**United Nations Development Programme**

**Asia-Pacific Region**

# Project Document

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| **Project Title:** | **Advancing Inclusive and Sustainable Human Development in Asia and the Pacific (2014-2017)** |
| **Strategic Plan Outcomes:** | **Outcome 1:** Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded<br>**Outcome 2:** Citizen expectations for voice, development, the rule of law and accountability are met by stronger systems of democratic governance<br>**Outcome 5**: Countries are able to reduce the likelihood of conflict and lower the risk of natural disasters, including from climate change<br>**Outcome 7**: Development debates and actions at all levels prioritize poverty, inequality and exclusion, consistent with our engagement principles |
| **Implementing Agency:** | United Nations Development Programme |

**Brief Description**

This regional project for Asia and the Pacific is to provide a framework for UNDP's key contributions and approaches at regional level to support countries in Asia and the Pacific achieve the simultaneous **eradication of poverty** and significant **reduction of inequalities and exclusion** in a way that is sustainable and resilient.

While majority of the initiatives outlined in the project is primarily implemented in countries of the Asia region, wherever relevant, synergies among countries in Asia and the Pacific region will be explored and addressed through a discrete set of initiatives.

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| Programme Period: | 2014-2017 |
| Atlas Award ID: | _____ |
| Start date:<br>End Date | 1 October 2014<br>31 Dec 2017 |
| PAC Meeting Date | 18 July 2014 |
| Management: | Directly Implemented by UNDP (DIM) |

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| Total resources required | $70 million |
| Total allocated resources: | $53,7 million |
| • Regular: | $24 million (TBC) |
| • Other: | $29,7 million |
| Unfunded budget: | $16,3 million |

Agreed by (UNDP): Ms. Caitlin Wiesen, APRC Manager Caitlin Wiesen

# I. SITUATION ANALYSIS

Asia and the Pacific is the world's fastest-growing region, and one of its most dynamic. It is estimated that between 2013 and 2017, five of the ten fastest-growing countries in the world will be in Asia[1]. At the same time, economic growth in the Pacific has been relatively low, erratic and exclusive in recent years. Structural impediments will likely continue to undermine growth prospects in most Pacific islands except for commodity producers and, in some cases, external and fiscal imbalances will continue to grow. The region as a whole has already achieved Millennium Development Goal 1 (MDG1) on poverty and is on track to achieve some other MDG targets by 2015. Nonetheless, the *Asia-Pacific Regional MDG Report 2012/13* indicated that progress has been slow and mixed on other MDGs, for example, hunger, health and the environment. High geographic disparities persist in income and human poverty. Most Pacific islands are off-track on nearly all MDG targets.

Economic successes have thus not translated into development gains for all. Over the last two decades, the Gini coefficient for developing countries in Asia and the Pacific rose from 0.39 to 0.46, further widening the gulf between poor and affluent populations and testing the limits of social cohesion. In all, Asia has had consistently high but non-inclusive growth. Employment growth, especially among youth, has lagged far behind advances in Gross Domestic Product (GDP). During 2009-2011, employment grew by just one percent annually, while GDP grew by more than seven percent. Even among those employed, the working poor – employed persons earning less than US$1.25 a day – comprise 25 percent of the region's labour force. An estimated 743 million people still live in extreme poverty, of which two-thirds are women, according to the *Asia-Pacific Regional MDG Report 2012/13*. Moreover, in 2012 UN Habitat reported that half of the world's urban population lives in Asia and the Pacific and that, by 2020, more than 50 percent of the region's population will live in cities. Urban areas face a range of governance, service delivery, equity, exclusion and sustainability challenges. Thus, the countries of Asia and the Pacific face overarching challenges in tackling persistent poverty, high and rising inequality, and unsustainable patterns of growth.

By 2050, climate change and environmental degradation may lead to an eight percent decline in global Human Development Index (HDI) values, according to the *Human Development Report 2011*. Global financial damages from natural disasters amounted to US$366.1 billion in 2011, of which Asia and Oceania[2] accounted for 75.4 percent and 5.6 percent respectively, as reported in the *Annual Disaster Statistical Review 2011: The Numbers and Trends*. In 2012, Asia and the Pacific remained the world's most disaster-prone region, both in number of disasters and victims, according to data compiled by the United Nations Office for Disaster Risk Reduction (UNISDR). The poor, especially women, children and the elderly, are most vulnerable to disasters. Meanwhile, archipelago nations such as the Philippines and Indonesia, and Small Island Developing States (SIDS), are at greatest risk to the negative social and economic impacts of climate change. All this contributes to growth volatility and the overall vulnerability of Pacific economies. All countries are experiencing environmental degradation as a direct result of rising wealth, irresponsible consumption of natural resources and growing population pressures. In some countries, the interplay between conflict, environmental degradation and natural disasters adds a further layer of complexity to recovery. The resulting increase in pressures on natural resources is affecting entire ecosystems, damaging the forests, land, water and air on which all life depends. For example, almost 90 percent of the rainforests in South Asia were lost during the past century due to population growth, agriculture expansion, logging and mining. In coastal areas, mangroves are being destroyed by coastal development, shrimp farming and other forms of aqua-culture, increasing coastal vulnerability. While one billion people in Asia and the Pacific rely on fisheries as a major source of food, industrial and urban water pollution and agricultural runoff is resulting in oxygen-starved "dead zones" in marine areas, threatening food security. Today, Asia is home to two-thirds of the world's population who lack access to safe drinking

[1] World Economic Outlook 2012, International Monetary Fund, April 2012

[2] Oceania covers: American Samoa, Australia, Cook Islands, Federated States of Micronesia, Fiji, French Polynesia, Guam, Kiribati, Marshall Islands, Nauru, New Caledonia, New Zealand, Niue, Norfolk Island, Northern Mariana Islands, Palau, Papua New Guinea, Pitcairn, Samoa, Solomon Islands, Tokelau, Tonga, Tuvalu, Vanuatu, Wallis and Futuna

water. The Asia-Pacific region is also rapidly becoming a hub for chemicals manufacturing and is projected to account for 50 percent of the global manufacturing of chemicals by 2030. Unfortunately, a lot of the world's worst persistent organic pollutants (POPs) circulate freely in many Asian countries where the human and institutional capacities for monitoring are weak. These challenges point to a continuing need to promote resilient, sustainable development at national and regional levels through improved environmental management, disaster risk planning, adaptation measures, and conflict prevention, especially for the most vulnerable. A more balanced equilibrium between economic development, social progress and environmental protection requires adoption of triple-win solutions that lead to a more equitable distribution of the benefits of growth across societies.

The majority of the world's poor, for the first time in history, reside in middle income countries (MICs). Greater economic interdependence between countries is also accompanied by risks. A series of crises (food, fuel, financial, economic) and natural disasters over the past decade has had lasting social and economic impact across the region. Critically, a sizable population that now lives above the poverty threshold remains vulnerable – 900 million people living on US$1.25 to US$2 a day are at risk of being pushed back into extreme poverty (*Asia-Pacific Regional MDG Report 2012/13*). Without adequate social safety nets, vulnerability is likely to increase. In this context, the region is facing an epidemic of non-communicable diseases as a significant cause of disability, poverty due to high out-of-pocket health care costs, and early deaths. Pacific countries also suffer from weak economic governance, particularly at local level. This includes the capacity to administer delivery systems of basic services, especially in rural areas and remote outer islands. Policy formulation, planning and budgeting processes often lack clear implementation and monitoring and evaluation mechanisms. While the MDGs are well addressed at national level, they are nearly absent at sectoral and local levels.

Gender inequality and discrimination against women also continue to persist. As noted in the *Global Gender Gap Report 2012*, out of five regions, the Asia-Pacific has the second-highest gender gap based on overall indicators. The *Asia-Pacific Human Development Report 2010* noted that women's labour force participation rates are particularly low in South Asia (37.4 percent), while the Pacific has the lowest rate of women's political representation in the world; excluding Australia and New Zealand, 4.7 percent of parliamentarians in the Pacific are women (*Inter-parliamentary Union* data). Gender-based violence (GBV) prevalence rates are among the highest globally, with rates of more than 60 percent documented in some countries, as noted in the *Asia-Pacific Human Development Report 2010*. Social norms that value men over women and promote men's control over women's voice, agency and participation remain persistent drivers of gender inequality across the region. Recognizing these fundamental constraints, the regional programme will contribute to setting conditions for long term social norm change and to concerted efforts to increase full and equal participation of women in all aspects of society.

Populations are increasingly demanding a role in decision making. Where countries have been unable to respond, social disruption and political upheaval have transpired, with negative impacts on growth and development. Disparities in access to justice, legal aid, health, sanitation, education, and energy are due in large part to discriminatory policies and practices, which predominantly affect women and other excluded groups. An estimated 350,000 people are infected with HIV annually, and 270,000 deaths result from AIDS-related causes each year, largely impacting marginalized populations. At the same time, the lack of appropriate legal frameworks to manage growth and development is reducing potential benefits. According to the Transparency International *Perception of Corruption Index 2012*, nine countries in the region are in the lowest quintile of most corrupt countries. Where corruption is acute, it exposes the most vulnerable and excluded to violations of their human rights, as well as reduces resources available for development priorities (United Nations High Commissioner for Human Rights, *Concept Note on 'Negative Impact of Corruption on the Enjoyment of Human Rights'*, Human Rights Council Panel on Anti-Corruption, March 2013). Addressing exclusion will therefore be critical to ensure that every person has equitable access to resources, goods and services. At the same time, it is essential to cultivate more efficient, inclusive forms of democratic governance.

The region accounts for more than half of the world's conflicts, according to assessments by the Norwegian Geotechnical Institute and the Office for Coordination of Humanitarian Affairs (OCHA)[3]. In many instances, mechanisms to mediate different interests and political settlements after peace agreements remain weak. Tensions within countries have spillover effects across borders, such as the movement of displaced peoples and trafficking, with a disproportionate impact on women. Conflict and the potential for it must be reduced by supporting national capacities for inclusion and building trust, consensus and respect through dialogue, consultation and insider mediation.

The region, more than any other, is experiencing significant shifts in its sources of financing for development. Domestic resources represent around 85 percent of available financing; of available external sources, including public and private, Official Development Assistance (ODA) represents only about one percent for the region as a whole. While many low-income countries (LICs) and least developed countries (LDCs) continue to rely heavily on ODA, all countries in the region and particularly MICs have to manage ODA within a more complex, diverse flow of public finance that includes remittances, global funds, philanthropic contributions, and growing levels of South-South cooperation. The changing flows of development finance are also accompanied by new modalities of knowledge generation and exchange that focus on Asian growth and development models, shared within the region and beyond.

Informed by a series of consultations with countries in the region, the ESCAP/ADB/UNDP Asia-Pacific MDG Report 2012/13: *'Asia-Pacific Aspirations: Perspectives for a Post-2015 Development Agenda'* recognises that the Asia-Pacific region has made remarkable progress but faces a wide array of development challenges that will need to be addressed to ensure meaningful change beyond 2015. In the future, countries of Asia and the Pacific region aspire to a post-2015 development agenda that brings together the three broad pillars of sustainable development – economic prosperity, social equity and environmental sensitivity – and replace short-term horizons with longer-term sustained benefits. This region calls for a post-2015 agenda that tackles the "unfinished business" with the MDGs and addresses persisting development challenges (such as rising inequality, increasing urbanisation, the aging of population in some countries coupled with a bulge of youthful population in others, the unsustainable management of natural resources and emerging environmental challenges, and, last but not least, the increasing risk that countries in this region face to natural disasters); and promotes responsive and accountable governments. Asia and the Pacific region also looks at the future development agenda as one firmly embedded in the principles of equity, social justice, and human rights.

In light of these development trends, a key challenge for Asia and the Pacific will be to find sustainable development pathways, in line with the outcomes of the post-2015 debate, that strike the right balance between achieving inclusive growth and ensuring sustainability for current and future generations.

## II. OVERALL STRATEGY

The intention of the regional project is to provide a framework for UNDP's key approaches and contributions at regional level to support countries in Asia and the Pacific achieve the simultaneous **eradication of poverty** and significant **reduction of inequalities and exclusion** in a way that is sustainable and resilient. The regional project builds on the experience and lessons learned from the previous programme cycle. The 2012 independent evaluation of the Asia and the Pacific Regional Programme, 2008-2011, which was extended until 2013, concluded that, despite the constraints of operating in an extremely diverse region, the programme was highly relevant; had addressed critical regional development challenges; and operated efficiently, ensuring programme delivery consistent with its regionality principles. The evaluation also concluded that, "the regional programme has made important strides to incorporate gender mainstreaming into its policy, programming and implementation. Across focus areas, the regional programme mainstreamed a gender dimension well in both the design and

[3] Source: Upsala conflict database http://www.ucdp.uu.se/gpdatabase/search.php

implementation of its projects, as well as in its support to country offices". The evaluation also concluded that the development of a parallel programme for the Pacific provided more efficiency gains than losses. The evaluation recommended focusing more heavily on: realizing genuinely regional initiatives that have cross-border implications where government counterparts have been engaged; securing national government ownership as an essential precondition for sustainability; increasing systematic results-monitoring of how technical support was used by Country Offices; and clearly identifying how the regional programme contributed to results at the country level. It noted that the regional programme had still fully to convert individual knowledge generation into an organization-wide knowledge asset that was readily accessible and widely utilized.

*Guiding principles for the regional strategy and key project implementation modalities:*

The proposed regional project for Asia and the Pacific is fully aligned with the UNDP Strategic Plan 2014-2017 (DP/2013/40), and contributes to its overarching objective of helping countries to achieve simultaneously the eradication of poverty and the significant reduction of inequalities and exclusion.

The Regional Programme for Asia and the Pacific contributes to four of the seven UNDP Strategic Plan Outcomes and a select number of Strategic Plan outputs under each outcome. The regional role of UNDP is based on the following five regionality principles:

(a) Promotion of regional public goods, based on strengthened regional cooperation and integration;
(b) Management of cross-border externalities and spillovers that are best addressed collaboratively on an inter-country basis;
(c) Advancement of awareness, dialogue and action on sensitive and/or emerging development issues that benefit strongly from multi-country experiences and perspectives;
(d) Promotion of experimentation and innovation to overcome institutional, financial and/or informational barriers that may be too high for an individual country to surmount;
(e) Generation and sharing of development knowledge, experience and expertise, for instance, through South-South and triangular cooperation, so that countries can connect to, and benefit from, relevant experiences from across the region and beyond.

To identify comparative experiences and practical approaches to effectively address poverty and inequality, UNDP will support countries in the region through the following service modalities:

i) Demand-driven policy advice and technical support to Country Offices (COs) and relevant partners at regional and country levels to implement policies and programmes;
ii) Regional knowledge exchange and platforms, as well as regional knowledge products, to capture evidence-based policies and on-the-ground experiences to inform country policies/programming;
iii) Resource mobilization and support to Country Offices to identify potential areas for country programme support and the formulation of country programming. This may include support to identification of strategic entry points to create innovative solutions for inclusive and sustainable development by engaging governments and key stakeholders, including civil society and the private sector, with a particular focus on the inclusion of vulnerable and excluded groups;
iv) Strategic engagement, advocacy and sustainable networks and partnership with regional inter-governmental bodies, including the South Asian Association for Regional Cooperation (SAARC) and the Association of South East Asian Nations (ASEAN), as well as with regional development agencies such as UNESCAP, Asian Development Bank (ADB) and sister UN agencies, to influence policy changes at regional and country levels[4];
v) Facilitation of quick access to knowledge and expertise that can be applied in tight time frames.

[4] Partnerships with the Pacific sub-regional organizations such as Pacific Island Forum and South Pacific Community (SPC) will be led and managed through the Pacific Centre and outside of the scope of this regional project.

*Development Solution Teams*

For emerging areas of work requiring joint cooperation across substantive policy/programme teams, **Development Solution Teams** (DSTs) will be established. DSTs will be a modality driven by the delivery of time-bound and concrete deliverables, with the aim of exploring potential areas of business that UNDP has not yet been able to service. DSTs will be operationalized for work that occurs simultaneously across at least two to three outputs, demanded either by Country Offices or by the Asia-Pacific Regional Centre's (APRC's) own analytical work.

In absence of corporate guidance on the function and role of the DSTs, the following tips will guide the APRC in the selection and operationalization of a set of DSTs over the period of implementation of this project:

**When do we deliver through DST?**

- Exploring potential area of business we are not able to services yet;
- Exploring a new dimension of our traditional work;
- Area of work demanded by a critical mass of COs (at least three) or identified by our own analytical work;
- We have a clear definition of a problem that is relevant to more than one RPD output.

**DST's characteristics and membership:**

- Time-bound with clear deliverables and a maturity path laid out;
- Delivery mechanism and not an organizational structure;
- Membership driven by an individual expertise; not each practice team needs to participate in a given DST but membership from at least two-three practice teams would be expected;
- Membership can be drawn from among both APRC and COs and contributions can be sought at times also from other UN agencies or external consultants.

*Demand driven policy advisory services*

The regional project document will serve as an instrument for the provision of the demand-driven advisory services to the COs. In this respect, it represents a menu of the substantive areas, which will be serviced from the regional level, in addition to those areas that will be serviced through the global programme. An already established practice of initial annual engagement calls between the APRC and COs to determine the country office demand for APRC's policy advisory services will continue also in this programme cycle. Policy advisory services in the substantive areas not covered by the regional project and requested by the COs will be deferred to other units within the UNDP and to other UN agencies, or the APRC teams will support COs in sourcing these services on the market.

*Involvement of and cooperation with the Country Offices in regional and multi-country initiatives:*

Special attention will be paid to **seeking complementarities and synergies between the regional project initiatives and projects and programmes implemented by the Country Offices**. Up-front division of labour between regional and national implementation teams will be sought given their comparative advantages, strengths and position to deliver on the respective components of regional project(s). The following general principles will be guiding the engagement between the regional project and CO teams:

a) APRC and COs (both technical focal points and/or senior managers) should inform each other of the resource mobilization opportunities they wish to jointly pursue at early stages of the conception of the regional project with multi-country components;
b) To the extent possible, roles and responsibilities of APRC and COs in the regional project design, development/preparation and reach out to partners (including financial partners), and implementation should be discussed during the initial stages of the regional project development in line with donor requirements. This is to be done regardless of whether a resource mobilization opportunity materializes or not;

c) At the stage of the regional project conception, the involved units should agree on leads for development and implementation of the regional project with multi-country components based on the strengths and capacities of the units involved;
d) Indicative roles and responsibilities of other units participating in the regional project with multi-country components should be agreed in principle as well;
e) Senior management of APRC and COs should be informed by their respective technical focal points about the jointly pursued resource mobilization opportunity as well as about the agreement reached on the division of roles and responsibilities;
f) Both APRC and the COs are responsible for identifying resource mobilization opportunities within their respective programmes.

*Knowledge Management and Innovation*

A key value proposition for UNDP's work at regional level, as at global level, is the ability to systematically organize its knowledge, experience and innovative approaches, and to cross-fertilize between country programmes (see Figure 1). This may include the use of knowledge products, professional networks, and Communities of Practice (CoPs)[5], as well as the improvement of networking. UNDP also reaches beyond these through the Solutions Exchange initiative, which provides facilitated CoPs that convene national partners from across the region to share experiential knowledge of development solutions. In turn, this fosters capacity development, encourages government-citizen consultations, and informs and influences national policies. Facilitated discussions on critical issues that demand exploration at regional level, along with brokering potential innovative solutions among countries, are of critical importance.

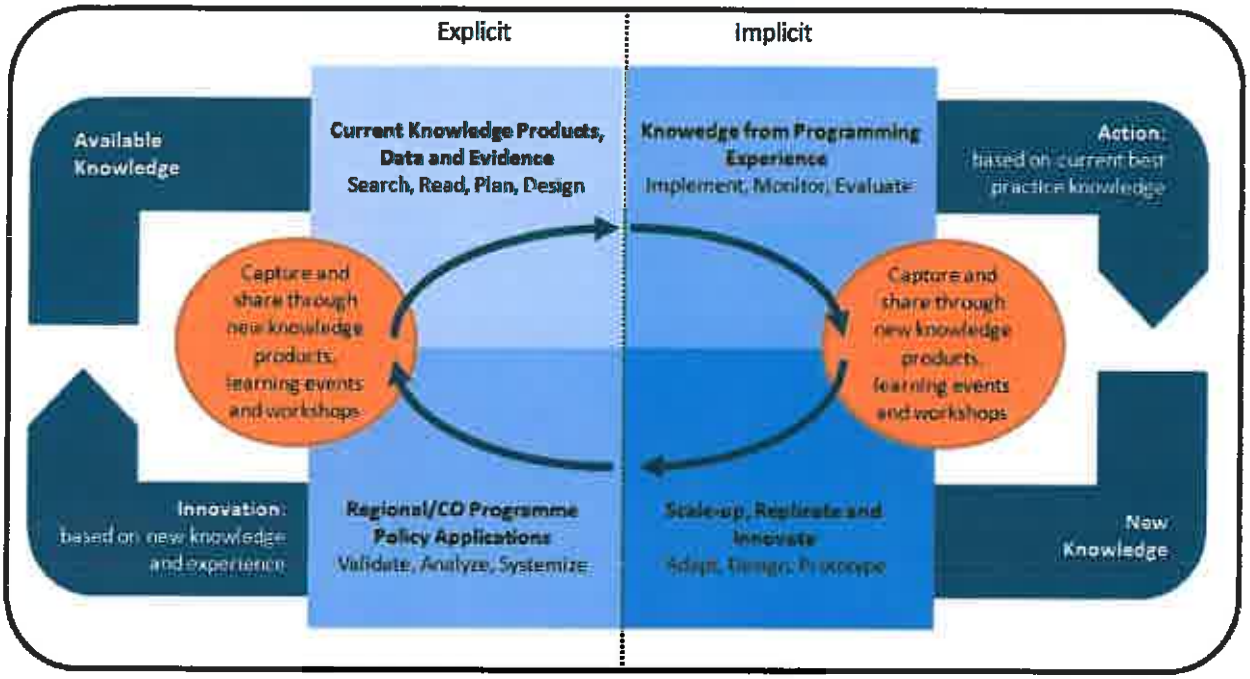
The development of advocacy campaigns through the use of media, including social media, will be complemented by new partnership mechanisms and other arrangements at intra- and inter-regional levels, particularly through enhanced South-South and triangular cooperation. These will help to share knowledge and technology solutions and to stimulate innovations for development, while also enhancing technical capacities of stakeholders at national and regional levels. UNDP is developing a region-wide approach to strengthen the scaling up of pilot/demonstration projects initiated by Country Offices. This will further include harnessing - through recognition and incentives - a growing pool of "innovation champions" in the region, while at the same time supporting the development of staff skills and competencies to adopt innovation as a programmatic design principle.

[5] Communities of Practice (CoPs) are developed for 'crowdsourcing' information and data by convening development professionals around a common theme or area of interest. Conceived with a longer lifecycle, these CoPs are continuously 'echoing' challenges on the ground against potential solutions and are generally focused around broad thematic areas rather than around thematic practices defined within UNDP. In this respect, CoPs are distinct and different from Development Solution Teams (DSTs).

**Figure 1**

## Knowledge and Innovation Life-cycle

Leveraging available knowledge and experience to design and implement new innovative solutions, programming and policy options




**Note:** The above diagram illustrates that as UNDP staff increase knowledge by researching, asking questions, or simply reading knowledge products that others produce, they contextualize this knowledge to their specific challenge and act. Once acting, they gain their own insights and experience. This is the transfer of explicit knowledge to implicit (tacit) knowledge. Once they have acted and experienced, they themselves record their insight into knowledge products (videos, after-action reports, research, documents) for others to read. This is the transfer of implicit (tacit/experiential) knowledge to explicit. This creates a knowledge lifecycle that is continuously being updated. In order for this to happen, knowledge sharing must be systematized. The value added to this knowledge lifecycle is that any individual can take previously recorded knowledge and expand it – scale it – use it as a basis for innovation and experimentation. The shorter (or quicker) the lifecycle is, the more valuable it becomes. Therefore, prototyping and quick feedback loops add to the value.

### *South-South and Triangular Cooperation*

With a growing number of MICs, the Asia-Pacific region is increasing its global economic and political influence. Countries in the region are thus playing an increasing role in development cooperation, including through financial assistance and a focus on sharing experiences, innovations and technology. LDCs, as well as MICs, all have important experiences and expertise to share with Southern countries. Demand for support from UNDP is growing as more countries seek to enhance their ability to forge South-South cooperation.

At regional level, UNDP is well placed to help transfer knowledge and experience across country programmes, within the Asia-Pacific region as well as outside the region, building on country-specific South-South and triangular cooperation. Where requested, UNDP will provide regional support to Country Offices and government partners in identifying, negotiating, facilitating and implementing South-South exchanges and agreements, both within the region and with other regions. Further, UNDP will apply strategies to ensure the sustainability and lasting positive effects of South-South cooperation initiatives. This will be possible to achieve only through a concerted effort between regional and country level,

whereby APRC investments will need to be matched with the technical support, follow through and additional financial investments made through UNDP Country Offices; these initiatives will also need to have clearly articulated, sustainable transfers with regard to adaptation and application.

*Strategic Regional Partnerships*

UNDP will nurture longstanding partnerships with regional and sub-regional inter-governmental institutions in Asia, namely, the South Asian Association for Regional Cooperation (SAARC), and the Association of South East Asian Nations (ASEAN). Cooperation with ASEAN will focus on advocacy and consultation on formulation of the Asia-Pacific MDG Report (see below). The ASEAN Inter-Governmental Commission on Human Rights (AICHR) will be supported in its role as a promoter of access to justice and legal reform to fight discrimination. Other initiatives will focus on dissemination of key information on health and HIV, with special attention to discriminatory issues experienced by excluded groups; production and dissemination of practice-based standards, tools, and methodologies to improve disaster data quality; and development of regional multi-stakeholder partnership strategies to advance conflict prevention. New areas of cooperation may emerge through continuous dialogue and consultations.

Cooperation with SAARC will focus primarily on inclusive growth, as well as on the achievement of the MDGs and the post-2015 goals. This will include preparation of joint strategies for institutionalization of MDGs and their successor goals post-2015 in regional and national development plans in South Asia. It will encompass as well the preparation of a SARRC progress report for the 10 targets of the 2011 General Assembly High Level Meeting on HIV/AIDS, as well as cooperation in urbanization and slum upgrading. Detailed workplans between UNDP and the ASEAN and SAARC secretariats will be established annually with a focus on fewer, high impact, strategic initiatives.

Within the UN family, UNDP works closely with other United Nations Development Group (UNDG) members to strengthen the role of the UNDG regional team and enable a much stronger collective response to strategic regional issues. The UNDG regional team will continue to complement the work of the regional coordination mechanism. The relationship between UNDP and UNESCAP, meanwhile, includes collaboration not only on regional MDG reports, but also on specific thematic consultations in the preparation of a post-2015 development framework. On other specific areas at regional level, UNDP will work closely with agencies such as UNAIDS, UNFPA and UN Women on HIV and gender; UN Habitat on urbanization and disaster risk reduction; UNODC on trafficking in persons and anti-corruption; UNCDF on social protection and local development; and UNEP on poverty and environment initiatives, green economy and climate change. Furthermore, the Asia and Pacific region is rich with international, regional and national non-governmental organizations (NGOs) and think tanks, with which UNDP actively seeks partnerships at regional level, and for which it will provide support at national level wherever possible.

Lastly, policy services in Asia and the Pacific are part of a larger UNDP global network that includes five UNDP Regional Centres and a number of more specialized Global Policy Centres, two of which are located in Asia (Singapore Centre for Public Service Excellence, and Seoul Centre for Global Partnerships). UNDP Regional Centres in Asia and the Pacific act as the UNDP nexus for policy exchanges in the region.

## III. OUTCOME-SPECIFIC STRATEGIES

### Outcome 1: Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded

With high rates of growth in Asia and the Pacific in recent decades, almost 40 percent of the global GDP is now generated in this region. Yet, even in countries that have sustained growth, significant pockets of poverty persist: 1.7 billion people still live on less than US$2 per day and 740 million on less than US$1.25

per day; about two-third of them are women. Employment growth in the region has been slow overall,[6] and even where unemployment rates are low,[7] they mask a high prevalence of vulnerable employment, which is most often affecting women: more than half of those in vulnerable employment are women[8]. Women's burden for unpaid domestic labour, in addition to cultural and social norms, limits their participation in paid productive work. Employment prospects for youth in the Asia-Pacific are particularly challenged, with youth unemployment standing at almost 12 percent.[9] Growing populations and wealth in the region have also driven the unsustainable exploitation of natural resources, threatening tens of millions of people and disproportionately affecting the poor, landless and women. A total of 615 million people in the region do not have access to energy, and 3.3 million - of whom 41 percent are women and 13 percent children - die each year from indoor air pollution.[10] Women, as primary users of water supplies and forest produce, are disproportionately affected by the loss of these resources. At the same time, Asia's rapid transformation into an urban society is escalating demand for resources, heightening perceptions of inequality, and exposing increasing concentrations of people to risks of climate variability and disasters.

In all, the issues outlined demonstrate that **the prevailing development approach in the region is not socially or environmentally sustainable. With cutting-edge knowledge, South-South cooperation (SSC) on emerging best practices, and establishment of new regional institutes, this outcome aims to help countries make their development strategies more responsive and sustainable.** Across the region, many national and local governments already have demonstrated innovative approaches to strengthen inclusion and sustainability. Examples range from large-scale national initiatives such as India's[11] rural employment guarantee scheme and the Philippines' conditional cash transfer programme,[12] to smaller-scale, UNDP-supported initiatives. These include Nepal's Renewable Energy for Rural Livelihood[13] project, Bangladesh's Urban Partnerships for Poverty Reduction[14] programme, and the many renewable energy and sustainable resource management initiatives implemented by UNDP with financial support from the Global Environment Facility (GEF).[15]

Lessons and innovations from such approaches will be shared through platforms such as the regional Sustainable Energy for All (SE4ALL) hub, partnerships with sub-regional institutions (ASEAN, SAARC), and collaborative initiatives to link women-led micro, small and medium enterprises (MSMEs) to regional markets. Lessons and innovations will be integrated into UNDP country programming through facilitating South-South exchanges, technical advisory support to project development for global environment trust funds, and advisory support to the formulation of country programme documents (CPDs) and UN development assistance frameworks (UNDAFs).

This outcome contains three key outputs that address each dimension above. Output 1.1 provides regional support to strengthen national systems for employment and livelihoods creation, targeting groups such as women, youth and vulnerable populations, and spanning urban and peri-urban areas. Output 1.2 supports national capacities and regional partnerships for improved access to energy, particularly for the poor and those not served by national energy infrastructure. Output 1.3, meanwhile, promotes regional collaboration and sharing of experiences on sustainable management of natural resources, while facilitating countries' access to global resources for addressing multilateral environmental challenges.

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[6] Below 2 percent, ILO Asia-Pacific Labour Market Update, October 2012.

[7] Below 5.0 percent (ibid).

[8] UNESCAP, UNDP and ADB (2013), *Asia-Pacific Aspirations: Perspectives for a Post-2015 Development Agenda,* Asia-Pacific Regional MDGs Report 2012/13, p.27.

[9] ILO, 2012

[10] WHO (2012) *Burden of Diseases from Household Air Pollution for 2012,* *http://www.who.int/phe/health_topics/outdoorair/databases/FINAL_HAP_AAP_BoD_24March2014.pdf*

[11] Mahatma Gandhi National Rural Employment Guarantee Act 2005 (http://nrega.nic.in/netnrega/home.aspx)

[12] http://pantawid.dswd.gov.ph

[13] http://www.undp.org/content/nepal/en/home/operations/projects/environment_and_energy/rerl/

[14] http://www.undp.org/content/undp/en/home/ourwork/povertyreduction/successstories/bangladesh--how-to-transform-life-in-the-slum/

[15] http://www.undp.org/content/undp/en/home/ourwork/environmentandenergy/strategic_themes/integrating_environmentintodevelopment/

**Taken together, these outputs demonstrate specific, innovative and replicable approaches to making development in the region more inclusive and sustainable.** This outcome will also provide partner countries in the region with lessons and examples from which to draw to address inclusion and sustainability challenges. Highlights include: use of the flagship South-South methodology for exchanging experiences in urbanization, of the regional SE4ALL hub for energy access, and of an already-large but strengthened environment portfolio to better address inclusion and gender issues. By targeting these important entry points at regional level, initiatives will complement country programmes with access to stronger partnerships, regional best practices and lessons from innovative approaches. While some countries and sub-regional groups are mentioned explicitly, it is assumed that any country from Asia and the Pacific region can come forward and express its wish to participate in the below-stated initiatives, either as a provider of knowledge and experience or as its recipient.

*Outcome 1 Partnerships and Collaboration*

Outputs and key results areas will be implemented in partnership with regional and sub-regional organizations, including SAARC, ASEAN, UNESCAP and ADB, as well as the Secretariat of the Pacific Regional Environment Programme (SPREP). Collaboration with SAARC and ASEAN will focus on regional issues of mutual interest such as MDG/post-2015 processes, economic integration, trans-boundary natural resource management and South-South cooperation (SSC). These collaborations will be elaborated in workplans or initiatives to be agreed with these regional bodies. Collaboration with UNESCAP and ADB will focus on trilateral initiatives such as the Regional MDG Reports (and any successor processes), as well as on specific technical issues such as energy access with ADB and natural resource management with UNESCAP and SPREP. Technical partners are expected to include specialized agencies such as UNEP and FAO (on natural resource management), the SAARC Energy Centre, the ASEAN Centre for Energy, the ASEAN Centre for Biodiversity, and the International Centre for Integrated Mountain Development (ICIMOD).

### Output 1.1: National systems are enabled to achieve structural transformation of productive capacities that are sustainable and employment- and livelihood-intensive

As noted, jobless growth, youth unemployment, rapid urbanization and rising inequalities affect numerous countries. Despite robust economic growth, South Asia in particular is one of the least integrated regions in the world, with the level of intra-regional trade within South Asia (SAARC region) remaining quite low (4.23 percent)[16]. This output will **support countries in promoting growth strategies that are employment-rich and in an innovative way engage productive capacities of the poor, which are currently underutilized.** Thus, UNDP will focus at regional level on the following key results:

*Result 1.1.A: UNDP will advocate for and support countries to design growth strategies that generate decent employment and sustainable livelihood opportunities for the poor, particularly women and youth*

Building on a vast body of analytical work, UNDP will support countries to design growth strategies that generate employment and livelihoods for poor and excluded groups, including women and unemployed youth. Regional policy dialogues will enable policymakers to share effective approaches to inclusive economic development, assess their impact on poverty and employment, and identify country-specific options for more inclusive, employment-rich growth. Outcomes of these policy dialogues are expected to feed into country-level programming support. By 2017, growth strategies in at least four countries will promote sustainable employment and livelihoods.

*Result 1.1.B: Women-led micro, small and medium enterprises are better able to access local and regional markets to increase incomes and promote MSME employment*

UNDP will support women-led MSMEs to access regional market opportunities thus promoting

[16] This is highlighted especially when compared with other trading blocs such as ASEAN (24.56 percent), North America (USA and Canada - 40.22 percent) or Europe (63.35 percent). While there are a number of reasons contributing to the low levels of intra-regional trade, significant distortions in the form of non-tariff barriers (NTBs) are an important factor that has stymied the high trading potential of the region (2012 data on intra-regional trade share, Asian Development Bank (ADB) Asia Regional Integration Center (ARIC) Integration Indicators Database. Available: http://aric.adb.org/indicator.php, accessed June 9, 2014.

employment and livelihoods in disadvantaged areas. The initiative will focus on: (1) SAARC countries, by identifying non-tariff barriers in trade arrangements and proposing barrier removal solutions; and (2) ASEAN countries, by assessing opportunities to strengthen MSME market access through Asian Economic Community integration. By 2017, at least three countries will remove barriers to regional markets for women's MSMEs.

*Result 1.1.C: Innovative models are developed to support young entrepreneurs and social enterprise solutions to development challenges*

UNDP will pilot innovative models to boost - particularly through social enterprise - the entrepreneurship skills of young men and women. UNDP will convene social innovation labs and workshops, broker technical and financial assistance, and promote policy options that support development and expansion of social enterprises. Other activities will include mapping, connecting and partnering with organizations across the region that are working in this area. Regional support will complement country-level activities with broader networking and exchanges of experience, as well as fostering the opportunity to promote such approaches in countries where UNDP is not yet active in this space. By 2017, at least seven social enterprises will be funded.

*Result 1.1.D: Regional strategies and interventions are developed to address the specific challenges of inclusive and sustainable urbanization*

UNDP will support countries to address the challenges of rapid urbanization, particularly in secondary cities and peri-urban areas, by facilitating South-South exchanges.[17] UNDP will roll out a flagship methodology for South-South cooperation, comprising three components: (1) Mapping good practices of inclusive and sustainable urbanization for learning; (2) Developing a signature approach for de-construction and re-creation of South-South urbanization experiences to fit specific needs of recipient countries/cities; and (3) Enhancing the cross-regional connection of cities/countries to share solutions. By 2017, at least eight cities will have sustainable development programmes.

Critically, the ***DST on Sustainable Urbanization,*** blending regional and Country Office expertise from poverty, energy and environment, governance, crisis prevention and response, capacity development and knowledge management teams, will be anchored in Outcome 1 to provide integrated, multi-disciplinary answers on rapid urbanization. This DST, on accelerating inclusive and sustainable development in rapidly urbanizing Asia and the Pacific, will prioritize the development of signature approaches to facilitate South-South learning exchanges, as well as the city-to-city and country-to-country dialogues noted above. Cities particularly will be supported to develop urban development strategies that generate jobs and livelihoods for the poor, strengthen the climate resilience of urban environments, and reform governance institutions to make them inclusive and pro-poor. The DST's sustainable urbanization initiatives will be implemented in partnership with UN Habitat, UNEP/Poverty-Environment Initiative, Rockefeller Foundation, USAID and others, depending on the country and nature of the specific technical inputs required in addition to those available within UNDP. Overall, the DST will contribute to not only outputs 1.1 and 1.3, but also to output 4.1 (see below).

*Result 1.1.E: Poverty reduction programmes that are developed and implemented in countries of the Mekong region limit the trafficking of women and other vulnerable members of society*

UNDP will work with countries in the Mekong region to develop and implement poverty reduction and social protection programmes that help reduce the unlawful trafficking of women and vulnerable people. These programmes will provide poor communities with access to employment and livelihood opportunities as well as social services, thereby reducing such vulnerability. The regional programme will also support trafficking victims to facilitate their reintegration into society. This intervention will be implemented in coordination with the UN Action for Cooperation against Trafficking in Persons (UN-ACT) programme. By 2017, poverty reduction programmes in three countries will reduce vulnerability to human trafficking.

[17] This demand for programming, built on South-South engagement, was clearly articulated by country participants at the Regional Urban Policy Exchange in Beijing on 19 October 2013 and is an important component of the UNDP Strategic Plan.

### Output 1.2: Inclusive and sustainable solutions are adopted to increase energy efficiency and modern energy access, especially off-grid sources of renewable energy

Energy crosses borders in the form of biofuels, hydropower and fossil fuels. Innovative approaches, technologies and knowledge on energy access are similarly traded across borders. ***This output will primarily foster regional partnerships, knowledge and technology transfers that enable energy access as one of several preconditions leading to further poverty reduction gains.*** To achieve this, UNDP will focus at regional level on the following key results:

*Result 1.2.A: 'Energy Plus'[18] approach and toolkit that promotes productive use of energy informs the country capacity development initiatives and programs*

Responding to the need for universal energy access, this output will leverage technical expertise at regional and country levels to develop regional partnerships and innovative solutions that expand energy access. Special attention will be paid to broadening access to modern energy services for poverty reduction in communities not served by the national grid or centralized energy distribution. The 'energy plus' concept, successfully developed under the previous regional programme, will be further defined through comparative analysis; it will be expanded with diagnostic methodologies, tools, guidelines and a training module, all of which will be elaborated with development partners, national institutions and Country Offices. In addition, the regional initiative will work with regional partners and Country Offices to build capacities of national lead institutions to design and implement national 'energy plus' programmes, which will be continuously monitored and evaluated to track human development impact. By 2017, at least three countries will be able to demonstrate energy policies or programmes that are informed by the 'energy plus' approach. The exchange of development solutions, good practices and lessons learned, through global and regional knowledge hubs, platforms and CoPs will serve as UNDP Asia-Pacific's contribution to global advocacy efforts within the framework of the UN Decade of SE4ALL 2014-2024.

*Result 1.2.B: Regional partnerships foster the development of common approaches and policy frameworks on energy access and poverty reduction*

UNDP will serve as 'energy plus' incubation centre, building common and shared approaches among partners to promote 'energy plus' for poverty reduction and expanded energy access in the region. Regional and sub-regional partners will collaboratively identify policy options to continue the application of the 'energy plus' approach. Critically, empirical ideas and design of concepts and tools will be carried out in partnership with UNESCAP, FAO, WHO, UNCDF, UNIDO, UNEP, ADB and the World Bank, all of which are members of the UN Energy Asia-Pacific Network. This will be extended to include regional institutions such as the SAARC Energy Centre, the ASEAN Centre for Energy, SPREP and ICIMOD, as well as national research institutions. By 2017, an Asia-Pacific SE4ALL Regional Hub will be established with ADB and UNESCAP to promote collective support to countries in the region on 'energy plus' solutions and on reaching SE4ALL goals.

### Output 1.3: Countries have improved legal, policy and institutional frameworks for inclusive, gender-responsive management of natural resources that promotes sustainable human development

Sustainable management of the region's natural resource base has become a critical challenge to development in the Asia-Pacific. The loss of 'natural capital' such as forests and forest products, clean and reliable water supplies, marine resources and fisheries stocks, and ecosystem services such as flood and storm abatement, watershed cover and pollination, is jeopardizing sustainable human development at national and regional scales, as well as in the lives of countless poor households. At the same time, environmental protection and sustainability are normative priorities that most countries in the region have subscribed to, through a range of treaties and Multilateral Environmental Agreements.[19]

[18] The 'Energy Plus' approach combines access to modern energy for heating, cooking and electricity, with measures that generate cash, supplement incomes and improve health and education. In other words, access to energy should be a mean to poverty reduction, and not the end in itself.

[19] Such as the UN Convention on Biological Diversity, the UN Framework Convention on Climate Change, the

The challenge of environmental sustainability has a number of regional dimensions. A number of environmental issues are trans-boundary in nature, such as climate change, management of shared river and ocean systems, management of fisheries stocks and the trade in wildlife and wildlife products. Cross-border trade in natural resources is extensive, while regional institutions and key UNDP partners play a major role in natural resources management (NRM). Within UNDP, the design and implementation of national and regional natural resource management programmes draws strongly from technical capacity and expertise at the regional level, including through specialist units working on the Global Environment Facility, Adaptation Fund, Montreal Protocol, Poverty-Environment Initiative and UN-REDD. ***To contribute to the region-wide efforts to reduce the current speed of natural degradation, while still allowing for the productive utilization of natural resources by the poor,*** UNDP will focus at regional level on the following key results:

*Result 1.3.A: Regional cooperation and collaborative action on sustainable management of natural resources are strengthened*

Regional and sub-regional dialogues on NRM issues will engage ASEAN countries, SAARC countries and Pacific countries alike. By 2017, the ASEAN Secretariat, the ASEAN Chair and at least nine member states will receive support to develop and adopt an ASEAN Outcome Document on Transformational Management of Natural Resources, and to consequently implement its recommendations and provisions.

With a focus on linkages between NRM and conflict management, UNDP will convene regional dialogues to facilitate South-South exchanges and learning. Regional and national advocacy platforms will be established to advance the role of women in NRM conflict prevention and management. Strengthened regional cooperation will allow trans-boundary NRM challenges to be addressed more effectively, supporting and enhancing extensive NRM activities undertaken through UNDP country programmes.

*Result 1.3.B: Approaches for gender-responsive management of natural resources are documented, analysed and adapted for application in new country contexts*

UNDP will identify and synthesize best practices and lessons learned for gender-responsive, sustainable, democratic and equitable governance of NRM, through review of the regional portfolio. Analysis of the roles, responsibilities and capacities of women and men in policy- and decision-making will be expanded.

In particular, regional dialogue on equitable access to, control over, accountability for, sustainability of, and benefit-sharing of natural resources and related income will showcase inclusive, gender-responsive approaches to NRM that promote sustainable human development. Work with Country Offices will aim at approval of at least three best-practice NRM project proposals that reflect human development-oriented and gender-responsive approaches.

*Result 1.3.C: Methodological guidance, lessons learned and advisory services are provided to increase countries' access to environmental finance from global thematic funds for the better management of natural resources*

This will include codification and dissemination of best practices and lessons learned for accessing environmental finance from global thematic funds, as well as development and piloting of methodologies for valuing and mainstreaming ecosystem goods and services to make the case for the funds' increased investments and biodiversity stewardship. Capacity development components of advisory services will include developing the knowledge and skills of practitioners to apply Institutional and Context Analysis (ICA) and to integrate gender considerations when designing project proposals for global thematic funds such as GEF.

Over time, it is expected that additional funding will be mobilized and used through a range of modalities such as Country Office support, regional networks/platforms, inter-governmental processes, and partnerships with the private sector. UNDP's sequence of support will include: (1) developing and piloting new methodologies and approaches for NRM, with a greater focus on gender, regional collaboration and governance; (2) up-scaling these through integration in programming for global vertical funds and programmes and other funding opportunities at country level; and (3) establishing and facilitating regional

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Convention on International Trade in Endangered Species and the UN Convention to Combat Desertification.

dialogue and cooperation through support and advocacy with sub-regional institutions. To better address the complex challenges of inclusive management of natural resources, activities under this output will be implemented with the engagement of a **DST on Transformative Natural Resource Management**, anchored under Outcome 2 (see Output 2.3).

## Outcome 2: Citizen expectations for voice, development, the rule of law and accountability are met by stronger systems of democratic governance

Exclusion and discrimination have emerged as central challenges to advancing democratic governance and sustainable human development in Asia and the Pacific. Millions of people lack representation in democratic processes, access to justice, and access to basic services. Women and youth are often the most excluded, along with marginalized groups such as indigenous peoples, ethnic, religious and sexual minorities, people living with HIV, persons with disabilities, and migrants. Women are acutely under-represented in politics and public office at both national and sub-national levels. Stigma and punitive legal environments impede access to HIV and health services for marginalized populations – sex workers, men who have sex with men, transgender people, and people who use drugs – contributing to 270,000 HIV-related deaths annually in the region. Public sector corruption also has deep ramifications for the excluded, undermining the rule of law, human rights and efforts to promote good governance at national and sub-national levels. Corruption is perceived as significant in 64 percent of countries in the region, capturing up to 40 percent of investments in electricity, water and sanitation alone. Sectors such as extractive industries are at high risk from rent-seeking behaviours that lead to unfair distribution of benefits. Moreover, political instability, marred by fragile transitions, continues to be a cause for concern in several countries. **These challenges undermine the very notion of democratic governance and limit the benefits of growth.**

**At regional level, UNDP will focus on evidence gathering, advocacy, and strengthening of regional and multi-country initiatives to promote good governance and redress inequalities, with particular attention to women and excluded and marginalized groups.** UNDP will prioritize support to human rights institutions and to initiatives to promote access to justice and legal reform to fight discrimination; strengthening of institutional policies to increase access to HIV and other health services for marginalized populations; development of integrated programmes to address sexual and gender-based violence; and advocacy to increase women's participation in politics and decision making.

To complement these regional efforts, the programme will support Country Offices and national partners to strengthen the enabling environment and advance the rule of law and accountability. The programme will also draw on experiences and lessons from implementation at the country level to support knowledge sharing across the region and promote best practices. Priority areas include: (1) technical advice spanning the full electoral cycle to promote electoral integrity and peaceful and orderly transition of political power; (2) strengthening capacity of national human rights institutions (NHRIs) to promote and protect human rights, including of women and excluded groups; (3) supporting countries in implementing the UN Convention Against Corruption (UNCAC), and supporting transparent and accountable governance of extractive industries; (4) strengthening national legal environments and capacities of local governments and civil society organizations (CSOs) to improve delivery of HIV and health services; (5) promoting criminal justice and governance reforms to address sexual and gender-based violence; and (6) supporting countries to increase women's political participation and leadership in decision-making.

Recognizing the complex challenges relating to governance, including weak inter-governmental processes, UNDP will convene and facilitate regional fora to build consensus on sensitive issues and create a platform for influencing country action; it will work with key regional and sub-regional entities, governments, civil society representatives and UN partners. The sharing of country experiences through regional fora will advance advocacy and create impetus for justice reforms, better service delivery and, ultimately, effective governance.

Achieving gender equality requires changes across different levels of society from the macro to individual levels. APRC's work on gender equality will primarily influence knowledge, capacity and priority changes at

the macro and institutional levels, whilst some specific activities, such as *Partners for Prevention*, will work at the community level to influence gender norm change. The below outlined changes influence one another and happen at different rates, due in part to external factors and due in part to the interventions of government, international community, civil society, private sector, local actors, and individual change agents.

**Table 2: Typology and hierarchy of changes required to bring about the gender equality**

| Type of Change Required | Actions Required to Trigger the Change |
|---|---|
| **Knowledge Change:** of the scope, drivers and solutions for achieving gender equality, including within government | Data and evidence availability, media awareness, communications and advocacy with decision makers |
| **Capacity Change:** for institutions to promote gender equality | Top level mandates, and internal motivation, ownership of the issue and empowerment learning |
| **Policy Change:** legal frameworks, budgets, commitments and implementation plans to achieve gender equality | International/regional frameworks, external demand, internal advocacy, lobbying, and policy advocacy, support from civil society and the development community |
| **Priority Change:** among government, civil society and development partners to implement laws and policies | External demand, internal advocacy, media pressure, capacity development |
| **Social Norm Change:** gender norms for women and men; masculinities and femininities as understood at the national or societal level | Ground up and top down social change; media, social opposition to norms that contribute to violence and inequalities |

As a result, the regional project will contribute to increasing the participation of women and marginalized groups in decision making, electoral and governance processes, revision of discriminatory laws, reduction of discrimination in access to justice, and increasing the uptake of HIV and health services. The project also will contribute to peaceful elections, adoption of anti-corruption measures for improved service delivery, and breaking impunity toward sexual violence. To strengthen the capacity of women and marginalized groups, the project will consciously encourage women's participation in its activities and initiatives. All this will help to create more responsive governance systems for the implementation of policies that are economically, environmentally, and socially inclusive, thereby promoting sustainable development.

*Outcome 2 Partnerships and Collaboration*

Outcome 2 will be implemented in partnership with Country Offices, regional and sub-regional organizations such as SAARC and ASEAN and their respective secretariats, the Asia-Pacific Forum of Human Rights Institutions and national human rights bodies, the South-East Asia Clinical Legal Education Network (SEACLEA), the EITI Secretariat, the Revenue Watch International and UNAIDS, UNFPA, UN Women, UN Volunteers, the GFATM and UNESCAP.

In the area of human rights, UNDP will be working closely with the regional office of the OHCHR that has a normative and protection mandate with the human rights monitoring at its core. On the other hand, UNDP's mandate relates to the application of the human-rights based approach to programming and capacity development of key actors.

In the area of anti-corruption, UNODC takes a lead on the inter-governmental processes and the normative framework, while UNDP is the leading agency on transparency and accountability issues, including in various social and economic sectors. The initiatives, proposed below, respect this division of labour:

The UNAIDS division of labour assigns lead roles and responsibilities to the cosponsors of UNAIDS and to the UNAIDS Secretariat, in line with agency mandates. Accordingly, UNDP is the convenor or co-convenor in three priority areas in the context of HIV: (i) addressing human rights and legal environments; (ii) gender and gender based violence (with UNFPA and UN Women); and (iii) sex workers, men who have sex with men and transgender populations (with UNFPA). UNDP is also a partner in the areas of multi-sectoral AIDS planning and social protection.

In the area of sexual and gender-based violence (SGBV) in Asia and the Pacific, the roles and mandates of UNDP, UNFPA and UN Women are complementary, and at times are brought together through regional joint programming, such as *Partners for Prevention*. In general, UNDP contributes to the response and prevention of SGBV through its core programming areas of governance, inclusive growth, HIV/AIDS and crisis prevention and recovery. UNFPA, on the other hand, is focused on strengthening the health sector response to SGBV and provides technical support to governments throughout the region to collect prevalence data on violence. UN Women undertakes a variety of programming and policy work on SGBV across the spectrum from primary prevention to response, but generally works with women's ministries and CSOs (rather than ministries of justice or health), and at the regional level with the women and children's committee of ASEAN. As the coordinating agency on gender issues in the UN family, UN Women often chairs or co-chairs national level UN gender theme groups and working groups on SGBV. UN Women manages the SG's UNiTE campaign on ending violence against women and co-chairs the regional gender thematic group with UNESCAP. The division of labour for SGBV-related work among these three agencies (as well as UNAIDS, UNESCO and UNICEF) does vary to some degree at the national level in light of their comparative advantages, partnerships and strengths in respective countries.

### Output 2.1: Parliaments, constitution-making bodies and electoral institutions are enabled to perform core functions for improved accountability, participation and representation, including for peaceful transitions[20]

This output will ensure that elections are credible, inclusive and representative, and that key responsible institutions, including election commissions and parliaments, have capabilities to manage peaceful electoral processes. Between 2014 and 2017, 26 countries in Asia and the Pacific will go to the ballot box to cast votes in legislative, parliamentary or presidential elections. ***With UNDP's technical advice at regional level, more countries are expected to establish electoral security frameworks, and the number of countries that has conducted peaceful elections will increase.***

### Output 2.2: Rule of law institutions are strengthened to promote access to justice and legal reform to fight discrimination and address emerging issues

UNDP will leverage its presence, partnerships and core mandate for capacity development to convene state and non-state actors for dialogue on sensitive human rights issues. ***Strengthening the rule of law, access to justice and legal frameworks to fight discrimination will lead to greater inclusion and empowerment of women and excluded groups*** by helping them realize their equal rights. Under this output, UNDP will focus at regional level on the following key results:

*Result 2.2.A: A common regional framework for research and programming on women's access to land and property guides the application of access to justice in country-specific contexts*

The regional common framework will guide the design of country programmes in selected countries representing different social and legal contexts, as well as common cultural, religious and institutional features. In turn, this diversity will draw on the regional common framework to enhance the impact of knowledge exchange across countries. Potential programmes will seek to increase the access of women to land and property through the provision of legal aid, capacity building of state actors and civil society, and

[20] This output will be primarily delivered through the Regional Program in the Pacific region. In Asia, the parliamentary support to COs is being provided through the UNDP Global Program implemented from the regional level.

research aligned with the regional common framework. Key partners, including the Asia-Pacific Forum of Human Rights Institutions and national human rights bodies, will strengthen their capacities in promoting and protecting women's rights. Findings from research on women's access to land and property will be used for advocacy and improved programme implementation.

*Result 2.2.B: Regional and sub-regional institutions benefit from technical and advisory support in the areas of human rights and access to justice*

To address human rights and discrimination, UNDP will partner with regional and sub-regional institutions and networks, as well as with national partners, in:

*Support to ASEAN-wide initiatives* to strengthen access to justice and human rights. This will include facilitating consultations with citizens, CSOs, and national human rights institutions on the revision of the AICHR's Terms of Reference, to increase its effectiveness; thematic forums on key human rights issues affecting excluded groups, such as the Bangkok Human Rights Dialogue on legal aid for vulnerable groups in ASEAN; and working with the ASEAN Secretariat and member governments to strengthen national systems of legal aid, to increase access to justice for poor and excluded groups in line with international norms and standards.

*Assistance to lesbian, gay, bisexual and transgender (LGBT) CSOs* at country level and through regional exchange of experiences. This will contribute to better protection of LGBT rights in Asia. In Cambodia, China, Indonesia, Mongolia, Nepal, the Philippines, Thailand and Viet Nam, CSOs and national human rights institutions will increase their skills to better advocate for legal and policy reforms, and to convene state and non-state actors at country and regional levels, to create dialogue on the protection of human rights of LGBT people.

*National human rights institutions* (NHRIs) that will continue to benefit from the programme on capacity self-assessment, implemented in partnership with the Asia-Pacific Forum of National Human Rights Institutions (APF) and the Office of the High Commissioner for Human Rights (OHCHR). The new stage of support will build on the methodology developed over the first 12 country self-assessments and, in partnership with Country Offices, will ensure that the recommendations accepted in these self-assessments can be supported by further programming to strengthen NHRIs' ability to advocate for the rights of vulnerable populations.

*Emerging regional networks of pro bono lawyers and clinical legal education programmes* in universities, which will partner to help expand community-level access to justice for poor and excluded groups in Cambodia, China, India, Indonesia, Lao PDR, Malaysia, Myanmar, Nepal, the Philippines, Thailand and Viet Nam. Working in partnership with UN-ACT will further increase access to justice for migrant workers and victims of trafficking. In particular, this output will support the South-East Asia Clinical Legal Education Network (SEACLEA), the annual South-East Asia Pro Bono Lawyering Conference, and specific regional initiatives.

Selected countries, such as Bhutan, China, Lao PDR, and Viet Nam, will be assisted to promote legal and policy reforms, to conduct *policy dialogues on the role of CSOs to advocate for women and excluded groups*, and to engage in South-South exchange. As a result, NHRIs in six countries will improve their capacity to promote and protect women's human rights; civil society networks in four countries will more efficiently advocate for the rights of the disadvantaged, as well as increase their participation in policymaking processes.

Through the *United Nations Action for Cooperation against Trafficking in Persons* (UN-ACT) project, support will be provided to promote a coordinated approach to human trafficking within the Greater-Mekong Sub-region (Cambodia, China, Lao PDR, Myanmar, Thailand and Viet Nam), and to strengthen policy and operational responses. The project will engage with participating governments, communities, civil society, academic and research organisations, and the private sector.

### Output 2.3: Institutions and systems are enabled to address awareness, prevention and enforcement of anti-corruption measures across sectors and stakeholders

The Regional Programme will take a three-pronged approach to working with countries in the region on anti-corruption measures that will include: ***support to countries in implementing standards under the UN Convention against Corruption (UNCAC), scaling-up of sector-specific risk assessments, and anti-***

***corruption measures and developing tools for the participatory and transparent governance of selected sectors.*** Under this output, UNDP will focus at regional level on the following key results:

*Result 2.3.A: Countries use methodological guidance and good practices to design, implement and monitor the effectiveness of their anti-corruption strategies*

Regional interventions will be closely aligned with the newly approved UNDP Global Anti-Corruption Initiative (GAIN/PACDE). UNDP will help governments to elaborate coordinated strategies and policies to prevent corruption and uphold the rule of law. Advisory support at country level will focus on building the capacity of oversight authorities to implement UNCAC through larger public participation. These specialized institutions will function more efficiently if they involve multiple stakeholders in raising awareness about the detrimental effects of corruption on development. A thematic regional report will be launched to provide methodological guidance to countries on how to design, implement and monitor the effectiveness of anti-corruption strategies. Anti-corruption technical support at regional level will facilitate peer-to-peer exchanges among representatives of anti-corruption agencies, civil society and development partners, as well as knowledge networking through AP-INTACT, the regional online CoP. By 2017, 20 countries in the region will have adopted an anti-corruption national policy or strategy.

Concurrently, UNDP will particularly focus on the budget cycle in the context of specific sectors within countries, upon demand. In this way, it will address issues of transparency, accountability and effective service delivery. UNDP, in partnering with governments, media, national CSOs and regional organizations, will focus on making publicly available the information related to budget allocations and expenditures in specific service sectors. This will allow citizens to be informed and to better understand budget-related information, and, in the longer term, will provide effective citizen oversight with regard to discrepancies between budget allocations and actual expenditures. Central ministries of planning and finance, line ministries, local governments and CSOs will be engaged to coordinate their efforts. One part of country-level support to this output will be the identification of key service sectors that are lagging, for example, from the perspective of MDG achievement, or that are particularly non-accessible to excluded or marginalized groups. Once country experiences build up, regional exchanges of information and South-South learning will be promoted.

*Result 2.3.B: Piloting and information obtained through regional exchanges contributes to the scaling up of national corruption risk assessments across sectors*

In 2013, UNDP piloted grassroots initiatives in China, Cambodia, the Philippines, Papua New Guinea and Thailand to mitigate corruption risks in service delivery and to increase social accountability. These initiatives mobilized a range of stakeholders against corruption at local level, even in politically sensitive environments, and demonstrated potential to be scaled up. A new initiative for youth, building on the successful example of the Thai Youth Anti-Corruption Network, will be tested in interested countries, with the aim of changing the perception of corruption from childhood. A project also will be piloted in Nepal on curbing corruption in schools to ensure that educational grants reach the neediest. Various stakeholders (communities, journalists, students) will be involved to generate lessons learned on how to improve public service delivery and reduce corruption. A regional policy dialogue, involving government officials, civil society and UNDP Country Offices, will seek to increase understanding of fighting corruption at sectoral level. Knowledge exchanges on how to embed findings from corruption risk assessments in the education, water and health sectors in particular will feed into programmes such as the MDG Acceleration Framework (MAF), as a way of unlocking resources to advance the achievement of national development goals. Specific support will be provided to address governance deficits in these sectors to promote equitable and efficient service delivery. Grassroots initiatives will benefit from programmatic and financial support from GAIN/PACDE. Synergies will be sought to cross-fertilize lessons learned from pilot initiatives from other regions on how to improve accountability and service delivery at local level. By 2017, at least 10 countries will have adopted corruption risk assessment approaches to improve service delivery in the education, health and water sectors.

*Result 2.3.C: Regional tools and methodological guidance inform participatory approaches for developing legislation, policy and planning frameworks for transparent and accountable governance of extractive industries*

This new regional initiative will be closely aligned with UNDP's Global Initiative on Extractive Industries.[21] It will be implemented jointly with governments, the private sector, civil society and communities, including women and excluded or marginalized groups. UNDP will provide direct support to Country Offices as well as regional support, including a South-South cooperation mechanism, and will ensure application of an issue-based approach to encompass all dimensions of extractive industries. Pilot countries will be Indonesia, Mongolia, Fiji, and Papua New Guinea. To ensure proper implementation, UN and UNDP programme instruments along with strengthened partnerships with various stakeholders (donors, the private sector, foundations and others) will be aligned around a nationally owned agenda of "extractive industries for human development." Through South-South exchange, the regional component will allow interested governments to learn from each other how to formulate context-specific extractive governance frameworks that promote equitable and sustainable human development. As part of the country component, projects for each selected country will support the development of institutional arrangements, policies, assessments and planning frameworks. In addition, the Regional Programme will benefit from the Global Initiative to optimize technical backstopping and guidance material, programme networking across regions, and catalyzing of financial support. All this is expected to produce more coherent and sustainable impacts. UNDP will partner with key regional institutions such as the EITI Secretariat and Revenue Watch International. Five countries will be supported to apply the Environmental and Social Impact Assessment (EISA) tool to develop appropriate integrity measures for their extractive industries.

The ***DST on Transformational Natural Resource Management*** will be anchored in Outcome 2, bringing together expertise across energy and environment, governance and poverty teams (see also Output 1.3). 'Extractives' is an area of practice in which UNDP APRC is experiencing strong country demand for technical assistance. The provision of regional expertise will comprise the application of an issue-based approach and of a coordinated, multi-disciplinary perspective. UNDP support to Fiji, Indonesia, Mongolia, and Papua New Guinea (along with the Pacific Centre) will focus on strengthening legal and regulatory frameworks in extractive industries and on promoting greater civic engagement. Lessons from these countries will be critical for further engagement and cooperation in the region. Key results will include: (1) responsible institutions are better able to implement, monitor and enforce the legal and regulatory frameworks in extractive industries; (2) communities, media and other stakeholders are well-informed to demand accountability, equitable benefit-sharing and inclusive participation; (3) relevant laws, policies and regulations include conflict-sensitive provisions; (4) due diligence and risk management are integrated into all aspects of extractive industries; and (5) macroeconomic policies and development plans ensure that the longer-term sustainability of the extractives sector contributes to equitable and inclusive development.

### Output 2.4: National institutions, systems, laws, and policies are strengthened for equitable, accountable and effective delivery of basic services to excluded groups, with a particular focus on HIV and health[22]

UNDP will promote human rights, and enabling legislative and policy environments to increase access to HIV and health services, and to empower networks of people living with and affected by HIV to advocate for better health and justice services. Support at regional and country levels will help ***strengthen legal environments to remove barriers to accessing prevention, treatment and care services, and to repeal***

[21] Key activities may include support to: promotion of greater transparency and community participation in decision making around licensing and other contractual arrangements; strengthening the capacity for implementation, monitoring and enforcement of legal and regulatory frameworks; development of gender-sensitive macroeconomic policies and national development plans to ensure the longer-term sustainability of the extractives sector and to ensure that the sector contributes to equitable and inclusive development; development of effective revenue regimes and capabilities, including strengthening revenue policies, and capabilities for managing taxation non-compliance and avoidance; strengthening public financial management systems and policy processes, including budget formulation and public accounts oversight, and support for developing sovereign wealth mechanisms; and revising and developing legislative and policy frameworks governing the extractive sector, including environmental, land and property, human rights, public financial management and social safeguards.

[22] Given the size of the portfolio related to this output as well as specific donor requirements (GFATM), this output will be primarily delivered through a stand-alone, donor-funded project document. Respective components of the GFATM-funded grant, with UNDP APRC acting as a principal recipient of the grant, are implemented by the sub-recipient organizations in the participating countries. That is why, the key result areas under this output are the country-level results to be achieved through the GFATM grant.

***laws that criminalize HIV-affected populations, sex workers, men who have sex with men, and transgender people.*** Under this output, UNDP will focus at regional level on the following key result:

*Result 2.4.A: Community-based organizations are taking actions to improve delivery of quality HIV/STI services to excluded groups at the local level*

UNDP will collaborate closely with UNAIDS, UNFPA, the Global Fund, UNESCAP, ASEAN and SAARC in advancing human rights and gender equality in the context of HIV responses. In partnership with the Global Fund, UNDP will build the capacity of networks of people living with and affected by HIV to implement high-impact interventions that reduce service delivery costs and improve accountability and monitoring, evaluation and reporting mechanisms. Support provided to these community-based organizations will increase the access to essential health-related services for HIV and sexually transmitted infections (STIs), improve the coordination with local government health and treatment centres, and enhance national monitoring and reporting systems. As a result, excluded groups in eight countries will receive community-based HIV/STI and prevention services, 400 healthcare providers will be trained on how to address discrimination, and eight urban-based health care service centres will introduce functioning accountability mechanisms.

### Output 2.5: Measures are in place and implemented across sectors to prevent and respond to sexual and gender-based violence

The main areas of focus of this output are: 1) the promotion of ***gender-responsive criminal justice and governance reforms,*** 2) ensuring that ***legal, institutional and administrative frameworks are in place to provide remedies against sexual and gender-based violence***, and 3) ***research-driven primary prevention interventions are designed, implemented and monitored in the six countries where Partners for Prevention research has been completed.*** Under this output, UNDP will focus at regional level on the following key results:

*Result 2.5.A: Regional support fosters design, funding and implementation of integrated country programmes that address sexual and gender-based violence*

National and regional consultations will identify countries willing to pilot the implementation of multi-sectoral and evidence-based integrated programmes for people affected by sexual and gender-based violence (SGBV), including through the second phase of the joint UNDP, UNFPA, UN Women and UNV *Partners for Prevention Programme*.

Capacity assessments of national and regional partners on SGBV will be conducted, involving governments, civil society, judiciaries, NHRIs and other actors. Based on these findings and further consultations, capacity development strategies will be implemented with national and regional partners. Related initiatives will target the protection and empowerment of HIV-affected women. As a result, four countries will implement programmes and policies to address violence against sex workers; policies and plans on violence against women (VAW)/GBV will be made responsive to the needs and challenges faced by HIV-affected women and girls in at least eight countries; and six countries will introduce initiatives to address VAW.

In its second phase, *Partners for Prevention* will support the design, implementation, monitoring and evaluation of localized VAW prevention interventions in Bangladesh, Cambodia, China, Indonesia, Papua New Guinea and Viet Nam. The implementation of the interventions will be combined with strategies to enhance national institutional capacity on prevention programming, promotion of volunteerism and policy advocacy in the selected countries. The interventions will also be carefully designed based on local knowledge and global evidence. The programme will nurture cross-border exchanges through a Regional Learning Network and will undertake targeted policy advocacy at the regional level. Evidence and learning produced from the pilot interventions will make a significant contribution to regional knowledge about what works for the prevention of VAW in Asia and the Pacific. By 2017, partners from the selected sites will implement well-designed, multi-component and evidence-based prevention interventions, and advocate for policy and priority changes to prevent VAW and ensure women's human rights.

*Result 2.5.B: Advice informed by the latest research and good practices fosters justice and law enforcement institutions ability to address sexual and gender-based violence*

Closely interlinked with the approach and activities envisaged for Result 2.5.A, the interventions in this result area will support the adoption of laws, policies, plans and internal standard operating procedures (SOPs) that address SGBV comprehensively, while ensuring complete referral mechanisms and access to justice for victims and survivors. Working with a number of countries simultaneously and sharing with them findings from research has already proved a success, when a multi-country research study in 2013 generated several good practices in the region about innovative and successful interventions to prevent and address SGBV. Similarly, recent research on violence against sex workers will inform support to national working groups[23] to advance implementation of programmes and policies that mitigate violence with consolidated regional learning, regional capacity development and on demand technical support. Capacity assessments of law enforcement agencies to deal with SGBV cases, and of the judiciary on their ability to judge and prosecute cases on SGBV in line with international standards, will be conducted. NHRIs will be brought into these processes and their capacities for monitoring and oversight of SGBV will be strengthened. Tools will be developed for all relevant sectors to enhance their capacity in addressing SGBV cases. Furthermore, regional training of trainers and national-level trainings will be rolled out. Regional workshops and South-South exchanges will be organized throughout the project implementation cycle to ensure that all partners benefit. For Country Offices, learning exchanges will provide information about options for scaling up programmes. As a result, research recommendations will be implemented through country-level projects in four countries, with the participation of judiciaries, police, NHRIs and civil society.

### Output 2.6: Measures in place to increase women's participation in decision making

The focus of this output is on ***designing well-informed interventions to influence policies and institutions that allow greater participation of women in decision-making at all levels, and to encourage women's leadership in political process and public office.*** Under this output, UNDP will focus at regional level on the following key result:

*Result 2.6.A: Synthesized regional and global practices in increasing women's participation in decision making inform country strategies and programs*

Evidence shows that in Asia and the Pacific, the limited participation of women in politics and leadership in decision-making is the end result of systemic discrimination, deeply rooted social and cultural norms, difficulty to raise campaign funds through political party mechanisms, and self-imposed censorship by educated and empowered women. Renewed efforts to increase women's political participation will build on effective policy advocacy throughout the previous programme cycle. Particular emphasis will be placed on improving the capabilities of women candidates and caucuses to claim their roles in politics, and UNDP will play the role of facilitator of networking between women's caucuses. Strengthening institutional frameworks and enhancing the accountability of state actors, including political parties, to meet legal and policy commitments and standards in this area will be a priority. Several research studies, including those on women and political parties, and on gender equality in public administration and local government, have identified a number of good practices from the region in innovative policy interventions that led to increased women's political participation. In its role of knowledge broker, UNDP at regional level will share these findings and contribute to better data collection and analysis that inform country programmes and strategies. While the initial focus will be on six to eight selected countries, the set of research, policy, capacity building and advocacy activities will be subsequently adapted for application in other countries willing to pursue this work. This series of activities is expected to lead to more women candidates, caucuses, and political parties campaigning for political office. Relevant knowledge products and guidance materials will be widely disseminated and used for public and policy advocacy.

## Outcome 3: Countries are able to reduce the likelihood of conflict and lower the risk of natural disasters, including from climate change

[23] Such national working groups were set up when conducting the research on violence against sex workers in Indonesia, Sri Lanka, Myanmar and Nepal. These national working groups have shown to be critical for the success of multi-sectoral initiatives (women's affairs, judicial, health, police) and multi-partner initiatives (government, civil society groups, academia and the UN family); in these initiatives, several sectors and partners need to be involved to ensure the smooth implementation of agreed activities.

The livelihoods of more than 60 percent of Asia-Pacific's population depend on climate-sensitive sectors, such as agriculture, forestry and fisheries. At the same time, almost 2 million people, representing 72 percent of all disaster fatalities globally, have perished in disasters that struck the region between 1970 and 2011. A total of 70 percent of global losses from disastrous events during the past decade were registered in Asia and the Pacific; as noted above, these events, including climate change-induced disasters, particularly affect not only the poor, but also women, children and the elderly. Furthermore, assessments by specialized institutions all indicate high levels of conflict in Asia and the Pacific.[24] Most conflicts in the region are sub-national; in a number of instances, such internal conflicts tend to last for up to three decades, even as other conflicts raise cross-border tensions. Again, women have limited influence and voice in post-conflict processes and political settlements. **The interplay between conflict, environmental degradation and natural disasters further stretches national capacities and resources.**

**Because disaster and climate risks do not respect national boundaries, regional approaches, their harmonization and the cooperation of key actors are all needed to promote comprehensive regional responses.** Addressing these challenges in an integrated manner, both at national and regional levels and in close cooperation with key regional partners (ASEAN, SAARC, Pacific Island Forum Secretariat), will be the focus of UNDP's strategy. UNDP will support improved climate and disaster risk planning and monitoring as well as efficient adaptation measures, especially for the most vulnerable segments of society. Building on past experience, and taking into consideration common needs and gaps that have emerged as a result of the impacts of climate change/variability and natural disasters, UNDP will work with Country Offices, and national and regional partners to minimize losses and damages from disasters and climate change. Particular attention will be focused on raising awareness about emerging disaster and climate finance; documenting and adapting good practices on integration of Disaster Risk Reduction and Climate Change Adaptation (DRR/CCA) into national planning and budgeting; conducting loss and damage assessments; and promoting sustainable recovery when disaster strikes. Further, UNDP will support countries in strengthening and establishing harmonized disaster reporting systems, through the application of disaster data standards across countries and institutions in the region. This includes regional and national SOPs and protocols to ensure coordinated early warning and early action. At the same time, regional interventions will systematically encourage and support collection and analysis of sex-disaggregated disaster data and climate risk and vulnerability analysis to improve relevant policies and programmes.

Preventing or minimizing, in a transformative manner, the risk of outbreak or recurrence of violent conflict requires a mix of operational, structural and systemic measures designed to strengthen national capacities and mechanisms for dialogue and conflict management. To ensure the sustainability of these capacities, UNDP's initiatives will focus on (1) developing a regional multi-stakeholder partnership strategy for conflict prevention and resolution; (2) supporting regional forums for exchange of good practices and advocacy on conflict-sensitive legislation and policies, and on women's role in peace building; and (3) encouraging countries to implement the Women, Peace and Security (WPS) agenda and to establish inclusive platforms for sustainable dialogues on conflict prevention and peace building.

**The above-highlighted initiatives are assumed to equip the key players with the skills and coping mechanisms that will allow for more resilient recovery and peaceful resolution of conflicts, while minimizing the impact on already-stretched capacities and resources.**

*Outcome 3 Partnerships and Collaboration*

All initiatives will be implemented in close partnership with Country Offices and their national counterparts. In addition, UNDP APRC will partner with ADB, USAID/ADAPT Asia-Pacific, the Regional Integrated Multi-Hazard Early Warning System and academic institutions such as Yale University and University of South Pacific. UNDP APRC will also continue close collaboration with regional partners such as UNESCAP, UNISDR, UN-Habitat, UN Women, IOC/UNESCO, Asian Disaster Preparedness Centre, Asian Disaster Reduction Centre, and Regional Integrated Multi-Hazard Early Warning Centre for Africa and Asia

[24]The Norwegian Geotechnical Institute and the Office for the Coordination of Humanitarian Affairs

(RIMES), as well as cooperation mechanisms including SAARC and ASEAN. The specific roles and responsibilities are discussed in at least two active regional mechanisms, i.e. the Technical Working Group on Environment and Disaster Risk Management (TWGEDRM) composed mainly of UN agencies and the Inter Agency Partnership for Disaster Risk Reduction (IAP-Asia), an informal regional platform composed of larger number of stakeholders. UNDP's role is focused on programme management in support to Country Offices and regional networks that address trans-boundary concerns and issues common to a number of countries. In the case of this regional programme, UNDP is the lead agency in promoting capacities for resilient recovery and in establishing capacities for risk information and its application. Further, on the Women, Peace and Security and conflict prevention agenda UNDP will work with UN Women, ASEAN-UN partnership, international NGOs and think tanks.

### Output 3.1: Effective institutional, legislative and policy frameworks are in place to enhance the implementation of disaster and climate risk management measures at national and sub-national levels

The core focus of this output is to ***help countries build resilience, and minimize losses and damages from disasters and climate change. This will be mainly achieved through directing disaster and climate finance toward green and climate-resilient priorities, sectoral climate-risk assessments and promotion of South-South approaches and innovation to sustainable recovery.*** Under this output, UNDP will focus at regional level on the following key results:

*Result 3.1.A: Policymakers have increased awareness on domestic and international sources of disaster and climate finance, and on delivery mechanisms that advance a coordinated approach to resilient development*

Applying approaches developed in the context of UNDP's ongoing support to countries, especially to ministries of finance, planning and environment, governments will be supported to integrate climate change into national development planning and budgeting processes. Countries themselves will be supported to strengthen and, where necessary, develop the requisite policy and regulatory frameworks to govern and direct finance toward green, low-emissions and climate-resilient development priorities. In addition, assistance will be provided to further enhance use of the economics of adaptation in decision-making processes, to undertake climate expenditure and institutional reviews, and to establish systems to identify and track domestic and external sources of emerging disaster and climate finance for greater DRR/CCA benefits. Successful examples of integrating CCA and DRR priorities into regional, national and sectoral plans will be highlighted and financed through multiple sources of funds. Experiences related to gender equality and social inclusion in DRR/CCA programmes will be documented for further dissemination and replication. By 2017, at least two countries will begin their national adaptation planning process, conduct climate change and DRR public expenditure reviews, and review the economics of adaptation for the agriculture and water sectors, as well as using the findings to improve national planning and budgeting systems for DRR/CCA.

*Result 3.1.B: Practitioners are enabled to conduct sectoral climate risk assessments*

Many countries are beginning to design their National Adaptation Plans in preparation for the Green Climate Fund. Stakeholders from the region will receive guidance on techniques and information needed to assess climate risks and impacts; on methods and tools to conduct risk assessments; and on the use of risk assessments as important inputs for decision making. Practitioners and policymakers will continue to receive training on the economics of adaptation. Under this, stakeholders from 12 countries currently prepare cost-benefit analyses for projects dealing with the threat of climate change-induced disasters over the medium and long term, largely in the water and agricultural sectors. This will evolve to include sectoral analyses, which in turn will inform decision making and help countries select more climate-resilient plans.

*Result 3.1.C: Quality assurance to the application of guidelines for evidence-based loss and damage and climate risk underpins and influences sectoral and/or local development plans*

Risk assessment methods and approaches require technical skills and in-depth knowledge that can only be developed over time. Through a series of targeted trainings and the elaboration of both loss and damage and climate risk assessments, UNDP will assist high-risk countries to develop institutional and individual capacities and expertise to manage climate-related disasters in the short and long-term. By 2017, at least

two countries will have national, sectoral or local development plans that fully integrate climate change risks and opportunities, including applying loss and damage and climate risks assessments.

*Result 3.1.D: Advocacy and South-South exchanges prepare stakeholders to promote sustainable recovery and improve immediate responses after disaster strikes*

UNDP will provide advisory services and will promote South-South exchange of experiences on sustainable recovery programmes that begin immediately after a disaster strikes, along with integrating climate change into long-term development planning and budgeting. UNDP will further advocate for a comprehensive set of interventions that integrate early recovery steps with related efforts to uphold sound governance, improve livelihoods, and advance long-term economic recovery. By providing strategic advice on recovery frameworks and on aid coordination mechanisms, UNDP will support stakeholders from ASEAN countries to prepare for sustainable recovery as well as to manage climate-induced risks and opportunities in the long term. This will be done through a common recovery framework and toolkit for ASEAN, which includes common standards in assessment, planning and monitoring of recovery. Under the AADMER (ASEAN Agreement for Disaster Management and Emergency Response), ASEAN countries want to assist each other in the case of a major event in the region, and with a common framework and skilled people, the ASEAN Recovery Framework and toolkit will facilitate a more efficient response.

### Output 3.2: Preparedness systems are in place to effectively address the consequences of, and response to, natural hazards (geo-physical and climate-related) and manmade crises, at all levels of government and in communities

This output brings into focus the ***imperative of disaster preparedness and solid understanding of emerging patterns and nature of risks by the key regional, national and sub-national players. To foster this understanding, harmonization and good quality of monitoring and reporting on disasters across all levels is a key pre-condition*** as defined by important frames of reference such as the Hyogo Framework for Action (HFA) and the post-2015 development agenda. Further, this will not be possible to achieve without ***meaningful participation of women in key disaster reduction planning and adaptation processes.*** Thus, under this output, UNDP will focus at regional level on the following key results:

*Result 3.2.A: Shared good practices, adapted to country contexts, contribute to increasing the participation of women in the preparation of climate change adaptation and disaster risk reduction plans*

UNDP will systematically analyze the gender perspectives of CCA and DRR policies, plans and programmes, and will identify and document good practices that reduce inequalities between women and men. In addition to sharing these good practices across the region, UNDP will promote, through South-South cooperation, greater participation of women in the design, development, implementation and monitoring of gender-sensitive CCA/DRR policies, plans and programmes.

*Result 3.2.B: Systems for monitoring and reporting on disaster risks and climate change, as well as for policy support and programme development, are established and supported at regional level to achieve coherence in quality and standard requirements*

Increased frequency, intensity and location of disasters require sustained efforts to effectively monitor and report on disaster risks. This can allow the better understanding of emerging patterns and the nature of risks, as well as improvement in the quality of disaster risk and climate change programmes in both rural and urban contexts. Further technical and advisory support is needed to update national monitoring and reporting systems and make them more coherent. UNDP will provide additional capacity building for relevant institutions and stakeholders to collect and interpret risk data, and to effectively integrate it into processes for decision making, budgeting, and development planning. Common standards will be multi hazards and will also target climate induced disaster risks. Based on the past experiences, it is important to develop these common standards to allow for pooling and comparability of data in the case of a trans-boundary disaster. UNDP is well positioned to participate and contribute to such discussions both at regional and global levels as it can bring to the table experiences from the ground and then integrate the agreements in the countries. UNDP is already working with UNISDR and UNESCAP in regional discussions and, through UNESCAP-led regional processes, countries will be consulted on these common standards and their needs and usefulness. By 2017, standardized regional and national systems to ensure loss and damage reporting will be developed and implemented in 11 countries, allowing tracking of progress in

DRR/CCA as per the HFA, UN Framework Convention on Climate Change and post-2015 development agenda.

*Result 3.2.C: Effective early warning systems, with protocols and SOPs, are established at national and regional levels to improve preparedness to tackle extreme weather events and climate variability*

UNDP will give priority to activities that lead to improved early warning systems with common protocols and SOPs and, subsequently, to early action. Common capacity issues will be dealt with through region-wide interventions and harmonization, and standardization procedures. Such interventions will simultaneously assist six countries to develop capacities for early action and preparedness, to enhance their access to regional early warning systems, and to jointly prevent trans-boundary hazards.

***The DST on Disaster and Climate Risk Management*** anchored in Outcome 3, bringing together regional and Country Office expertise from energy and environment, crisis prevention and response, and governance teams, will take the integrated approach to DRR/CCA a step further under both outputs 3.1 and 3.2. First, it will assist countries in building greater resilience by helping them to better understand and measure risks, integrate risk assessments in planning, and finance risk responses. Second, if and when disasters do strike, the DST will help countries pursue sustainable recovery by promoting South-South exchange on early recovery, governance, livelihoods and sustainable economic recovery. The DST's work will also constitute UNDP's regional contribution to the achievement of Strategic Plan output 5.2. Under the DST, partnerships will be extended to regional and international organizations such as the World Bank, ADB, USAID, Mekong River Commission, ICIMOD, RIMES and others. The proposed initiative thus will offer a platform to shift ad hoc, project-based partnerships into a more strategic collaborative arrangement. In particular, the GEF- and USAID-funded Economics of Climate Change Adaptation initiative already works with USAID/ADAPTS Asia-Pacific, Global Water Partnership, ADB and Yale University. A parallel programme was recently launched in the Pacific, in partnership with the Secretariat of the Pacific Community, the Secretariat of the Pacific Regional Environment Programme, PIFS, USAID ADAPT Asia-Pacific, GIZ, and the University of the South Pacific.

### Output 3.3: Mechanisms enabled for consensus building around contested priorities and for addressing specific tensions through inclusive and peaceful processes

The main focus of this output is ***to support countries sustain development gains through strengthening conflict prevention and peace building efforts, particularly through the promotion of the role of women as leading actors in these processes and youth engagement, in particular with regard to their role as change agents for sustainable peace.*** Under this output, UNDP will focus at regional level on the following key results:

*Result 3.3.A: Gender-responsive tools, institutional frameworks and mechanisms for conflict-sensitive development are designed and rolled out*

Designed for systematic use in several countries across the region, gender-responsive tools will be elaborated by regional experts through active research and will be based on Asian models for conflict prevention. An established pool of regional experts will be expanded and complemented by arrangements for rapid deployment across the region when immediate support is needed and requested by states. These interventions will draw on the achievements of the N-Peace network as a multi-country initiative and will expand the N-Peace approach to broader conflict prevention areas. By 2017, the N-Peace coalition will become an important and respected regional player, capable of bringing about policy changes for gender-responsive conflict prevention. UNDP will support national capacities and infrastructures for peace to be anchored in a regional South-South mechanism that supports the exchange of good practices for advocacy, programming and policy development for gender-sensitive conflict prevention and peace building.

*Result 3.3.B: Regional and national dialogue forums, inclusive of women and CSOs, contribute to peaceful management of conflicts and tensions and influence policies*

UNDP will support national efforts in target countries to establish inclusive platforms for sustainable dialogues on conflict prevention and peace building. From the regional level, UNDP will contribute with research that identifies common cross-border issues; in such cross-border contexts, cultural and learning exchange programmes will focus on confidence- and trust-building and on women, peace and protection

measures. UNDP will act as a broker of regional partnerships, involving policymakers and practitioners from governments, civil society and academia. In addition to data collection on organizations with proven records in preventing conflicts and building peace in the region, UNDP will provide stakeholders with access to insider mediation practices and tools from other regions. By 2017, based on demand, three countries will set up mechanisms for conflict prevention and consensus building.

*Result 3.3.C: Conflict sensitivity, including specific thematic areas of the Women, Peace and Security agenda, is mainstreamed to address triggers of violence*

Themes pertaining to the WPS framework are present in most conflict-prone situations, so there exists high demand for country-specific support and for regional dialogues on gender-sensitive issues. UNDP will build on experiences accumulated through implementation of UN Security Council Resolution 1325 National Action Plans. UNDP also will expand results from country support in the areas of political transition, rule of law and sustainable human development, to promote cross-cutting conflict sensitivity approaches and specific thematic issues from the WPS agenda. UNDP will help countries address emerging issues that can trigger violence, such as political polarization, inadequate NRM, and inequalities and exclusion, and will ensure that solutions are conflict-sensitive and gender-responsive. Further, UNDP will continue to advocate for the leadership role of women in peace and security matters, and will facilitate dialogues among stakeholders to ensure that women's voices are heard and gender priorities remain central to relevant conflict prevention policies. By 2017, four countries will have adopted policies and plans on WPS and/or conflict prevention.

## Outcome 4: Development debates and actions at all levels prioritize poverty, inequality and exclusion, consistent with our engagement principles

Over recent decades, Asia and the Pacific region has seen some of the strongest growth rates in history. This growth has lifted millions out of poverty and helped many countries in the region achieve key MDG targets well in advance of 2015.[25] This development experience, together with the size of Asia and the Pacific, both economically and demographically, makes the region a key player in setting and achieving global development goals such as the MDGs and the planned post-2015 Sustainable Development Goals.

UNDP has provided significant support to countries in the Asia-Pacific in achieving the MDGs, including through previous regional programmes.[26] UNDP will continue this support in the final years of the MDG effort, by helping countries apply the MDG Acceleration Framework[27] and by facilitating the sharing of national experiences in MDG acceleration, planning and statistics. As nations reach agreement on the post-2015 development framework, UNDP's support will transition to assisting countries in establishing plans and systems that respond to the new development agenda. **Given the role of Asia and the Pacific in shaping global development, investments in capturing, analyzing and disseminating knowledge and innovations from the region have the potential to transform the development process globally.**

Innovative solutions for development in Asia and the Pacific originate from a diverse set of country contexts: not only high- and middle-income countries such as Singapore, Republic of Korea, China and India, but also from alternative perspectives on development such as Bhutan's. The Pacific's collective role in shaping development solutions for SIDS likewise is crucial. More countries are graduating from being beneficiaries of ODA to emerging donors and active partners in a collaborative regional process. China and India, together with Saudi Arabia, represent 50 percent of global flows of South-South cooperation, while the scale and impact of domestic and private-sector funds are on the rise. However, it is increasingly critical for countries to strengthen policy formulation, planning and budgeting processes to take advantage of new solutions to the challenges of poverty, exclusion, inequality and sustainability.

Sound policymaking also calls for good-quality data and analytical capacity, but national statistical systems remain weak. Additional analytical capacity at regional level can help countries to identify issues and solutions and adapt them to the local contexts.

[25] http://www.un.org/millenniumgoals/pdf/report-2013/mdg-report2013_pr_asia.pdf

[26] http://asia-pacific.undp.org/content/rbap/en/home/mdgoverview/

[27] http://www.undp.org/content/undp/en/home/mdgoverview/mdg_goals/acceleration_framework/

Working with partners, UNDP will identify and leverage experiences and innovations within the region to help key partner countries strengthen their policy, planning and budgeting systems. Working with Country Offices, the Regional Programme will generate high-quality data and analysis through flagship reports and analytical products, which will inform country-led reforms. Regional flagship knowledge products (the joint UNDP/ADB/UNESCAP regional MDG Reports and UNDP's Asia-Pacific Regional Human Development Reports/RHDRs) will continue to serve as primary advocacy instruments for the advancement of key development goals in the region.

The Regional Programme will focus on: (1) strengthening national plans/processes to achieve the MDGs and prepare for and implement post-2015 development objectives; (2) accessing, managing and integrating existing and emerging sources of global development financing, including environment and climate financing; (3) enhancing innovative South-South and trilateral cooperation (TrC) frameworks; and (4) identifying, promoting and scaling up regional exchanges and cooperation on emerging issues.

Countries of the region are making headway in policy innovations that integrate and align multiple sources of development finance within their planning and budgeting processes to articulate new solutions to the challenges of poverty, exclusion, inequality and sustainability. UNDP will be therefore working through South-South cooperation modalities and regional institutions such as ASEAN, SAARC and PIFS to leverage the potential of these new development solutions to accelerate progress towards the post-2015 development goals and targets both within the region and globally.

The Regional Programme will take a twin-track approach to leverage development results from South-South cooperation. First, UNDP will ensure that all regional initiatives bring in a South-South cooperation approach, identifying innovations with potential scalability and global reach, and investing extra resources to ensure that countries can share their experiences through South-South modalities. This will be done in partnership with regional institutions such as SAARC, ASEAN and PIFS. Simultaneously, the Regional Programme will bring extra resources and support to strategic partner countries that represent the most significant sources of South-South cooperation in the region. The focus will be on helping these countries share their innovations in data management, strategy development, planning, and monitoring and evaluation with other countries in the region and beyond.

UNDP will work to replicate examples of successful South-South cooperation. Upon demand, UNDP will assist interested Country Offices and governments to select and elaborate partnership agreements, and to facilitate the implementation of South-South exchanges within and outside Asia and the Pacific.

*Outcome 4 Partnerships and Collaboration*

The APRC will continue to nurture existing partnerships with UN-Habitat, UNCDF, UN Women, UNFPA, UNAIDS, ILO, WHO, UNESCAP, ASEAN, SAARC, ADB, ODI, UNCTAD, OECD DAC, the World Bank, the United Kingdom's Department for International Development (DfID) and Australia's Aid programme, as well as with national and regional think tanks and CSOs to deliver on work outlined under the Outcome 4.

At regional level, UNDP will focus on the following outputs and key results:

### Output 4.1: National development plans to address poverty and inequality are sustainable and risk- resilient

The main focus of this output is to ***promote policies and plans that address poverty and inequality,*** at regional and country levels. Such focused ***plans will subsequently contribute to the achievement of national and international development goals.*** UNDP also will work to ***improve national statistical systems for the greater availability of disaggregated data for monitoring progress toward national and international development goals.*** Under this output, UNDP at regional level will focus on the following key results:

*Result 4.1.A: Comparative regional data analysis is provided to track and report on MDG and post-2015 progress*

With UNESCAP and ADB, UNDP will continue to produce regional MDG Reports through sub-regional, multi-stakeholder consultations, thereby stimulating policy debates and generating regional consensus on some of the most pressing development issues facing the region. In addition, UNDP will support countries

to formulate and implement the MDG Acceleration Framework (MAF). UNDP will promote LDC graduation strategies aligned with MDGs targets and indicators. As nations reach agreement on the post-2015 agenda, UNDP's support will change to reflect the new consensus; UNDP then will help countries to establish plans and systems that are aligned with the new development framework. By 2017, at least 10 countries will adapt the post-2015 international development goals to their own national context. Also by 2017, at least two regional MDG Reports will be prepared and launched; by 2016, at least five countries will have successfully implemented MAF.

*Result 4.1.B: Findings of regional-level poverty, inequality and resilience analyses are used in development debates and advocacy action*

Jointly with partners, UNDP will conduct research on inclusive growth issues. The findings will inform the subsequent inclusion of the poverty/inequality focus in government development plans. UNDP will continue to prepare RHDRs in a participatory manner through sub-regional, multi-stakeholder consultations, and in collaboration with partners from the public, private and civil sectors. Applied research and analysis will cover other issues as well, straddling multiple priorities of the region in addition to poverty, inequality and resilience. By 2017, at least two RHDRs will be prepared, launched and disseminated to substantiate UNDP country programming and regional interventions.

*Result 4.1.C: More coherent social policies include measures to cope with socioeconomic risks and vulnerabilities, particularly for poor and vulnerable populations*

UNDP will ensure that national development plans comprehensively address issues of poverty and inequality as they manifest in social, economic and political contexts. From the regional level, UNDP will contribute to this result, on demand, with policy advice and technical support to national and regional stakeholders in a number of areas that are linked to causes for poverty and inequality. In the area of social protection, for instance, local government is a critical entry point to improve effective delivery of social policy measures.[28] The implementation of a regional initiative on local governance and social protection will continue in partnership with UNCDF.[29] UNDP also will encourage countries to incorporate equity considerations into health-related social protection efforts to enhance access to essential services, particularly by excluded or marginalized populations. In the area of gender-responsive economic policymaking, UNDP will build capacities of policymakers by delivering trainings on gender mainstreaming in economic policy, by facilitating regional exchange of relevant experiences, and by providing specific advisory services to countries. By 2017, four countries will incorporate poverty reduction and inequality issues in their national development plans and strategies. In addition, at least four countries will incorporate equity considerations into health-related social protection efforts.

*Result 4.1.D: National institutions have access to data that support effective national planning and decision making that addresses poverty and inequality*

Regional institutions play a leading role in building statistical capacity and in ensuring innovative South-South exchanges on data collection and data monitoring. UNDP, in partnership with UNESCAP, will support countries with programmes that strengthen national statistical systems to generate and analyze data to track progress toward post-2015 national and international development goals. Innovations in monitoring and data collection – i.e., the adoption of new technologies, open data, and others – will be promoted. UNDP also will promote increased civil society participation in policy formulation related to poverty and inequality, at country and regional levels, building on the post-2015 consultations undertaken in many countries of the region.

[28] Regional Dialogue on Local Governance and Social Protection, 30 September-1 October 2013, organized by UNDP APRC and UNCDF. UNDP and UNCDF have collaborated since 2011 on local governance and social protection. See: UNCDF/UNDP (2011). *Local Government and Social Protection: Making Service Delivery Available for the Most Vulnerable.* Bangkok: UNCDF&UNDP APRC.

[29] While UNDP is often engaged with countries on the policy side of social protection, supporting governments with analytical work, UNCDF has a strong track record in advancing certain aspects of social protection at the local level, as well as in innovative piloting and testing on the ground that can channel back into the national policy process.

**Output 4.2: Countries are enabled to gain equitable access to and manage ODA and other sources of global development financing**

***Introduction of innovative methodologies and tool that adjust national budgets and fiscal policies to include traditional ODA and climate change finance will be the focus of this output.*** UNDP has developed methodologies, data sets and evidence that can support these ***innovative fiscal policies and will focus on their application by the relevant ministries of finance and planning*** in the course of this Regional Programme. The region's innovations in respect to development finance have potential to strengthen related international policy process. Under this output, UNDP at regional level will focus on the following key result areas:

*Result 4.2.A: Development finance strategies, including those shared through regional and global platforms, manage a range of financial flows in pursuit of national sustainable development priorities*

UNDP will support countries in strengthening the management of diverse sources of global development funding, including conventional ODA sources as well as other sources such as those provided through the South-South cooperation and various thematic vertical funds. From the regional level, UNDP will work in particular on the issue of data management, policy coherence and institutional coordination. In a context where the lending portfolios of multilateral banks and the provision of bilateral assistance are changing rapidly as a result of the significant transition from LDC to MIC status of the countries in the region, governments and other development partners value UNDP's advisory role in this area. At the regional level, UNDP will continue to develop innovative data mapping and analytic tools such as the development finance and aid assessment methodologies (DFAAs) and country assessments for mapping information on South-South cooperation (CAMIs). Working with Country Offices, these methodologies will continue to be refined and rolled out to help ministries of finance and planning establish Comprehensive National Development Financing Strategies which align multiple sources of development finance behind national development priorities and the implementation of the post-2015 goals. The highly specific and technical nature of the advisory expertise needed, requires an UNDP intervention on the regional level and as such the Asia Pacific Development Effectiveness Facility (AP-DEF) was established to pool donor and UNDP resources to develop these methodological approaches and provide regional technical support to country programmes. By backing country programming with regional innovations, 85 percent of ODA and 25 percent of climate finance as an average across the region will be recorded in national budgets.

The AP-DEF will continue to aggregate data and synthesize learning from policy innovations to provide regional inputs to global development debates within post-2015 and Global Partnership for Effective Development Cooperation processes. The regional programme will invest in data collection and analysis, such that multiple sources of data are brought together to provide a full picture for the region including:

a) Development needs/demands and available expertise/comparative advantages at the country and regional level in order to effectively match demand and supply.
b) Development cooperation and finance at the country level and regional level.
c) Trends to determine the contributions of SSC, complementing the ODA and other sources of development cooperation, towards achieving country development priorities.

Given data gaps, for example in SSC, this effort will continue to propel greater evidence-based decision making and policy dialogue at country, regional and global levels. This will also be in line with UNDP SP 2014-2017, where UNDP is mandated to collect, analyse, and provide access to data on the who, what, where of SSC/TrC.

*Result 4.2.B: Strengthened governance of climate change finance at regional, national and local levels, including through exchange of experiences regionally and globally, results in better incorporation of climate change policy objectives in national budgets*

Regional institutions need greater capacities to provide products, services and skills that match climate finance and poverty needs. Alongside its innovative work on development finance, UNDP has established a niche area of support on climate responsive budgeting in the region. Building on UNDP's experience in supporting governments to establish data on how climate change is impacting national budgets through Climate Public Expenditure and Institutional Reviews, UNDP will continue to work with Country Offices to

support cross government initiatives to manage climate change finance, focusing on work with ministries of finance, environment, planning and local development. This work will include support for new ways of tracking climate finance and prioritising development investments to respond better to climate change. Climate Fiscal Frameworks and Climate Financing Strategies that outline multi-year frameworks for budgeting for a climate change response will also be developed. This is a new area of UNDP's portfolio and includes innovations in institutional reforms for ministries of finance where the regional programme can provide an understanding of progress across the region and a position to interface with the global process, including its funding instruments. Work will also be undertaken to adapt methodologies from this climate focused work to provide inputs in other areas such as in disaster risk reduction.

### Output 4.3: South-South and triangular cooperation partnerships are established and/or strengthened for development solutions

The Regional Programme will take a twin-track approach to leverage development results from South-South cooperation. First, UNDP will ***integrate SSC in knowledge management initiatives within Asia and the Pacific and beyond, and ensure these lead to more effective policies and programs***; and second, UNDP will work with strategic partnership countries that represent the **largest providers of South-South cooperation in the region, supporting innovations in their management of the SSC, including vis-à-vis data management, strategy setting and planning, and monitoring and evaluation approaches.** All regional programming in this area will also seek to contribute to global discussion around financing and implementing the post-2015 agenda.

Under this output, UNDP at regional level will focus on the following key results:

*Result 4.3.A: Regional support to country-led knowledge exchanges for South-South cooperation results in more effective policies and programmes to deliver development results*

UNDP will work, upon demand, with Country Offices to identify particular areas of knowledge and expertise that countries wish to share and learn from others. For example, UNDP Thailand and UNDP Indonesia collaborate in supporting their respective governments to pursue South-South cooperation on universal health coverage, with a focus on equity and marginalized populations. India and Myanmar also have expressed interest in learning from Thailand.

Other countries have signaled their readiness to share their own vast knowledge and experiences. For example, in Malaysia, the Governance Transformation Programme has established key performance indicators for ministries to monitor progress on governance reforms and ensure accountability. The UNDP Country Office has been and will continue to facilitate this. Bangladesh has been successful with its engagement of civil society participation for service delivery. India has used a rights-based approach for employment, education and right to information. The Republic of Korea's audit systems have created an effective tool for preventing abuse of public resources. In the area of climate change financing, UNDP APRC is already working in partnership with the Country Office and the Government of China to establish a South-South climate change fund. Further, working with the Government of China and key Chinese and Indian research institutes, UNDP undertook a study that engaged China and India in dialogues on low carbon development policies that help both countries to achieve their developmental objectives.

UNDP will provide funding and technical support to Country Offices and their partners that want to lead a South-South initiative. Key criteria for selection will be clearly articulated, and results linked with policy and programming for participating countries. To initiate the process, UNDP will gauge supply and demand for potential South-South knowledge exchange initiatives. UNDP will establish models through these initiatives that demonstrate how triangular cooperation can add value to global development cooperation. By 2017, at least one country-led annual knowledge exchange initiative will influence policymaking and programming in at least two Asia-Pacific countries.

*Result 4.3.B: Key ministries/departments of national governments in the region benefit from strengthened approaches to South-South cooperation*

UNDP will analyze and register various approaches to South-South cooperation, including policies and strategies, institutional arrangements for its financing, and results frameworks to measure and evaluate

performance. UNDP will make use of its presence across MICs and LDCs in the regions, and of its ability to bring the recipient's perspectives as feedback to providers of assistance. In recipient countries, UNDP Country Offices already apply more traditional aid coordination modalities like round tables and development forums. Demand is increasing to put on the agenda of such forums evidence-based dialogue on South-South cooperation.

UNDP will work upon demand with providers of South-South cooperation in the region, such as China, India, Malaysia, Indonesia, Timor-Leste, Thailand and Viet Nam. In particular, UNDP will synthesize lessons learned about policies and institutional reforms in this area. UNDP will develop tools and approaches that may have value added in various country contexts. For example, Development Cooperation Strategic Reviews that took place in Indonesia and Thailand may be used elsewhere to inform reform processes.

UNDP will help channel and transfer knowledge about topics common to a number of countries, such as: set-up of development policies and results frameworks; elaboration of development cooperation strategies at country or sector level; and introduction of knowledge management systems. Lessons-learned paper will be developed and a series of virtual exchanges facilitated across countries of the region and with countries of other regions, on relevant operational and strategic topics. The knowledge exchange will include a focus on identifying innovations in triangular cooperation that demonstrate added value.

UNDP will support Country Offices in LDCs, in particular, to review their aid management plans and development policy dialogues. Another area of support will be to assess how South-South cooperation can be mainstreamed into aid information management systems, development partner round tables, and development forums. By 2017, at least three Asian providers of development cooperation will accumulate and use data to monitor and report on impact.

*Result 4.3.C: Regional and sub-regional inter-governmental organizations will be increasingly engaged with and used as effective platforms for South-South cooperation*

Over the past several years, UNDP has forged strong partnerships with governments, CSOs, foundations, multilateral organizations, and private sector partners on numerous development issues. These partnerships will be intensified and expanded to cover collaboration with other UN Agencies. UNDP also will engage with multi-country or regional political groupings to exchange ideas and experiences on sustainable development. In collaboration with regional inter-governmental organizations, UNDP will better frame global and regional development challenges and will create platforms to promote South-South and triangular cooperation. UNDP Pacific Centre and PIFS have established a modus operandi by which countries of the Pacific are provided with a platform for South-South cooperation, as well as for dialogue on policymaking and programming. Within South East Asia, meanwhile, there are efforts to engage with particular policy actors of ASEAN; initiatives also are envisaged with SAARC to establish platforms for South-South policymaking and programming in South Asia. Alongside working with representative regional institutions, UNDP will continue to partner with the Asia Development Bank as part of its work in promoting effective development cooperation as well as in the context of the regional MDG reports, together with UNESCAP.

# IV. MANAGEMENT ARRANGEMENTS

UNDP will directly execute the Regional Programme as well as this Regional Project, which operationalizes and sets the basic framework for the delivery of the programme in Asia and the Pacific. While overall management oversight and accountability for the Regional Programme for Asia and the Pacific rest with the Regional Bureau for Asia and the Pacific, the Bureau has delegated day-to-day management for its elements, as outlined above, to the Asia-Pacific Regional Centre in Bangkok, with a primary focus on programme countries in Asia and partnerships with ASEAN and SAARC.

**The APRC Management Board,** comprised of UNDP Resident Representatives and Country Directors in the region as well as concerned Headquarters units, is responsible for making, by consensus, management decisions for the regional project when guidance is required by the Project Manager. This includes recommendation for approval of project plans and revisions. Management Board decisions are made in accordance with standards that shall ensure best value for money, fairness, integrity, transparency and

effective international competition. In case a consensus cannot be reached, final decision shall rest with the APRC Management Board Chairperson. Project reviews by this group are made at designated decision points during the running of the project, or as necessary when raised by the project manager. This group is consulted by the project manager for decisions when project manager tolerances, normally in terms of time and budget, have been exceeded. The APRC Management Board meets at least once a year.

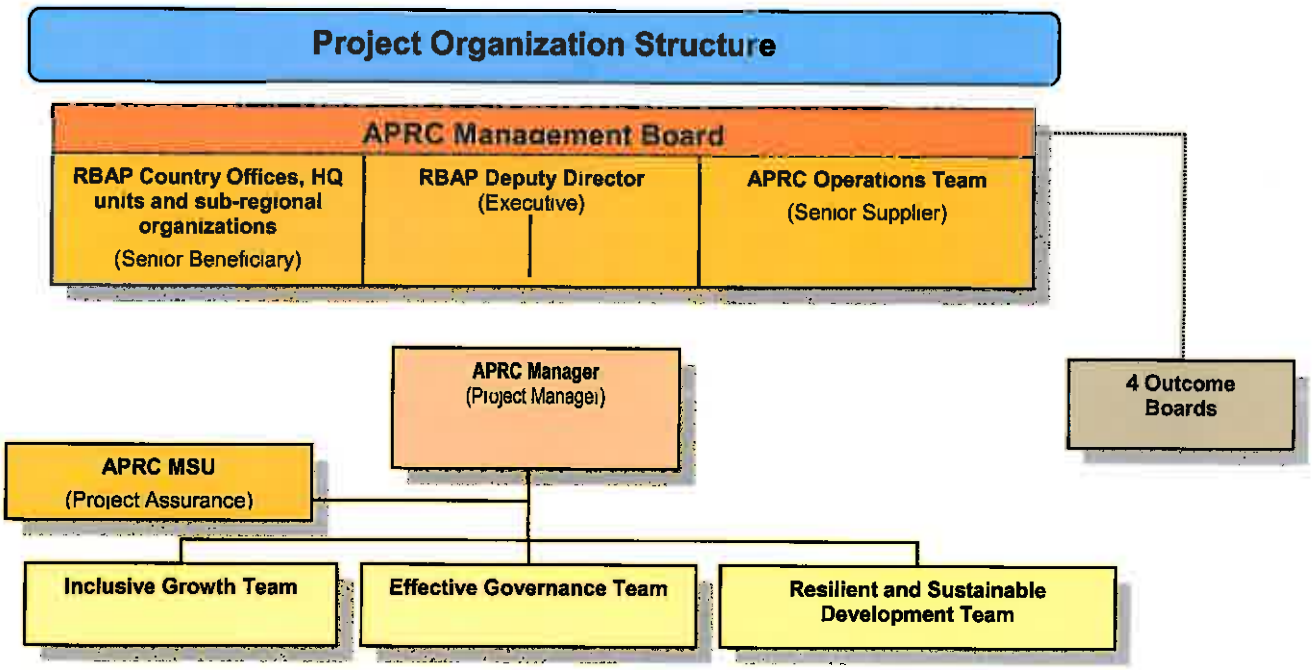
*Composition and organization*

The APRC Management Board encompasses the following three roles:

a) *Executive:* Individual representing the project ownership to chair the group;
b) *Senior Supplier:* A group representing the interests of the parties concerned that provides funding and/or technical expertise to the project. The Senior Supplier's primary function within the Board is to provide guidance regarding the technical feasibility of the project's initiatives;
c) *Senior Beneficiary:* A group of individuals representing the interests of those who will ultimately benefit from the project. The Senior Beneficiary's primary function within the Board is to ensure the realization of project results from the beneficiaries' perspective.

Specific responsibilities of the APRC Management Board will be outlined in its Terms of Reference, which will be approved by and revised by the Board as needed throughout the duration of the project.

**An Outcome Board,** comprising key stakeholders concerned with deliverables under each of the regional project outcomes, will be used as a key coordination and consultation mechanism to ensure relevance of key products and services delivered under each regional project outcome. APRC will engage regularly, and at least once in 18 months, with already-established regional coordination mechanisms. Responsibility for the organization of the Outcome Boards and the development of their Terms of Reference lies with the assigned Outcome Leads (Regional Team Leaders). Recommendations of the Outcome Boards should feed and inform decisions of the APRC Management Board.



# V. MONITORING FRAMEWORK AND EVALUATION

In accordance with the programming policies and procedures outlined in the UNDP User Guide, and with corporate methodological guidance for monitoring of the UNDP Strategic Plan 2014-2017, the Integrated Results and Resources Framework (IRRF) contains the indicators, baselines, and targets that set out the results that UNDP aims to achieve or to which it will contribute. Given that this regional project document spells out UNDP's contribution to the corporately agreed results from the regional level in Asia and the Pacific, this contribution will be monitored through:

*Regional Project Outcome Indicators, Baselines and Targets*

The regional project has 15 Outcome indicators, out of which 7 have been selected from the UNDP Strategic Plan 2014-2017 IRRF. A total of 8 indicators have been developed outside of the corporate IRRF to reflect the specific nature of UNDP's contributions from regional level.

For each Outcome indicator, related baselines, milestones and targets were developed, and the periodicity of their monitoring and regular updates was established, based on the periodicity of the related data collection. Internal methodologies for data collection, calculation and aggregation have been developed for every IRRF indicator to ensure that all Country Offices apply the same methodology to setting the baseline, milestone and target (such as how to define and measure "effectiveness" or "quality"). For the regional project Outcome indicators taken over from the IRRF, baselines, milestones and target aggregations for Asia-Pacific were calculated with data provided either corporately from international data sources or collected by Country Offices in the region. For those Outcome indicators developed outside the IRRF, indicator methodologies for data collection were developed similar in structure and content to those for the corporate set of Outcome indicators. These methodologies, and possibly also the indicators themselves, will continue to be refined and improved as lessons are learned from the first round of data collection at corporate and regional levels.

*Regional Project Output Indicators, Baselines and Targets*

At the launch of the regional project, an initial set of 35 output indicators was established, with related baselines, milestones and targets. Out of these, 15 output indicators are taken over from the IRRF (either verbatim or with slight adjustments) and from data collected by the Country Offices in the region. Rationale for adopting these indicators is based on the fact that the changes resulting from the inputs provided through the regional project (products and services) are expected to be demonstrated at country level and directly contribute to changes/results through country programmes and projects. The remaining 20 output indicators specifically measure changes resulting from actions taken in the framework of the regional project document and will complement and/or contribute indirectly to changes and results achieved at country level. It is also assumed that, during regional project implementation, output indictors might be further refined and/or change over time depending on strategies adopted in changing contexts.

*Periodicity of monitoring*

*Quarterly Cycle*

- On a quarterly basis, a quality assessment and related narrative shall record and complement progress toward the completion of indicator milestones as set in the Results and Resources Framework and in the related monitoring plan and workplan for the year;
- Regular quarterly updates, especially on progress against output indicator milestones, will be recorded in the corporate monitoring system and complemented by substantive quarterly project progress reports. These will be submitted through the project quality assurance team to the APRC Management Board and Project Outcome Boards;
- Based on the initial risk analysis, a risk log (see Annex A), will be activated in ATLAS and updated by reviewing internal and external environmental factors that may affect project implementation;
- A project lessons-learned log will be activated and updated to ensure ongoing learning and adaptation in the organization and to facilitate preparation of the lessons-learned report at project end.

*Annual Cycle*

- An Annual Review Report shall be prepared by the project teams; the APRC Manager will share it with the APRC Management Board and the Project Outcome Boards. As a minimum requirement, the

Annual Review Report shall consist of a summary of results achieved after completion of the enabling actions and of an update on indicator milestones achieved and overall indicator progress against output targets. An overall analysis of the changes at Outcome level, and how the results achieved by the project are aligned and/or are expected to contribute to the Outcome-level changes, will be taken as part of the annual review process.

- Based on the above report, an annual project review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project and inform the Annual Work Plan (AWP) for the following year. In the last year, this review will be a final assessment. This review will be driven by the APRC Management Board and Project Outcome Boards and may involve other stakeholders as required. It shall focus on the extent to which progress is being made toward outputs, and on ensuring that these remain aligned to appropriate Outcomes.

*Project Cycle*

- At the midpoint of the project, an internal mid-term review of the Regional Programme operationalized by this regional project document will assess progress made toward results outlined in the Regional Programme Document. It will initiate potential revisions and adjustments based on the mid-term review findings;
- An independent evaluation of the Regional Programme framework operationalized by this regional project document will occur before the end of the Regional Programme to inform the formulation of the next programme cycle;
- At least 1 Outcome and 1 thematic evaluation will be undertaken before the end of the Regional Programme to inform the formulation of the next programme cycle.

## VI. RESULTS AND RESOURCES FRAMEWORK[30]

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| **Intended Outcome as stated in the Regional Program Results and Resource Framework:**<br>***Outcome 1:*** *Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded* |
| **Outcome 1 Estimated Budget[31] for 2014-2017: Core: $ 4.4 million Non-core: $ 1.7 million** |
| **Outcome indicators as stated in the Regional Programme Results and Resources Framework, including baseline and targets:**<br>1. Number of un-served and under-served poor, women, youth, rural people and micro entrepreneurs with UNDP's assistance achieving access to responsive and sustainable financial services; **Baseline**: 0, **Target:** 500,000<br>2. Coverage of cost-efficient and sustainable energy, disaggregated by energy source and beneficiary, sex, rural/urban and excluded groups; **Baseline**: 91% of the urban population with access to electricity; 64.7% of the rural population with access to electricity, 63% of the urban population with access to non-solid fuels; 27.7% of the rural population with access to non-solid fuels; Energy intensity (in toe/US$ PPP): in industrial sector: 6.1; in agricultural sector: 1.2; in other sectors: 10.5, **Target:** TBD<br>3. Hectares of land that are managed sustainably under a conservation, sustainable use or access and benefits sharing regime; **Baseline**: 291,174,322 hectares of land managed under an in-situ conservation regime; 9,810,030 hectares of land managed under a sustainable regime, **Target:** TBD<br>4. Number of countries in which comprehensive measures are implemented with UNDP assistance to achieve low-emission and climate-resilient development objectives; **Baseline**: TBD, **Target:** TBD |
| **Applicable Strategic Program Outcome (from 2014-17 Strategic Plan):** ***Outcome 1:*** *Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded* |
| **Partnership Strategy:** The Outcome 1 will be implemented in partnership with regional and sub-regional organizations, including SAARC, ASEAN, UNESCAP and ADB, as well as the Secretariat of the Pacific Regional Environment Programme (SPREP). Technical partners are expected to include, but not limited to, the SAARC Energy Centre, ASEAN Centre for Energy, ASEAN Centre for Biodiversity, and International Centre for Integrated Mountain Development (ICIMOD). |
| **Project title and ID (ATLAS Award ID): TBD** |

| INTENDED OUTPUTS | OUTPUT INDICATOR TARGETS FOR 2017 AND MILESTONES | KEY RESULT AREAS | RESPONSIBLE PARTIES |
|---|---|---|---|
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[30] Missing baselines, targets and milestones will be established once the data from the corporate IRRF for Asia and the Pacific region are available

[31] Recurring operational and management expenditures from the RP core are estimated not to exceed $4 million over the period of four years. This amount is not included in the RP core budget calculation per outcome.

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| **Output 1.1.** National systems and institutions enabled to achieve structural transformation of productive capacities that are sustainable and employment-and livelihood-intensive<br><br>**Indicators:**<br>1.1.1. Number of countries in which public and private development investments are informed by cross-sector assessment to maximize social, environmental and economic benefits over the medium to long term *(SP output indicator 1.1.4)*<br>**Baseline:** 0<br><br>1.2.1. Number of countries that implement targeted initiatives (policies, programmes) removing barriers to access regional markets for women's MSMEs<br>**Baseline:** 0 | **Target (2017):** 4<br>Milestones (2014): 0<br><br>**Target (2017):** 10<br>Milestones (2014): 0 | **Result 1.1.A:** UNDP will advocate for and support countries to design growth strategies that generate decent employment and sustainable livelihood opportunities for the poor, particularly women and youth<br><br>**Result 1.1.B:** Women-led micro, small and medium enterprises are better able to access local and regional markets to increase incomes and promote MSME employment<br><br>**Result 1.1.C:** Innovative models are developed to support young entrepreneurs and social enterprise solutions to development challenges<br><br>**Result 1.1.D:** Regional strategies and interventions are developed to address the specific challenges of inclusive and sustainable urbanization<br><br>**Result 1.1.E:** Poverty reduction programmes that are developed and implemented in countries of the Mekong region limit the trafficking of women and other vulnerable members of society | UNDP APRC, COs, BPPS, South Centre/ Third World Network<br><br>APRC, COs, Australia, Commonwealth Secretariat, SAARC Chamber of Commerce, ASEAN Chamber of Commerce, think-tanks in the region, women's organizations including entrepreneurs associations and producers' groups |
| **Output 1.2.** Inclusive and sustainable solutions adopted to achieve increased energy efficiency and universal modern energy access (especially off-grid sources of renewable energy)<br><br>**Indicators:**<br>1.2.1. Number of countries with energy policies or programmes that are informed by the energy plus approach<br>**Baseline:** 0 | **Target (2017):** 6<br>Milestone (2014): 1<br>Milestone (2015): 2<br>Milestone (2016):3 | **Result 1.2.A:** 'Energy Plus' approach and toolkit that promotes productive use of energy informs the country capacity development initiatives and programs<br><br>**Result 1.2.B:** Regional partnerships foster the development of common approaches and policy frameworks on energy access and poverty reduction | UNDP APRC, UNDP COs, UNDP GEF, SE4All Initiative |

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| 1.2.2 Number of regional partnership initiative promoting the energy plus approach<br>**Baseline:** 0 | **Target (2017):** 1<br>Milestone (2014): 1 (Memorandum of Understanding signed or Partnership announced)<br>Milestone (2015): Funding mechanism for activities of Partnership established<br>Milestone (2016): Activities of Partnership being reported annually to SE4ALL Global Secretariat/Global Facilitation Team | | |
| **Output 1.3.** Legal and regulatory frameworks, policies and institutions enabled to ensure sustainable management of natural resources, biodiversity and ecosystems to promote inclusive growth<br><br>**Indicators:**<br>1.3.1. Extent to which legal, policy and institutional frameworks are in place in targeted countries for conservation, sustainable use, and access and benefit sharing of natural resources, biodiversity and ecosystems *(SP output indicators 2.5.1)*<br>**Baseline (end 2013):**<br>(Determined by initial Country Office ratings) | **Target (end 2017):** 9 countries with improved ratings<br>Milestone (end 2014): 3 countries with improved ratings<br>Milestone (end 2015): 6 countries with improved ratings<br>Milestone (2016): 9 countries with improved ratings | **Result 1.3.A:** Regional cooperation and collaborative action on sustainable management of natural resources are strengthened<br><br>**Result 1.3.B:** Approaches for gender-responsive management of natural resources are documented, analysed and adapted for application in new country contexts<br><br>**Result 1.3.C:** Methodological guidance, lessons learned and advisory services are provided to increase countries' access to environmental finance from global thematic funds for the better management of natural resources | UNDP APRC, UNDP COs, UNDP GEF, ASEAN Secretariat |

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| 1.3.2. Extent to which planning and budgeting mechanisms for conservation, sustainable use and access and benefit sharing of natural resources, biodiversity and ecosystems in targeted countries integrate gender equality and women's empowerment principles. *(SP output indicators 2.5.4)*<br>**Baseline (end 2013):**<br>(Determined by initial Country Office ratings) | **Target (end 2017):** 9 countries with improved ratings<br>Milestone (2014): 3 countries with improved ratings<br>Milestone (end 2015): 6 countries with improved ratings<br>Milestone (2016): 9 countries with improved ratings | | |

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| **Intended Outcome as stated in the Regional Programme Results and Resource Framework:**<br>***Outcome 2:*** *Citizen expectations for voice, effective development, the rule of law and accountability are met by stronger systems of democratic governance* | | | |
| **Outcome 2 Estimated Budget for 2014-2017: Core: $ 4.6 million Non-core: $ 29.4 million** | | | |
| **Outcome indicators as stated in the Regional Programme Results and Resources Framework, including baseline and targets:**<br>1. Access to justice services improved with UNDP assistance and disaggregated by sex and population group; **Baseline:** 3 countries with access to justice programming with UNDP assistance, **Target:** 9 countries with access to justice programming with UNDP assistance<br>2. Proportion of decision making positions (executive, legislative and judicial) occupied by women at national and sub-national levels; **Baseline:** 13.5% (legislative); 10.4% (executive), **Target:** TBD<br>3. Number of legal and administrative frameworks adopted to promote efficiency in the utilization of public resources with UNDP assistance; **Baseline:** 5, **Target:** 14<br>4. Coverage of HIV and AIDS services disaggregated by sex, age, urban/rural and income groups; **Baseline:** 26.6% of eligible adults receiving ARV therapy; 21.3% of female 15-24 years of age with comprehensive correct knowledge of HIV/AIDS; 25.4% of male 15-24 years of age with comprehensive correct knowledge of HIV/AIDS , **Target:** TBD | | | |
| **Applicable Strategic Program Outcome (from 2014-17 Strategic Plan):** ***Outcome 2:*** *Citizen expectations for voice, effective development, the rule of law and accountability are met by stronger systems of democratic governance* | | | |
| **Partnership Strategy:** The Outcome 2 will be implemented in partnership with the Country Offices, regional and sub-regional organizations such as SAARC and ASEAN Secretariats, Asia Pacific Forum of Human Rights Institutions and national human rights bodies, South-East Asia Clinical Legal Education Network (SEACLEA), EITI Secretariat, Revenue Watch International and UNAIDS, UNFPA, UN Women, UN Volunteers, the GFATM and UNESCAP. | | | |
| **Project title and ID (ATLAS Award ID):** | | | |
| **INTENDED OUTPUTS** | **OUTPUT INDICATOR TARGETS FOR 2017 AND** | **KEY RESULT AREAS** | **RESPONSIBLE PARTIES** |

| | MILESTONES | | |
|---|---|---|---|
| **Output 2.1.** Parliaments, constitution making bodies and electoral institutions enabled to perform core functions for improved accountability, participation and representation, including for peaceful transitions | N/A for Asia region. This output will be implemented only in the Pacific for the time being. | *N/A* | *N/A* |
| **Output 2.2.** Rule of law institutions strengthened to promote access to justice and legal reform to fight discrimination and address emerging issues<br><br>**Indicators:**<br>2.2.1. Number of national human rights institutions and regional mechanisms that implement initiatives promoting human rights of women and LGBT<br>**Baseline**: 1 initiative promoting human rights of women and 2 initiatives promoting human rights of LGBT<br><br>2.2.2. Number of countries and regional institutions in Southeast and East Asia implementing programmes and initiatives related to national LGBT policy processes and community based advocacy interventions.<br>**Baseline:** 0 countries and 0 regional organization | **Target (2017):** 2 initiatives promoting human rights of women and 4 initiatives promoting human rights of LGBT<br>Milestone (2014): 4 initiatives promoting human rights of women and 4 initiatives promoting human rights of LGBT<br><br>**Target (2017):** 8 countries and 2 regional organization<br>Milestone (2014): 5 countries and 2 regional organization | **Result 2.2.A:** A common regional framework for research and programming on women's access to land and property guides the application of access to justice in country-specific contexts<br><br>**Result 2.2.B:** Regional and sub-regional institutions benefit from technical and advisory support in the areas of human rights and access to justice | UNDP APRC |

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| 2.2.3. Number of countries implementing access to justice initiatives targeting women and/or excluded groups<br>**Baseline:** 3 | **Target (2017):** 5<br>Milestone (2014): 3 | | |
| **Output 2.3.** Institutions and systems enabled to address awareness, prevention and enforcement of anti-corruption measures across sectors and stakeholders<br><br>**Indicators:**<br>2.3.1. Number of countries that develop and implement preventive policies and strategies against corruption<br>**Baseline**: 14 (based on the upcoming UNDP's publication "Anti-Corruption Strategies in Asia-Pacific: From development to monitoring and evaluation"<br><br>2.3.2. Number of countries that adopted proposals to mitigate corruption risks in sectors (e.g. education, health, water, extractive industries, justice)<br>**Baseline:** So far 3 sectoral initiatives were piloted in 2013 in the education and water sectors (China, the Philippines, and Thailand) | **Target (2017):** 20<br>Milestone (2014): 14<br><br>**Target (2017):** At least 10 sectoral initiatives are piloted /up scaled<br>Milestone (2014): 3 sectoral initiatives are piloted /up scaled | **Result 2.3.A:** Countries use the methodological guidance and good practices to design, implement and monitor the effectiveness of their anti-corruption strategies<br><br>**Result 2.3.B:** Piloting and information obtained through regional exchanges contributes to the scaling up of national corruption risk assessments across sectors<br><br>**Result 2.3.C:** Regional tools and methodological guidance informs participatory approaches for developing legislation, policy and planning frameworks for transparent and accountable governance of extractive industries | UNDP APRC, UNDP CO, UNDP HQ, |

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| **Output 2.4.** National institutions, systems, laws and policies strengthened for equitable, accountable and effective delivery of basic services to excluded groups, with a particular focus on health and HIV<br><br>**Indicators:**<br>2.4.1.Percentage of expenditures in specific basic service sectors in targeted countries that are pro-poor and gender-sensitive<br>**Baseline:** To be established at the start of the work in each area<br><br>2.4.2. Number of excluded groups receiving HIV and STI community-based services in targeted communities in Pakistan and Afghanistan<br>**Baseline:** 4,549 people receiving HIV tests and counseling and 1,350 people receiving STI diagnosis/treatment<br><br>2.4.3. Number of targeted community based organizations that develop and implement resource mobilization strategies to ensure sustainable service delivery for vulnerable groups in South Asia | **Target (2017):** (percentage increase but by how much will be determined once the baseline is obtained)<br><br>**Target (2015):** 10,383 people receiving HIV tests and counseling; 7,622 people receiving STI diagnosis/treatment<br>Milestone (2014): 7,944 people receiving HIV tests and counseling; 6,669 people receiving STI diagnosis/treatment<br><br>**Target (2015):** 20<br>Milestone (2014): 8 | **Result 2.4.A:** Community-based organizations are taking actions to improve delivery of quality HIV/STI services to excluded groups at the local level | UNDP APRC, UNDP COs, GFATM |

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| **Baseline:** 0 | | | |
| **Output 2.5.** Measures in place and implemented across sectors to prevent and respond to sexual and gender-based violence<br><br>**Indicators:**<br>2.5.1. Number of targeted countries that have an integrated legal and/or policy framework in place to prevent and respond to sexual and gender-based violence *(adjusted SP output indicator 4.2.1)*<br>**Baseline:** 4 countries with 'very partially' rating and 2 countries with 'not adequately' progress<br><br>2.5.2. Number of targeted countries designing, implementing and monitoring integrated programmes that address sexual and gender-based violence<br>**Baseline:** 0<br><br>2.5.3. Number of countries with services/mechanisms in place (including justice and security services) to prevent and address SGBV<br>**Baseline:** 4 | **Target (2017):** 4 countries with 'partially' rating and 2 countries with 'very partially' rating<br>Milestone (2014): 4 countries with 'partially' rating and 2 countries with 'very partially' rating<br><br>**Target (2017):** 6<br>Milestone (2014): 2<br><br>**Target (2017):** 8<br>Milestone (2014): 4 | **Result 2.5.A:** Regional support fosters design, funding and implementation of integrated country programmes that address sexual and gender-based violence<br><br>**Result 2.5.B:** Advice informed by the latest research and good practices fosters justice and law enforcement institutions ability to address sexual and gender-based violence | UNDP APRC, regional offices of UN Women, UNFPA, UNV and their COs, as applicable |

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| **Output 2.6.** Measures in place to increase women's participation in decision-making<br><br>**Indicators:**<br>2.6.1. Number of countries that have laws and policies in place to secure women's participation in decision making *(adjusted SP output indicators 4.4.1)*<br>**Baseline:** 8<br>2.6.2. Number of countries that implement comprehensive gender equality in elected office programmes (qualitative indicator, using UNDP's Six Actions to expand women's empowerment as the basis to track and assess the progress; criteria to rate 'comprehensiveness' of the programmes will be developed most likely following the scale: not adequately, very partially, partially, and largely)<br>**Baseline:** 6 countries with "vary partially" rating having started implementing the National Action Plan (NAP) for Women's Political Equality | **Target (2017):** 11<br>Milestone (2014): 8<br><br>**Target (2017):** 6 countries with at least "partially" rating to assess the progress and comprehensiveness of the programmes and 3 countries with 'very partially' rating<br>Milestone (2014): 6 countries with "vary partially" rating having started implementing the National Action Plan (NAP) for Women's Political Equality | **Result 2.6.A:** Synthesized regional and global practices in increasing women's participation in decision making inform country strategies and programmes | UNDP APRC, UNDP COs |
| **Intended Outcome as stated in the Regional Programme Results and Resource Framework:**<br>***Outcome 3:*** Countries are able to reduce the likelihood of conflict, and lower the risk of natural disasters, including from climate change | | | |
| **Outcome 3 Estimated Budget for 2014-2017: Core: $ 4 million Non-core: $ 2.2 million** | | | |

**Outcome indicators as stated in the Regional Programme Results and Resources Framework, including baseline and targets:**

1. Percentage of countries with disaster and climate risk management plans that are fully funded in national, local and sectorial development budgets; **Baseline**: TBD, **Target**: TBD
2. Number of countries that can systematically assess economic and human development loss from natural hazards (geo-physical and climate-induced hazards); **Baseline**: 8, **Target**: 12 Number of mechanisms established with UNDP assistance to engage in inclusive peace dialogues on potential conflict triggers; **Baseline**: 0, **Target**: 3

**Applicable Strategic Program Outcome (from 2014-17 Strategic Plan):** ***Outcome 5:*** Countries are able to reduce the likelihood of conflict, and lower the risk of natural disasters, including from climate change

**Partnership Strategy:** The Outcome 3 will be implemented in close partnership with Country Offices and their national counterparts. In addition, UNDP APRC will partner with ADB, USAID/ADAPT Asia-Pacific, the Regional Integrated Multi-Hazard Early Warning System and academic institutions such as Yale University and University of South Pacific. It also will continue close collaboration with regional partners such as UNESCAP, UNISDR, UN-Habitat, UN Women, IOC/UNESCO, Asian Disaster Preparedness Centre, Asian Disaster Reduction Centre, and Regional Integrated Multi-Hazard Early Warning Centre for Africa and Asia (RIMES), as well as cooperation mechanisms including SAARC and ASEAN. Further, it will work with UN Women, international NGOs and think tanks on conflict prevention and peace building and the WPS agenda.

**Project title and ID (ATLAS Award ID):**

| INTENDED OUTPUTS | OUTPUT INDICATOR TARGETS FOR 2017 AND MILESTONES | KEY RESULT AREAS | RESPONSIBLE PARTIES |
|---|---|---|---|
| **Output 3.1:** Effective institutional, legislative and policy frameworks in place to enhance the implementation of disaster and climate risk management measures at national and sub-national levels<br><br>**Indicators:**<br>3.1.1. Number of countries that conduct and use findings from Climate Change and Disaster Risks Reduction Public Expenditure Reviews<br>**Baseline:** 0<br><br>3.1.2. Number of countries with a sectoral or local development plan applying loss and damage and climate risks assessments | **Target (2017):** 2 (Thailand and possibility Laos)<br>Milestone (2014): 0<br><br>**Target (2017):** 2 (Bangladesh and Indonesia)<br>Milestone (2014): 0 | **Result 3.1.A:** Policymakers have increased awareness on domestic and international sources of disaster and climate finance, and on delivery mechanisms that advance a coordinated approach to resilient development<br><br>**Result 3.1.B:** Practitioners are enabled to conduct sectoral climate risk assessments<br><br>**Result 3.1.C:** Quality assurance to the application of guidelines for evidence-based loss and damage and climate risk underpins and influences sectoral and/or local development plans<br><br>**Result 3.1.D:** Advocacy and South-South exchanges prepare stakeholders to promote sustainable recovery and improve immediate responses after disaster strikes | UNDP APRC, UNDP COs |

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| **Baseline:** 0 | | | |
| **Output 3.2:** Preparedness systems in place to effectively address the consequences of and response to natural hazards (geo-physical and climate related) and man-made crisis at all levels of government and community<br>**Indicators:**<br>3.2.1.Number of targeted countries that have gender responsive climate change adaptation and disaster risk management plans<br>**Baseline:** 0<br><br>3.2.2.Number of countries that have standardized content of the national disaster loss and damage databases including sex disaggregated mortality data<br>**Baseline:** 0<br><br>3.2.3. Number of countries with end-to-end early warning systems for man-made crisis and all major natural hazards, including geo-physical and climate induced hazards *(SP output indicator 5.4.1)*<br>**Baseline:** 0 | **Target (2017):** 5<br>Milestone (2014): 0<br>Milestone (2015): 0<br>Milestone (2016): 5<br><br>**Target (2017):** 7<br>Milestone (2014): 0<br>Milestone (2015): 3<br>Milestone (2016): 4<br><br>**Target (2017):** 6<br>Milestone (2014): 0<br>Milestone (2015): 2<br>Milestone (2016): 4 | **Result 3.2.A:** Shared good practices, adapted to country contexts, contribute to increasing the participation of women in the preparation of climate change adaptation and disaster risk reduction plans<br><br>**Result 3.2.B:** Systems for monitoring and reporting on disaster risks and climate change, as well as for policy support and programme development, are established and supported at regional level to achieve coherence in quality and standard requirements<br><br>**Result 3.2.C:** Effective early warning systems, with protocols and SOPs, are established at national and regional levels to improve preparedness to tackle extreme weather events and climate variability | |
| **Output 3.3:** Mechanisms are enabled for consensus building around contested priorities, and | | **Result 3.3.A:** Gender-responsive tools, institutional frameworks and mechanisms for conflict-sensitive development are designed and rolled out | UNDP APRC, UNDP COs |

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| address specific tensions, through inclusive and peaceful process<br><br>**Indicators:**<br>3.3.1. Number of countries in which policy frameworks and institutional mechanisms for consensus building and peaceful management of conflict and tensions are informed by women's participation and contributions *(SP output indicator 5.5.2)*<br>**Baseline:** To be determined from UNDP's SP indicator monitoring system<br><br>3.3.2. Number of countries that have policies and frameworks in support of the WPS agenda<br>**Baseline**: 2 countries with a National Action Plan on women, peace, and security; 1 country with conflict sensitive policies and laws<br><br>3.3.3.Number of countries with mechanisms for conflict prevention and consensus building capable to perform core functions *(adjusted SP output* | **Target (2017):** To be determined from UNDP's SP indicator monitoring system<br><br>**Target (2017):**<br>4 countries with a National Action Plan on women, peace, and security; 3 country with conflict sensitive policies and laws<br>Milestone (2014): 3 countries with a National Action Plan on women, peace, and security; 1 country with conflict sensitive policies and laws<br><br>**Target (2017):** 3<br>Milestone (2014): 0 | **Result 3.3.B:** Regional and national dialogue forums, inclusive of women and CSOs, contribute to peaceful management of conflicts and tensions and influence policies<br><br>**Result 3.3.C:** Conflict sensitivity, including specific thematic areas of the Women, Peace and Security agenda, is mainstreamed to address triggers of violence | |

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| *indicator 5.6.2)*<br>**Baseline:** 0 | Milestone (2015): 1<br>Milestone (2016): 2 | | |

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| **Intended Outcome as stated in the Regional Programme Results and Resource Framework:**<br>***Outcome 4:*** *Development debates and actions at all levels prioritise poverty, inequality and exclusion, consistent with our engagement principles* |
| **Outcome 4 Estimated Budget for 2014-2017: Core: $ 7 million Non-core: $ 6.5 million** |
| **Outcome indicators as stated in the Regional Programme Results and Resources Framework, including baseline and targets:**<br>1. **Percentage of MDG indicators identified and implemented through MDG Acceleration Framework action plans that have made progress; Baseline:** 0, **Target:** 100%<br>2. Number of countries integrating and adapting the post 2015 agenda and sustainable development goals into national development plans and budgets; **Baseline:** TBD, **Target:** TBD<br>3. Number of countries prioritizing poverty and inequality reduction in their national development plans, and subsequently include post-2015 poverty eradication commitments and targets; **Baseline:** 3 countries rated as low; 4 countries rated as moderate; 1 country rated as high, **Target:** 1 country rated as low; 4 countries rated as moderate; 3 countries rated as high<br>4. Percentage of official development assistance and climate finance recorded in national budgets disaggregated by country; **Baseline:** ODA: 79% (median) and climate finance: 0.9%, **Target:** ODA: 85% (median) and climate finance: 25% (median) |
| **Applicable Strategic Program Outcome (from 2014-17 Strategic Plan):** ***Outcome 7:*** *Development debates and actions at all levels prioritise poverty, inequality and exclusion, consistent with our engagement principles* |
| **Partnership Strategy:** APRC will continue to nurture existing partnerships with UN-Habitat, UNCDF, UN Women, UNFPA, UNAIDS, ILO, WHO, UNESCAP, ASEAN, SAARC, ADB, DFID and Australian Aid programme as well as national and regional think-tanks and civil society organizations to deliver on work outlined under Outcome 4. These are partners that have either been working with APRC on specific sector issues, or are those that have a specific interest in the proposed activities under this outcome. The development finance and development cooperation work (Output 4.2) is being delivered through the regional knowledge sharing hub (the Asia Pacific Development Effectiveness Facility – APDEF) that is managed by UNDP APRC and will draw on the wider public financial management expertise and data of the IMF, World Bank, UNCTAD, OECD-DAC, and ODI. Further, within South East Asia there are efforts to engage with particular policy streams of ASEAN, for example supporting the Climate Change Working Group chaired by Thailand to facilitate knowledge-based exchange on climate public expenditure reviews. There are also initiatives envisaged with SAARC to establish platforms for South-South policy and programming in South Asia. |
| **Project title and ID (ATLAS Award ID): TBD** |

| INTENDED OUTPUTS | OUTPUT INDICATOR TARGETS FOR 2017 | KEY RESULT AREAS | RESPONSIBLE PARTIES |
|---|---|---|---|
| **Output 4.1.** National development plans to address poverty and inequality are sustainable and risk resilient<br><br>**Indicators:**<br>4.1.1. Number of targeted countries | **Target (2017):** 5 (Tentative: Laos, Bhutan, Cambodia, Nepal, | **Result 4.1.A:** Comparative regional data analysis is provided to track and report on MDG and post-2015 progress<br><br>**Result 4.1.B:** Findings of regional-level poverty, inequality and resilience analyses are used in development debates and advocacy action | UNDP APRC, ADB, UNESCAP, other UN agencies (under RCM/ UNDG AP mechanism), CSOs, SAARC secretariat<br><br>UNDP APRC, UNDP RBAP Policy |

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| implementing MAF action plans to drive progress on lagging MDGs through national and/or sub-national budgets (SP output indicator 3.6.1)<br>**Baseline:** 1 (Laos)<br><br>4.1.2. Number of targeted countries with mechanisms in place to collect, disseminate sex-disaggregated data and gender statistics, and apply gender analysis (SP output indicator 4.3.2)<br>**Baseline:** 0<br><br>4.1.3. Number of targeted countries with policy and institutional reforms that increase access to social protection schemes, targeting the poor and other at risk groups, disaggregated by sex, rural and urban (SP output 1.2.1)<br>**Baseline:** 3 (Cambodia, Thailand, Indonesia) | Bangladesh)<br>Milestone (2014): 1<br><br>**Target (2017):** 5 (Tentative: Viet Nam, Cambodia, Nepal, Thailand)<br>Milestone (2014): 0<br><br>**Target (2017):** 8 (Tentative: Cambodia, Thailand, Indonesia, Philippines, Timor-Leste, China, Malaysia, Bhutan, Myanmar – TBC)<br>Milestone (2014): 3 | **Result 4.1.C:** More coherent social policies include measures to cope with socioeconomic risks and vulnerabilities, particularly for poor and vulnerable populations<br><br>**Result 4.1.D:** National institutions have access to data that support effective national planning and decision making that addresses poverty and inequality | Unit<br><br>UNDP APRC, UNCDF, COs<br><br>UNDP APRC, UNDP COs, APRC, UNESCAP (Stat Div), Asia-Pacific GEM network |
| **Output 4.2.** Countries enabled to gain equitable access to, and manage, ODA and other sources of global development financing<br><br>**Indicators:**<br>*4.2.1.* Number of targeted countries that have effective mechanisms in place to access, deliver, monitor, report on and verify use of ODA and other sources of global development financing *(SP output indicator 7.4.2)*<br>**Baseline:** 0 | **Target (2017):** 4<br>Milestone (2014): 0 | **Result 4.2.A:** Development finance strategies, including those shared through regional and global platforms, manage a range of financial flows in pursuit of national sustainable development priorities<br><br>**Result 4.2.B:** Strengthened governance of climate change finance at regional, national and local levels, including through exchange of experiences regionally and globally, results in better incorporation of climate change policy objectives in national budgets | UNDP APRC, UNDP COs |

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| 4.2.2. Number of targeted countries with systems in place to access, deliver, monitor, report on and verify use of climate finance *(SP output indicator 1.4.1)*<br>**Baseline:** 0 | **Target (2017):** 5<br>Milestone (2014): 0 | | |
| **Output 4.3.** South-South and triangular cooperation partnerships established and/or strengthened for development solutions<br><br>**Indicators:**<br>*4.3.1.* Number of South-South and triangular cooperation partnerships that deliver measurable and sustainable development befits for participating countries *(modified SP output indicator 7.5.1)*<br>**Baseline:** 0<br><br>*4.3.2.* Evidence of effective policies, legal frameworks, regulations, institutional focal points within countries for sustaining and expanding mutually-beneficited South-South and triangular cooperation as informed by regional practices and advocacy *(adapted SP output indicator 7.5.3)*<br>**Baseline:** 0 | **Target (2017):** 4<br>Milestone (2014): 1<br>Milestone (2015): 2<br>Milestone (2016): 3<br><br>**Target (2017):** 2 (Indonesia, Thailand)<br>Milestone (2014): 0 | **Result 4.3.A:** Regional support to country-led knowledge exchanges for South-South cooperation results in more effective policies and programmes to deliver development results<br><br>**Result 4.3.B:** Key ministries/departments of national governments in the region benefit from strengthened approaches to South-South cooperation<br><br>**Result 4.3.C:** Regional and sub-regional inter-governmental organizations will be increasingly engaged with and used as effective platforms for South-South cooperation | **UNDP APRC, UNDP COs** |

# VII. INDICATIVE REGIONAL PROGRAM BUDGET

## A) 2014 budget implemented by the APRC

| RPD Outcome | 2014 RP Core Budget | 2014 RP non-core programmed budget | 2014 Other programmed budget | Total 2014 Budget (core, non-core, and other) |
|---|---|---|---|---|
| OUTPUT_1.1 | 438,017 | 400,000 | | 838,017 |
| OUTPUT_1.2 | 300,735 | 37,464 | | 338,199 |
| OUTPUT_1.3 | 253,580 | | | 253,580 |
| **TOTAL OUTCOME 1** | **992,332** | **437,464** | **-** | **1,429,796** |
| OUTPUT_2.1 | - | - | - | - |
| OUTPUT_2.2 | 454,961 | 1,300,000 | 945,000 | 2,699,961 |
| OUTPUT_2.3 | 73,000 | | | 73,000 |
| OUTPUT_2.4 | 219,004 | 4,592,616 | 718,200 | 5,529,820 |
| OUTPUT_2.5 | 114,004 | | | 114,004 |
| OUTPUT_2.6 | 170,180 | | | 170,180 |
| **TOTAL OUTCOME 2** | **1,031,149** | **5,892,616** | **1,663,200** | **8,586,965** |
| OUTPUT_3.1 | 349,930 | | | 349,930 |
| OUTPUT_3.2 | 255,099 | 164,629 | 400,000 | 819,728 |
| OUTPUT_3.3 | 245,971 | | | 245,971 |
| **TOTAL OUTCOME 3** | **850,999** | **164,629** | **400,000** | **1,415,628** |
| OUTPUT_4.1 | 1,151,273 | | | 1,151,273 |
| OUTPUT_4.2 | 309,108 | | | 309,108 |
| OUTPUT_4.3 | 244,930 | 1,666,635 | | 1,911,565 |
| **TOTAL OUTCOME 4** | **1,705,310** | **1,666,635** | **-** | **3,371,945** |
| **RCSP** | **1,210,000** | **-** | | **1,210,000** |
| **TOTAL FOR 4 OUTCOMES** | **5,789,790** | **8,161,344** | **2,063,200** | **16,014,334** |
| **UNPROGRAMMED** | **247,876** | | | **247,876** |
| **GRAND TOTAL** | **6,037,666** | | **10,224,544** | **16,262,210** |
| **TOTAL BUDGET (core, non-core and other)** | | | | **16,262,210** |

Note: Total 2014 RP ASL: $8.9 mil

## B) Indicative Regional Program Budget for 2014-2017 ($, millions)

| Year | RP ASL Total | RP implemented by APRC | RP non-core & other implemeted by APRC |
|---|---|---|---|
| 2014 | 8.9 | 6.0 | 10.2 |
| 2015 | 8.9 | 6.0 | 11.7 |
| 2016 | 6 | 6.0 | 9.0 |
| 2017 | 6 | 6.0 | 9.0 |
| TOTAL | 29.8 | 24.0 | 39.9 |

Note: 'RP non-core & other budget implemented by APRC' figures for years 2016/17 are the estimates.

# VIII. ANNEXES

## A) Risk Log

| Project Title: Regional Project Document for Asia and the Pacific, 2014-2017 | Award ID: TBC | Date: 14 May 2014 |
|---|---|---|

| # | Description | Date Identified | Type | Impact & Probability | Countermeasures / Mngt response | Owner | Submitted, updated by | Last Update | Status |
|---|---|---|---|---|---|---|---|---|---|
| 1 | Enter a brief description of the risk | When was the risk first identified | Environmental<br>Financial<br>Operational<br>Organizational<br>Political<br>Regulatory<br>Strategic<br>Other | Describe the potential effect on the project if this risk were to occur<br>Enter probability on a scale from 1 (low) to 5 (high)<br>P =<br>Enter impact on a scale from 1 (low) to 5 (high)<br>I = | What actions have been taken/will be taken to counter this risk | Who has been appointed to keep an eye on this risk | Who submitted the risk | When was the status of the risk last checked | e.g. dead, reducing, increasing, no change |
| **Output 1.1.** | | | | | | | | | |
| | Slow movement on the part of some countries to promote regional integration (e.g., to ease non-tariff barriers) due to some unfavourable political developments | May 2014 | Political | Implementation of workplan delayed or incomplete<br>P = 1<br>I = 3 | The Project would dynamically assess these risks and extend it to countries in a phased manner to allow for the bilateral commercial dealings to progress further in the next couple of years | APRC: IGPR | APRC: IG | May 2014 | Not critical |

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| | UNDP faced with a decreased donor commitment | May 2014 | Organizational<br>Strategic<br>Financial | Full delivery of outputs restricted or delayed<br>P=4<br>I=3 | Speedy implementation of resource mobilization strategy to raise additional funds; Identification of cost-sharing partners | APRC: IGPR | APRC: IG | May 2014 | Increasing |
| **Output 1.2.** | | | | | | | | | |
| | Partnership with ADB and ESCAP for the Asia-Pacific SE4ALL Regional Hub not making adequate progress | May 2014 | Organizational<br>Strategic | Unable to operationalize the Hub and provide necessary support to "opt-in" countries and SE4ALL Global Facilitation Team<br>P = 4<br>I = 3 | Regular telecom meetings with ADB, SE4ALL GFT and ESCAP | APRC: RSD Team | APRC: RSD Team | May 2014 | No change |
| | The Global SE4ALL Initiative not making adequate progress | May 2014 | Organizational<br>Strategic | Unable to provide adequate technical and advisory support to UNDP COs<br>P = 4<br>I = 3 | *-Beyond APRC's control-* | APRC: RSD Team | APRC: RSD Team | May 2014 | No change |
| **Output 1.3.** | | | | | | | | | |
| | Key milestone engagements with ASEAN processes missed due to delays in regional programme initiation | May 2014 | Operational | Inability to participate in key preparatory meetings in the 1st half of 2014 will delay technical consultations on the proposed Transformational NRM ASEAN statement, jeopardizing the planned adoption of the statement at the 25th ASEAN Summit in November. | Alternate meetings and consultation processes will be identified in consultation with the ASEAN Secretariat and the ASEAN Chair focal point (Myanmar Ministry of Environmental Conservation and Forestry). However adoption of the | APRC: RSD Team | APRC: RSD Team | May 2014 | 1. Limited participation in ASEAN Seminar Green Productivity Improvement (17-21 March 2014)<br>2. No |

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| | | | | P= 4<br>I = 4 | Statement may be delayed until the 26th ASEAN Summit in 2015. | | | | participation in ASEAN WG on Nature Conservation and Biodiversity (6-9 May 2014) or 24th ASEAN Summit (10-11 May 2014) |
| **Output 2.2.** | | | | | | | | | |
| | Lack of engagement and commitment of national partners (law enforcement agencies and judiciary) to implement recommendations on policing and prosecution of sexual violence against women. | September 2013 | Political | P = 3 (depending on country)<br>I = 3 | Engage to maximum extent with Civil Society Organisations and women's human rights champions, and with Country Offices, to work with national partners. | - | APRC: EG/A2J Team | May 2014 | No change |
| | Lack of adequate financial resources for regional initiatives and country pilots, on women's access to justice (land and property rights, NHRIs) | January 2014 | Financial | P = 3<br>I = 4 | Increase RM with partners and donors and leverage on internal resources. | - | APRC: EG/A2J Team | May 2014 | No change |

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| | and ASEAN engagement. | | | | | | | | |
| **Output 2.3.** | | | | | | | | | |
| | Lack of resources to support country level demand on the governance of extractive industries | May 2014 | Financial | | | | APRC: EG/A2J Team | May 2014 | No change |
| **Output 2.4.** | | | | | | | | | |
| | Timely procurement and delivery of health products for the UNDP-managed regional Global Fund programme | 2013 | Operational<br>Organizational | Slow procurement of health products could hinder programme delivery<br><br>P = medium<br>I = medium | Develop a Procurement Action Plan and related timelines with BOM/PSO | APRC: EG/HHD | APRC: EG/HHD | May 2014 | No change |
| | Weak capacity of national sub-recipients to comply with Global Fund reporting requirements under the UNDP-managed regional Global Fund programme | 2013 | Operational<br>Organizational<br>Political | Weak sub-recipient capacity could impede effective delivery and management of resources<br><br>P = medium<br>I = medium | Develop and implement sub-recipient Institutional Development Capacity Building Plan<br><br>Establish LTAs with accounting/financial firms in each country | APRC: EG/HHD | APRC: EG/HHD | May 2014 | No change |
| | Advocacy on HIV-related human rights, including rights of people living with HIV and most at | 2013 | Political | Lack of support for HIV-related rights by some stakeholders could create challenges for aspects of UNDP's work on HIV and | The HHD Team partners closely with other UN entities on rights issues (particularly UNFPA and UNAIDS) to | APRC: EG/HHD | APRC: EG/HHD | May 2014 | No change |

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| | risk populations (sex workers, men who have sex with men, transgender people, people who use drugs) may be opposed by some constituencies. | | | human rights (particularly at country-level)<br><br>P = low<br>I = medium | mitigate risks and provide broader support for UNDP's policy and advocacy role and responsibilities | | | | |
| **Output 3.1.** | | | | | | | | | |
| | Any significant deviation in the finance of current climate change related efforts will directly impact the proposed project interventions | May 2014 | Strategic√ | The proposed efforts build on the need of convergence of disaster risk reduction and climate change and bring the two streams to work together to address these regionally. Any significant change in the current financing architecture of climate change related activities will impact the project.<br>P=1<br>I=4 | The project team is closely engaged in the mobilization of resources and in the implementation and will be able to adjust should there be a need to do so. | APRC: ESD and CPR teams | APRC: ESD and CPR teams | May 2014 | No change |
| **Output 3.2.** | | | | | | | | | |
| | Significant changes in the new version of disaster risk reduction framework (HFA) will impact the availability of resources for the | May 2014 | Strategic | The HFA (2005-1015) has taken long time to build capacities in the member states for monitoring and reporting on the progress. In the event of a significant change, the attention of the | The project team is participating and contributing to the discussions in the region and will integrate any changes in its efforts in the | APRC: CPR Team | APRC: CPR Team | May 2014 | No change |

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| | implementation as it builds on the needs and gaps identified during the implementation of the current framework. | | | member may be diverted to meet the monitoring and reporting requirements of the new framework to be endorsed by the member states in 2015.<br>P=2<br>I=4 | implementation. | | | | |
| | Any major disaster event in the region will impact the implementation | May 2014 | Operational<br>Organizational | As seen in the past (2004 tsunami disaster, for example) a major disaster significantly affects the implementation in the project countries as the officials and other key stakeholders get directly involved in managing and responding to any large events<br>P=3<br>I=5 | Necessary adjustments and realignment of programme activities may need to be undertaken as per the requirements dictated by the situation | APRC: CPR Team | APRC: CPR Team | May 2014 | No change |
| **Output 3.3.** | | | | | | | | | |
| | Delays in implementation due to deterioration of political situation in target countries in light of sensitivity of WPS and conflict analysis agenda | May 2014 | Political√ | Inability of COs to operationalize the conflict analysis and conflict sensitivity planning at national level<br>P= 4 (depending on country)<br>I = 4 | Close engagement with CO/PDAs, regular monitoring of country context and engage to maximum extent with Civil Society Organisations so they can also take over at other levels | APRC: CPR Team | APRC: CPR Team | May 2014 | No change |
| | Limited resources to expand the network for mainstreaming | May 2014 | Financial √<br>Organizational √ | Inability to expand the network and partnerships at regional level to address | Close engagement with other practice areas (Governance) and submission or | APRC: CPR Team | APRC: CPR Team | | |

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| | conflict sensitivity in emerging cross cutting areas (3.3) | | | emerging issues with potential to trigger violence (land, political transitions, NRM etc)<br>P=3<br>I=3 | cross practice thematic proposals for funding | | | | |
| **Output 4.2.** | | | | | | | | | |
| | Continued lack of political and technical support within ministries of finance to integrate climate change within budget policy formulation and budget expenditure reporting. | 10 Sep 2013 | Political<br>Strategic | The project may have to be anchored within another less strategic ministry, affecting the overall impact on the reform desired.<br><br>P = 4<br>I = 3 | The programme is designed to tackle this risk. CPEIRs are conducted with Ministries of Finance to establish how climate change can be considered as part of ministry of finance business process (in terms of budget formulation and expenditure reporting). Building on evidence established through CPEIRs and drawing from experience in gender budgeting, further work to integrate climate change will be undertaken as part of on-going business process in ministry of finance – for example as part of particular budget formulation documents and expenditure reporting. Finally, the design of a | APRC:EG /DE Team | APRC:EG/D E Team | May 2014 | Depends on country, but gradually reducing generally |

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| | | | | | component of the project to deliver policy briefs to senior policy makers has been included to help ensure that technical work is complemented with more communications and advocacy with senior decision makers. | | | | |
| | Evidence from Paris Declaration monitoring shows that even when PFM systems improve, donors still tend not to use them, and they continue to be reluctant to integrate international finance related to climate change in country systems. | 10 Sep 2013 | Political<br>Strategic | Despite efforts to strengthen the PFM system to handle, among others, increased climate change finance, there may exists parallel systems for delivery, undermining the efforts undertaken.<br><br>P = 3<br>I = 4 | This programme focuses on strengthening the PFM systems for tracking and reporting on climate change expenditures. It further focuses on governments' existing budgeting process. Together with this programme, and other partners' support to strengthening the overall PFM systems, it is expected that demonstrable progress will be made on establishing small measures of change that will lead to progress in managing climate finance as part of country systems. | APRC:EG /DE Team | APRC:EG/D E Team | May 2014 | No change |

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| | | | | | To complement work at country level, Internationally, the project will continue to engage with global processes such as the Busan Partnership for Effective Development Cooperation (including the Busan Building Block on Climate Change Finance and Development Effectiveness). This engagement will include advocacy work on the use of country systems. | | | | |
| | Continued donor and international pressure to establish stand-alone climate change projects leads to poorly coordinated and overlapping international assistance. | 10 Sep 2013 | Political<br>Strategic | Continuation of climate finance landscape that is uncoordinated, leading to duplication of results, and reducing country ownership.<br><br>P = 3<br>I = 3 | The project will invest in strengthening the coordination of climate change finance through support to (i) existing coordination structures in-country (such as technical and sector working groups); (ii) regional dialogue will also be supported to promote coordination and coherence in development partner approaches based on learning around country experience; | APRC:EG /DE Team | APRC:EG/D E Team | May 2014 | No change |

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| | | | | | and (ii) globally through contributions to UNFCCC and the Global Busan Partnership. | | | | |
| | Key regional institutions have competing priorities and limited capacity to address climate finance in policy dialogues and advocacy. | 10 Sep 2013 | Political<br>Strategic | Regional institutions' voices remain weaker and uncoordinated in global discussions.<br><br>P: 4<br>I: 2 | Regional capacity assessments are being undertaken. Capacity development plan to be developed alongside a communications/advocacy strategy. | APRC:EG/DE Team | APRC:EG/DE Team | May 2014 | No change |
| | Insufficient resource mobilization to keep the programme/ follow on activities going after initial period is completed | 2013 | Financial<br>Organisational | The programme's outputs may lead to identification of new areas of work. Without adequate resources – financial and expertise – the sustainability of the results could be affected.<br><br>P: 3<br>I: 3 | Continuous efforts are being undertaken to support COs in identifying additional bilateral support. At the same time, regular outreach to development partners through regional and international events have increased the visibility of the on-going results and achievements which will help to mobilise future support. | APRC:EG/DE Team | APRC:EG/DE Team | May 2014 | No change |
| | Target countries with elections in programme period (2014-17) result in change in Government and policies relating to fiscal | 2013 | Political | P = 3<br>I = 2 | Ensure political commitment – UNDP engaged at the Secretary and Ministerial level.<br><br>Defer support until after elections as in | AP-DEF Secretariat | AP-DEF Secretariat | Jan 2014 | Declined |

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| | policies, budgeting, planning. | | | | the case of Bangladesh and monitor closely. | | | | |
| | Mexico communiqué commitments and voluntary initiatives that underpin the GPEDC and its potential role as an implementing platform for the Post-2015 do not materialise. | 2013 | Political | P = 3<br>I = 3 | Manage UNDP engagement at regional level in a nuanced and sensitive manner where both development cooperation providers' and recipients' situational context and perspectives are carefully managed through UNDP regional support via the AP-DEF.<br><br>UNDP collaboration at country, regional and global level to ensure consistency in messaging, engagement and participation at all levels and partnerships. | AP-DEF Secretariat<br>BDP | AP-DEF Secretariat | May 2014 | No change |
| | SSC cooperation providers from Asia refuse to engage in GPEDC process and having their assistance on budget. | 2013 | Political | P = 3<br>I = 3 | Draw on UNDP CO in these emerging economies for enhanced partnerships and engagement that the regional work can leverage. | ? | AP-DEF Secretariat | August 2013 | No change |
| | Lack of | 2013 | Operational | P = 3 | Analytical work | AP-DEF | AP-DEF | May 2014 | No change |

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| | institutional and human resource capacity to effectively institutionalise improved development cooperation policies and processes for development finance sources beyond ODA in a sustained manner. | | Organizational | I = 4 | through technical support includes national expertise. Capacity building within relevant government and national stakeholder agencies (think-tanks and academia) are identified and engaged throughout the process. | Secretariat, UNDP CO EDC focal points, BDP | Secretariat | | |
| | Use of country systems remains unchanged due to risk-averse development partners. ODA on budget either declines or remains unchanged. | 2013 | Organizational | P = 3<br>I = 2 | DFAAs to address this risk in analysis on institutional arrangements for various sources of development finance including ODA and to make concrete recommendations on strengthening country systems and development partners being more flexible and willing to take more risk by using country systems. | AP-DEF Secretariat | AP-DEF Secretariat | May 2014 | No change |
| | Lack of predictability of medium-term funding. Partners discontinue funding - targeted resources for future years not | 2013 | Financial | P = 4<br>I = 5 | UNDP ensures that:<br>- all actions taken to meet partners' reporting requirements including financial reports;<br>- reporting deadlines | AP-DEF Secretariat and partners | AP-DEF Secretariat | Dec 2013 | Improved |

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| | mobilised. | | | | and queries by partners are met as required;<br>- partners are regularly informed of key deliverables such as knowledge products or regional dialogue<br><br>Engage potential partners in substantive dialogue or joint technical work to generate their interest.<br><br>Use existing funding and quality deliverables (completed DFAA studies) and country demand to catalyse funding from new partners. | | | | |
| | Delay on the part of partners to agree to funding arrangements or release of funds in a timely manner. | 2013 | Financial | P = 4<br>I = 4 | UNDP ensures that:<br>- existing corporate MOUs are managed in an efficient/effective manner so that they do not delay projects level agreements (e.g. ADB)<br>- requests for release of funds are done ahead of time by having all signed | AP-DEF Secretariat, partners. | AP-DEF Secretariat | May 2014 | Increasing |

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| | | | | | partnership agreements entered into the system where automatic reminders are generated.<br><br>Partners respond with timely financial release. | | | | |

## B) Terms of Reference: RBAP Advisory Board, APRC Management Board and RPD Outcome Board

### RBAP Advisory Board
### Terms of Reference

**1. Background:**

The Asia-Pacific region has experienced unparalleled economic growth and prosperity and has already achieved the Millennium Development Goal 1 of halving poverty by 2015. Yet for the region to continue flourishing, policies should empower those who have missed out from the opportunities brought by this rising prosperity. While poverty is falling, socio-economic inequalities between and within countries are rising. The region's inequality is not only a brake on economic growth but it also raises the risk of crisis and conflicts, as populations see that access to resources and opportunities created by the economic growth are restricted to a select few. Jobless growth and inadequate social protection systems compound the problem of inequality.

Economic growth along its current trajectory is also unsustainable. Resource scarcity and the risk of natural disasters, exacerbated by accelerating climate change, are a growing concern in the region. The Asia-Pacific region accounts for most of the world's disaster-related events and this exposure is set to increase with extreme weather events linked to climate change and weak national disaster management capacities.

The demographic pressures, associated with the increase of the aging and youth populations as well as urbanization, are not new to the region. Local, communal, regional and international conflicts along ethnic, gender and religious divides, together with resource, trade, territorial and border disputes and displacement within the region threaten to undermine economic prosperity, further compounded by associated issues of political and military transitions. These transitions underscore the importance of inclusive governance processes and response to the new pressures brought upon governance by media-induced social mobilization.

During 2012-2013, the UNDP Regional Bureau for Asia and Pacific (RBAP) provided critical inputs on regional perspectives and priorities when UNDP was simultaneously preparing the next Strategic Plan, Global Programme, and all Regional Programmes for 2014-2017. For the Asia-Pacific region the next few years are also important to strategically influence thrust and focus of UNDP country level programming as many countries will be initiating new programming processes, especially from 2014 onwards.

**2. Asia-Pacific Regional Advisory Board:**

The management of RBAP has placed strong emphasis on making the regional bureau more strategic and focused, with a capacity to better respond to the emerging development challenges facing the Asia-Pacific region.

Given the rapidly changing development landscape and the challenges facing UNDP in the region, it has been decided that UNDP's work and positioning in the region should also benefit from the inputs and perspectives from outside of the organization through the establishment of an Advisory Board. In this regard, an Advisory Panel was established in 2010 to support UNDP's work in the region.

**Objective:** The objective of the Advisory Board is to provide advice and guidance on the strategic positioning of UNDP in the Asia-Pacific, so that UNDP can enhance its development effectiveness and better serve the needs of its clients in the region.

**Roles and Functions:**

a. Provide advice on how to address ongoing regional priorities within UNDP's core thematic areas;

b. Advise UNDP's senior management in Asia-Pacific on how to position UNDP in pertinent strategic priorities for the region;
c. Serve as a sounding board on the launch of potential initiatives, including on UNDP regional programming;
d. Act as ambassadors for UNDP's work in the region;
e. Facilitate the establishment of partnerships and the expansion of UNDP's networks in the region;
f. Advise on policy options especially when dealing with sensitive political matters;
g. Provide advice and guidance on other matters as requested by RBAP's Regional Director.

**Membership:** The members of the Advisory Board will include representatives from the main geographic clusters of RBAP, including: South and West Asia; North East Asia; South East Asia; and the Pacific. Additional members may be invited based on the issues being addressed at specific meetings. This will be done by the Regional Director, RBAP.

**Governance:** The Regional Program Advisory Board will be convened and chaired by the **Director, RBAP** with the support of the Deputy Regional Director and the Regional Manager of APRC based in Bangkok. The membership shall include prominent development thinkers, practitioners and experts from the Asia- Pacific region.

**Frequency of Meetings:** The Advisory Board shall meet once per year in a meeting convened by the Regional Director, RBAP. The meetings can take place either as face-to-face, or virtual, or via videoconference as the need may arise and at the discretion of the Regional Director, RBAP.

**Administrative and Operational Matters:** The costs of participation (DSA and Travel costs), including the payment of a symbolic honorarium to the Board members will be borne by RBAP. UNDP's Regional Centre in Bangkok shall serve as the secretariat of the Advisory Board, support the administrative arrangements for convening the meeting and, in consultation with the RBAP Office in New York, prepare and distribute the records of the meeting.

## Management Board for the Asia-Pacific Regional Centre

## Terms of Reference

The Asia-Pacific Regional Centre (APRC) in Bangkok is the UNDP's Service Center for the 36 Country Offices of the Regional Bureau for Asia and the Pacific. The APRC supports Country Offices in the region by providing policy advisory and backstopping services delivered by UNDP's Bureau for Policy and Programme Support (BPPS) and Crisis Response Unit (CRU), as well as RBAP's regional advisors and specialists. The APRC also manages the RBAP Regional Programme, and helps to capture and disseminate development knowledge and experience for replication throughout the region. A key priority of the Regional Centre is to build partnerships and promote regional capacity development initiatives, which allow UNDP, governments and other development partners to identify, create and share knowledge relevant to solving urgent development challenges.

In line with the corporate framework, the Asia-Pacific Regional Centre (APRC) in Bangkok is headed by a Regional Manager who leads the centre's activities in accordance with the approved work plan. The Regional Manager reports to the Deputy Regional Director, Regional Bureau for Asia and the Pacific.

The governance structure for the APRC consists of a Management Board, which oversees and approves the work programme for the Centre and Regional Programme with a primary focus on the quality and efficiency of services provided to Country Offices and other clients, as well as on the overall performance and delivery of results.

**APRC Management Board**

***Roles and Responsibilities***

The Management Board provides advice on the work and strategic management of the APRC regarding its core functions of:

(1) advisory support (policy, programme development, technical and management) to Country Offices and other clients;
(2) Regional Programme and regional project(s) implementation and management; and
(3) knowledge management and communication

In this capacity, the Management Board:

- Reviews, comments and recommends for approval the Centre's workplan;
- Monitors progress and results against the workplan;
- Monitors the quality and efficiency of APRC services and other functions, and the implementation of the regional programme and regional projects;
- Provides strategic advice on the formulation, implementation and evaluation of the regional programme and regional project(s);
- Provides strategic advice on responding to regional demand;
- Provides guidance and assists with the promotion of knowledge management within RBAP Country Offices;
- Collects and provides input and feedback on behalf of all Country Offices in the region (through the Country Offices' representatives) and provides feedback on central services and operations on behalf of the central bureaux (through the bureau representatives).

***Composition***

The Management Board is comprised of the RBAP Deputy Regional Director(chair), the Deputy Director of BPPS, CPU, BoM and the Partnership Bureau (or their designated representatives), and Country Office representatives at the Resident Representative or Country Director level ensuring a well-balanced sub-regional representation of the countries in the region. The Management Board membership from the Country Offices rotates every two years, but could be extended to a third year to ensure no more than two of the country office representatives change in the same year.

***Schedule***

The Management Board meeting forms an integral part of the overall RBAP management and communications cycle to ensure APRC work planning is tied to Country Office strategies. The Board in full meets at least once on an annual basis in conjunction with the cluster meeting or when the RBAP Advisory Board meeting comprising of seven recognised external experts from the region is convened. In addition, virtual consultations on specific issues take place throughout the year as needed.

# Generic Terms of Reference for the Outcome Board of the Regional Program for Asia and the Pacific, 2014-2017

**Background Information**

The Regional Programme for Asia and the Pacific, 2014-2017 has been approved by the UNDP Executive Board in January 2014. The Regional Programme is fully aligned with the UNDP Strategic Plan, 2014 – 2017 and contributes to the discrete set of results under four of the seven Strategic Plan outcomes.

The Regional Programme for Asia and the Pacific, 2014-2017 will be primarily delivered through the regional project for Asia and the Pacific: *Advancing Inclusive and Sustainable Human Development in Asia and the Pacific (2014-2017).* The regional project document provides a framework for UNDP's key contributions and approaches at regional level to support countries in Asia and the Pacific achieve the simultaneous eradication of poverty and significant reduction of inequalities and exclusion in a way that is sustainable and resilient. While the majority of the initiatives outlined in the project are primarily implemented in countries of the Asia region, wherever relevant, synergies among countries in Asia and the Pacific region will be explored and addressed through a discrete set of initiatives. The regional project document covers initiatives under all four outcomes covered by the Regional Programme Document. Furthermore, whenever required, additional stand-alone project documents can be developed and implemented to deliver specific initiatives under any of the four Regional Programme outcomes.

Implementation of initiatives under each outcome is headed by the assigned APRC Team Leader who is responsible for ensuring the effective and efficient implementation of the parts of the workplan and activities contributing to the assigned Regional Programme outcome; the Team Leader also makes sure that these activities complement and are linked to related country level initiatives delivered under the same outcome area.

To ensure coherence, coordination and synergies among discrete set of initiatives implemented under outputs linked to respective outcomes both at the regional and country level, through the regional framework project document and/or set of regional project documents, an Outcome Board is established as an integral part of the Regional Programme governance structure. The Outcome Board is responsible for monitoring the realization of the expected results under the assigned Outcome, by assisting the Team Leader and Programme Managers in managing interdependency different projects and initiatives (including Development Solution Teams) contributing to the realization of the Outcome.

**Roles and Responsibilities**

To monitor the realization of contributions to one of the four outcomes of the Regional Programme Document, the Outcome Board:

- Provides clear overall leadership and direction in successful delivery of outputs and their contribution to outcomes under the Regional Programme Document;
- Ensures that progress towards results is reviewed and assessed objectively, and adjustments are made as necessary;
- Provides the APRC Management Board with feedback from the key stakeholders on the relevance of the implemented initiatives and outputs;

- Assists the APRC Management Board in managing the key strategic risks facing the programme component implementation;
- Based on the approved RPD, makes recommendations on initiatives to be included and/or adjusted under the respective RPD Outcome;
- Oversees the project(s) to ensure their timely production of the outputs and their contribution to the outcome;
- Provides direction and suggestions on the annual plan of action and recommends key initiatives for the consideration and approval of the APRC Management Board;
- Assists the APRC Management Board in conducting the Outcome's annual review, by reporting on conclusions and recommendations on the achievements and progress of the related outputs and any operational issues arising there from.
- Provides inputs to the outcome evaluation and may serve as a peer review group for the outcome evaluation;
- Ensures the lessons learned to be fed back into programming.

**Composition**

The Outcome Board should include as a minimum one UNDP representative, and government representatives selected in consultation with the government coordinating agencies of the countries in which the majority of the related Outcome initiatives are being implemented. Other representatives can be included in the Board as appropriate, e.g., selected responsible parties and UN agencies, donors, beneficiary representatives, external (to UNDP) sector experts, etc. The UNDP representative to the Outcome Board is responsible for ensuring that the Board fulfils its responsibilities and obligations as outlined above. The Board itself must designate one member as Chair of the Board.

**Schedule**

The Outcome Board is expected to meet at least once a year, and the timing should allow for it to feed into and inform the meeting of the APRC Management Board.