preparedness for natural disasters. This will include strengthening humanitarian coordination systems and alignment with development coordination.

UNICEF Pakistan will continue to integrate research and evidence into its programmes and policy advocacy, focusing on the poorest and hardest-to-reach communities. Innovations will be sought in all areas, including technical design, financing, incentives, demand-generation and supply-chain improvement. UNICEF Pakistan will also seek to strengthen partnerships with the private sector, academia and other development partners to reach this common goal. The WASH programme will be reviewed in regard to the SDGs, to ensure alignment with global objectives, goals and indicators and to support the Government to review and align sector plans accordingly.

**OUTPUT 1** By 2017, duty bearers for WASH fully adopt pro-poor policies, strategies and planning instruments that enable equitable, sustainable and coordinated delivery of safe drinking water, improved sanitation services and hygiene practices.

**Analytical statement of progress:**

UNICEF Pakistan's support to equity-focused, gender-sensitive policy formulation and sector strategy development continued to serve as an entry point for ongoing sector reforms after the 18th Amendment to the Constitution. With consistent advocacy and support for capacity development, national and provincial governments made tremendous effort to improve the policy and planning environment, as well as planning, budgeting and coordination. National and provincial ownership of the eradication of open defecation was garnered through the government-led and UNICEF-supported Pakistan Conference on Sanitation.

This buy-in was further reflected in the provinces. In Punjab, this included approval and launch of the WASH Sector Development Plan with a US\$20 million budget allocation planned over the next four years and a government-initiated rural sanitation programme based on PATS. In 2014–2015, the Government allocated US\$4 million for ending open defecation in 3,600 villages and is now looking at expanding the programme. In Sindh, major strides were made towards improving sector coordination and garnering support for a sector master plan, a provincial drinking water policy and a revised sanitation policy. UNICEF Pakistan also supported ongoing efforts in Sindh to scale up rural sanitation, with 13 districts slated to become open defecation free by 2018.

The WASH programme was successful in sector policy, strategy and coordination work in Balochistan, KP and FATA, despite insecurity-related challenges. Consistent efforts to build

partnerships, convene sector stakeholders and play an active role in humanitarian and recovery situations have led to UNICEF Pakistan being considered a valuable partner in these areas as well. In Balochistan, with UNICEF Pakistan support, the Government is in the final stages of developing a WASH master plan. In KP, the Drinking Water Policy was approved, and in both KP and FATA, the Government showed support for mainstreaming DRR, improving resilience and eradicating open defecation through the formation of the Sanitation Up-Scaling Unit at the WatSan Cell. A government coordination body dedicated to water and sanitation, the unit coordinates initiatives carried out by sector partners, mobilizes resources within the Government and makes institutional arrangements for capacity development. Government counterparts for this work include provincial public health engineering departments, local government, and the Ministry of Climate Change at the federal level. Main development partners contributing in this area include the World Bank, Plan International and WaterAid, among others.

Newly developed policies and strategies focused on the inclusion of water and sanitation as a human right and an equity perspective, especially in relation to women and children. Allocations for WASH are visible through the dedicated water and sanitation programmes and provincial level projects with allocated public sector budgets. Although provincial governments have increased budget allocations and shown willingness to work towards separate budget lines for water and sanitation, the allocations are still lagging behind overall requirements.

**OUTPUT 2** By 2017, institutional duty bearers have strengthened capacity to deliver sustainable safe drinking water, improved sanitation services and hygiene practices with a focus on the most disadvantaged children

**Analytical statement of progress:**

The UNICEF Pakistan WASH programme continued to support the capacity of duty bearers to deliver sustainable access to safe drinking water and improved sanitation through various interventions, including training for counterparts, a sector management information system, direct support for country level and regional knowledge exchange and learning, etc. In addition to upstream sector planning policies and tools, in 2015, UNICEF Pakistan remained heavily engaged and worked closely with government counterparts at provincial and national levels. Outputs included knowledge exchange and trainings and support for developing and testing innovative technologies that will help sustain WASH access in the sector. It also included training and knowledge exchange related to WASH in Schools and menstrual hygiene management, work that will further the agenda for WASH in Schools and will continue into 2016. UNICEF Pakistan worked to engage further with academia to develop long-term programmes and trainings and will continue these efforts into 2016.

However, despite the improvements, the still-limited capacities of government counterparts and implementing partners continued to hamper the country's ability to further scale up programming, address the inequities in services and sustain service delivery standards. To help alleviate this, the UNICEF Pakistan WASH programme supported pre-budget workshops aimed at enhancing budgetary allocation for sanitation and training and capacity building on DRR at district and union council levels. The focus in 2015–2016 on master planning under Output 1 will help to define comprehensive capacity gaps and needs in order to further streamline UNICEF Pakistan's support for WASH sector capacity development. UNICEF Pakistan will explore the capacity-development work that other development partners are undertaking, as lack of strong provincial sector coordination has made this challenging. However, this work on capacity development will become streamlined only once master plans and coordination mechanisms that are currently underway are developed, and coordination is formally initiated. The World Bank, the Asian Development Bank, Oxfam, Plan International, WaterAid and others are

involved in sector capacity development. The major constraints are funding, accessibility of work areas and the limited implementation capacity of partners.

**OUTPUT 3** By 2017, families living in the most disadvantaged communities understand and practice safe behaviour regarding safe drinking water, improved sanitation and hygiene practices.

**Analytical statement of progress:**

Community-led, equity focused PATS programmes reached more than 2.5 million people in 2014–2015, including 1.3 million people in 2015, who now reside in open defecation-free environments in both rural areas and urban poor areas. This was accomplished through the direct implementation of PATS community-level programming by implementing partners. The programme was extensively monitored and evaluated to support improved effectiveness of programme implementation. Although the UNICEF Pakistan WASH programme has been able to achieve programming at scale, the challenge will now be to sustain the gains and reach the unreached. One of the most significant challenges with community-based water and sanitation programmes is whether the change is sustainable over time. Under PATS, community participation is the most critical element, setting the stage for the introduction of a new social norm, where open defecation is no longer an accepted practice. Strategies include mobilizing the community to take a collective decision that leads to community implementation and oversight of related activities (household and school toilet construction and use, handwashing, management of water points, etc.). This approach has successfully generated community-driven behaviour change. The massive uptake of toilets means that toilet use is now becoming the new social norm and thereby has become more sustainable. The long-term sustainability of this change continues to face challenges, however. An analysis of results indicated that there has been up to 35 per cent ‘slippage’, with some people sharing toilets and others without a toilet who still practiced some form of open defecation. In 2016, the focus will be on ensuring that programmes are designed to reach the poorest segments of the population to ensure programme sustainability.

Sector partners, including local NGOs, Plan International and WaterAid, among others, are also engaged in direct programming on open defecation-free/PATS-related programmes. UNICEF Pakistan is working with these partners and the Government to align programming and compile and compare results for further analysis.

As UNICEF Pakistan continues to support communities directly and guide government programming on sanitation, it is important to understand the social drivers of sustainability with respect to toilet use and water system functionality. This requires that we gain a better understanding of the dynamics under which interdependent choices will be made. In 2016, the UNICEF Pakistan WASH programme will work to further this understanding. In 2015, UNICEF Pakistan also worked to lengthen the period of engagement in communities and to support community and union council-level strengthening of WASH governance structures aimed at sustaining behaviour change. In 2016, UNICEF Pakistan will also review and work with partners to discuss the issue of subsidies and the need to subsidize, directly or indirectly, the most vulnerable, including women-headed households. Implementation constraints included limited accessibility to some areas due to security issues and limited implementation capacity among partners.

**OUTPUT 4** By 2017, duty bearers at national, provincial and district levels for water and sanitation have strengthened capacity and act to assess and mitigate against the adverse sanitation effects of and respond to man-made and natural disasters.

**Analytical statement of progress:**

The UNICEF Pakistan WASH programme continued to lead efforts to mainstream DRR across the programme, including within preparedness and disaster response and in sector master planning and development work in all provinces. The WASH programme continued to strengthen partnerships in DRR and resilience programming, including entering into a consortium of key agencies designed to enhance resilience.

In 2015, the UNICEF Pakistan WASH programme reached more than 350,000 people affected by insecurity in KP and FATA with improved access to safe drinking water, sanitation and hygiene education. Humanitarian assistance was also extended at a small scale to communities affected by floods and an earthquake.

Continued emergency response to displacements caused by insecurity in KP and FATA and the fragile law and order situation across the country, but particularly in areas of FATA and Balochistan, hampered the implementation of development programmes. However, these risks were taken into account as much as possible, and alternate plans, whether through different partnership modalities or working through the Government or third parties, were made available. At the implementation level, although risk mapping was included in standard social mobilization efforts for community-based programmes, UNICEF Pakistan will focus on standardizing this in the coming year. WASH hardware interventions, such as hand pumps and demonstration latrines were rehabilitated or constructed to be DRR compliant. Challenges remain in the mainstreaming of DRR, however, including the multiple counterparts and layers of coordination, repeated emergencies that still divert resilience programming into full-scale emergency response, and the limited capacity of counterparts. Whilst risk management plans have been further developed, the benefit and use of these plans needs to be reviewed. In 2016, the focus will shift to community-based risk management plans.

WASH cluster agencies, including numerous local and international NGOs, are working to streamline DRR into recovery programming. UNICEF Pakistan is working closely with IOM and United Nations Agencies (FAO and UNDP) to further define resilient programming, undertake recovery efforts, and engage in policy dialogue with the Government on DRR and resilience.

In 2015, the WASH programme also supported the capacity development of WASH cluster agencies in urban WASH emergency preparedness and planning and strengthened efforts to enhance WASH preparedness, including with the development of contingency partnerships for supplies and implementation, risk mapping, which is underway in selected districts and district partner profiles, among other efforts. Populations affected by the emergency in the north-west will continue to receive humanitarian assistance. This includes both those people still displaced and those returning to their places of origin, with a particular focus on the needs of women and girls.

**OUTCOME 3** By 2017, Pakistan's most disadvantaged children, especially girls and minority groups, are participating in structured early learning and completing ten years of quality education.

**Analytical statement of progress:**

Equitable access to relevant and quality education remains a complex challenge in Pakistan. The 6.1 million primary-school-aged children who are out of school face multiple deprivations ranging from supply- and demand-side factors to an inadequate enabling environment for promoting equitable access and quality learning. The deteriorating quality of learning in public

schools, gender discrimination and inadequate capacities at decentralized levels are among the reasons for the huge number of out-of-school-children across different provinces. The recent National Education Assessment System report reveals grade level incompetence, low proficiencies and poor learning outcomes in languages/literary and numeracy. Some 58 per cent of children in Grade 5 (30 per cent of them girls) could not read sentences in English at Grade 2 level.

UNICEF Pakistan supports the federal and provincial ministries of education in their efforts to respond to these long-standing issues. With Article 25-A of Pakistan's Constitution stating that free and compulsory education be provided to all girls and boys aged 5 to 16 years, Pakistan has put in place the necessary mechanisms to improve access and quality education for all: sector plans at all provincial levels, an emerging robust Education Management Information System, a National Plan of Action to accelerate progress towards education MDGs, and increased provincial budgets for education.. The increase in provincial education budgets is one of the positive results of the devolution, which has put provinces at the centre of the action, with considerable implications for education planning and programming.

As a result of the National Plan of Action developed in 2013 to deal with inequity in access to and improvements in quality learning, a 4 per cent increase in the net enrolment rate was recorded in 2013–2014 though the rate remained well below targets. While the National Plan of Action is being implemented, the lack of an agreed-upon mechanism for systematically reporting on province-specific progress makes it challenging to track progress made towards enrolling the most vulnerable out-of-school children, especially girls. However, with the current dialogue on how Pakistan will pitch SDG-4 on inclusive and quality education for all, the Ministry of Federal Education, with support from UNICEF, is positioning itself to liaise with provinces and areas to create a framework that will account for the sector plans, Education For All review recommendations and the National Plan of Action, with simplified targets and streamlined accountability mechanisms.

The federal and provincial governments are leveraging partnerships with development partners through policy dialogue and sector-wide approaches to coordinating, harmonizing and aligning sector priorities and thereby improving access to and quality of learning. Advocacy from UNICEF and other development partners, including the World Bank, the European Union, DFID, DANIDA and USAID, gained significant momentum in 2015 and has produced encouraging results in terms of education financing and strengthening data systems for improved planning and monitoring of and responding to progress. This has resulted in the Government's commitment to raise the gross domestic product allocation for education from 2 per cent to 4 per cent over a four-year period. There has since been a noticeable upward trend in the allocation of education resources, mainly in provincial budgets.

Over the past three years, the education budget has increased by 27 per cent, from US\$5.5 billion in 2013–2014 to US\$6.9 billion in 2015–2016. At the federal level, the education budget increased from 1.98 per cent of the total budget in 2014–2015 to 2.14 per cent in 2015–2016. In 2015–2016, the education budget allocation increased by 12 per cent in KP, 8.4 per cent in Sindh, 19 per cent in Balochistan and 21.4 per cent in Punjab. While these are significant allocations, what remains to be seen is whether the allocation of resources is equitable and the extent to which budgeting is gender-based and resources are effectively utilized.

The Ministry of Federal Education is gradually establishing its ability to foster greater coordination with the provinces. The Inter-Provincial Education Ministers Conference and the Inter-Provincial Education Secretaries Forum have the potential to provide a space for

meaningful policy dialogue and standard-setting between the federal and provincial levels within the present framework of devolution. The Ministry of Federal Education, through the Inter-Provincial Education Ministers Conference, is working to bring the provinces together to engage in dialogue on key issues around minimum standards for the provision of equitable access to education, improving learning and strengthening data systems for better planning, monitoring and reporting. While the Conference is establishing itself as an excellent forum for much-needed coordination and uniformity among provinces, UNICEF Pakistan will readjust its support to manage conference meetings more effectively and to continue drawing attention to chronic inequities related to the education of girls.

In collaboration with development partners, the UNICEF Pakistan education programme provides technical support to federal and provincial education ministries to implement the National Plan of Action and provincial education sector plans, which is triggering the development and implementation of district education plans. The National Education Development Partners Group, which includes all major donors, UNICEF Pakistan and the United Nations Educational, Scientific and Cultural Organization (UNESCO), has also started emerging strongly in Punjab. As a coordinating agency for the Global Partnership for Education in Sindh and Balochistan, UNICEF Pakistan plays an active role in establishing mechanisms for functionalizing the National Education Development Partners Group and the provincial local education groups and for undertaking joint education sector planning, monitoring and reviews, strengthening Pakistan's education reform initiatives and making partners' support more aligned, coordinated and meaningful. UNICEF will also capitalize on Pakistan's vibrant civil society to keep the ongoing dialogue alive to ensure improved results for children in Pakistan. Moving from MDGs to SDGs, the focus of the discussion and action will gradually move towards quality learning and skill creation for youth and adolescents, with a particular focus on girls from disadvantaged backgrounds.

**OUTPUT 1** Research, policies, plans and alternative pathways create an enabling environment for early learning and 10 years of education for the most disadvantaged children

**Analytical statement of progress:**

The UNICEF Pakistan education programme continued to focus on upstream work aimed at greater coherence, alignment of resources and enhancing the ownership of key stakeholders to achieve sustained results.

In Sindh and Balochistan, the Global Partnership for Education provided a strategic platform for UNICEF Pakistan to expand and solidify upstream work. As coordinating agency for Sindh and Balochistan, UNICEF Pakistan organized joint education sector reviews, which provided a strategic forum for policy dialogue, mutual accountability and alignment of resources. The recommendations that emerged from these reviews served as reference points for local education group discussions. Thematic working groups ensured crosscutting integration and mainstreaming of child-friendly schooling, DRR, social cohesion and resilience, gender, health and hygiene education, equity and urbanization. The agreed recommended actions around key education sector plan priorities, which emanated from deliberations and discussions during the joint education sector reviews, guided advocacy, overall support and the process of developing district education plans.

UNICEF Pakistan supported the implementation of education sector plans at the district level in Sindh and Balochistan, using a participatory approach. Nevertheless, the implementation of the education sector plans will be an ongoing challenge for various reasons, including limited capacities and resources. UNICEF Pakistan will need to play a coordinating role to bring major development partners (i.e. the World Bank, the European Union, USAID and DFID) together for

collective action to deepen the effectiveness of local education group meetings and joint education sector reviews. UNICEF Pakistan will need to tailor further advocacy, policy dialogues and these reviews to the achievement of equitable and inclusive quality education, focusing on girls from vulnerable backgrounds, as reflected in the SDGs.

UNICEF Pakistan supported the GB and PAK governments to complete studies on out-of-school children to address bottlenecks around equity in access and retention. These studies will inform the provincial education sector plans, the alignment of resources and harmonization among development partners and provincial governments, leading towards greater mutual accountability. The study findings will support effective responses to inequities, including gender-related issues.

Given the challenges of addressing the issue of out-of-school children in Pakistan, there is a need to explore other options for providing relevant education opportunities. To this end, non-formal basic education was identified as a significant and viable option. UNICEF Pakistan, in collaboration with the Ministry of Federal Education, has prepared a comprehensive report on ALPs in Pakistan. Supportive efforts have been underway to implement context-specific ALPs at provincial and district levels. Based on the ALP review document and ground experiences, an important next step in 2016 will be to ensure that effective ALP practices are scaled-up.

**OUTPUT 2** Public duty bearers for education at provincial and district levels, with strengthened capacity, are delivering child-friendly schooling to the most disadvantaged children.

**Analytical statement of progress:**

UNICEF Pakistan continued to engage with education departments and teacher-training institutes to increase institutional capacities and systemic efficiencies that promote inclusion and quality learning for the most marginalized children, especially girls. Some 600 teachers (361 women and 239 men) strengthened their skills in child-centred teaching and learning approaches; 8,000 teachers, 1,100 officials, 12 textbook writers and 950 district education managers were empowered on social cohesion and resilience (SCR) thematic areas. Innovative ideas, such as the Tech4Dev communication platform, will increase exponentially in 2016. UNICEF Pakistan worked in partnership with CSOs, including Search for Common Ground and Right to Play, to establish youth groups and build their leadership skills to advocate for education. Grassroots-level engagement is expected to propel incremental change that will have a large impact on quality learning.

Following the mid-term review of the Country Programme, the UNICEF Pakistan education section re-focused on capacity development for the child-friendly education framework, with stronger emphasis on gender equality and reaching disadvantaged adolescent children, particularly girls. Capacity gap assessments and capacity development plans were developed for Punjab, Balochistan and Sindh in the areas of non-formal education and continuous professional development, to support the implementation of education sector/district plans. Provincial departments, districts, and school levels were targeted using an equity and gender lens, in implementing ALPs. UNICEF provided technical support in devising early learning standards to improve school readiness and community responsiveness. The Punjab and Balochistan examination commissions, and provincial assessment systems were supported to review data to inform assessment matrices, linking these to continuous professional development for better pedagogical skills and instructional methodology. A comprehensive assessment was carried out in Punjab to gauge the impact of continuous professional development on teachers' development and students' learning, and this assessment will be used to develop the Provincial Student Retention Strategy, which will largely benefit girls.

A global evaluation was conducted in 2015 for SCR, which concluded that the SCR programme made identifiable contributions to peacebuilding at all levels. The SCR evaluation showed significant progress towards institutionalizing conflict-sensitive SCR programming in education sector planning, textbook development and governance. The recommendations will be used to integrate peacebuilding and gender-sensitive approaches to planning and monitoring of quality learning into education programming in the next Country Programme.

**OUTPUT 3** Parents and other duty bearers understand the importance of early learning opportunities and continued education, and support their children, especially girls, to enrol, attend and succeed in their education.

**Analytical statement of progress:**

The UNICEF Pakistan Education Programme finalized a C4D strategy in 2015 that provides a communications framework for multi-tiered engagement with rights holders and duty bearers. The strategy enriches the province-specific approach to C4D through strategies focusing on evidence-based advocacy, social mobilization, grassroots engagement and campaigning for positive behaviours and social change. The Communication For Behavioural Change Framework is informed by the findings and recommendation of a KAP survey for community, household, school, district and policy-level stakeholders.

Within the framework of C4D, policy-based advocacy with high-level officials, government institutes and stakeholders for the effective implementation of the National Plan of Action, sector plans and for promoting access to quality education for out-of-school children remained a key agenda item throughout the year. The efforts led to increased momentum for ensuring equitable education, flexible learning choices and efficient data systems in high-level policy forums such as joint sector education reviews, the Inter-Provincial Education Ministers Conference, Education For All reviews as well as the exchange of best practices on social cohesion, gender and child-friendly education.

The Every Child in School Initiative, implemented in partnership with USAID and CSOs, was instrumental to triggering positive behaviours and trends at the grassroots level for realizing education as a fundamental right by strengthening individual and interpersonal exchange and reflection processes. As a result of support to respective provincial education departments for enrolment drives and broad-based community mobilization, 761,783 children (661,795 in KP and 99,988 in FATA), including 211,379 girls, were enrolled in primary schools across the country. Besides social mobilization for increased enrolment, broad-based community-focused consultations in 900 villages in 10 districts provided a space for dialogue on major issues, including gender equality, peace, social justice, resilience and co-existence. This led to the successful organization of play-based activities, arts and crafts, storytelling sessions and life-skills-based education in more than 100 girls' schools in remote districts of KP and FATA. This unique approach to community engagement was well received, and a small survey revealed positive trends in levels of tolerance, openness and changes in social and gender stereotypes.

School management committees were identified as key drivers of school reform at the grassroots level. UNICEF supported capacity building for more than 10,000 of these committees focused on strengthening their roles in school-level accountability systems, efficient planning and reporting, and ensuring child-friendly schooling for addressing out-of-school children, especially girls.

**OUTPUT 4** By 2017, children's right to education achieved through improved disaster risk management, emergency preparedness and response mechanisms in education.

**Analytical statement of progress:**

An estimated 583,745 children (50 per cent girls) aged 3 to 18 years were displaced in 2015. These children, whether displaced or returned to their areas of origin, were in dire need of educational support that would bring normalcy to their lives, protect them, provide psychosocial support and equip them with life skills. UNICEF Pakistan reached 52,769 displaced and returnee children (50 per cent girls) in KP and FATA in 2015, against the cluster target of 145,000 children, in hosting areas, areas of origin and camps. Twenty-seven schools were re-opened in areas where the education of children suffered due to security operations. Despite funding stress, the education cluster secured US\$350,000 in emergency response funds.

The education response focused on providing children and adolescents with safe, inclusive and quality educational opportunities in camps, hosting communities and areas of return. Service provision included setting up and sustaining existing camp schools, including gender-sensitive latrines; teacher training on education in emergencies, psychosocial support, life skills education; mobilizing parent-teacher councils; and training education managers on DRR, school monitoring and supervision. Access to quality education was also addressed through community mobilization and media campaigns for the enrolment of children, particularly girls. Local communities and parents, especially mothers, were sensitized on child rights and the importance of girls' education.

As humanitarian-cluster lead agency UNICEF Pakistan produced significant results in terms of assessments, response and preparedness. UNICEF Pakistan will continue to support the education of internally displaced children in camps, hosting areas and areas of return in 2016 with technical assistance to education departments and provincial disaster management authorities to manage camp schools.

Provincial multi-hazard emergency preparedness and response plans were developed and aligned with the Government's provincial and district plans. Contingency stocks were used in the response to the October 2015 earthquake. Contingency agreements were signed as proactive arrangements for organized response.

UNICEF Pakistan supported the Government of Punjab to develop a disaster risk management plan that is now being endorsed. In KP, an education-cluster capacity assessment related to DRR implementation was conducted, and the findings have been shared with the cluster. Provincial governments in KP, Sindh and Balochistan are being supported to roll out school safety action plans and develop community-based DRR mechanisms. UNICEF Pakistan will continue to focus on multi-hazard and multi-risk assessments for DRR and preparedness in collaboration with the National Disaster Management Authority, UNDP, UN-Habitat, WFP and UNESCO. The National Disaster Management Authority is leading DRR in the sector and United Nations agencies are contributing to the DRR plan in the areas of overall preparedness and response in education.

**OUTCOME 4** By 2017, children's rights to protection from violence, abuse, exploitation and neglect are being addressed through system reform and strengthening of child protection systems at national and provincial levels.

**Analytical statement of progress:**

Every province in Pakistan has faced some challenges in the development of comprehensive and coordinated child protection systems. Such a system must reflect international minimum standards for child protection and be responsive to the specific gender-related protection concerns of boys and girls, including adolescents. However, despite existing challenges, progress in 2015 included the establishment of such a system in each province or area, as well as technical efforts to strengthen the protective environment for children across the country.

UNICEF Pakistan focused on providing technical support to government partners to design and reform laws to adequately frame the structures of the proposed child protection systems in line with applicable international minimum standards.

Institutional and human-resource capacity for public child protection is also very weak, and the UNICEF Pakistan child protection programme has helped to build technical capacity to strengthen the effective delivery of the child protection mandate, including for children in emergencies. In response to the ongoing humanitarian crisis in KP and FATA, the programme partnered with CSOs to effectively deliver the Protective Learning and Community Emergency Services (PLaCES) model in hard-to-reach areas of northwest Pakistan to support affected children's access to protective services. To help strengthen the general protective environment for vulnerable children, particularly through a responsive gender lens, work is ongoing to foster changes in social and cultural behaviours that undermine the full realization of the child's right to protection in Pakistan. The primary focus of the programme is on ensuring that more births of children under 5, both boys and girls (especially newborns), are registered as a 'passport to protection'; this was added as an outcome indicator following the mid-term review of the Country Programme in 2015. The aim of the programme is to provide technical assistance to support the Government of Pakistan to achieve universal birth registration by 2024 (registration rates currently stand at 33 per cent). At the federal level, UNICEF Pakistan is providing technical assistance to the Ministry of Planning, Development and Reforms to support the development of a national civil registration and vital statistics strategy, and a mobile birth registration pilot project is being implemented in Punjab and Sindh, the country's two most populous provinces.

Positive results are forthcoming with regard to UNICEF Pakistan's support for the reform of substantive laws relating to the protection of children in Pakistan. Within the federal sphere, the Ministry of Law, Justice and Human Rights is the lead agency in a current national exercise to reform the Juvenile Justice System Ordinance, 2000. The Criminal Law (Amendment) Bill, 2015, was approved by the National Assembly's Standing Committee on Law, Justice and Human Rights, wherein it is proposed that the obligations of the Second Optional Protocol to the Convention on the Rights of the Child will be domesticated, to a certain degree, and the age of criminal liability will be raised from 7 to 10 years. In collaboration with ILO, the UNICEF Pakistan child protection programme is providing technical assistance to the governments of Punjab and KP to conduct child labour surveys, and it is anticipated that a child labour survey will also be conducted in Balochistan and Sindh in the near future – the first such exercises in almost 20 years. The surveys will be responsive to the gender nuances apparent in child labour through support for stakeholder consensus on those occupations commonly representative of exploitative economic activity for both boys and girls in Pakistan.

Through partnership with Pakistan Bait-ul-Mal and provincial rural support programme networks, vocational training and social protection initiatives (including conditional cash transfers, income-generating projects for women and community development funds) are being implemented in Sindh, Balochistan and Punjab. Technical support has been provided to the Punjab Vocational Training Council to strengthen access to and delivery of vocational training to the most marginalized adolescents in the province. Technical assistance was also provided to the

Ministry of Law, Justice and Human Rights to support the delivery of the Seventh SAARC Technical Working Group Meeting on Women, Youth and Children in Islamabad. In particular, through the development of a technical discussion paper, UNICEF Pakistan supported the Ministry of Law, Justice and Human Rights to lead the discussion on child-marriage mitigation through civil registration. At the provincial level, approximately 700,000 children could benefit from this if training curricula are delivered to each alternative residential care provider and child protection unit in KP and Punjab.

Despite the overall progress, the situation remains constrained across all result areas. Reasons for this include the high degree of staff transfers among government counterparts, a partial legislative framework and limited human, technical and financial resources.

**OUTPUT 1** By 2017, strengthened enabling policy legislative and budgetary environment at national and provincial level for the protection of children and women in accordance with international norms and standards related to child protection

**Analytical statement of progress:**

In 2015, efforts to strengthen the policy, legislative and budgetary environment continued to focus on supporting the generation of evidence to inform government programming and policies, and to develop and/or enact primary and subsidiary legislation. Translating child protection policies into effective legislation aligned with international minimum standards requires the delivery of substantial technical support to government partners, particularly to ensure responsiveness to the specific gender-related protection concerns of boys and girls, as well as those particular to male and female adolescents. Furthermore, most institutional bodies responsible for the delivery of child protective services, often within the context of newly-created or reformed legislative frameworks, require extensive support to implement their mandates.

In 2015, the UNICEF Pakistan child protection programme continued to focus on mapping and assessing provincial child protection systems, generating evidence and knowledge and developing strategies and action plans. UNICEF Pakistan is supporting the Federal Government to develop a national civil registration and vital statistics strategy in order to fulfil the commitment to universal birth registration in Pakistan by 2024. In collaboration with government partners, work is ongoing to deliver a child-labour survey in each of Pakistan's four provinces, the first such exercise in almost 20 years. Two studies on the situation of adolescents in urban areas in KP and Karachi, Pakistan's largest city, were completed and will inform potential policy responses relating to the delivery of gender-specific and adolescent-friendly child protective services, as contextualized within the emerging challenge of urbanization.

Despite progress, significant barriers remain, including the absence of consistent and reliable data collection, coordination and collaboration challenges between child protection agencies (both formal and informal mechanisms), low prioritization and commitment from the public sector and the lack of internal and external funding commitments. To address these challenges, UNICEF's main priority is to support each provincial/area government to establish an effective child protection system, whereby mechanisms are in place to prevent and respond to violence against children, including reports of child abuse and to receive, manage, monitor and refer cases in a coordinated and responsive manner. Critically, a number of federal and provincial child-related legislative provisions do not adequately defend children's rights to protection, as reflected in the Convention on the Rights of the Child and other international laws and standards. Efforts to ensure that laws are fully aligned with international commitments will entail further technical support and the continued generation of evidence for tailored advocacy.

**OUTPUT 2** By 2017, institutional capacity to implement child protection legislation, policies and standards to protect children and women from abuse exploitation and violence is strengthened.

**Analytical statement of progress:**

The service delivery capacity of governmental agencies mandated to provide protective services to children continues to be weak, fragmented and inadequate, primarily due to the ongoing failure to establish comprehensive and coordinated referral and case management systems in accordance with the recommendations of the Committee on the Rights of the Child. This is exacerbated by substantial gaps in existing legislative frameworks at federal and provincial levels and a lack of technical and financial resources. Strong focus continues to be placed on the development of standards, guidelines and training curricula to support the effective implementation of protective services, particularly from the perspective of gender- and child-sensitive responsiveness.

In 2015, in collaboration with government partners, primarily in the departments of social welfare, technical preparations were undertaken to support training for staff of district-level child protection units on previously developed standard operating procedures – a considerable step towards improving the functionality and capacity to register and refer children in need of protection. In partnership with CSOs providing alternative care to children, an institutional capacity-building initiative was also supported across the country to ensure that children in alternative care institutions benefit from human rights principles articulated in applicable international instruments. In KP, the provision of technical assistance to the provincial police department has been agreed, particularly with regard to strengthening the pre-existing curriculum on child-sensitive investigation and vulnerable witnesses, particularly girls.

With support from the UNICEF Pakistan child protection programme, the KP Judicial Academy is now delivering trainings on juvenile justice to actors within the provincial criminal justice sector in order to support the full implementation of special protections for children in conflict with the law. At the federal level, technical assistance was provided to the Ministry of Law, Justice and Human Rights to support the strengthening of institutional law reform capacity. UNICEF Pakistan continued to provide technical assistance to the Punjab Vocational Training Council to support strengthened the delivery of and access to vocational training opportunities for some of the most marginalized children in the province, particularly adolescent girls. At the federal level, UNICEF Pakistan provided technical assistance to the Ministry of Planning, Development and Reforms to strengthen institutional capacity on civil registration and vital statistics, particularly with regard to birth and marriage registration. Finally, UNICEF Pakistan supported institutional capacity development for the Government of GB to ensure the effective delivery of its nascent child protection mandate.

**OUTPUT 3** By 2017, duty bearers and rights holders have the knowledge and capacity to participate in, promote and adopt changes in social and cultural practices that protect vulnerable children and women.

**Analytical statement of progress:**

Many of Pakistan's key child protection issues are deeply ingrained in social and cultural practices, including significant gender biases. Hence, a protective environment for children is, to a large degree, also dependent on social and cultural acceptability of behaviours that condone and/or promote societal actions that are detrimental to children's well-being and protective environment.

In 2015, human resource challenges within the UNICEF Pakistan child protection programme

hampered progress towards delivering the C4D mandate, particularly with regard to the development of a comprehensive and gender-responsive C4D child protection programme strategy. However, in late 2015 and pursuant to a close partnership with the IKEA Foundation, an international consultant was engaged to support the design of effective C4D interventions. This work particularly related to strengthening the realization of the child's right to protection, participation, survival, development, health and education in Punjab and Sindh. UNICEF Pakistan also provided technical support to a national End Violence Against Children campaign to promote change in social and cultural practices that focused primarily on corporal punishment in all settings, as well as a collaborative event with ILO and the Resident Coordinator's Office to commemorate World Day Against Child Labour. Behavioural change initiatives related to child marriage, teenage pregnancy and secondary education, especially the girl child's education, or adolescents and their families/communities, are under development as part of a regional programme on adolescent empowerment to be implemented in Punjab and Sindh over the next four years. A communications initiative to promote birth registration in FATA is also under development. In addition, approximately 800 multi-functional community centres are operational in selected districts of Punjab, Sindh and Balochistan. These centres disseminate behaviour change communication and educational materials on issues related to child labour, clean water, personal hygiene, child rights, child marriage, sexual abuse, corporal punishment and women's empowerment. An educational toolkit with messages on health, education, nutrition, hygiene and child protection was developed as the main knowledge- and information-dissemination instrument in the centres.

**OUTPUT 4** By 2017, public child protection systems are better able to prepare for, prevent and respond to child protection risks and violations in emergencies, in accordance with UNICEF Core Commitments for Children in Humanitarian Action

**Analytical statement of progress:**

As the child protection sub-cluster lead for all relevant partners in KP and FATA, UNICEF Pakistan agency-specific technical support provided to the provincial and area governments to prepare for, prevent and respond to child protection concerns in humanitarian situations resulted in varying degrees of progress in 2015, primarily due to human resource challenges faced by the child protection programme during the year. Donor fatigue relating to the ongoing humanitarian crisis in north-west Pakistan resulted in funding limitations and a subsequent reduction in staff numbers in KP in 2015. However, late in the year, additional funds were received to address current gaps in the delivery of protective services for children from North and South Waziristan, a portion of which will be used to recruit a child protection-in-emergencies specialist. Nonetheless, child protection-in-emergencies programme delivery approaches continued to rely predominantly on the services of civil society implementing partners, primarily due to ongoing security concerns in the region.

To strengthen policies and embed child protection emergency responses within the overall delivery of child protective services, in 2015, UNICEF Pakistan worked to integrate the concept into the strategic plans of all provincial departments, as well as the PAK social welfare departments, and the provincial disaster management authority strategies for Balochistan, Punjab, KP and FATA. Child protection in emergencies has also been integrated into the Gender and Child Cell Strategy in Balochistan and accompanying standard operating procedures have been developed – both tools are currently pending approval.. KP province has finalized the Minimum Standards for Protective Spaces for Children and a training manual on child protection in emergencies for government officials, as well as standard operating procedures on separated, unaccompanied and missing children in emergencies. Standard operating procedures were included in the Punjab Disaster Response Plan 2015 and were

drafted in Sindh. Progress towards finalizing and approving policies and guidelines varied across provinces and was greatly impacted by the high turnover of government officials and limited human and financial resource capacity. Notwithstanding the funding constraints and gender-biased social and cultural norms that negatively impact girls' ability to access services, child protection-in-emergencies service delivery is being addressed in KP, where 55,292 children and women safely accessed protective services.

**OUTCOME 5** High quality research and evaluation provides evidence to influence policies, budgets, programmes and programme adjustments, in favour of the most disadvantaged children and women in Pakistan.

**Analytical statement of progress:**

At the halfway point of the current Country Programme (2013–2017) the programme monitoring, evaluation and reporting (PMER) team facilitated a rigorous process of self-reflection, strategic prioritization and programme adjustment based on analytical exercises, such as causal and bottleneck analyses, and on evidence from situation analyses and other surveys and assessments. The two-and-a-half year cross-sectoral work plans that emerged and were endorsed by government partners laid out evidence-driven multi-sectoral programmes of cooperation based on the principles of programme complementarity and geographic convergence, focusing on UNICEF's six regional priorities for children (increase birth registration, decrease child deaths, stop stunting, educate all children, eradicate polio, end open defecation), and on polio high-risk union councils and the lowest-ranking districts in the Child Well-Being Index.

Under Delivering as One, UNICEF's technical and leadership role in key forums (including as chair of the OPPII Programme Monitoring and Evaluation Group, co-convenor for SPA1, co-chair of the OPPII Provincial Steering Committee for Sindh and chair of the OPPII Provincial Programme Team) presented the opportunity to bring equity and children's rights to the forefront of the development agenda, improve coordination and build government ownership. Partners in OPPII included the Resident Coordinator's Office, with UNESCO, UNICEF and WHO as convening agencies and nine others as participating agencies. Sindh province was an exemplar of provincial government ownership for OPPII, holding regular steering committee meetings and assigning focal points from within line departments for each SPA.

The year 2015 saw important successes for UNICEF Pakistan's strategic focus on building government capacity and advocating for prioritizing and leading the MICS. Punjab and Sindh launched MICS key findings reports in line with global MICS5 protocols. This was an important improvement in post-devolution government capacity as, for the first time, data analysis was conducted at the respective bureaus of statistics with UNICEF Pakistan support (equipment, technical support and quality assurance), representing a significant improvement in government capacity. Through UNICEF Pakistan advocacy, both Punjab and Sindh committed to using the MICS to support budgetary allocations and prioritization within their annual development plans. Also for the first time in Pakistan, Sindh developed an Android application, 'Sindh MICS', to enhance the usability and accessibility of MICS data. The year saw the testing of a new MICS post-emergency module coordinated with ROSA to measure the long-term impacts of emergencies on child well-being.

An innovative real-time field monitoring system for surveys using smartphones was piloted in Punjab. This will be replicated in upcoming MICS exercises in KP, GB and Balochistan. To channel high-quality data to development planning, UNICEF Pakistan supported customized distributions of DevInfo for Sindh and KP. Punjab updated its version, PakInfo with progress reporting on the MDGs and SDGs.

In 2015, UNICEF Pakistan achieved an important milestone in the NECD initiative, the main postulate of the UNICEF Global Evaluation Policy. An evaluation module was incorporated by the Pakistan Planning and Management Institute into its regular training programme for government officials across Pakistan, thus ensuring cost-effectiveness and sustainability. The PMER team also initiated the development of an evaluation policy for Punjab and was asked to do the same for Balochistan.

As chair of OPII Programme Monitoring and Evaluation Group, UNICEF Pakistan plays a leadership role in evaluation, along with UNDP and UN Women. UNICEF was endorsed by all United Nations agencies in the Delivering as One initiative to integrate evaluability assessments into the SDG monitoring framework. UNICEF Pakistan is leading discussions on integrating ethical quality assurance into research and evaluation and on the evaluability assessment of the OPII results matrices in support of the Resident Coordinator's Office.

More than 90 per cent of evaluation recommendations were accepted and acted upon. Similarly, findings from equity-focused research on ALP approaches influenced government policy.

Effective management, coordination, quality assurance and technical support helped to improve the quality and timeliness of donor reporting, with training emphasizing gender-disaggregated data. Further quality improvements will require capacity building on results-based management, and the PMER team will support the Global Results Network to develop e-training modules.

With the quality of coordination and management recognized as a bottleneck that may challenge effective humanitarian action, the PMER team provided technical support, quality checks and monitoring to partners, the Government and UNICEF staff, which significantly contributed to effective and efficient management of humanitarian programming. The PMER team helped to strengthen humanitarian performance monitoring through training for UNICEF, the Government and NGO partners in KP and Balochistan, which enhanced progress tracking under the CCCs. In the year's major humanitarian action, in KP and FATA, mechanisms were in place for humanitarian performance monitoring and situation reporting in line with guidance from the UNICEF Office of Emergency Programmes, which also helped inform the management decisions of the UNICEF Country Team and the Humanitarian Country Team.

The PMER team provided technical and equipment support for rapid assessments and contributed to the national Early Warning Early Action portal, which is now available on the UNICEF intranet. As a result, information on emergency preparedness is readily available.

To improve emergency preparedness, the PMER team helped all provinces and FATA to develop emergency preparedness and response plans. The publication of the full MICS reports for Punjab and Sindh will enhance district profiling and leverage resources.

The PMER team emphasized gender-related data for reporting, monitoring and other activities throughout trainings, and support provided to UNICEF Pakistan and partner staff helped to ensure that emergency preparedness and response plans were gender-sensitive.

**OUTPUT 1** By 2017, UNICEF programmes and institutional duty bearers have stronger capacity for equity-focused policy, research and evaluation related to children and women

**Analytical statement of progress:**

As an evaluation year, 2015 provided an opportunity to contribute towards the strategic objective of the NECD and to deepen the initiative by taking it to the provincial level, using a multi-pronged approach. UNICEF Pakistan staff, government and civil society partners and all United Nations agency partners attended workshops and training sessions to build technical capacity. At the national level, the Pakistan Planning and Management Institute provided formal endorsement and integration of the evaluation module into its regular training programme. The Institute will deliver evaluation modules four times a year through its regular training for government officials. This ensures cost-effectiveness and sustainability as the evaluation model is now part of an existing funded training programme without needing additional resources. In Punjab, UNICEF Pakistan worked toward creating demand for an evaluation policy through advocacy with the Planning and Development Division and parliamentarians. Another milestone was achieved when the Secretary of the Planning and Development Division formally requested that UNICEF Pakistan help develop an evaluation policy for Punjab. Networking and capacity building work have begun to this effect. Upon learning about this work with Punjab, the government of Balochistan also expressed an interest in the NECD initiative and requested that UNICEF Pakistan initiate the development of an evaluation policy.

Within the United Nations system in Pakistan, UNICEF Pakistan leads in evaluation and evidence generation and chairs the OPII Programme Monitoring and Evaluation Group. With the SDGs becoming a reality, UNICEF Pakistan has led discussions on making the SDGs evaluable and developing actionable and realizable targets and is working with UNDP to establish federal and provincial SDG units to monitor progress down to the district level. UNICEF is advocating for integrating evaluability assessments into the overall SDG monitoring and evaluation framework in Pakistan under the NECD agenda. At the country level, UNICEF Pakistan completed three highly significant and complex evaluations in health and child protection and three more are underway, including an impact evaluation using randomized control trials.

In research, UNICEF Pakistan is participating in discussions with all United Nations agencies on integrating ethical quality assurance into all research and evaluation work. The end of 2015 marks the start of UNICEF Pakistan leadership among United Nations agencies for more joint, ethical and quality-conscious research and evaluation to further the Delivering as One agenda. Providing support to the Resident Coordinator's Office on the evaluability assessment of the OPII results matrices, which is now underway, was another uphill but rewarding achievement in 2015.

**OUTPUT 2** By 2017, capacity and systems of government and other partners strengthened to collect, analyse, manage and disseminate reliable data (disaggregated by sex, age and area) for evidence based planning, resource allocation and results-based monitoring.

**Analytical statement of progress:**

UNICEF Pakistan partnered with provincial planning departments and bureaus of statistics to generate and utilize evidence for child- and women-centred development policies and programmes. UNICEF Pakistan's strategic focus remained building national/provincial capacity and advocacy with the Government to prioritize and lead the MICS. This resulted in strong ownership, leadership and resource allocation (70 per cent in Punjab and 60 per cent in Sindh) by provincial planning departments and bureaus of statistics for MICS implementation in Sindh and Punjab. Effective management, coordination and timely technical support from ROSA and UNICEF Headquarters were critical for quality assurance in line with global MICS5 protocols. Technical support provided to the bureaus of statistics by UNDP and the German Agency for International Cooperation also helped to strengthen bureau of statistics systems, improving data

quality. As a result, high-quality gender-disaggregated and cross-tabulated data became available to underpin equitable planning.

Strong government ownership significantly strengthened the capacities of Punjab and Sindh bureaus of statistics to undertake the MICS. For the first time, data processing was conducted at the bureaus of statistics. To strengthen field monitoring during data collection in Punjab, a real-time monitoring tool using smartphones was developed to provide timely information and course correction. This will be replicated in KP, Balochistan and GB. Also for the first time in Pakistan, Sindh developed an Android application with UNICEF support to enhance the usability and accessibility of MICS data. This will be replicated in Punjab, KP, Balochistan and GB.

Following sustained advocacy, the Government of KP committed to funding nearly 65 per cent of MICS and approved a PC-1 document. Continued advocacy with the Government of GB led to a government agreement to provide funds in principle. A survey plan, including sample size and budget, was drafted, including the Government of GB's contribution, and survey committees were constituted. Efforts to promote ownership by the Government of Balochistan resulted in the allocation of US\$47,721 in 2015–2016 for initial planning.

To strengthen the use of data in government development planning and programming, with UNICEF Pakistan support, the Sindh and KP bureaus of statistics customized DevInfo to develop SindhInfo (based on the recent MICS) and KPInfo databases. PakInfo, developed by the Punjab Bureau of Statistics, was updated for progress reporting on the MDGs and the emerging post-2015 agenda. To enhance the usage of these databases, UNICEF Pakistan is working with provincial bureaus of statistics and will carry out capacity-building initiatives in 2016. UNICEF Pakistan supported DevInfo trainings in KP and GB to facilitate MICS planning and implementation.

**OUTPUT 3** UNICEF and OPIL programme management and coordination teams receive technical support in research, analysis, evaluation, planning, quality assurance, risk mitigation, monitoring and reporting.

**Analytical statement of progress:**

UNICEF Pakistan conducted self-reflection and strategic planning to guide the second half of the Country Programme, identify key development issues and opportunities for geographic convergence and programme complementarity, and consolidate development interventions. Particular attention was paid to examining whether activities and outputs substantiated a theory of change. UNICEF Pakistan's technical and leadership role in OPIL coordination continued. The PMER team's coordination and technical role contributed to finalizing the OPIL Operational Plan, the 2015 work plans. Through participation and leadership in coordination mechanisms (including chairing the Programme Monitoring and Evaluation Group), UNICEF Pakistan ensured that equity and children's rights remained at the forefront of the development agenda. As convener of the largest SPA (SPA1), UNICEF formed thematic sub-working groups for better management, fostered government ownership and United Nations participation, and advocated for evidence-based programming for the provision of equitable access to services, especially for the most marginalized and vulnerable children and women. SPA1 thematic working groups were convened for education (led by UNICEF), WASH (led by UN-Habitat), health (led by WHO) and HIV and AIDS (led by UNAIDS). As co-chair of the OPIL Steering Committee in Sindh province, UNICEF used its leadership position within the United Nations Country Team to ensure provincial government ownership and strengthen systems, coordination and accountability alignment between the Government and United Nations agencies around development priorities and implementation. UNICEF Pakistan led United Nations coordination in Sindh as chair of the

OPII Provincial Programme Team to strengthen coordination and collaboration around operations and implementation.

Effective management, coordination, quality assurance and technical support were crucial to improving UNICEF Pakistan's accountability to its partners. The PMER team ensured that annual donor and OPII reports were submitted on time. Capacity building through programme, policy and procedure trainings and donor reporting, fund management and Delivering as One/OPII trainings for UNICEF staff improved timeliness and quality. Training focused on crosscutting areas, including gender, and emphasized disaggregated data and analysis. However, further quality improvements are needed through capacity building on results-based management. The PMER team actively supported the Global Results Network to develop results-based management e-training modules. There was increased focus on improving monitoring and reporting using the Monitoring Results for Equity Systems framework. A two-day programme monitoring meeting for section chiefs and programme monitoring and evaluation colleagues from UNICEF Pakistan field offices revamped the field monitoring modality for more timely and high-quality data. An assessment of the third-party field monitoring mechanism is underway and will support this.

**OUTPUT 4** UNICEF programmes and their counterparts and partners benefit from reliable, valid and complete information on needs, responses and gaps as per the Core Commitments for Children for disaster risk management, emergency preparedness and response performance.

**Analytical statement of progress:**

In 2015, there was an increase in the number of data sources for assessing humanitarian needs, responses and gaps in line with the CCCs. There was a temporary constraint in terms of building profiles of disaster-prone districts, which UNICEF has linked with MICS. This will resume once the full Sindh and Punjab MICS reports appear in 2016.

At the provincial level, the PMER team was involved in preparing emergency preparedness and response plans and strengthening humanitarian performance monitoring. Following a joint OCHA-UN Women pilot providing technical support for gender-responsive planning and monitoring, the gender marker for cluster projects, including those led by UNICEF, demonstrated sound gender equality priorities. All UNICEF Pakistan programmes provided technical support to complete gender-mainstreamed emergency preparedness and response plans in all provinces and FATA. UNICEF Pakistan, government and implementing partner staff in four provinces were trained on DRR, disaster risk management and climate change adaptation with the Asian Disaster Preparedness Center. Technical assistance was provided to support the development and printing of 14,000 DRR resource kits distributed in communities. UNICEF Pakistan also agreed to provide technical and financial support to the National Disaster Management Authority on child-centred DRR.

CCC monitoring frameworks were reviewed, updated and monitored in view of emerging humanitarian needs highlighted through various Humanitarian Country Team/cluster-led assessments. UNICEF Pakistan provided technical and equipment support for inter-agency rapid assessments in humanitarian situations and helped collate information for the Early Warning Early Action portal, which was consolidated at the national level and added to the UNICEF intranet for ready availability.

In 2015, UNICEF Pakistan responded to displacement and returns in KP and FATA, the earthquake in October, floods in July–August and drought in Tharparkar, Sindh. For complex emergency humanitarian response (as in KP and FATA), mechanisms are in place for

humanitarian performance monitoring and situation reporting in line with guidance provided by the UNICEF Office of Emergency Programmes. Monitoring and information flow mechanisms are in place and the data and information generated helped to strengthen results-based performance and timely course correction. This data also informed UNICEF Pakistan and Humanitarian Country Team management decisions, reporting (including reporting to donors and for the Humanitarian Action for Children, CER and country office annual report), advocacy and resource mobilization. Capacity building included humanitarian performance monitoring trainings for UNICEF Pakistan and government and NGO staff in KP and Balochistan. This enhanced progress tracking under the CCC framework resulted in timely and accurate data management and reporting from the field to the country office. Field monitoring was enhanced through regular trainings for partner staff and third party monitors. This will be further strengthened as e-tools are piloted in 2016 and through the implementation of recommendations from a review of the third-party field monitoring mechanism, which is currently underway.

## **OUTCOME 6** Cross-sectoral activities in support of UNICEF Pakistan Country Programme

### **Analytical statement of progress:**

In 2015, the UNICEF Pakistan operations section continued to provide strategic operational and risk-informed/mitigated support to the Country Programme on development assistance and humanitarian interventions. Such operational support included the provision of the required resources (human, financial and supply) for the UNICEF Pakistan Country Office and all field offices.

The advocacy and communications section continued to powerfully communicate UNICEF Pakistan's six priority areas to the wider public and targeted specific decision-making audiences like donors, government entities and other partners. UNICEF Pakistan was frequently mentioned in national media regarding action on the priority areas. This, combined with the strategic use of social media, generated positive pressure on donors, the Government and other partners to pursue these areas in joint initiatives with UNICEF (for example in the PATS II conference, the launch of mobile birth registration and the new polio strategy). During emergencies, a rapid communication response was organized to show UNICEF Pakistan's presence and to produce media material to leverage resources and support (for example, following the earthquake in October).

UNICEF Pakistan provided leadership in the United Nations Operations Management Team as co-chair, which involved coordination and cooperation with operations staff of other United Nations agencies and government counterparts and ensured financial efficiency and cost reductions that allowed financial space for programme interventions. Essential strategic items were procured and delivered both offshore and locally in support of timely programme implementation for WASH, health, education and nutrition. Through UNICEF Procurement Services, vaccines and cold chain equipment were procured on behalf of the Government and other partners using the national budget, donor funds for routine immunization activities and, in support of polio eradication, a loan from the Islamic Development Bank to the Government of Pakistan.

UNICEF Pakistan continued to lead the One United Nations Human Resources Working Group in achieving significant cost savings through the joint recruitment web portal and the talent management system, which saw an increase in job postings and applications. To ensure human capacity was available for emergencies, UNICEF Pakistan maintained updated job descriptions of emergency positions and rosters for key functional areas and staff who previously worked in

emergencies.

The building of 16 warehouses and the renovation of five warehouses, work that commenced in 2015, will enable the storage of essential supplies and vaccines to support the realization of Country Programme results.

Restrictions on the importation of essential drugs remained a challenge, with the processing of exemptions becoming increasingly cumbersome. With devolution, provinces have different requirements, and UNICEF Pakistan faced increased challenges in obtaining general sales tax exemptions for overseas suppliers.

## **OUTPUT 1 External Relations and Communications Unit**

### **Analytical statement of progress:**

The advocacy and communications section implemented a clear work plan to support the UNICEF Pakistan Country Programme objectives, get children's issues into the public domain, strengthen political will in support of UNICEF's mission and objectives, and enhance the organization's credibility and brand within the context of the One United Nations Programme. To this end, the advocacy and communication section placed high emphasis on communicating the six Country Programme priorities to the wider public and to specific decision-makers, such as donors, Government entities and other partners. UNICEF Pakistan was frequently mentioned by national print and broadcast media in relation to its partnership with the Government of Pakistan in the areas of immunization and polio eradication, school enrolment, provision of safe drinking water and sanitation facilities, birth registration, the fight against stunting and child mortality. This and the strategic use of digital media put these child rights issues on the agenda and created a certain positive public pressure on donors, the Government and other partners to pursue them in joint initiatives with UNICEF, for example in the PATS II conference, the launch of mobile birth registration, a new polio strategy, etc. More direct advocacy was conducted through a major donor 'show and tell' event and through the preparation and support for special events, workshops and celebrations with the programme section (i.e. World Day Against Child Labour, SDG promotion during the UN70 celebrations and Global Handwashing Day). During emergencies, a rapid communications response was organized to show UNICEF's presence and produce media material to leverage resources and support (i.e. the October earthquake).

## **OUTPUT 2 Operations, information technology, supply, logistics and administration.**

### **Analytical statement of progress:**

Cash requirements for programme expenditures were efficiently forecasted and expended to maximize the use of exchange rates, increasing liquidity for programme disbursement.

Routine programme criticality assessments helped to ensure staff safety in field and monitoring missions. After technical and financial proposal solicitation, UNICEF Pakistan entered into an LTA with a qualified security company.

As the Operations Management Team co-chair, UNICEF Pakistan helped to prepare a business operations strategy to support the implementation of OPII (2015–2017) to improve quality and efficiency, reduce internal transaction costs and realize savings.

On behalf of UNDG agencies, UNICEF conducted a macro-assessment of the Government's Financial Management System rolling out the harmonized approach to cash transfers for government partners, with training. Micro-assessments were completed for 10 government

implementing partners. UNICEF Pakistan mapped partners countrywide and fully complied with revised CSO guidelines, with effective assurance mechanisms. In 2014–2015 all CSOs receiving at least US\$500,000 were audited. By the end of October, 63 per cent of planned programme visits and 54 per cent of planned spot-checks had occurred.

Aligned with global requirements, greening initiatives reduced the office's carbon footprint.

UNICEF Pakistan ensured effective financial risk management and maintained accurate records in VISION. Bank-optimization and bank-reconciliation reports were submitted on time. UNICEF Pakistan met monthly/interim closure deadlines with local dates for year-end deadlines. Administrative support for premise lease renewal negotiations was provided and cross-sectoral budgets were efficiently managed.

With 89 per cent of supplies delivered within agreed-upon target-arrival dates, cost implications were minimized: 44 per cent of supplies from local suppliers were received on time and 45 per cent avoided transiting warehouses, reducing storage/handling costs. Effective LTA management expedited the earthquake response. Although the timely receipt of exemption certificates delayed clearance at ports, local suppliers received GST certificates on time.

All Information Technology Solutions and Services Division global information technology projects were completed on time and business continuity and information technology disaster recovery plans were updated. Two Internet service providers were selected for reliable, cost-effective services. Cloud-based applications enhanced staff productivity and collaboration. The ICT unit established new LTAs for procurement and supported ICT for development activities (i.e. U-Report and the Nutrition Information System).

Procurement Services technically supported the Federal EPI to resolve a sensitive vaccine-loss case and improve government risk-mitigation capacity. Partnerships were established with UAE/Pakistan Army and the MoNHSRC for polio vaccine provision. World Bank-funded memoranda of understanding were signed with Balochistan and Sindh for essential nutrition items. With WFP/SD, Procurement Services is building RUTF manufacturing capacity in-country and supported Gavi federal/provincial cold chain upgrades.

Effective planning allowed for efficient security-related resource allocation. The number of SSAFE-trained staff rose from 74 per cent to 96 per cent. Armoured vehicle driver skills were enhanced, reducing maintenance and resulting in zero road accidents.

**OUTPUT 3** Effective and efficient management of human resource capacity.

**Analytical statement of progress:**

In 2015, UNICEF Pakistan invested in staff capacities and employed 61 new staff members to enhance programme delivery and efficiency.

Staff strength reached 350 with a staffing mix of 11 per cent international professionals, 47 per cent national officers and 42 per cent general service staff.

To meet the critical needs of the polio eradication programme, a programme budget review realigning resources was undertaken, resulting in the creation of 29 full-time positions and a reduction of 15 fewer temporary assignments and five fewer full-time posts.

A proactive approach was maintained to attract and retain qualified female staff, resulting in a

small improvement in the gender balance from 34 per cent at the start of 2015 to 36 per cent at the end of the year.

Performance management to increase programme efficiency was a priority, including as a key CMT indicator, resulting in 100 per cent completion of performance planning in 2015.

The country office action plan to address the Global Staff Survey focused on personal empowerment, career/professional development, performance management, work/life balance and transparency, contributing to reduced voluntary turnover in 2015.

UNICEF Pakistan ensured human capacity was available for emergencies, including maintaining updated job descriptions of emergency positions, rosters for key functional areas and staff who previously worked in emergencies.

Common employee exit guidelines were developed to support the development of staff retention strategies. Additionally, the Business Operations Strategy was developed and focuses on cost-savings and increasing quality through common rosters, increasing the female gender ratio, and common recruitment outreach.