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**Draft regional programme document for Asia and the
Pacific (2018-2021)**

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I. Programme rationale

Regional and global context

1. Economic growth in Asia and the Pacific has been exceptional, averaging 7.5 per cent per year between 1990 and 2015 (in comparison, the world economy grew at 2.8 per cent). Based on current projections, the region will account for between 60 and 70 per cent of global growth over the next five years.¹

2. Despite the gains, the region is at a tipping point. While sustained growth has taken more than a billion people out of poverty since 1990, hundreds of millions remain impoverished, marginalized, and excluded from development progress. The devastating effects of environmental degradation and climate change, which disproportionately affects the poor and marginalized, diminish prospects for future growth. The region risks being locked into unsustainable pathways based on past models of development, while governance performance has stagnated.² UNDP has an important regional role to play in working with governments, the United Nations Development System (UNDS), sub-regional entities, and development partners so the balance tips the other way.

3. In addition to sustained economic growth, three other ‘mega-trends’³ are part of the Asian context. First, the region is one of the fastest growing—between 1990 and 2015 cities grew by one billion people, and with another billion on the way before 2040.⁴ By 2018, the region is expected to transition from being predominantly rural to urban.⁵ Often referred to as ‘engines of growth’, cities in the region house enormous vulnerabilities and inequalities.⁶ Secondly, the global economic landscape has changed—from a unipolar post-war framework to a diffused multi-polar world order, with Asia gaining prominence. By 2030, Asia will host 64 per cent of the global middle class and account for over 40 per cent of global middle-class consumption.⁷ This will likely place greater demand on natural resources. Furthermore, rapid advances in technology are disrupting and facilitating change at micro and macro levels. The consequence of automation on livelihoods, especially jobs where women outnumber men, will be significant.⁸ At the macro-level, aspects of the Fourth Industrial Revolution—including artificial intelligence, biotechnology, quantum computing, and the [Internet of Things](#)—will likely transform entire systems of production, management, and governance.

4. Other longstanding development challenges persist and the 2030 Agenda provides an overarching framework for analysing and addressing development challenges. It is imperative Sustainable Development Goal (SDG) targets and indicators be integrated into the planning and budgeting cycle of countries, while ensuring policy coherence. At the regional level, UNDP will deepen its relationships with United Nations Economic and Social Commission for Asia and the Pacific (UNESCAP) and the Asian Development Bank to ensure greater regional coordination across the UNDS and sub-regional bodies (e.g. Association of South East Asian Nations and South Asian Association for Regional Cooperation) to support countries in achieving the SDGs.

5. The varied types, and overlapping nature, of challenges means UNDP will have to play the role of ‘integrator’ at the regional level. UNDP will: (i) strengthen existing and new partnerships across the UNDS; (ii) convene multi-stakeholder initiatives on transboundary and regional issues; (iii) increase innovation across country teams; (iv) develop a strategic communications approach; (v) help countries deliver and access development finance, and (vi) develop integrated approaches in collaboration with United Nations organizations and partners, including the private sector.

¹ International Monetary Fund (IMF), October 2016 Regional Economic Outlook Update: Asia and Pacific.

² Worldwide Governance Indicators (WGI).

³ UNDP and Economist Intelligence Unit, Mega-Trends affecting Asia Analysis (2017).

⁴ UNESCAP and United Nations Human Settlements Programme (UN-Habitat), The State of Asian and Pacific Cities Report for 2015.

⁵ World Urbanization Prospects: The 2014 revision, United Nations Department of Economic and Social Affairs (UNDESA).

⁶ UNESCAP and UN-Habitat (2015).

⁷ World Economic Forum (2012).

⁸ World Economic Forum (2017), available at <https://www.weforum.org/agenda/2017/07/why-women-are-twice-as-likely-as-men-to-lose-their-job-to-robots>.

6. The overarching goal of the 2018-2021 regional programme is aligned with the UNDP Strategic Plan and, in effect, designed “to help countries achieve the 2030 Agenda across diverse development situations by eradicating poverty in all forms, accelerating structural transformations for sustainable development, and building resilience to crises and shocks.”

Development challenges and underlying causes

7. UNDP programme countries reflect a range of development contexts. While clear delineating lines cannot be drawn, three broad development contexts have emerged.

8. **The first is the existence of basic needs and multi-dimensional poverty.** Extreme poverty persists in many countries and the region accounts for over 40 per cent of the world’s poor and two-thirds of the global population living in slums.⁹ Government capacity to address basic needs and deliver services, especially to marginalized groups, is limited and affected by intra-state conflict in some countries. In addition, crises along with natural and climate-induced disasters exacerbate poverty.¹⁰ Women tend to be left behind due to a lack of independent access to finance, and discriminatory employment practices. UNDP, at the regional level, is well positioned to work with countries on the trans-boundary dimensions of multi-dimensional poverty by using ‘regional instruments’, and in partnership with other United Nations organizations and development partners. UNDP has a role to play in supporting countries as they secure and use development finance.

9. **The second are structural challenges in Asia that hinder the achievement of the SDGs.** Several countries have successfully eradicated extreme poverty and met the basic needs of citizens, which means they are better prepared to deal with disasters and in the process of making structural changes to achieve the SDGs. Nonetheless, these countries face a set of development challenges that include structural inequalities, environmental degradation, unsustainable urban development, and an ageing population.

10. The growth model that propelled the rise of the region’s economic powerhouses is now the cause of current development challenges. Unsustainable production, consumption, and management patterns have serious cross-border consequences. For instance, the demand for energy is expected to increase the demand for oil, gas and coal, potentially adding millions of tonnes of CO₂ emissions to the atmosphere by 2035.¹¹ Better management of resources, greater inclusion and participation of women, and overall improvement in human rights, transparency and accountability are needed to ensure inclusive and sustainable development outcomes.¹² In this development setting, UNDP will focus on addressing the following: rapid urbanization, widening inequalities, weak capacity for climate change adaptation and mitigation, lack of participatory governance, as well as the uneven delivery of services, especially at the local level. The private sector is central to delivering the 2030 Agenda, as it accounts for between 50 to 70 per cent of formal employment and contributes the lion’s share of gross domestic product (GDP) for the region.¹³ UNDP will deepen partnerships with private sector entities while working with UNDS, sub-regional and regional bodies to ensure overall policy coherence.

11. Several rapidly developing economies have taken steps to adopt measures—economic, social and environmental—that accelerate progress toward the SDGs, and are ideal frameworks that should be shared with other countries. The added value of UNDP in the region lies in its South-South learning and knowledge exchange on issues of regional interest, including smart cities. Partnerships and innovation are critical in achieving scale and ensuring that lessons, expertise and knowledge are captured, codified and shared.

⁹ World Bank, WDI 2017 and UNESCAP 2017.

¹⁰ Sassen, S. (2014). *Expulsions: Brutality and Complexity in the Global Economy*, Belknap Press.

¹¹ Asia Development Bank (2013). *Energy Outlook for Asia and Pacific*.

¹² United Nations (2010). Outcome Document: 56th Session of the General Assembly.

¹³ The World Bank (2015). BRIEF: [Small and Medium Enterprises \(SMEs\) Finance](#).

12. **The third is the prevalence of shocks and crises.** Asia is the most disaster prone-region. Between 2005 and 2014, the region experienced 1,625 disasters—which is over 40 per cent of the global total. Disasters have a cross-border element to them, as seen when the 2015 earthquake in Nepal killed nearly 9,000 people and injured over 20,000. Though most victims were in Nepal, deaths and injuries were reported in China, India and Bangladesh.¹⁴ Such after-effects have consequences in unrelated areas like human trafficking, labour costs and availability, urbanization, private and public debt, tourism, disease, and damage to health care systems.¹⁵ Small Island Developing States (SIDS), archipelago nations, and low-lying coastal zones are at greatest risk.¹⁶ A number of countries, including the least developed, lack response capacities that are essential for saving lives, reigniting economic activity, and creating more resilient societies. Recovery is further compromised by gender-assigned roles and limiting the ability of women to use their human capital for resilience building. Given the cross-border effects of disasters, sub-regional coordination is necessary for ensuring speedy recovery. The UNDP regional experience of supporting risk reduction and post-disaster recovery makes it uniquely positioned to translate the global discourse on the humanitarian-development-peace nexus into context-specific approaches with wider applicability.

13. Some countries in the region experience a great deal of violence and conflict. Protracted conflict has economic and social costs that often lead to reversals in development outcomes and, at times, a breakdown in law and order. Violent extremism and conflict have cross-border consequences in countless communities. The UNDP presence in the region has resulted in swift and effective responses for evolving disasters, crises, and violent extremism.

Lessons learned and the UNDP regional approach

14. One overarching lesson is that positive change at the regional level hinges upon the regional issues UNDP works on, as well as how UNDP approaches those issues. The regional programme (2018-2021) takes cues from the UNDP Strategic Plan for 2018-2021, the evaluation of UNDP strategic, global and regional programmes (2014-2017), the Joint Assessment of the Institutional Effectiveness of UNDP, the Mid-term Review of the 2014-2017 regional programme, and a trends analysis conducted in collaboration with the Economist Intelligence Unit. In addition, the regional programme is informed by consultations with governments, sub-regional bodies, domain experts, as well as United Nations organizations and donors. Some of the recommendations used in the design of the Asia Pacific regional programme are outlined below.

15. **Developing integrated and multi-sectoral approaches.** UNDP successfully supported countries in making a smooth transition from Millennium Development Goals (MDG)-based planning to one aligned with the SDGs.¹⁷ UNDP adopted an integrated approach to support the achievement of the SDGs that brings together, and sequences, approaches and tools on financing, planning and budgeting, implementation, and monitoring.

16. **Forging new partnerships.** Recommendations in the Mid-term Review outlined that UNDP should diversify its resource base and forge new partnerships. Others included building on UNDP success in helping countries access climate finance (e.g. from the Global Environment Facility and Green Climate Fund). UNDP stepped up efforts in engaging the private sector by launching the United Nations SDGs Impact Fund, creating a business and human rights initiative, and convening a regional business forum. Additionally, UNDP forged new partnerships with banks, high net worth individuals, and youth groups.

17. **Providing thought leadership on sensitive, regional and trans-boundary issues.** UNDP will continue addressing sensitive issues, including human immunodeficiency virus (HIV) in marginalized groups, inequalities, cross-border trafficking, and corruption, as well as successfully scaling up a multi-country peace-building initiative for women's leadership on conflict prevention:

¹⁴ UNESCAP (2015). Asia-Pacific Disaster Report.

¹⁵ Grow Up Together. "Nepal Earthquake." From www.growuptogether.org.

¹⁶ Asian Development Bank (2014).

¹⁷ The UNDP role in supporting countries to make the transition from MDGs to SDGs was noted in the Mid-term Review.

N-PEACE. In terms of thought leadership, while the flagship UNDP Human Development Report was important, more needs to be done to enhance its policy influence.

18. To support the achievement of the SDGs across different development contexts, the regional programme will boost the effectiveness of the UNDP SDG Country Support Platforms for Agenda 2030 and the Global Development Advisory and Implementation Services. At the regional level, UNDP and UNDS are ideally placed to bridge gaps between the ‘global’ and ‘local’ levels, in effect seizing opportunities for tailoring and integrating solutions for countries in Asia-Pacific and helping them achieve the SDGs. This will be done through: (i) building partnerships across the development spectrum, especially with the private sector, civil society and the UNDS at the regional level; (ii) conducting context-specific analyses of existing and emerging regional and trans-boundary issues in collaboration with partners; (iii) boosting and scaling up innovative practices; (iv) connecting diverse public and private sector partners through the establishment of regional networks convening multi-country forums; (v) advising on the development agendas of sub-regional bodies, regional development banks/international finance institutions; (vi) facilitating access to new forms of development finance; (vii) advancing gender equality and the focus on women’s empowerment across all areas of work; (viii) advancing the rights and inclusion of marginalized groups and communities to meet the commitment to leave no one behind, and (ix) deepening south-south cooperation and sharing of lessons, expertise and knowledge.

19. These action-oriented efforts underpin the UNDP regional approach, and highlight how UNDP regional support will play a part in the realization of the 2030 Agenda and achievement of the SDGs.

20. In addition, the United Nations Capital Development Fund (UNCDF) and United Nations Volunteers (UNV) have important roles to play. UNDP will partner with UNV to embed volunteering in regional programming, thereby ensuring a ‘whole of society’ approach to galvanize broader community participation and the inclusion of youth and marginalized populations. UNCDF will be a partner of choice on local development finance and financial inclusion to unlock public and private finance across Least Developed Countries.

21. To bridge the ‘global’ and ‘local’ the regional programme aligned with global agreements and commitments, including the 2030 Agenda, the Paris Agreement, Sendai Framework for Action for Disaster Risk Reduction (2015-30), HABITAT III and the New Urban Agenda, the SIDS Accelerated Modalities of Action (SAMOA) Pathway, and the Addis Ababa Agenda for Action on Financing for Development.

II. Programme priorities and partnerships

22. Consistent with the UNDP Strategic Plan for 2018 to 2021, the three outcomes of the Asia-Pacific regional programme are to: (i) eradicate poverty in all its forms, (ii) accelerate structural transformations for sustainable development, and (iii) strengthen resilience of countries to shocks and crises.

23. In striving to achieve these three outcomes UNDP will “help countries achieve the 2030 Agenda across diverse development situations.” Underpinning the three outcomes are **six regional signature solutions**. By using the three development contexts as reference points, these signature solutions can be configured to respond to different development settings. The outputs associated with each signature solution spans all relevant outcomes and development contexts. This ensures an integrated approach where different solutions are used to address specific needs.

24. Emerging regional issues will be addressed through the mobilization of cross-disciplinary Development Solutions Teams. To this end, new regional signatures will be developed while those that are no longer relevant are phased out.

25. At the regional level, UNDP often anticipates, contextualizes, and adapts global issues so potential outcomes are locally relevant. UNDP brings to the table a normative stance that is often missing at the country, or even sub-regional, level. UNDP initiatives on human trafficking, human

rights, gender-based violence, and HIV illustrate how a normative position, alongside programmatic interventions, can shape perceptions and behaviours on issues that are ‘too sensitive’ to take up locally.

26. As part of the regional-level UNDS team, UNDP will ensure initiatives complement the programmes and strategies of other regional UNDS entities. UNDP regional tools for achieving the 2030 Agenda, for example, are informed by the Regional Commission’s “Road Map for Implementing the 2030 Agenda for Sustainable Development in Asia-Pacific.” Moreover, the UNDP communication strategy will be tailored to facilitate collaboration across the UNDS.

27. Innovation will continue to be a critical part of the UNDP ethos at the regional level. Human-centred technology and methods—including behavioural insights, big-data, artificial intelligence, blockchain, foresight, and systems analysis—have already been tested across programme teams to boost effectiveness, while finance models will increasingly be used to tap into new sources of capital to secure SDG achievements. To mobilize greater resources UNDP will focus on: (i) engaging new partners; (ii) communicating ‘out loud’;¹⁸ (iii) ‘co-creating’ and testing new development solutions, and (iv) reorganizing human resources better serve countries’ needs through a model of ‘distributed expertise’.

Signature solution 1: Keep people out of poverty and support an inclusive and sustainable urban transition

28. This solution supports countries in addressing multiple drivers of poverty and vulnerability, and ensures that growth in a rapidly urbanizing region is inclusive and sustainable. This includes focusing on challenges in reaching the ‘last mile’, eradicating multi-dimensional poverty, reducing widening inequalities, strengthening and expanding social protection, ensuring financial inclusion, and building resilience.

29. To make gains UNDP will develop tools and integrated solutions, and boost regional partnerships (such as the SDG partnership with UNESCAP and the Asian Development Bank). UNDP will convene multi-stakeholder knowledge exchange platforms to complement Country Support Platforms, and the focus will be on pooling expertise on innovation to support integration of the 2030 Agenda in development plans, budgets and financing frameworks. Along with United Nations organizations and external partners, tools will be used and user capacities strengthened to track and evaluate progress towards the SDGs, especially in terms of ‘leave no one behind’. Partnerships with the private sector will draw on investments through the United Nations SDG Impact Fund to help end poverty and accelerate SDG achievement.

30. Supporting the region in making an inclusive and sustainable urban transition requires drawing on internal thematic expertise, including inclusive growth, governance, gender, resilience, climate change, and health. Externally, UNDP will engage the United Nations-wide Task Team of Sustainable Urbanization to co-develop and implement regional initiatives. UNDP will collaborate with UN-Habitat, the United Nations Children’s Fund (UNICEF), and UNFPA to develop specific tools to examine policy options for urban contexts and follow the effects of urbanization on rural areas. With a coalition of external partners, UNDP will conceptualize, develop, and mobilize resources on emerging urban issues, including the effect of automation on urban livelihoods, knowledge exchange for ‘smart cities’, and implementing a systems-based approach to urban development.

¹⁸ This involves a strategic communication strategy that is integral to the work and activities of relevant staff.

Signature solution 2: Governance systems and institutions are responsive, inclusive and accountable for delivering services, ensuring justice, and sustaining peace

31. This regional signature solution will achieve sustainable development through the development of tools and approaches that address governance bottlenecks in service delivery, and boost the transparency and accountability of institutions. To improve access to services for marginalized communities, UNDP, the World Health Organization (WHO), the Joint United Nations Programme on HIV/AIDS (UNAIDS), and other partners at the regional level are working on: (i) addressing inequalities that lead to high rates of HIV and poor health indicators, (ii) promoting effective and inclusive governance for health, and (iii) building resilient and sustainable systems for health.

32. To address discrimination and exclusion based on HIV status, sexual orientation or gender identity, UNDP will continue to partner with UNAIDS and UNESCAP to promote supportive legal environments for HIV responses, and that support the Regional Framework for Action on HIV and AIDS Beyond 2015. Additionally, UNDP will work with the United Nations Educational, Scientific and Cultural Organization (UNESCO) and the International Labour Organization (ILO) to address discrimination (based on gender or sexual preference) against marginalized populations.

33. UNDP, in coordination with the Office of the United Nations High Commissioner for Human Rights (OHCHR), ILO, UNICEF, the United Nations Entity for Gender Equality and the Empowerment of Women (UN Women), and the United Nations Environment Programme (UN Environment), will actively engage the private sector through a regional business and human rights initiative that will reduce the negative effects of corporate investments on vulnerable populations. In addition, the initiative will help businesses better manage their reputations, along with operational and legal risks.

34. To prevent violent extremism, UNDP will focus on narratives that fuel radicalism and exclusion in sub-regions. Positive narratives and community engagement—using localized information (data and networks)—will be promoted to develop context-relevant solutions for better social cohesion. UNDP is collaborating with the United Nations Office on Drugs and Crime (UNODC), UNV, UN Women and the United Nations Office of Counter Terrorism to strengthen regional oversight and develop national plans of action on how to prevent violent extremism.

35. To address socio-economic alienation among youth, UNDP will promote entrepreneurship, empowerment, and civic participation to create a supportive environment for youth leadership and entrepreneurship. This may include business incubators for youth-led social enterprises. Current collaborations to support youth economic empowerment (Youth CoLab) involve Citi Foundation, Baoshang Bank, Intel, Telenor, ILO, UNESCAP and UNV. Meanwhile, UNFPA, UNAIDS, UNESCO, UNV, UNESCAP, Action Aid, Amnesty International, and Restless Development are working together on other youth related initiatives.

36. In response to trans-boundary issues of migration, human trafficking and forced labour, UNDP and other United Nations organizations are strengthening the capacities of sub-regional bodies to implement rights-based trafficking responses. UNDP will prioritize the capacity development of the Coordinated Mekong Ministerial Initiative Against Trafficking (COMMIT)—an inter-governmental regional body—along with civil society and non-government stakeholders to develop effective cross-border anti-trafficking efforts. Furthermore, UNDP, ILO, the International Organization for Migration (IOM), UNODC and the Australia-Asia Program to Combat Trafficking in Persons (AAPTIP) worked together to develop the Association of Southeast Asian Nations (ASEAN)-COMMIT Indicators of Human Trafficking and Related Forms of Exploitation. They will continue to collaborate with national, civil society, and development partners on its implementation.

Signature solution 3: Enhance prevention and recovery for resilient societies

37. This solution will strengthen UNDP efforts in prevention, disaster risk reduction, climate change adaptation and mitigation, crisis response, and recovery to help countries avoid crises and shocks, and quickly return to a state of stable development should they occur. UNDP works with national governments and local communities to strengthen the evidence base by way of data collection and analysis to support policy and regulatory framework development for resilience planning and risk-informed programming.

38. Building the capacities of people for prevention, emergency preparedness and risk reduction will be crucial. New methods are being employed to collect, analyse and visualize data to improve planning for reducing disaster risk. In the Maldives, for example, drones are used to map terrain and identify risk hotspots. In other development contexts, this solution will help stakeholders assess development and recovery choices that reduce fragility and risk. In crisis contexts it will support nationally led, needs assessments, and stabilization and recovery efforts.

39. To reduce risk and ensure recovery from disasters, UNDP works with regional organizations, sub-regional bodies, UNESCAP, other United Nations organizations, the Asian Disaster Preparedness Centre, and the Regional Integrated Multi-Hazard Early Warning Centre for Africa and Asia (RIMES). UNDP will support and/or co-chair several regional mechanisms and the Inter-Agency Partnership for Disaster Risk Reduction (IAP-Asia).

Signature solution 4: Promote nature-based solutions for a sustainable planet

40. Interventions proposed under this solution focus on making sure that countries and communities have feasible policy and regulatory frameworks for sustainable natural resource management. UNDP will help stakeholders strengthen their capacities to access the data, finance and technology needed to implement policy and regulatory frameworks in the sustainable management of natural resources, climate change adaptation and mitigation. Solutions will cover how countries access data, finance (e.g. biodiversity finance), and technology. Partnerships, advocacy materials, awareness campaigns, and knowledge products necessary for achieving risk-informed development will be promoted.

41. UNDP is uniquely placed to advise countries on risk-informed policies and regulatory frameworks that can be applied across different development contexts. UNDP will promote gender-responsive policies and implementation systems that account for the effects of environmental degradation and climate change on women and girls, and monitor them with a view towards continuous learning.

42. UNDP will partner with regional and global organizations and institutions—ASEAN, South Asian Association for Regional Cooperation (SAARC), Asia Institute of Technology (AIT), International Union for the Conservation of Nature (IUCN), and Partnerships in Environmental Management for the Seas of East Asia (PEMSEA)—on resilience and sustainability. UNDP will provide specific expertise to regional and country-level stakeholders on environmental management and promote longstanding global development partnerships (e.g. the Global Environment Facility, Adaptation Fund, Montreal Protocol and the Green Climate Fund). In turn, these organizations, think tanks, and entities work under the umbrella of a variety of global agreements and conventions, including the United Nations Framework Convention on Climate Change and Sendai Framework for Disaster Risk Reduction. All partnerships at the county, regional and global levels are necessary for helping countries in the region achieve the SDGs.

Signature solution 5: Close the energy gap

43. This solution focuses on increasing energy access, promoting renewable energy, and enhancing energy efficiency in a way that is inclusive and responsive to the needs of different segments of a country's population. It will support governments as they transition national systems to sustainable energy platforms by de-risking investments, and attracting private and public-sector resources. In situations where electricity does not reach everybody, it will be necessary to support novel solutions to increase energy access and delivery. In cases where energy is already available to most the focus

will be on making the transition to renewable energy, and the adoption of energy efficiency measures and policies. In crisis and post-crisis situations, this will center on reestablishing energy access in places where it had been lost, and doing so with a focus on risk-informed zero-carbon development.

Signature solution 6: Strengthen gender equality

44. Gender inequalities manifest in various ways across countries in the region. The number of women in leadership and political decision-making roles remains low. Furthermore, women are often paid less than men for the same work and have unequal access to basic services, assets and resources, and security. Such problems are compounded by few opportunities for men and women to move beyond prevailing gender stereotypes. Addressing these inequalities and their structural causes requires sustained, multi-sector interventions. UNDP, under this signature solution, will develop interventions that boost the political participation of women, support the reform of discriminatory laws, policies, and change behavioural norms and perceptions. UNDP will work with women to improve their opportunities to secure paid and decent work in the formal and informal sectors, equalize women's knowledge and capabilities for community resilience building, and improve their access to basic services and infrastructure (including clean energy, sanitation, and physical security). Furthermore, this solution will focus on equalizing political participation and leadership through supportive policies and capacity development.

45. In terms of partnerships, UNDP co-chairs the Regional Coordination Mechanism's Gender Equality and Empowerment of Women Working Group, and a sub-working group on Women, Peace and Security with UN Women. In the spirit of the United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women (UN-SWAP), UNDP collaborates with UNESCAP in sharing lessons on capacity development for gender mainstreaming.

46. These six signature solutions collectively respond to challenges across the three development contexts outlined. A focus on partnerships, innovation, and resource mobilization will further strengthen UNDP effectiveness at the regional level and help countries deliver results on the 2030 Agenda.

III. Programme and risk management

47. This regional programme outlines UNDP contributions to regional results and serves as the primary unit of accountability to the Executive Board for results alignment and resources assigned. In terms of overall accountability, the regional programme adheres to the updated Programme and Operations Policies and Procedures (POPP) and the Internal Control Framework.

48. In accordance with Executive Board decision 2013/9, all direct costs associated with project implementation will be charged to the concerned projects.

49. This regional programme document was developed by UNDP through the Direct Implementation Modality. Overall management oversight and accountability rests with the Regional Bureau for Asia and the Pacific (RBAP). Under oversight of the RBAP Deputy Director, the Chief of Regional Programme and Policy Support (RPPS) will be responsible for the Regional Programme's implementation. RBAP will delegate day-to-day management of the regional programme in two main centres in the region. The first is the Bangkok Regional Hub that serves the whole region. There, the emphasis is on collaborative efforts and joint programming with United Nations organizations, including the Regional Commission, UNESCAP, and sub-regional institutions—ASEAN and SAARC—on agenda setting and policy coherence at the country level. The second is the Pacific Office located in Suva. This office will implement the Pacific-relevant component of the regional programme as reflected in the Sub-regional Programme Document for the Pacific (2018-2021).

50. The Bangkok Regional Hub and the Pacific Office will work closely to ensure alignment and complementarity of results implemented across Asia and the Pacific.

51. The regional programme document is comprised of tools and resources to monitor progress towards the three outcomes, and update programme risk (as necessary) to ensure efficiency in achieving expected results.

52. The Regional Programme Outcome Board—comprised of government representatives, Resident Representatives, UNDP Country Directors and other stakeholders—will function as the main oversight body of the programme¹⁹ and meet annually. This is to ensure the relevance of regional products and services delivered under each outcome. Responsibility for organization of the Outcome Board, and development of the Terms of Reference, lies with the Chief of RPPS. Recommendations from the Outcome Board will inform programme priorities.

53. Successful implementation of the regional programme depends on managing several risks. The first are associated with mobilizing sufficient development resources to effectively implement programmatic interventions. The second are fiscal allocations in SDG related sectors, which are low in most countries and may affect overall SDG performance. At the regional level, related risks will be addressed by conducting analyses and developing solutions to overcome fiscal constraints, as well as tap into local and international development resources and new partnerships (e.g. with the private sector and through new forms of South-South and triangular cooperation), and access new sources development finance. To mobilize more resources the Bangkok Regional Hub will develop a resource mobilization strategy linked to global and country-level efforts.

54. Political risks and the possible exacerbation of regional conflicts may thwart the implementation of regional signature solutions. As a response, the UNDP Regional Bureau will continue to take on ‘sensitive issues’, work with regional partners, and use the regional programme to boost coordination and cooperation, and develop and promote confidence-building measures.

55. The uncertainty around UNDP core financial resources poses a risk to the delivery of UNDP regional results. Although UNDP has taken measures to mitigate risks—by securing non-core resources and through forging collaborative partnerships—it will continue to invest in regional initiatives and formulate a risk management plan to address potential implementation delays, as well as capacity and resource constraints. In line with the ongoing United Nations-wide reform, the regional programme will strengthen the internal capacities of staff for effective programme implementation.

56. All projects under the regional programme will apply UNDP Social and Environmental Standards and the Accountability Mechanism. The regional programme risks log will be monitored using corporate tools and updated as required. The Results and Resources Framework of the regional programme will be adapted accordingly to accommodate recommendations linked to the on-going United Nations reform.

IV. Monitoring and evaluation

57. UNDP has adopted a results-based management approach in its monitoring and evaluation (M&E). The regional programme establishes clear and measurable indicators of achievement at both the output and outcome levels (see the Results and Resource Framework).

58. A number of outcome and output indicators were drawn from the official list of SDG indicators. Sources of data and methods to collect them varied, depending on the type of indicator. Project teams are responsible for collecting data for output indicators. The Bangkok Regional Hub and Pacific Office will liaise closely with the Regional Commission and UNESCAP on regional SDG statistics.

59. RBAP will ensure that projects under the regional programme have sound monitoring and evaluation systems in place, according to guidelines in the POPP. Necessary resources will be set aside for this purpose, and the UNDP Gender Marker will be used to monitor results and expenditures

¹⁹ The oversight functions of the Outcome Board follow updated POPP guidelines.

and improve planning and decision-making. UNDP will develop internal capacities for gender sensitive monitoring and evaluation.

60. The Results-Based Management Unit in the Bangkok Regional Hub, and the Strategic Planning and Oversight Team at headquarters in New York, will provide technical guidance and support in M&E, including methods of tracking progress against outcome and output indicators in the RRF, and quality assurance of annual results planning, monitoring and reporting.

61. The evaluation plan for the four-year period will include one mid-term review, one programme evaluation, and two project evaluations. Evaluations will measure progress and results, and be used for accountability purposes, as well as learning, allowing for adjustments during the implementation phase. The evaluation plan will be expanded or revised as needed.

62. As a thought leader, UNDP has successfully delivered regional flagship knowledge products, tools, and methodologies. These were used region-wide and adopted in other regions. UNDP will continue to be a thought leader by engaging in analytical work in a number of areas like the SDGs, urbanization, and governance.

63. At the regional level the multi-stakeholder country-to-country knowledge exchange tool will serve as the main platform on how to achieve the SDGs. This platform will promote South-South cooperation.

Annex. Results and resources framework for Asia and the Pacific (2018-2021)

Related SDGs: SDG 1, SDG 3, SDG 5, SDG 7, SDG 11, SDG 12, SDG 13, SDG 16, SDG 17				
REGIONAL PROGRAMME OUTCOME 1: Advance poverty eradication in all its forms and dimensions				
RELATED STRATEGIC PLAN OUTCOME: (from strategic plan 2018-2021, if known) Outcome 1: Advance poverty eradication in all its forms and dimensions				
Outcome indicator(s), baselines, target(s)	Data source and frequency of data collection, and responsibilities	Indicative regional/global programme outputs (including indicators, baselines targets)	Major partners / partnerships frameworks	Indicative resources by outcome (\$ dollars)
<p>Outcome indicator 1.1 Number of countries with mechanisms in place to enhance policy coherence of sustainable development (SDG 17.14.1) Baseline: 0 Target: 8</p> <p>Outcome indicators 1.2 Number of Countries reporting against the multi-stakeholder development effectiveness monitoring frameworks that support the achievement of the sustainable development goals (Strategic Plan 1.9, SDG 17.16.1) Baseline 2 Target: 8</p> <p>Outcome Indicator 1.3 Number of country-led measures accelerated to advance women's economic autonomy and independent livelihoods. (SDG 5)</p>	<p>Collected annually at Regional Knowledge Exchange (UNDP Bangkok Regional Hub to collect)</p> <p>Bangkok Regional Hub to collect annually</p> <p>Bangkok Regional Hub to collect annually</p>	<p>Output 1.1. Tools developed and capacities strengthened across whole of government to integrate 2030 Agenda and related international and regional agreements in development plans and budgets, and to analyse progress towards the SDGs, using innovative and data-driven solutions (Strategic Plan 1.1.1)</p> <p>Indicator 1.1.1 Number of regional knowledge products including tools, guidance notes, policy briefs to integrate the 2030 Agenda into planning, budgeting and M&E frameworks Baseline: 5 (2017) Target: 20</p> <p>Indicator 1.1.2 Number of alternative, innovative data solutions tested by countries. Baseline: 1 (2017 Maldives) Target: 4</p> <p>Indicator 1.1.3 Number of sub-national and local governments using SDGs local governance diagnostics solutions for their development and investment plans Baseline: 0 (2017) Target: 4</p> <p>Output 1.2 Innovative solutions and good practices emerging from 2030 Agenda country platforms are exchanged through strengthened multi-stakeholder platforms (Strategic Plan 1.1.1)</p> <p>Indicator 1.2.1 Number of platforms at regional and sub-regional level established Baseline: 3 platforms (2017)</p>	<p>Government, sub-national government entities, parliament, civil society organizations (CSOs), Private Sector, sub-regional organizations like ASEAN, SAARC, and Pacific Islands Forum Secretariat (PIFS), United Nations organizations, Asian Development Bank (ADB), Global Environment Facility (GEF) and other development partners</p>	<p>Regular: \$11,650,000</p> <p>Other: \$45,720,000 from cost-sharing agreements</p>

	<p>Bangkok Regional Hub to collect annually</p> <p>Bangkok Regional Hub to collect annually</p> <p>Bangkok Regional Hub to collect annually</p> <p>Source: official parliamentary websites, CSO websites, regional parliamentary and CSO exchanges, Gender Data Portal –World Bank</p>	<p>Baseline: 0 (2017) Target: 4</p> <p>Output 1.5 National institutions, laws and policies strengthened for equitable and effective delivery of HIV and health services (Strategic Plan 1.2.1)</p> <p>Indicator 1.5.1: Number of laws and policies developed or revised to reduce barriers to access HIV or health services Baseline: 0 (2017) Target: 10</p> <p>Indicator 1.5.2: Number of national institutions equipped with better knowledge and capacity on HIV and Health for equitable and effective service delivery. Baseline: 0 (2017) Target: 8</p> <p>Output 1.6 Enabling environment strengthened to expand public and private sector financing for the achievement of the SDGs (Strategic Plan 1.2.2)</p> <p>Indicator 1.6.1: Number of national and sub-national development plans that have integrated financing frameworks for Agenda 2030 Baseline: 0 (2017) Target: 6</p> <p>Indicator 1.6.2: Number of private sector partnerships established. Baseline:10 (2017) Target: 20</p> <p>Indicator 1.6.3: Number of countries supported to track budget allocation and expenditure for SDGs. Baseline: 0 (2017) Target: 4</p> <p>Indicator 1.6.4: Percentage of increase in parliamentary participatory mechanisms for scrutiny of budgets through Agenda 2030 and SDGs lens. Baseline: 0 (2017) Target: 40%</p>		
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	Bangkok Regional Hub to collect annually	<p>Indicator 1.7.1: Number of gender-responsive policy and regulatory frameworks, informed by gender analysis, are in place for sustainable natural resource management and equitable benefit sharing. Baseline: 0 (2017) Target: 4</p>		
	Bangkok Regional Hub to collect annually	<p>Indicator 1.7.2: Number of gender-responsive policy and regulatory frameworks, informed by gender analysis, are in place for universal energy access. Baseline: 0 (2017) Target: 4</p>		
Related SDGs: SDG 1, SDG 3, SDG 5, SDG 7, SDG 11, SDG 12, SDG 13, SDG 16, SDG 17				
REGIONAL/GLOBAL PROGRAMME OUTCOME 2: Accelerate structural transformations for sustainable development				
RELATED STRATEGIC PLAN OUTCOME: OUTCOME 2: Accelerate structural transformations for sustainable development				
<p>Outcome indicator 2.1 Number of inter-country platforms and multi-stakeholder partnerships that mobilize and share knowledge, data, expertise, technology and financial resources, to support the achievement of SDGs (SDG 17.16)</p> <p>Baseline: 0 Targets: 6</p>	Bangkok Regional Hub to collect annually	<p>Output 2.1. Tools and approaches developed and piloted to support integrated approaches and systems thinking for SDGs achievement. (Strategic Plan 2.1.2)</p> <p>Indicator 2.1.1 Number of knowledge products produced, including tools, guidance notes, policy briefs Baseline: 0 (2017) Targets: 4</p>	<p>Government, sub-national government entities, parliament, CSOs, Private Sector, sub-regional organizations (ASEAN, SAARC and PIFS), United Nations organizations, ADB and other development partners</p>	<p>Regular: \$8,290,000</p>
	Bangkok Regional Hub to collect annually	<p>Indicator 2.1.2 Number of cities where innovative tools and approaches adopted Baseline: 2 (2017, Dhaka and Makasar) Targets: 6</p>		<p>Other: \$32,650,000 from cost-sharing agreements</p>

<p>Outcome indicator 2.2 Number of countries that have communicated the establishment or operationalization of an integrated policy/ strategy/plan which increases their ability to adapt to the adverse impacts of climate change, and foster climate resilience and low green gas emissions development in a manner that does not threaten food production. (Strategic Plan 2.5, SDG 13.2.1)</p> <p>Baseline: 0 Targets: 8</p> <p>Outcome indicator 2.3 Number of legal, policy and institutional reforms, and social mobilization measures, implemented to eliminate structural gender-based discrimination and inequities as well as discriminatory gender stereotypes. (SDG 5)</p> <p>Baseline: 3 Targets: 8</p>	<p>Bangkok Regional Hub to collect annually</p> <p>Source, frequency: Anti-corruption for Peaceful and Inclusive Societies in Asia Pacific (ACPIS) project, annual</p> <p>Source: local governance and city-iLeaps, and ACPIS, project, annual</p> <p>Bangkok Regional Hub to collect annually</p> <p>Source, frequency: Annual reports of the Commonwealth Youth Development Index</p> <p>Source, frequency: Annual Reports of the United Nations Working Group on Business and Human Rights and the Human Rights Council</p>	<p>Indicator 2.1.3 Number of advocacy products, briefs and thought pieces produced to support integrated approaches and systems thinking. Baseline: 4 (2017) Targets: 20</p> <p>Output 2.2. National, local and urban governance institutions are transparent and accountable for equitable access to services (tools, best practice) (Strategic Plan 2.2)</p> <p>Indicator 2.2.1: Number of countries supported to develop or update preventive anti-corruption policies, plans or strategies Baseline: 0 (2017) Target: 4</p> <p>Indicator 2.2.2.: No of countries that establish open and innovative service delivery mechanisms Baseline: 1 (2017) Target: 4</p> <p>Indicator 2.2.3 No of sub-national and local governments supported to enhance transparency and accountability for improved service delivery/SDGs Baseline: 0 (2017) Target: 4</p> <p>Output 2.3 Institutions, networks and non-state actors strengthened to promote inclusion, access to justice, and protect human rights (Strategic Plan 2.2.2 and 2.2.3)</p> <p>Indicator 2.3.1: Number of policies and initiatives that strengthen the enabling environment for youth empowerment (disaggregated by sex) Baseline: 0 (2017) Target: 3</p> <p>Indicator 2.3.2: The United Nations guiding principles on business and human rights are translated into country-level action plans for implementation. Baseline: 0 countries (2017) Target: 4 countries</p>		
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	<p>Source: COMMIT countries, CSOs, Bangkok Regional Hub to collect on annual basis</p> <p>Bangkok Regional Hub to collect annually</p> <p>Data source: Electoral management bodies, Inter-Parliamentary Union database (annual) UNDP-GEF Project database (PIMS)</p> <p>Bangkok Regional Hub to collect annually</p> <p>Bangkok Regional Hub to collect annually</p> <p>Bangkok Regional Hub to collect annually</p>	<p>Indicator 2.3.3: Number of changes in human trafficking and migration policies after advocacy from civil society in COMMIT countries Baseline: 34 (2014-2016; will be updated end of 2017) Target: 75</p> <p>Indicator 2.3.4 Number of National Human Rights Institutions support to undertake new initiatives that relate to emerging human rights issues such as conflict and preventing violent extremism (PVE), the SDGs, lesbian, gay, bisexual, transgender and intersex issues, climate change financing, business and human rights, women, peace and security Baseline: 0 (2017) Targets: 8</p> <p>Indicator 2.3.5 Number of electoral processes, institutions and parliamentary institutions supported to promote inclusion, transparency and accountability Baseline: 4 (2017) Target: 8</p> <p>Indicator 2.3.6. Number of solutions/interventions designed and implemented to address practices perpetuating discriminatory gender stereotypes Baseline: 0 (2017) Target: 4</p> <p>Indicator 2.3.7. No of policy recommendations produced in support of access to justice for survivors of sexual and gender based violence Baseline: 0 (2017) Target: 2</p> <p>Output 2.4 Solutions developed, financed and applied at scale to reduce disaster risks and promote climate change adaptation, promote the sustainable use of natural resources and green commodity chains, and transform to clean energy and zero-carbon development. (Strategic Plan 2.3, 2.4 and 2.5)</p> <p>Indicator 2.4.1 Number of solutions developed, financed and applied to reduce disaster risks and promote climate change adaptation.</p>		
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	Bangkok Regional Hub to collect annually	Baseline: 0 (2017) Targets: 4		
	Bangkok Regional Hub to collect annually	Indicator 2.4.2 Number of solutions developed, financed and applied to promote the sustainable use of natural resources and green commodity chains. Baseline: 0 (2017) Targets: 4		
	Bangkok Regional Hub to collect annually	Indicator 2.4.3 Number of solutions developed, financed and applied for transformation to clean energy and zero-carbon development. Baseline: 0 (2017) Targets: 4		
Related SDGs: SDG 1, SDG 5, SDG 11, SDG 13, SDG 16, SDG 17				
REGIONAL/GLOBAL PROGRAMME OUTCOME 3: Strengthen resilience to shocks and crises				
RELATED STRATEGIC PLAN OUTCOME: (from strategic plan 2018-2021, if known) OUTCOME 3: Strengthen resilience to shocks and crises				
Outcome indicator 3.1 Direct disaster economic loss in relation to GDP, disaster damage to critical infrastructure and disruption of basic services, attributed to disaster. Baseline: 0 Target: 6	Source: Counter-Terrorism Implementation Task Force annual report	Output 3.1 Policies and programmes at all levels of society to sustain peace, including PVE, adopted/developed. (Strategic Plan 3.2) Indicator 3.1.1: Number of PVE action plans developed. Baseline: 0 (2017) Target: 3 Indicator 3.1.2: Number of data related initiatives and research initiatives supported Baseline: 3 (2017) Target: 5	Government, sub-national government entities, parliament, CSOs, Private Sector, sub-regional organizations like ASEAN, SAARC and PIFS, United Nations organizations, ADB and other development partners	Regular: \$2,470,000
				Outcome indicator 3.2 Number of countries that adopt and implement national disaster risk reduction strategies in line with the Sendai Framework for Disaster Risk Reduction 2015-2030 (SDG 13.1.2) Baseline: 4

<p>Targets: 10</p> <p>Outcome indicator 3.3 Number of countries that made explicit interventions to place women's leadership and equal engagement at the core of crisis prevention, recovery planning and action, and resilience building</p> <p>Baseline: 2 Targets: 8</p>	<p>Bangkok Regional Hub to collect annually</p> <p>Bangkok Regional Hub to collect annually</p> <p>Bangkok Regional Hub to collect annually</p>	<p>from natural disasters and crises. (Strategic Plan 3.3 and 3.4)</p> <p>Indicator 3.2.1 Number of countries supported to have improved access to data, finance and technology for climate and disaster risk management and recovery. Baseline: 0 (2017) Targets: 4</p> <p>Indicator 3.2.2 Number of countries supported to have improved access to data, finance and technology for the sustainable management of natural resources. Baseline: 0 (2017) Targets: 4</p> <p>Output 3.3 Gender-responsive policy and regulatory frameworks for resilience planning, prevention and preparedness are improved. (Strategic Plan 3.6)</p> <p>Indicators 3.3.1: Number of gender sensitive policies and regulatory frameworks for resilience planning, prevention and preparedness adopted. Baseline: 0 (2017) Target: 4</p> <p>Indicators 3.3.2: Number of countries with resilience building planning and programming documents that include gender analysis to advance gender equality. Baseline: 0 (2017) Target: 4</p>		
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