



**Executive Board of the
United Nations Development
Programme, the United Nations
Population Fund and the
United Nations Office for
Project Services**

Distr.: General
20 November 2017

Original: English

First regular session 2018

22-26 January 2018, New York

Item 2 of the provisional agenda

Country programmes and related matters

**Draft regional programme document for Europe and the
Commonwealth of Independent States (2018-2021)**

Contents

<i>Chapter</i>	<i>Page</i>
I. Programme rationale.....	2
II. Programme priorities and partnerships.....	6
III. Programme and risk management.....	10
IV. Monitoring and evaluation.....	11
Annex Results and resources framework for the regional programme for Europe and the Commonwealth of Independent States (2018-2021).....	12



I. Programme rationale

A. Regional context

1. The countries of Europe and the Commonwealth of Independent States made significant progress in attaining the Millennium Development Goals in the years leading up to 2015, and have expressed strong support and commitment to the 2030 Agenda for Sustainable Development and its promise of leaving no one behind. In most countries in the region, the national human development index has shown unbroken upward trends during the past two decades, as growth in per-capita income has been accompanied by continuing improvements in life expectancy and educational attainment. All programme countries have attained middle-income status; and extreme poverty (below \$1.90 per day purchasing power parity) has largely been eradicated.

2. Significant improvements have been noted in state capacity and the quality of governance across the region, particularly when compared to the 1990s, when most of its programme countries were newly independent states with untested institutional capacity and uncertain places on the world stage. Much has been accomplished in modernizing public administrations and creating viable subnational governing structures.

3. While many of the countries of Europe and Central Asia inherited relatively equal distributions of income and broad access to social services, virtually every country in the region is facing challenges in reconciling economic and social progress with environmental sustainability, often aggravated by slow progress in reforming state institutions and private sector development. Problems of inequality and vulnerability are present and growing.

4. In some countries of the region, up to 50 per cent of the workforce (particularly youth) are either long-term unemployed or engaged in precarious, informal employment.¹ On the one hand, the human development index for 13 programme countries has reached the 'high' or 'very high' human development category. On the other, several countries report levels of poverty exceeding the global \$3.10 per day threshold.² An estimated 70 million people in the region are living on under \$10 per day and are vulnerable to poverty. Inequities in access to high-quality, affordable public services, for example, are key drivers of broader socio-economic vulnerability. Some countries in the region report the most rapidly growing HIV epidemics in the world. That trend is closely related to the gender equality and human rights situations of people living with and affected by HIV, given the criminalization, stigma and punitive norms and practices that often characterize attitudes towards the epidemic in the region.

5. Gender-based discrimination continues to restrict women's economic opportunities. The gender employment gap, estimated at 30 per cent, and the gender pay gap, estimated at over 21 per cent, hinder women's economic empowerment and reduce economic growth potential.³ At 0.279, the region has the lowest gender inequality index value in the world, but it lags when it comes to women's political representation.⁴ Women's employment rates vary by social status, age, and location. For instance, employment rates for Roma people in the Western Balkans are generally less than half of national levels, with particularly low rates for Roma women. A resurgence in conservative cultural practices is eroding women's participation in public life and sanctioning harmful practices such as child marriage (estimated to reach 27 per cent in some programme countries). Sexual and gender-based violence afflicts most of the region, and is on the rise in areas affected by military and protracted conflicts and refugee flows.

6. Geopolitical tensions have intensified, and ongoing or legacy effects of violent conflicts continue to be felt in the region. In countries affected by conflict, governance concerns are often exacerbated by human insecurity, weak social cohesion, ethnic, religious or other discrimination, and vulnerability to violent extremism. The region features considerable source, destination, and transit migration, displacements, and refugee movements, which pose

¹ UNDP regional human development report: *Progress at Risk, Inequalities and Human Development in Eastern Europe, Turkey, and Central Asia*, 2016

² United Nations Development Group for Europe and Central Asia, *Looking Back, Leaping Forward: Moving from MDGs to SDGs in Europe and Central Asia*, 2016

³ Ibid.

⁴ "Strengthening women's political participation: An analysis of the impact of women's parliamentary networks in Europe and Central Asia", 2016

humanitarian and development challenges as well as opportunities for national economies and local communities. Outward migration flows are some of the highest globally, with many countries in the region experiencing extensive ‘brain drain’ and depletion of human capital. Ratios of remittance flows to gross domestic product (GDP) in some countries in the region are among the highest in the world.

7. The countries of the region continue to face common governance challenges, including in areas such as fiscal decentralization and local governance; rule of law and accountability; access to information; responsive, corruption-free and merit-based public administration systems; and more equitable access to public services.⁵ Interest in innovative approaches to public service delivery that foster transparency, accountability, efficiency and meaningful civic participation and engagement is growing across the region. Trust in public institutions, particularly by youth, and in media independence and integrity, is on the agenda of countries in the region, as is meaningful participation in political processes and decision-making. Enhancing national human rights protection systems,⁶ democratic controls over security services, and access to justice, particularly for the most marginalized,⁷ require new approaches and new solutions.

8. The region faces energy-, environment-, and climate-related risks, including those associated with disasters and energy shortages. World Bank data indicates that primary energy intensity in the region is more than 20 per cent above the global average for middle-income countries, and is double levels obtained in the European Union. Since fossil fuels comprise more than 80 per cent of the energy balance, and since energy losses in processing or delivery reach as high as 60 per cent,⁸ ‘business as usual’ economic growth will result in sharp increases in greenhouse gas emissions. During the past 30 years, natural disasters in the region have inflicted damages in excess of \$70 billion,⁹ threatening development prospects. According to the 2016 regional human development report, unsustainable water and land management practices, particularly in the Aral Sea basin, continue to threaten household food and energy security, biodiversity, and other forms of natural capital.

9. Despite commonalities associated with middle-income country status and transition legacies, the programme countries in the region are diverse, and distinctive subregional challenges and perspectives are evident:

(a) The European Union accession agenda has a strong policy influence in southeast Europe, which is affected by large refugee and migrant flows caused, in large part, by conflicts in the Middle East and North Africa. While economic growth trends improved in some of these countries during the previous programme period, low employment levels and a paucity of decent employment opportunities (particularly for women and young people) remain key concerns. Legacies of past and unresolved conflicts continue to be reflected in current political tensions. Dealing with the legacy of human rights violations and strengthening rule of law remain critical. The slow pace of governance reforms, corruption, and increased security threats fuelled by the wide availability of small arms and light weapons hinder inter-ethnic and inter-state reconciliation.¹⁰ A series of natural disasters exposed the vulnerability of the region and its unpreparedness to respond to crises, and confirmed the need for further investment in adaptation and mitigation.

(b) While some of the South Caucasus and western Commonwealth of Independent States countries are focusing on European integration, others have acceded to the Eurasian Economic Union. Differing degrees of progress in governance reform, particularly in terms of strengthening the rule of law and increasing participation in decision-making, are apparent. Yet commonalities are also evident, especially in terms of institutional legacies that weaken access to justice,¹¹ human rights protection, and corruption;¹² strong

⁵ World Governance Indicators, 2015

⁶ According to the Chart of Status accredited by the Global Alliance of national human rights institutions as of October 2017, only seven of the 18 institutions in the region were judged to be in compliance with the Paris Principles of institutional effectiveness and integrity.

⁷ The World Justice Project Rule of Law Index, 2016

⁸ World Bank, *Learning To Be More Energy Efficient in Europe and Central Asia: Lessons from Success Stories*, 2013

⁹ World Bank, *Managing Natural Disasters in Eastern Europe and Central Asia*, 2016

¹⁰ Transparency International, *Fighting corruption in the Western Balkans and Turkey: Priorities for Reform*, 2016; UNDP: *Towards SDG 16: Promoting Just, Peaceful and Inclusive Societies in Europe and Central Asia*, 2015

¹¹ Consultative Council of European Judges: Challenges for judicial independence and impartiality in the member states of the Council of Europe, 2016.

¹² Transparency International, *Europe and Central Asia: An Overall Stagnation*, 25 January 2017

urban/rural divides; inadequate job opportunities; urbanization; active or frozen conflicts; and persistent gender inequalities.

(c) The Central Asian countries face important choices concerning global and regional integration opportunities associated with accession to the World Trade Organization, membership in the Eurasian Economic Union, and participation in the ‘Belt and Road’ initiative led by the People’s Republic of China. They continue to wrestle with a set of (often cross-border) challenges related to their landlocked status; incompletely diversified economies; underdeveloped transport infrastructure and connectivity; ethnic tensions; corruption; and unsustainable management of hydrocarbon, mineral, water, and land resources. Universal periodic reviews conducted under the auspices of the United Nations Human Rights Council highlight concerns about civic space, risks of over-securitization, access to justice, and restrictions on meaningful participation in decision-making. National reports to the Committee on the Elimination of Discrimination against Women reflect concerns about gender-based violence and women’s rights. The paucity of decent jobs; erosion of previous gains in gender equality; climate and seismic risks; and growing concerns about radicalization and violent extremism¹³ complicate the development prospects of Central Asia.

10. Building on their results in achieving the Millennium Development Goals, programme countries in the region are striving to sustain progress and respond to their development challenges – including to megatrends such as globalization, economic changes, climate change, and urbanization, as well as technological and demographic changes, within the comprehensive framework of the 2030 Agenda and the sustainable development goals. Working together through integrated, multi-sectoral approaches at regional and subregional levels will be critical to addressing the common, transnational nature of many of these challenges. The theory of change underpinning the regional programme, 2018-2021, recognizes that achieving the 2030 Agenda and the sustainable development goals in the region requires: (a) effective governance systems to accelerate structural transformations; (b) greener, more inclusive economies and gender equality to ensure that economic growth leaves no one behind and restores, rather than further depletes, the natural capital; and (c) risk-informed development pathways to build resilience and prevent shocks and crises. Partnerships, innovation and scaled-up development financing lie at the heart of efforts to meet this challenge.

B. Results and lessons learned

11. In the past four years, UNDP in Europe and the Commonwealth of Independent States supported programme countries in four outcome areas: (a) sustainable development pathways; (b) governance and peacebuilding; (c) disaster and climate risk reduction; and (d) contributions to development debates through innovation and new partnerships in development cooperation.

12. An independent midterm evaluation¹⁴ attested to the relevance of the regional programme, 2014-2017, noting that it delivered a distinct regional value added in line with the five UNDP regionality principles,¹⁵ with room for continuous refinement within the framework of the 2030 Agenda. It acknowledged stronger quality assurance for regional programme implementation and delivery and a generally successful transition to a low-core funding model.

13. As captured in the evaluations, and from the perspective of South-South and triangular cooperation, the regional programme has positioned UNDP as a ‘go-to’ multilateral development partner for the new donors in the Europe and the Commonwealth of Independent States region, recognizing the importance of the cooperation platforms established with the Governments of the Czech Republic, Kazakhstan, Romania, the Russian Federation, Slovakia, and Turkey.

¹³ Report on the High-level Experts Meeting on Framing Development Solutions for the Prevention of Violent Extremism, Dushanbe, June 2016

¹⁴ UNDP Independent Evaluation Office, Regional Programme for Europe and the Commonwealth of Independent States (2014-2017): Midterm outcome evaluation, 2016

¹⁵ (a) promotion of regional public goods based on strengthened regional cooperation and integration; (b) management of cross-border externalities and spill overs that are best addressed collaboratively on an inter-country basis; (c) advancement of awareness, dialogue and action on sensitive and/or emerging development issues that benefit strongly from multi-country experiences and perspectives; (d) promotion of experimentation and innovation that overcomes institutional, financial and/or informational barriers that may be too high for an individual country to surmount; and (e) generation and sharing of development knowledge, experience and expertise, so that countries can connect to, and benefit from, relevant experiences from across the region and beyond.

(a) Hosting and funding the UNDP regional hub in Istanbul since 2015, the Government of Turkey has also contributed significantly to the regional programme 2014-2017 with unearmarked programme contributions of \$15 million. This enabled the UNDP regional hub, inter alia, to create a catalytic facility of \$1 million per annum to support innovations in the areas of local development, private sector development, and disaster risk reduction in programme countries.

(b) The partnership framework agreement with the Russian Federation, hosted under the regional programme, led to the creation of a \$25 million trust fund for programme countries in Europe and the Commonwealth of Independent States. Additionally, the Russian Federation contributed \$10 million to help mitigate and prevent the negative effects of climate change in programme countries, starting in 2017.

(c) Long-term regional strategic partnerships with the Czech Republic, Romania and the Slovak Republic have been formalized during implementation of the regional programme, 2014-2017, with an overall resource envelope of \$2.77 million for programme countries, focused on public finance management, innovation, and development expertise on demand.

14. Innovation approaches under the regional programme, one of the defining comparative advantages¹⁶ of UNDP in the region, provided programme countries with new perspectives, partners, and sources of financing. These included innovative, inclusive and scalable approaches to responsive public service delivery, budgeting, and data-driven decision-making through innovation labs. Such labs, instigated by the programme, are now hosted by the governments of Armenia, Georgia, Moldova and the Former Yugoslav Republic of Macedonia, and have developed capabilities for system-level analysis of sustainable development goals inter-linkages and development solutions to address them.

15. Through a cross-regional innovation partnership with Cognitive Edge (United Kingdom), UNDP rolled out the global application of the 'Sensemaker' development-for-results software platform for Europe and the Commonwealth of Independent States programme countries, as well as Afghanistan and Yemen. The regional programme led to the development of the first carbon accounting tool for global health initiatives, and supported cross-regional advisory services for several countries in Africa. In collaboration with the regional programme for the Arab States, progress has been made in Tunisia in using online data to monitor real-time progress in implementing sustainable development goal 16, while electricity consumption is being used as a proxy for measuring poverty in Sudan.

16. Among other achievements, the evaluation noted: (a) support for aligning national planning frameworks with the sustainable development goals; (b) scaled-up regional actions for climate change mitigation and adaptation, and improved assessments, preparedness and mitigation for disaster and conflict prevention, highlighting the Central Asian multi-country programme on climate risk management (co-financed by the Government of Finland); (c) support for security sector reform, inter alia, the Southeast and Eastern Europe Clearinghouse for the Control of Small Arms and Light Weapons programme (co-financed by the European Union and Government of Norway); and (d) improved livelihoods in Central Asia through aid-for-trade programming (financed by the Government of Finland); the advancement of open data to support government transparency (financed by the Government of Slovakia, among others); the application of social economic and environmental determinants of health and equity in development programming; and the application of rights-based and access-to-justice approaches for people living with HIV and suffering sexual or gender-based violence.

17. The evaluation noted that the regional programme, 2014-2017, could have been more effective in supporting programming for gender mainstreaming, local governance and public administration reforms, parliamentary development, youth engagement, migration, and the prevention of violent extremism. The evaluation called for stronger links between programming for natural resource management, environmental sustainability, and inclusive growth; between local governance, human rights/rule of law, and peacebuilding programming; and for applying a more comprehensive approach to conflict prevention. On the other hand, closer attention to the alignment of programme objectives and funding levels was recommended, as was a sharper

¹⁶ UNDP Independent Evaluation Office, Regional programme for Europe and the Commonwealth of Independent States (2014-2017), Midterm outcome evaluation, 2016

focus, stronger links to UNDP country programming, and (where appropriate) the adoption of subregional approaches.

18. During the course of the programme implementation, UNDP responded to these recommendations by strengthening support for gender mainstreaming, local governance, public administration reforms, parliamentary development, youth engagement, violent extremism, and migration; by promoting integrated social inclusion and employment policies, including analysis and advocacy to address unpaid care work to promote women's labour force participation; and by adopting more strategic approaches to conflict prevention and its links to governance programming. Those adjustments required the mobilization of additional resources, cooperation with United Nations partners, and alignment with country programming. These directions will be continued under the regional programme, 2018-2021. The directions and their implications for the programme were discussed at various forums with country offices and regional partners throughout 2017.

19. The independent, combined evaluation of the UNDP Strategic Plan, 2014-2017, and its associated regional programmes, attests to a successful implementation of the regional programme in the Europe and the Commonwealth of Independent States region overall, highlighting three overarching lessons:

- (a) The diversity of the region and its development challenges often preclude the application of 'one-size-fits-all' regional cooperation paradigms. UNDP must offer a regional, multi-stakeholder platform for countries to work together on transnational issues and common problems that do not have borders.
- (b) As is the case with its national programming in Europe and the Commonwealth of Independent States, regional programming must increasingly function in a non-core funding environment. Annual allocations of regional regular resources, which had been above \$5 million during the 2010-2013 programming cycle, dropped to \$2 million in 2017. These reductions in core funding were offset by increases in the annual delivery of non-core programming, which averaged \$15-\$18 million during 2015-2017, leading to total annual regional programme delivery in the \$18-21 million range.
- (c) Effective UNDP regional programming adds value by (i) identifying, codifying, and disseminating lessons learned within and beyond the region, in accordance with programme country needs; (b) helping programme countries more effectively manage transnational risks and benefit from global and regional public goods; (c) increasing development effectiveness while minimizing transaction costs to partners pursuing regional or multi-country programming opportunities; and (d) providing a framework for conducting advocacy, communicating results, and mobilizing stakeholders.

II. Programme priorities and partnerships

A. Programme priorities

20. The regional programme for Europe and the Commonwealth of Independent States, 2018-2021, is framed within this context and focused on regional public goods and common development challenges, identified in the country programmes of the region, that are best addressed regionally or subregionally. It builds on analysis of the evaluation of the previous regional programme (2014-2017) and its recommendations; initial lessons emerging from support provided to sustainable development goals implementation in the region; and consultations with UNDP country offices and regional partners. The programme is informed by and aligned with the future direction of UNDP as outlined in its Strategic Plan, 2018-2021.

21. In its programmatic scope, focus and delivery approach, the regional programme adapts the Strategic Plan to the demands and common challenges of programme countries in the region. The UNDP vision, as outlined in its Strategic Plan, is to help countries eradicate poverty in all its forms, accelerate structural transformation for sustainable development, and build resilience to crises and shocks by strengthening development pathways. While these three development challenges coexist in many countries in Europe and the Commonwealth of Independent States, structural transformation for sustainable development dominates the agendas of middle-income countries in the region.

22. Under the overall objective of accelerating achievement of the 2030 Agenda and the sustainable development goals in Europe and the Commonwealth of Independent States, the priorities of the regional programme are captured in the following three programme outcomes, with priority on the first: (a) accelerating structural transformations for sustainable development through more effective governance systems; (b) addressing poverty and inequalities through more inclusive growth; and (c) building resilience to shocks and crises.

23. Under each outcome, the programme applies, tailors and combines the UNDP global offer of signature solutions, as outlined in the Strategic Plan, 2018-2021. These include (a) keeping people out of poverty; (b) strengthening effective, accountable and inclusive governance; (c) enhancing prevention and recovery for resilient societies; (d) promoting nature-based solutions for a sustainable planet; (e) closing the energy gap; and (f) strengthening gender equality and women's empowerment.

24. Outcome 1. Accelerating structural transformations through more effective governance systems. The regional programme will support the aspirations of programme countries for structural transformation to sustain and advance progress at regional, subregional and national levels. To that end, it will:

(a) Apply innovative, data-driven, and scalable solutions for (i) more inclusive governance processes that improve institutional responsiveness, foster transparency and accountability, and expand the role of women and youth in all forms of decision-making; (ii) institutional transformations, based on the rule of law, access to justice, and human rights approaches, in partnership with the Office of the High Commissioner for Human Rights and others, to address structural, gender, and other forms of discrimination and inequities; and (iii) enhanced civic space through new technologies and media, with a particular focus on young women and men, and benefiting from the regional inter-agency issue-based coalition on youth led by UNFPA and the regional inter-agency gender group led by UN-Women.

(b) In partnership with the Global Environmental Facility (GEF) and the Montreal Protocol, support efforts to (i) strengthen multi-country platforms for the co-management of shared resources;¹⁷ (ii) implement and manage synergies between ecosystems-related conventions, policy instruments and programmes;¹⁸ (iii) integrate environmental sustainability into sectoral and cross-cutting policies reflecting the transboundary dimensions of natural resources in the region; and (iv) effectively apply and de-risk land use planning to help resolve transboundary water, land and forest rights issues; improve food and water security; and support sustainable livelihoods.

(c) Continue to support the implementation of the Paris Climate Change agreement in the region through, inter alia, improved access to climate finance; increased transparency in monitoring, reporting, and verification of climate action; support for legal and institutional frameworks which can bring clean energy and zero-carbon growth solutions to scale; and closing gaps in access to efficient, affordable and sustainable energy, by de-risking energy investments. The UNDP-led regional initiative on sustainable procurement in the health sector will be continued and scaled up in partnership with UNFPA, the United Nations Children's Fund (UNICEF), the United Nations Environment Programme (UNEP), the United Nations Drug Purchase Facility, the World Health Organization (WHO), the Global Fund to Fight AIDS, Tuberculosis and Malaria, the Global Alliance for Vaccines and Immunization, and UNOPS.

25. Outcome 2. Addressing poverty and inequalities through more inclusive growth. With the goal of leaving no one behind, the regional programme will help programme countries to 'go the last mile' in eradicating poverty and addressing inequalities and exclusion. To that end, it will:

(a) Help (i) create rights-based, sustainable development pathways which integrate the 2030 Agenda, the Paris, Sendai, and other international and regional agreements into

¹⁷ Lakes and river basins commission, transboundary world heritage sites and biosphere reserves

¹⁸ These include the Convention of Long-range Transboundary Air Pollution, the Convention on Environmental Impact Assessment in a Transboundary Context, the Convention on the Protection and Use of Transboundary Watercourses and International Lakes, the Convention on Transboundary Effects of Industrial Accidents, and the Convention on Access to Information, Public Participation in Decision-making and Access to Justice in Environmental Matters. <http://www.unece.org/env/treaties/welcome.html>

development plans and budgets to support sustainable development goals achievement; and (ii) ensure effective and transparent use of public- and private-sector financing, including alternative finance models, while preventing the diversion of resources through anti-corruption initiatives; and

(b) Promote inclusive labour markets, social protection and care policies, and business support for women and the marginalized (people with disabilities, Roma, migrants, displaced populations and returnees), in cooperation with the International Labour Organization (ILO), UN-Women and other partners; continue building productive capacities for cross-border trade in goods and services with the International Trade Centre (ITC); and provide regional support to national and subnational institutions to design and implement sustainable local development and urbanization, and to deliver innovative, gender-responsive public services.

26. Outcome 3. Building resilience to shocks and crises. The regional programme will enhance risk-informed development by supporting programme countries in building resilience to shocks and crises by:

(a) Strengthening conflict prevention capacities in (i) cross-border peacebuilding, conflict sensitivity, confidence-building and recovery to prevent violence and human rights violations, address the drivers of radicalization and violent extremism and increase social cohesion; (ii) security sector and justice reform, including reducing the proliferation of small arms and light weapons; and

(b) Reducing disaster risks by focusing on the priority areas of the Sendai Framework; expanding the use of innovative technologies and partnerships for disaster risk reduction; and improving the use of financial instruments to strengthening the disaster resilience of public-sector infrastructure, key productive sectors, and vulnerable populations, working with the United Nations Office for Disaster Risk Reduction and other partners.

27. Embedded in the UNDP global development advisory and implementation services platform, the regional programme will deliver on its priorities through (a) targeted regional, co-funded initiatives, co-designed with regional partners and programme countries; (b) dedicated, high-quality programme and policy advisory services; and (c) providing a regional platform and impartial space for countries to address regional, subregional and transboundary issues, as well as common and emerging regional challenges, that benefit from multi-country perspectives and the sharing of experiences and solutions. In that regard, the programme:

(a) Provides integrated programme and policy advisory support and cross-country information exchanges to country-level support platforms for the 2030 Agenda and UNDP country programmes, and facilitates the coordination of United Nations system partners in the context of the mainstreaming, acceleration, and policy support (known as ‘MAPS’) in advancing the 2030 Agenda;

(b) Spearheads (i) thought leadership in innovation and the scaling-up of innovative sustainable development solutions, such the successful policy innovation labs in a number of countries in the region, the annual Istanbul Innovation Days and Istanbul Development Dialogues; and (ii) transformative regional partnerships that help programme countries capture the benefits of innovation, access new sources of development finance and expertise, and bring impact to scale; and

(c) Supports and connects programme countries in capturing, codifying and sharing lessons learned and success stories, and in accessing regional and global expertise and cutting-edge research, including through South-South and triangular cooperation.

B. Partnerships and innovation

28. The complex challenges associated with achieving the 2030 Agenda and the associated imperative to move from funding to financing development place a high premium on: (a) impactful, scalable partnerships across the spectrum of bilateral, multilateral, private-sector and civil society partners; and (b) innovative solutions and integrated ways of working to bring development solutions to scale, expand the resource base and utilize limited resources efficiently. Working in partnership to achieve concrete and scalable results lies at the heart of the UNDP regional programme for Europe and the Commonwealth of Independent States.

29. The programme seeks to build on and leverage UNDP regional partnerships, bringing to bear its global and regional convening power, its integrative mandate, and its experience in linking and leveraging development partners in support of the programme countries. It builds on a strong track-record in mobilizing resources through partnerships, thereby augmenting the modest core resource base available for regional programming.

(a) Under the regional programme, UNDP seeks to continue and further strengthen its strong regional partnership with the Government of Turkey and to maximize the benefits of the co-location of the UNDP regional hub in Istanbul with the regional offices for Europe and Central Asia of UNFPA and UN-Women;

(b) The programme will support continued cooperation with partner countries of the Development Assistance Committee of the Organization for Economic Cooperation and Development and with the European Union. It builds on a strong partnership with the European Union around transition, pre-accession, and integration processes, leveraging the impartiality, presence and expertise of UNDP and the United Nations development system to advance the 2030 Agenda in the region;

(c) As a central tool for South-South and triangular cooperation, the programme will consolidate and further expand the UNDP role as a key multilateral development partner for new and emerging donors in the region, helping mobilize knowledge and resources for the benefit of programme countries;

(d) UNDP partnerships with regional organizations such as the Council of Europe, the Organization for Security and Cooperation in Europe, the Eurasian Economic Commission, the Organization for Economic Cooperation and Development, the Regional Cooperation Council, and other regional organizations, will be deepened and expanded within the framework of the programme, including through joint regional/sub-regional approaches and improved coordination;

(e) The programme will continue to work in partnership with the United Nations Economic Commission for Europe and United Nations agencies, funds and programmes – based on mandates, expertise, comparative advantages and technical capacities – to ensure integrated and coherent United Nations responses to the development challenges of its programme countries and regional partners;

(f) Scaling up cooperation with international financial institutions in the region in areas where their expertise and concessional financing resources can be leveraged in support of the 2030 Agenda will remain a central aim of the programme. Examples of expanding cooperation include regional initiatives such as the economic resilience initiative of the European Investment Bank, the Central Asian Regional Economic Cooperation programme, and the special programme for Central Asia of the Islamic Development Bank. Promising first-time cooperation with the European Bank for Reconstruction and Development, and the Council of Europe Development Bank, will be scaled up, where possible; and

(g) The programme will help countries engage more strategically with the private sector within the context of the Addis Ababa Action Agenda on financing for development, drawing on, inter alia, the global expertise of the Istanbul International Centre for Private Sector in Development. The focus will be on (i) strategic, programmatic partnerships at the regional level; and (ii) supporting country offices in engaging strategically with the private sector. The programme will strengthen partnerships with civil society organizations, social movements and coalitions, philanthropic foundations, and academia.

30. The partnership focus of the regional programme goes hand in hand with its innovation approach, recognizing that innovation is often a result of co-creation among various actors and partners and an effective mechanism for engaging with new partners. For example, a strategic partnership with Nesta, a global resource for innovation in the public sector, has helped embed innovation skills, approaches and processes into the core of UNDP work in the region. A long-term partnership with Sitra, the foresight unit of the Government of Finland, has led to the design of new financial instruments for governments, aimed at leveraging public finances and facilitating private-sector and other investments in social issues. Similarly, a regional partnership with AID:Tech is raising funds and providing hands-on support to governments in

integrating new technologies, such as ‘blockchain’ and artificial intelligence, into pressing development issues.

31. Through its focus on innovation, research and development, the regional programme will support efforts to accelerate the adoption and scaling up of innovative sustainable development solutions. The programme will help build new skills; leverage new financial and monitoring instruments for sustainable development goals implementation; and apply strategic foresight, knowledge management, and research and development, in new ways.

32. Building on these approaches and partnerships, the regional programme, 2018-2021, will continue to support programme countries in: (a) leveraging new sources of data for timely responses to development challenges; and (b) applying advanced methodologies such as strategic foresight, behavioural insights, and design thinking. The programme will also expand the exploration of new growth areas for development by (a) investing in alternative financial mechanisms (crowd investment, preventative finance, impact investment) to finance the sustainable development goals agenda; and (b) managing the impact of information technologies on sustainable human development.

III. Programme and risk management

33. The present regional programme document outlines UNDP contributions to regional and global 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 with respect to regional and global programmes is prescribed in the UNDP programme and operations policies and procedures and the internal control framework. In accordance with Executive Board decisions, all direct costs associated with project implementation will be charged to the concerned projects.

34. The regional programme is poised to build on its established track record in mobilizing and integrating non-core resources to augment its modest core resource base. For the previous programme (2014-2017), financial resources at the level of \$53.6 million, including \$13.6 million of core resources and \$40 million of non-core resources, were targeted. A total of \$72 million was delivered over the period. The financial resources needed to implement the regional programme, 2018-2021, are estimated at \$62.6 million, with core resources at an expected \$4 million. Non-core resources, estimated in the range of \$58.6 million, are expected to be mobilized from bilateral and multilateral partner institutions, trust funds (including vertical funds) and other partners. Risks associated with new partnerships have been mitigated, to the extent possible, through formal, long-term strategic partnership agreements, as well as through regular interaction and consultation processes. Five per cent of regular resources will be invested in monitoring and evaluating the programme. Its cost effectiveness will be enhanced by full cost recovery, strategic use of technical expertise and partnerships, and matching regional and country-level resources.

35. The programme will be directly implemented by UNDP, under programme oversight delegated to the regional director of the Bureau for Europe and the Commonwealth of Independent States. The regional hub manager in Istanbul, under the supervision of the deputy regional director of the Bureau, will be responsible for ensuring the effective management and monitoring of regional projects. The advisory board (consisting of resident representatives from the region and senior management from central bureaus) will provide overall guidance and quality assurance to the programme and help to validate its relevance vis-à-vis country and global activities. The programme will be implemented through regional and subregional activities with country-level components. Regional programming will strengthen country-level coordination by working with UNDP country offices, based on agreed work plans and the participation of advisory teams.

36. Regional project design will be guided by consultations with country offices and relevant regional partners, and will evolve in accordance with the development landscape. Recognizing analytical and advisory expertise, as well as the project management and implementation support capacities of the Istanbul regional hub, support to the implementation of global and multi-regional projects, and the monitoring and mitigation of associated capacity risks, will be continued, including through contingency planning inbuilt in regional projects.

IV. Monitoring and evaluation

37. The regional programme has selected outcome and output indicators that (a) are directly relevant to its focus and priorities in the next four years; (b) are aligned with the sustainable development goals and the Integrated Results and Resources Framework of the UNDP Strategic Plan, 2018-2021; and, (c) can be efficiently measured and monitored. Careful consideration has been given to ensuring that the outputs and output indicators demonstrate regional contributions and value using international, regional and country-level data, statistics and reports.

38. The evaluation of the previous regional programme and its projects, as well as of relevant programmes in the region, informs the implementation of the regional programme, 2018-2021. The coordination and quality assurance unit of the Istanbul regional hub will ensure effective monitoring of the programme in coordination with relevant programme and operations teams and partners.

39. Progress against planned results and resources will be monitored through quarterly and annual planning, budgeting and monitoring exercises. The programme will be subject to institutional processes and publish project and financial information, including internal results and resources data, consistent with the UNDP commitment to the International Aid Transparency Initiative. At the end of each year, it will be subject to a results analysis and report to measure progress achieved against annual milestones. Such reporting will comprise quantitative evidence supplemented by qualitative analysis from the UNDP results-oriented annual report. The midterm review in 2020, will provide an opportunity to review progress against the planned milestones of the UNDP Strategic Plan and the regional programme. Results of UNDP partnership surveys will inform regional partnership decisions.

40. Integrated approaches, as espoused by the sustainable development goals and reflected in the regional programme, will be a particular focus of monitoring and evaluation initiatives to ensure comprehensive, issues-based perspectives in regional initiatives and bring to bear the multi-disciplinary expertise and experience of UNDP in the region.

41. Data disaggregation – by income, ethnicity, disability, age, occupation and geographical location, as relevant – will inform the design of targeted interventions. Partnerships with regional organizations working on data and statistics for the sustainable development goals (such as ILO, the Economic Commission for Europe, UNFPA, UNICEF, UN-Women and the World Health Organization – WHO) will facilitate data- and knowledge-exchange to support effective monitoring and evaluation of the regional programme and related projects.

42. In addition to international, regional and national statistical systems for data collection and monitoring, innovative and user-friendly knowledge management-approaches and tools that enhance learning and programmatic application, and take advantage of new communications platforms and technological solutions, will be developed and implemented under the programme. These may include real-time feedback loops, micronarratives, and social media to gather stakeholders' and partners' insights periodically.

43. The UNDP 'gender marker' will be integrated into the programme and project quality assurance measures and inform programme and project planning, implementation, monitoring and evaluation. The programme will make sure that at least 15 per cent of programme and projects at the regional level are used for targeted interventions promoting gender equality.

Annex. Results and resources framework for Europe and the Commonwealth of Independent States (2018-2021)

Related sustainable development goals (SDGs): 1, 5, 7, 12, 13, S15 and 16				
Regional plan outcome 1. Accelerating structural transformations through more effective governance systems				
Strategic Plan outcome 2. Accelerate structural transformations for sustainable development.				
Outcome indicator(s) ¹⁹	Data source and frequency of data collection, and responsibilities ²⁰	Indicative regional programme outputs	Major partners / partnerships frameworks	Indicative resources by outcome
<p>2.7 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 greenhouse gas emissions development in a manner that does not threaten food production</p> <p>Baselines: To be determined²¹ Targets: To be determined</p> <p>2.1 Proportion of population covered by social protection floors/systems, by sex, distinguishing children, unemployed persons, older persons, persons with disabilities, pregnant women, new-borns, work-injury</p>	To be determined	<p>Signature solution 1. Keeping people out of poverty</p> <p>Output 1.1. Low-emissions and climate resilience objectives are integrated into development policies and plans through regional initiatives promoting economic diversification and green growth.</p> <p>Indicator 1.1.1. Amount of climate finance resources brokered by UNDP at regional level for enhanced sectoral policies and climate information to promote low-carbon and climate-resilient development and implementation of Paris Climate Agreement Baseline: 0 Target: \$12.2 million Data source: Project reports, regional programme reports, partnership agreements Frequency: Annual</p> <p>Indicator 1.1.2. Number of regional/cross-regional capacity development initiatives, diagnostic assessments and programming tools advancing low-carbon and climate-resilient development and green growth, including in health sector Baseline: 0 Target: 11 Data source: Sustainable procurement in the health sector (SPHS) reports, regional programme reports, diagnostic reports Frequency: Annual</p> <p>Output 1.2. Regional capacity development initiatives and dialogues facilitated to improve social protection systems</p>	<p>GEF, Government of Russia, Government of Turkey</p> <p>Healthcare Without Harm Swedish International Development Agency Stockholm International Water Institute SPHS initiative ILO United Nations Conference on Trade and Development UNEP World Bank Regional Cooperation Council UN-Women UNICEF European Union Eurasian Harm Reduction Network (EHRN) Global Fund Open Society Foundation Stop TB Partnership Regional tuberculosis network</p>	<p>Regular: \$2,040 million (to be confirmed)</p> <p>Other: \$40 million</p>

¹⁹ Baselines and targets for all outcome indicators will be included upon approval of the internal results and resources framework (IRRF) of the UNDP Strategic Plan, 2018-2021.

²⁰ To be included upon approval of the IRRF

²¹ To be included upon approval of the IRRF

<p>victims, the poor, and the vulnerable</p> <p>2.4 Percentage of people who experienced a dispute and had access to a formal or informal dispute mechanism, considered affordable and just (disaggregated by sex)</p> <p>2.6 Proportion of population satisfied with their last experience with public services</p>		<p>Indicator 1.2.1. Number of regional/subregional initiatives, diagnostic tools and guidelines which promote integrated approaches to social protection, care services and decent jobs for the vulnerable people Baseline: 2 Target: 14 Data source: Project reports, policy briefs and knowledge products Frequency: Annual</p> <p>Signature solution 2. Strengthen effective, accountable and inclusive governance.</p> <p>Output 1.3. Regional/subregional collaboration and peer-to-peer exchanges to enable enhanced awareness and expanded access to justice, strengthened security and rights protection</p> <p>Indicator 1.3.1. Number of regional collaboration forums on rule of law introduced and applied supporting fulfilment of national and international human rights obligations or strengthening security and access to justice for women and marginalized people Baseline: 2 Target: 6 Data source: Reports on regional fora, stakeholder, media and reports of civil society organizations Frequency: Annual</p> <p>Output 1.4. New forms of evidence and methods explored and leveraged through digital technologies, new sources of data and other innovative methods to address public service challenges common to the region</p> <p>Indicator 1.4.1. Number of new forms of evidence and methods explored and leveraged to address public service challenges Baseline: 0 Target: 20 Data source: Knowledge products, progress reports Frequency: Annual</p> <p>Signature solution 3. Enhance prevention and recovery for resilient societies.</p> <p>Output 1.5. Data and risk-informed development policies, plans, systems and financing incorporate integrated solutions to reducing disaster risks, enabling climate change adaptation and mitigation, and preventing conflict</p> <p>Indicator 1.5.1. Number of regional policy/capacity development initiatives and partnerships addressing integrated solutions to social cohesion and reducing disaster and climate change risks.</p>		
--	--	---	--	--

<p>2.11 Proportion of population with primary reliance on clean fuels and technology</p> <p>2.12 Proportion of time spent on unpaid domestic and care work, by sex, age and location</p> <p>2.5 Proportion of population who believe decision-making is inclusive and responsive, by sex, age, disability and population group</p>		<p>Baseline: 3 Target: 8 Data source: Regional reports, regional programme data, partnerships agreements, Stakeholder reports Frequency: Annual Signature solution 4. Promote nature-based solutions for a sustainable planet.</p> <p>Output 1.6. Solutions and regulatory frameworks to address conservation, sustainable use and equitable benefit-sharing of natural resources, developed in line with international conventions and national legislation through regional and cross-regional initiatives</p> <p>Indicator 1.6.1. Number of regional/cross-regional initiatives and partnerships aimed at providing high-quality, gender-responsive and data-driven solutions for conservation, sustainable use, and equitable access to and benefit-sharing of natural resources, biodiversity, and ecosystems Baseline: 0 Target: 5 Data source: Partnership frameworks, project documents/reports, media reports Frequency: Annual</p> <p>Signature solution 5. Close the clean energy gap.</p> <p>Output 1.7. Solutions developed, financed and applied at scale for transformation to clean energy and zero-carbon development, for poverty eradication and structural transformation</p> <p>Indicator 1.7.1. Amount of resources brokered by UNDP for investment in energy access, renewable energy and zero-carbon development Baseline: \$0 Target: \$1 million Data source: Partnership agreements Frequency: Annual</p> <p>Signature solution 6. Strengthen gender equality.</p> <p>Output 1.8. Regional/subregional initiatives developed to advocate for necessary legal, policy and institutional reforms to reduce structural discrimination and inequities</p> <p>Indicator 1.8.1. Number of subregional initiatives in place to advance legal, policy and institutional reforms to remove structural barriers to women's empowerment: (a) Discrimination in labour markets (public and private sectors) (b) Access to and control over assets and services (c) Reduction or redistribution of unpaid care work</p>		
--	--	--	--	--

		<p>(d) Sexual and gender-based violence</p> <p>Baseline: 0 Target: 7 Data source: CSO and development partners' reports Frequency: Annual</p> <p>Output 1.9. Regional standards/practices improve institutional responsiveness, transparency and accountability, inclusive electoral and parliamentary processes, and expand civic space, enabling implementation of reforms and use of new technologies and media, and creating spaces for collaboration, particularly for youth.</p> <p>Indicator 1.9.1. Extent of regional/subregional peer-to-peer knowledge-sharing among parliamentarians and public officials to improve equal participation, accountability, and transparency Baseline: 2 Target: 4²² Data source: Annual assessment based on databases and reviews Frequency: Annual</p>		
Related SDGs: 1, 3, 8, 10, 16 and 17				
Regional programme outcome 2. Addressing poverty and inequalities through more inclusive and sustainable development pathways				
Strategic Plan outcome 1. Advance poverty eradication in all its forms and dimensions.				
<p>1.1.a. Proportion of men, women and children of all ages living in poverty in all its dimensions, by selected measures of multidimensional poverty</p> <p>1.1.b. Proportion of people sliding back into poverty</p>		<p>Signature solution 1. Keeping people out of poverty</p> <p>Output 2.1. Whole of government approaches strengthened across the region to integrate the 2030 Agenda, the Paris and Sendai agreements, and international/regional human rights and other agreements in development plans and budgets, and to analyse regional progress towards the SDGs, using innovative and data-driven solutions</p> <p>Indicator 2.1.1. Number of regional initiatives, tools and guidelines developed and applied that promote integrated approaches, and enhances data collection/analysis mechanisms providing disaggregated data to support and monitor progress towards the SDGs Baseline: 2 Target: 17 Data source: Voluntary national reports, SDG reports, MAPS mission report and SDG roadmaps, FCTC joint mission and progress reports, non-communicable diseases guidelines, Human Development Reports</p>	<p>Government of Turkey, European Union, Governments of Czech Republic, Finland, Romania, Russian Federation, and Slovakia WHO Non-Communicable Diseases Alliance Interagency task team on NCD prevention and control Issue-based Coalition on Health Issue-based Coalition on Social Protection and Gender UNECE UNICEF WHO</p>	<p>Regular: \$1.5 million (to be confirmed)</p> <p>Other: \$9.5 million</p>

²² Not adequately (1), very partially (2), partially (3), largely (4)

<p>1.2 Proportion of total government spending on essential services (education, health and social protection)</p> <p>1.3 Dollar value of financial and technical assistance (including through North-South, South-South and triangular cooperation) committed to developing countries</p>		<p>Output 2.2. Regional innovative solutions for integrated and gender-responsive social protection and care services to promote access to basic services, sustainable jobs and livelihoods for vulnerable groups</p> <p>Indicator 2.2.1. Number of regional/subregional initiatives, utilizing innovative solutions, knowledge and advocacy products, promoting inclusive delivery of social protection, care services and access to sustainable jobs and livelihoods</p> <p>Baseline: 0</p> <p>Target: 6</p> <p>Data source: Regional programme reports, media articles, regional policy papers</p> <p>Frequency: Annual</p> <p>Signature solution 2. Strengthen effective, accountable and inclusive governance.</p> <p>Output 2.3. Enabling environment strengthened through diverse partnerships to expand opportunities for public and private sector, including alternative financing, for achievement of the SDGs</p> <p>Indicator 2.3.1. Number of new partnerships with emerging donors and other stakeholders (including through South-South and triangular cooperation), regional and financial mechanisms created and sustained in support of the SDGs</p> <p>Baseline: 0</p> <p>Target: 22</p> <p>Data source: partnerships and cost-sharing agreements, media articles, regional reports, paper/briefs</p> <p>Frequency: Annual</p> <p>Output 2.4. Regional awareness, advocacy and partnerships on corruption prevention strengthened contributing to enhanced integrity of national and subnational institutions and systems</p> <p>Indicator 2.4.1. Number of anti-corruption measures developed at regional level to mitigate and remedy sector-specific corruption risks</p> <p>Baseline: 0</p> <p>Target: 7</p> <p>Data source: Government and international organizations reports</p> <p>Frequency: Annual</p> <p>Signature solution 4. Promote nature-based solutions for a sustainable planet.</p> <p>Output 2.5. Scalable solutions for sustainable commodities and green and inclusive value chains captured and disseminated</p>	<p>UNFPA ILO UNEP World Bank UNESCO UN-Women EHRN ECUO EWNA Global Fund Open Society Foundation International financial institutions Private sector</p>	
--	--	--	---	--

1.4 Proportion of persons who had at least one contact with a public official and who paid a bribe to a public official, or were asked for a bribe by a public official, during the previous 12 months		<p>Indicator 2.5.1. Number of countries benefiting from diagnostic assessments for sustainable commodities and green and inclusive value chains Baseline: 0 Target: 6 Data source: Diagnostic reports Frequency: Annual</p> <p>Output 2.6. Regional/subregional standards and practices enable evidence-based sustainable urbanization and local development, through smart cities and delivery of innovative, responsive public services, including for marginalized and key populations</p> <p>Indicator 2.6.1. Regional mechanisms established to generate solutions for improving the planning, budgeting, management and monitoring of public services at (sub)national level Baseline: 0 Target: 3 Data source: Regional programme reports, media coverage, web platforms Frequency: Annual</p> <p>Signature solution 6. Strengthen gender equality.</p> <p>Output 2.7. Gender equality tools and guidance aiming to advance women's empowerment developed and tested and disseminated in public and private entities</p> <p>Indicator 2.7.1. Number of public and private entities benefiting from gender equality tools and guidance Baseline: 0 Target: 6 Data source: Stakeholder and media reports, policy briefs Frequency: Annual</p>		
Related SDGs: 1, 11 and 16				
Regional programme outcome 3. Building resilience to shocks and crises through enhanced prevention and risk-informed development				
Strategic Plan outcome 3. Build resilience to shocks and crises.				
3.1 Number of people per 100,000 that are covered by early warning information through local governments or through national dissemination mechanisms (disaggregated by sex)		<p>Signature solution 2. Strengthen effective, accountable and inclusive governance</p> <p>Output 3.1: Evidence-based assessment and innovative planning tools and capacities developed regionally for use by countries to enable implementation of gender-sensitive, risk-informed prevention and preparedness to limit the impact of natural hazards, pandemics and conflict.</p>	European Union United States Agency for International Development Organization for Security and Cooperation in Europe UNEP	<p>Regular: \$0.5 million (to be confirmed)</p> <p>Other: \$9.08 million</p>

<p>3.2 Direct disaster economic loss in relation to global GDP; disaster damage to critical infrastructure and disruption of basic services attributed to disasters</p>		<p>Indicator 3.1.1. Number of partnerships, platforms and gender-responsive initiatives supported regionally for countries to enable mechanisms for mitigating risks, particularly to urban centres Baseline: 1 Target: 6 Data source: Regional programme reports Frequency: Annual</p> <p>Indicator 3.1.2. Number of regional capacity development initiatives facilitating application of comprehensive disaster damage and loss accounting systems/post-disaster needs assessment (PDNA) framework for resilient recovery Baseline: 1 Target: 4 Data source: PDNA training package and reports, recovery framework guidelines Frequency: Annual</p> <p>Signature solution 6. Strengthen gender equality.</p> <p>Output 3.2. Regional gender-responsive, risk-informed mechanisms and initiatives support strengthened capacities for reconciliation, consensus-building, confidence-building, social cohesion, peaceful management of conflict, and prevention of violent extremism, including youth engagement in sustaining peace and women's leadership in social dialogue and security sector mechanisms</p> <p>Indicator 3.2.1. Number of initiatives at regional/subregional level (including through South-South cooperation) that enable confidence-building, social cohesion, and dialogue mechanisms for the prevention of conflict or violent extremism Baseline: 2 Target: 7 Data source: reports, web platforms, media reports, partnership surveys Frequency: Annual</p> <p>Output 3.3. Regional cooperation enables national systems to ensure the restoration of justice institutions, redress mechanisms and community security, including armed violence reduction and small arms and light weapons (SALW) control</p> <p>Indicator 3.3.1. Number of regional cooperation forums that support redress mechanisms, justice institutions, and community security (including SALW control) Baseline: 5 Target: 18 Data source: Regional programme and media reports, regional meetings proceedings Frequency: Annual</p>		
---	--	---	--	--