

UN Women Pakistan

Country Portfolio Evaluation

Annexes: Volume 2

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Contents

Annex 13: Case Study Reports	2
Annex 13.1: Case-study on CO Support to Capacity Building.....	2
Annex 13.2 Sub -office Architecture	12
Annex 14: MoU and Network Analysis	18
Annex 15: UNDAF analysis.....	21

Annex 13: Case Study Reports

Annex 13.1: Case-study on CO Support to Capacity Building

***Purpose:** To assess effectiveness of the UN Women Pakistan CO support to capacity building of national stakeholders and efforts to create enabling environment for partners and beneficiaries to apply learnt knowledge and skills*

1. At a Glance

Capacity building is an essential part of UN Women Pakistan Country Office (CO) Strategic Note 2018-2022 and its Theory of Change. It entails capacity building of government institutions in reporting on international and national human and women's rights commitments, gender mainstreaming in public policies and gender responsive budgeting; capacity building of police, judiciary and protection services to better address gender-based violence and violence against women; capacity building of women from marginalised groups in human rights, life and business skills for economic empowerment and improvement of their livelihoods.

Based on desk review of available CO reports, publications and external evaluations, interviews and focus groups with key informants from government, civil society sector and end beneficiaries, Country Portfolio Evaluation and Audit (CPE+A) team developed a case study on UN Women CO capacity building interventions to better understand to what extent and how these efforts work.

The case-study found that UN Women introduced several key aspects of capacity building and training management across some projects, such as needs assessments, quality training delivery and learning measurement. However, in most of the programmes there is lack of synergies of capacity building/training with other components of the programmes as well as with other programmes and lack of follow up support and creation of enabling environment for trainees to apply learnt knowledge and skills.

Strengths	Weaknesses	Opportunities	Challenges
<ul style="list-style-type: none">• Research, needs assessment, safety audits;• Convening power;• Expertise;• Measurement of learning (pre- and post- testing).	<ul style="list-style-type: none">• Delays in quality assurance of knowledge products;• Insufficient coherence and synergies with other initiatives of both UN Women and external partners to support effectiveness;	<ul style="list-style-type: none">• MoUs with government• Interventions to enable application of learnt knowledge and skills• Synergies with formal police and judicial training• Alliances with private sector and civil society	<ul style="list-style-type: none">• Turnover of government officials.• Third party verification.

- Inconsistent monitoring, follow-up and impact assessment.

- Complementarities with implementing partners and UN agencies.
- Institutionalizing curricula.

2. Capacity Building in CO's Strategic Note

Capacity building has been an essential part of the UN Women Pakistan Country Office Strategic note 2018-2022 (SN). Its Theory of Change relies on the assumption that:

*If (1) government departments and key stakeholders have the **capacity** to develop and/or implement national and provincial action plans to end VAWG; if (2) service providers and key stakeholders have the **capacity** to improve guidelines, protocols, standard operating procedures (in line with best practices) on the provision of quality services for victims and survivors; and if (3) men and boys are made aware of and engaged in initiatives recognising women's and girls' rights to live lives free from violence; then (4) women and girls will be able to lead violence and harassment free lives; because (5) there is an **enabling policy and social environment to protect and prevent VAWG, and a robust institutional 'first responder' mechanism offering essential services to survivors of violence.***

Such role of the capacity building was reflected in the Development Results Framework as well, aiming for capacity building of the Government counterparts in reporting on international and national commitments (Outcome 1.1), development of policies and implementation plans that create decent work for informal and rural home based women workers (HBWs) (Outcome 2.1), of women beneficiaries to enable them to participate in the economy, including as entrepreneurs, and access social protection services and financial services for improved and sustainable livelihoods (Outcome 2.2); and of government institutions and key stakeholders to develop and implement policies and plans to end VAWG (including in public spaces), and improve provision of quality services for victims and survivors (Outcome 3.1 and 3.2).

Since 2018, CO has implemented various capacity building initiatives focused on these target groups, mostly relying on training and technical assistance, in some cases supported by building enabling environment for application of adopted knowledge and skills. As of mid-2021, CO had signed a memorandum of understanding with 9 key government institutions to secure engagement over the longer term on GEWE issues. At this stage it involved, National Commission on the Status of Women, and The Ministry of Human Rights of the Government of Pakistan, Women Parliamentary Caucus Provincial Assembly of KP, KP Judicial Academy, Federal Judicial Academy, Women Development Department – Government of Punjab, Social Welfare, Special Education and Women Empowerment of Khyber Pakhtunkhwa, Office of the Ombudsperson KP for Protection Against Harassment of Women at the Workplace, Office of the Ombudsperson Balochistan for Protection Against Harassment of Women at the Workplace. The MoUs express commitment for policy development, analysis and impact assessment, monitoring, human rights reporting, capacity building, support to implementation of gender mainstreaming programmes, research etc.

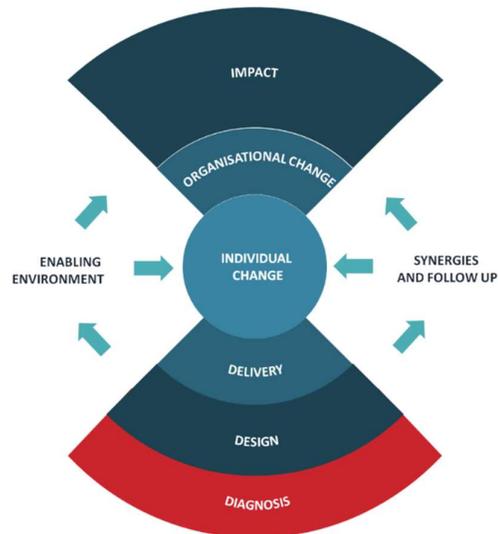
Upon request of the Ministry of Human Rights of the Government of Pakistan to support reporting on international commitments, the CO reported that along with MoHR they organized capacity building trainings on the UN Convention on the Rights of Persons with Disabilities reporting for government officials from Punjab, Balochistan, Sindh and KP. To engender budget planning and implementation, gender responsive budgeting (GRB) training was provided to government officials and parliamentarians, followed by technical assistance in GRB to the Ministry of Finance. Additionally, government officials from newly merged districts of Khyber, Orakzai, Kurram, South and North Waziristan were provided gender mainstreaming training in public policies, which included local governments, Health, Education, Agriculture, Finance, Engineering and Social Welfare Departments and National Database and Registration Authority (NADRA) district administration; deputy commissioners, assistant commissioners and chief planning officers from the merged districts.

In support of national, provincial, and local stakeholders to address gender-based violence, efforts were put into training of police officers, judges, prosecutors and other legal professionals, provincial ombudspersons, women development, social welfare, health and education departments, citizens' police liaison committees and media. UN Women also reported supporting stakeholders in safety in public transport pilot projects in Lahore organized with trainings on gender mainstreaming to support their efforts in making public transportation facilities accessible, safe and harassment-free for women and girls. The participants included officials of Railway Police, Highway Police, Lahore Transport Company and officials of different line departments of the Government of Punjab.

In Women’s Economic Empowerment, CO supported capacity building of home-based workers, including women with disabilities and transgender persons to inform them on their rights, advance their life skills and business knowledge and deepen the engagement with the private sector. As a result of reprogramming during COVID-19, Digital Literacy Training for women HBWs was organised in 2020 for women HBWs, so they can sustain and grow their business in crisis, using online tools. In partnership with Pakistan Business Council, two one-day workshops were arranged, one in Islamabad and the other in Lahore on women’s empowerment at workplace and advancing of women’s positions in value chains.

3. Capacity Building Evaluation Framework

The framework for this case study drew upon existing frameworks applicable to capacity building: 1) UN Women’s evaluation framework used for Regional Evaluation on UN Women’s Capacity Development Initiatives in East and Southern Africa focusing on criteria of diagnosis of the problem to be addressed with the training, design and delivery of the training intervention and follow up to support application¹; 2) Capacity Development Evaluation Framework of the Food and Agricultural Organisation² observing design and implementation of the intervention and changes caused at individual and organisational level, and the extent to which enabling environment was created for application and sustainability of the results; 3) Kirkpatrick’s model³ exploring participant’s reaction to the training, learning of knowledge and skills, ability to apply them and cause impact and 4) COM-B model⁴ emphasising that behavioural change requires developing capabilities and existing opportunities and motivators. The adapted capacity building framework focuses on the following aspects:



Diagnosis	Was a capacity needs assessment completed and how? Were all relevant stakeholders including vulnerable groups involved? Have existing capacities and context been considered?
Design	To what extent does the capacity building intervention respond to identified capacity needs? To what extent does it identify strategies for ensuring sustainability of efforts? Are the learning objectives clear and adult learning techniques used?
Delivery	To what extent did the delivery provide adequate learning environment? Was there an appropriate selection of beneficiaries who will likely act as agents of change? Are beneficiaries satisfied with the quality of delivery?
Synergies and Follow-up	To what extent did the capacity building intervention provide support beyond the training sessions and link with other UN Women or external interventions? Is beneficiaries’ success in application continuously assessed?
Enabling Environment	What were the enablers and barriers to application of learnt knowledge and skills and did the overall UN Women programme address them?
Individual Change	To what extent did the intervention enhance beneficiaries’ functional and technical skills and their knowledge? To what extent do they use gained knowledge and skills?
Organisational Change	To what extent did the intervention contribute to changes adopted by the organization or community? Did the capacity building contribute to adoption of:

¹<https://gate.unwomen.org/Evaluation/Details?evaluationId=10137>

² <http://www.fao.org/publications/card/en/c/CA5668EN/>

³ <https://www.kirkpatrickpartners.com/Our-Philosophy/The-Kirkpatrick-Model>

⁴ <https://implementationscience.biomedcentral.com/articles/10.1186/1748-5908-6-42>

Impact	<p>policies/strategies/framework/programmes/curriculum and allocated budgets, changes in internal organization, gender sensitive institutional response etc.</p> <p>To what extent has the capacity building intervention brought change to final beneficiaries, organizations and communities? Did the capacity building intervention contribute to ownership and sustainability of the results, transformational change in addressing gender equality and women's empowerment and lasting positive effects on women's and girls needs and rights.</p>
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4. Key Findings

CRITERIA	FINDINGS
DIAGNOSIS	While UN Women CO usually defined its capacity building approach based on earlier experience in cooperation with the target groups and beneficiaries, research and studies and partners' demand, targeted capacity needs assessments with training beneficiaries were introduced in several interventions. There is space for integration of [perspectives of different stakeholders and positions of vulnerable groups across capacity needs assessments.
Was a capacity needs assessment completed? Were all relevant stakeholders including vulnerable groups involved? Have existing capacities and context been taken into account?	<p>Based on CO and its partners' reports, in the case of gender mainstreaming trainings for the government officials, the needs were identified based on learnings from previous programmes, consultations with the Government and other national stakeholders. UN Women reported conducting the training needs assessment for GRB training. There are examples when, capacity building design was demand driven, for example Ministry of Human Rights requested the training on UN Convention on the Rights of a Person with Disability reporting for provincial government officials but still the needs assessment was conducted in the Government and the Ministry of Human Rights. Safety audit was applied before gender training was delivered to government officials, police and transport companies in Punjab.</p> <p>More comprehensive capacity needs assessments were conducted regarding EAW trainings for judiciary, protection services and police. Implementing partners Individualland and Lawyers for Human Rights reported conducting the needs assessment at the onset of their assignment with the government, police and judiciary. For example, needs assessment for the police training involved 48 key informants from the government and police. Additionally, gap analysis of legislation on EAW was conducted and contributed to the design of the capacity building efforts. There was space for further exploration of civil society and survivors of violence perspectives as well as cross-referencing of data provided by judges and police officers. Life and business skills training for women HBWs was designed based on their demand and experiences and lessons learnt from earlier phases of the project implemented by UN Women CO. On the other hand, capacity and needs assessment was done for the vocational training of women with disabilities. CPE+A showed further consultations with private sector as potential buyers and for better understanding of the market might have been beneficial.</p>
DESIGN	Design of training mostly responded to the identified needs, however there are missed opportunities to integrate follow-up actions and synergies with other project components into overall capacity building effort to increase chances for better application of learnt knowledge and skills, and thus sustainability of the results.
To what extent does the capacity building intervention respond to identified capacity needs? To what extent does it identify strategies for ensuring	<p>The relevance of most of the trainings aimed at the government stakeholders, police, judiciary and protection services was confirmed by positive end-of-training evaluation submitted by implementing partners to UN Women or by external project evaluations and key informant interviews in CPE. This can be linked to the level of efforts invested in capacity needs assessments. Trainings involved sufficient theory and legal background and practical examples for discussion.</p> <p>UN Women engaged in normative and policy support to governments to create a better environment for training participants to perform their tasks, however many of the stakeholders, as well as the external evaluations confirmed the need for immediate set of activities that would be more prompt in allowing training beneficiaries to apply knowledge and generating results. This</p>

sustainability of efforts?
Are the learning objectives clear and adult learning techniques used?

could be done by integrating activities that would enable application of learnt knowledge and skills, such as on-the-job coaching, pilot projects and continuous monitoring of results of application and trends into overall capacity building efforts, within one or across different projects and programmes.

CO also has a good practice of signed memoranda of understanding with different government institutions and judiciary, which cover issues of policy development, analysis, and impact assessment, monitoring and trend analyses, capacity building, support to implementation, research, etc. these opportunities are not fully integrated in the programme design to make application of learnt knowledge and skills more likely. Additionally, while the theory of change of EVAW programmes recognise importance of coordination of key justice sector, police and protection stakeholders, the capacity building design does not ensure their sufficient coordination and leaves some groups separated during the capacity building and without opportunity to exchange. (more under criterion *synergies and follow up*)

Economic empowerment of HBW design was also assessed as relevant for the context, practical and enabling beneficiaries to prepare for running and advancing businesses in real life. It also involved some actions to connect HBWs with the market and support their organisations to be more effective in collective bargaining, but still it was assessed as insufficient by beneficiaries. Private sector stakeholders see the need for further improvement of UN Women approach to their capacity building, better understanding of the private sector needs and more tailored and needs based capacity building.

DELIVERY Generally, training delivery by UN Women CO and its partners provided an adequate learning environment and corresponded to what was envisaged by the training design. There were some reports on challenges in delivery, such as delays in development of the training manuals, lower representation of certain groups, delays in training start and trivialisation of the issues presented or lack of interactive approach in training methodology.

To what extent did the delivery provide adequate learning environment? Was there an appropriate selection of beneficiaries who will likely act as agents of change? Are beneficiaries satisfied with the quality of delivery?

The following are some of the trainings delivered by UN Women CO and its implementing partners in the period 2018-2021⁵:

Training	Target group	No. of participants	Project
Gender responsive planning and budgeting training	Government officials and parliamentarians	321 (100+150+71)	Economic Empowerment of Women Home Based Workers and Excluded Groups in Pakistan (04/2017-08/2020), Empowering and Protecting Pakistan's Youth, Women, Girls and Boys Today for a Developed Tomorrow Aawaz II Naway Wraz Programme for Newly Merged Districts (10/2018-10/2020)
Training of trainers on sexual harassment legislation	Government, social workers, students	301	Empowering and Protecting Pakistan's Youth, Women,

⁵ Not necessarily the CPE+A managed to capture information on all the trainings and all the target groups reached.

Trainings on sexual harassment legislation	Government of KP	65	Girls and Boys Today for a Developed Tomorrow – Aawaz II
	Total of 1327 individuals (699 women and 628 men) trained in inclusion, rights of the PWDs, responsive policy making, GBV and PWDs, vocational trainings etc. Among them 873 people (498 women and 287 men) with disabilities (some trainings presented below)		Moving from Charity to Rights based Model – Delivering as ONE for Empowerment of Women with Disabilities (08/2018-09/2020)
Trainings on the reporting on the UN Convention on the Rights of Persons with Disabilities	Provincial governments of Punjab, Balochistan, Sindh and KP	181 (135 M, 46 F)	
Training on disability and inclusion	National Commission on Status of Women	37 (30 M, 7 F)	
Awareness raising training on disabilities, inclusion and GBV	Organisations of people with disabilities, and public private service providers	160 (88 W, 72 M)	
Vocational skills training for women with disabilities	Women with disabilities	167 F	
Training on disability and inclusion	HR managers, vocational training professionals in employers in public and private sectors	(31, 8 F, 23 M)	
Training on professional reporting on violence against women with disabilities	Journalists	24 (9 F, 15 M)	
Life and Business Skills training	Women – home based workers	10910	
Digital Literacy Programme	HBWs	64 participants from 5 cities	
Gender mainstreaming training for businesses	Pakistan Business Council and private sector	40 participants	
EVAW related training for police	Police officers	474 (398 M, 76 F)	Ending Violence Against Women through Access to Justice, Services and Safe Spaces (10/2018 – 02/2020)
EVAW related training for judiciary and other protection services	Judges, prosecutors, court staff, lawyers, law students, Medico legal officers, Women Development Department, Social Welfare Department, Education Department, provincial ombudspersons on protection from	1020 (436 W, 584 M)	

	harassment of women, citizen Police Liaison Committee, health / emergency staff, journalists, NGOs.		
Gender mainstreaming training to support women's safety in public spaces	Government of Punjab, Railway Police, Lahore Transport Company	148	

Across projects, in most cases training beneficiaries, external evaluations and implementing partner reports confirmed that UN Women CO training agenda and delivery were usually consistent with the design and the knowledge products that follow them (manuals). Implementing partners of EAW trainings for law enforcement officers also reported about trainers providing practical advice on specific cases presented by participants.

A high level of participants' satisfaction (95%) with the trainings was reported by implementing partners and trainers were in most cases perceived as knowledgeable. Participants' satisfaction was confirmed by this CPE through interviews with selected government, law enforcement officials, and 5 HBWs. Validation of reach to the judiciary, legal professionals and police require the CO attention, as out of those contacted by the CPE 27% (6 out of 22) were able to confirm participation in CO trainings and discuss them. The 6 individuals that could recall the training noted a positive experience. While most trainings passed as planned, CO/partners reported challenges, such as in delivery (delays in development of manuals and in training start, trivialisation of the issues presented or lack of an interactive approach.

In some projects, there were UN Women's efforts to closely monitor the delivery and provide feedback to implementing partners, through performance improvement plans, but the CPE+A didn't find information on the adjustments made based on these plans.

One of the issues identified by implementing partner was slow review process of the training manuals for judges and police officers. It took 8 months for UN Women CO and the implementing partner to review the manual; 4 months just to organize first review meeting after the partner submitted the first draft. According to the partner, this caused lost momentum and required additional time to mobilise stakeholders again after the break in activities for manual revision.

SYNERGIES AND FOLLOW UP

There is space for strengthening synergies of trainings and capacity building with other UN Women interventions, as well as for monitoring how beneficiaries apply knowledge and skills. Organisation of refresher and follow-up trainings were rare.

To what extent did the capacity building intervention provide support beyond the training sessions and link with other UN Women or external interventions? Is beneficiaries' success in application continuously assessed?

As lacking in the design, follow up and synergies lacked in the implementation of capacity building interventions. Some of the identified missed opportunities are for example, joint training sessions and periodic exchanges between police, judges and prosecutors; monitoring and analysis of how the skills were applied (performance of different professionals involved in response and protection from violence; monitoring and analysis of court processes and decisions, etc).

In case of women's economic empowerment there are mixed information on follow-up provided. While UN Women reports and an external evaluation identified some follow up actions in terms of connecting HBWs and women with disabilities with the market, which is also confirmed by some of the interviewed beneficiaries in CPE+A, there are still those who didn't benefit from any follow ups support. Some also mentioned they never received their identity (CNIC) and NADRA didn't have their application and they were not sure who to contact to follow on this. There are multiple opportunities to further support HBWs with stronger follow up with the same cohorts and long-term support with the market and exploration of how private companies engaged with UN Women CO can support development of their businesses or their advancement in value chains.

Stronger follow-up with trainees would result in training being not perceived as one-off events, which was the perception of large number of key informants contacted during the CPE+A but a well placed strategic component of a programme.

The network analysis conducted for the CPE identified that CO engaged with the same government partners through different projects, in the same or different thematic areas. Documentation reviewed and evaluation interviews, however, provided no information on synergies between different UN Women's programmes or with other UN agencies in capacity building efforts and there is a space for exploring complementarities. For example, external evaluation of women's economic empowerment of HBWs project identified missed opportunity of building synergies with UN Women's project "Moving from Charity to Rights-based Model – Delivering as ONE for Empowerment of Women with Disabilities" and Handicap International as implementing partner. And both UNFPA and UN Women were working with the Commissions on Status of Women to build capacity.

ENABLING ENVIRONMENT

While partners and beneficiaries recognised the normative support (policy frameworks, strategies, laws, etc) and research and knowledge generation produced by the CO, key informants to the CPE asked for more technical, hands-on and financial support for implementation. For example, police and legal professionals contacted by the CPE team, did not experience an enabling environment within their institutions for practicing knowledge and skills from EAW related trainings. Some positive examples were provided in HBW project where UN Women CO and its implementing partners were linking some of the beneficiaries with income generation opportunities and support their organisation and engagement in collective bargaining.

What were the enablers and barriers to application of learnt knowledge and skills and did the programme address them?

Some of the helpful normative support UN Women CO is recognised for: HBW Act in Sindh (2018), Rules of Business (2020) recognizing HBWs and facilitating their work; progress in Khyber Pakhtunkhwa laws that are soon to be adopted, while in Punjab and Balochistan progress is slower. Technical assistance on GRB was provided to Federal Ministry of Finance and awareness is raised, but still no conducive environment that would initiate wider application of knowledge has been built. A proposed methodology for gender-disaggregated budget and expenditure analysis along with the adoption of a Gender Tagging system is under discussion. Further support is needed to provide result in GRB (planning, allocation and reporting). Capacity building of the Ministry of Human Rights and provincial departments raised awareness on women with disabilities and the need to change perspective from charity to human rights, equality and inclusion and was followed by the support to report on the Convention on the Rights of Persons with Disabilities. Guidelines for gender responsive planning have been developed and endorsed by Governments of KP and Punjab.

Some positive examples were provided in HBW project where UN Women CO and its implementing partners facilitated linking the beneficiaries with income generation opportunities, providing them access to CNIC, social security/health benefits and health insurance, linking them with government vocational training institutions, microcredit schemes and market, HBW networking so they can better advocate for their interests and engage in collective bargaining, e-shops and platforms for promotion and selling products etc. which overall, contributed to building more conducive environment for women HBWs. In general HBW related interventions resulted in public recognition of HBWs and their organisation for advocacy and collective bargaining purposes. Still, the external evaluation of the project points that very few women HBWs were taking loans fearing they will not be able to pay them. It also identified that HBWs tend to engage their older daughters in taking care of younger children, which can contribute in the intergenerational transfer of poverty.

There is an opportunity to engage in longer-term, scaled up support to HBWs in connecting them with private sector and their involvement in value chains.

Police and legal professionals contacted in CPE+A still did not see much of an enabling environment within their institutions for practicing of the knowledge and skills learnt in the GBV and VAW related training.

INDIVIDUAL CHANGE

Majority of changes registered happened at the level of individual change and as immediate effect of the support provided. UN Women introduced pre- and post- testing in most of its capacity building efforts to measure learning. Training recipients and implementing partners reported advancement of knowledge and skills and awareness raising as evidence of effectiveness of training in creating change at the individual level. Support to women HBW and women with disabilities resulted in deeper attitudinal change involving improvement of self-confidence, sense of agency and power and understanding of their own rights. Yet, follow-up and third-party verification are required for ensuring the targeted individuals attended the training and to understand how they are applying learnt knowledge and skills and substantially benefitting from the effort.

To what extent did the intervention enhance beneficiaries' functional and technical skills and their knowledge?

Government representatives consulted for the CPE, reported improvement of knowledge and awareness on the issues presented in the trainings. Some of them mentioned this was beneficial in their work on policy planning, but that further support is required to be fully independent.

To what extent are the target beneficiaries implementing/using gained knowledge, technical skills and demonstrating changes and attitudes, behaviours and practices?

Partners implementing judicial and police training report on knowledge improvement evidenced by pre- and post- testing where participants displayed a low understanding of violence and different types of violence including physical, psychological, social and economic violence, links between power, gender and violence before and improved to high and very high at the end of the training. This was confirmed by the evaluation interviews of 6 training participants which remember the training topics, were able to recognise situations of GBV and power issues in relationships. 12 trainees' stories were shared post training by implementing partners about how they recognized cases of violence, however these were rather anecdotal examples, with no evidence on the conduct or quality of the processes with women who reported them.

In case of HBWs, the changes seem to be more substantial. External evaluation of HBW project as well as interviews with limited number of HBWs under this CPE confirmed an increase of self-confidence, capabilities, hope and courage, gained business skills and financial literacy, learned business planning and know-how about digital marketing, have better information about markets and financial schemes. External evaluation and UN Women CO report on success stories of HBWs successfully applying learnt knowledge and skills and running their businesses. Positive results were also reported in regards to capacity building programmes for women with disabilities.

ORGANISATIONAL CHANGE

The CO's Capacity building support seems to be effective in identifying and building champions in the institutions, however there is no evidence of capacity building efforts providing wider organisational transformation yet. Initial results are seen through cooperation with National Police Academy on EVAW and in HBW project, in terms of strengthening capacities of the HBW groups in creating an enabling environment for collective bargaining.

To what extent did the intervention contribute to changes adopted by the organization or community in response to the capacity building efforts?

Reviewed documentation and key informant interviews confirmed the capacity building managed to identify and strengthen capacities of individual champions across the institutions involved that can potentially take on further application of knowledge and skills provided through GEWE related trainings. Organisational change in the institutions will require longer term engagement and direct support to partner institutions through technical (hands-on) and financial assistance in application of learnt knowledge and skills so the processes are internalised and sustainability is achieved.

Initial results are seen through cooperation with National Police Academy on EVAW and there are joint efforts with UN Women to integrate training on enhancing attitudes of police towards survivors of violence against women into formal police education.

At this stage organisational change was registered in HBW project, in terms of strengthening capacities of the HBW groups that now effectively operate in Balochistan and Sindh and have organised themselves and engaged in successful collective bargain.

IMPACT

In the absence of long term follow up of the beneficiaries of capacity building programme and systematic capturing of results information about impact is not available.

To what extent has the capacity building intervention brought change to final beneficiaries, organizations and communities?

While increased awareness and interest seems to be achieved, there was no evidence found on the extent to which the impact goes beyond this awareness into sustainable action; and limited information on how it is directly linked with capacity building of government structures, judiciary or police.

External project evaluation of women's economic empowerment programmes (HBWs and women with disabilities) confirmed some increase in income in many of the training beneficiaries, increase of women's role in family decision-making, women better investing their income for benefits of their families, providing better nutrition, or investing in children's education. Neither the project evaluation nor this CPE could confirm significant increase of income as was reported by UN Women. HBW project evaluation questioned it due to inflation in Pakistan and potential other influences.

5. Conclusion & Way forward

UN Women systematically introduced several key aspects of capacity building and training management, such as needs assessments, quality training delivery and learning measurement. There is also a solid foundation MoUs with institutions and policy documents for scaling up the results of the training. However, these opportunities are insufficiently used. Furthermore, in most of the programmes there is lack of synergies of capacity building/training with other components of the programmes as well as with other programmes and lack of follow up support and creation of enabling environment for trainees to apply learnt knowledge and skills. Measurement of effects of capacity building efforts remains at the level of participants satisfaction and immediate awareness, while application of knowledge and skills and their impact is almost non-existent.

Suggestion 1 - DIAGNOSIS: More comprehensive capacity needs assessments should be undertaken and clear baseline data and learning objectives (what trainees will be able to do after the training or technical assistance) and impact statements (what long-term effects are expected with contribution of the training or technical assistance). Analyses should be undertaken in cooperation with the relevant government institution (for example in case of ERAW: police and judiciary academies and involve wider sample. It should also take into account perspective of other interconnected sectors, including civil society perspective and perspective of end beneficiaries, including vulnerable groups and survivors of violence). Needs identification based on learnings from research, previous programmes and experiences should be continued.

Suggestion 2 – DESIGN: Design of capacity building interventions with integrated immediate follow up support in application of learnt knowledge and skills, monitoring of performance and impact and synergies with other activities and programmes that can become enablers for trainees to apply learnt knowledge and skills enable application of learnt knowledge and skills should be strengthened.

Suggestion 3 – DELIVERY: The CO should monitor the training delivery to be able to better address the challenges that appear as well as to further tailor the follow up activities and actions to enable trainees to apply learnt knowledge and skills.

Suggestion 4 – SYNERGIES AND FOLLOW UP: Closer follow up with end beneficiaries should be provided after the trainings so that application of knowledge and skills is monitored and adequately supported, and evidence of impact systematically captured. Synergies of different CO's programmes, networks, alliances and intersectoral cooperation should be considered as well as the programmes of other UN agencies and development partners.

Suggestion 5 - ENABLING ENVIRONMENT: Based on the needs assessment the CO should deal with other aspects hindering application of new knowledge and skills, that cannot be resolved only with training. For example, more can be done on connection of HBWs with private sector, their involvement in value chains or enhancing their competitiveness; or networking of prevention and protection services, including the police, legal professionals and judiciary in combating gender-based violence. Opportunities provided in MoUs with the institutions should be further explored and exploited, particularly closer collaboration in implementation of GEWE programmes, monitoring and assessment of performance of the institutions in GEWE and protection of women's and vulnerable groups' rights.

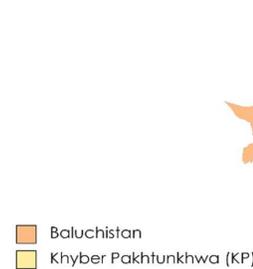
Suggestion 6 – CAPTURING INDIVIDUAL, ORGANISATIONAL CHANGE AND IMPACT – HBWs should be tracked to see how their businesses perform, government initiatives should be tracked to see how they apply GRB, and other trainees such as police, judiciary, legal professionals, businesses should be followed as well and changes at individual, organisational change and impact could be measured and level of enabling environment for application of knowledge and skills continuously assessed.

Annex 13.2 Sub-office Architecture

I. Background

Pakistan is a federation consisting of four provinces (Balochistan, Khyber Pakhtunkhwa (KP), Punjab and Sindh), four territories/areas (Federal Capital, Gilgit-Baltistan (GB), Pakistan Administered Kashmir (PAK) and the Federally Administered Tribal Areas (FATA) which includes the Frontier Regions. Against the backdrop of 18th Constitutional Amendment (2010), Pakistan is a decentralized State with federal and local governance systems in place. UN Women (UNIFEM), from its inception in 2007, has been providing technical and financial support to the federal as well as provincial governments in Pakistan.

In April 2010, the National Assembly of Pakistan passed the 18th Amendment to the constitution which resulted in, amongst other key changes, devolution of powers to the provinces. This led to the devolution of select ministries including Women Development to the provinces. At the federal level selective tasks of the Ministry of Women Development were transferred to the Ministry of Human Rights while the rest were devolved to the provinces. A sub-office presence ensured that there was continuous engagement with provincial level stakeholders, especially given the varying issues that women and girls face conditional on the geographical context in a diverse country such as Pakistan. While the sub-offices in Punjab and Sindh (reduced to programme presence) were closed down due to lack of donor funding, KP and Baluchistan continued to have a sub office presence (as of July 2021).



Rationale for the continuation of the Sub Offices:⁶

- Peshawar (Khyber Pakhtunkhwa): With the merger of Federally Administered Tribal Areas (FATA) with neighboring Khyber Pakhtunkhwa, the province attracts special interest from the donor community in KP and the Newly Merged Districts (NMDs).
- Quetta (Baluchistan): This is the most deprived province in Pakistan and with the upcoming China Pakistan Corridor; donor interest remains moderately high for the development of the province.
- In its justification for the continuation of the sub-offices, UN Women Pakistan CO noted that remote assistance from the Country Office was not feasible at the provincial level due to various complexities, such as the difficulties in reaching some parts of the provinces; and presence at provincial level would enhance collaboration between provincial governments in view of the devolution of powers.

Figure 1: Map of Pakistan highlighting provinces with UNW sub-office presence

II. Governance arrangements

Oversight and Management Arrangement ⁷

⁶ Based on Justification of Sub-office, Request for continuation of SO (KP and Baluchistan) letter to the Regional Director Asia Pacific, dated 9th October, 2020.

⁷ Based on Oversight and Management Arrangement (section D), Request for continuation of SO (KP and Baluchistan) letter to the Regional Director Asia Pacific, dated 9th October, 2020.

The Heads of the two Sub Offices remain under the overall guidance of the Representative, but both directly report to the Deputy Country Representative. Each Head of the Sub-Office is responsible for the overall management of the UN Women initiatives covered by the sub-office; however the Country Representative remains overall accountable. The Head of the Sub-Office is responsible for the following functions:

- Contribute technically to the development and implementation of programme/strategies at provincial level based on UN Women Pakistan Strategic Note/Annual Work Plan
 - Provide substantive technical support to the implementation and management of the provincial programme
 - Provide technical assistance and capacity development to project/programme partners
 - Provide technical inputs to the monitoring and reporting of the programme/ project
 - Provide substantive technical inputs to the management of personnel and finances of the SO
 - Provide substantive inputs to building partnerships and resource mobilization strategies
 - Provide technical support for coordination and close collaboration with provincial government, CSOs, UN, private sector, media
 - Provide substantive inputs to advocacy, knowledge building and communication efforts
- The Admin/finance associate based in Karachi also report to the Deputy Representative and acts as a liaison between provincial line departments and the Country Office.

Organogram of the sub-offices⁸

The KP sub-office is led by the Head of KP sub-office and consists of the three additional personnel– the provincial EAW advisor, R&D officer and office support. The Baluchistan sub-office consists of two personnel – Head of Baluchistan sub-office and an R&D officer.

III. Cost for Sub-offices

Table 1 gives an overview of the cost of sub-offices (January to December, 2021) for rental, utilities and allied costs. The European Union funded Rule of Law programme (EU-RoL) sustains 50% of these costs in KP and 100% of these costs in Balochistan. Table 2 provides an overview of the HR related costs in the sub-offices (January to December, 2021) of KP and Balochistan.⁹

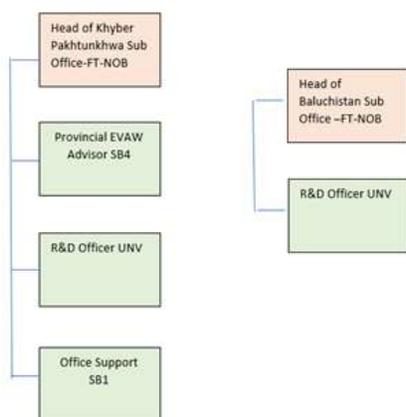


Figure 2: Organogram of sub-offices KP (Left) and Balochistan (Right)

Table 1: Overview of non-HR related sub-office costs

Sub-Office	Yearly Budget (in USD)	Source of Funds
Khyber Pakhtunkhwa (KP)	58,413	EU-RoL: 50% and WEE: 50%
Balochistan	52,116	EU- RoL: 100%

Table 2: Overview of HR related sub-office costs

Balochistan Sub-Office	Budget (USD: Proforma) ¹⁰	Source of funds
Head of Sub Office	56,133.89	50% EU-RoL, 10% WEE, 40% Core
Rule of Law Expert Balochistan	37,521	EU-ROL
KP Sub-Office	Budget (USD: Proforma) ¹¹	Source of funds
Head of Sub Office	56,133.89	50% EU-RoL, 10% WEE, 40% Core

⁸ Based on Organogram chart (Justification of Sub-office; Annex A) provided by PCO.

⁹ As per information provided by the Pakistan Country Office.

¹⁰ Excludes Danger Pay

¹¹ Excludes Danger Pay

Helper Peshawar	4,691.00	EXB
RoL Expert KP	37,521.00	EU-ROL
RoL Coordination Officer - Peshawar	13,700.00	EU-ROL

Therefore, the total yearly budget (rental, utilities, allied costs and HR) of the KP and Balochistan sub-office is \$170,458 and \$145,770 respectively, for the period covering January to December, 2021. This division of cost structure is in line with the project document. It provides for an additional Rule of Law (RoL) Coordination officer in Balochistan, 100% funded by the programme, who has not been hired.¹² Key information on the RoL programme has been summarized in the box above.¹³

Promoting Rule of Law and Enhancing the Criminal Justice System in Khyber Pakhtunkhwa including Newly Merged Districts and Balochistan.

- ❖ Executing Agencies: UNDP and UN Women (UNODC has signed a separate agreement with EU)
- ❖ Budget: The total budget for the Activities is USD 5,470,395.46
- ❖ Total Duration: 53 months, estimated start 1st January, 2021
- ❖ Objective: Contribute to the strengthening of Rule of Law in Khyber Pakhtunkhwa including Newly Merged Districts and Balochistan and ensure equal access to justice for all.

Table 1 summarizes the key activities undertaken at the provincial level in 2018, 2019 and 2020 as per the respective Annual Reports.

¹²Rule of Law Programme, Donor agreement: Project document description of activities, p. 84-88. Accessed from: <https://dams-oneapp.unwomen.org/donoragreement/filestorage/get/95484/file/Annex%20I-Project%20Document-Description%20of%20Activities.pdf>

¹³ Rule of Law Programme, Signed MoU UNDP and UNW. Accessed from: <https://dams-oneapp.unwomen.org/donoragreement/filestorage/get/96693/file/Signed%20MoU%20UNDP-UNW%20for%20EU%20RoL%20Programme-30%20April%202021.pdf>

Year	KP	Balochistan	Punjab	Sindh
AR 2018	<p>Normative</p> <p>-Technical support has been extended to the provincial government of KP for implementation plan of the Gender Equality Policy.</p>	<p>• Normative</p> <p>- Technical support has been extended to the Government of Balochistan for implementation plans for the Gender Equality Policy.</p> <p>- Consultants have been engaged to support the WDD to prepare implementation plans for the GE policy with a focus on GBV in line with international and national commitments like CEDAW and SDGs.</p> <p>- UN Women participated in several introductory joint work planning exercises under 3 of the 10 outcomes of the UNSDF (2018-2022).</p> <p>• Operational</p> <p>- A training plan and standard curriculum for Police force with district/s in Balochistan (as well as other provinces) were developed for participants to build their knowledge and understanding of gender equality, women’s empowerment, international practices on case management, counselling services, forensic and CEDAW norms and standards.</p> <p>• Coordination</p> <p>-- 2 meetings took place with UNDP under a proposed “Balochistan SDGs Accelerated Delivery Project”, and 1 meeting took place with UNODC under “Rule of Law Roadmap of Balochistan” and planning for future interventions.</p>	<p>• Normative:</p> <p>- The ‘Punjab Women Development Policy’ was adopted with support from UNW and technical support has been extended to Government of Punjab for implementation plans for the Gender Equality Policy.</p> <p>• Operational</p> <p>- As a result of the 'Empowerment of Women Garment Workers in Sialkot', 755 women informal workers transitioned to formal work with industries in Sialkot, one of the largest industrial hubs in the Province of Punjab.</p> <p>- UN Women in collaboration with the Punjab Women Development Department enhanced the capacity of Punjab based government representatives on gender equality.</p> <p>- Orientation on GEWE was organized for 55 representatives from 36 different administrative departments of the province. A training plan and standard curriculum for Police force in district/s of Punjab (as well as other provinces) were developed for participants to build their knowledge and understanding of gender equality, women’s empowerment, international practices on case management, counselling services, forensic and CEDAW norms and standards.</p> <p>-The CO supported the study “Women’s Safety Audit’ which prompted the government of Punjab to take forward the recommendations of the report for setting up of women friendly bus stops.</p>	<p>• Normative</p> <p>- Technical support has been extended to the provincial Government of Sindh to develop implementation plans for the Gender Equality policies. After desk review of GE policy, four consultations were conducted at the divisional level to review the existing policy on Gender Equality & Women’s Empowerment.</p> <p>• Operational.</p> <p>- A training plan and standard curriculum for Police force in district/s of Sindh (as well as other provinces) were developed for participants to build their knowledge and understanding of gender equality, women’s empowerment, international practices on case management, counselling services, forensic and CEDAW norms and standards.</p> <p>- PCO arranged major public awareness and sensitizing activities during 16 Days of Activism and ED's visit to garner community support and commitment on ending child marriages in Sindh.</p> <p>• Coordination</p> <p>- At the provincial level and in preparing the UNSDF/OPIII provincial profiles, PCO participated in the Sindh UN Coordination meeting to discuss follow-up actions of the Sindh Development Forum which identified Sindh’s development priorities for the next 5-10 years</p>

AR 2019	<ul style="list-style-type: none"> • Normative - PCO assisted the Government of KP in drafting Home Based Workers Policy and Bill. - PCO signed an MoU with KP Women Parliamentary Caucus (WPC) to provide technical assistance for pro-women legislation, research and advocacy. - PCO and MoHR also organized capacity building trainings on UN Convention on the Rights of a Person with Disability reporting for government officials from KP (along with other provinces). - UN Women assisted SWWED in KP through deployment of technical resource who is coordinating the integration of SDG-5 in the department's five years strategic plan and its further adoption in the Sustainable Development Framework. - PCO also supported provincial governments in KP to restructure and renotify CEDAW Provincial Committees, to oversee implementation, enhance inter-departmental coordination and contribute to periodic reporting. • Operational - PCO signed an MoU with the Office of Ombudsperson KP to work together in order to fight harassment of women at the workplace. - Evidence generation and knowledge products include: Gender profiles of KP's Newly Merged Districts (KPMD) and scoping Study of KP's Newly Merged Districts. 	<ul style="list-style-type: none"> • Normative - With support from PCO, Government of Balochistan (GoB) is drafting Transgender Rights Protection Policy and the Rules of Business for implementation of the People with Disability Act. - PCO provided technical support to Government of Balochistan and Punjab in drafting implementation policy of Home-Based Workers (HBWs) Act passed in 2018, the legislation guarantees the social security to HBWs. - PCO supported provincial governments in Balochistan to restructure and renotify CEDAW Provincial Committees, to oversee implementation, enhance inter-departmental coordination and contribute to periodic reporting. - PCO and MoHR organized capacity building trainings on UN Convention on the Rights of a Person with Disability reporting for government officials from Balochistan (along with other provinces). • Operational - Evidence generation/knowledge products include: the EAW gap analysis, Women Safety Audit (WSA) and National survey of women home-based workers which included districts from Balochistan were developed. 	<ul style="list-style-type: none"> • Normative -PCO provided technical support to Punjab Gender Mainstreaming Committee to propose amendments in child marriage restraint act that currently sets the minimum age of marriage at 16 and 18 for girls and boys, respectively. - UN Women has contributed to provincial SDG Framework as a member of SDG Advisory Committee. -PCO and MoHR organized capacity building trainings on UN Convention on the Rights of a Person with Disability reporting for government officials from Punjab. • Operational - Evidence generation/knowledge products include EAW gap analysis and Women Safety Audit (WSA). 	<ul style="list-style-type: none"> • Normative -PCO supported the provincial government in Sindh to restructure and renotify CEDAW Provincial Committees, to oversee implementation, enhance inter-departmental coordination and contribute to periodic reporting. - PCO and MoHR organized capacity building trainings on UN Convention on the Rights of a Person with Disability reporting for government officials from Sindh (along with other provinces). • Operational - Collaborated with TEVTA to enhance vocational skills of 97 women with disabilities in Islamabad and Sindh. 25 women with disabilities were facilitated to showcase their hand made products in an exhibition arranged by the NGO sector in Karachi. -Upon request from Sindh Government, PCO has committed support for replication of Punjab's Violence against Women Centre (VAWC) in Sindh, in line with Essential Services Package for Survivors of GBV. UN Women Pakistan, Sindh Women Development Department and LHRLA jointly launched a Woman Protection Unit (WPU) in Karachi to offer female victims support in the shape of expert advice, legal aid, counselling, and guidance on accessing justice. - PCO collaborated with Women on Wheels (WoW) and Government of Sindh the initiative aimed to train ten thousand women and girls of Sindh to ride motorbikes and take charge of their lives through WoW program.
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AR 2020	<p>Operational</p> <ul style="list-style-type: none"> - PCO provided a technical consultant to be placed at the Social Welfare, Special Education and Women Empowerment Department (SWWED) of KP. This technical assistance proved instrumental in building and maintaining strategic level partnerships with relevant government departments at the provincial level. - Further, 100 personnel, out of which 70 government officers and 30 parliamentarians, were imparted with knowledge and skills on the GRB in different sessions held in both Federal and KP capitals. -PCO obtained funding from the Central Emergency Relief Fund (CERF) to implement the joint project entitled "Identification and Redressal of GBV in Refugee and Host Populations through Community-based Mechanisms in Balochistan and Khyber Pakhtunkhwa (KP)". PCO worked with the Social Welfare and Women Empowerment Department to enhance the psychosocial support provided to survivors of VAW by engaging counselors for 2 Dar ul Amans. - Evidence generation/ knowledge products include: Development of a Costing Study on Child Marriage in KP and Punjab. Gender Equality Marker (GEM) Checklist for KP Province developed with the support of (P&DD) KP Province. 	<p>Operational</p> <ul style="list-style-type: none"> - PCO took steps in building strong partnerships with the Ombudsperson Offices in Baluchistan (MoU) by developing toolkits that are aiming for better understanding and awareness of ERAW laws, capacity development of duty bearers and data generation on harassment cases and the trends. - UN Women was notified as committee member for Government of Balochistan development plans and budget on WEE and Women Development. - PCO obtained funding from the Central Emergency Relief Fund (CERF) to implement the joint project entitled "Identification and Redressal of GBV in Refugee and Host Populations through Community-based Mechanisms in Balochistan and Khyber Pakhtunkhwa (KP)." 	<p>Normative</p> <ul style="list-style-type: none"> - PCO worked closely with the Women Development Department Punjab and signed a Memorandum of Understanding to strengthen the partnership and resolve to complete the formulation of an implementation framework for the Women Development Policy (WDP). - PCO incorporated gender indicators in the provincial plans by developing a set of Gender-Responsive Planning (GRP) Guidelines, endorsed by the Labour and Human Resource Department, Government of Punjab and Labour Department, Government of Khyber Pakhtunkhwa. - Support to Ombudspersons KP and Punjab for enhancing implementation of Sexual Harassment Laws, including development of training toolkits, IEC Material, database for case management (KP) and roll out of trainings for a variety of stakeholders was provided. <p>Operational</p> <ul style="list-style-type: none"> - Evidence Generation/ knowledge products include The Child Marriage Costing Study for KP and Punjab. 	<ul style="list-style-type: none"> • Normative - Draft Women Protection Bill for Sindh was prepared by UN Women Advisor to the Government of Sindh and shared with the Advisor to the Chief Minister. - PCO supported a delegation of Officials from Ministry of Human Rights and Women Development Department Sindh for participation in CEDAW Session in Geneva. • Operational - PCO supported the Sindh Commission on the Status of Women to launch its five years Strategic Plan in 2019 and has continued to build capacities of women commissions and departments.
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Annex 14: MoU and Network Analysis

MoUs – UN Women – Government Institutions in Pakistan: Summary (Detailed Overview in a separate volume)

Summary

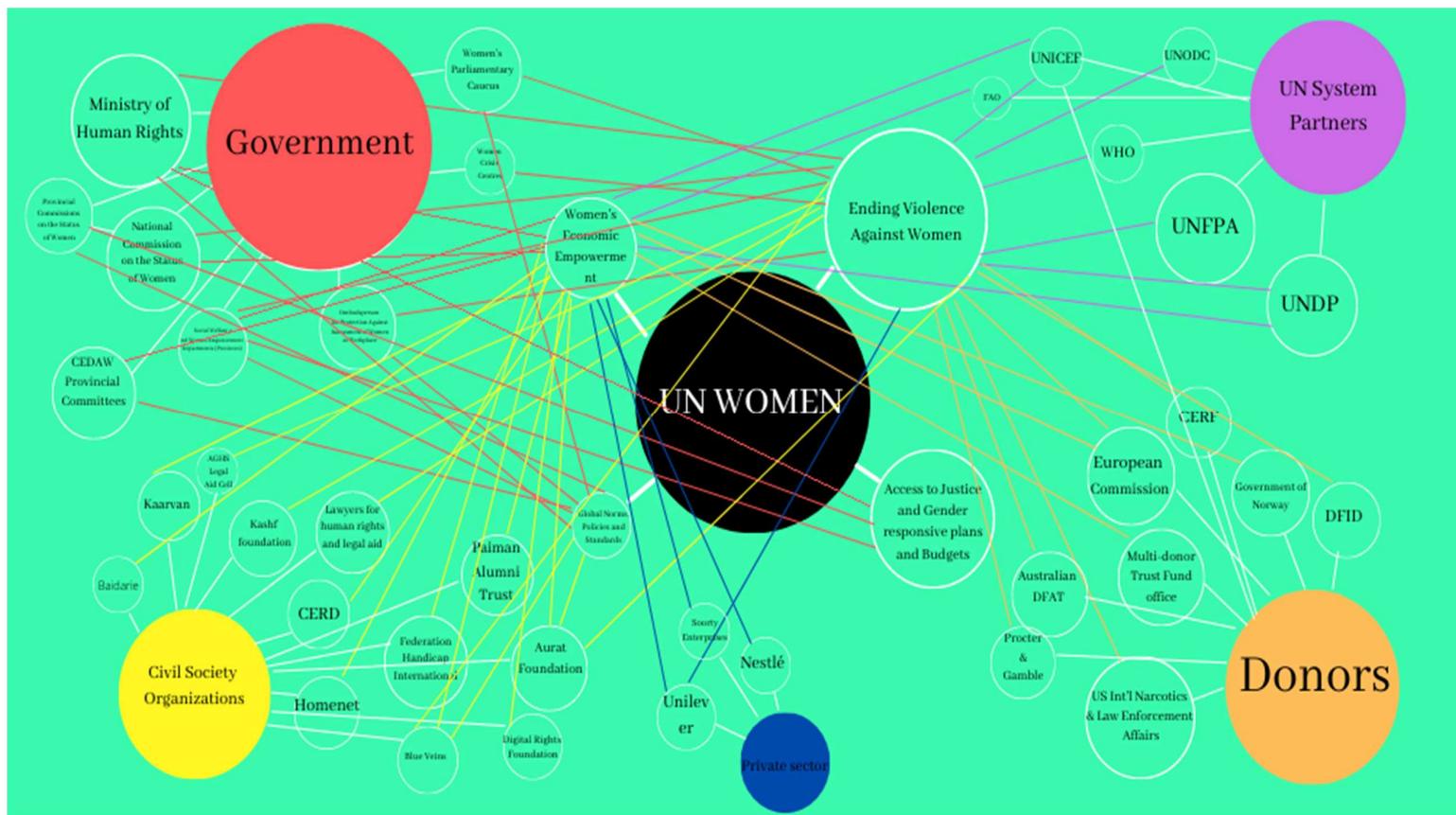
	Institution	From / To	Summary of areas covered
1	Women Parliamentary Caucus Provincial Assembly of KP	20/05/2021 – 5 years, unless terminated by any of the parties; possibility of entering a subsequent MoU	Support to pro-women laws, promotion of GEWE among parliamentarians, enhancement of protection of victims of violence
2	KP Judicial Academy	20/05/2021 – 5 years, unless terminated by any of the parties; possibility of entering a subsequent MoU	Promoting GE in implementing access to justice, coordination of capacity building of judges, lawyers prosecutors, police officers and other justice sector related stakeholders, supports each other research, trend analysis, coordination, promotion of good practices
3	Federal Judicial Academy	01/04/2021 - 5 years, unless terminated by any of the parties; possibility of entering a subsequent MoU	Promoting GE in implementing access to justice, coordination of capacity building of judges, support to trainings of lawyers, particularly female lawyers on family laws and dispute resolution and GBV related laws; support to monitoring and reporting of progress against SDGs, Universal Declaration on Human Rights, CEDAW, Agenda 2030; support to each others research, including on trends of GBV and justice, impact assessment of the legislation, coordination of justice sector at federal and provincial level
4	Women Development Department – Government of Punjab	03/10/2019 – 2 years, unless terminated by any of the parties; possibility of entering a subsequent MoU	Strengthening of the government institutions with effective policies and action plans, capacities and accountability mechanisms to protect marginalized groups with a special focus of women, including those in newly merged districts, technical support to implementation of Women Development Policy, strategies for WEE, strengthening capacities and service delivery mechanisms for ERAW and WEE, research activities.
5	Social Welfare, Special Education and Women Empowerment of KP	20/12/2018 - 5 years, unless terminated by any of the parties; possibility of entering a subsequent MoU	Strengthening of the government institutions with effective policies and action plans, capacities and accountability mechanisms to protect rights (social, economic and political) of women, with a special focus on excluded groups, support to the implementation and monitoring of Women Empowerment Policy with focus on tribal districts to support WEE and services for survivors of VAW
6	Office of the Ombudsperson KP for Protection Against Harassment of Women at the Workplace	16/07/2019 - 5 years, unless terminated by any of the parties; possibility of entering a subsequent MoU	To raise awareness on the issues of harassment at the workplace and related legal framework, to improve data collection and reporting on cases of harassment in KP (data base); to enhance the provincial mechanisms for responding to cases of harassment through development of training materials and training of trainers.
7	Office of the Ombudsperson Balochistan for Protection Against Harassment of Women at the Workplace	26/12/2019 - 5 years, unless terminated by any of the parties; possibility of entering a subsequent MoU	To raise awareness on the issues of harassment at the workplace and related legal framework, to improve data collection and reporting on cases of harassment in KP (data base); to enhance the provincial mechanisms for responding to cases of harassment through development of training materials and training of trainers.

8	Amendment No. 1 National Commission on the Status of Women , Government of Pakistan (to the MoU signed on 23-10-2018)	19/11/2020 - 23/10/2025	Collaborate on the design and implementation of the initiatives to invest in WEE and to prevent and reduce prevalence of VAW; technical support to monitoring and reporting of progress against international and national commitments; coordination of intersectoral groups; research, data collection and trend analysis to provide an evidence base for future legislative, policy or programmatic interventions and for tracking progress over time (National Gender Data Portal); Support to research on WEE and WAVG and identify new areas of research affecting women, including climate change, food security, women’s role in rural economy/agriculture, gender impact caused by disaster, emergencies, COVID 19; awareness raising campaigns and advocacy events at the national, provincial and local levels, with parliamentarians government departments, CSO, duty bearers, academia and researchers, religious leaders, youth, women led organisations, communities, and other stakeholders; commemoration of international and national women’s days.
9	Amendment no 1 The Ministry of Human Rights, Government of Pakistan (to the MoU signed on 20/04/2012)	05/08/2020 – 5 years	Promote the goal of GE and human rights with a focus on women’s rights and empowerment. This will include support and regular exchange of information for implementation, monitoring and reporting of progress against international and national commitments such as Universal Declaration on Human Rights, CEDAW, Agenda 2030 / SDGs, CPRD, National Action Plan for Human Rights etc. Capacity building of Federal and provincial government officials to facilitate in collection of information and statistical data as well as analyses required for implementation of UNCPRD and other commitments pertaining to disability; Support each other on research, data collection and trend analysis at the national and provincial level to provide an evidence base for further legislative, policy or programmatic interventions and for tracking progress over time (exchange between HRMIS and Gender Data Portal); support for review of existing and new policy making related to women’s rights especially for ERAW; Collaboration on design and implementation of initiatives to prevent/reduce the prevalence of VAW and jointly organize awareness raising campaigns and advocacy events at national, provincial and local levels with various stakeholders; coordination and establishment of mechanisms for HR monitoring at different government levels; advancement of services to survivors of violence.

Network Analysis of UN Women stakeholders

A network analysis was developed by the CPE team to look at UN Women’s engagement with different stakeholders as per outcome areas. This has been presented in figure 1

Figure 1. Network analysis developed by CPE team



Annex 15: UNDAF analysis

UN WOMEN AND UNDAF IN PAKISTAN¹⁴

I. Introduction

The UN system in Pakistan has placed women's rights at the centre of all its efforts, with the endeavor to produce transformative change as envisioned in the 2030 agenda for Sustainable Development and other internationally, regionally, and nationally agreed normative frameworks. Under the One United Nations Programme III (2018-2022), UN Women has been appointed the lead convener for Outcome group 8 (Gender, Equality and Dignity) to coordinate actions relating to mainstreaming of gender among UN agencies. As one of the key mandates of UN Women is to contribute to coordination of gender equality and empowerment of women within the UN System, this evaluation deemed it useful to analyse the extent to which gender equality is mainstreamed in the current UNDAF 2018-2022 outcomes as a contributing piece of evidence. To bridge these aspirations to practice, this analysis then assesses the extent to which the UN Women PCO has contributed to the relevant UNDAF outcomes

II. UNDAF Gender Analysis

The OP III encompasses ten outcomes around which the UN system will develop its framework for action for the 2018-2022 period and "places a particular emphasis on improving the lives of key populations most in need".¹⁵ In view of this, the goal of gender equality and empowerment of women has been emphasized through outcome 8 (gender, equality and dignity) while also being mainstreamed across other outcomes. Although a full UNCT-SWAP Scorecard exercise is beyond the scope of this evaluation, the below provides an analysis of the Pakistan UNDAF 2018-2022 according to the two related indicators in the UNCT-SWAP Gender Equality Scorecard.¹⁶

Indicator analysis

Indicator 1.2: Gender equality mainstreamed in UNDAF outcomes: Approaches Minimum Requirements¹⁷

GEEW is visibly mainstreamed across certain outcome areas in line with SDG priorities including SDG5. These outcomes are:

- **DECENT WORK (Outcome 2):** By 2022, the people in Pakistan, especially women and youth, have improved access to productive livelihoods, income opportunities and decent work.
- **HEALTH & WASH (Outcome 3):** By 2022, the people in Pakistan, especially the most vulnerable and marginalized, have access to, and benefit from, improved universal health coverage, including sexual and reproductive health, and equitable WASH services.
- **NUTRITION (Outcome 4):** By 2022, children, adolescent girls and boys, pregnant and lactating women, the elderly and persons with disabilities have improved dietary intake, feeding and care practices, resulting in improved nutritional status, while reducing stunting and other forms of undernutrition
- **GENDER, EQUALITY AND DIGNITY (Outcome 8):** By 2022, government institutions will have increased accountability towards gender equality commitments and social, economic, cultural and political rights.

According to the UNCT guidelines, an outcome statement should mention gender and women specifically, and it is insufficient to mention 'vulnerable groups' at large. Since these four outcomes make explicit references to women (or to sexual and reproductive health in the case of outcome 3) it is evident that they visibly mainstream gender and that the outcomes contain gender sensitive language. Even though one outcome in the UNDAF (outcome 8) clearly articulates how gender equality will be promoted and specifically targets gender equality with a connection to SDG 5, the remaining 6 outcomes (1, 5,6,7,9 and 10) do not include gender analysis.

¹⁴ Drafted by Arushi Pankaj Dubey, Research and Evaluation intern, UN Women.

¹⁵ United Nations, *United Nations Sustainable Development Framework for Pakistan, Pakistan One United Nations Programme III (OP III) 2018-2022*, available from: https://en.unesco.org/sites/default/files/pakistan_-_2018-2022.pdf

¹⁶ <https://unsdg.un.org/resources/unct-swap-gender-equality-scorecard>

¹⁷ **Approaches Minimum Requirements:** GEEW visibly mainstreamed across SOME outcome areas in line with SDG priorities including SDG5; **Meets Minimum Requirements:** GEEW visibly mainstreamed across ALL outcome areas in line with SDGs (5) or one UNDAF outcome specifically targets GEEW in line with SDG(5) and UNDAF theory of change; **Exceeds Minimum Requirements:** both mainstreamed across all outcomes and have one specifically targeted outcome for GEEW Source: SWAP GEC

Indicator 1.3: UNDAF indicators measure changes on gender equality: Meets the minimum requirements¹⁸

14 out of 30 (46%) indicators measure changes in GEEW. Therefore, the UNDAF **meets the minimum requirements** for gender sensitivity, passing the 30% threshold. A detailed analysis was conducted by the CPE team and is included in a separate volume.

III. Alignment of UN Women's work to UNDAF

A. Contribution towards UNDAF outcomes

In a series of interviews conducted with UN system partners¹⁹ to understand the value added by UN Women PCO, the general feedback that emerged was the need for PCO to carve out its niche as the agency that possesses expertise on gender, which can equip other UN agencies to design and implement programmes that take into consideration a gender lens. It has been felt that PCO should act as an agency that not only undertakes evidence backed interventions for women empowerment, but also creates synergies amongst UN partners to enable them to strategically deliver as one for the women and girls of Pakistan. PCO needs to clarify its niche in the UN system and generate discussions that will feed into the next UNDAF to strengthen the gender aspect across all UNDAF outcomes.

In the UNDAF, UN Women is the designated lead or participating agency for five outcomes. The table below details the indicators and targets for these outcomes and assesses UN Women's contributions. It should be recognized that outcome level contributions cannot yet be expected given that we are a little over mid-way through the UNDAF period, but this analysis provides an indication of progress made.

¹⁸ **Approaches Minimum Requirements:** 20-30% UNDAF outcome indicators measure changes in GEEW in line with SDG targets (+SDG5); **Meets Minimum Requirements:** 30-50% UNDAF outcome indicators measure changes in GEEW in line with SDG targets (+SDG5); **Exceeds Minimum Requirements:** more than half of UNDAF outcome indicators measure changes in GEEW in line with SDG targets (+SDG5)

¹⁹ Interviews were conducted with 7 representatives from different UN agencies, in addition to 2 group discussions.

Table 1: UN Women Contributions toward designated outcomes in UNDAF 2018-2022

OUTCOME/INDICATOR	Baseline	Target	UN contributing agencies	UN WOMEN Reported CONTRIBUTIONS (not validated) ²⁰
ECONOMIC GROWTH (Outcome 1): By 2022, the people in Pakistan, especially key populations, including those who are unskilled, benefit from improved inclusive and sustainable economic growth, progress towards full access to energy, and fair trade practices.				
1.1 Proportion of the population who primarily rely on clean fuels and technology	<ul style="list-style-type: none"> • 22% of the population relies on clean energy, e.g. hydro power and other renewable energy sources. • 45% of the population relies on clean fuels. 	<ul style="list-style-type: none"> • At least 55% of the population uses clean fuels and technology, e.g. solar cookers, energy efficiency and IoT devices, green buildings, etc. 	LEAD CONVENER - UNIDO Contributing agencies: UNIDO, UNV, UN Habitat, FAO, UNESCO, ILO, IOM, UNCTAD and UN Women	No mention in the AWP 2018, 2019, 2020 and 2021 or in Annual Reports.
1.2 Growth rates of household expenditure or income per capita among the bottom 40% of the population and the total population	<ul style="list-style-type: none"> • Baseline for Average % increase in household expenditure for the bottom 40% of the population using Household Integrated Economic Survey (HIES)²¹ 	<ul style="list-style-type: none"> • For the bottom 40% of the population: 44.71 % • For the total population: 38.96% (These targets refer to both income and expenditure) 		No mention in the AWP 2018, 2019, 2020 and 2021; although there are programmes with the aim of engaging women in productive work, upgrading their skills and linking them to markets (such as with Homebased workers); consequently, increasing household income.
1.3 Growth/increase in exports of industrial and agricultural products	<ul style="list-style-type: none"> • Current exports of agricultural (US\$ 3.6 billion) and industrial products (US\$ 16.8 billion), totalling US\$ 20.4 billion (2015/16 fiscal year) 	Overall anticipated increase of 5% in exports by 2022.		No mention in the AWP 2018, 2019, 2020 and 2021 or Annual Reports.
DECENT WORK (Outcome 2): By 2022, the people in Pakistan, especially women and youth, have improved access to productive livelihoods, income opportunities and decent work.				
Targeted in the SN through impact 3: National and local stakeholders ensure an environment where women benefit from decent work, income security and socio-economic development				

²⁰ Based on UN Women Annual Reports 2018, 2019, 2020 and 2021

²¹ United Nations, *United Nations Sustainable Development Framework for Pakistan, Pakistan One United Nations Programme III (OP III) 2018-2022*; p112; available from: https://en.unesco.org/sites/default/files/pakistan_-_2018-2022.pdf

<p>2.1 Proportion of youth (aged 15-24 years) not in education, employment or training</p>	<ul style="list-style-type: none"> • Proportion of youth (aged 15-24 years) not in education, employment or training: 30.41% (This trend is declining, with only a 2% decrease since 2011/12) 	<ul style="list-style-type: none"> • 20% (decrease by 10% in next five years) 	<p>LEAD CONVENER- ILO</p>	<ul style="list-style-type: none"> • Home-based workers were trained in vocational skills in garment making, office administration, and other skill development courses. <p>For fostering mobility and employability of women with disabilities, PCO sponsored various livelihood and skills enhancement trainings for more than 432 women with disabilities. (AR 2020)</p>
<p>2.2 Average earnings of women and men employees by occupation, age and disabilities</p>	<p>Disaggregation by sex occupation and age.</p>	<p>All occupational groups earn at least the minimum wage declared by the Government, PKR 15,000 per month (2017/18)</p>	<p>Contributing agencies: ILO, UN Women, UNHCR, UNESCO, UNDP, UNIDO and IOM</p>	<ul style="list-style-type: none"> • Women entrepreneurs and transgender persons were facilitated in creating their online shops connecting them to local and international markets to sell their products. (Value: 153, 12). (AR 2019). The women received skill development trainings, resulting in up to 300% increase in income reported by 52 trainees. (Value: 625). (Annual report 2019) • Projects such as ‘Empowerment of Women Garment Workers in Sialkot’ saw an increase in earnings for women and their transition from the informal to the formal economy. (Their monthly salary level raised from almost nothing before intervention to Rs. 10000 to Rs. 16000. (AR 2018)
<p>2.3 Unemployment rate (in the formal and informal sector) by sex, age and disabilities</p>	<p>Disaggregation by sex and age Current trends among youth are negative, with youth unemployment rising consistently since 2006/07</p>	<p>At least a 2% decrease in the overall youth unemployment rate, with a particular focus on young women. Reversing the trend of rising youth unemployment and achieving a 2% decline will be a significant achievement.</p>		<ul style="list-style-type: none"> • Approximately 40,000 right holders, mainly women home-based workers (WHBWs) and women from marginalised and excluded groups, have benefited through PCO’s Women’s Economic Empowerment Programme. Nearly, 10,910 women have received life skills trainings including basic literacy, microfinance and financial literacy, business development, entrepreneurship trainings. (AR 2020) • Workshops have been undertaken with the private sector with discussions on barriers and enablers for gender equality (AR 2018) and 73 companies have signed the Women Empowerment Principles (WEPS) till date. • PCO compiled and launched the “Young Women in Pakistan: Status Report 2020” that seeks to address gaps in the information available and current situation of young women in Pakistan with a focus on Women’s Economic Empowerment. • Women with disabilities participated in the vocational trainings under the Moving from Charity Model to Rights Based Work programme.
<p>RESILIENCE (Outcome 6): By 2022, the resilience of the people in Pakistan, especially key populations, is increased by addressing natural and other disasters, including climate change adaptation measures and the sustainable management of cultural and natural resources.</p>				

<p>6.1 Proportion of local governments that adopt and implement local Disaster Risk Reduction (DRR) strategies in line with the Sendai Framework for Disaster Risk Reduction 2015- 2030 (SFDRR)</p>	<p>5% of local governments adopt and implement local DRR strategies</p>	<p>35% of local governments adopt and implement local DRR strategies</p>	<p>LEAD CONVENER: IOM</p> <p>Contributing agencies: WFP, UNIDO, UNDP, UN Habitat, IOM, UNESCO, WHO, UNICEF, UNFPA, FAO, UN Environment and UN Women</p>	<p>No mention in the AWP 2018, 2019, 2020 or 2021 or Annual Reports.</p>
<p>6.2 Number of integrated policies/ strategies/plans that have been operationalized, thereby increasing the ability of local governments to protect the environment and the population; to adapt to, and mitigate, the adverse impacts of climate change; to foster climate resilience; and to lower greenhouse gas emissions in a manner that does not threaten food production</p>	<p>1 national level regulatory framework</p>	<p>4 provincial-level Integrated Sustainable Land Management Policies</p> <ul style="list-style-type: none"> • 1 National Action Plan on Sustainable Energy for All • 1 piece of national legislation on the reduction and elimination of persistent organic pollutants (POPs) 		<p>No mention in the AWP 2018, 2019, 2020 or 2021 or Annual Reports.</p>
<p>GENDER, EQUALITY AND DIGNITY (Outcome 8): By 2022, government institutions will have increased accountability towards gender equality commitments and social, economic, cultural and political rights.</p> <p>Targeted in the SN through impact 2: National and local stakeholders ensure gender responsive plans, policies and systems of governance are in place with institutions being more accessible to and delivering equally for women and girls.</p> <p>Targeted in the SN through impact and impact 4: National and local stakeholders ensure a safe environment where women and girls can live a life free from violence in private and public spaces, and survivors are able to access quality essential services (aligned to SP Outcome 4)</p>				

<p>8.1 Proportion of women and girls (aged 15 years and older) who are subjected to physical, sexual or psychological violence</p>	<p>39% of women who are, or have been, married (aged 15-49) report experiencing physical and/or emotional violence at the hands of their spouse</p>	<p>No more than 29% of women who are, or have been, married experience physical and/or emotional violence</p>	<p>LEAD CONVENER: UN Women</p> <p>Contributing agencies: UN Women, UNICEF, UNAIDS, UNODC, UNESCO, UNFPA, WHO, FAO, ILO and UNDP</p>	<ul style="list-style-type: none"> • PCO launched and participated in several advocacy campaigns to discourage the practice of forced dowry, child marriage and related violence and raised public awareness through events such as 16 days of activism. • EVAWG Alliances in all four provinces were supported in various provincial-level dialogues with parliamentarians and members (AR 2019) • PCO conducted Women Safety Audit (WSA) in 5 districts with the high rate of VAW in Balochistan, Punjab and Sindh. • Apart from contributing to development of a GBV and Child Marriage Strategic Framework, PCO supported WPCs and other stakeholders to build consensus on amendments in child marriage legislation and engaged Council of Islamic Ideology to support the legislation. (AR 2019) • EVAW Gap analysis of national and provincial women-related laws was completed. (AR 2019) • Trainings were provided to police; and sessions were held with the judicial/legal sector in the provinces to capacitate the officials to support survivors in accessing justice (AR 2019).
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<p>8.2 Provincial governments have systems to track and make public allocations for gender equality and women's empowerment</p>	<ul style="list-style-type: none"> • (i) Gender Equality Implementation Plan developed for Balochistan (2017) • (ii) 7 Ministries and Departments supported in gender responsive budgeting (GRB) (2015) • (iii) No integrated provincial strategies on land management exist 	<ul style="list-style-type: none"> • (i) 3 GEWE Provincial Action Plans/ Packages in place • (ii) 6 Ministries and Departments integrate GRB in PFMS • (iii) 4 provincial Implementation Strategies related to integrated sustainable land management provide for the public allocation of funds to promote GEWE • (iv) 15 districts have gender responsive District DRM Plans and include principles for the allocation of public funds through their ARs 	<ul style="list-style-type: none"> • UNW PCO has provided technical assistance to the Ministry of Finance to generate gender disaggregated data and engender the budget processes including gender budget statements and organization of gender analysis of federal and provincial (KP/FATA and Sindh) budgets. (AR 2018) • The capacity enhancement of 30 parliamentarians and 50 Government officials from the Planning Commission and other relevant provincial ministries has been chalked out to facilitate the gender-responsive programming and budgeting. (AR 2019) • In Punjab and KP, PCO took a step further to effectively get gender indicators incorporated in the provincial plans by developing a set of Gender-Responsive Planning (GRP) Guidelines. (AR 2020)
<p>8.3 Proportion of seats held by women in national parliaments and local governments</p>	<ul style="list-style-type: none"> • Total national level, provincial level and local level representation of women.²² 	<ul style="list-style-type: none"> • Targets to be decided. 	<p>No mention in the AWP 2018, 2019, 2020 or 2021 or Annual Reports.</p>
<p>8.4 Number of legal frameworks in place to promote, enforce and monitor equality and non-discrimination on the basis of gender</p>	<ul style="list-style-type: none"> • 12 national and 14 provincial pro-women laws in place.²³ 	<ul style="list-style-type: none"> • (i) 1 Bill on the protection of the rights of transgender people in Pakistan • (ii) 1 National Plan of Action on Human Rights implemented and provincial 	<ul style="list-style-type: none"> • At the policy and legislative front, PCO provided technical support to Government of Balochistan and Punjab in the drafting and implementation of the policy on Home-Based Workers (HBWs) Act which guarantees the social security to HBWs. • It also provided support for the Transgender Rights Protection Policy and the Rules of Business for implementation of the People with Disability Act in Balochistan (AR 2019). • PCO supported provincial Women's Machineries to review, revise and draft

²² United Nations, *United Nations Sustainable Development Framework for Pakistan, Pakistan One United Nations Programme III (OP III) 2018-2022*; p120; available from: https://en.unesco.org/sites/default/files/pakistan_-_2018-2022.pdf

²³ Ibid.

		<p>strategies rolled-out</p> <ul style="list-style-type: none"> • (iii) Adoption and roll-out of National Guidelines and an Implementation Plan on Violence against Women (VAW) • (iv) 1 national and 1 provincial Implementation Plan on genderbased violence (GBV) in place • (v) Sindh Acid Crimes Bill adopted • (vi) 2 Home-Based Workers Policies adopted in Balochistan and KP • (vii) 4 Home-Based Workers Implementation Plans rolled-out in Balochistan, KP, Punjab and Sindh 		<p>pro-women laws particularly in Khyber Pakhtunkhwa (KP) (AR 2019).</p> <ul style="list-style-type: none"> • Women Development institutions' capacities in all 4 provinces are being strengthened to roll out the provincial Gender Equality and Women's Empowerment (GEWE) policies which has been drafted and implemented through the technical assistance provided by PCO. • PCO provided technical support to National and KP Women Parliamentary Caucus (WPC) and Punjab Gender Mainstreaming Committee to propose amendments in child marriage restraint act that currently sets the minimum age of marriage at 16 and 18 for girls and boys, respectively (AR 2019) and provided support to Ombudspersons KP and Punjab for enhancing implementation of Sexual Harassment Laws. (AR 2020) • Meetings with WDD in all four provinces and Ministry of Human Rights and Ministry of Law and Justice are held for advocacy around pro women policies and officials from law enforcement agencies and lawyers were provided with gender sensitization training to be in a better position to provide justice to women. (AR 2018) • During the year the country adopted these three major laws, yet UN Women contributions are unclear: Acid and Burn Crime Bill, May 2017, and KP (Khyber Pakhtunkhwa province) Domestic Violence (Protection and Prevention) Bill, 2018. (AR 2018).
<p>GOVERNANCE (Outcome 9): By 2022, the people in Pakistan will have increased knowledge of their rights and improved access to more accountable, transparent and effective governance mechanisms and rule of law institutions.</p> <p>Targeted in the SN through impact 2: National and local stakeholders ensure gender responsive plans, policies and systems of governance are in place with institutions being more accessible to and delivering equally for women and girls.</p>				
<p>9.1 Government effectiveness, rule of law and the control of corruption as measured by the World Bank's Worldwide Governance Indicators</p>	<p>World Bank Worldwide Governance Indicators' estimate of governance (2016)</p> <ul style="list-style-type: none"> • Government effectiveness: - 0.63 • Rule of law: - 0.82 • Control of corruption: - 0.76 	<ul style="list-style-type: none"> • World Bank, Worldwide Governance Indicators' estimate of governance (2020) • Government effectiveness: -0.36 • Rule of law: - 0.67 • Control of corruption: - 0.73 	<p>LEAD CONVENER: UNDP</p> <p>Contributing agencies: UNFPA, UNODC, UNDP, UN Habitat, UNHCR, UN Women, UNICEF, WHO, IOM and UNESCO</p>	<ul style="list-style-type: none"> • PCO is working in close collaboration with the Ministry of Human Rights to support the Government of Pakistan's efforts to ensure that commitments on gender equality and women's empowerment translate into effective action and generate positive impact across the country. The Rule of Law programme is an important step in achieving this mandate. • Technical support, capacity building and training sessions have been provided to police officers, lawyers, legal aid organizations and other UN agencies working with law enforcement agencies and various women machineries at the national and the provincial level. Government officials, parliamentarians and civil society members oriented and

				<p>trained on HBWs Policy and Laws and Gender Responsive Budgeting (GRB) in the four provinces (AWP 2021)</p> <ul style="list-style-type: none"> • The National Gender Data Portal (NGDP) was developed in collaboration with the National Commission on the Status of Women (NCSW) to fill data gaps at a national level, in particular from parts of the country where systematic approaches for collecting data related to women and girls are weak.
9.2 In-depth (a) analysis of the population census and household surveys available for evidence-based planning, budgeting and monitoring; and (b) 100% birth registration and 80% death registration achieved	<ul style="list-style-type: none"> • (i) Provisional results of the Census 2017 available and disaggregated at the provincial and district levels: 207.77 million and annual population growth rate: 2.4% • (ii) Birth registration rate: 34% • (iii) Death registration rate: TBD 	<ul style="list-style-type: none"> • (i) Final Census results released • (ii) Birth registration rate: 60% • (iii) Death registration rate: TBD 		<p>Five Gap analysis reports of national and provincial laws related to Ending Violence Against Women (EVAW), the Status of Rural Women report and the National Gender Data Portal (NGDP) are some knowledge products developed by PCO to address data and policy gaps at the provincial and the national level with the goal of integrating the needs of Pakistani women in policy analysis, decision-making, plans and strategies.</p>
9.3 Proportion of total government spending on essential services (health, education and housing)	Service-wise spending ²⁴	Targets TBD		No mention in the AWP 2018, 2019, 2020 or 2021.

²⁴ United Nations, *United Nations Sustainable Development Framework for Pakistan, Pakistan One United Nations Programme III (OP III) 2018-2022*; p121; available from: https://en.unesco.org/sites/default/files/pakistan_-_2018-2022.pdf

However, as noted above, the detail in the narrative of the UNDAF includes multiple references to gender equality and women's empowerment. In fact, four of the ten outcomes include discussion on gender equality, women's empowerment, and the need for gender-specific intervention approaches. A close reading of the narrative reveals that UN Women PCO's work is very closely aligned to the gender specific issues set out in the UNDAF (Refer to sub-annex 12.1).

B. Contributions towards UNDAF priority of gender mainstreaming within the UNCT

UN Women PCO will build on its current and past partnerships with UN Agencies with greater emphasis on promotion of pooled-financing under the PSDF/OP III (2018-2022). In effectively implementing output clusters 1 and 2 of the OEE, the PCO envisions to strengthen its UN Inter-Agency coordination to enable the UN system in Pakistan deliver improved results for women and girls and strengthen its strategic partnerships to unite and jointly deliver on advancing GEWE in Pakistan.²⁵ Under its coordination role, **OEE output 1.1**, UN Women effectively:

- (i) Leads and coordinates UNDAF/PSDF (Pakistan Sustainable Development Framework, OPIII 2018-2022) Outcome 8 on 'Gender Equality and Rights', and guides other Outcome groups on their gender mainstreaming activities; and
- (ii) Guides the UNCT, and co-chairs the Performance Management Team (PMT) of OPIII, UN Inter-Agency Group on GE (IAGonGE) and Pakistan's Inter-Agency Gender and Development Group (INGAD) to coordinate and promote GEWE programming, with particular emphasis on the 2030 Agenda and UN Women priority themes.

In a focus group discussion (FGD) with focal points of the coordinating UN agencies under Outcome 8, 100% of the respondents²⁶ felt that UN Women PCO's coordinating effectiveness was satisfactory and its leadership avoided any duplication of efforts. The UNDAF states that each Outcome Group will produce Joint Work Plans that will include output level priorities and key activities that are both national and provincial in scope. For Outcome 8, PCO collates information from different agencies to track progress on their respective mandate under the outcome, and this data is entered into the UN info portal. While it engages in systematizing this information through a meticulous follow-up process, it has been expressed in the interviews with UN partners and in the FGD that the organization needs to play a pivotal role in technical assistance to UN agencies regarding GEWE and move beyond administrative coordination mechanisms. For instance, it was expressed in the FGD that through their sub-office presence in the provinces and subsequent linkages with government stakeholders at the local level, PCO can provide quality leadership, support and technical capacity to create awareness of the regional gender specific context. Further, UN Women PCO must ensure that the coordination mechanisms should be dynamic and flexible, capable of responding to women's issues on the ground; which are exacerbated by unexpected circumstances such as the outbreak of a pandemic.

The PCO has continued to make progress in fulfilling its function of assisting and coordinating UN system strategies, policies and actions to promote effective system-wide gender mainstreaming as well as providing advice on gender parity. As mentioned above, Outcome 8 brings together the efforts of UNICEF, UNAIDS, UNODC, UNESCO, UNFPA, WHO, FAO, ILO, UNOPS and UNDP. Through Outcome 8 of the OPIII, the PCO has tried to support Pakistan's women, girls, minorities and vulnerable groups to realize their potential and claim their rights. With partnerships with the government and UN agencies, they have supported gender-sensitive policy reforms, livelihood opportunities, sexual and reproductive health, and a cross-sectoral response to gender-based violence. To this end, the Thematic Group on Gender Equality has been formed to serve as an interagency coordination mechanism to strengthen the performance of United Nations Country Team (UNCT) in Pakistan on gender equality by providing policy advice, coordination on programming issues within the United Nations Development Partnership Framework (UNPAF), and technical support on gender equality and women's empowerment and rights (GEWER). UN Women has volunteered to lead the group on the thematic area of Gender Equality and undertakes planned and periodic communication with the group members to facilitate information sharing on pressing and evolving human rights situations.

PCO actively contributed to the Common Chapter, which is an integral part of UNSDF 2018-2021 especially in the following key areas: eradicating poverty; achieving gender equality and the empowerment of women and girls; and contributing to peacebuilding and sustaining peace, in accordance with national plans, needs and

²⁵ SN Annual report (2018)

²⁶ Focus group discussion saw the participation of 6 focal persons/their representatives of outcome group 8 agencies- UNESCO, ILO and FAO.

priorities, and respecting national ownership. PCO has also guided other Outcome groups on their gender mainstreaming activities such as on Decent Work, Economic Empowerment, Governance. Finally, PCO has engaged with civil society (through the Civil Society Advisory Group) and government stakeholders, donors and multilateral agencies (through platforms such as Ending Violence Against Women and Girls Alliance, Inter-Agency Gender and Development Group and the Inter-Provincial Ministerial Group) and has tapped into these associations, along with leveraging its organizational and technical capacities, to design and implement noteworthy joint programmes and advocacy efforts with UN agencies- championing socio-economic empowerment and social justice for women.

Sub-annex 12.1: Detailed analysis of UN Women alignment to UNDAF priorities
 Table 2: Detailed analysis of UN Women alignment to UNDAF priorities

Outcome/ Response	Related strategic focus	UNW Alignment
ECONOMIC GROWTH (Outcome 1): By 2022, the people in Pakistan, especially key populations, including those who are unskilled, benefit from improved inclusive and sustainable economic growth, progress towards full access to energy, and fair trade practices.		
<p>Stronger partnerships through technical assistance: To diversify Pakistan’s economic base and enable all segments of Pakistan’s population – particularly women and other key populations – to tap into, and benefit from, local, regional and international markets, the UN will support diversification in four key areas: agriculture, industry, trade and energy.</p>	<p>With respect to industry, the UN aims to increasing women’s participation in industry, especially in the formal sector, which will be an important element of this drive – pursued through advocacy, capacity building and a focus on cross-cutting areas. These include areas like education, particularly secondary education for girls, as well as moves to overcome discrimination and promote the implementation of labour and gender equality laws. This will require collaboration with a broad spectrum of partners in the public and private sectors we will support government efforts to overcome poverty through trade, with a focus on harnessing synergies wherever possible.</p>	<p>Introduction of GEWE laws at the national and the provincial level along with support to WHBWs was provided. Engagement of the private sector through WEPS, workshops on barriers and enablers for gender equality (AR 2018) and in joint programmes was undertaken to create synergies that enhance the objective of inclusive economic growth.</p>
DECENT WORK (Outcome 2): By 2022, the people in Pakistan, especially women and youth, have improved access to productive livelihoods, income opportunities and decent work.		

<p>• Stronger partnerships through technical assistance: The UN will support duty bearers in improving livelihoods and income-generation opportunities, especially for women and youth, through advice and technical support for the development of policies and frameworks to create new and better-quality jobs. We will provide technical assistance in aid of the Government’s efforts to reduce poverty, especially among women, youth and the rural poor.</p> <p>• Stronger partnerships through capacity strengthening: A focus will be placed on promoting women’s and youth entrepreneurship in productive sectors, including in ‘green jobs’ and the cultural and creative industries. This will entail building their capacities; improving their access to sustainable livelihoods and income-generation programmes; and linking them to local markets.</p>	<ul style="list-style-type: none"> • Capacity building for women and young entrepreneurs, including rural and urban women engaged in traditional and contemporary arts, as well as in the cultural and creative industries; • Linking entrepreneurs to markets and income-generation programmes; • Mainstreaming gender and protection guidelines in formal and informal employment. 	<p>To benefit from decent work income security, PCO has touched upon the lives of 40,000 WHBWs and has resulted in improved income generating opportunities through with access to identity (CNICs), skills development, social security/ health benefits cards issuance and registration, recognition of rights through policy and advocacy, insurance, linkages development and access to microcredit schemes and access to technology and market linkages (Annual report 2021).</p>
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GENDER, EQUALITY AND DIGNITY (Outcome 8): By 2022, government institutions will have increased accountability towards gender equality commitments and social, economic, cultural and political rights.

<p>• Stronger partnerships through technical assistance: The UN will continue to support Pakistan’s institutions and government efforts to enact and operationalize policies, laws and programmes that are gender-sensitive and gender-responsive, particularly in areas like sexual and reproductive health (SRH); GBV; HIV/AIDS; drug dependence; and discrimination against women, girls and transgender individuals. We will also devise systems and benchmarks to generate data on gender-related SDG indicators.</p> <p>• Stronger partnerships through Capacity Strengthening: The UN will work to strengthen the knowledge and capacities of a range of key players – including decision-makers, opinion</p>	<ul style="list-style-type: none"> • Strengthening institutional mechanisms for gender equality and human dignity, while advocating for a specific mechanism – within and among government departments – to accelerate progress on these cross-cutting issues in each socio-economic sector; • Supporting legal and policy reforms by the Government, which are gender-sensitive and gender-responsive; • Facilitating efforts to mainstream women’s participation in decision-making at all levels, alongside civic engagement and socio-cultural expression; • Promoting a coordinated, effective response to gender-based violence across all sectors, including the justice and health systems. We will also support initiatives to prevent and address GBV and discrimination 	<ul style="list-style-type: none"> • Enhanced Strategic partnerships with government (both at the national and provincial level), CSOs, private sector and engagement with influential groups in the community through bilateral MOUs, Inter-Agency Network on Gender and Development (INGAD), ERAW Alliance and WEPs signatories, along with involving community and faith-based leaders in advocacy work has been the focus of PCO’s work in Pakistan. • Advocacy campaigns, trainings with police and the justice sector on GBV issues and provisioning of manuals, tool Kits, and Evidence Based data has led to reforms by the Government at the Federal and provincial level and created public awareness on gender issues.
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<p>leaders, law enforcement agencies and criminal justice institutions – on rights-based legislation, policies and protection; promoting gender equality; and addressing gender-based violence. Enhancing leadership and management skills will be essential for promoting equitable, dignified access to education, health and good nutrition; overcoming discrimination; and meeting the needs of women, transgender people and other key populations.</p>	<p>against women, girls and transgender persons;</p> <ul style="list-style-type: none"> • Strengthening the knowledge and capacities of law enforcement agencies, criminal justice institutions, decision-makers and multiple service delivery sectors – particularly in the spheres of health, WASH, nutrition and education – on gender mainstreaming; • Working with the Government to promote positive public narratives around gender equality in order to elicit and sustain positive behavioural change. This will involve addressing prevalent social norms around gender 	
<p>Policy Advocacy: The UN will focus on promoting equitable, cross-sectoral policies that mainstream human rights and gender equality, in order to promote opportunities and further the social, economic, legal, political and cultural empowerment of all of the people in Pakistan – whether women, men or transgender individuals. Moreover, we will support government efforts to monitor gender-responsive frameworks which enhance the availability of relevant data for effective decision-making.</p>	<ul style="list-style-type: none"> • Developing systems, benchmarks and research to generate data on gender and related SDG indicators. 	<ul style="list-style-type: none"> • Adoption of pro-women laws at the provincial level and provincial Gender Equality and Women’s Empowerment (GEWE) policies have been drafted and implemented through the technical assistance provided by PCO. • PCO has contributed to enhanced/developed/amended legislations, ultimately leading it a step closer to economic empowerment of women and elimination of violence against women and girls at all levels in Pakistan.
<p>GOVERNANCE (Outcome 9): By 2022, the people in Pakistan will have increased knowledge of their rights and improved access to more accountable, transparent and effective governance mechanisms and rule of law institutions.</p>		
<ul style="list-style-type: none"> • Stronger partnerships through Technical Assistance: Assistance for government policies around existing legal mechanisms; for the development and enforcement of new legislation; for efforts to enhance the performance of the justice system, as well as the case management and referral system for the protection of women and children. It will also entail improving the collection and management of data, while identifying gaps in disaggregated data. • Stronger partnerships through Capacity Strengthening: The UN will work with the Government to strengthen the capacity of state institutions to perform their core functions efficiently and effectively, while enabling the public’s participation and representation. Priority will be 	<ul style="list-style-type: none"> • Bolstering the capacities of institutions to better perform their core functions, with greater transparency and accountability; • Supporting state bodies to establish and institutionalize processes that improve service delivery and expand people’s access to governance mechanisms, rule of law institutions. • Providing state bodies and rule of law institutions with access to knowledge and international good practice and networks to inform their responses to existing and emerging issues; • Assisting government efforts to improve the performance of key elements of the criminal justice system • Working with the Government to strengthen existing engagement mechanisms in order to foster accountability by incorporating the voices of citizens and civil society into governance systems 	<ul style="list-style-type: none"> • PCO collaborated with the Ministry of Human Rights at the federal level and women machineries at the provincial level to implement the National Action Plan for Human Rights and launch the National Policy on EVAWG as well as roll out provincial policies and implementation plans for Gender Equality and Women’s Empowerment. Its technical support was instrumental in the introduction of various pro-women legislation, both at the national and the provincial level. • PCO supported departments and agencies responsible for ensuring women’s access to justice through capacity building to tackle GBV, gender review of policies and legislative frameworks, gender-responsive budgeting, improved infrastructure and facilities and data collection.

<p>given to institutional capacities, systems for data management and the enforcement of legislation.</p> <p>Policy Advocacy: The UN will assist government efforts to facilitate access to governance and legal mechanisms, especially for key populations. In tandem, we will support the collection and use of disaggregated data to guide evidence-based policies, plans and service delivery at the national, provincial and local levels.</p>	<ul style="list-style-type: none">•Strengthening institutional capacities to modernize data collection, management and analysis. In this way, quality, timely disaggregated data can inform collaboration between all tiers of governance and all rule of law institutions, while enabling monitoring and reporting on the SDGs; and•Identifying data gaps, particularly through research and analysis, with a focus on key populations – including women and youth – to stimulate evidence-based service delivery related to governance concerns.	
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