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Papua New Guinea, 2012-2015**

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I. Situation analysis

1. Papua New Guinea is a lower middle-income country with an area of 461,690 square kilometres and a population of about 7 million. It is one of the world's most ethnically diverse countries, with over 850 indigenous languages. Some 85 per cent of the population lives in rural areas and 40 per cent is under the age of 15. With an annual population growth rate of 2.3 per cent, the population is projected to reach 9 million by 2020. While food security is not a serious problem, poverty and social inequality are persistent. It is estimated that 40 per cent of the population lives on less than \$ 1 per day and that 75 per cent of households depend on subsistence agriculture.

2. Papua New Guinea achieved independence in 1975. National general elections are held every five years, with the next elections due in July 2012. Papua New Guinea is a vibrant democracy, with a free press and independent judiciary, and with strong links between ethnicity and party affiliation. This favours regional political interests over the formulation of national policy. There is a very low level of representation of women at all levels of government (less than 1 per cent in the national parliament).

3. A 2001 peace agreement put an end to a decade-long civil war on Bougainville Island that left thousands dead. This fostered the creation of the country's first Autonomous Region (2001) and the first election of the Autonomous Government (2005). Peacebuilding, recovery and development in the fragmented post-conflict environment are major challenges.

4. Papua New Guinea's economic performance has steadily improved over the past decade due to a significant boom in resources, mainly in the extractive minerals and energy sector. The annual growth rate in gross domestic product (GDP) increased from 5.5 per cent in 2009 to 7 per cent in 2010. The construction of a major liquefied natural gas pipeline from the Southern Highlands will be the single largest investment in the country's history (190 per cent of GDP). Liquefied natural gas exports, planned to start in 2014, could double GDP and triple the country's export revenue by 2020. With a potential 25 per cent boost in GDP, public finances will be under pressure to ensure that windfall revenues translate into sustained equitable gains for all Papua New Guineans.

5. Papua New Guinea received net official development assistance of \$46.28 per capita in 2008. Australia is the largest bilateral aid donor (AU\$ 450 million¹ in 2010). Other smaller contributors are China, Japan, New Zealand and the European Union. Members of the Association of Southeast Asian Nations (ASEAN) hold significant investment holdings in the primary sector. However, despite increasing national wealth, human development outcomes continue to lag behind – Papua New Guinea ranks 137th out of 169 countries on the Human Development Index (HDI); life expectancy is 62 years; 25 per cent of children never go to school; and gross national income per capita is \$2,227.² The mountainous terrain, scattered small islands, and expensive air travel – often the only link between the capital and the provinces – are major infrastructure challenges for the population and adversely affect development effectiveness. Only 7 per cent of the population have access to the electric grid and reticulated water while two out of five health centres or rural health posts have no electricity or essential medical equipment.

¹ Approximately US\$485 million at an annualized exchange rate.

² *Human Development Report 2010: The Real Wealth of Nations: Pathways to Development*, UNDP, 2010.

6. According to the latest national Millennium Development Goals progress report (2009), the country is not on track to meet any of its targets.³ Since 1971, censuses, surveys and service statistics in Papua New Guinea track the significant disparities that exist within the country, including a gap of over 15 years in average life expectancy between regions. Consequently, even with the scarcity of reliable quality data, national average indicators for health, morbidity, mortality, education, literacy and many other areas are often not meaningful for evidence-based practices.

7. Gender equality is a significant challenge, and systemic violations of women's rights exist throughout the country. Papua New Guinea ranks in the bottom ten countries of the gender inequality index. Women and girls have substantially less access to health care and education services than males. Violence against women and gender-based violence is unacceptably high, with an estimated two out of three women having experienced it.⁴ Women are vastly underrepresented at all levels of government, limiting their power to influence public policy. On the positive side, the 2009 Child Welfare Act (Lukautim Pikinini Act) provides a legal framework for child protection, but still requires concerted efforts to ensure full implementation.

8. The national development plan, Vision 2050, states that a "lack of good governance, accountability and transparency has contributed to the deterioration in the delivery of public goods and services at the micro-level." The Government is addressing service delivery through public sector reforms and capacity-building of the civil service. The National Education Plan (2005-2014) envisages the incremental introduction of free primary education to increase enrolment in basic education, from 957,000 in 2005 to 1.3 million by 2014. Similarly, the National Health Plan (2010-2020) aims to tackle the very high infant and maternal mortality.

9. Preliminary results of interventions show a gradual increase in access to basic education, with the net enrolment rate rising from 52.9 per cent (51.4 per cent for females) in 2007 to 63.6 per cent (61.2 per cent for females) in 2009. However, retention in the basic education cycle remains a problem, and the gender parity index for the net enrolment rate declined from the previous year's 1.02 to 0.94, indicating persistent challenges in equity.

10. The health system has struggled for decades to provide universal access to quality services. Health indicators have declined in recent years due to the closure of many peripheral health facilities. By 2006, the infant mortality rate had dropped to 57 per 1,000 live births (from 64 per 1,000 live births in 2000) as a result of service improvements and child survival interventions. However, the maternal mortality ratio (733 per 100,000 live births in 2006) remains unacceptably high. A number of health-related factors – low antenatal care coverage (60 per cent for one visit); only 39 per cent of births delivered by trained personnel; a contraceptive prevalence rate of 24 per cent in women aged 15-49 years and of 30 per cent in married women, and 13 per cent teenage pregnancies – combined with the challenges of distance, isolation, lack of transport and an extreme shortage of skilled birth attendants, highlight the hazards of childbirth in Papua New Guinea.

11. Due to the intense efforts of many actors, including churches and civil society organizations, the rapid upward trend in HIV prevalence, which peaked in 2005, has slowed down to a national rate of 0.9 per cent (2009), although this

³ The 2004 progress report had reached the same conclusion.

⁴ Margit Gangster-Creidler, "Gender-based Violence and the Impact on Women's Health and Well-being in Papua New Guinea", *Contemporary PNG Studies*, Vol. 13 (November 2010).

masks provincial pockets with very high prevalence and a gender dimension to the problem. However, risk factors still exist: sexually transmitted infections (STIs) are among the highest in the Pacific, with STI cases increasing from 21,213 in 2000 to over 71,000 in 2009 (a 235 per cent rise). Drivers of the epidemic are the high number of gender-based crimes as well as legislation that criminalizes sex work and homosexuality. Papua New Guinea is a source, destination, and transit country for men, women and children subjected to human trafficking, especially for forced prostitution and forced labour.⁵

12. Papua New Guinea is rich in natural resources (forest, land, fisheries, and minerals) and natural ecosystems, and hosts a unique range of biodiversity. Climate change and environmental degradation due to overexploitation of natural resources, unsustainable land use and fishing practices, habitat destruction, pollution and poor environmental governance have increased Papua New Guinea's vulnerability to natural hazards. Between 1997 and 2010, over 4 million people were affected by natural disasters, with damages estimated at around \$100 million.

13. Rural-urban drift, the proliferation of small arms, increasing urban crime and tribal fights, often over land management, have created law-and-order problems that pose a challenge to the central authority.

14. The Government launched a series of ambitious strategic plans in 2010 designed to ramp up Millennium Development Goals achievement and address socio-economic challenges: Vision 2050, the Development Strategic Plan (DSP) 2010-2030 and the Medium-term Development Plan (MTDP) 2011-2015. These are important frameworks for cooperation with development partners, especially in the crucial last five years for the Millennium Development Goals.

II. Past cooperation and lessons learned

15. The United Nations country programme 2008-2011 focused on (a) transparent and accountable government; (b) prevention and management of crisis; (c) access to basic health, education and protection; (d) improved sustainable livelihood practices; (e) data collection for development and population integration; (f) gender equality; and (g) HIV and AIDS reduction. The United Nations country programme midterm review (2010) concluded that, overall, good progress had been made to reach expected development results.

16. United Nations support, featuring technical assistance, upstream policy advice, advocacy, downstream interventions and the role of convener and broker, has contributed to the following results: (a) development and operationalization of key policy documents, plans, reports, mechanisms and systems at national and provincial levels; (b) preparation of the 2004 and 2010 Millennium Development Goals progress reports, which are now used for advocacy and awareness-raising on human development and the Millennium Development Goals; (c) strengthening national capacities in gender-sensitive needs assessment and costing in education and health, through the Acceleration Framework and localization of the Millennium Development Goals; (d) development of the National Health Plan 2011-2020 and establishment of a monitoring and evaluation unit at the National AIDS Council Secretariat; and (e) review of relevant policies to improve service delivery for child survival and maternal health.

17. Furthermore, legislation to establish the National Human Rights Commission was drafted; this increased awareness among public officials and stakeholders on

⁵ *Trafficking in Persons Report 2010*, United States Department of State, 2010.

human rights treaty obligations and institutional mandates, especially on the rights of children, women, refugees, persons with disabilities and people living with HIV. The capacity of the Office of Legal Commission was enhanced in legislative drafting. A 49 per cent reduction in children held in detention since 2008 was recorded.

18. Consistent United Nations advocacy for universal basic education and increased participation of girls helped maintain the Millennium Development Goals of universal primary education and gender equality high on the Government of Papua New Guinea's priority list. The universal primary education plan was formulated, as was the successfully coordinated implementation of the Education Sector Improvement Programme. The National Population Policy was developed and implemented. Disaggregated data for better integration of population-related issues in national and provincial planning and budgeting was made available.

19. At provincial and district levels, financial management and reporting compliance by treasuries was improved. The capacity of HIV-related civil society organizations was strengthened in resource mobilization and financial management, resulting in increased transparency, accountability and service delivery at those levels. With the establishment of the HIV Monitoring, Evaluation and Surveillance Team in 20 provinces, data collection, analysis and utilization were improved.

20. The understanding of national and local governments in environmental management and mainstreaming was enhanced; this informed the Government's issue papers for the 2009 Summit on Climate Change in Copenhagen. Papua New Guinea's Environmentally Sustainable Economic Growth Policy was formulated, as well as its Agriculture Development Plan.

21. The Equality and Participation Bill – designed to create reserved seats for women in the national parliament – was drafted, helping to overcome seemingly impossible hurdles. Public debates and advocacy reached some 1 million people, and broad-based awareness campaigns among women and men, from the national level to the community level, for greater participation and representation of women in politics were launched. Advisory support was also provided for the preparation of the first national report on implementation of the Convention on the Elimination of All Forms of Discrimination against Women and a complementary 'shadow report' by a national NGO. Violence against women was addressed on several fronts: (a) the police; (b) the educational system, working with men and boys; and (c) providing support services for victims of violence.

22. In Bougainville, a home-grown three-year weapons disposal strategy was introduced to the Joint Supervisory Body overseeing the 2001 peace agreement, a pre-requisite for the referendum on Bougainville's future political status. Support to the post-conflict peace process through the 'Bougainville Games', the most transformative event since the 2001 peace agreement, culminated in a first political dialogue between ex-combatants and the Autonomous Bougainville Government which greatly contributed to peace-building and reconciliation.

23. United Nations advocacy was particularly effective in disaster risk management, which was integrated in the DSP 2010-2030 and the MTDP 2011-2015, with a budget allocation of \$33 million over five years.

24. As convener, the United Nations facilitated dialogue and cooperation among numerous stakeholders. Exchange of knowledge and best practices through South-South cooperation took place among institutions from Nepal, Papua New Guinea and, Solomon Islands, Uganda, Vietnam and Zambia on protection systems for

women and girls against violence, successful modes of community engagement to address HIV and AIDS and women's participation in public affairs.

25. The midterm review of the United Nations country programme and the assessment of development results identified lessons that informed the planning of the cycle 2012-2015.

a) Open and regular communication through formal and semi-formal mechanisms, such as steering committees and task teams, ensured a stronger role of partners in programme planning, implementation, monitoring and management.

b) The One Programme enhanced United Nations coherence by covering 95 per cent of all United Nations interventions and pooling all programme staff in thematic task teams. This arrangement simplified engagement with counterparts, enabled better alignment with national priorities and helped to reduce operational costs. The new United Nations Development Assistance Framework (UNDAF) strengthens these elements.

c) United Nations effectively supported national development results in cross-cutting areas through upstream advisory services and use of pooled expertise and experiences. To replicate success, the new UNDAF addresses the cross-cutting sectors of the MTDP and mainstreams gender in all programmes.

d) The One Programme has worked to maintain an effective balance between upstream policy support and downstream implementation. United Nations assistance has continued to strengthen community level interventions while also responding to emerging challenges and opportunities such as in social justice and natural resource management, with an increasing priority on upstream policy, technical advice and advocacy.

III. Proposed programme

26. As mentioned above, the Government of Papua New Guinea recently launched three key policy and planning frameworks: Vision 2050, aimed at raising Papua New Guinea's HDI ranking within the top 50 countries; the DSP 2010-2030 to secure a middle-income-country status through faster socio-economic growth; and the MTDP 2011-2015, the first of 4 five-year plans to implement the DSP. The new vision, aiming to improve human development and to achieve the Millennium Development Goals, offers an opportunity for the United Nations system to support the Government of Papua New Guinea to fast-track gains. The current programme cycle is being shortened by one year to align it with the MTDP.

27. Given the slow progress towards the Millennium Development Goals – and in response to the key national frameworks, in particular 9 out of the 10 cross-cutting issues identified in the MTDP – the overarching goal of the new UNDAF is to support Papua New Guinea in accelerating achievement of the Millennium Development Goals. Four clusters will be addressed: (a) governance for equitable development; (b) access to basic services; (c) social justice, protection and gender equality; and (d) environment and disaster-risk management, each with several subcomponents. These were identified through an inclusive process, involving government and other key stakeholders. The overall resource envelope for the new programme is estimated at \$180 million, with a resource gap of \$45 million. The contributions of UNDP, UNFPA and UNICEF represent about 60 per cent of this amount.

Governance for equitable development

28. **Millennium Development Goals, population, aid coordination.**

Government and civil society capacities will be strengthened in evidence-based, equity-oriented and participatory practices in policymaking, programme planning, budgeting, monitoring and evaluation of national and sectoral plans to achieve the Millennium Development Goals. Use of the Millennium Development Goals Acceleration Framework and catalytic pilot initiatives to fast-track gains at local level will be prioritized.

29. Support to strengthen national and provincial capacities to coordinate, collect, analyse and utilize social, population and development-related data, including vital registration, for equitable development will continue. Population issues will be better integrated within public policies and plans and disaggregated data on critical population-related issues will be available for evidence-based advocacy, and monitoring progress on the Millennium Development Goals and related international policy goals affecting children. Government capacity to coordinate and align the use of aid resources with the achievement, monitoring and evaluation of national priorities and better development results, will be further reinforced by building on strong national ownership and continued leadership on aid effectiveness.

30. **Support to Parliament and local governance.** The United Nations works with Parliament and parliamentary committees and will support these bodies to implement good governance practices grounded in accountability, equity and inclusive participation, in line with Vision 2050 and the MTDP's cross-cutting 'governance and public sector management' sector. Government capacity to lead public dialogue, to ensure that policy, legislation and administration are transparent and more reflective of the public's concerns, will be strengthened. Public financial management capacities at all levels will be strengthened, to support effective service delivery and the anti-corruption initiatives outlined in the Government's key documents.

Access to basic services

31. **Health.** Progress in the health sector has not been to the extent expected. In the new programme, the United Nations will support improvement of sexual reproductive and adolescent health and child survival through basic health services, increase uptake of family planning, increase coverage of immunizations, reduce malnutrition and micronutrient deficiency, increase the number of supervised deliveries and coverage of antenatal care, and improve access to medical supplies and trained health personnel to ensure quality of maternal and child health services offered. Communicable diseases prevention, management and control of tuberculosis, malaria and other priority diseases, such as dengue fever and filariasis, will be addressed. Access to primary health care will be improved through health-systems strengthening. Recent cholera outbreaks have highlighted the need to scale up environmental health. A comprehensive plan to support the health sector in this area is envisaged.

32. **Education.** Despite significant progress, equity remains a major challenge, with disparities among provinces, districts, language groups and along gender lines. The United Nations will bolster the capacity of the Government and its partners to implement the universal basic education plan efficiently, with emphasis on inclusion and disaster preparedness in education. Assistance will be provided to education and community development departments and their provincial divisions to formulate and implement policies and programmes for holistic early-childhood care and development, inclusive education services, child-friendly schools and

alternative pathways to learning. The capacity of line departments to implement and monitor policies and programmes on literacy and non-formal education will be strengthened.

Social justice, protection and gender equality

33. **Human rights.** To address human rights violations in Papua New Guinea and strengthen the human rights discourse, the capacities of both duty bearers to fulfil their responsibilities and rights holders to bring forward their grievances free of fear will be strengthened. Increased ratification of international human rights instruments and review of reservations, compliance with treaty reporting obligations, engagement with United Nations human rights mechanisms and implementation of recommendations and increased compliance of law, policy and programmes with international human rights legal standards will be prioritized, as well as a functioning national human rights commission. United Nations support will enhance law enforcement, justice and accountability mechanisms to respect and protect human rights, to monitor, investigate and redress human rights violations and increase measures to improve access to justice and basic services, particularly in support of marginalized or vulnerable groups facing discrimination.

34. **Gender equality and women's empowerment.** In light of entrenched gender inequalities in the society, the United Nations will support all Papua New Guineans – women and men, girls and boys – to claim their rights, access services and resources and participate in decision-making in order to benefit from economic, political and social development on an equal basis. Through programmes and processes, the capacity of Government will be strengthened to fulfil and report on its gender-equality commitments, and work with key institutions and communities to address the demands of gender equality so that laws, policies and mechanisms support women's leadership, participation and influence in the development of Papua New Guinea. Working with men and boys will be one approach to prevent gender-based violence and HIV infection. Gender-sensitive national plans, budgets and systems in law and justice and in social and health services will address violation of women's rights, work to eliminate violence against women and promote peace and security in communities.

35. **Child protection.** The Government of Papua New Guinea is committed to establishing more effective protection systems for children, but in the absence of adequate resources, delivering such protection is a challenge. In line with global best practice, the child protection programme will adopt a systems-building approach aimed at supporting protective legislation and policy frameworks that enable children at risk of violence, exploitation and abuse to access intervention services for protection and to claim their rights. Capacity building of national entities to enforce and monitor the implementation of the Lukautim Pikinini Act will strengthen prevention of and response to violence, exploitation and abuse; strengthen the evidence base for development of best practice standards and research-based programming; collect data on violence against children; improve policies for children without parental care; develop psycho-social response programmes; and support a child-centred social protection policy. The law and justice sector, including village courts, will be reinforced to improve access to justice for child survivors, child witnesses and juvenile offenders through technical support to relevant justice actors to advance juvenile justice reforms and protocols.

36. **HIV.** In line with the national HIV and AIDS strategy, the Government's capacity to deliver on its strategic priorities of zero HIV (relating to new infections, AIDS-related deaths and stigma and discrimination) will be reinforced. Advocacy and technical assistance for legal reforms to protect the rights of most-

at-risk groups will support national partners in the HIV response to better deliver on the rights of men and women to access prevention, care, treatment and support, and also to address gender-based violence. Integrating health-related HIV services with mainstream services and improving quality assurance in HIV testing, care and treatment programmes for people living with HIV will be a priority, focusing on the referral process, continuity of services and supporting adherence, especially in rural areas. Capacity-building, including for partnerships and leadership mechanisms, will ensure national partners are able to collect, manage, analyse, disseminate and use strategic data to guide effective HIV responses and support timely and accurate national and global reporting.

Environment and disaster risk management

37. **Disaster risk management.** Papua New Guinea is prone to natural disasters and conflict. At national and provincial levels, the Government and civil society will be supported to reduce vulnerability to disaster risks. Integrated support will be provided to address prevention, mitigation, preparedness, response and recovery regarding both conflicts and natural disasters. Building on government commitment, the support will target the enabling environment for crisis-risk management (awareness, data collection and analysis, policy and legislative frameworks), suitable governance arrangements at national and subnational levels and the implementation of strategies at the local level. In light of possible violent outbreaks due to ethnic tensions, ongoing efforts in conflict prevention will be strengthened.

38. In Bougainville, support will be provided for the implementation of a home-grown weapons disposal strategy and a development-oriented post-conflict recovery agenda, covering gender, local governance, planning, access to basic services, HIV and human rights. Bougainville will adopt an area-based development approach while still being fully aligned with the national UNDAF.

39. **Environment and climate change.** The rich biodiversity of Papua New Guinea necessitates sustainable resource management as the people depend on this wealth in natural resources for their livelihoods. Strategic upstream advice and best practices in sustainable natural resource management will be shared with the Government to encourage effective public investments in the social sectors and avoid conflict arising from natural resource exploitation. Support will include the review of policies, plans, codes of practice and acts on land use, to help ensure compliance by resource developers. Capacity-building for environmental management will continue and support the sustainable financing of protected areas through payment for ecosystem services. Climate change is a priority for the Government. Given current limitations in technical skills, knowledge and management, the lack of coordination among stakeholders and the need for data on Millennium Development Goal 7, United Nations support will strengthen institutional and individual capacity for coordination, data collection, mitigation and adaptation, and support access to renewable energy in rural areas. To support the Government to protect its vast natural forests as alternative income sources for forest-dependent communities while contributing to climate change mitigation, the programme will assist the Government on readiness management arrangements and stakeholder engagements under the United Nations Reducing Emissions from Deforestation and Forest Degradation programme.

Programme strategy

40. Based on past evaluative evidence, the United Nations agencies will contribute to capacity strengthening of the Government, key institutions and civil society to accelerate development gains through innovative practices and a mix of

upstream policy advice and downstream initiatives. Local initiatives on the Millennium Development Goals will be piloted to capture knowledge from projects and from global or regional networks where these inform evidence-based practices and facilitate replications of successful models across Papua New Guinea, thereby linking downstream activities with policy impact.

41. Given the broad range of donors and international nongovernmental organizations in Papua New Guinea, the United Nations system will reduce the number of low-value projects and concentrate resources and support in fewer areas to deliver results based on a more realistic programme. Programmes will reinforce each other and draw on linkages through cross-practice collaboration to contribute to the achievement of the Millennium Development Goals.

42. The United Nations will continue to broker dialogue spaces with the Government and other partners, and leverage support and a collective voice with development partners on critical and culturally sensitive issues.

43. Gender responsiveness, a human rights-based approach, capacity development and brokering knowledge through regional initiatives, South-South or triangular cooperation will underpin the implementation of the new programme. The central approach remains capacity development for results-based programming, linking capacity development activities to broader outcomes and greater impact.

44. The strategic fit and operational effectiveness of United Nations support rest on the availability of adequate operational, human resource and technical capacities, reliable working structures and innovative partnerships as well as improved information and knowledge management. Risk-taking within clear accountability frameworks will be encouraged in addressing opportunities for development gains.

IV. Programme management, monitoring and evaluation

45. Programme management arrangements are designed to ensure the focus remains on national priorities and local ownership and are based on existing national mechanisms and processes. For oversight, the Country Programme Steering Committee, comprising senior representatives of key government departments and statutory bodies and heads of United Nations agencies, is the main entity to oversee implementation, monitoring and evaluation of the country programme and its action plan. The Steering Committee will be headed by the Secretary of the Department of National Planning and Monitoring and co-chaired by the United Nations Resident Coordinator. At the outcome level, the Annual Workplan Steering Committee, comprising senior representatives of the implementing partners, the Department of National Planning and Monitoring, the United Nations agencies, donors and beneficiaries, will oversee the implementation, monitoring and evaluation of the respective annual workplans and the progress towards country programme outcomes. Technical working groups, comprising technical staff of the Government, the United Nations and development partners, will ensure that United Nations programming is in line with government policies and planning instruments and complements programming by development partners. Each task team will continue to be chaired by a lead agency with demonstrated comparative advantage in the respective thematic area.

46. The management of the common country programme will apply the harmonized cash transfer principles for the transfer of resources, leading to a simplification of procedures among the three agencies. The programme will be executed nationally through four possible management arrangements: direct

transfer of resources; direct payment; reimbursement; and management by agencies, to be jointly identified. The choice of arrangements will depend on the situation and the risk rating of implementing partners.

47. The Bougainville interventions will follow the direct implementation modalities. Across the common country programme, in the event of disasters, fast-track procedures will apply.

48. The programme will take into account the recommendations of the United Nations Development Group Asia-Pacific on financial sustainability, human resources and mitigating the high operational costs of doing business in Papua New Guinea.

49. The United Nations Budgetary Framework, developed by the United Nations country team in 2009, manages 53 per cent of all United Nations resources in Papua New Guinea through the 'One United Nations Fund'. This includes resources from the 'Expanded Delivering as One Funding Window', two main bilateral donors, civil society organizations, the private sector and a joint resource-mobilization strategy. This strategy is consistent with the agencies' mandates and partnership requirements, and will complement the continued use of the 'One United Nations Fund' for partnership and resource mobilization.

50. The programme will employ results-based management, aligning its monitoring and evaluation efforts with the UNDAF and the national monitoring and evaluation framework. Disaggregated data to monitor programme performance will derive from DevInfo, household surveys, the census, management information systems and service statistics. To facilitate monitoring and evaluation, indicators for each outcome and output have been identified, as well as the source of verification. Each agency has developed its own results matrix. Reporting at the country programme outcome and output level through an annual progress review will address constraints and challenges faced in implementation; lessons learned; financial expenditures; cross-cutting issues; compliance with aid-effectiveness principles; and sustainability beyond the programme lifetime. The United Nations and implementing partners will be jointly accountable for programme delivery.