

**Management Response to**  
**Final Evaluation of United Nations Sustainable Development Framework (UNSDF)/One UN Programme III (OP III) 2018-2022**  
**by United Nations Country Team Pakistan (UNCT)**  
**May 2022**

**Evaluation Title:** Final Evaluation for Pakistan United Nations Sustainable Development Framework (UNSDF)/One UN Programme III (OP III) 2018–2022  
**Evaluation Year:** 2021  
**Preparation of Management Response:** Planning Monitoring and Evaluation (PME) Group, Programme Management Team (PMT), Resident Coordinator Office (RCO)  
**Approval of Management Response:** UNCT and Joint Steering Committee (JSC)  
**Updating and monitoring the implementation of the management response:** PME/PMT under the overall oversight and guidance of Resident Coordinator (RC)/UNCT and where applicable JSC  
**Frequency of updating and monitoring the implementation of the management response:** depending upon the agreed action points on Quarterly or half-yearly basis

### **General Conclusions**

UNCT in Pakistan welcomes the evaluation of the UNSDF 2018-2022, which was commissioned by the PME group under the leadership of PMT and UNCT in Pakistan. The oversight is provided by the Evaluation Reference Group (ERG) composed of members of government (Economic Affairs Division (EAD)), PME group, donors, and UNCT. The ERG assumed the responsibility of technical advisory committees and the decision-making structure for the UNSDF final evaluation. The evaluation was conducted by a team of independent evaluators from international and national levels.

The evaluation findings point out that the OP III/UNSDF 2018–2022 has played a critical role in instituting the process for the Sustainable Development Goals (SDGs) achievement in Pakistan. The programme is well-aligned to national priorities and has been highly adept at changing in response to contextual changes, especially the COVID-19 pandemic.

### Specific Recommendations and Management Responses:

Recommendation No.			Accepted/Partially Accepted/Rejected/Delayed
<b>Recommendation 1: In terms of the <i>Results structure</i>, consider reducing the number of Outcome Groups, preferably by creating interconnected macroscopic hubs rather than outcome “super siloes”.</b>			<b>Accepted</b>
<p><b>Explanation:</b> In the existing programme there were 10 outcome areas that aligned closely with the Pakistan government’s Vision 2025 and the 17 SDGs. These included: 1) Economic Growth, 2) Decent Work, 3) Health and WASH, 4) Nutrition, 5) Food Security and Sustainable Agriculture, 6) Resilience, 7) Education and Learning, 8) Gender, Equality and Dignity, 9) Governance, and 10) Social Protection. These areas have been re-envisaged into the 5 outcome areas.</p> <ul style="list-style-type: none"> <li>a. Merging Health and WASH, Nutrition, Education and learning, social protection under one outcome with the theme of Basic Social Services.</li> <li>b. Gender equality and women empowerment carrying forward to the cooperation framework for 2023-2027</li> <li>c. Resilience and sustainable agriculture merged under Climate Change and Environment with specific focus towards ecological restoration of Indus Basin.</li> <li>d. The PME will facilitate quarterly meetings for the United Nations Sustainable Development Cooperation Framework (UNSDCF) where all five outcome groups will be present to ensure horizontal and vertical linkages across all the outcome groups.</li> <li>e. Economic growth, decent work and food security collated under Sustainable and Inclusive Economic growth and decent work.</li> <li>f. Governance carrying forward to the cooperation framework.</li> </ul>			
Action to be taken	Responsible entities	Timeframe	Resource Implications
1.1 Operationalization of the five outcome groups and nomination of an outcome group Leaders at representative level for each of the outcome groups	RC and UNCT	December 2022	Time and coordination
1.2 Development and validation of Theory of Change (ToC) for each of the outcome areas in consultation with national and sub-national governments	Outcome group Leaders, RCO, PMT	June 2022	Time and coordination
1.3 Endorsement of JSC for the overall UNSDCF structure and five outcome areas followed by signing of the UNSDCF with the government	UNCT and JSC	September 2022	Time and coordination

<b>Recommendation No.2: For the internal programme <i>Governance structure</i>, consider how to better articulate programmatic and operational processes as well as how to ensure a more inclusive oversight practice that integrates demand-side aspects and bottom-up inputs.</b>			<b>Accepted</b>
<p><b>Explanation:</b> The cooperation framework (CF) governance and management structures will support effective implementation and promote coherence. Also, these will ensure that the UN maximises the use of national systems and the promotion of the national leadership. Furthermore, ensuring the UN's core integrated programming principles are fully applied under the underlying principle of 'Leaving No One Behind' (LNOB).</p> <ul style="list-style-type: none"> <li>• Programmatic process will be carried forward by the outcome working groups under the leadership of Outcome group leaders and the overall guidance from the PMT and the UNCT.</li> <li>• Each outcome group will have two groups, one working group (comprising of the UN agencies mainly) for the development of the programme and the other validation group (external stakeholders including national and sub-national government and non-government organizations, academia, media, development partners) for the validation of the overall approach and concept of the outcome group.</li> <li>• The overall oversight of the CF will be carried out by the UNCT and JSC at national level. While at provincial level, the provincial steering committees (PSCs) will provide provincial oversight and increase sub-national ownership of the UNs' work.</li> <li>• The UNCT guides implementation of the UNSDCF under the leadership of RC. The UNCT is supported by the PMT, the Operations Management Team (OMT) and the UN Communications Group (UNCG).</li> <li>• The PMT will be responsible for UN programmatic coherence in Pakistan and remains as the key advisory body to the UNCT.</li> <li>• The PME supports the PMT by providing guidance and advice on monitoring frameworks and the development of joint work plans (JWPs). The PME leads the UNSDCF's annual monitoring and independent evaluation.</li> </ul>			
Action to be taken	Responsible entities	Timeframe	Resource Implications
2.1 Formulation and notification of working groups and validation groups	Outcome group leaders and RCO	September 2022	Time and coordination
2.2 Development and validation of ToC for prioritized result groups.	Outcome group leaders, PMT, RCO	June 2022	Time and coordination
2.3 Presentation of draft UNSDCF to EAD, JSC, development partners and member states	RC, UNCT, PMT, Outcome group leaders, RCO	April 2022	Time and coordination
2.4 Development and finalization of results frameworks (Monitoring & Evaluation (M&E) plans) with inclusion of nationally aligned SDGs indicators.	Outcome groups, PME, PMT	June 2022	Time and coordination

<b>Recommendation No.3: Invest into deepening and broadening Leaving No One Behind (LNOB) mainstreaming across programming and operational processes and procedures. E.g., linked to Business Operations Strategy (BOS) which</b>	<b>Accepted/ Implemented</b>
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<b>underpins the drive to enhance operational performance, consider mainstreaming gender/LNOB and human rights into the corporate procurement policy by strengthening socially sustainable aspects.</b>			
<p><b>Explanation:</b> Leaving no one behind is recognised by the UN in Pakistan as being integral to national efforts to achieve the SDGs. Following priorities will be applied in the CF to maintain focus on <i>leaving no one behind</i> including:</p> <ol style="list-style-type: none"> <li>1) Closing data gaps;</li> <li>2) Adopting integrated and gender responsive cross sectoral inclusive planning processes.</li> <li>3) Turning political commitments into development action</li> <li>4) Minimising the development-humanitarian divide.</li> </ol> <p>The LNOB will be focused in UNSDCF to ensure access to assistance and protection for all, and address violations and enhance accountability.</p> <p>Under the current OP-III, the UN in Pakistan has developed Sustainable Procurement Policies focusing on Social Safeguarding and Environmental Sustainability. Under the Social Safeguarding, different vendors/partners are assessed with the Gender Lense, focusing on female owned companies and % of female employees within the organization. Other components such as Prevention of Sexual Exploitation and Abuse (PSEA)/ Prevention of Sexual Harassment and Abuse (PSHA) are also considered during the assessment of vendors/partners. Currently, the UN in Pakistan is piloting the Sustainable Procurement Policy in Common Long-Term Agreements (LTAs) for goods and services by introducing a separate assessment. The UNCT, with the support from OMT, will be working towards updating the existing procurement and Human Resources policies to incorporate the evaluation recommendations on the aspects of LNOB.</p>			
Action to be taken	Responsible entities	Timeframe	Resource Implications
3.1 Inclusion of LNOB in each of the outcome group ToCs and adequately integrated in the Cooperation Framework.	UNCT, PMT, RCO	March 2022	Time and coordination
3.2 Revision and operationalization of UN Human Resource and procurement policies under BOS 2.0 to introduce a quota and/or bonus points into the tenders, a minimum threshold or bonus for female-owned companies, % of female employees etc.	UNCT, OMT	March 2022	Time and coordination

<b>Recommendation No.4: Emphasize integrated programming, including at the provincial level, capitalizing on the UN's comparative advantage(s) in terms of its unique convening and normative role by setting up appropriate service delivery systems, building staff capacity and designing innovative nexus-sensitive support.</b>	<b>Accepted</b>
<p><b>Explanation:</b> Outcome groups shall produce/prepare JWPs that include output level priorities and key interventions that are both national and provincial in scope. The JWPs are utilised by the JSC and PSCs to review progress, identify resource gaps and foster stronger partnerships for the attainment of the UNSDCF results. The UNSDCF will focus on development of the integrated JWPs reflecting provincial and regional level programming across different UN</p>	

agencies funds and programmes (AFPs) participation in the outcome groups. The JWP will be coordinated with the provincial steering committees with a focus on tapping into synergies.

The UNSDCF will be implemented through country programme instruments brought together in JWPs, which present programme interventions under each output and the resource contributions of each UN entity to the UNSDCF outcomes. JWPs will developed with an aim to reduce fragmentation and increase collaboration, efficiency and effectiveness, aiming to bring coherence to the collective programming of UN entities in the country. Resident and Non-resident UN agencies contribute to the development of JWPs to ensure that interventions and resources channelled to the UNSDCF clearly align with the UNSDCF ToC.

Action to be taken	Responsible entities	Timeframe	Resource Implications
4.1 Development of JWPs for each of the outcome.	PME, outcome groups, PMT	September 2022	Time and coordination
4.2 Develop robust monitoring framework with a clear plan to monitor achievements under the Results Framework /JWPs	PME, outcome groups, PMT, PSC	December 2022	Funds, Time and HR

<b>Recommendation No.5: Invest into evidence-driven, integrated New Way of Working (NWOW)-type programming to more effectively, as well as more efficiently, tackle the complexity of contemporary multidimensional crises and challenges.</b>			<b>Partially Accepted</b>
<p><b>Explanation:</b> Many dimensions of the humanitarian-development-peace nexus are at play in Pakistan with a well-recognised link between crisis and poverty, whereby evidence shows that high rates of poverty – particularly extreme poverty – exacerbate civil unrest and political instability. The UNCT under the CF 2023-2027 will ensure the linkage between peace and poverty, which may lead toward supporting the government’s stabilisation efforts in provinces with high risk in partnership with other actors including civil society.</p> <p>The importance of inclusiveness of the human rights-based approaches in all aspects of assistance will be mainstreamed for its ability to strengthen prevention and bridge the phases of humanitarian and development programming, backed by data collection, monitoring, analysis and reporting. Under each of the five outcome areas, there will be opportunities to enhance the role of volunteers and civil society organisations in preparing and responding to humanitarian and crisis events. Also, an opportunity where the humanitarian resources are used efficiently with the development assistance and to contribute to the stabilisation and strengthening of the government’s capacity to respond to both natural and human-made disasters, particularly through shock responsive safety nets.</p>			
<b>Action to be taken</b>	<b>Responsible entities</b>	<b>Timeframe</b>	<b>Resource Implications</b>

5.1 Coordination between outcome group leaders and UNOCHA, and other stakeholders (federal and provincial government, Civil Society Organizations (CSOs), etc)	RC, UNCT, RCO	July 2022	Time and coordination
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<b>Recommendation No.6: Invest into the UNDAF's M&amp;E systems and processes (including relevant knowledge production, storage and distribution, and usage/application) to ensure that the programmatic implementation is matching minimum standards of result-based management.</b>			<b>Accepted</b>
<p><b>Explanation:</b> The UN extends its support for Government of Pakistan in its efforts towards expeditiously prioritizing and adopting SDGs within national and local level priorities under the UNSDCF. The UNSDCF will be nationally executed under the overall co-ordination of Government of Pakistan. Therefore,</p> <ul style="list-style-type: none"> <li>• Each of the outcome groups will prioritized national level SDGs indicators where possible.</li> <li>• The Pakistan Bureau of Statistics will be on board for ensuring the transparency of data reporting and determining the baselines against most of the selected indicators.</li> <li>• For effective monitoring and implementation tracking of CF UNInfo system will be utilised, which will allow for the digitising of the UNSDCF 2023-2027 and its related Joint Work Plans (JWPs). UNInfo tracks changes in the monitoring indicators at the outcome and output levels. In addition, the system will utilise the UN in Pakistan's gender equality and rights-based approaches markers, as well as beneficiary tags to track activity targets and the impact of the UNSDCF on those at risk of being left behind.</li> <li>• The costed multiyear Monitoring Evaluation and Learning (MEL) plan, which supports monitoring of JWPs will be developed by the UNCT in Pakistan, with UN entity specific monitoring plans derived from and supporting the UNSDCF MEL Plan.</li> <li>• A Microsoft team site will be established for the PME group where all the relevant colleagues can upload the M&amp;E and reporting documents. The progress of the UNSDCF will be monitored through the JSC mechanism at federal level and PSC at provincial levels on annual basis.</li> </ul>			
Action to be taken	Responsible entities	Timeframe	Resource Implications
6.1 Development of results framework for outcome groups with prioritization of national SDGs indicators	Outcome groups, PME, RCO	March 2022	Time and coordination
6.2 The costed multiyear Monitoring Evaluation and Learning (MEL) plan to support monitoring of JWPs to be developed.	UNCT, PME	December 2022	Funds, Time and HR
6.3 Joint knowledge management portal	RCO, PME	September 2022	Time and coordination
6.4 Organize refresher trainings/ orientations on UNInfo system for outcome group members and PME group.	RCO & PME	December 2022	Funds, Time and Coordination

<b>Recommendation No.7: Introduce a code of conduct (CoC) on fundraising/resource mobilization and advocate for donors to co-sign it.</b>			<b>Delayed</b>
<p><b>Explanation:</b> The implementation of the UNSDCF relies on available funding and the ability to mobilise resources at the country level, advocacy with donors and member states. Under the CF where the Funding Framework will be developed immediately after the signing of the UNSDCF, a resource mobilisation strategy, based on the Funding Framework and a financial landscape analysis will be developed to support periodic UN-Government UNSDCF funding dialogues with a range of partners and stakeholders, aiming to attract funding to fill the funding gaps and to encourage joint programming.</p> <p>The UNCT will work towards the development of a CoC on fundraising and resource mobilization with the support of Development Coordination Office (DCO). The CoC will pave the way for financial management and planning tool under the UNSDCF funding framework. The CoC will present how the individual agencies will align their agency programmes/projects with the overall UNSDCF outcomes and reference to other UN agencies working in the same field and geographical locations. The CoC and the funding framework will be launched amongst Development Partners together with the government as a platform for resource mobilisation.</p>			
Action to be taken	Responsible entities	Timeframe	Resource Implications
7.1 Development of a code of conduct for fundraising/resource mobilization	RC, RCO	November 2022	