Executive Summary

In 2016, UNICEF Pakistan contributed to the following headline results:

- Punjab province (east), home to 28 million women of childbearing age, was validated as having eliminated maternal and neonatal tetanus. Nearly 3 million women in Sindh province (south-east) were vaccinated, with validation expected in 2017.

- More than 2.3 million people (1.2 million women) gained access to improved sanitation with UNICEF support in 2016. After the pioneering Pakistan Approach to Total Sanitation (PATS) was instrumental in enabling Pakistan to achieve its Millennium Development Goal for sanitation, UNICEF Pakistan introduced PATS Plus in 2016, developed as a successor to PATS, for sustainable behaviour change and to align with the Sustainable Development Goals (SDGs). In Punjab, 1.8 million people received access to toilets through scaled up PATS implementation by the Government.

- Wild poliovirus cases fell to 19 compared with 54 in 2015 and 306 in 2014. The 65 per cent decline over one year represents significant progress towards polio eradication. Approximately 37 million children were vaccinated during each National Immunization Day, and an expanded community-based vaccination model (including 12,500 UNICEF-supported front-line workers) vaccinated children under 5 in reservoir areas. This was a core strategy in the Government-led National Emergency Action Plan 2016–2017.

- The Government’s capacity to systematically change social norms around minimum acceptable diets was enhanced through the endorsement of a national Infant and Young Child Feeding (IYCF) communication strategy and costed provincial implementation plans.

- Approximately 400,000 children (45 per cent girls) in 50 districts enrolled in school for the first time during the three-year Every Child in School initiative. These included 100,000 enrolled in 2016 through community mobilization, advocacy and improved school environments.

- Pakistan’s first Child Protection Bill, fully aligned with the Convention on the Rights of the Child (CRC), was enacted in Balochistan province (south-west) and provided for a public child protection case management and referral system following UNICEF Pakistan technical assistance to implement CRC Committee Recommendation 57 (related to effective mechanisms to monitor and investigate child abuse).

These results emerged from long-running partnerships, such as with the Government, non-governmental organizations (NGOs) and civil society organizations, and other game-changing strategies, including capacity development, policy advocacy, Communication for Development (C4D) and evidence-based scale-up of innovative pilots.

The Ministry of Climate Change (MoCC) received the mandate for water, sanitation and hygiene (WASH) oversight, filling much-needed gaps in federal coordination. Joint education sector reviews in Sindh and Balochistan provided recommendations on equity and quality,
while Scaling Up Nutrition units in Khyber Pakhtunkhwa (KP) and the Federally Administered Tribal Areas (FATA) (both north-west) laid foundations for multisectoral government nutrition coordination. Innovative approaches to social cohesion and inclusive education were integrated into government and UNICEF Pakistan programming. Provincial and area effective vaccine management plans and an endorsed national health vision are helping address bottlenecks to health system strengthening. A School Safety Framework was developed and piloted in partnership with the National Disaster Management Authority (NDMA).

Challenges with political and economic instability and insecurity continued in 2016, affecting many of the most vulnerable. Delays in issuing no-objection certificates required for access to many areas with the highest need (including crisis-affected areas in the north-west) posed challenges to action, technical capacity building, and monitoring.

Use of data in government planning remained a challenge and was addressed through Multiple Indicator Cluster Surveys (MICS) initiated in KP and Gilgit-Baltistan (GB, north), where data collection capacity was established for the first time. Punjab and Sindh provinces were supported to use MICS data for planning. Programme management and evaluation was strengthened through a baseline survey for an impact evaluation of a multi-country adolescent rights project, which, for the first time, used randomized control trials providing robust data for key indicators related to child protection social norms.

More than 85,000 families remained displaced in KP/FATA. The Sindh drought crisis continued, but no new humanitarian situations occurred in 2016. UNICEF Pakistan provided follow-up support and assisted families returning to pacified areas under the government-led FATA Sustainable Returns and Rehabilitation Strategy. However, humanitarian action was constrained by funding shortfalls and some access restrictions.

UNICEF Pakistan supported key United Nations coordination mechanisms under the One United Nations Programme II (OPII), maintaining a focus on equity and gender. UNICEF Pakistan co-convened Strategic Priority Area 1 (social services) and convened the United Nations-Government of Punjab Steering Committee. As part of the United Nations system, UNICEF Pakistan supported national consultations on SDG4 (education) and SDG6 (WASH), preparations for other SDGs and the development of a monitoring and evaluation framework.

Internally, UNICEF Pakistan took steps to strengthen a results-based management culture, with nearly 80 staff trained. Consultations began to develop a new equity-focused Country Programme 2018–2022 aligned with the draft UNICEF Strategic Plan and the draft One United Nations Programme III to support the Government in achieving the SDGs.

Humanitarian Assistance

In 2016, UNICEF Pakistan and its partners responded to a displacement crisis in Pakistan’s north-west and a drought in Sindh and continued to respond to the 2015 floods and earthquake that affected more than 130,000 people.

In KP and FATA, where military operations against militants since 2014 led to protracted displacement, humanitarian focus remained on displaced populations and those returning to areas declared safe by the Government. By the end of November, 218,000 families had returned, including 105,000 in 2016, of which 16 per cent were female-headed. However, 85,800 families remained displaced, with most dispersed among host communities. Two return intention surveys found that 60 per cent of respondents were willing to return immediately to conflict-affected South Waziristan (FATA) if security was ensured.
As humanitarian cluster lead for WASH, nutrition and education and sub-cluster lead for child protection, UNICEF Pakistan provided coordination, technical support and service delivery, though achievement of targets was hampered by a humanitarian funding gap exceeding US$26 million (61 per cent) and delays in obtaining no-objection certificates permitting access to areas of return. This necessitated re-assessment of targets and focus areas in line with the Pakistan Humanitarian Strategic Plan 2016.

As returns accelerated, UNICEF Pakistan’s focus switched to bridging humanitarian to development assistance in areas of return, under the FATA Sustainable Return and Rehabilitation Strategy. Through a consortium with the Food and Agriculture Organization (FAO), the United Nations Development Programme (UNDP) and the World Food Programme (WFP), UNICEF Pakistan provided resilience and recovery support and services for children in Bara (in the Khyber agency) and in the South Waziristan agency in health, education, nutrition, protection and WASH. Response was informed by two inter-cluster assessments under the Return Policy Framework in the South and North Waziristan agencies (FATA), which found damaged schools and lack of services.

Approximately 50 per cent of children in Sindh are stunted (44 per cent nationally) and 24 per cent suffer from severe stunting due to malnutrition. Four districts (Tharparkar, Jamshoro, Sanghar and Dadu) were declared by the Government as suffering from severe drought-like conditions, exacerbating food insecurity and pre-existing malnutrition. In March, UNICEF Pakistan handed over sites offering nutrition services in 44 union councils to the Sindh Department of Health, which launched a large-scale nutrition support programme in nine districts. UNICEF Pakistan continued to support stabilization centres in Tharparkar, the worst-affected district, and nutrition services in Jamshoro, though efforts were hampered by security challenges. Through local partners, UNICEF Pakistan supported capacity building and emergency nutrition (targeted supplementary feeding, micronutrient supplementation and IYCF services). UNICEF Pakistan chairs the Government of Sindh’s Nutrition Working Group, which coordinates nutrition action.

Working with governments and implementing partners, UNICEF Pakistan achieved the following progress against results in humanitarian assistance in Sindh (nutrition only) and KP/FATA (all programmes):

- **Nutrition:** 1.3 million children were screened for acute malnutrition and 49,000 were treated. A total of 385,000 children and 316,000 women received multi-micronutrient supplements.

- **Education:** 25,400 children accessed education programmes incorporating psychosocial support and 103,000 children and adolescents (46 per cent girls) were enrolled in school.

- **WASH:** 196,000 people accessed safe water and 148,000 benefited from improved sanitation (both 51 per cent female). Information on hygiene practices, safe handling of water and sanitation was provided to 229,000 people through social mobilizers. No outbreak of waterborne diseases was reported in affected areas.

- **Health:** 206,000 children were vaccinated against measles (49 per cent girls) and 30,400 children and women attended mother and child health days receiving basic health care. All returnees to FATA polio reservoir agencies were vaccinated in host communities and at embarkation points.

- **Child protection:** 36,600 children and caregivers availed protective spaces and 3,280 accessed protective services.
In addition to these, the ongoing WASH response to the 2015 floods and earthquake continued, and 38,000 people in Chitral and Shangla (KP) gained access to safe water through 41 rehabilitated water schemes. More than 60,000 people received hygiene kits and technical knowledge on how to construct latrines, while one-time cash transfers were provided to 14,200 families.

UNICEF Pakistan developed multi-hazard cross-sectoral emergency preparedness and response plans to guide humanitarian response. Based on these, 28 contingency partnership agreements were signed with implementing partners, contingency stocks worth approximately US$1 million were pre-positioned for 100,000 people and long-term agreements for goods and services were prepared. Inter-agency rapid assessments in humanitarian situations helped collate and update information for the Early Warning Early Action portal.

Strengthening community resilience through disaster risk reduction (DRR) remained pivotal to UNICEF’s work. Building on previously developed risk management plans, 2016 saw a shift in focus to embrace community-based risk management plans for which UNICEF Pakistan advocated and built capacity in disaster-prone districts. District disaster management authorities and provincial departments were trained on newly developed standard operating procedures for unaccompanied and separated children.

**Emerging Areas of Importance**

In 2016, UNICEF Pakistan began consultations with the Government to inform the preparation of the new Country Programme, which will include equity, urbanization, early childhood development, adolescents, urbanization and disaster risk reduction (DRR) as key cross-cutting areas.

Given Pakistan's high vulnerability to the effects of climate change, the draft Pakistan Vision 2030 note on United Nations support for the achievement of the SDGs specifically identifies the environment as a key focus area, including developing community resilience, building local government capacity in DRR and improving environments. It also includes emphasis on participation and employment for young people. Under the current Country Programme, key emerging areas were incorporated as described below.

**Second decade of life.** UNICEF Pakistan expanded its focus to the second decade of life through the launch of a multi-country regionally coordinated initiative funded by the IKEA Foundation that addresses adolescent issues in selected areas of Punjab and Sindh. The initiative aims to achieve headline results on child marriage as well as teenage pregnancy and access to education. Interventions sought to strengthen rights to freedom of expression and participation and included use of an adolescent toolkit developed by UNICEF Headquarters that was revised to respond fully to the Pakistan context, a C4D strategy developed in 2016 and the use of U-Report to enhance adolescent engagement. The use of U-Report, more broadly, to engage young people in development, expanded in 2016, with new partnerships enhancing the pool of potential U-Reporters (see section on external communication).

UNICEF Pakistan also entered a partnership with the United Nations Population Fund (UNFPA) to improve access to quality sexual and reproductive health services for target groups through capacity building and coordination for the establishment of an Adolescent Counselling Centre in one Sindh district, for eventual scale-up. Technical support and advocacy were ongoing to address child marriage by strengthening the Civil Registration and Vital Statistics Framework and harmonizing the Child Marriage Restraint Act 1929 with CRC provisions.
Climate change. An increased emphasis on climate change adaptation in the wake of the COP21 Paris Climate Change Conference in 2015 led to DRR being incorporated into the new PATS Plus programme (developed as a successor to PATS in 2016) to sustainably eradicate open defecation. PATS Plus equips rural communities with skills to develop village contingency plans. Flood-prone districts in Sindh and KP were equipped with risk-resilient elevated hand pumps ensuring sustained access to safe water. As a result, 18,000 people were protected against potential contamination during increasing flooding linked to climate change. Through UNICEF’s partnership with NDMA, a School Safety Framework was developed and piloted, integrating climate change risks and children’s roles in protecting the environment. After the completion of the pilot in early 2017, the NDMA will be supported to advocate with and obtain buy-in from provincial governments to scale-up the initiative to eventually cover every private and government school in Pakistan.

Urbanization. UNICEF’s successful implementation of urban WASH interventions was demonstrated through improved hygiene behaviours achieved in polio-affected areas and among 275,000 people in the crowded medium-sized city of Jacobabad (Sindh). Building on this success, UNICEF Pakistan developed a National Urban WASH Strategy that not only aligns with the global Strategy for WASH 2016–2030 but also responds to specific challenges posed by Pakistan’s rapid urbanization.

Early childhood development. Preliminary discussions on initiating early childhood development interventions in health and nutrition, as well as education, child protection and WASH, began through participation in consultative meetings convened by the federal Ministry of Planning, Development and Reform. Nutrition support maintained strong focus on the first 1,000 days of life, with a costed IYCF plan developed with UNICEF Pakistan support to promote behaviour change with respect to breastfeeding and appropriate complementary feeding. Policy advocacy and technical assistance led to the finalization of early childhood education (ECE) policies in Sindh and Balochistan, with high-level policy discussions ongoing on ECE standards, strategies and scale-up models in various provinces, especially Punjab. A demonstration of ECE models backed by systems strengthening in Punjab improved school readiness through katchi (pre-primary) enrolment for 15,000 children (8,270 girls) in one district in 2016 (see section on service delivery). UNICEF Pakistan also furthered discussions on child profiling and integrating ECE indicators into provincial education management information systems to improve planning, implementation and monitoring from a child rights perspective.

Summary Notes and Acronyms

Summary results have been rounded to three significant figures. UNICEF Pakistan extended procurement services support to the Government and third parties and managed among the highest volume globally for UNICEF. Services included technical and institutional support, capacity building on supply chain management, advocating for the mobilization of funds, establishment of new memoranda of understanding and the delivery of quality health products. Two major new agreements (US$100 million) were concluded in support of polio eradication, and a new agreement was being prepared under the Expanded Programme on Immunization (EPI) (NISP MDT-fund) for cold chain procurement (US$60 million) to enable maximum government ownership while ensuring procurement, delivery and installation of adequate World Health Organization (WHO) prequalified equipment to strengthen the cold chain system to support the introduction of new vaccines. Procurement services worked with the UNICEF Supply Division and WFP for two years to support a local manufacturer to reach the required quality standard to supply ready-to-use therapeutic food within Pakistan and abroad. Quality assurance and control testing is in its final stages. These reflect a highly effective partnership with federal/provincial governments, WHO, GAVI Alliance, the Islamic Development Bank, the Japan International Cooperation Agency, the World Bank and other donor organizations. UNICEF Pakistan played an important bridge-building role and ensured
the successful implementation of complex projects and timely supply of sensitive goods critical to programme delivery and supported the Government to avoid stock-outs of routine immunization antigens.

C4D Communication for Development
CRC Convention on the Rights of the Child
DRR disaster risk reduction
ECE early childhood education
ENAP Every Newborn Action Plan
EPI Expanded Programme on Immunization
ESP education sector plan
FAO Food and Agriculture Organization
FATA Federally Administered Tribal Areas
GB Gilgit-Baltistan
GSSC Global Shared Services Centre
HACT Harmonized Approach to Cash Transfer
ICT information and communication technology
IDP internally displaced person
IEC information, education and communication
ILO International Labour Organization
IOM International Organization for Migration
IYCF infant and young child feeding
KP Khyber Pakhtunkhwa
MICS Multiple Indicator Cluster Survey
MoCC Ministry of Climate Change
MoNHSRC Ministry of National Health Services, Regulations and Coordination
NDMA National Disaster Management Authority
NFE non-formal education
NGO non-governmental organizations
OCHA Office for the Coordination of Humanitarian Affairs
ODF open defecation free
OPII One United Nations Programme II
PAK Pakistan-Administered Kashmir
PATS Pakistan Approach to Total Sanitation
PC1 prevention of parent-to-child transmission
REC Reach Every Community
RED Reach Every District
SDG Sustainable Development Goal
SMS short message service
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
UNODC United Nations Office on Drugs and Crime
UNSMS United Nations Security Management System
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 supported building the capacity of the Government of Punjab to take over PATS communication for development (C4D) and service delivery, with 2,630 villages declared open defecation free (ODF), establishing hygienic environments for 1.8 million people through demand creation via social mobilization. Punjab adopted PATS as its primary strategy for eliminating open defecation by 2018.

Data collection systems in Punjab and Sindh were strengthened through technical support and capacity development delivered through the University of Mannheim for the first child labour surveys since 1996 and the first to use the Statistical Information and Monitoring Programme on Child Labour methodology and tablet-based data collection. National capacity strengthened by UNICEF Pakistan was reflected when Punjab and Sindh bureaus of statistics technically assisted KP and GB counterparts to conduct the MICS. Further capacity building enabled Punjab and Sindh bureaus of statistics to prepare 10 thematic profiles for equity-based planning.

Government and sector partners applied the WASH Bottleneck Analysis Tool 2.0 with UNICEF Pakistan training, setting benchmarks in Punjab and Balochistan for joint sector reviews of progress in line with SDG6.

Government capacities to change IYCF social norms were enhanced through an endorsed IYCF communication strategy, costed provincial plans and IYCF-in-emergencies guidelines. Routine immunization communication strategies in all provinces contextualized the national strategy, strengthening provincial communication structures to enhance immunization demand.

Polio vaccine acceptability via direct interactions with caregivers was enhanced through a capacity-building framework established by UNICEF Pakistan and partners for 76,500 workers in Tier 1 and Tier 2 districts. A knowledge, attitudes and practice survey found that 77 per cent of caregivers perceived vaccinators as knowledgeable, increasing vaccine acceptance. To sustain the gains, UNICEF Pakistan supported communications integrating inactivated polio vaccine into routine immunization, contributing to 100 per cent coverage (administrative data).

Secure learning environments progressed through a School Safety Framework developed by NDMA, training 204 teachers to pilot vulnerability assessments before countrywide roll-out. In addition, 25,000 Sindh, KP and Balochistan children benefited from school safety plans in 970 schools.

Evidence Generation, Policy Dialogue and Advocacy

A five-year institutional vacuum was filled when the MoCC became the mandated federal ministry for WASH. This accelerated SDG6 localization, national joint sector reviews and planning to align approved policies with the Sustainable Development Framework 2030. With the United Nations Educational, Scientific and Cultural Organization (UNESCO), UNICEF supported the Ministry of Federal Education and Professional Training to conduct seven SDG4 consultations with provincial implementation frameworks under development.

The foundation for the first protective system aligned with the Convention on the Rights of the Child was laid through the Balochistan Child Protection Bill enacted with UNICEF Pakistan advocacy and technical support. Children were legally protected against sexual exploitation through a federal amendment partly domesticating the Second Optional Protocol to the Convention.
Advocacy led to realized commitments from the Punjab and Sindh governments to use the MICS for prioritization in annual development plans and budgetary allocations for marginalized populations. The MICS began in GB and KP, with work beginning in Pakistan-Administered Kashmir (PAK) (north) and Balochistan to conduct the MICS6, providing the bulk of SDG baseline household data. UNICEF Pakistan led preparatory work on national nutrition data collection, to begin in 2017.

While behaviour change through PATS led to the successful declaration of 3,370 ODF villages, to maintain these gains UNICEF Pakistan commissioned a sustainability check study in Sindh and Punjab to understand the causes of ODF slippage. This provided insights on improving sustainability in PATS Plus, evidence-based communication for behaviour change, and will help allocate government resources.

The evaluation of a pilot using ‘Green Books’ recording the continuum of care for children’s health led to a scale-up to eight districts, with the Government to scale-up to all 36 Punjab districts beginning in 2017. A 2015 evaluation of prevention of parent-to-child transmission (PPTCT) of HIV led to a revised national strategy validated in 2016. A comprehensive baseline to measure end-line impact for a multi-country project on adolescent empowerment using randomized control trials was a model for rigorous impact evaluation for UNICEF globally.

**Partnerships**

Under A Promise Renewed, UNICEF Pakistan, UNFPA and WHO partnered with the Government to mobilize US$8 million through the Reproductive, Maternal, Newborn and Child Health Trust Fund for life-saving interventions in the Every Newborn Action Plan (ENAP). Under this plan, UNICEF Pakistan supported a Helping Babies Breathe training for 1,000 healthcare providers. UNICEF Pakistan also trained healthcare providers for chlorhexidine introduction, preventing deaths from infections among 1 million newborns in 17 Punjab, KP and Balochistan districts. Fourteen sick newborn care units were revitalized to reach 2,510 newborns per month in previously unserved areas.

Through the Scaling-Up Nutrition partnership, UNICEF Pakistan strengthened nutrition public financing and supported the establishment of Scaling-Up Nutrition units coordinating multisectoral nutrition strategies in PAK, KP and FATA. With WFP and the UNICEF Pakistan supply division, local capacity was built to supply international standard ready-to-use therapeutic food and sent for quality testing.

Through the Global Polio Eradication Initiative, UNICEF Pakistan contributed to the National Emergency Action Plan 2016–2017 under government leadership, helping reduce wild poliovirus cases by 65 per cent, from 54 in 2015 to 19 in 2016. UNICEF Pakistan supported the procurement of more than 300 million doses of polio vaccine for use in 2016 and supported the Government and third parties for two polio memoranda of understanding (US$100 million) concluded (see section on summary notes).

Through the Global Partnership for Education in Sindh and Balochistan, UNICEF Pakistan convened partners for joint sector reviews, strengthening human resources and data systems and expanding its oversight role for civil society partners. All Sindh and Balochistan districts developed education sector plans (ESPs) through a participatory approach, and in Balochistan, a World Bank partnership was launched, focusing on teacher development, data systems and assessment. Following a 2015 pilot increasing newborn birth registration by 85 per cent, agreements were signed with the Sindh and Punjab governments to scale-up mobile birth registration to nine districts from 2017 and with Telenor-Pakistan to provide in-kind support, capacity building and technical support.
External Communication and Public Advocacy

UNICEF Pakistan used public advocacy to support programmes and influence positive change, deploying its expanding reach to support public discussion of sensitive subjects, such as menstrual hygiene, reaching more than 730,000 people via social media and arranging eight major feature interviews by senior staff on national and international electronic media.

Using varied advocacy tools, UNICEF Pakistan created discussion on programmatic priorities (e.g. tackling promotion of infant formula). This included bilateral advocacy by the UNICEF Pakistan Representative, media campaigns and a national event for nutrition experts to explain formula feeding risks. International coverage on Al-Jazeera and Agence France-Presse was accompanied by domestic media pressure on decision makers. The Government of Punjab began collaboration with UNICEF Pakistan on a communication strategy to fight stunting, and in a symbolic gesture, Parliament announced a breastfeeding room within its premises.

Two-way communication using U-Report was expanded as participation almost doubled to 22,000, enhancing ownership for interventions and building responsibility for communities among young people. A partnership was launched with the Pakistan Red Crescent that will expand the pool of potential U-Reporters to 7 million. The office also began using short message service (SMS) tools to collect real-time data from beneficiaries (see section on innovations).

Polio communication campaigns reached 80 million people with Sehat Muhafiz (‘Guardians of Health’) branding, which humanizes vaccinators as ‘guardians of health’, improving vaccine acceptance among caregivers. Eighty-four per cent stated they trusted local health organizations, contributing to under 1 per cent of targeted children remaining unvaccinated in these areas in high-risk areas after the October immunization campaign.

UNICEF Pakistan leads on communication and C4D through emergency operation centres under government leadership and supported the Sehat Muhafiz branding. In December, UNICEF Pakistan launched a five-year WASH campaign across Pakistan to change social norms with the Ministry of Climate of Change, WaterAid and Plan International, with an unprecedented partnership with chambers of commerce, reflecting explicit endorsement of WASH priorities.

South-South Cooperation and Triangular Cooperation

UNICEF Pakistan supported the participation of Balochistan officials in the WASH in Schools International Learning Exchange in Jakarta, which facilitated sharing of lessons learned, identifying potential areas of collaboration and advancing technical knowledge on areas including SDG monitoring and evaluation, group handwashing, menstrual hygiene management and financing and operational considerations. To exchange best practices in urban WASH, UNICEF Pakistan supported 14 delegates from Sindh and Punjab governments, the private sector and NGOs in an exposure visit to eThekwini Municipality in Durban, South Africa, through a South-South learning exchange programme. The visit offered delegates insights on strategies for pro-poor urban programming that will contribute to meeting SDG6.

Ministry of Law, Justice and Human Rights officials participated in the third High-level Meeting on Cooperation for Child Rights in Kuala Lumpur, developing links and collaborations with South and East Asia countries on child health, social protection and violence against children, with two teams of young Pakistanis supported to participate in the accompanying Youth Innovation Challenge.
In support of implementing Genap interventions to improve newborn survival, six health care providers were supported for an exposure visit to Vietnam facilitated by the Regional Office for South Asia’s South-to-South health programme on kangaroo care implementation. A centre of excellence was established in a Punjab teaching hospital to build capacity when taking the initiative to scale. In-country capacity on costing Genap interventions was enhanced through training of Ministry of National Health Services, Regulations and Coordination (MoNHSRC) trainers in Sri Lanka. Costing began in Punjab, and training will be rolled out in other provinces.

A 2015 UNICEF Pakistan capacity-building collaboration with the Asian Disaster Preparedness Centre was a regional best practice, leading to a consortium agreement also including the UNICEF Regional Office, UNICEF India and UNICEF Nepal to facilitate training for the Government and UNICEF staff, strengthening national and regional capacity on child-centred disaster risk reduction and comprehensive school safety to reduce risks to children in disasters.

Identification and Promotion of Innovation

More than 12 per cent of urban WASH beneficiaries provided feedback through an expansion of RapidPro SMS technology on received supplies, including damaged kits, leading to refinements to menstrual hygiene supplies. This increased the likelihood of use and enhanced UNICEF Pakistan’s responsiveness and accountability.

An evaluation of a social cohesion and resilience programme offered important lessons for advancing results for the most vulnerable, finding that youth from different backgrounds who interact, play and learn together are less likely to see each other negatively. More than 113,000 children (42 per cent girls), including school-going, madrassah (14 per cent) and out-of-school children participated in recreational and life-skills activities with statistically significant improvements in trust and inclusion relative to control groups.

Polio vaccination campaigns achieved a 91 per cent Lot Quality Assurance pass rate (denoting high quality) when community-based vaccination, an innovative approach to persuading caretakers via personal interactions at the doorstep, was expanded to a core strategy under the National Emergency Action Plan 2016–2017. This covered the vaccination of 3 million children through 12,500 trained workers, developing a locally accepted workforce and reducing security needs.

Consistent messaging by lady health workers operating in remote areas was achieved through an innovative pilot in which they were trained to display short videos on portable projectors to guide group discussion on safe delivery, nutrition, hygiene, etc. In Punjab, 87,300 people (59,000 women/adolescents) attended, and the initiative was replicated in PAK and Balochistan.

The Balochistan education management information system promoted local accountability, reducing teacher absenteeism and identifying missing schools through real-time monitoring. For example, UNICEF Pakistan identified 55 ‘ghost’ schools existing only on paper, which were revitalized after community consultations by government partners, enabling 2,200 children to access education. School safety surveys were conducted in 27,800 KP schools via SMS, informing school attack monitoring in the KP Education Management Information System.
Support to Integration and Cross-sectoral Linkages

By 2016, all provinces/areas had developed multisectoral plans to address the complex causes of malnutrition, and KP, Balochistan and Sindh began programming in selected districts. Capacity development on tracking financial spending on nutrition programming for federal, Punjab and KP planning departments enabled the first financial assessments of nutrition-sensitive initiatives informing government nutrition budgeting.

New mechanisms for cross-sectoral coordination and joint behaviour change strategies, fostering horizontal convergence and dialogue across government departments, were developed in three Sindh districts. These targeted 1 million beneficiaries under the maternal and child stunting reduction programme with nutrition-specific IYCF interventions and nutrition-sensitive WASH interventions.

WASH-in-Schools strategies and action plans, developed through extensive consultations, were presented to all provincial governments, adding focus areas on hardware, menstrual hygiene management and smart indicators for provincial education management information systems. This was in support of integrated government programming following the inclusion of school WASH in WASH and education sector planning.

An integrated menu of health, WASH, nutrition and polio services that were attractive to caregivers was offered to reach children missed by polio vaccination. This cross-sectoral initiative resulted in 2,359 health camps in 2016 with 581,000 beneficiaries reached, including 14,000 children who had never received polio vaccination. This helped reduce persistently-missed children in Tier-1 areas from 0.68 per cent in March 2015 to 0.50 per cent by October 2016, while admitting 13,000 children for treatment of severe acute malnutrition.

In Punjab, Sindh and Balochistan, UNICEF Pakistan strengthened protective environments in cotton-farming areas (where children are vulnerable to child labour) through an integrated package of services that included conditional cash transfers and educating communities to champion education, support health and sanitation and take ownership of child protection.

Since 2012, 1,190 community-managed social and learning spaces have been established, of which 572 established in 2015–2016 reached 190,000 people through an integrated educational toolkit.

Service Delivery

Maternal and neonatal tetanus, a major cause of neonatal mortality, was declared eliminated from Punjab province following a 2016 validation survey conducted by the MoNHSRC, UNICEF Pakistan and WHO. This followed UNICEF Pakistan-supported vaccination for 1.2 million women in two remaining high-risk districts in 2015. In 2016, planning and monitoring capacity was strengthened to maintain vaccine coverage and vaccinate 2.9 million women in 12 Sindh districts in preparation for 2017 validation.

UNICEF Pakistan service delivery focused on piloting and documenting initiatives for scale-up by governments. A demonstration of ECE models in Punjab improved school readiness through pre-primary enrolment for 15,000 children (8,270 girls) in 300 schools and was being expanded to 2,000 schools. The Government of Punjab committed to further scaling-up to 7,000 schools in 2017 through a World Bank programme, aiming to reach 210,000 children, and finalized Early Learning Development Standards. Systematic data gathering through an online dashboard managed by UNICEF Pakistan provided field-level planning data enabling effective polio campaign implementation, helping to reduce post-campaign unvaccinated children from 7 per cent in 2015 to 4 per cent in 2016.
Sustainable, government-led nutrition service delivery progressed through training for 4,430 government workers on essential nutrition packages, including stabilization centres, nutrition in emergencies and IYCF. UNICEF Pakistan and partners treated 11,300 acutely malnourished children in non-humanitarian and 36,600 in humanitarian contexts, achieving a cure rate of 85 per cent. More than 2.3 million Pakistanis (1.2 million women/girls) in 3,370 ODF-certified villages accessed sanitation through support for PATS implementation by governments and partners. Five million (2.5 million women/girls) received WASH-related information via community mobilization and behaviour change communication. The Government of Punjab’s efforts to achieve ODF status by 2018 were supported with advocacy and capacity building for a human resource strategic development plan, and the Government of Sindh allocated US$13 million with a project document to implement PATS in 13 districts.

Human Rights-Based Approach to Cooperation

In 2016, the Government of Pakistan submitted its Fifth Periodic Report to the Committee on the Rights of the Child. UNICEF Pakistan (with the United Nations High Commissioner for Refugees (UNHCR) and the United Nations Office on Drugs and Crime (UNODC)) contributed to a shadow report using the 2009 Concluding Observations and Recommendations on Pakistan as a framework for inputs and to measure progress.

With civil society, UNICEF Pakistan ensured priorities relating to child rights were effectively communicated through technical support for a shadow report and its presentation to the pre-session meeting in Geneva. UNICEF Pakistan provided technical support with follow-up actions recommended by the Committee. With UNICEF Pakistan technical support, the federal Ministry of Law, Justice and Human Rights domesticated obligations under the Second Optional Protocol through the Criminal Law (Amendment) Act 2015 (passed March 2016), which criminalized (with punishments) child pornography and children’s exposure to sexually explicit materials.

Technical engagement with the Government of Balochistan supported the enactment of a provincial bill providing a comprehensive legislative framework for a CRC-aligned child protective system; another is near completion in GB. In Punjab, UNICEF Pakistan supported the Bureau of Statistics to develop equity profiles using MICS data and launched a similar exercise in Sindh, supporting targeted funding and initiatives for those in greatest need. As a direct result of UNICEF Pakistan advocacy, the Government of Sindh recognized water and sanitation as a basic human right through its Safe Drinking Water Policy and Sanitation Policy.

UNICEF Pakistan provided technical support to the National Human Rights Commission of Pakistan to ensure its full compliance with the United Nations Paris Principles on human rights, including contributions to training for human rights stakeholders on United Nations treaty body reporting processes.

In 2016, UNICEF Pakistan undertook an internal analysis of sectoral child deprivations against the Convention on the Rights of the Child, the Convention on the Elimination of All Forms of Discrimination Against Women and the Convention on the Rights of Persons with Disabilities with extensive data mining to elaborate on the situation, determine coverage of interventions and social services, analyse stakeholders and assess bottlenecks, enriching understanding of gaps in the realization of child rights. The analysis was validated through multi-stakeholder provincial consultations. Key interventions linked to specific child deprivation themes fed into the theory of change and strategy notes on how UNICEF Pakistan and partners aim to address the priorities of the next country programme.
Gender Equality

In 2016, UNICEF Pakistan completed gender reviews of programme areas (WASH, nutrition and health) in line with the gender action plan and reviewed proposals, donor reports, and theories of change for the next country programme through a gender lens.

A major baseline study as part of an impact evaluation for the multi-country IKEAll project advanced evidence-based planning towards ending child marriage, fostering reflections on gender stereotyping and identity and building gender-aware entry points for service provision. Some 9.2 million girls of middle/secondary school age were out of school. A game plan to advance girls’ secondary education was under development in Pakistan, emphasizing primary completion and transition as a prerequisite for secondary schooling.

With KP, FATA and Balochistan departments of education, UNICEF Pakistan established alternative learning programmes in remote areas to provide learning opportunities benefiting 31,800 excluded and over-age children (45 per cent girls). In FATA, where the gender parity index for primary adjusted net enrolment was as low as 0.50, alternative learning programme enrolment in supported programmes has tripled since 2014/15. Technical support enabled FATA to begin mainstreaming alternative learning programmes through a non-formal education (NFE) strategy to reach girls and boys whose education was disrupted by insecurity and displacement, while draft NFE strategies for Sindh and Balochistan were prepared. Through WASH-in-Schools interventions, 156,000 schoolchildren had access to gender-segregated toilets with provision for safety, dignity, sanitary pad disposal and running water (79,700 girls and 76,600 boys). This improved learning environments for students, especially girls, and removed a bottleneck to retention.

Research on adolescent girls’ perspectives on menstruation in Balochistan and Sindh generated evidence for awareness raising and menstrual hygiene management kits. UNICEF Pakistan piloted the provision of menstrual hygiene management kits based on the Balochistan research, enabling 18,900 girls to manage menstruation with dignity, and convened a national forum advocating for menstrual hygiene management inclusion in sector planning and for school management committee funds utilization plans to include menstrual hygiene management supplies.

After a survey establishing the first-ever evidence base on violence against women was suspended due to changing national priorities, UNICEF Pakistan reprogrammed support towards a provincial survey with the Punjab Commission on the Status of Women.

Environmental Sustainability

The draft Pakistan Vision 2030 note on United Nations support for the SDGs identifies the environment as a focus area, particularly regarding resilience, environmental management and mitigation and will guide the development of the next country programme.

A school safety framework was piloted in 68 schools in 2016 by NDMA to ensure education continuity and enhance the security of children regarding natural and human-made disasters by building loss-mitigation capacity, improving knowledge of threats and establishing safety practices and coordination mechanisms with communities and local governments. In addition, 1,790 integrated disaster risk reduction resource kits reached 358,000 children through schools, increasing knowledge of environmental risks.

UNICEF Pakistan supported the first evaluation of humanitarian action in Tharparkar to assess the nutrition emergency response to inform drought response. Consistent with UNICEF’s Strategic Framework on Environmental Sustainability for Children 2016–2017, UNICEF Pakistan addressed issues around WASH access and reducing open defecation.
Implementing the WASH component of the Polio Plus initiative, an integrated resource recovery centre improved solid waste management through composting. The centre serves 20,000 people in urban slums in Hyderabad district, Sindh, and UNICEF Pakistan initiated advocacy for this model to be integrated into the Government’s Six Cities Programme.

UNICEF provided technical support to the newly established MoCC and United Nations Water to co-convene a side-event at the United Nations Climate Change Conference in Morocco and provided technical support to include environmental messages in school curricula. UNICEF Pakistan’s office greening initiative was completed in 2016, enabling a 60-ton reduction in UNICEF Pakistan’s annual carbon dioxide emissions. The Punjab field office went green in 2016, utilizing solar plants, LED lights, heating and efficient DC inverter air conditioning. The remaining three offices will follow in 2017. Once complete, carbon emissions will be reduced by up to 375 tons (solar power plant, LED lights: 225 tons; air conditioner replacement: 120–150 tons). The financial gain will exceed US$1.2 million over a 20-year life span and 7–8-year amortization period.

Plans for reducing travel are in development, with carpooling (including inter-agency) and virtual meetings encouraged. Reduced printing was encouraged, with double-sided printing as default, and paper towels and cups were discontinued.

**Effective Leadership**

In 2016, UNICEF Pakistan introduced monitoring of assurance activities (micro-assessments, spot checks, programme visits and audits) as a standing agenda item in country management team (CMT) meetings. Management indicators such as fund utilization for regular resources, other resources regular, other resources emergency and institutional budget; donor report submission deadlines; grant expiry dates; direct cash transfer status; and security incidents were standard items reviewed by the team.

To ensure programme funds were spent for intended purposes, a new initiative encouraged implementing partners to use dual bank signatories, though legal authority to enforce this with government partners was lacking. Nevertheless, half had done so by the end of 2016.

UNICEF Pakistan continued to work with non-compliant partners and ensured timely risk mitigation in assurance planning. All offices conducted sectoral risk assessments to ensure the new Country Programme (2018–2022) is risk-informed and identifies appropriate mitigating measures.

UNICEF Pakistan initiated staff workload and capacity assessments examining current and future human resource requirements to inform the country programme management plan. Business continuity plans for the five offices were updated to capture revised risk assessments and mitigating measures. In the spirit of Delivering as One, UNICEF Pakistan led the development of the first common United Nations Business Continuity Plan. To make civil society organization partnerships more transparent and responsive to programme needs, an evaluation committee was established to define evaluation criteria for civil society organization submissions.

Programmatic monitoring was strengthened through field monitoring mechanisms aligned with the harmonized approach to cash transfer (HACT) and global guidelines, enhancing HACT compliance (see section on financial management) and strengthening feedback loops for timely course correction. As chair of the OPII Programme Monitoring and Evaluation Group, UNICEF Pakistan supported the common country assessment and OPIII development. It convened the largest Strategic Priority Area, Strategic Priority Area 1, until handover to WHO, and established thematic sub-working groups, leading on education.
UNICEF Pakistan became convenor of the OPII Punjab Steering Committee and passed its position as Sindh co-chair to WFP.

**Financial Resources Management**

As of 31 December, US$172.2 million (non-grant: US$40.9 million; other resources: US$115 million; other resources emergency US$15.7 million; institutional budget: US$0.5 million) was allocated, of which US$121.9 million (70 per cent) was expended.

With the implementation of the Global Shared Services Centre (GSSC), the Business Transaction Centre became responsible for submitting invoices and monitoring payment status in MyCase. Master Data Management in the Virtual Integrated System of Information (VISION) shifted to Business Transaction Centre/finance. Under GSSC guidance, unnecessary data was cleaned to manage risks. To improve contributions management, budget control, financial procedures, bank reconciliations, accounting and liquidation of cash assistance, the CMT continued monthly expenditure monitoring with specific guidance provided to programmes to address bottlenecks during implementation.

An estimated US$11,000 was saved through common financial activities with sister United Nations agencies. With good management practice across key indicators, planned resources were matched to planned results, with at least 85 per cent of non-grant (regular resources) spent; 100 per cent of grants used within the original life of the grant; and less than 1 per cent of outstanding direct cash transfers remaining unliquidated over nine months.

To ensure efficient use of programme funds, UNICEF Pakistan introduced monitoring of HACT assurance activities in monthly CMT meetings. Completion rates of planned HACT assurance activities were: micro-assessment 50 per cent (2015: 44 per cent); spot checks 73 per cent (2015: 74 per cent); programme monitoring visits 86 per cent (2015: 72 per cent); and audit 75 per cent (2015: 100 per cent).

The final audit recommendation was closed by the UNICEF Office of Internal Audit and Investigation after dual signatories for related bank accounts were implemented and manuals developed including agreement of the Auditor-General to audit bank accounts and related books of account. The regular use of finance dashboards improved data gathering and time- and cost-effective decision-making. Improvements were noticeable in direct cash transfer, open TAs, GR/IR and PAR balances from 2015 to 2016.

**Fundraising and Donor Relations**

UNICEF Pakistan made significant progress regarding strengthening relationships with donors locally and globally by organizing briefings and events (including the launch of *UNICEF Pakistan’s Annual Report* and Universal Children’s Day), coupled with regular updates and quality reports, resulting in significantly increased support.

UNICEF Pakistan raised 92 per cent of the planned five-year other resources target and expended more than 86 per cent of the funds received.

UNICEF Pakistan’s resource mobilization strategy guides relationships and interaction with public and private donors. It allows UNICEF Pakistan to align fundraising activities to donor interests, government priorities and programmatic gaps. Through engagement led by top management and support from the UNICEF Regional Office for South Asia and UNICEF Headquarters, UNICEF Pakistan mobilized US$89.6 million as other resources to support the implementation of the country programme. A total of US$76.9 million went to regular programming—including US$48.3 million for polio eradication—and US$12.6 million went to humanitarian action.
The funding received has been in response to specific programmatic needs identified at the start of the Country Programme. To bridge the funding gap during the year, evidence-based fundraising efforts were led and flexible donors were approached to solicit support in achieving key results. Internal resources were utilized to cover critical financial gaps in high-priority areas.

In 2016, a majority of the grants received were from public sector donors such as the United States Agency for International Development (USAID), the Government of Canada, the United Kingdom Department for International Development, the European Commission and the Government of Japan. 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, GAVI Alliance and Telenor. UNICEF Pakistan also received funding for joint programmes implemented with sister United Nations agencies under Delivering as One, including health and nutrition support and a major programme in support of community resilience and recovery in FATA.

Evaluation and Research

In 2016, UNICEF Pakistan ensured compliance with United Nations Evaluation Group standards at every stage of evaluation, from preparation of terms of reference to the finalization of management responses. All three evaluation reports assessed by UNICEF Headquarters were ranked as ‘high quality’, with many sections ‘outstanding’. All three completed evaluations were followed by management responses.

The process of preparing responses for evaluations of PPTCT and GAVI Alliance-funded civil society organization projects ignited further discussion among stakeholders before agreeing on actions. Partners with less rigorous management response processes, including some in the Government, provided positive feedback on the utility and significance of the process, which they could adapt for their internal evaluations. The transition from integrated monitoring and evaluation plan (IMEP) to research, impact, monitoring and evaluation (PRIME) resulted in better reporting of research activities with details of each research input recorded offline and shared with the country management team for review and feedback.

Evaluability assessments were introduced for new UNICEF Pakistan programmes, beginning with the national project on pneumonia and diarrhoea, and the first evaluation of humanitarian action for the nutrition emergency response in Tharparkar. Other programmes showed interest in conducting similar assessments for current and new projects.

As the first such policy in the country, the development of Punjab’s evaluation policy simultaneously demanded intense advocacy and careful management. UNICEF’s efforts to involve stakeholders and achieve agreement on the way forward resulted in the establishment of a high-level oversight committee chaired by the Provincial Finance Minister, which helped clarify responsibilities to steer work on evaluation, and was an example of how long-term advocacy is required to achieve progress toward results. UNICEF Pakistan entered a Memorandum of Understanding with the United Nations Development Programme (UNDP) that entailed supporting coordination and leading SDG monitoring and evaluation. Through the National Evaluation Capacity Development initiative, UNICEF Pakistan drafted a guidance note to steer work on developing a monitoring and evaluation framework for the SDGs in Pakistan.

Efficiency Gains and Cost Savings

UNICEF Pakistan played an active role in developing the first business operations strategy in support of the United Nations ‘Delivering as One’ programme for 2016–2017, representing
a collaborative effort to reduce costs and increase the quality and efficiency of operations and administration. It is hoped that by adopting a holistic joint approach and leveraging respective comparative advantages, the drive for results will be more efficient and effective with a 2.5–5 per cent cost savings for the period.

In 2016, savings of approximately US$85,000 were achieved through a range of measures. These included US$6,747 saved through use of a shared United Nations job posting portal and approximately US$19,000 saved by engaging two travel agents to select the lowest fares. Travel costs were reduced by US$12,000 through increased use of video conferencing and Skype instead of actual travel. Staff overtime costs were reduced by US$29,000 compared with 2015 through close monitoring and control. A new mobile phone and internet policy reduced official phone users from 96 to 34 (CMT members and critical staff), with similar provision for home Internet access, leading to annual savings of US$15,500 for handsets and US$2,500 for phone subscriptions. A proof of concept for carpooling between UNICEF, UNDP and UNFPA staff was rolled out in November 2016. Pakistan is one of five countries with a United Nations presence where this pilot was initiated. Through this initiative, staff members from the three agencies will be able to book vehicles from any of the three agencies using an online application. During the pilot stage (November 2016 to April 2017) carpooling began in Islamabad and, depending on the outcome, will be expanded throughout the country. This initiative is expected to lead to reductions in the size of the car fleet, number of drivers and fuel consumption.

**Supply Management**

UNICEF Pakistan provided supply and logistics support for country programme implementation with major interventions in polio eradication, nutrition, health, WASH and education. UNICEF Bhutan and UNICEF Afghanistan were supported in local procurement of tents, collapsible jerry cans and buckets worth US$250,000 to meet emergency needs.

As part of ongoing support for enhanced vaccine management and to ensure that quality vaccines reach children in marginalized areas, UNICEF procured 32 cold rooms (US$600,000) for the Government, with temperature monitoring equipment for strengthened cold chain systems. In Balochistan, UNICEF Pakistan supported the rehabilitation of five newborn care centres, including the provision of solar power. No major construction projects were delivered in 2016.

UNICEF Pakistan received an in-kind commitment of 15,000 cartons (US$669,150) of ready-to-use therapeutic food, of which 5,000 (US$223,050) were received and distributed.

Supply dashboards improved data gathering, and time- and cost-effective decision-making improvements were noticeable in inventory management, where most supplies in stock above 24 months were distributed.

Frequent changes in government tax policies created delays in the timely clearance of supplies and hurdles for suppliers and service providers. UNICEF successfully negotiated a blanket tax exemption for all United Nations agencies worth over US$90,000 annually with the Government of Punjab.
Supplies and institutional consulting services in 2016:

<table>
<thead>
<tr>
<th>Programme</th>
<th>Supplies (US$)</th>
<th>Services (US$)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Health and nutrition (including polio)</td>
<td>2,629,832</td>
<td>60,152,170</td>
</tr>
<tr>
<td>Education</td>
<td>2,433,970</td>
<td>1,226,743</td>
</tr>
<tr>
<td>WASH</td>
<td>1,699,594</td>
<td>3,059,039</td>
</tr>
<tr>
<td>Child protection</td>
<td>723,881</td>
<td>592,089</td>
</tr>
<tr>
<td>Programme monitoring and evaluation</td>
<td>80,500</td>
<td>616,846</td>
</tr>
<tr>
<td>Cross-sectoral</td>
<td>316,707</td>
<td>1,498,174</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>7,884,484</strong></td>
<td><strong>67,145,061</strong></td>
</tr>
</tbody>
</table>

Procurement services extended support to third parties, continuing support for the provision of vaccines and cold chain equipment for the Government and other partners using their own funds (trust funds) integral to expanded programme of immunization (EPI), polio and nutrition service delivery. In addition to timely provision of strategic, essential supplies, UNICEF provided technical and institutional support to EPI on the management of its procurement services portfolio and collaborated with partners to provide capacity building on supply chain management. The financial management of the Islamic Development Bank project loan to the Government of Pakistan for polio eradication was strengthened through a Supply Division finance support mission and implementation of enhanced standard operating procedures (see sections on summary notes and partnerships).

**Security for Staff and Premises**

The security situation in Pakistan remained volatile throughout 2016, with sectarian violence, attacks against the general population and the state. UNICEF Pakistan’s ability to deploy into the field was adversely affected, particularly in Balochistan and KP/FATA. UNICEF Pakistan continued to provide the highest possible level of risk mitigation measures:

- UNICEF Pakistan was integral to the development and application of United Nations security-related policies and measures in Pakistan, including the security risk assessment, Minimum Operating Safety Standards and residential security measures. These shaped United Nations Security Management System operations in Pakistan, with enhanced focus on enabling programme delivery.

- Senior management represented UNICEF Pakistan in the Security Management Team, and the Representative acted as designated official ad interim.

- New security standard operating procedures were developed to enhance staff safety in offices, on field missions and in extremis.

- All Pakistan office locations remained 100 per cent compliant with the Minimum Operating Security Standards with security risk assessments conducted in all locations where UNICEF Pakistan personnel work regularly.

- Inter-agency simulation exercises improved procedural coordination, communications and physical staff security.
Focus was increased on security coordination between country and field offices, with staff participation in Safe and Secure Approaches in Field Environments training exceeding 93 per cent.

The speed of disseminating security-related information was improved using social media.

Integral access support within the polio eradication initiative continued to ensure access to children, with reporting mechanisms in place and technical support provided to the Government.

Training and protocols on what to do in case of an armed attack were provided to staff.

Additional budgetary support from UNICEF was allocated to improving closed-circuit television and fire suppressant systems.

Priorities for 2017 include the development of specific security support to improve programme delivery and an internal review of all physical security infrastructure and investment required to maintain safety and security of personnel and operations.

**Human Resources**

Staffing (fixed-term and temporary appointments) remained stable, from 317 in 2015 to 322 in 2016. The vacancy rate for fixed-term posts was 14.5 per cent. Efforts were made to reduce the proportion of temporary positions, which declined from 20.8 per cent in 2015 to 9.4 per cent in 2016. Three mail-poll programme budget reviews adjusted the structure of activities and funding, resulting in 29 new fixed-term posts. Staff voluntary turnover improved to 3.8 per cent in 2016 from 5.3 per cent in 2015, partly due to actions taken in response to the Global Staff Survey and local salary increases.

Gender balance remains a challenge for the United Nations in Pakistan, despite proactive approaches to attracting and retaining qualified women. The gender ratio remained roughly constant at 35 per cent in 2016 compared with 36 per cent in December 2015.

The major group training initiative in 2016 was on result-based management, with about 80 participants; 14 staff members also completed an online HIV in the workplace training. In total, 561 online trainings were completed by 246 staff members. Following the last Global Staff Survey, an action plan was instituted covering transparency, performance management and career/professional development with 65 per cent of action points implemented, including improved manager-staff communication through regular consultations on planning and monitoring work activities and quarterly all-staff meetings with the Head of Office.

UNICEF Pakistan participated in the implementation of new talent management and case management systems and was a pilot country for the latter. This resulted in faster and more transparent vacancy application review, easy identification of potential candidates, reduced on-boarding process and faster processing of staff entitlements, enabling UNICEF Pakistan to reach a 99 per cent completion rate for performance planning in Achieve (against 94 per cent in the region).

**Effective Use of Information and Communication Technology**

The UNICEF Pakistan information and communication technology (ICT) section maintained a high level of efficiency, with no reported server downtime throughout the year in any of the five offices. Access to corporate applications in the cloud ensured that staff did not experience ISP outages. In total, 91 audio and video conference activities were supported,
advancing the office’s operational strategy of reducing its carbon footprint. Planned investment in 2017 in a unified communication system will further accelerate this positive trend. The ICT section worked closely with the operations and supply sections for the deployment of solar power plants in all offices. A 61 kilowatt plant was deployed in UNICEF Pakistan, and purchase orders have been issued for two of the four field offices.

The business continuity plan and information technology disaster recovery plans were updated and tested in two scenarios where staff managed transactions from home. During 2016, ICT shifted towards providing more services to the country programme, supporting ICT for development (ICT4D) activities including developing a mobile birth registration for 10 million targeted children (to be rolled out in 2017), improved government data collection and management for informed decision-making for 4,300 water schemes through a WASH management information system for the Government of Punjab and an education management information system for the Government of Balochistan to monitor 403 schools.

UNICEF Pakistan's social media strategy emphasized interactivity, particularly through targeted content for youth. An equity focus and visibility of girls were consciously enhanced in social media communications. The website had 44,800 unique visitors in 2016, the Facebook page had 258,000 fans and the Twitter account had 29,000 followers. UNICEF Pakistan is an active member of the One United Nations ICT Working Group. Following its experience using vendors for common Internet services across its offices, UNICEF Pakistan began finalizing the terms of reference for a high-performance SLA for Internet services across all United Nations offices in Pakistan.

**Programme Components from the Results Assessment Module**

**ANALYSIS BY OUTCOME AND OUTPUT RESULTS**

**OUTCOME 1 Health and nutrition**

**Analytical statement of progress:**
the MoNHSRC continued its shift into post-devolution coordination roles and responsibilities. UNICEF Pakistan support continued to focus on building capacity and partnerships, strengthening systems and government service delivery for maternal, child and neonatal health care, nutrition and HIV/AIDS prevention and treatment, and helping to establish a robust routine vaccine management system, taking into consideration the interests of girls, boys and women, especially the most vulnerable. Pakistan is among the last remaining countries with ongoing wild poliovirus transmission, and UNICEF Pakistan is a member of the Polio Eradication Initiative. Progress towards high-quality vaccine provision and increased demand among communities was made through UNICEF Pakistan technical assistance towards strengthening immunization supply chain management and development of evidence-based costed provincial/area communication strategies and advocacy and social mobilization support for the introduction of the inactivated polio vaccine into routine immunization. Half of Pakistan’s population, in Punjab province, was validated with UNICEF Pakistan support for maternal neonatal tetanus elimination.

All provinces began development of integrated healthcare packages to enhance newborn survival through costed provincial/area reproductive, maternal, newborn, child and adolescent health and nutrition and newborn survival strategies in line with the ENAP, ensuring the inclusion of high-impact interventions. Key ENAP interventions were initiated in selected districts for eventual scale-up. Healthcare systems to address the concentrated HIV and AIDS epidemic among key populations continued to be strengthened in 2016, with a revised national strategy to identify, prevent and treat parent-to-child transmission of HIV, which was validated in December 2016.
UNICEF Pakistan is also supporting government efforts to reach high-risk women efficiently, involving their husbands in promoting voluntary counselling and testing. Groundwork for an Early Infant HIV Diagnosis system was laid; this is expected to be operationalized by January 2017 and will test HIV-exposed infants at six weeks of age. Evidence-based programming to target at-risk adolescents, especially girls, was furthered through fieldwork for mapping and integrated biological and behavioural surveillance of key high-risk populations (with adolescents included for the first time) and completed in December 2016.

There were major achievements in 2016 in moving from strategy to action towards reducing Pakistan’s high stunting rates. While progress in PAK, GB and FATA was slower than in the provinces, their nutrition strategies have been endorsed and implementation plans are being developed. United Nations nutrition partners continued to support the Federal Planning Commission regarding the Scaling-Up Nutrition initiative, and provincial and regional secretariats are now in place or are in the final stage of resourcing. These will ensure multisectoral nutrition plans are implemented with oversight for all relevant sectors.

To support behaviour change around feeding practices, including exclusive breastfeeding, IYCF strategies and costed communications plans were finalized. In Punjab, Sindh, KP and Balochistan, resources are now available to implement priority activities with technical support from UNICEF Pakistan. A USAID-funded programme to combat stunting offered an opportunity to demonstrate best practices through a collaboration between the nutrition and WASH programmes; this is well timed to support the Sindh and Punjab governments to craft plans to reduce stunting. Support to Punjab has started and will continue in 2017. Capacity building emphasizing IYCF for duty bearers continued, as did supply support for provincial governments. Gender-appropriate materials were developed to target the public, physicians and households with breastfeeding messages and education. Guidelines were finalized for vitamin A supplementation and IYCF in emergencies; the latter will help to improve community management of acute malnutrition practices in emergency settings. United Nations partners continue to support strong and effective coordination of humanitarian planning and response, with UNICEF Pakistan as cluster lead for nutrition. Challenges centre on ensuring momentum is not lost in translating strategy into action.

Through high-quality monthly supplementary immunization activities administering extra polio vaccines regardless of immunization history in the low transmission season, the Pakistan Polio Programme reached 37 million children under 5, resulting in fewer missed children in 2016. Only 3–4 per cent of children were recorded missed at the end of each campaign, down from 7 per cent over a similar period in 2015. This was achieved through capacity building of front-line workers, dedicated focus on microplanning, aggressive same-day follow-up of recorded missed children and systematic extraction, analysis and feedback on missed children data. By December, a 65 per cent reduction in confirmed cases was reported, with 19 cases from 13 districts compared with 54 cases from 23 districts/towns in 2015. UNICEF Pakistan supplied 328 million doses of oral polio vaccine to governments supporting campaign activity. UNICEF Pakistan contributed through a community-based vaccination initiative with 12,500 vaccinators, predominantly women, who tracked and vaccinated more than 3 million children in polio reservoir areas. The Sehat Muhafiz (‘Guardians of Health’) communications strategy effectively built community acceptance and demand; a knowledge, attitudes and practice survey in the highest-risk districts revealed high degrees of acceptance, awareness and intent to vaccinate both boys and girls.

**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 National Emergency Action Plan 2016–2017 elaborated the national polio eradication strategy, aiming to root out the virus in reservoirs, detect and react aggressively to outbreaks, and maintain population immunity levels. Strategy development relied on broad participation and consultation with districts, provinces, federal counterparts and Polio Eradication Initiative (PEI) partners (UNICEF, the Bill & Melinda Gates Foundation, the Centers for Disease Control and Prevention, Rotary International and WHO). Sustained government commitment and oversight underpinned programming, with management support, planning and coordination through the Emergency Operations Centre network. UNICEF Pakistan worked with PEI partners to support the vaccination of 37 million children per National Immunization Day and approximately 20 million children per Sub-National Immunization Day. For instance, in the October Sub-National Immunization Day, out of 19.1 million children under 5 targeted, only 143,445 children remained unvaccinated (below 1 per cent, compared with 4.9 per cent during October 2015). Of these, 27,701 children (0.14 per cent) refused vaccination, while 113,935 (0.56 per cent) were not available. This contributed to the decline in the number of wild poliovirus cases from 306 in 2014 to 54 in 2015 and only 19 in 2016 through mid-December—a 65 per cent decline in 2016. UNICEF Pakistan collaborated with the Harvard T.H. Chan School of Public Health for knowledge, attitudes and practice polling that suggested that the polio programme was well-positioned for success: only 7 per cent of caregivers reported missed children in the last year, and “intent to vaccinate” was 97 per cent. It showed an opportunity to target caregivers by addressing misgivings and improving interactions at the doorstep.

A key shift under the National Emergency Action Plan 2016–2017, at the Government’s request, was the expansion of community-based vaccination to 100 per cent of core reservoirs and greater than or equal to 60 per cent of the target Karachi population. For the August campaign, the number of community-based vaccination workers rose from 7,610 to 12,500, supported by UNICEF Pakistan in 496 union councils. Of these, 82 per cent were female, collectively covering more than 3 million children in the hardest-to-reach areas. As a result, there is better recording of missed children, while 87 per cent of community-based vaccination union councils passed the October lot quality assurance survey, indicating greater than or equal to 90 per cent coverage. The total workforce deployed under third-party management for community-based vaccination and communication network was 15,000.

As part of the Emergency Operations Centre, UNICEF Pakistan provided risk management and decision support, detecting epidemiological and programmatic risks and supporting risk management. A key component was independent monitoring to highlight gaps for immediate course corrections. UNICEF managed third-party field monitoring: 734 high-risk union councils were monitored during all campaign phases, improving field performance and addressing operational gaps. Health camps were used as an auxiliary strategy to reach polio zero-dose children by improving trust and access; 2,359 camps reached 581,243 beneficiaries, including 13,677 zero-dose children. UNICEF Pakistan maintained effective oral polio vaccination supplies thereby enabling supplementary immunization activities to proceed without interruption. Environmental surveillance showed 11 per cent positive samples of poliovirus from sewage, declining from 19 per cent in 2015.

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:
In 2016, UNICEF Pakistan focused support for health under the ambit of ‘A Promise Renewed’ to decrease preventable child deaths. Progress in these interventions ranged between constrained and on track.

The National Health Vision 2016–2025, a government roadmap to improve health for Pakistanis, especially children and women, was finalized by the MoNHSRC and endorsed by all provinces and areas in August 2016, with technical inputs from development partners, including UNICEF Pakistan. The translation of this Vision into implementable plans began as UNICEF Pakistan worked with the MoNHSRC and provincial/area departments of health, ensuring that appropriate services and outreach were available to children and women and to reduce preventable child deaths. Strengthened policies and guidelines to improve newborn survival rates continued through provincial/area annual action plans developed by respective departments of health with UNICEF Pakistan support. Costed ENAPs as part of newborn survival/reproductive, maternal, newborn, child and adolescent health and nutrition strategies were under development in provinces/areas, taking global ENAP and national/provincial/area bottleneck analyses into consideration. A capacity-building exercise on ENAP interventions using the One Health tool was conducted for Punjab Department of Health officials; this capacity resource can now be engaged by provinces/areas. These helped departments of health cost ENAP activities and reflect the cost in their maternal, newborn and child health planning documents. Systems were strengthened to deliver high-quality vaccines where and when they are needed, as all four provinces and three areas incorporated costed effective vaccine management improvement plans into their immunization PC1s. The federal and Punjab PC1s were approved while the remainder await approval. Effective vaccine management secretariats were established in PAK, GB, Balochistan and Sindh departments of health. UNICEF Pakistan and partners (the World Bank, GAVI Alliance and WHO) are advocating with respective governments for early approval to ensure that adequately resourced vaccine management is implemented.

A major initiative to reduce preventable under-five mortality due to pneumonia and diarrhoea (respectively costing the lives of about 91,000 and 53,300 children annually) began in 2016, with the support of the Bill & Melinda Gates Foundation. This focuses on updating policies and guidelines, based on gaps identified through evidence generation and providing essential commodities. The project’s theory of change was strengthened through a comprehensive evaluability assessment (conducted at UNICEF Pakistan for the first time), which also informed the monitoring and evaluation framework. The project was launched in Sindh and Punjab, with the national launch planned in early 2017. Under government leadership, UNICEF Pakistan partnered with WHO, UNFPA and other international development partners including the World Bank, GAVI Alliance, the Global Fund to Fight AIDS, Tuberculosis and Malaria, the Reproductive, Maternal, Newborn and Child Health Trust Fund, the Bill & Melinda Gates Foundation, USAID and other multisectoral projects like those supported by the Canadian International Development Agency (CIDA), the Danish International Development Agency (DANIDA), the IKEA Foundation and Polio Plus to coordinate and complement technical support to establish policies/strategies in the areas of immunization and reproductive, maternal, newborn, child and adolescent health and nutrition.

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:
Effective vaccine management secretariats in Sindh, Balochistan, GB and PAK are supporting the implementation of costed effective vaccine management improvement plans
with UNICEF Pakistan technical assistance. Effective vaccine management secretariats are under establishment in Punjab, KP and federally. Technical assistance was also provided to strengthen immunization supply chain management and cold chain inventory and to support the national application for the Cold Chain Equipment Optimization Platform. Nineteen warehouses were constructed across Pakistan, with eight in Balochistan supporting health service delivery to benefit 300,000 children. Improved vaccine quality delivery was furthered through 30 cold rooms and federal-level training on cold chain temperature mapping nationally, which is now being rolled out sub-nationally. This filled a major gap in government cold chain and dry storage capacity to ensure high-quality life-saving vaccines reach even the most disadvantaged children and mothers in the hardest-to-reach areas.

Across Pakistan, 35 districts with high rates of deprivation and low routine immunization began implementing the Reach Every District (RED)/Reach Every Community (REC) approach, targeting 1,045,801 children under 1 and 1,085,299 women of childbearing age, with UNICEF Pakistan support. In 2015, a third-party evaluation in four pilot districts of Punjab had shown as much as a 22 percentage point increase in fully immunized children. The KP scale-up was funded by the Government with technical assistance from UNICEF Pakistan and WHO. The Government of KP also incorporated 600 lady health workers into the immunization programme in its RED/REC districts, following UNICEF Pakistan advocacy. More than 1 million targeted newborns received protection from deadly umbilical cord infections following chlorhexidine capacity building for health care providers (supported by the Reproductive, Maternal, Newborn and Child Health Trust Fund and USAID/John Snow, Inc.) and introduction in 17 districts of Punjab, KP and Balochistan. ‘Essential Newborn Care and Helping Babies Breath’ trainings were rolled out through resource centres at five Punjab tertiary hospitals. Some 2,510 newborns in need of specialized care in formerly unserved areas are expected to be treated monthly through 14 sick newborn care units equipped by UNICEF Pakistan, with staff trained through WHO. A Kangaroo Care Centre of Excellence was established in one Punjab hospital to support staff training across Pakistan. Long-running UNICEF Pakistan support for Mother and Child Weeks began transitioning to government ownership in Sindh, Punjab and KP, which budgeted for this initiative in their 2017 PC1s, thus ensuring long-term sustainability. Other provinces/areas committed to including it in their revised PC1s. This low-cost high-impact initiative reached nearly 7.3 million girls, mothers and pregnant women in 2016 with health education to enhance demand, and dewormed 3,339,789 children (aged 2–5 years). UNICEF Pakistan will phase out financial support by the end of 2017 and support an evidence-based transition through independent province/area-specific evaluations.

Within Pakistan’s concentrated epidemic, in which 100,000 people are estimated to be living with HIV and AIDS, primarily people who inject drugs and transgender and male sex workers, scale-up of services was achieved with antiretroviral treatment initiated for an additional 1,056 men, 410 women and 150 children, through UNICEF Pakistan capacity-building support to 41 healthcare providers on treatment and PPTCT. Healthcare providers extended PPTCT services to 104 HIV-positive pregnant women (greater than 5 per cent coverage of the estimated 2,000) to prevent vertical transmission.

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:
UNICEF Pakistan focused its support on integrated national and sub-national communication planning to ensure a more effective and gender-appropriate approach to behaviour change and to address inequities between genders, areas of origin and other factors. This included continued efforts to strengthen the health education and promotion resource units in the federal and provincial EPI. A significant step towards filling persistent
C4D capacity gaps in provincial and district governments was taken in 2016 when provincial governments developed contextualized routine immunization communication strategies based on an approved and uniform framework with UNICEF Pakistan technical assistance. The strategies were developed in consultation with communication committees/task forces established or re-activated at the federal EPI and in each province, and they were under review prior to formal submission for ratification. These strategies will enable departments of health to strengthen communication structures and capacity and develop systematic implementation plans to improve understanding and acceptance of newborn survival and immunization services among fathers and mothers in communities.

The introduction of the inactivated polio vaccine was completed in the national routine immunization schedule in early 2016, with 100 per cent coverage by the end of September (administrative data). UNICEF Pakistan contributed by supporting the national/provincial/area EPI programmes to develop and implement tailored communication and social mobilization action plans (with GAVI Alliance support). These plans informed communities and government staff on the introduction of this new vaccine, its effectiveness and the importance of immunizing children, to maintain gains and sustainably eradicate polio. Improved C4D for routine immunization to enhance demand for services at the community level remained a challenge. The community mobilization component of the RED/REC strategy is expected to support improved coverage for all nine antigens under the EPI programme. During 201, coverage in RED/REC districts averages 81 per cent, with only one district below 50 per cent. Furthermore, convergence between EPI and the Polio Eradication Initiative is an important opportunity to strengthen routine immunization and has been initiated in polio core reservoir areas.

Information, education and communication (IEC) materials were developed to promote ENAP interventions, which were being modelled in different provinces through a Government-led coordinated partnership (including Maternal and Child Health Integrated Program, Save the Children, USAID, John Snow, Inc., JHIEGO and Mercy Corps) providing technical assistance for advocacy, development of policies/guidelines/protocols, capacity building, implementation, monitoring and evaluation. With Reproductive, Maternal, Newborn and Child Health Trust Fund support, social mobilization and behaviour change communication interventions were also launched, including innovative approaches to health education using couples as health workers to change the behaviour of both male and female family members. Concerns about maintaining consistent health education messages disseminated by lady health workers in remote areas were addressed through an innovative pilot in which short videos on birth preparedness, skilled birth attendants and essential newborn care were developed. Lady health workers received portable projectors to screen these videos and were trained to use them for community discussions. The pilot began in Punjab, where 87,294 people (58,687 women/adolescents) attended these sessions, and was subsequently adopted in Balochistan and PAK.

**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 to Children in Humanitarian Action.

**Analytical statement of progress:**
In recent years, Pakistan has faced several natural catastrophes, compromising displaced populations with already poor health indicators. Given the high probability of emergencies, UNICEF Pakistan continued strengthening emergency preparedness and response planning, including contingency planning and pre-positioning of supplies for 100,000 people, while also providing humanitarian health services and behaviour change communication. Health emergency preparedness and response plans within the Core Commitments for Children framework were prepared and shared with provincial/area governments.
Contingency project documents and programme cooperation agreements were drafted. UNICEF Pakistan engaged closely with the Health Cluster, led by WHO, planning and coordinating implementation with cluster partners and the MoNHSRC National Health Emergency Preparedness and Response Network. In 2016, the Government and UNICEF Pakistan supported internally displaced persons (IDPs) returning to pacified areas of FATA, helping ensure that quality services related to maternal and child health and EPI were maintained.

Overall, 205,801 children aged 6 months to 10 years (100,842 girls and 104,959 boys) received measles vaccination, and 20,764 families were protected against malaria through insecticide-impregnated bed nets. In Bannu District (KP), Mother and Child Days carried out through the Prime Foundation, benefited 100,000 displaced women and men. UNICEF Pakistan supported 20 vaccinators for uninterrupted routine immunization services through 20 July 2016. Since January 2016, 7,176 children were vaccinated against measles, 6,372 children received pentavalent vaccine and 10,772 pregnant and lactating women were given tetanus toxoid vaccine.

Routine immunization services were strengthened in IDP host areas of southern KP through 78 solar ice-lined refrigerators that improved cold chain and vaccine management. UNICEF Pakistan supported 24-hour per day, 7-day per week basic emergency obstetric care services in four rural health centres in IDP hosting areas of Lakki Marwat District, covering 100,000 people, through its partner FPHC. The Government had declared 2016 as the year of returns, and UNICEF Pakistan supported government provision of maternal, newborn and child health and EPI services in return areas of South Waziristan and Khyber agencies (FATA) through the establishment or strengthening of 24-hour per day, 7-day per week basic emergency obstetric care services and Mother and Child Days for 200,000 through implementing partners. UNICEF Pakistan strengthened 36 health facilities in Khyber, South and North Waziristan agencies and Kurram. In Khyber and South Waziristan agencies, 5,044 pregnant women were registered and 1,287 gave birth safely, while 1,038 high-risk pregnancies were referred ensuring timely life-saving interventions for mothers and newborns through safe delivery and essential newborn care.

With Zika virus declared an international public health emergency in 2016, UNICEF Pakistan supported the Government in preparedness planning, developing IEC materials for communities and healthcare workers. A plan to communicate Zika risks to the public and communities with standard operating procedures was also developed. Capacity development continued, and training of trainers was conducted in all four provinces on community-based DRR. UNICEF Pakistan further supported district-level roll-out. A total of 3,675 healthcare providers were trained, most of them lady health supervisors and lady health workers raising awareness and building capacities of the communities they covered in disaster-prone districts.

**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:**
To address Pakistan's extremely high rate of stunting (44 per cent in 2011), UNICEF Pakistan focused on strengthening systems for prevention of malnutrition through supplementation and multisectoral coordination, emphasizing evidence-based activities to directly improve nutritional status at a time of life when damage can be prevented or reversed. In 2016, UNICEF Pakistan further developed the capacity of duty bearers in preventative nutrition through the finalization of gender-sensitive evidence-based guidelines, strategies and costed communication plans, while maintaining capacity-building
responsibilities in emergency contexts. It continued support the roll-out of multisectoral
nutrition strategies and project initiation documents (PC1s) in all provinces and areas, which
are key indicators in the Country Programme. UNICEF Pakistan also began to support the
design of the National Nutrition Survey to be conducted by the Government in 2017,
emphasizing the collection and reporting of gender-disaggregated data. The last National
Nutrition Survey was conducted in 2011. Areas with less capacity faced challenges related
to delays in setting up coordination mechanisms. These were largely overcome through
continuous advocacy and capacity building by UNICEF Pakistan and partners (WFP, MI and
the Global Alliance for Improved Nutrition).

With UNICEF Pakistan technical and financial support, a multisectoral nutrition strategy for
PAK was endorsed while support continued for planning and development departments to
endorse a similar strategy in FATA, develop action plans in KP and GB, and recruit staff for
Scaling-Up Nutrition units in KP and FATA. Through these strategies and coordination units,
government departments for non-nutrition sectors will prioritize and streamline nutrition-
sensitive interventions, leading to increased gender-focused and equity-based funding
across sectors to help address the multiple factors affecting nutrition, including sanitation,
food security, etc. UNICEF Pakistan works in partnership with WFP, WHO and key NGOs to
support this work. A key lesson learned is to plan on possibility that support in Pakistan’s
areas might take twice as long as in provinces.

To support a shift towards a focus on the first 1,000 days of life, when nutritional
deficiencies can have life-long negative effects, UNICEF Pakistan provided financial and
technical support (with technical input from key United Nations partners on related working
groups) to the development and approval of the endorsed National IYCF Strategy and
costed IYCF communications plans at provincial and regional levels, increasing government
capacity to tailor strategies to budgets and prioritize the roll-out of activities based on
national plans. A challenge will be to support areas to find resources to fund their plans; the
four provinces are not expected to face this issue. UNICEF Pakistan lent management and
financial support, with continuous engagement from United Nations and civil society
partners, to the development of IYCF-in-emergencies and vitamin A guidelines. The former
was endorsed, and the latter is in the final stages. These were missing policy pieces
necessary to refine ongoing programmes to improve nutritional and survival outcomes for
children. In 2016, UNICEF Pakistan began supporting Punjab financially and technically to
develop a stunting reduction plan and associated communications strategy, with ongoing
involvement from United Nations partners. Once completed in 2017, this will increase
awareness and improve behaviours to support the nutrition status of vulnerable children.

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:
To advance the Government’s ability to provide nutritional support to critically malnourished
children, UNICEF Pakistan supported nutrition plans based on finalized PC1s through the
procurement of nutrition supplies (vitamins and minerals, measuring equipment and
therapeutic supplements) for Sindh, Balochistan and KP departments of health. UNICEF
Pakistan assisted nutrition cells to refine forecasting methodologies and improve their ability
to manage supply. Despite delays, supplies were positioned in good time for programme
implementation, helping prevent gaps in the field during 2016 excepting Sindh Province,
which had a six-week delay. This will be avoided in the future through annual rather than
twice-yearly shipments for Sindh. UNICEF Pakistan worked with a local supplier of ready-to-
use therapeutic food, and quality-control testing was underway for lower cost supplies for
community management of acute malnutrition and improved programme reach, spreading
government and donor funds further. UNICEF Pakistan and partners provided technical advice for the roll-out of multisectoral nutrition programmes to support improved nutrition for children and mothers. More than 4,000 people were trained, alongside technical and, in some cases, financial support, on stabilization centres, nutrition in emergencies and IYCF. These will help address the challenge of removing UNICEF Pakistan from service delivery and enabling governments to fully take these activities over.

The recently published Punjab MICS 2014 showed alarmingly high acute malnutrition (33.5 per cent of children were moderately or severely stunted) with exclusive breastfeeding rates dropping to 17 per cent. The factors associated with declining breastfeeding will be examined by a consulting firm to be hired by the Government, for which UNICEF Pakistan has finalized terms of reference, leading to tailored messaging to help improve this critical behaviour.

UNICEF Pakistan continued to support health camps in Punjab, KP/FATA and Balochistan to increase polio reach and deliver nutrition and other services to highly disadvantaged communities through its Polio Plus programme. Through this programme, 263,553 children were screened for malnutrition, and 12,625 were admitted for treatment of severe acute malnutrition in 2016, while 121,305 children received micronutrient sachets. In all cases, more girls than boys were reached. A total of 4,428 polio zero-dose children were identified, and 1,371 refusal cases were covered, in addition to 4,079 children who missed routine immunizations. A modified vitamin A supplementation strategy, with field data collection tools and reporting, and capacity building for providers, was implemented, resulting in more accurate reporting for the first supplementation round in 2016, and rationalized the distribution and forecasting of stock. WFP, MI and the Global Alliance for Improved Nutrition are UNICEF’s key partners in this work. UNICEF Pakistan organized provincial/federal workshops led by departments of health and the MoNHSRC for stakeholders to incorporate standardized IYCF and nutrition indicators in district health information systems and will continue support, alongside United Nations partners, to improve and standardize data collection for better tracking of nutrition service delivery. UNICEF Pakistan also modified the nutrition information system, and work is underway on an online version.

**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:**
It has taken four years to lay the groundwork for national and sub-national guidelines, strategies and costed implementation plans addressing large-scale behaviour change and to empower women to take nutrition decisions with support from family and communities. While behaviour change is an incremental process, a strong foundation was laid in 2016 with the finalization of individual costed communication plans for critical IYCF practices through extensive consultative workshops. All United Nations partners were involved in this activity. Secondary analysis of datasets on breastfeeding, complementary feeding and maternal nutrition was undertaken by WFP, and UNICEF Pakistan will support the use of findings in Punjab for the development of gender-sensitive and culturally appropriate IYCF messages.

The implementation of communication plans in Sindh and Punjab, led by the Government and supported by all United Nations partners and key NGOs, began and will be fully developed in 2017. To overcome the bottleneck of relative lack of awareness by key duty bearers, coupled with the rampant promotion of breast milk substitutes, UNICEF Pakistan held an advocacy event aimed at parliamentarians and donors among others. Following this event, breastfeeding rooms in the Parliament House and the MoNHSRC were finalized, reflecting increasing policymaker awareness. The event led to significant media attention, extending the reach of messaging. To enhance the awareness of the public, five radio
segments were developed and endorsed by the MoNHSRC and will be aired in 2017 (subject to the availability of resources). To mitigate lack of awareness among physicians, standardized workshops and presentations were finalized to help change prescribing behaviours and ensure medical professionals understand the law on the promotion of breast milk substitutes. These will be rolled out in 2017. To begin to resolve the issue of poor-quality messaging at the community level, UNICEF Pakistan developed a breastfeeding video for use by lady health workers, to be rolled out in high deprivation districts of Punjab, where lady health workers are equipped with mini-projectors. This tool was designed to address specific bottlenecks to breastfeeding voiced by mothers in southern Punjab and widespread cultural beliefs such as that colostrum is “bitter” and is not provided to newborns.

Stunting reduction action plans were initiated in Sindh and Punjab, with all United Nations partners and key NGOs providing technical inputs. UNICEF Pakistan provided financial support to Punjab, with consultants to lead the development of a communication strategy and provide input on messaging based on detailed data analysis. These plans will result in high-impact nutrition actions being rolled out at scale, aimed at improving the nutrition/health status of vulnerable children and mothers. Much of the work under this output will begin to produce results in 2017 related to breastfeeding, anaemia, vitamin A, iodized salt and feeding young children. Behaviour change itself can take decades. Without significant and well-planned C4D, reaching the target for minimum acceptable diet will be a challenge, and the pace of upstream work necessary to lay the groundwork for designing and implementing activities to change behaviour remains slow.

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 2016, timely preparation of a Strategic Response Plan and Emergency Preparedness and Response Plan in partnership with departments of health and cluster partners continued to support effective planning and response for marginalized groups, mothers and children in conflict and drought-affected areas of KP/FATA and Sindh. As cluster lead, UNICEF Pakistan coordinated support through regular meetings for partners and stakeholders co-chaired by departments of health and the MoNHSRC. Through quality life-saving nutrition interventions to treat severely malnourished children, UNICEF Pakistan reached the most disadvantaged conflict and drought-affected children in various districts of Pakistan. With support from nutrition cluster partners (WFP, WHO, ACF, Save the Children, PEAC, HANDS, Shifa Foundation and FPHC), community management of acute malnutrition continued in 43 districts and tribal agencies with 384 outpatient therapeutic sites and 20 stabilization centres. In this regard, 1,292,230 children (659,037 girls and 633,193 boys) aged 6–59 months were screened for acute malnutrition; 55,357 children (29,893 girls and 25,464 boys) were treated in outpatient therapeutic sites; and 983,343 pregnant and lactating women were screened and 89,544 were treated in targeted supplementary feeding programmes. To support the micronutrient status of children and women, 384,821 children aged 6–59 months (196,259 girls and 188,562 boys) and 423,577 pregnant and lactating women received multi-micronutrient supplements.

The continued displacement in KP/FATA and the drought-like situation in Sindh necessitates nutrition services at scale, however government resources for an emergency nutrition response are scarce. Timely resource mobilization for emergencies is therefore of the utmost importance. Supply pipeline breaks and a lack of dedicated staff for stabilization centres, which occur when funding inevitably ends, compromise the survival of children. UNICEF Pakistan has advocated with governments to use PC1 funds in areas in which time-
limited donor-funded community management of acute malnutrition services are funded, with only limited success.

Donors such as USAID are critical to providing contingency supplies. UNICEF Pakistan, WFP and WHO will continue to advocate for government funding. Delays for implementing partners in receiving government no-objection certificates to operate in certain areas and cancellations in FATA compromised quality and coverage. This was brought to the attention of the Humanitarian Country Team, which advocated with relevant authorities. To avoid such issues in the future, UNICEF Pakistan is working on implementation directly with the FATA Department of Health, which sidesteps the need for the no-objection certificate issue altogether.

In Sindh, very high malnutrition rates and food insecurity in affected districts required continued support. However due to the roll-out of the Government’s own comprehensive nutrition plan, the Department of Health was reluctant to continue to receive support from partners in drought-affected districts. In March, UNICEF Pakistan closed nutrition services in all 44 supported union councils of Tharparkar, though WFP was ultimately allowed to continue addressing moderate acute malnutrition with its own funds. However, the Department of Health has been unable to start providing services at full scale under PC1, to date. UNICEF Pakistan offered to support a nutrition management information system to continue tracking of malnutrition in Tharparkar and to continue services and donate supplies if required. The overall challenge in emergency nutrition programming in Pakistan is to avoid losing focus on strong preparedness while scaling up preventative nutrition programmes.

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:
Unpacking the SDGs to inform the country’s development agenda remained a major focus of the Government of Pakistan in 2016. Although Pakistan achieved its sanitation Millennium Development Goal in 2015, owing in part to PATS pioneered by UNICEF Pakistan, gaps persist between rural (51 per cent) and urban (83 per cent) populations and between the highest (84 per cent) and lowest (29 per cent) wealth quintiles. While 91 per cent of Pakistanis have access to improved drinking water sources, 80–85 per cent of water sampled by the Pakistan Council of Research in Water Resources is unsafe for drinking due to bacterial contamination. Reducing disparities in access and improving drinking water quality are key challenges for the achievement of SDG6.

A significant increase in public spending by up to 2.5 per cent on WASH in 2014–2015 (after declines in previous years) suggested renewed prioritization by the political leadership, to which ongoing UNICEF Pakistan advocacy contributed. Following UNICEF Pakistan’s continuous advocacy, the MoCC was named focal point for WASH policy development, coordination and reporting at the federal level in February 2016, filling a five-year institutional vacuum. The MoCC prepared plans to review and align all approved policies and strategies with the Sustainable Development Framework 2030 and led national dialogues to build momentum on SDG6.1 and SDG6.2, with representation from all provinces. In a bid to improve the quality of the joint sector reviews in Pakistan, UNICEF Pakistan facilitated a training on the WASH Bottleneck Analysis 2.0 for approximately 50 government officials and sector partners. The process will culminate in defining high-level national and provincial political commitments in early 2017, establishing accountability mechanisms enabling UNICEF Pakistan to advocate for more sector financing.

Through sector-wide consultations with development partners, including UNDP, the United Nations Human Settlements Programme (UN-Habitat), FAO, WFP, WHO, WSP-World Bank,
WaterAid and Plan International, as well as academia and civil society organizations, UNICEF Pakistan technical assistance supported the convening of stakeholders as well as capacity building of the Government to take leadership in understanding, adopting and planning the SDGs and establishing provincial baselines for SDG6.1 and SDG6.2.

Strengthening provincial policy and frameworks to reach the most disadvantaged children and women, UNICEF Pakistan provided technical support to the Government of Sindh to develop sanitation and drinking water policies (pending approval). A water policy for KP province and a water and sanitation policy for FATA were approved, while Punjab approved and launched a WASH Sector Master Plan. WASH policies under development in Sindh and Balochistan aligned with the recently developed SDG framework. National policies that had been previously approved were revised for this purpose. Following UNICEF Pakistan and sector stakeholders’ collaborative efforts, the governments of Balochistan, KP and Punjab developed integrated growth development strategies, including water and sanitation, bringing WASH into the mainstream of development planning.

UNICEF Pakistan continued to support efforts to ensure safe water availability in response to the 2015 earthquake and floods by providing 38,000 affected people in Chitral and Shangla (KP) with sustainable access to safe drinking water through rehabilitated hand pumps. A rehabilitated urban water scheme in the town of Chitral will benefit more than 80,000 people following completion in 2017. As lead of the WASH Cluster, UNICEF Pakistan worked with the International Organization for Migration (IOM), FAO and UNDP to further define resilient programming, undertake recovery activities, strengthen humanitarian coordination and align with development coordination.

A major partnership to use C4D to change social norms around health and hygiene, including handwashing with soap, use of toilets and safe handling of water commenced on 7 December 2016. This took place when UNICEF Pakistan, in collaboration with the MoCC, WaterAid and Plan International, and through a memorandum of understanding with Pakistan’s chambers of commerce, launched a nationwide multi-year Behaviour Change Campaign.

Key among WASH strategic shifts in 2016 were: 1) moving from direct implementation at scale to leveraging government resources to replicate and scale up PATS across all of Punjab, Pakistan’s most populous province, to be followed by areas of Sindh; and 2) converging WASH and nutrition programming in Sindh (to address stunting) and the Polio Plus initiative (including waste disposal initiatives to create a safe environment), addressing sustainability challenges, renewing focus on social norms, integrating water safety and security, and addressing disaster, climate change and conflict. These shifts will better position UNICEF Pakistan to rise to challenges presented by the SDGs, align with the UNICEF’s global Strategy for WASH 2016–2030 and bring sustainability in programme results (e.g. in continued latrine use).

While UNICEF Pakistan will continue to support access to basic water and sanitation facilities, the new focus will see a move towards a more comprehensive approach to help communities access safely managed water and sanitation facilities in line with SDG6.1 and SDG6.2.

UNICEF Pakistan continued to integrate research and evidence into its programmes and policy advocacy, focusing on the poorest and hardest-to-reach communities. Sustainability checks for ODF status in Punjab and Sindh, Accelerated Sanitation for All and value for money studies will inform future programming and advocacy, while research on adolescent girls’ perspectives on menstrual hygiene management underpinned supplies and advocacy materials.
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 continued to work alongside government counterparts, including public health engineering departments, planning and development departments, local governments at the provincial level and the MoCC at the federal level, as well as development partners including the World Bank, Plan International and WaterAid. Following government endorsement of the SDGs and the launch of the UNICEF Strategy for WASH, UNICEF Pakistan increased technical support to the Government to promote equity-focused, gender-sensitive, policy formulation and sector strategy development.

Progress towards improving the planning and policy environment was achieved through consistent advocacy and support in capacity development for national and provincial governments. For example, continued advocacy led to the MoCC receiving the mandate of policy formulation, coordination and reporting on WASH at the federal level. UNICEF Pakistan support enabled the MoCC to convene sector-wide dialogue and establish provincial SDG6.1 and SDG6.2 baselines through two national workshops.

Significant progress was observed with increased WASH budgets approved in Punjab (8 per cent increase), KP (6 per cent) and FATA (8.5 per cent) in 2016. Through UNICEF Pakistan and sector partner advocacy, an equity-focused, child-sensitive WASH sector plan was launched in Punjab, with safe drinking water policies approved in Punjab and KP/FATA and sanitation policies awaiting approval in both provinces. With UNICEF Pakistan support, the Punjab Public Health Engineering Department minister participated in the High-level Meeting on Sanitation and Water for All held in Ethiopia, where he committed US$20 million to achieving an ODF Punjab by 2018. At the Government’s behest, UNICEF Pakistan supported capacity assessment of human resources and institutions and systems strengthening in Punjab, with the development of a strategic human resource development plan and capacity development plan for community-based organizations.

UNICEF Pakistan provided financial and technical support along with other partners to the Government of Sindh to develop the government programme document (PC1) for the Saaf Suthro (‘clean, healthy’) Sindh programme. With a budget of US$13 million, the PC1 was cleared from the Government of Sindh and forwarded to the Federal Government Planning and Development Division for final approval. Under the PC1, it will ensure 50 per cent of villages in 13 target districts achieve ODF status within three years through community mobilization encouraging latrine construction and use, with a view to reaching the rest by 2025. In Balochistan, UNICEF Pakistan and partners supported the Government to develop a WASH Sector Master Plan. In KP, UNICEF Pakistan technically and financially supported the Sanitation Upscaling Unit at the WatSan Cell, which coordinates sector initiatives and resource mobilization. The newly developed policies and strategies focus on the inclusion of water and sanitation as a human right and adopt an equity perspective benefiting the most vulnerable, especially in relation to women and children. However, overall financing requirements for the sector are substantial, requiring further budgetary increases.

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:
UNICEF Pakistan continued to support the capacity of duty bearers to deliver sustainable access to safe drinking water and improved sanitation by training counterparts, information system management and direct support for country and regional knowledge exchange and learning through technical support for participation in sanitation conferences. In total, 935,861 people (458,571 males and 477,289 females, including children) accessed safe water with UNICEF Pakistan supporting construction and rehabilitation of new and existing water systems in partnership with local government, public health engineering departments and implementing partners (Balochistan Water, Environment and Sanitation Society, Qatar Charity, the Sami Foundation and the Sarhad Rural Support Programme).

In 2016, UNICEF Pakistan shifted focus from direct implementation through the Government and NGOs in some districts in Punjab towards building government capacity across all districts to end open defecation by 2018 using PATS Plus. This approach integrated sustainability checks, water safety and security, conflict sensitivity, and disaster and climate risk reduction to bring efficiency and sustainability assurance parameters. As a first step towards strengthening the Government’s capacity to effectively implement a large-scale ODF programme, UNICEF Pakistan initiated a WASH capacity needs assessment, which underpinned a strategic capacity development plan in 2016. In the meantime, UNICEF Pakistan’s support to the Government consisted of capacity-building interventions, providing training, exposure visits and supporting ministerial representation in high-level meetings, such as the sanitation and water for all meeting held in Ethiopia.

In Punjab, effectiveness and accountability in developing and tracking district ODF plans and budget capacities were enhanced through training for 36 district WASH committees with representation from the Government and civil society partners. Increased WASH allocations and expenditures for the last three years have been recorded. Similar trainings are soon to commence in Sindh, KP and Balochistan. UNICEF Pakistan tracked progress on implementation of WASH sector plans and improved planning and budgeting through annual joint sector reviews at the provincial level to support advocacy with provinces to scale up PATS on the Punjab model.

Due to varying capacities of provincial governments to implement PATS at scale, UNICEF Pakistan’s new focus on building capacity took a phased approach. For example, in Punjab, UNICEF Pakistan has already started implementing the approach due to the Government’s strong governance and service delivery capacity, and the Government’s scale-up strategy is comprehensively embedded in its 2014–2024 WASH Sector Development Plan, with Sindh following in 2017.

Secondary analysis of WASH MIS data was completed, allowing for better planning and target setting for the SDGs. Punjab conducted a joint sector review and drafted a WASH Sector Status Report for 2016 with UNICEF Pakistan support.

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:
In 2016, UNICEF Pakistan’s support of government and implementing partners, including international and national NGOs, ensured that 2,363,143 people (1,157,940 males and 1,205,203 females, including children) had access to toilets (on a self-help basis) under the PATS programme, thus rendering 3,372 villages ODF. Since its inception in 2010, PATS has helped to create a new social norm of toilet use for millions of people living in rural communities, thereby protecting children and adults against diseases linked to poor sanitation. In addition, in 2016, almost 5 million people (2,444,264 males and 2,544,030
females, including children) received critical WASH-related information on preventing child illness, especially diarrhoea, to help them protect children and families from diseases linked to hygiene and sanitation. Proxy indicators including presence of soap in households indicated a level of behaviour change.

In 2016, UNICEF Pakistan launched PATS Plus to complement PATS by supporting provincial governments to integrate additional WASH packages into the existing approach. This addressed deficiencies in the current approach, such as sustainability, and introduced new elements ensuring a more balanced community and institutional (schools/health centre) WASH approach with faster, more effective responses to challenges such as disasters, climate change and conflict. UNICEF Pakistan advocacy and capacity building in Punjab resulted in a well-defined human resource strategic development plan to ensure the Government has the capacity to sustainably implement PATS.

As the SDGs are defined and adopted across Pakistan, the PATS Plus approach builds on the achievements of PATS and forms an important initial step towards the attainment of the SDG targets. UNICEF Pakistan worked with multiple partners, including provincial and local governments and international and local NGOs, to design and roll out PATS Plus in all provinces. Addressing sustainability was key to this process. Through PATS Plus, UNICEF Pakistan increased the duration of interventions and conducted a sustainability check study to understand the factors determining whether people continue to use latrines and whether water supply schemes remain functional after interventions. It also endeavoured to rise to the challenge set by the SDGs by attempting to reach all children wherever they are, including in urban informal settlements. To be able to do this, in 2016, UNICEF Pakistan drafted the Urban WASH Strategy that builds on the strengths of the PATS approach to inform how PATS Plus will reach vulnerable urban communities.

In 2016, PATS Plus implementation strategies provided guidance to implementing partners on the importance of gender mainstreaming. A guidance note was developed as part of the United Nations Maternal and Child Stunting Reduction Programme in Sindh to provide guidelines to implementing partners on gender-sensitive approaches to programme implementation. It included guidelines on gender-disaggregated data, equal access to and participation in programme services and benefits and safety and dignity for rural women through the provision of WASH facilities. Through PATS Plus, UNICEF Pakistan also encouraged the participation of women in village WASH committees formed in 2016 to facilitate the inclusion of 50 per cent women representatives.

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

Analytical statement of progress:
UNICEF Pakistan focused WASH humanitarian interventions on conflict-affected internally displaced persons in camps, among host communities and in areas of return. Support was provided in three IDP camps in KP and FATA until the closure of two camps in May 2016; only Jalozai camp continued to be supported. This included the operation of the water supply systems, installation and maintenance of latrines and community interaction to improve hygiene practices.

As a result, in host communities and areas of return, 196,427 internally displaced persons received access to safe drinking water, 148,204 were reached with improved sanitation and 229,029 people received key hygiene messages through interpersonal communication sessions focusing on handwashing with soap, safe handling of water and hazards of open defecation/latrine usage.
WASH response in areas affected by the 2015 earthquake and floods continued in 2016. More than 38,000 people (including approximately 15,000 children, 11,780 women and 11,400 men) in Chitral and Shangla received safe drinking water through 41 water supply schemes rehabilitated by implementing partners and government counterparts. Rehabilitation work on the water supply scheme for the town of Chitral neared completion and will benefit approximately 80,000 people (32,800 males and 47,200 females). At the Government’s request, additional funds will be made available to complete the project. Approximately 9,000 hygiene kits were distributed following interpersonal communication hygiene sessions.

In areas affected by the 2015 floods in Punjab and Sindh, 151 hand pumps were installed/rehabilitated (32 of which were DRR compliant), benefiting 25,019 people (10,257 males and 14,761 females, including children). Some 1,800 latrines were constructed, benefiting 33,730 people (13,829 males and 19,900 females, including children), approximately 13,000 hygiene kits were distributed and sessions on hygiene practices were conducted, promoting the health and well-being of 58,749 people.

To improve accountability and transparency, UNICEF Pakistan piloted RapidPro for real-time beneficiary feedback on the usefulness and effectiveness of family hygiene kits. The feedback will improve the contents of future hygiene kits and give beneficiaries a voice in programmes affecting them. Real-time information was received from nearly 2,500 beneficiaries out of 20,000 distributed kits: a 12.4 per cent response rate.

Challenges remained in mainstreaming disaster risk reduction throughout the country, including navigating multiple counterparts and coordination layers, dealing with repeated emergencies that divert resilience programming into full-scale emergency response and building the capacity of counterparts. In 2016, focus shifted towards community-based risk management plans to support local resilience. All 35 targeted disaster-prone districts completed risk mapping, while 216 community risk maps were completed in Punjab. An additional 521 community risk maps were planned for completion in 2017.

As lead of the WASH humanitarian cluster, UNICEF Pakistan worked closely with IOM and other United Nations agencies (the Office for the Coordination of Humanitarian Affairs (OCHA), WHO, WFP, FAO and UNDP), as well as several international and national NGOs, to further define resilient programming and undertake recovery efforts and engage in policy dialogue with the Government, including the NDMA and provincial disaster management authorities on DRR and resilience. The WASH Cluster supported capacity development for 51 government and partner staff on emergency preparedness and response plan development to enhance WASH preparedness.

OUTCOME 3 By 2017, Pakistan’s most disadvantaged children, especially girls and minority groups, are participating in structured early learning and completing 10 years of quality education.

Analytical statement of progress:
Despite a reduction of 1 million since 2014, 24 million Pakistani children aged 5–16 were still out of school in 2015, including 6.1 million children of primary school age. Wide disparities persist related to poverty, gender, geographies, urban/rural location and ethnicity. Inadequate school facilities, ineffective teaching and poor quality learning materials hinder student participation, retention and learning. UNICEF Pakistan continued its policy advocacy and coordination role to address equity, governance and partner engagement. With joint support by UNESCO and UNICEF Pakistan, the Ministry of Federal Education and Professional Training was the first in Pakistan to initiate consultations on the SDGs. Seven
SDG4 consultations were held, setting the stage for provincial SDG4 roadmaps and future ESPs. As coordinating agency for the Global Partnership for Education in Sindh and Balochistan, UNICEF Pakistan strengthened local education groups to support and monitor ESP implementation. UNICEF Pakistan also co-convened joint education sector reviews in both provinces together with the education departments, which reviewed progress on ESP implementation, strengthened dialogue, accountability and transparency, and generated concrete recommendations for follow-up in 2017 to advance access, equity, quality and governance, as envisaged in the ESPs.

In Balochistan, UNICEF Pakistan provided technical and financial support to implement system strengthening components of the ESP, particularly data systems, with European Union funding and in collaboration with the World Bank. These included a new innovative real-time school monitoring system, which allowed the department to address teacher attendance and deployment. UNICEF Pakistan also supported the Punjab Department of Education to initiate a request for a GPE sector plan development grant. Technical support was provided to examination commissions to undertake quality exams and build assessment capacity to generate evidence on learning levels in Balochistan and Punjab to focus quality improvements. Policy support in Sindh and Balochistan, provided through technical working groups under the local education groups, resulted in draft NFE policies and an ECE/Development Policy and Early Learning Development Standards in Punjab. The ECE model piloted with UNICEF Pakistan in 300 schools will be scaled up with World Bank funding (210,000 children older than 5) and continued UNICEF Pakistan support (80,000 children in 2017) in Punjab Province.

Studies of out-of-school children in GB and PAK were completed to support evidence-based planning. The Balochistan Simulations for Equity in Education was also completed to aid equity-based budget allocations. Provincial education departments prioritized several measures to enrol out-of-school children. UNICEF Pakistan supported social mobilization of political, education and community actors to increase enrolment and reach marginalized children in school catchment areas of 50 low-performing districts across Pakistan, particularly around the beginning of the school year. Education Management Information System 2015–2016 data are not yet available, but the support contributed to the enrolment of an estimated 100,000 children who would not have otherwise attended school and 565,124 newly enrolled children, including 255,077 girls in 2016.

Working with government partners in Sindh, Balochistan and Punjab, UNICEF Pakistan support focused on building the capacity of 12,136 government officials, teachers, headmasters and ECE teachers to implement alternative learning programmes, ECE and learning assessments. The end-line study of the Social Cohesion and Resilience Programme that ended in 2016 validated the theory of change that children and adolescents' sense of belonging, trust and respect for others broaden through education and opportunities to interact with others from different backgrounds. Best practices from the Social Cohesion and Resilience Programme were integrated into UNICEF Pakistan's ongoing education programming, thereby ensuring that successful initiatives were sustained.

With regards to improving disaster risk management, emergency preparedness and response in education-in-emergencies, UNICEF Pakistan supported safe and secure learning environments for nearly 103,000 displaced children (47,000 girls) in three camps, hosting areas and areas of return and strengthened emergency preparedness through pre-positioned contingency agreements and setting up child-centred disaster risk management in 970 schools benefiting 25,000 children (45 per cent are girls). UNICEF Pakistan also continued in its role as Education Cluster lead, coordinating action by humanitarian partners.
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:
UNICEF Pakistan and UNESCO supported the Ministry of Federal Education and Professional Training to conduct seven SDG4 consultations covering all provinces/areas, and now support translating the outcomes into an SDG4 framework to inform policy dialogue and education sector planning with a comprehensive focus on SDG4 priorities, including learning, ECE and global citizenship. Dialogue on ECE/Development Policy and Early Learning Development Standards gained traction in 2016 at the federal and provincial levels. As a result, mainstreaming and scaling up of ECE progressed, especially in Punjab. The Department of Education will scale-up the ECE model developed in 300 schools with UNICEF Pakistan support, to an additional 7,000 schools with World Bank funding over five years to reach 210,000 children older than 5. In addition, UNICEF Pakistan started supporting scale-up to 2,000 more schools to benefit approximately 80,000 children in 2017.

Policy support focused on NFE policies, resulting in draft NFE policies in Sindh and Balochistan, along with continuing advocacy to strengthen NFE in the public sector across all provinces with partner organizations including the Japanese International Cooperation Agency and USAID. Building on the new policy guidelines and development of models, continued advocacy and tailored technical support will be needed to scale-up NFE models to reach large numbers of disadvantaged out-of-school girls and boys. Building on the 2015 Joint Education Sector Review recommendations, UNICEF Pakistan provided support to strengthen policy dialogues in Sindh and Balochistan. The recommendations were reference points for improved dialogue, monitoring, coordination and advancing policy priorities through the local education groups. Progress was achieved particularly regarding better data management, strengthening NFE directorates, creating linkages between textbook development, assessment and teacher education, and developing ECE policies and minimum standards. Thematic working groups addressed integration and mainstreaming of child-friendly schooling, DRR, social cohesion and resilience, gender, health and hygiene education, equity and urbanization.

Joint Education Sector Review recommendations also guided advocacy and the development of district education plans. In late 2016 a second round of joint education sector reviews was conducted in Sindh and Balochistan, and the recommendations will form the basis for policy dialogue and improving sector plan implementation in 2017. During 2016, 31 districts in Balochistan and 29 in Sindh developed ESPs using a participatory approach, with UNICEF Pakistan support. These plans are an important step towards ESP implementation and decentralization. However, in view of limited local capacities and resources and lack of coordination among district level officials and school level management, the approach needs to be further bolstered. In Balochistan, a European Union-supported Basic Education Programme was launched in collaboration with the World Bank to support provincial ESP implementation, focusing on teacher development, data systems (including real-time monitoring) and assessment practices. UNICEF Pakistan supported the GB and PAK governments to complete studies on out-of-school children. Findings will support effective responses to inequities to bring children, particularly girls, into school. A comprehensive review of alternative learning programmes in Pakistan was endorsed by the Federal Ministry and published. These studies are being disseminated to stakeholders and used for UNICEF Pakistan's policy advocacy.

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:**
Interventions to improve the quality of education further shifted to a focus on learning assessment, learning outcomes, ECE training and alternative learning programmes, and evidence generation, especially through the Social Cohesion and Resilience Programme. An end-line survey of the Social Cohesion and Resilience Programme was conducted after 4.5 years of implementation. UNICEF Pakistan collaborated with an academic institution to measure outcomes, demonstrating progress towards higher level social cohesion outcomes and change among beneficiaries in the domains of trust, belonging, inclusion, participation, recognition and legitimacy. The focus in 2016 was on integration and mainstreaming best practices into ongoing programming and strengthening coordination with education departments to sustain and scale-up successful initiatives, such as alternative learning programmes, sports and play for disadvantaged children in conflict-affected areas.

The Tech4Dev communication platform, U-Report, launched in late 2015, expanded rapidly during the reporting period. Some 22,000 youth registered and participated in 20 PakAvaz polls on child rights and social cohesion issues through a free, interactive SMS-based platform designed to amplify the voices of young people as a catalyst for participation and engaging with peers. UNICEF Pakistan developed the capacity of provincial education departments, district management and school staff, teacher training institutes and provincial information management systems to build inclusive, equitable and quality learning systems reaching the most marginalized children, especially girls. This was achieved through continuous professional development via government training institutions for 1,512 government officials, 1,349 teachers and 300 ECE teachers teaching an estimated 117,000 children, as well as 662 head teachers, building capacity in pedagogic skills, lesson planning, content delivery, child-centred learning, improved financial management, and use of data for planning, monitoring and reporting. The efforts aimed to demonstrate effective models on improving learning, efficient use of data and effective teaching and learning processes.

Technical support was provided to examination commissions and provincial assessment systems in Punjab and Balochistan to review the qualitative aspects of Grade 5 and Grade 8 examinations, which were taken by 2.3 million students in Punjab. The exam results will be used to inform continuous professional development for teachers, thereby strengthening learning in weak subject areas Alternative learning programmes have a potential multiplier effect benefiting millions of over-aged out-of-school children, especially girls. NFE departments in Punjab, Sindh, Balochistan and KP/FATA received technical support for NFE policy and curricula development, and operational support to expand alternative learning programmes offering multi-age teaching condensed curricula and child-friendly learning techniques. Direct outreach in 2016 covered 147,000 children (47 per cent girls) in Sindh, Balochistan and KP/FATA through direct implementation by government and NGO partners. In addition, 3,616 children (1,446 girls) from alternative learning programme/NFE were mainstreamed into government schools in the four provinces and FATA. Alternative learning programmes in conflict-affected areas in the Social Cohesion and Resilience Programme showed higher cohesion outcomes; students not only learned literacy and numeracy skills but also gained self-confidence and a vision for the future. With UNICEF Pakistan technical support, FATA began mainstreaming alternative learning programmes through an NFE strategy to reach children whose education was disrupted by insecurity and displacement, while draft NFE strategies for Sindh and Balochistan were prepared.

**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:

In the context of the 'Every Child in School' initiative implemented in 50 underprivileged districts in Balochistan, KP/FATA and Punjab with USAID support, advocacy seminars and events were undertaken at provincial and district levels with the participation of high-level political and education department stakeholders and community leaders. These events, held at the beginning of the school year, lent political support and momentum to broad social mobilization efforts to bring out-of-school girls and boys into school for the first time, promote enrolment at the right age and prevent drop-out. Raising awareness among communities, particularly those from disadvantaged backgrounds, was another key component. Mass communication media and folk media (street theatre, songs etc.) were used to generate grassroots mobilization towards realizing education as a key right for all children and increasing recognition of girls as right holders. Provincial education and literacy departments were supported to develop and implement participatory C4D strategies. Behaviour change communication focused on social change at the grassroots level related to families sending children to school, on-time enrolment and preventing drop-out, as well as increasing demand for education.

The 'Every Child in School' initiative, implemented through partnerships with provincial education departments and civil society partners, including the National Commission for Human Development, the Society for Human Advancement for Outreach Resources and the Human Development Organization Doaba, facilitated individual and interpersonal exchange to trigger positive education-related behaviours among parents and caregivers. Extensive enrolment drives were undertaken with significant community engagement and ownership. Altogether, the combination of these efforts at political, education administration and community levels contributed to the enrolment of some 500,000 children, including an estimated 100,000 (about 45 per cent girls) who would otherwise not have enrolled. Focused efforts were also undertaken in KP to prevent and address drop-out, engaging school and education administrations with school management committees and community leaders.

The Social Cohesion and Resilience and IKEA Foundation programmes embedded behaviour change communication into play, recreational and radio-led activities in conflict-prone districts and cotton-growing areas with high child labour, respectively, triggering improvements in positive attitudes, behaviours and knowledge among children and young people. Engaging local legislatures, youth, community leaders, other influencers and spaces for dialogue allowed 50,591 children and youth (including 24,354 girls) to discuss issues such as gender equality, peace, social justice, resilience and co-existence. More than 22,000 people were reached directly with education messages in advocacy seminars, community meetings and through innovative approaches like cycle rallies, football matches and theatre. Many more were reached through radio programmes linked to campaigns, and school management committees engaged parents and community members in school oversight and bringing disadvantaged children to school in the four provinces. UNICEF Pakistan supported capacity building for 17,184 school management committees focusing on school-level accountability systems, efficient planning and reporting, and making schools child-seeking and child-friendly so they attract and retain children, particularly children from marginalized families. School management committees in Balochistan started developing school development plans in collaboration with school heads. In addition, 64 local education councils with 1,039 members were formed in Balochistan.

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:

By October 2016, 217,974 families had returned to FATA, where much of the education infrastructure was severely affected. UNICEF Pakistan, with the FATA and KP education
departments, continued supporting the Education Cluster with assessment, response and preparedness. The cluster secured US$5.6 million against a US$11.1 million budget, hampering full achievement of the target of 204,000 children. During the first six months, UNICEF Pakistan and cluster partner focus was on education-in-emergencies to provide safe, inclusive and quality educational opportunities to children and adolescents. For a quick resumption of education, temporary learning centres were established and/or sustained in camps, hosting areas and areas of return. During the second half of 2016, focus shifted to support the education of returnee children under the FATA Sustainable Return and Rehabilitation Strategy.

UNICEF Pakistan directly supported the continuation of education for 102,826 children (47,000 girls) against its target of 124,032 children (83 per cent) in camps, hosting areas and areas of return. Through partnerships with provincial education departments, disaster management authorities and four NGOs, children were enrolled and provided with an education package including supplies, teacher training and psychosocial support. In camps for internally displaced persons, UNICEF Pakistan supported the education of 1,339 children (853 girls) until April; support stopped with the closure of camps and increasing returns to areas of origin. Interventions were complemented with culturally-appropriate latrines for girls; training for education managers and teachers; psychosocial support and life-skills-based education; and mobilizing parent-teacher councils. Communities and parents, especially mothers, were sensitized on child rights and girls' education.

When DRR is embedded in ESPs, education systems can strengthen their capacity to cope with disasters and protect development outcomes. UNICEF Pakistan continued supporting federal, provincial and district authorities and communities to carry out child-centred DRR, risk mitigation and disaster risk management plans. At the federal level, UNICEF Pakistan established a forum in collaboration with the NDMA, the Ministry of Federal Education and Professional Training, United Nations agencies and others to address school safety, multi-hazard and multi-risk assessments. The forum developed national guidelines for school safety and school safety standards, including measures for safe physical school infrastructure, first aid, evacuation drills for different types of hazards and teaching on hazards and risks, which are being piloted at the provincial level across the country. This will be scaled up to ensure safe and secure learning environments and minimize disruption of education. In addition, at the provincial level, multi-hazard emergency preparedness and response plans were developed and aligned with government provincial and district plans. Contingency stocks were allocated for a projected caseload of 100,000 people in response to a monsoon emergency, and contingency agreements were signed as proactive arrangements for organized response. At the district level, UNICEF Pakistan continued to support 970 schools in 13 districts in KP, Sindh and Balochistan to develop and implement community-based DRR mechanisms, including school safety plans directly benefiting more than 25,000 children (45 per cent girls), as a model for future scale-up linked to the new NDMA School Safety Framework.

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:
To date, Pakistan is striving to establish a comprehensive and coordinated child protection system at the provincial/territorial level, aligned with applicable international minimum standards and responsive to specific gender-related protection concerns. Birth registration stands at 33.6 per cent nationally, while 6 per cent of women aged 20–49 are estimated to have been married before age 15, and 32 percent of women aged 20–49 were married before age 18. Existing data on child labour is partial and extremely out of date, while child-
friendly mechanisms for children in contact and conflict with the law are inadequate. Moreover, due to the absence of a child protection case management and referral system in the country, data on child protection issues—as well as actual processes to protect children—are extremely limited.

In 2016, the penultimate year of the UNICEF Pakistan Country Programme, work continued to focus on the development of legislative frameworks for the establishment of an effective child protection case management and referral system, in full compliance with minimum CRC standards and the 2009 and 2016 recommendations of the Committee on the Rights of the Child. With UNICEF Pakistan advocacy and technical assistance, a bill was enacted in Balochistan, and another is expected to be enacted by the Government of GB in 2017, to ensure that children requiring protective services in response to instances of violence, neglect and exploitation are managed in a coordinated and comprehensive manner. However, political will to affect such changes is limited in some provinces.

Institutional and human resource capacity for public child protection services is also very weak. UNICEF Pakistan provided assistance to enhance technical capacity to strengthen 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 civil society organizations to deliver the PLaCES model, supporting affected children’s access to protective/relief services. To strengthen the general protective environment for children, particularly through a gender lens, work is ongoing to foster change in social and cultural behaviours that undermine the full realization of the child’s right to protection. Significant focus is on ensuring that more births of children, both boys and girls (and especially newborns) are registered to prevent child labour, child marriage and the treatment of children as adults by the justice system, as well as tracing separated children in times of disaster. Birth registration was added as a priority area following the midterm review of the Country Programme in 2015, and UNICEF Pakistan will provide technical support to the Government of Pakistan in its efforts to achieve universal birth registration by 2024. To this end, technical assistance was provided to the federal Ministry of Planning, Development and Reforms to support the development of a national Civil Registration and Vital Statistics strategy, and a digital mobile birth registration pilot project is being scaled up following a pilot in Punjab and Sindh, the country’s two most populous provinces.

Positive results were forthcoming in regard to UNICEF Pakistan’s support for the reform of substantive laws relating to the protection of children in Pakistan, including within the federal sphere. Technical assistance was provided to the Ministry of Law, Justice and Human Rights in an ongoing exercise to reform the Juvenile Justice System Ordinance, 2000. The Criminal Law (Amendment) Bill, 2015 was enacted by the National Assembly and came into effect during the reporting period, wherein the obligations of the Second Optional Protocol to the CRC were domesticated to a certain degree, including sexual offences against children and the age of criminal liability was raised from 7 to 10 years of age. In collaboration with the International Labour Organization (ILO), UNICEF Pakistan provided ongoing technical assistance to the governments of Punjab and Sindh to conduct child labour surveys, which will yield comprehensive data for the first time in 20 years. It is anticipated that child labour surveys will also be conducted in Balochistan, FATA, KP and GB in 2017. Technical capacity strengthening interventions on data analysis and the formulation of policy to address the economic exploitation of children was well-received, with high-level official participation.

UNICEF Pakistan provided technical assistance to the governments of Punjab and Sindh to reduce child marriages by strengthening the right of adolescents to freedom of expression and participation. Interventions promoting positive outcomes for adolescents’ psychosocial well-being and life-skills, supporting increased intergenerational dialogue and capacitating selected stakeholders on adolescent-friendly service provision are expected to gradually empower adolescents and strengthen the protective environment within their communities,
resulting in a decrease in child marriages by 2020. The project benefits from a rigorous impact evaluation, with the baseline report now finalized. In addition, ongoing technical support was provided under the Civil Registration and Vital Statistics mandate to strengthen marriage registration as a way of mitigating child marriage.

Through partnership with Pakistan Bait-ul-Mal and provincial rural support programme networks, vocational social protection initiatives (including conditional cash transfers, income-generating projects for women and community development funds) were implemented in Sindh, Balochistan and Punjab. A total of 169,542 children were supported through conditional cash transfers facilitated by Pakistan Bait-ul-Mal since 2013.

Despite overall progress in 2016 as described above, the situation across all results areas remains constrained. Reasons for this include the low priority given to the child protection mandate, the high degree of staff changes 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 levels for the protection of children and women in accordance with international norms and standards related to child protection

**Analytical statement of progress:**
In 2016, efforts continued to strengthen the policy, legislative and budgetary environment, providing support for evidence generation 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 substantial technical support to government partners, particularly ensuring responsiveness to specific gender-related protection concerns for children, including adolescents. Furthermore, most institutional bodies responsible for the delivery of child protection services, often within newly-created or reformed legislative frameworks, require extensive support to implement their mandates.

Thus, UNICEF Pakistan continued its focus on law development/reform, evidence and knowledge generation and strategy and action plan development. Technical support was provided to the Federal Government to amend the Pakistan Penal Code to domesticate obligations under the second optional protocol (enacted in March 2016) to the Convention on the Rights of the Child and for the development of a legislative framework for a coordinated child protection case management and referral system in the Islamabad Capital Territory. The latter is under review by the National Assembly Standing Committee on Law, Justice and Human Rights. The Federal Government is also being supported technically to develop a national civil registration and vital statistics strategy to support the achievement of universal birth registration in Pakistan by 2024.

In collaboration with government partners, work continued on child labour surveys, the first such exercises in 20 years. With UNICEF Pakistan technical support, the surveys began in Punjab and Sindh, with four more to follow in 2017. In partnership with the University of Mannheim, Germany, a baseline exercise was conducted in Punjab and Sindh to evaluate the impact of interventions to combat child marriage in four target districts, and a C4D strategy was developed. UNICEF Pakistan also participated in a South Asia regional study on the online sexual exploitation of children. The findings will inform technical support for national/provincial policies addressing the protection of children from sexual violence and exploitation.

Despite progress through the enactment of the Child Protection Bill in Balochistan, the Criminal Law Amendment Act 2015, as well as child labour surveys and scaling-up birth
registration in Punjab and Sindh, significant barriers remain, including: an 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 inadequate funding.

To address these challenges, UNICEF Pakistan’s main priority is to support provincial/area governments to strengthen effective child protection systems so that cases are received, managed, monitored and referred in a coordinated and responsive manner. Efforts to ensure that laws are fully aligned with international commitments will entail continued technical support and evidence generation 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:
Government service delivery capacity for child protection remains weak, fragmented and inadequate with no comprehensive and coordinated referral and case management systems established in accordance with recommendations of the Committee on the Rights of the Child. This is exacerbated by substantial gaps in federal and provincial legislative frameworks and a lack of technical and financial resources. Hence, UNICEF Pakistan has focused on developing standards, guidelines and training curricula to support effective protective services.

In 2016, UNICEF Pakistan collaborated with government partners (primarily social welfare departments) to train staff of KP/Sindh district child protection units on standard operating procedures, leading to observed improvements in staff skills dealing with cases. In partnership with civil society organizations providing alternative care to children, institutional capacity building was supported across Pakistan to ensure these children benefit from key human rights principles such as the best interests of the child, the right to protection against violence and neglect, and the right to grow up in a family environment, where possible. Technical assistance to the KP Police Department was ongoing and included strengthening pre-existing training curricula on child-sensitive investigation and vulnerable witnesses, particularly girls.

With UNICEF Pakistan technical legal support, the KP Judicial Academy delivered training on juvenile justice and bail provisions to criminal justice actors, supporting 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 strengthen institutional law reform capacity, particularly regarding reform of the Juvenile Justice Systems Ordinance, 2000. UNICEF Pakistan support aims to ensure that special protections for juveniles in conflict with the law are incorporated into the legal framework.

The capacities of the Punjab and Sindh departments of labour and human resources and bureaus of statistics were enhanced to conduct child labour surveys using the Statistical Information and Monitoring Programme on Child Labour methodology. UNICEF Pakistan provided technical assistance to the Punjab Vocational Training Council for strengthened delivery of and access to vocational training for marginalized children, particularly adolescent girls, through an enterprise resource planning system to be finalized in 2017. At the federal level, UNICEF Pakistan provided technical assistance to the Ministry of Planning, Development and Reforms to strengthen institutional civil registration and vital statistics capacity for birth and marriage registration.

In Punjab and Sindh, a public-private partnership with Telenor Pakistan led to technical
capacity strengthening for the scale-up of a digital birth registration pilot supporting universal birth registration for children, which achieved an 85 per cent increase in the birth registration rate in 2015. With the groundwork laid in 2016, scale-up to nine districts will begin in 2017. UNICEF Pakistan supported institutional capacity strengthening for the Government of GB to ensure the effective delivery of its nascent child protection mandate, particularly its upcoming child labour survey and the Child Protection Bill. Finally, preparations began in Punjab and Sindh to strengthen public child protection service delivery for adolescents.

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 and require C4D and behaviour change strategies for sustainable change.

Although human resource challenges initially delayed delivery of C4D, development of a comprehensive and gender-responsive C4D programmatic strategy in support of the strengthened realization of the right of the adolescent child to freedom of expression and participation in Punjab and Sindh was initiated in late 2015, pursuant to a close partnership with the IKEA Foundation. Accordingly, work began on developing behavioural change initiatives related to child marriage, teenage pregnancy and secondary education (especially for girls) for adolescents and their families/communities as part of a regional programme on adolescent empowerment, to be implemented in the target districts in 2017–2020. The proposed initiatives will also benefit from a toolkit to promote adolescent psychosocial well-being and life-skills, developed by UNICEF Headquarters, which was revised to ensure its alignment with the Pakistani context.

Children and families in six cotton-farming districts of Punjab, Sindh and Balochistan benefited from 1,185 multi-functional community centres, of which 222, serving 73,926 people, were established in 2016. Through these community-managed social and learning spaces, behaviour change communication and educational materials were disseminated by implementing partners 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 multi-functional community centres.

UNICEF Pakistan’s efforts to support relevant government stakeholders to address child labour occurred in partnership with ILO, with whom child labour surveys were initiated in Punjab and Sindh. In addition, UNICEF Pakistan provided technical support to a major collaborative event with ILO and the Resident Coordinator’s Office to commemorate World Day Against Child Labour and lobby for and support the formulation of comprehensive policy for the eradication of child labour. With only one third of children under 5 registered at birth in Pakistan, communication initiatives to promote universal birth registration by 2024, primarily in Punjab and Sindh, are currently under development by UNICEF Pakistan and were also developed in FATA.
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’s Core Commitments for Children in Humanitarian Action

Analytical statement of progress:
With the devolution of powers to provincial governments, the need for coordination and monitoring mechanisms with enhanced clarity on protection mandates and children’s protective needs became evident. Child protection-in-emergencies programme delivery continued to rely predominantly on implementing partners, as ongoing security concerns restricted access for UNICEF Pakistan staff.

Access for national implementing partners and United Nations agencies was also reduced in areas of KP and FATA, with a marked reduction in the issuance of no objection certificates by the Government. UNICEF Pakistan thus began shifting the delivery of humanitarian interventions from a modality based on NGO partnerships towards building the capacity of disaster management authorities and line departments (e.g. social welfare departments for child protection) to deliver effective protection for children in humanitarian contexts.

Notwithstanding major bottlenecks, including funding constraints, human resource constraints, as well as gender-biased social and cultural norms that negatively impact girls’ mobility to access services, child protection-in-emergencies service delivery was addressed in KP through its implementing partner, the Pakistan Village Development Programme. As a result, 56,347 children (25,799 girls), 16,675 women and 10,214 men safely accessed protective/relief services in both host and return areas in 2016. The UNICEF-led Child Protection Sub-Cluster continued to be active in KP and FATA despite challenges posed to coordination by human resource gaps caused by funding limitations.

Although progress towards approving policies and guidelines varied across provinces due to gaps in capacity on child protection in humanitarian situations, several provinces progressed in terms of establishing protection policies and practices for children in emergencies. UNICEF Pakistan helped strengthen policies and embed emergency responses within child protective services through technical assistance to integrate child protection in emergencies into provincial strategic plans of social welfare departments and provincial disaster management authorities. UNICEF supported NDMA technically to strengthen institutional structures and capacity to prepare for, prevent, mitigate and respond to emergencies at the national level, whereby the child protection in emergencies curriculum for the National Institute of Disaster Management and a training manual on standard operating procedures for unaccompanied and separated children were finalized during the reporting period. Subsequently, a training of trainers exercise was delivered on standard operating procedures for unaccompanied and separated children in all four provinces, which was followed by training of district disaster management authorities and relevant line departments.

Standard operating procedures on unaccompanied and separated children were also included in the Punjab Disaster Response Plan, and guidelines on psychosocial support were prepared. KP Province finalized the Minimum Standards for Protective Spaces for Children and the Training Manual on Child Protection in Emergencies for government officials, along with standard operating procedures on unaccompanied and separated children. Child protection in emergencies was also integrated into the KP Provincial Disaster Management Authority contingency and monsoon plan. These efforts are fundamental to moving the child protection-in-emergencies agenda forward given that significant capacity and conceptual gaps exist.
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:
As the current Country Programme (2013–2017) entered into its final year, the programme monitoring, evaluation and reporting team facilitated a strategic planning exercise for the development of the next Country Programme (2018–2022) based on child deprivation profiling. This informed a new style of situation analysis, sharpening the focus of UNICEF Pakistan's resource allocation and accountability by analysing along key dimensions (right to survival, right to development, right to protection and right to participation) in terms of who the most deprived children are, where they are and why such deprivations persist. This was used to refine Country Programme priorities through extensive provincial consultations and aligned with the draft UNICEF Strategic Plan 2018–2021. To elaborate on the situation further, the coverage of key interventions and social services that children and women are entitled to was analysed, and an analysis of stakeholders and bottlenecks was undertaken, including capacity gaps, supply, demand and enabling environment. The key interventions linked to specific child deprivation themes rationally fed into the theory of change and strategy notes on how UNICEF Pakistan and its partners aim to address priority results of the Country Programme. The consultative process of developing the deprivation analysis helped create a shared understanding and a platform for advocacy with the Government and sector partners on the greatest needs as well as their geographical distribution. The sectoral child deprivation profiles will be published.

Under Delivering as One, UNICEF Pakistan held technical and leadership roles in key forums, including as chair of the Planning, Monitoring and Evaluation Group (OPPI), convenor for Strategic Priority Area 1, co-chair of the OPPII Provincial Steering Committee for Punjab and chair of the OPPII Provincial Programme Team in Punjab. These roles offered opportunities to bring equity and children’s rights to the forefront of the development agenda, improve coordination and build government ownership. For example, as Chair of the Planning, Monitoring and Evaluation Group, UNICEF Pakistan led discussions on outcome statements for OPIII that were agreed upon by the heads of agencies. Partners in the OPIII work included the Resident Coordinator’s Office and UNESCO and WHO as convening agencies and nine participating agencies. UNICEF Pakistan also contributed several research and evaluation reports supporting the meta-analysis for the Common Country Analysis and provided direct inputs to the report. All UNICEF Pakistan programmes and representatives from monitoring and evaluation contributed to the OPIII theory of change discussions held by the Resident Coordinator’s Office.

The year 2016 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 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 support (equipment, technical and quality assurance), representing significant improvements in government capacity. Through UNICEF advocacy, both Punjab and Sindh committed to using MICS to support budgetary allocations and prioritization within their annual development plans. Also for the first time in Pakistan, both Punjab and Sindh developed smartphone applications to enhance the usability and accessibility of MICS data. In 2016, a new MICS post emergency module was tested, with coordination support from the UNICEF Regional Office for South Asia, to measure the 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, while Punjab updated its version, PakInfo, with progress reporting on the Millennium Development Goals and the SDGs.

As chair of the OPII Planning, Monitoring and Evaluation Group, UNICEF Pakistan plays a leadership role in evaluation along with UNDP and the United Nations Entity for Gender Equality and the Empowerment of Women (UN Women). UNICEF Pakistan was endorsed by all Delivering as One United Nations agencies to integrate evaluability assessments into the SDG monitoring framework. UNICEF is also leading discussions on integrating ethical quality assurance into research and evaluation and supporting the Resident Coordinator’s Office on the evaluability assessment of the OPII results matrices.

Effective management, coordination, quality assurance and technical support helped improve the quality and timeliness of donor reporting, with training emphasizing gender-disaggregated data. Capacity-building trainings for staff on results-based management were carried out.

Programme monitoring, evaluation and reporting provided technical and equipment support for rapid assessments and contributed to the national Early Warning Early Action portal, which is now available on the intranet, making information on emergency preparedness readily available.

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:

In 2016, UNICEF Pakistan continued to ensure compliance with United Nations Evaluation Group standards and secured high-quality rankings for all three evaluation reports with many sections considered ‘outstanding’. Preparation of management responses for completed evaluations is now a norm with 100 per cent submission of management responses, ensuring action and bringing various actors closer in the delivery of joint responsibilities. For example, the process of preparing responses for evaluations of PPTCT and GAVI Alliance-funded civil society organization projects ignited further discussion among stakeholders before agreeing on actions. Partners with less rigorous management response processes provided positive feedback on the utility and significance of the process. Also in 2016, the concept of evaluability assessment was introduced for new programmes starting with a new national programme on pneumonia and diarrhoea. This not only helped in reviewing the monitoring and evaluation aspects of the programme but also in establishing its results framework and theory of change. The exercise was found to be so useful that other programme sections have shown interest in conducting evaluability assessments for their upcoming programmes.

As the first-ever evaluation policy in the country, Punjab’s evaluation policy simultaneously demanded intense advocacy and careful management. UNICEF Pakistan’s efforts to involve and achieve agreement on the way forward resulted in the establishment of a high-level oversight committee chaired by the provincial finance minister, which in turn helped to clarify turf issues and steer work on evaluation policy. This is an example of how long-term advocacy is required to achieve progress toward results.

Strengthening the spirit of Delivering as One, UNICEF Pakistan entered a Memorandum of Understanding with UNDP that entailed supporting coordination and leading SDG monitoring and evaluation. Building on its National Evaluation Capacity Development initiative, UNICEF Pakistan drafted a guidance note to steer work on developing a monitoring and evaluation framework for SDGs to facilitate coherence among United Nations agencies and the

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Government on the SDGs. In addition, UNICEF Pakistan staff supported UNFPA and UNDP end-of-programme evaluations.

Training under the National Evaluation Capacity Development initiative was carefully used to orient public sector officials on the need, use and role of evaluations. It was a strong achievement when Pakistan Planning and Management Institute, a public sector training institute, not only integrated evaluation modules into its own programme where evaluations were non-existent but also asked for a joint special training session specially crafted for Planning and Development Department staff. Attendees included senior government officials, such as members of the Planning Commission and Planning and Development Department officials. For many of these actors, this was the first-ever detailed introduction to evaluations. A three-pronged strategy involving all tiers of decision makers (i.e. bureaucrats, technocrats and parliamentarians) was used and resulted in a growing appetite for high-quality evaluations, as well as the need for revaluation policies at the provincial level. Work with the SDG parliamentary task force has also been a complementary approach, supporting parliamentarians’ oversight role for quality assurance in the legislature.

**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-centric development policies and programmes. The strategic focus remained on building national/provincial capacity and advocacy with the Government to prioritize and lead the MICS.

Strong government ownership significantly strengthened the capacities of KP and GB to undertake the MICS. Punjab and Sindh, which had completed their MICS earlier, published and disseminated reports at provincial and divisional levels. In addition, a third-party validation of the MICS in Punjab was prepared by the Punjab Economic Research Institution. 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 during MICS surveys. This is also being replicated in KP, GB and in all future MICS. For the first time in Pakistan, Sindh and Punjab also developed an Android application with UNICEF support to enhance the usability and accessibility of MICS data. This will be replicated in KP, Balochistan and GB in 2017.

With sustained advocacy, the governments of KP and GB committed to funding nearly 65 per cent of the MICS and approved a PC1 project document. A survey plan including sample size and budget was finalized and reviewed by UNICEF Headquarters (for both KP and GB). Field teams began collecting data on children and women in both regions. Efforts to promote ownership by the Government of Balochistan resulted in the allocation of US$47,000 in 2015–2016 for initial MICS planning.

To strengthen the use of data, especially MICS data, in government development planning and programming, UNICEF Pakistan supported provincial bureaus of statistics (in Sindh and KP) to build capacity and customize DevInfo according to provincial needs. In Punjab, the PakInfo database was updated. This led to more robust use of data in government annual development plans, especially in Sindh and Punjab, where findings from the recently concluded MICS were used to update respective databases and develop equity profiles. Staff from both provinces were supported to attend equity profiling workshops in Bangkok, Thailand, organized by UNICEF/the United Nations Economic and Social Commission for Asia and the Pacific division. As a follow-up, UNICEF organized two additional workshops to
capacitate more bureau researchers to prepare equity profiles and provided continuous
technical support in the drafting process. Ten thematic equity profiles (e.g. stunting, saving
newborns, gender equality in education, child identity, sanitation, etc.) were prepared and
will enable the Government to formulate more evidence-based planning aimed at addressing
key deprivations for children. Equity profiling was incorporated into the overall MICS
programme in Pakistan.

OUTPUT 3 Throughout 2013–2017, UNICEF and OPII programme management and
coordination teams receive technical support in research, analysis, evaluation, planning,
quality assurance, risk mitigation, monitoring and reporting.

Analytical statement of progress:
Following a strategic planning exercise in 2015, UNICEF Pakistan followed a revised
multisectoral programme of cooperation endorsed by government counterparts at national
and sub-national levels. In June, a strategic planning workshop laid the groundwork for the
development of the Country Programme based on sectoral child deprivation analysis.
Subsequently, a strategic planning meeting, two results-based management workshops (part
of the regional results-based management roll-out), provincial prioritization workshops in all
provinces and a federal-level internal planning meeting were completed.

UNICEF Pakistan’s technical and leadership role in OPII coordination continued, helping it
keep equity and children’s rights at the heart of the development agenda. As Chair of the
Programme Monitoring and Evaluation Group, UNICEF Pakistan supported the Resident
Coordinator’s Office in the Common Country Assessment and the development of OPIII;
UNICEF Pakistan’s situation analyses and country programme document planning process
will also contribute. As convenor of the largest Strategic Priority Area, Strategic Priority Area
1, UNICEF Pakistan established thematic sub-working groups for education, led by UNICEF
Pakistan, as well as WASH, health and HIV/AIDS. The convenership of Strategic Priority
Area 1 was handed over to WHO in July. UNICEF Pakistan became Co-Chair of the OPII
Punjab Steering Committee and handed over its position as Co-Chair of the Sindh Steering
Committee to WFP.

Effective management, coordination, quality assurance and technical support were crucial to
UNICEF’s accountability to its partners. UNICEF Pakistan submitted reports to donors and
OPII report inputs on time. Section focal persons were trained on Results Assessment
Module reporting, and the Country Office Annual Report and Results Assessment Module
planning and reporting (end-year and mid-year) were completed on time. UNICEF Pakistan
contributed to Results Assessment Module revisions in VISION through the Global Results
Network. An annual report for external audiences was published.

Funds allocated to UNICEF Pakistan were efficiently managed through timely allocation and
regular monitoring, with all grants utilized in time. Timely and quality reporting enhanced
relations with donors. UNICEF Pakistan reported on 51 grants, of which 50 were submitted
on time, providing high-quality results-based reporting and serving as advocacy documents
for future collaboration. Resource mobilization efforts led to additional funding from
longstanding donors, including more than US$63.2 million received from USAID, the
European Union, the governments of Canada, Japan and Sweden, the Bill and Melinda
Gates Foundation and GAVI Alliance.

A field assessment of third-party monitoring was completed by Ernst & Young. Management
responses were discussed and a response plan was implemented. Programme monitoring
guidance (checklists, reporting templates and workflow for both field monitoring by UNICEF
Pakistan staff and third-party field monitors) was approved and circulated as an office
directive. In KP/FATA, UNICEF Pakistan implemented online mobile monitoring linked to a geographical information system, facilitating real-time monitoring and immediate response.

The recognition in 2015 that results-based management required building capacity led to increased focus on improved monitoring and reporting using the Monitoring Results for Equity System framework. Three staff members, including the Programme Monitoring, Evaluation and Reporting Chief, were trained as results-based management champions in Bhutan to support roll-out in Pakistan. Guidance and cover notes were finalized and shared. About 80 UNICEF Pakistan staff, including more than 70 middle-level and senior programme and operations staff, completed the results-based management e-course and attended one of two week-long face-to-face training courses to ensure that the development of the country programme document was results-focused.

**OUTPUT 4** Throughout 2013–2017, 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:**
UNICEF Pakistan continued to build the capacities of provincial and district disaster management authorities on tactical planning and of provincial planning departments and district administrations on operational planning and the Child Welfare Index. With improved preparedness and planning, the Government did not request support for humanitarian situations due to natural disaster for a third successive year. In April, a planning workshop was organized to align planning indicators for UNICEF Pakistan and the Pakistan Humanitarian Strategic Plan and to develop the national Emergency and Preparedness Response Plan, supported by programme monitoring, evaluation and reporting.

With increased data sources to assess humanitarian needs, responses and gaps relating to the Core Commitments for Children, UNICEF Pakistan provided technical support for the development of profiles of disaster-prone districts using current data through humanitarian planning meetings.

Evaluation of humanitarian action at the federal level and in Sindh (covering the Tharparkar malnutrition response) was conducted and is being finalized. In support of humanitarian performance monitoring, a mid-year situation report was developed and disseminated to partners, and the Humanitarian Action for Children table and revision were completed. Further training for UNICEF Pakistan and partner staff on humanitarian performance monitoring and the Core Commitments for Children (CCC) was also conducted.

To ensure that planning and programming had access to reliable data as per the Core Commitments, the Office provided technical and equipment support for inter-agency rapid assessments in humanitarian situations and helped collate and update information for the Early Warning Early Action portal. Orientations on monitoring and reporting for UNICEF Pakistan staff were held.

UNICEF Pakistan continued to respond to displacement and returns in KP/FATA and drought in Tharparkar, Sindh, during the reporting period, though the former began changing focus from service delivery to capacity development for disaster management authorities while the latter response shrank as the Government of Sindh took over routine services in some districts. For complex emergency humanitarian response (as in KP/FATA), mechanisms are in place for humanitarian performance monitoring and situation reporting in line with guidance from the UNICEF Office of Emergency Programmes. Monitoring and
information flow mechanisms are in place, and data and information generated helped strengthen results-based performance and timely course correction. This data informed UNICEF Pakistan and HCT management decisions, reporting (to donors and for the Humanitarian Action for Children appeal and Consolidated Emergency Report), advocacy and resource mobilization.

Field monitoring for humanitarian and development programming, particularly in areas where security constraints limited access, was enhanced through regular trainings for partner staff and third-party monitors and was further strengthened by implementing recommendations from a review of the third-party field monitoring mechanism. By aligning field monitoring mechanisms with the HACT and global guidelines, HACT compliance was enhanced and feedback loops strengthened for timely course correction.

Multisectoral Initial Rapid Assessment tools and methodology were updated with the NDMA- and UNICEF Pakistan-facilitated inter-agency capacity building workshops on the revised tools for the joint assessment roster and government staff in KP, Sindh and PAK. UNICEF Pakistan supported NDMA in the development and pilot of a School Safety Planning Framework and media consultations to improve coverage and support for disaster response.

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

Analytical statement of progress:
In 2016, the operations section provided strategic operational, risk-informed and mitigated support to UNICEF Pakistan and the United Nations Operations Management Team, including guidance and leadership in managing the office and ensuring that strategic management and programme interventions are supported and tracked and results monitored. In January 2016, to ensure efficiency in the processing of transactions, UNICEF Pakistan smoothly migrated to the GSSC. To fully comply with this change in working modalities and procedures and ensure that programme delivery was not interrupted or affected, orientations on GSSC were provided to all staff along with revision of workflows for the local Business Transaction Centre and finance unit. Pakistan was among four countries worldwide to pilot payroll processing for national staff in support of the migration from UNICEF Headquarters in New York to the GSSC. Two staff members were on mission to the GSSC for two months to support GSSC migration in the areas of invoice processing, master data management and human resources on-boarding. To ensure efficiency in funds and travel management, after piloting blanket travel authorizations and quarterly travel advances where funds were tied up with staff and cumbersome to manage, the office reinstated individual travel authorization and related travel advances.

UNICEF Pakistan co-led the United Nations Operations Management Team for several years until voluntarily stepping down in March 2016 along with UNDP. Under their joint leadership, the United Nations system developed a Business Operations Strategy to support Delivering as One strategic priority areas. UNICEF Pakistan was appointed as Chair of the Operations Management Team Working Group on Business Continuity Planning.

As a result, for the first time, the United Nations system in Pakistan now has a common Business Continuity Plan. UNICEF Pakistan retained leadership of the One United Nations Human Resources Working Group, achieving cost savings through the joint recruitment web portal and talent management system, which saw an increase in job posting and applications. To ensure human capacity was available for emergencies, UNICEF maintained updated job descriptions of emergency positions and rosters for key functional areas and staff who previously worked in emergencies. Essential strategic items were procured off-
shore and locally and delivered in a timely manner to support Country Programme implementation.

UNICEF Pakistan procurement services procured vaccines and cold chain equipment as key commodities on behalf of the Government and other partners using the national budget, donor funds for routine immunization activities and in support of polio eradication. The office obtained sales tax exemption certificates for goods and services for the Punjab province and continued to engage provincial and federal authorities to obtain the same for Sindh.

UNICEF Pakistan’s advocacy and communication section worked with programme sections to bring children’s rights, particularly those related to the office’s priority areas, into the public domain and to engage in public advocacy with key targeted audiences such as donors and partners. The section put particular emphasis on expanding two-way SMS communication and youth engagement. Social media was increasingly used to bring important issues to the public agenda, such as menstrual hygiene and violence against girls.

OUTPUT 1 External relations and communications unit

Analytical statement of progress:
UNICEF Pakistan's advocacy and communication section continued to implement its national communication strategy in line with the UNICEF global communication and public advocacy strategy and national and regional programme priorities. Visibility for key events, initiatives and major donors was ensured through print, electronic and social media. Following efforts to enhance UNICEF Pakistan's social media presence, the number of Facebook fans increased by 15 per cent with a 4.5 per cent engagement rate and 31 per cent response rate in messages, while the number of Twitter followers increased by 18 per cent compared with 2015. Thirteen human interest stories and three documentary films were produced to highlight the impact of UNICEF Pakistan programmes. UNICEF Pakistan received more than 1,000 positive mentions in national print media, sustaining a high rate of positive coverage.

To provide impetus to government-led social sector programmes, existing partnerships with development sector organizations were scaled up and new partnerships, including one with the Pakistan Red Crescent, were established. Nearly 7 million Pakistan Red Crescent volunteers will eventually be co-opted as U-Reporters, joining an expanding group of young people engaged via SMS with messages and polls related to UNICEF Pakistan priorities. Since its launch in 2015, the number of U-Reporters has increased from 10,000 to more than 22,000. This is increasing the network of engaged young Pakistanis, amplifying their voices and giving them a platform to showcase their opinions. Data from U-Report-PakAvaz will be used to triangulate evidence-based directions for programming. A school art competition, organized in three southern Punjab government schools with the Canadian High Commission, gave students the opportunity to interpret and express their views on the importance of the SDGs through art. The UNICEF Pakistan advocacy and communication section coordinated Pakistan's participation in the Youth Innovations Challenge Bootcamp held in Malaysia simultaneously with the third Asia-Pacific High-level Meeting on Cooperation for Child Rights. Groups of young people were organized and mentored on developing projects benefiting children, with two selected to present their projects at the Bootcamp.

UNICEF Pakistan’s advocacy and communication section designed and published the UNICEF Pakistan Annual Report 2015 and a brochure launched at an event for major donors, heads of United Nations agencies and partners, increasing awareness of UNICEF results. The section also coordinated the Pakistan launch of the State of the World's Children 2016 report.
Key global UNICEF communication and public advocacy initiatives were implemented after being adapted to the country’s complex media and cultural context. For example, the last major event of the year was a celebration of Universal Children’s Day and the beginning of celebrations of UNICEF’s 70th anniversary. More than 100 children attended an event organized in Islamabad, as did ambassadors, donors and partners. Children performed skits and songs, and as part of the Tiny Stories initiative, stories by Pakistani authors were read out by children. A globally released film on early childhood development, produced with support from UNICEF Headquarters in New York, entitled ‘The Beginning of Life’, was also screened. UNICEF Pakistan’s advocacy and communications section was among the main contributors to a World Bank-led social media campaign on malnutrition and stunting, as well as to One United Nations media events and activities in Pakistan.

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

Analytical statement of progress:
Following the GSSC implementation in January, the Business Transaction Centre became responsible for submitting invoices and monitoring the payment status in MyCase. Master data management in VISION was shifted from PME to BTC/finance and, under GSSC guidance, unnecessary data was extensively cleaned to manage risks. UNICEF Pakistan ensured effective financial risk management and maintained accurate records in VISION. The bank optimization report and bank reconciliation reports were submitted on time and UNICEF Pakistan met deadlines for monthly/interim closure with local dates set for closing deadlines. In addition to addressing internal and external complaints on time, the assurance team ensured that internal control systems were in place and actions on strategic issues were risk-informed and appropriately mitigated. The office also conducted risk control self-assessments in support of the new Country Programme. To ensure minimum controls, the office updated and monitored the Table of Authority and office committees, and there were no violations or these were mitigated.

To support efficiency in financial disbursement and programme monitoring, the UNICEF Pakistan assurance unit ensured regular monitoring of HACT assurance activities (such as conducting micro-assessment, spot checks, audits and periodic monitoring of programme activities) on an ongoing basis. The status was consolidated in a monthly HACT assurance activities worksheet, and summary key performance indicators were reported to the monthly CMT meeting.

Procurement services continued to build new partnerships for EPI, polio and nutrition. Two major new agreements (valued at US$100 million) were concluded, and a new agreement was initiated under the NISP fund for cold chain procurement (US$60 million). Support for nutrition projects and ongoing in-country capacity building for ready-to-use therapeutic food manufacturing continued.

The ICT section maintained network and server uptime in at least the 98 per cent range. All ITSSSD global information technology projects were completed on time, business continuity and information technology disaster recovery plans were updated and new local long-term agreements for ICT procurement were established. The office supported ICT4D activities for programme implementation, including PAKAVAZ, mobile birth registration system, WASH MIS for the Government of Punjab and education MIS for Balochistan Province.

safety in static locations during programmatic activity and when crisis management is required. The 2015 guard service long-term agreement was renewed in 2016. The share of Safe and Secure Approaches in Field Environments-trained staff improved to 93 per cent despite bottlenecks in course availability. Security risk assessments were conducted at all offices, and simulation exercises were undertaken at polio emergency operations centres to improve coordination. UNICEF Pakistan also encouraged the Pakistan United Nations Security Management System (UNSMS) and external agencies to conduct similar simulation exercises.

OUTPUT 3 Effective and efficient management of human resource capacity.

Analytical statement of progress:
UNICEF staffing increased by 3.2 per cent, from 317 in December 2015 to 327 at the end of July 2016, with 37 positions still being recruited. The vacancy rate (number of vacant posts/total number of posts) is thus 10.2 per cent, an improvement from 14.8 per cent in 2015. Staff turnover also improved to 2.2 per cent from 5.3 per cent in 2015, showing better retention of talent.

Efforts have been made to reduce the ratio of temporary positions in the office structure, which declined from 20.8 per cent in 2015 to 15.3 per cent in 2016. Further actions are being taken to continue the improvement.

Due to new funding received by the WASH and nutrition programmes, UNICEF Pakistan undertook a programme budget review in April that resulted in the creation of fixed-term positions, the cancellation of travel authorizations and changes in reporting lines. Another programme budget review is currently ongoing to meet the needs of the polio programme and to regularize some TAs that will remain for a longer period.

Of 71 positions to be filled for 2015, 56 were finalized by mid-2016 and 37 are yet to be filled. The time to hire continued to be a challenge with reasons including difficulties in finding suitable candidates or the learning curve for human resources and hiring managers in using the New Talent Management System. The human resources office continuously sensitized hiring managers to place a higher priority on recruitment, including shortlisting, testing and interviewing.

The ratio of categories of staff remained stable with only small variations of about 1 per cent each: international professional officers accounted for 12 per cent; national officers for 48 per cent; and general staff for 40 per cent. The gender balance also remained relatively more or less constant, from 36 per cent in December 2015 to 35.8 per cent at the end of the reporting period. UNICEF Pakistan maintained a pro-active approach to attracting and retaining qualified female staff and has a better ratio than the UNICEF global average for D (hardship-non-family) and E (emergency, non-family) duty stations.

UNICEF remains the lead of the One United Nations Human Resources Working Group and is implementing or following on various activities in this framework and as part of the Business Operations Strategy, including management of the recruitment web portal, creation of a shared roster of individual consultants, the reduction of rates for the Higher Education Commission, addressing gender balance, and developing a cross-agency rotation programme. Regular meetings are held, and results are already visible, such as the shared roster of consultants.
### Evaluation and research

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<td>A Poll Supporting Polio Vaccination: Knowledge, Attitudes and Practices in Research-Accessible High-Risk Districts of Pakistan in 2016</td>
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<td>Posters on Student Learning Outcomes in English, Urdu, Mathematics (Grades 1,2,3)</td>
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<tr>
<td>Trainer’s manual on subject based training (English, Science, Mathematics) Grades 3,4,5</td>
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<td>Enrolment and retention of out of school children - public service messages/ radio slots</td>
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<td>Hamsafar</td>
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<tr>
<td>Education for Social Cohesion and Resilience (Booklet)</td>
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<tr>
<td>Alternative Learning Programmes in Pakistan (Factsheet)</td>
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<td>A Review of Alternative Learning Programmes in Pakistan</td>
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Zika virus preparedness and prevention – IEC materials
Maternal and Neonatal Supplementary Immunization Activity materials
World Immunization Week (Media conference, banners and posters)
Pneumonia and Diarrhoea (Sindh) – IEC package
Mother and Child Week – IEC materials
Polio Plus – IEC materials
EPI calendars – healthcare providers
EPI calendars – public
Kangaroo Mother Care – training package
Kangaroo Mother Care and Helping Babies Breathe – IEC package
World Pneumonia Day – IEC package
Pneumonia and diarrhoea project launch – IEC package
Green Book
World Pneumonia Day documentary
Saving Little Angels
Newborn Care; Child Health Care – Diarrhoea
Lessons in Swat Valley
Canadian High Commission (CHC) in Pakistan and UNICEF joint calendar
Annual Report accordion brochure
Annual Report 2015

Lessons learned

<table>
<thead>
<tr>
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<tr>
<td>Innovation</td>
<td>An innovative approach to real-time third party field monitoring via mobile phone</td>
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<tr>
<td>Innovation</td>
<td>Building social cohesion and reaching marginalized children through engagement and play</td>
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<tr>
<td>Innovation</td>
<td>Pre-registering emergency field workers using RapidPro</td>
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<tr>
<td>Lesson learned</td>
<td>Establishing effective coordination structures for cross-sectoral programming</td>
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Programme documents

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