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**Regional programme document for Asia and the Pacific  
(2022–2025)**

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## I. Programme rationale

### Global and regional context

1. The COVID-19 pandemic is unfolding in waves across the globe, and in Asia and the Pacific the virus continues to ravage some countries and pose a serious risk of resurgence in others. This is the most recent and vivid example of how human pressures on nature and natural systems expose humans to grave health risks. Coupled with our interconnected economies and inequalities, those challenges can result in development consequences that may upset the stability of national, regional and global economies. In 2020, the economic impact of COVID-19 was a contraction of 3.2 per cent in world output, 5.5 per cent in South Asia, and 5.8 per cent in the Pacific.<sup>1</sup>

2. Nevertheless, the regional economy is expected to revive, with growth projected at an average rate of 5.4 per cent in 2022,<sup>2</sup> albeit with countries recovering at divergent speeds. The region must seize this moment to reset its development pathways by undertaking structural transformations to face new, increasingly interconnected and complex futures. The COVID-19 shock is expected to create a class of ‘new poor’, depressing other vulnerable sectors into multidimensional deprivations. The crisis has also revealed the unsustainable dependence of our societies on women’s unpaid and underpaid care work. Its disproportionate impact on the poorest and most vulnerable will exacerbate already high and rising income and wealth inequality in Asia, and could spark social tensions. Experience with previous crises indicates that the labour market recovers with significant time lags compared to economic growth, strengthening the case for proactively focusing on income support, jobs for women and men, and small and medium-sized enterprises to fuel recovery.

3. In Asia and the Pacific, home to 60 per cent of the world’s population, there could be prolonged devastation for millions unless risks are prevented, multidimensional vulnerabilities reduced, and human security bolstered. The trend of increasing disasters due to demographic changes, ecosystems decline and climate change, further exacerbating conflict and fragility, will challenge the achievement of the Sustainable Development Goals by 2030.<sup>3</sup> The benefits of socio-economic development, economic integration and trade are shared by only a few countries and privileged groups, leaving others – such as the small island developing States and least developed countries in the region – behind, and contributing to growing inequality and vulnerability. Disasters, conflicts and fragility lead to a breakdown in the social contract across all socioeconomic divides.

4. Climate change has had a serious impact on the region and will bring unprecedented negative changes. Evidence of changes in weather extremes such as heatwaves, heavy precipitation, drought, and tropical cyclones – particularly those attributed to human influence – has strengthened.<sup>4</sup> In some locations, there is an increased chance of compounded extreme events. Climate crises are a threat multiplier, and for a region that routinely experiences over 70 per cent of global natural hazards, extreme weather events and environmental challenges are increasingly poised to inflict further suffering in terms of the health and livelihoods of people, disrupting millions of lives, including through climate-induced migration.

5. New technologies reveal that climate-driven geophysical change is happening much faster than was previously thought, reducing our time to adapt. Climate change is accelerated by unsustainable land-use practices, which have led to a crisis of land degradation in the Asia and the Pacific region, exacerbated by the over-exploitation of water. The region will need to respond to urbanization trends with sustainable and inclusive strategies for future growth. In 2019 the region became majority urban, and the number of urban dwellers is expected to rise

<sup>1</sup> [World Economic Outlook Update, July 2021: Fault Lines Widen in the Global Recovery](#), July 2021

<sup>2</sup> Asian Development Outlook Report 2021, July supplement

<sup>3</sup> Ibid.

<sup>4</sup> [Sixth assessment report \(ipcc.ch\)](#)

to more than 2.8 billion in 2030 (from 2.3 billion in 2019) and reach nearly 3.5 billion in 2050.<sup>5</sup>

6. The region has witnessed geopolitical turmoil, including democratic reversals in several countries. Democratic spaces have been constricted, and public trust in governance institutions challenged. Insecurity and conflict have severely affected women, youth, and disadvantaged groups, while exacerbating corruption, inequality, poverty, and violations of human rights. Cities, besides camp-based settings, are home to more than 60 per cent of all refugees globally, and to 80 per cent of those internally displaced by conflict or violence.<sup>6</sup> Two of the top five origin countries of refugees – Afghanistan (2.7 million, largely in Iran and Pakistan) and Myanmar (1.1 million, mostly in Bangladesh) – are in the Asia and the Pacific region.<sup>7</sup> Those circumstances offer a unique opportunity for a comprehensive reset of public priorities and for testing innovative approaches. Preparedness for foreseeable and unforeseen crises calls for resilience and capacity-building, especially to deliver the 2030 Agenda for Sustainable Development.

7. Global geopolitics, spanning trade, financial flows, and technology, could pose significant economic risks, given the prominent role of Asia in, among other things, global value chains. The United Nations system is no longer the only forum for global consensus-making. New power-holders and actors, including the business sector, are emerging, negotiating global power in alternative networks and spaces.

8. COVID-19 has resulted in increases in debt due to reduced economic activity and the higher expenditures needed to underpin the health response and mitigate adverse economic effects. Given the preponderance of middle-income countries in the region, the number of countries benefiting from debt suspension was relatively low. The higher levels of public debt and limited fiscal space limit expenditures on essential services, burdening taxpayers and citizens with out-of-pocket expenses and undermining inclusive recoveries. The anticipated drop in development assistance will also affect developing economies.

#### *Development challenges and underlying causes*

9. The growth model that propelled the rise of the region as an economic powerhouse is considered one of the causes of several current development challenges, due in no small part to the presence of low tax and public expenditure regimes and an absence of social safety nets. Millions are left behind in growing urban slums or remote rural areas, while the rest of society moves ahead, benefiting from cutting-edge technologies. Inequities are widening while social cohesion suffers. There is a growing need for a new social contract to address the challenges, taking into consideration gender, youth and power dynamics in decision-making processes. This will require integrated, multi-sector approaches to planning and development responses across borders, and consideration of how to support the inclusion of those left behind in terms of access to assets, technology, and finance.

10. Demographic shifts and environmental crises are creating challenges for the future of work in the region. There is an increasingly dependent ageing population in some countries, while in some a young generation faces a future in which jobs are threatened by automation and technological advances. Approximately 68 per cent of all workers in the region are informal sector workers, a large proportion of whom are women.<sup>8</sup> People need to be prepared with education and skills for lifetime learning, complemented by macroeconomic structural transformation that enables greater investment in social protection and human development to improve productivity and break poverty cycles.

<sup>5</sup> Economic and Social Commission for Asia and the Pacific (ESCAP), 2019. *The Future of Asian and Pacific Cities*. Bangkok. [Future of AP Cities Report 2019.pdf \(unescap.org\)](#)

<sup>6</sup> Overseas Development Institute 2016. *10 things to know about refugees and displacement*. London: ODI.

<sup>7</sup> Office of the United Nations High Commissioner for Refugees, 2019. *Global Trends: Forced Displacement in 2019*. Geneva: UNHCR.

11. New technologies related to ‘Industry 4.0’ are being embraced by many governments as key pillars of their current and future economic development. They are transforming the labour markets, or parts of them, at a fast pace. While this represents an opportunity to improve sustainability, transparency and inclusion, technical inequality – including in digital access – is increasing; only those who can get online can thrive. An acute digital divide has emerged across the region. Digitization as an ongoing process risks excluding marginalized sectors of society, with longer-term implications for their public service provisioning, rights, and privacy.

12. The imperative for urgent concerted public, private and civil society action on climate change, nature loss, and the need for a transition to sustainable, equitable, green, and digital development pathways cannot be over-emphasized. Successes in mitigation and adaptation, including through nature-based solutions, must be accelerated to meet increasing challenges by undertaking structural transformations. Sustainable energy sources must be expanded to ensure energy access for the most vulnerable and marginalized communities. The Intergovernmental Panel on Climate Change report, 2021, includes a consensus that human influence on global warming is unequivocal. The accounting of and accountability for losses and damages will be enhanced, including through tapping into private sector expertise (such as that of the insurance industry) in risk analytics, so that the responsibility for averting, minimizing, and addressing these is identified and integrated into governance processes.

13. With growing complexity and interdependencies between human, economic, political and natural systems, risk has become increasingly systemic, interconnected and cascading. Flawed development processes fuel drivers of risk such as climate change, unplanned urbanization, poor land and ocean management, and over-exploitation of natural resources. The unconsidered recovery from the COVID-19 pandemic runs the risk of missing unique opportunities for ‘building forward better’, with the possible effect of increasing poverty and wealth inequalities. Past experience has taught us that the prevention of crises in development interventions is a worthwhile investment,<sup>9</sup> mainly since they enable people to bounce back from the brink by building resilience to systemic shocks. This requires addressing drivers of conflict such as human rights violations, corruption, injustice, inequality, and exclusion.

14. Building resilience will be fundamental to enacting structural transformations needed to ensure that no one is left behind in the development process. Voices from marginalized or minority groups are conflicting with traditional, mainstream ideologies, challenging the established political order. The effects of those changes are being seen every day across a mosaic of issues, including raised awareness of stigma and discrimination related to sexual and gender minorities, disability, gender equality, ethnic relations, and youth issues, sometimes presenting challenges to social cohesion within and across countries. Yet promising possibilities of new forms of social movement and solidarity are emerging, involving youth mobilization for climate action and social justice.

15. In Asia, small and medium-sized enterprises, including those in the unorganized sector, comprise 96 per cent of business and account for two out of three private-sector jobs.<sup>10</sup> The COVID crisis has resulted in the disruption of production and supply chains, lay-offs of employees, delays in delivery of products and services, cancellation of contracts, and temporary closures. Support to micro, small and medium-sized enterprises should be an essential part of the economic recovery strategy, including through exploring the use of financial risk protection instruments (such as inclusive insurance). A sustainable public procurement agenda, including diversification, digital transformation, business model transformation, and supplier development, are effective strategies for inclusion and recovery that promote inclusive growth alongside social and environmental outcomes. Women-led businesses – which predominantly employed and were run by women (agriculture, tourism, and hospitality businesses) – were especially vulnerable to the crisis and were hit the hardest. The post COVID-19 economic

<sup>9</sup> Economic and Social Survey of Asia and the Pacific, Economic and Social Commission for Asia and the Pacific, 2021: Towards post-COVID-19-resilient economies

<sup>10</sup> <https://www.adb.org/sites/default/files/publication/474576/adbi-wp911.pdf>

recovery will be largely dependent on the ability of countries to introduce macroeconomic structural transformation that advance economic diversification, digital transformation, business model formulation, and value chain development that foster revival of economy including among micro, small and medium-sized enterprises.

## II. Programme priorities and partnerships

16. Consistent with the UNDP Strategic Plan, 2022-2025, the three outcomes of the regional programme for Asia and the Pacific are to: (a) accelerate inclusive and sustainable structural transformations to reduce poverty, inequality, and vulnerability; (b) leave no-one behind, through a rights-based approach; and (c) build resilience to respond to systemic uncertainty and risk. Those outcomes will respond to several regional priorities.

### ***Regional priority 1. Inclusive growth and development financing for a sustainable future***

17. *Strengthen the enabling environment for directing development financing and private sector investment towards climate and-risk responsive achievement of the Sustainable Development Goals.* UNDP will facilitate inclusive access to finance and the benefits of the digital economy so as to leave no one behind. This will involve support to inclusive, sustainable recoveries and development transitions. It will include the use of integrated national financing frameworks as an opportunity to reset public expenditures and corporate priorities for Sustainable Development Goals and for nature-positive, resilient, low-emission futures. UNDP will promote and scale up integrated whole-of-government approaches and financing for nature-based solutions that reduce poverty and inequality.

18. *Strengthen the enabling environment for macro-economic transformation that improves productivity and breaks poverty and environmental degradation cycles, leaving no one behind.* UNDP will support the acceleration of inclusive, circular, green-and-blue economies by strengthening national nature-positive financing plans and policies. This includes support to the micro, small and medium-sized enterprises sector and a focus on women-owned businesses and youth as a vital part of the economy, strengthening their resilience and ensuring that policies are in place to support enhanced capacities and access to resources for scaling of existing companies and new start-ups, in collaboration with private-sector partners. Strengthening sustainable debt trajectories that support governments in mobilizing domestic and international resources to direct increased fiscal stimulus expenditures will contribute towards climate-responsive achievement of the Sustainable Development Goals.

19. *Support an inclusive, gender-responsive, and shock-responsive universal social protection system that enables people's opportunities to pursue sustainable livelihoods and emerge from poverty, inequities, and vulnerabilities.* UNDP will encourage investments and policies to enhance women's economic contributions in the labour force while addressing women's unpaid care work role. This will be complemented by support to green and clean energy solutions for drivers of rural and urban multi-dimensional poverty, with equal access to livelihoods, financial and non-financial assets, and expansion of the benefits of human mobility.

20. To support the achievement of regional priorities, UNDP will promote disaggregated data collection and analysis, inter-operability across data systems, and use of innovative sources of data and metrics for strategic policy areas and to inform basic service in provisioning and 'leaving no one behind' (including those not digitally connected and people with no legal identity and/or on the move), and improve use of public and private data to align finance with the Sustainable Development Goals, all the while ensuring equitable access to digital resources for equal opportunities in the future world of work for women, young people, marginalized groups, and minorities.

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***Regional priority 2. Responsive and accountable governance for effective public and private service delivery***

21. *Strengthen anticipatory, rights-based, accountable, inclusive and responsive, governance systems, including local governance and private-sector institutions, for equitable access to services.* UNDP will enhance accountability, transparency, and integrity through strategic innovation, and a collective action approach, including addressing non-traditional security threats and other root causes driving conflict and instability, by building administrative capacities and public resources through dialogue with broader society.

22. Building on the success of multi-stakeholder platforms generating ‘productive coalitions’,<sup>11</sup> UNDP will support expanded civic space and access to justice; address racism, gender inequality, exclusion, and discrimination based on sexual orientation, gender identity; and strengthen the rule of law, transparency, integrity, human rights and equity, and the design of public policies, including in digitization and the business sector. Inclusive local processes, including engagement of women and youth-led organizations, will include capacity development for their effective engagement. Such measures ensure more effective public participation in decision-making, leading to increased trust of citizens. The internal analysis of country programme documents and corporate markers undertaken by the Regional Bureau shows that youth and women remain enablers and partners in development across all signature solutions. Supporting gender-responsive and youth-friendly policies and systemic changes will boost institutional capabilities for responding to complex and uncertain vulnerabilities and resource allocation informed by leave-no-one-behind principles, particularly health and social protection systems and services. The midterm review of the previous regional programme document noted that using systems thinking and deep listening, UNDP work with local government and civic engagement entities and people to co-create integrated development solutions helped establish the principle of sustainability from the outset.<sup>12</sup> UNDP will leverage rule of law and human rights standards and instruments to safeguard the rights of people and protect the planet by transforming a system in which unregulated and illegal pollution and trade in wildlife, logging and fishing are outlawed and prevented, and will attract green foreign direct investment.

***Regional priority 3. Resilience for crisis prevention, preparedness, response, recovery, and promoting social cohesion and stability***

23. *Support government and stakeholders at all levels, including financial regulatory bodies, by building resilience to a wide range of shocks and threats, including conflict, climate change, disasters, and pandemics.* This will be achieved through a deeper understanding of the multi-dimensional nature of resilience-building within the Sustainable Development Goals, and operating across the pillars of humanitarian action, development, and peace and security. This includes the application of good governance for risk-informed development in reducing existing and emerging risks through improved monitoring, early warning or action, and increased uptake of scientific knowledge and use of evidence, as well as increased access and allocation of ex ante and ex post risk financing.

24. This will be complemented by support to scaling up societal, civic and private sector engagement and solutions, primarily in support of local-level, area-based and context-based resilience. In Asia and the Pacific region, UNDP maintains its pivotal role and strong track record of leadership in disaster risk reduction, leveraging the innovative use of data and technology for disaster risk management and recovery.<sup>13</sup> UNDP will support an improved understanding of the systemic nature of risks, addressing loss and damages from climate, disaster, and conflict impacts, and reducing vulnerabilities and exposure. Strengthened partnership with communities will amplify their voice and shape the decisions around risk

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<sup>11</sup> UNDP regional programme document (2018-2021), midterm review

<sup>12</sup> Ibid.

<sup>13</sup> Ibid.

resilience and prevention-related policy, planning and implementation, while the private sector will be mobilized for resilience-building and to identify its impact on peace and social cohesion in country contexts, mitigating risks to ignite or fuel conflict and using its leverage to support the peaceful resolution of crises.

25. *Implement policies and programmes at all levels of society to sustain peace and promote social cohesion.* These activities include conflict and violence prevention in all their dimensions, prevention of violent extremism, support to the women and youth, the peace and security agenda, and integration into resilience, response, and recovery strategies and plans. UNDP will work with partners to address risks and opportunities from the increased role of social media to create systems that identify and address increased polarizing content and misinformation, including among citizens, and engage with youth, women and at-risk groups. Governments will be supported in developing action plans to engage with academia and civil society to understand counter polarization, discrimination and hate speech, and to promote social tolerance and respect for diversity.

***Regional priority 4. Sustainable approaches to nature, environment, climate change, and energy for just and equitable development***

26. *Sustainable, scalable and innovative solutions and strategies for nature, climate and energy transformation strengthened through the climate promise, nature-based solution, and transitioning to clean energy and zero-carbon development.* UNDP will work towards ensuring the planning and development of low-carbon, nature friendly, sustainable, climate-resilient, inclusive, and liveable cities that enable healthy lives and livelihoods by renewable energy provisioning and building municipal adaptive capacity to prepare for and respond to climate and disaster events. The shift to circular economies can aid this, advancing urban biodiversity and conservation, implementing climate and disaster risk-informed planning, and growing investments in the zero- and low-carbon transition for transportation, housing, and urban infrastructure, with enhanced attention to equitable and inclusive design and planning.

27. This will be achieved through collaboration with governments, civil society, and private sector partners to integrate natural capital, environment, and climate concerns into national and sector planning, budgeting, promotion of private sector investment, and inclusive growth policies. Support to governments should focus on enabling an inclusive, resilient, green recovery by building competency to accelerate access to sustainable energy and climate and nature-positive policies and finance; scaling capacity to ensure that no one is left behind; catalysing the Sustainable Development Goals and Paris-aligned investments (public and private); delivering client-focused solutions that respond to the immediate, medium-term and long-term recovery and socio-economic development priorities of countries; and leveraging our on-the-ground presence and networks to unlock bottom-up solutions that deliver lasting impacts at country level. This includes actively promoting the contribution of young people to climate action.

28. UNDP will support the blue economies and ocean policies of the Pacific and small island developing States. These challenges are ecologically and economically interconnected, as exemplified by their shared transboundary oceanic resources and ecological connectivity. These realities require regional or multi-country cooperation in managing capital assets vital to the economic development of the region.

29. Safeguarding the ecosystems of the region to maintain essential ecosystem services and indigenous knowledge held in local communities to strengthen societal resilience and restore degraded natural and semi-natural ecosystems will be a priority in the region. Priority ecosystems include those that can provide significant benefits to humanity – including wetlands, coral reefs, mangroves, forests, and riparian systems – and buffer humanity from the effects of climate change. Support to forested countries to reduce deforestation and forest degradation emissions will catalyse sustainable, nature-positive landscapes and livelihoods, consistent with 1.5C pathways, while reducing the risk of future pandemics by conserving, restoring, and sustainably managing them.

*Working with innovation, digitization and partnerships for systemic impact*

30. Given both the unprecedented scale of the transitions and the converging crises that the Asia-Pacific region is experiencing, we are in a period of radical uncertainty and transition that demands both urgency

UNDP to reach its strategic goals. The same holds for strategic innovation and digital solutions, which will be embedded as a priority across all programmes to transform policy and programming and build interventions that anticipate the needs of the partners and citizens whom UNDP serves. UNDP will encourage and work with interested countries and a different approach by UNDP, prioritizing new models of programming, partnership, learning, capability development, and financing, and making UNDP “more enterprising”.<sup>14</sup> To that end, the regional programme has set an ambitious agenda to ensure that development financing, innovation, and digitization must be central to UNDP policy and programming and will be integrated across all its work with existing and new private-sector partners.

31. Development financing is a core priority for facilitating an inclusive, low-carbon and sustainable structural transformation agenda for the region. Concerted innovation across all six signature solutions is needed for to support systems approaches that address the complex underlying issues behind development challenges.

32. To support the system transformation programming, UNDP will leverage its global organizational capabilities (such as the accelerator labs, chief digital office and finance sector hub), develop new internal capabilities, and support the capability development of external partners. Given the stalling of Sustainable Development Goals delivery due to COVID-19, new types of partnerships and stakeholder groupings will be explored.

33. The UNDP regional programme for Asia and the Pacific will contribute to all six signature solutions either directly, through dedicated output, or as cross-cutting dimensions to be reflected and monitored through the relevant indicators. UNDP will look beyond sectoral challenges for opportunities for transformative change, integrating various signature solutions in a systems approach and portfolio design.

34. Through the adoption of a collaborative approach, and by harnessing the diverse strengths of partners, UNDP in the region will aim to stimulate collective action in achieving the 2030 Agenda through longstanding cooperation and partnerships with Member States, United Nations partners, international financial institutions, civil society, academia and the private sector.

35. UNDP will focus on strengthening existing partnerships and forging new ones, including those with the private sector and other non-traditional actors, identifying anticipatory trends across sectors and the region and co-creating innovative, investable propositions that can be scaled up and implemented with partners at the country and cross-regional levels.

36. UNDP will work with partners, including UNDP-supported public and private sector networks (such as the Insurance Development Forum, the Sustainable Insurance Forum, and the Financial Centres for Sustainability Network) to advocate for and facilitate global and regional cooperation around common challenges and opportunities, showcasing the value of multilateral partnerships and alliances under the common vision of ‘shared value’. UNDP will continue to support development efforts through regional bodies such as the Association of Southeast Asian Nations (ASEAN), Asia-Pacific Economic Cooperation, the South-Asian Association for Regional Cooperation (SAARC), and relevant international financial partners.

37. UNDP and its regional partners are ideally placed to connect the global, regional, country, and local levels, seizing opportunities for tailoring and integrating solutions for countries in the Asia and the Pacific region. UNDP will continue to provide thought leadership in transboundary and cross-regional issues with countries within and across regions. UNDP has scaled up its

<sup>14</sup> UNDP regional programme document (2018-2021), midterm review



support to small island developing States and the Samoa Pathway, especially in the Pacific. UNDP will continue its engagement with the Cross-country Support Platform for the Solutions Strategy for Afghan Refugees. To achieve these initiatives coherently, UNDP in the Asia and the Pacific region will collaborate with other relevant regional hubs.

38. UNDP in Asia and the Pacific will move towards a portfolio design where policy and programming are aligned in recognition of the interconnectedness of development challenges. A key element involves working with longer time horizons and prioritizing transformative results at scale while at the same time ensuring anticipatory, agile, transparent, and accountable programming and operations. UNDP will strengthen its interactions with the global practice networks, regional hubs and thematic centres, and the collaboration between regional bureaux, to build regional portfolios that establish the shared common good for delivering regional value and impact.

39. To increase opportunities for partnerships across policy, research, development, and implementation levels, UNDP will adopt flexible approaches to the modalities, funding, and instruments used to operationalize such partnerships, guided by principles of agility, transparency, accountability, and the adoption of integrated approaches.

40. UNDP will continue to strengthen partnerships across the United Nations system in Asia and the Pacific, including with the Economic and Social Commission for Asia and the Pacific and the United Nations Development Coordination Office, drawing on partners' complementary strengths and capabilities to deliver more robust results. Collaboration with the United Nations Children's Fund and UNFPA will focus on joint development initiatives at the regional level, while an expanded collaboration framework will be undertaken with the United Nations Volunteers programme. UNDP will work with UN-Women on women's political participation, women's economic empowerment, and the women, peace and security agenda, and on conflict prevention with the United Nations Office of Counter-Terrorism and the United Nations Office on Drugs and Crime. Collaboration with the United Nations Environment Programme will be focused on addressing the effects of climate change. UNDP works with governments and partners in the region under the leadership of the World Health Organization to support vaccine preparedness and deployment. UNDP will collaborate with the United Nations Capital Development Fund on innovative financing, especially pertaining to climate adaptation, and with the United Nations Office for South-South Cooperation on climate change and digitization. The emphasis on collaborative efforts will include subregional institutions such as ASEAN and SAARC on agenda setting and policy coherence.

### **III. Programme and risk management**

41. This regional programme document outlines UNDP contributions to regional results and serves as the primary unit of accountability to the Executive Board for results alignment and resources assigned to the programme. Accountabilities of managers at the country, regional, and headquarters levels for regional programmes are prescribed in the Programme and Operations Policies and Procedures and the Internal Control Framework.

42. The regional programme will be directly executed. The Regional Director of the Bureau for Asia and the Pacific has a direct oversight and accountability role in the implementation of the regional programme. The Deputy Regional Director, under delegated authority from the Regional Director, will exercise oversight, including through direct supervision of the Bangkok Regional Hub Manager. Quality assurance for the regional programme will be the responsibility of the Regional Director or his/her delegate with the support from the Strategic Planning and Oversight Team at headquarters in New York. Working with the Programme Management Unit, regional programme team leaders and regional project managers, the Hub Manager will be responsible for ensuring effective day-to-day management, monitoring and quality assurance of the regional programme and projects.

43. The Regional Hub and Programme Advisory Board of the Regional Bureau for Asia and

the Pacific supports regional programme implementation by providing overall guidance, helping validate its relevance vis-à-vis country and global activities and supporting the identification and tracking of risks. Recommendations from the Regional Programme Advisory Board inform programme priority evolution and adjustments as needed. The Advisory Board includes resident representatives, deputy resident representatives, and senior officers from country offices in the region. The four regional priority areas will also benefit from external expert groups comprised of recognized experts in their fields. The groups will provide substantive guidance and strategic direction, introduce recent developments and innovations, and help leverage knowledge networks.

44. Successful implementation of the regional programme depends on managing several risks. The first is associated with mobilizing sufficient development resources to effectively implement programmatic interventions. The second is fiscal allocations in Sustainable Development Goals-related sectors, which are low in most countries and may affect overall performance regarding the Goals. These are closely related to a third risk related to the overall COVID-19 impact globally and in the region and diverse recovery challenges faced by the countries in the region. At the regional level, related risks will be addressed by conducting analyses and developing solutions to overcome fiscal constraints, tap into local and international development resources and new or strengthened partnerships (such as with the private sector and through South-South and triangular cooperation), and access new sources of development finance. The Bangkok Regional Hub will develop a resource mobilization strategy based on UNDP fundraising guidelines and policies, which will also be linked to global and country-level efforts.

45. Political risks and the possible exacerbation of regional conflicts may thwart the implementation of regional signature solutions. UNDP will continue to take on ‘sensitive issues’, work with national, regional and cross-regional partners as applicable, use the regional programme to boost coordination, cooperation and ownership, and develop and promote capacity-building and confidence-building measures. To address environmental risks, every effort will be made to ensure that potential effects of climate-induced disasters, extreme weather events and pandemics are regularly accounted for, assessed, and accompanied by appropriate risk treatments. Project activities will be firmly grounded in social and gender analysis and social and environmental standards risk assessments conducted on the ground. Conflict-sensitive approaches will be applied as appropriate.

46. The uncertainty around UNDP core financial resources poses a risk to the delivery of 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, including vertical funds, and formulate a risk management plan to address potential implementation delays, capacity and resource constraints, to which programme scope and targets may be adapted if necessary. In line with the ongoing United Nations-wide reform, the regional programme will strengthen the internal capacities of staff for effective programme implementation.

47. The regional programme risks log will be monitored using corporate tools and updated as required. Risks will be identified and mitigated based on the enterprise risk management policy. UNDP due diligence, including human rights, social and environmental safeguards, and anti-money-laundering vetting, will be conducted diligently and monitored for compliance.

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

#### **IV. Monitoring and evaluation**

49. UNDP has adopted a results-based management approach in its monitoring and evaluation, establishing clear and measurable indicators of achievement at both the output and outcome levels (see the results and resource framework).

50. Several outcome and output indicators were drawn from the UNDP Strategic Plan results framework to ensure alignment. Sources of data and methods used to collect them vary, depending on the type of indicator. Project teams are responsible for collecting data for output indicators. The Bangkok Regional Hub will work with ESCAP on regional Sustainable Development Goals statistics.

51. The Regional Bureau will ensure that projects under the regional programme have sound monitoring and evaluation systems in place, in line with institutional guidelines. As recommended by the midterm review of the regional programme, resources will be set aside for this purpose. The UNDP Gender Marker will be used to monitor results and expenditures and improve planning and decision-making. UNDP will continue to develop the internal capacities of the Bureau for gender-sensitive monitoring and evaluation to ensure that the regional agenda is effectively monitored and contributes to adaptive programming, evidence-based reporting, and quality evaluations.

52. The Programme Management Unit in the Bangkok Regional Hub will provide technical guidance and support in monitoring and evaluation, including methods of tracking progress against the results and resources framework outcome and output indicators and quality assurance of projects and annual results planning, monitoring and reporting. The Strategic Planning and Oversight Team at headquarters will ensure institutional compliance and quality assurance, and will coordinate regional results planning and reporting, including annual planning and multi-year goal setting.

53. The evaluation plan for the four-year period will include one final evaluation, one thematic evaluation, three portfolio evaluations, and five project evaluations, and will be expanded or revised as needed. Evaluations will measure progress and results, accountability, and learning, allowing for adjustments during implementation. Engagement with the Development Coordination Office and the United Nations Evaluation Development Group for Asia and the Pacific will be maintained to improve the capacities for and quality of evaluations.

54. As a thought leader, UNDP has successfully delivered regional flagship knowledge products, tools, and methodologies, used region-wide and adopted in other regions. UNDP will continue to be a thought leader by engaging in analytical work on the Sustainable Development Goals, climate change and governance. Lessons on planning and monitoring, and evaluations from institutional data will inform programming decisions. UNDP will develop a systematic, multi-year policy research and knowledge management agenda to inform implementation, monitoring, and reporting. UNDP will identify credible metrics to monitor and measure changes over realistic time frames, including towards resilience-building.

55. The regional multi-stakeholder country-to-country knowledge exchange tool will serve as the main platform on achieving the Sustainable Development Goals. The platform will promote South-South cooperation, and regular cross-regional exchanges will be encouraged.

56. Aligned to the Secretary-General's data strategy, UNDP will collect, manage, analyse and deploy data and knowledge more purposefully, so as to strengthen thought leadership and country programming, contributing to 'UN INFO'. Real-time data collection systems and analysis, such as the award-winning COVID-19 Data Futures Platform, will enable immediate analysis of changing contexts and responses to them.

## Annex. Results and resources framework

Related Sustainable Development Goals (SDGs): 1, 3, 5, 7, 8, 11, 13, 16, 17				
REGIONAL/GLOBAL PROGRAMME OUTCOME #1: Inclusive and sustainable structural transformations accelerated to reduce poverty, inequality, and vulnerabilities towards the achievement of SDGs and inclusive, sustainable, resilient and digital transitions.				
RELATED STRATEGIC PLAN OUTCOME: Structural transformation accelerated, particularly green, inclusive, and digital transitions.				
Cooperation Framework outcome indicator(s), baselines, target(s)	Data source and frequency of data collection, and responsibilities	Indicative country programme outputs (including indicators, baselines and targets)	Major partners / partnerships frameworks	Estimated cost by outcome in \$ thousands
<p><b>Outcome indicator 1.1.</b> Percentage of achievement of legal frameworks in place to promote, enforce and monitor equality and non-discrimination on the basis of sex in relation to:</p> <ul style="list-style-type: none"> <li>(a) Violence against women</li> <li>(b) Overarching legal frameworks and public life</li> <li>(c) Employment and economic benefits, marriage and family</li> </ul> <p><b>Outcome indicator 1.2.</b> Labour-force participation of women and men (Strategic Plan Integrated Results and Resources Framework 2.4) Baseline: Women: 48%; Men: 81% Target: Women: 55%; Men: 85% Source: ADB Development Effectiveness Review 2020</p> <p><b>Outcome indicator 1.3. Number of Asia-Pacific cities in most polluted 100 cities in the world</b> Baseline: 99 (2019). Target: 80 Source: IQAir. World's Most Polluted Cities, 2019</p>	<p>Countries monitored under the regional programme are those supported by the Bangkok Regional Hub (BRH)</p> <p>BRH to collect output data annually from partners and monitor data</p>	<p><b>Output 1.1. Enabling environment strengthened for planning and budgeting and to expand public and private sector investments</b> and innovative financing, including through integrated national financing frameworks within national development frameworks, for prosperity and climate- and gender-responsive achievement of the SDGs</p> <p><i>Indicator 1.1.1.</i> Number of government and other partners' initiatives that increased policy and development options by applying portfolio design (supported by BRH) at regional, national, and subnational levels (<i>Integrated Results and Resources Framework – IRRF, E.2.1</i>) <i>Baseline (2020):</i> 3 <i>Target (2025):</i> 8 <i>Data source:</i> Project monitoring</p> <p><i>Indicator 1.1.2.</i> Number of regional knowledge products, including (a) guidance notes, (b) policy briefs. (c) reports to integrate the 2030 Agenda and climate action into planning, budgeting and monitoring and evaluation frameworks (in SDG finance, climate action, social protection, and COVID-19 impact) <i>Baseline (2020):</i> (a) 14; (b) 2; (c) 4 <i>Target (2025):</i> (a) 19; (b) 12; (c) 8 <i>Data source:</i> Knowledge products</p> <p><i>Indicator 1.1.3.</i> Number of accelerators and other private-sector entities supported and engaged in SDG impact-oriented activities <i>Baseline (2020):</i> 35 <i>Target (2025):</i> 100 <i>Data source:</i> Monitoring reports</p>	<p>Government, subnational government entities, parliament, civil society organizations (CSOs), private sector (Citibank), subregional organizations such as ASEAN, SAARC, ESCAP, and the Pacific Islands Forum Secretariat (PIFS), United Nations organizations, Asian Development Bank (ADB), Global Environment Facility (GEF) and other development partners</p>	<p><b>Regular</b> 11,000</p>
				<p><b>Other</b> 32,500 from cost-sharing agreements (third party and private sector)</p> <p>60,000 vertical funds</p>

		<p><i>Indicator: 1.1.4.</i> Amount of public and private finance leveraged for the SDGs (SP E.3.1)  Regional level: public/private  National level: public/private  Baseline (2020)  (a) National level: a.1, public: \$72 million;  a.2, private: \$36 million  (b) Subnational level: b.1, public: \$42 million;  b.2, private: \$30 million  Target (2025)<sup>15</sup>  National level: a.1, public: \$100 million; a.2, private: \$50million  Subnational level: b.1, public: \$60 million; b.2, private: \$50 million  Data source: Country reports, results-oriented annual reports (ROARs)</p>		
		<p><b>Output 1.2. Macro-economic transformation</b> that supports technological and digital transformation, trade and integration, development of micro, small and medium-sized enterprises, and employment sector reform, accelerated towards inclusive low-carbon and nature-based solution pathways within blue, green and people-centred recoveries.</p> <p><i>Indicator 1.2.1.</i> Number of countries with policies that outline sustainable pathways for economic diversification and transformation, enabling equitable access to employment and micro, small and medium enterprise development.  Baseline (2020): 0  Target (2025): 5  Data source: Monitoring reports</p> <p><i>Indicator 1.2.2.</i> Number of ultimate (economic) beneficiaries of partnerships with the private sector  Baseline (2020): 8,035 (women: 3,214)  Target (2025):20,100 (women: 10,000);  people with disabilities: 1,000)  Data source: Monitoring reports</p> <p><i>Indicator 1.2.3.</i> Number of communities in which diverse mobile populations and marginalized host community members benefit</p>		

<sup>15</sup> The baselines are indicative based on 2020 actuals from the ROAR, and may need to be adjusted in terms of any refinements in the methodology. Regional resources leveraged will be included under Strategic Plan reporting.

		<p>from integrated, targeted interventions to support people on the move, including on strengthening social cohesion (proxy for IRRF 3.4.2)</p> <p><i>Baseline (2021):</i> 0  <i>Target (2025):</i> 12  <i>Data source:</i> Project monitoring reports</p> <p><i>Indicator 1.2.4.</i> Number of tools, policies and initiatives (including guidance notes and policy briefs) developed to improve gender equality and youth empowerment in employment, adopted by government or private sector.  <i>Baseline (2020):</i> 7  <i>Target (2025):</i> 20  <i>Data source:</i> Policies and tools</p>		
		<p><b>Output 1.3. Inclusive, gender-responsive, resilient, sustainable, and universal social protection and health systems and services</b> strengthened with increased investment.</p> <p><i>Indicator 1.3.1.</i> Number of countries with policy measures and institutional capacities in place to increase access to social protection schemes for the groups below (<i>IRRF 1.2.1</i>):</p> <ul style="list-style-type: none"> <li>(a) Children</li> <li>(b) Old-age persons</li> <li>(c) Women</li> <li>(d) Persons with disabilities</li> </ul> <p><i>Baseline (2021):</i> a. 3; b. 3; c. 1; d. 3  <i>Target (2025):</i> a-d: 7  <i>Data source:</i> Government documents</p> <p><i>Indicator 1.3.2.</i> Number of protective legal or policy instruments implemented to address stigma and discrimination against people living with HIV and other key populations at the national levels  <i>Baseline (2020):</i> 23  <i>Target (2025):</i> 26  <i>Data source:</i> Government documents</p> <p><i>Indicator 1.3.3.</i> Number of government officials, parliamentarians, and members of judiciary engaged in dialogue on social protection measures for people living with HIV and key populations through the programme  <i>Baseline (2020):</i> 33  <i>Target (2025):</i> 240 (50% women)</p>		

		<p><i>Data source:</i> Project monitoring reports</p> <p><i>Indicator 1.3.4.</i> Number of countries which (<i>IRRF 1.5.1</i>):</p> <ul style="list-style-type: none"> <li>(a) introduced digital solutions for vaccine delivery and health systems strengthening</li> <li>(b) deployed hyperlocal vaccine data analytics for decision-making and equitable and inclusive responses</li> <li>(c) introduced environmentally and socially sustainable disposal of immunization waste</li> <li>(d) introduced scalable and reliable clean energy solutions across COVID-19 vaccination services</li> </ul> <p><i>Baseline (2020):</i> a. 2  <i>Target (2025):</i> a-d: 6  <i>Data source:</i> Monitoring reports</p>		
		<p><b>Output 1.4. Sustainable, scalable and innovative solutions and strategies for nature, climate and energy transformation</b>  strengthened through-enhanced ‘climate promise’, nature-based solutions, and transitioning to clean energy and zero-carbon development.</p> <p><i>Indicator 1.4.1.</i> Number of countries adopting scalable and innovative clean energy solutions and strategies for low-carbon development, as well access to affordable energy.  <i>Baseline (2021):</i> 0  <i>Targets (2025):</i> 8  <i>Data source:</i> Report on the global energy offer</p> <p><i>Indicator 1.4.2.</i> Number of countries supported with nature-based solutions for inclusive and sustainable development (<i>modified from IRRF 4.1.1</i>)  <i>Baseline (2020):</i> 0  <i>Target (2025):</i> 8  <i>Data source:</i> Report on the UNDP nature strategy</p> <p><i>Indicator 1.4.3.</i> Number of countries supported with climate actions to meet the Paris target including implementation of nationally determined contributions and National Adaptation Plan support.  <i>Baseline (2021):</i> 27  <i>Target (2025):</i> 32  <i>Data source:</i> Monitoring reports</p>		

		<b>Indicator 1.4.4.</b> Number of countries participating in transboundary and regional strategic cooperation for sustainable natural resources management <i>Baseline (2020): 0</i> <i>Target (2025): 20</i> <i>Data source:</i> Monitoring reports		
<b>Related SDGs:</b> 1, 3, 5, 10, 16, 17				
<b>REGIONAL/GLOBAL PROGRAMME OUTCOME #2. Leaving no one behind, a rights-based approach centred on human agency and human development</b>				
<b>RELATED STRATEGIC PLAN OUTCOME: No one left behind, centring on equitable access to opportunities and a rights-based approach to human agency and human development.</b>				
<b>Outcome indicators 2.1-2.3: World Bank governance</b> (a) Voice and accountability (b) Government effectiveness (c) Control of corruption  Number of countries with a score lower than 0: Baseline (2019): a. 13; b. 18; c. 22 Target: a. 10; b. 15; c. 19; Source: World Bank  <b>Outcome indicator 2.4. Proportion of women in managerial positions</b> Baseline: Central and South Asia: 14.37 Oceania; 27.43 East and Southeast Asia: 30.72 Target: Baseline: Central and South Asia: 16 Oceania; 28 East and Southeast Asia: 33 Source: United Nations Statistical Division	BRH to collect output data annually from partners and monitoring data	<b>Output 2.1. Anticipatory, rights-based, accountable, inclusive and responsive governance systems</b> reinforced, including local governance and private sector institutions, for improved and equitable access to services  <i>Indicator 2.1.1.</i> Number of countries with measures to improve public service delivery by making public procurement systems more transparent and accountable (a) 0: Not in place (b) 1: Work started (c) 2: Work, in progress (d) 3: Work almost complete (e) 4: Endorsed and functional <i>Baseline (2020):</i> a. 2; b. 1; c. 2; d. 0; e. 0 <i>Target (2025):</i> a. 0; b. 2; c. 1; d. 1; e. 0 <i>Source:</i> Project monitoring reports  <i>Indicator 2.1.2.</i> Number of countries that have scaled up innovative collaborative platforms to improve agility and responsiveness of local governments for: (a) Integrated local development solutions (b) Government-community-private sector engagement <i>Baseline (2020):</i> (a) 0; (b) 0 <i>Target (2025):</i> (a) 3; (b) 3 <i>Data source:</i> Local government data and monitoring reports  <i>Indicator 2.1.3.</i> Number of interventions to develop or update preventive anti-corruption policies, plans or strategies <i>Baseline (2021):</i> 3	Government, subnational government, parliament, CSOs, private sector, sub-regional organizations (ASEAN, SAARC and PIFS), United Nations organizations, ADB, International Consortium on Court Excellence . Academia, United Nations Office on Drugs and Crime Global Judicial Integrity Network Council of ASEAN Chief Justices  Other development partners	<b>Regular</b> 8,5000  <b>Other:</b> 26,000 cost-sharing agreements (third party and private sector)



		<p><i>Target (2025): 6</i> Data source: Project monitoring reports, anti-corruption agencies' reports</p> <p><i>Indicator 2.1.4.</i> Number of parliamentary and judicial institutions supported to promote inclusion, effectiveness, transparency, and accountability <i>Baseline: (2021): 2</i> <i>Target (2025): 7</i> <i>Data source:</i> Project monitoring reports,</p>		
		<p><b>Output 2.2. Institutions, networks and non-state actors strengthened to promote expanded civic space and access to justice</b> through gender-responsive policy and systemic changes address racism, gender inequality, and exclusion and discrimination, and strengthen the rule of law, human rights and equity of opportunities, including in digitization and the business sector.</p> <p><i>Indicator 2.2.1.</i> Number of countries with institutions and private-sector partners with capacities to support fulfilment of nationally and internationally ratified human rights obligations (<i>IRRF 2.2.1</i>): <i>Baseline (2020): 13</i> (private sector 2) <i>Target (2025): 18</i> (private sector 5) <i>Data source:</i> Business and human rights monitoring reports</p> <p><i>Indicator 2.2.2.</i> Number of businesses and other actors, including governments, civil society and national human rights institutions, strengthened in their ability to promote and conduct human rights and due diligence processes <i>Baseline (2020): 735</i> <i>Target (2025): 1,000</i> <i>Data source:</i> Progress reports</p> <p><i>Indicator 2.2.3.</i> Number of solutions/interventions designed and implemented to address practices perpetuating discriminatory gender stereotypes <i>Baseline (2020): 6</i> <i>Target (2025): 11</i> <i>Data source:</i> Project monitoring reports</p> <p><i>Indicator 2.2.4.</i> Number of protective legal instruments implemented to promote or strengthen social inclusion of</p>		

		vulnerable groups at the regional, national and subnational levels. <i>Baseline (2020): 23</i> <i>Target (2025): 28</i> <i>Data source:</i> Monitoring reports, legal instruments		
<b>Related SDGs:</b> 1, 5, 11, 13, 16, 17				
<b>REGIONAL/GLOBAL PROGRAMME OUTCOME #3: Resilience built to respond to systemic uncertainty and risk</b>				
<b>RELATED STRATEGIC PLAN OUTCOME: Resilience built to respond to systemic uncertainty and risk</b>				
<p>Outcome indicator 3.1. Number of directly affected persons attributed to disasters per 100,000 population reduced (in Asia-Pacific Region) (SDG 11.5.1) Baseline (Sept. 2021): 10,262 (average across Asia-Pacific countries, including small island developing States – SIDS) Target: 8,000 Source: United Nations Office for Disaster Risk Reduction</p> <p>Outcome indicator 3.2. Number of deaths due to disaster per 100,000 population (in Asia-Pacific region) reduced, in line with Sendai Framework for Disaster Risk Reduction (SDG 13.1.1) Baseline (Sept. 2021): 21.57 (average across Asia-Pacific countries, including SIDS) Target: 15 Source: United Nations Office for Disaster Risk Reduction</p> <p>Outcome indicator 3.3. Number of adopted national action plans on women, peace and security with monitoring indicators (SP7) Baseline (2020): 7 Target: 10 Data source: Women's International League of Peace and Freedom National Action Plan database <a href="http://1325naps.peacewomen.org/index.php/nap-overview/">http://1325naps.peacewomen.org/index.php/nap-overview/</a></p>	<p>Bangkok Regional Hub to collect output data annually from partners and monitoring data</p>	<p><b>Output 3.1. Policies, programmes and capacity interventions implemented at all levels of governments and society</b> to sustain peace in all its dimensions, social cohesion and human rights, particularly for women, youth and marginalized groups, including people on the move.</p> <p><i>Indicator 3.1.1.</i> Number of women and youth peace activists engaging in a regional platform for policy inputs (linked to IRRF 3.1.3) on strengthening social cohesion and conflict prevention <i>Baseline (2021): 0</i> <i>Target (2025): 100</i> <i>Data source:</i> Online platform</p> <p><i>Indicator 3.1.2.</i> Number of national policies and guidelines for conflict prevention and peacebuilding. (linked to IRRF 3.2.1) <i>Baseline (2020): 2</i> <i>Target (2025): 4</i> <i>Data source:</i> National action plans</p>	<p>Government, sub-national government entities, parliament, CSOs, private sector, subregional organizations such as ASEAN, SAARC and PIFS, United Nations organizations, ADB and other development partners</p>	<p><b>Regular:</b> 2,500</p> <p><b>Other:</b> 11,500 cost-sharing agreements (third party and private sector)</p>
		<p><b>Output 3.2. Governments in Asia-Pacific at all levels have improved capacities, data and systems to better anticipate, respond to, recover from and mitigate multi-dimensional risks,</b> shocks and crises, leaving no-one behind.</p> <p><i>Indicator 3.2.1.</i> Number of countries with local/subnational early warning and preparedness measures in place to manage impact of conflicts, disasters, pandemics and other shocks (integrated, multidimensional plans) (IRRF 3.1.2) <i>Baseline (2020): 15</i> <i>Target (2025): 15</i> integrated, multidimensional plans <i>Data source:</i> Disaster and pandemic integrated plans</p>		

		<p><i>Indicator 3.2.2. Number of risk-informed development strategies and plans in place informed by improved data systems and focused on leaving no-one behind (IRRF 3.1.1) at:</i></p> <p>(a) Regional (b) National (c) Subnational (d) Sectoral level <i>Baseline (2020):</i> a. 1; b. 2; c. 3; d. 0 <i>Target (2025):</i> a. 1; b. 4; c. 6; d. 1 <i>Data source:</i> Strategies/plans, monitoring data</p> <p><i>Indicator 3.2.3. Number of countries with gender-responsive resilient recovery strategies, programmes or plans in crisis and post-crisis settings, informed by joint assessments (IRRF 3.3.3):</i></p> <p>(a) Cross-border institutions (b) Regional institutions (c) National governments <i>Baseline (2020):</i> a. 1; b. 1; c. 3 <i>Target (2025):</i> a. 1; b. 1; c. 9 <i>Data source:</i> Post-disaster needs assessment, programme documents, monitoring reports</p>		
				<p><b>Regular</b> <b>22,000</b></p>
				<p><b>Other</b> <b>130,000</b></p>