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**Regional programme document for Europe and the
Commonwealth of Independent States, 2014-2017**

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I. Situation analysis

1. The situation analysis reflects the development context of Europe and the Commonwealth of Independent States (ECIS) region with a focus on the UNDP programme countries (Albania; Armenia; Azerbaijan; Belarus; Bosnia and Herzegovina; Georgia; Kazakhstan; Kyrgyzstan; Moldova; Montenegro; Serbia including Kosovo – United Nations Administered Territory under Security Council Resolution 1244 (1999); Tajikistan, The former Yugoslav Republic of Macedonia; Turkey; Turkmenistan; Ukraine; and Uzbekistan).

2. Despite the financial shocks and declines in growth caused by the post-2008 global and European economic crises, human development indicators continue to show progress in the ECIS programme countries. All but two of these countries are now classified as middle-income¹; in the 2012 Human Development Index, 12 fall into the high, and only five into the medium human development category.² Most countries in the Balkans have essentially eradicated extreme poverty (below \$2.50 per person per day) and are likely to achieve most of the Millennium Development Goals. However, more broadly in ECIS, progress in achieving the Goals has been uneven in many lower middle- and low-income countries.³

3. Nonetheless, many countries in this region face difficult and often growing development challenges related to the pace and quality of economic growth (particularly concerning creation of employment and livelihoods); natural resource management; and relatively high development risks including economic volatility, social exclusion, conflict, climate change, resource stress and institutional weaknesses.

4. Despite continuing economic growth and declining poverty rates in most countries, pockets of poverty persist across the region.⁴ Traditional forms of income poverty prevail within excluded communities and marginalized groups (e.g., youth, persons with disabilities, ethnic minorities), while new forms of poverty and social exclusion are emerging in the middle-income economies, shaped by weak employment creation and livelihoods and widening income inequalities. Increasing socioeconomic risks are also associated with the spread of non-communicable and communicable diseases, outward migration and ageing. Progress towards gender equality is uneven. According to the UNDP 2012 Gender Inequality Index⁵, women still earn less and are underrepresented in decision-making positions. Against the globally agreed critical mass of 30 per cent female representation in parliaments, the ECIS region on average struggled to reach just 16.6 per cent in 2013, despite near gender parity at all education levels.

5. The ECIS region has the fastest growing HIV epidemic in the world, with Ukraine accounting for the highest HIV burden among the programme countries. The epidemic is moving from being concentrated among key populations most at risk of HIV to a generalized one. It is closely related to the human rights situation of people living with and affected by HIV, as witnessed by criminalization of HIV infection, stigma, discrimination and the punitive norms and practices that proliferate in the region. Overprotection of intellectual property rights restricts competition in trade with medicines, increases prices and lowers access in many ECIS countries. The new funding model of the Global Fund to Fight AIDS, Tuberculosis and Malaria requires increased national co-financing with a view to transitioning to self-funded HIV programmes; most countries in the region need support to meet this challenge.⁶

6. The ECIS programme countries face multiple risks related to energy, environment and climate, including energy shortages. While the ECIS region produces only 5 per cent of global gross domestic product (GDP), it accounts for 10 per cent of the world's energy consumption. Relying on fossil fuels for 80 per cent of its needs, the region is responsible for a high carbon

¹ At present, only Kyrgyzstan and Tajikistan are categorized by the World Bank as low-income countries.

² Countries with a high Human Development Index ranking include Albania, Armenia, Azerbaijan, Belarus, Bosnia and Herzegovina, Georgia, Kazakhstan, Montenegro, Serbia including Kosovo – United Nations Administered Territory under Security Council Resolution 1244 (1999), The former Yugoslav Republic of Macedonia, Turkey and Ukraine. Those with medium ranking include Moldova, Kyrgyzstan, Tajikistan, Turkmenistan and Uzbekistan.

³ United Nations Economic Commission for Europe, 2012.

⁴ Based on World Bank data, 2013.

⁵ The 2012 Gender Inequality Index for Western Europe was 0.13 while on average it was 0.35 for Central Asia, 0.34 for the Caucasus and the western Commonwealth of Independent States, and 0.26 for the Balkans and Turkey combined.

⁶ Global Report: UNAIDS Report on the Global AIDS epidemic 2013.

footprint. In the majority of countries in Central Asia and other members of the Commonwealth of Independent States, primary energy intensity is still more than double the levels of the 28 members of the European Union.⁷ Global warming has increased climate variability and associated meteorological and geophysical hazards⁸. Exposure to seismic hazards is high in many parts of the region. Although climate change will affect countries to varying degrees, influencing social stability and jeopardizing sustainability and many productive sectors, the entire region will be affected by long-term trends such as increasing scarcity of fresh water. Many ecosystems and natural habitats are under threat due to unsustainable management practices which pose further risks to freshwater supplies, forests and biodiversity. If unchecked, these trends could threaten food security and prospects for economic growth, and create new sources of conflict and instability.

7. Advances in human development have been hampered by slow progress in reforming institutional and regulatory systems in many of the programme countries. The region's development is further affected by limited regional economic integration and cross-boundary cooperation and trade and by poor cross-border infrastructure. Weak institutions, governance systems and gaps in the rule of law, influenced by corruption, continue to impact citizens' participation and the delivery of basic services.

8. The programme countries of the ECIS represent a highly diverse group with distinct subregional development perspectives and challenges:

- (a) The countries of the Western Balkans and Turkey share a joint aspiration of association with the European Union, with this agenda driving domestic policy priorities and reform processes. The development of the Western Balkan programme countries continues to be affected by the legacies of recent conflicts, with persisting inter-ethnic tensions within and across borders and only slowly improving subregional cooperation. While economic growth is expected to remain low, the countries of the subregion continue to struggle with multiple human development challenges related to skills gaps, high unemployment, social exclusion and widening income inequalities which result in the highest inequality ratios in the ECIS. The subregion also faces environmental risks such as water scarcity and land degradation;
- (b) Development prospects in the South Caucasus and western CIS programme countries continue to be affected by weak democratic practices, increasing income inequalities, bleak job perspectives, intraregional disparities and, in many parts of the subregion, by tensions arising from disputed territories and cross-border and post-conflict situations. Poverty rates remain high, particularly in the South Caucasus. The regional aspirations of the programme countries influence development agendas of the entire subregion; some countries have geared their foreign and domestic policies towards European integration, while others see little appeal in a closer affiliation with Europe and are considering Eurasian integration as a priority;
- (c) Central Asian programme countries face a particular set of human development challenges that combine inequality, scarcity of jobs, ethnic tensions and human rights issues, lack of water resources, risk of natural disasters and heavy reliance on remittances and extractive industries. The latter are vulnerable to global price volatility and often have only limited potential for generating employment and improving livelihoods. Wide disparities in human development continue both within and across these countries; income inequalities and poverty are widespread and gender inequalities persist. The subregion continues to be vulnerable to external instability stemming from water scarcity, transboundary water disputes and unsustainable energy use, community-level tensions and a range of cross-regional effects of instability and conflict in its Southern neighbourhood.

⁷ International Energy Agency 2013. "IEA Statistics Online." <http://www.iea.org/>.

⁸ IPCC, 2012. Managing the Risks of Extreme Events and Disasters to Advance Climate Change Adaptation, which says that extreme weather and climate events can contribute to disasters and disaster risk is influenced by physical hazards and other factors.

II. Lessons learned

9. The UNDP regional programme for the ECIS for 2011-2013 focused on five areas: (a) environment and energy; (b) poverty, inequality and social inclusion; (c) subnational governance and development; (d) good and effective governance and social cohesion; and (e) promotion of new partnerships in development cooperation.

10. An independent evaluation concluded that the focus of the regional programme was relevant and well aligned with global, regional, and country-level goals; and that the programmatic responses were strategically appropriate and implemented so that tangible results and development contributions could be observed. For example, in the area of climate change, UNDP positioned itself as a broker of environmental finance in the region, helping countries to access funds from global and regional trust funds, and in 2011 mobilized \$97 million from the Global Environment Facility (GEF) and other funds for climate change, against the initial target of \$50 million. It also successfully set standards in climate risk management to assess existing and future patterns of risk stemming from climate variability, including those deriving from climate change, and integrate them into national development strategies and policies. The results of the regional survey on the situation of Roma in 11 European Union Member States, conducted by UNDP, served for monitoring and evaluation of the European Union-wide national Roma integration strategies. UNDP also developed reliable and robust data and presented a new social inclusion measurement methodology⁹ which was tested in six countries.

11. The evaluation recommended that the regional programme better address subregional differences; strengthen the consultative mechanisms for formulation and implementation to increase relevance and ownership at the country level; be better aligned with country priorities and main regional challenges; enhance technical expertise within the programme; and more effectively integrate the human rights-based approach (HRBA) and gender mainstreaming into regional initiatives¹⁰.

12. The proposed programme reflects these recommendations as follows:

(a) First, the proposed programme has been formulated, based on inclusive consultations, to achieve a stronger alignment with country priorities and strengthen the relevance and ownership at country level; this in turn has led to a clearer prioritization of subregional challenges as recommended by the evaluation;

(b) Second, as a result initiatives will address the most crucial regional challenges, with a particular focus on a strengthened approach to specific subregional challenges (i.e., social inclusion will be a priority for the Western Balkans, governance and local development for the Caucasus and western CIS and disaster risk reduction for Central Asia);

(c) Third, in terms of enhancing technical expertise within the programme, the proposed programme will use three operational modalities of support, i.e., implementation of regional projects, development of knowledge products and the provision of advisory services. Each of those modalities will be strengthened by enhancing the issues-based approach to development programming based on successful examples, e.g., climate change and HIV/AIDS and in line with the new strategic plan 2014-2017, which will help to ensure better integrated programming and strengthened results-based management;

(d) Fourth, although the evaluation cites some notable achievements in the application of the HRBA, it also recommends a more effective integration of HRBA and gender mainstreaming into regional initiatives in order to strengthen the contributions made by the programme to the realization of human rights in the region. This will be done by: (i) partnering with regional organizations that share common interests in a particular key area (e.g., minorities, anti-corruption) and sharing experiences linked to the consultation of ultimate beneficiaries; and (ii) partnering with country offices that carry out consultation processes for the development of the United Nations Development Assistance Framework and country programmes to ensure the integration of HRBA. Direct engagement with rights holders will be enhanced through social media based on successful past examples (i.e., use of internet to promote voice and engagement);

⁹ UNDP Regional Human Development Report "Beyond Transition: Towards Inclusive Societies" 2011.

¹⁰ UNDP Evaluation of the Regional Programme for Europe and the CIS (2011-2013), Evaluation Office 2013.

(e) Fifth, in its activities, the regional programme will collect gender-disaggregated data, apply gender analysis in identifying bottlenecks and formulating solutions, and seek equal participation of women and men as change agents. Where necessary, the regional programme will develop applied research and knowledge products on innovative and emerging topics to address particular gender equality challenges;

(f) In contrast to the previous programme, the proposed programme reflects a strengthened emphasis on innovation and partnerships within programmatic interventions and as enabling mechanisms, and a sharpened programmatic focus on key priority issues throughout programme areas.

III. Proposed programme

13. The proposed regional programme reflects the global sustainable development agenda and leverages United Nations intergovernmental policy processes such as the Millennium Development Goals and the post-2015 process.

14. It is aligned with the overall programmatic framework and planned results of the UNDP strategic plan, 2014-2017. It also draws on a wider array of programming principles and strategic priorities including the quadrennial comprehensive policy review of United Nations operational activities for development (QCPR) and the United Nations Development Group (UNDG) strategic priorities for 2013-2016.

15. The programmatic focus reflects both the changing development context of the region and the need to: (a) manage risks for resilience and accelerated human development, including building resilience to shocks, threats and hazards and addressing the impact of climate change, the growing need to protect the natural resource base and competition for resources; (b) improve inclusion in view of increasing disparities and inequalities; and (c) address key governance challenges.

16. It introduces innovation as an integral dimension of all programme areas and aims to support integrated issues-based approaches to programme development, taking into consideration regional, subregional, cross-boundary and cross-regional links, challenges and opportunities.

17. The regional work is based on five mutually reinforcing 'regionality' principles which define the particular value added of regional or subregional approaches to addressing development challenges:

(a) Promotion of regional public goods based on strengthened regional cooperation and integration through building linkages among States and among regional and subregional entities and processes such as the Commonwealth of Independent States, the European Union, the Central Asia Regional Economic Cooperation (CAREC) Program, the Council of Europe, the Eurasian Economic Community, the Regional Cooperation Council and the Organization of the Black Sea Economic Cooperation;

(b) Management of cross-border externalities and spillovers that are best addressed collaboratively on an intercountry basis, and advancement of solutions to cross-border and transboundary development challenges such as climate change, environment and disaster risk management, border management, trade and economic networks and communicable diseases;

(c) Advancement of awareness, dialogue and action on sensitive and/or emerging development issues that benefit strongly from multi-country experiences and perspectives, and identification of key risks to development through policy advice and programmatic responses that support resilience and enhance human development;

(d) Promotion of experimentation and innovation that overcome institutional, financial and/or informational barriers that may be too high for an individual country to surmount. Providing seed financing for piloting of innovative initiatives at country and subregional levels;

(e) Generation and sharing of development knowledge, experience and expertise, including on gender, through South-South and triangular cooperation so that countries can connect to, and benefit from, relevant experiences from across the region and beyond. The collection of experience and aggregation of knowledge happens at regional level and actual implementation and dissemination takes place at country level.

18. While efforts at country and regional levels have unique advantages in addressing development challenges, there is an additional dimension of work that contributes to maximizing development potential. It is the ability to connect, advance and utilize learning, knowledge, expertise and experiences across regions. This ability is central both to the added value provided by UNDP and to its effectiveness as one of the few truly global multilateral institutions. Building on all five regional programmes and a large and varied portfolio of country programmes – with the global programme providing the catalyst – UNDP will address interregional cooperation around a selected, strategic set of issues. An initial set has emerged already from the bottom-up process of formulating regional programmes: the post-2015 agenda and sustainable development goals; climate and disaster risk management, including natural resource management; conflict prevention; and recovery from crises.

19. The regional programme for the period 2014-2017 seeks to contribute to four development outcomes as described below.

20. Outcome 1: Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded. Contributing to this outcome, regional activities will:

(a) Support country-level efforts, with a particular focus on the region's low- and lower middle-income countries, to design and implement national and subnational development strategies, policies, plans and options that can generate sustainable growth and incomes and integrate environmental sustainability into sectoral policies;

(b) Support inclusive regional economic cooperation processes by leveraging private sector expertise and resources and contributing to South-South and triangular cooperation, in close cooperation with and drawing on the expertise of the Istanbul International Center for Private Sector in Development;

(c) Support innovative approaches to integrated local development and area-based and cross-border interventions, and strengthen regional economic networks with a particular focus on groups at risk such as youth, women, Roma in Western Balkans, vulnerable households and border communities in Central Asia, improving livelihoods in rural areas and facilitating access to trade;

(d) Support the development of sustainable, responsive and gender-sensitive social protection systems and assist national efforts to improve the delivery of social services, including tackling unemployment, inter alia by helping to improve regional and subregional donor coordination on social protection, and increasing awareness within the region of successful social protection reforms from other regions;

(e) Support transitions to low-emission economies by supporting the design, implementation, and financing of low-emission climate resilient development strategies and nationally appropriate mitigation actions in line with the United Nations Framework Convention on Climate Change. Develop market-based solutions to assist countries to simultaneously reduce greenhouse gas emissions and create opportunities for new jobs and economic growth, with particular attention to equal distribution of jobs and benefits among men and women. Support programme countries, which have requested assistance to participate in the climate change negotiations under the Framework Convention;

(f) Assist in creating institutional and regulatory environments for investments in clean, affordable and secure energy by supporting the formulation of policies and legislative frameworks, capacity development and removal of market barriers to private sector investments. This includes activities contributing to comprehensive energy market transformations such as introduction of energy efficiency standards, labels and codes and training renewable energy entrepreneurs. The simultaneous removal of market barriers in multiple countries will create economies of scale for clean energy products and services and thus lead to accelerated market expansion;

(g) Accelerate the introduction of renewable and energy efficiency technologies and improve household and commercial access to affordable energy services. Assist in the implementation of country-level Sustainable Energy for All objectives by developing programmes and partnerships, particularly in countries that have "opted in" to this initiative;

(h) Assist countries at national and subnational levels to improve conservation, sustainable use and management of natural capital (protected areas, marine and coastal zones, degraded peat lands and trans-boundary water bodies), in alignment with the UNDP Water and Oceans Governance Programme. With a focus on western CIS and South Caucasus, support the protection of fragile ecosystems through biodiversity- and climate-friendly agricultural and productive landscape management practices and ecosystem services. Develop and scale up initiatives for countries to access new and innovative sources of financing.

21. **Outcome 2: Citizen expectations for voice, development, the rule of law and accountability are met by stronger systems of democratic governance.** Contributing to this outcome, regional activities will:

(a) Support country-level efforts for more responsive governance systems providing for more equitable access to services for the poor and other excluded groups such as persons living with HIV and AIDS, persons with disabilities and victims of human trafficking. Support women, youth and minorities as leaders capable of contributing to the peaceful resolution of tensions with a particular focus on countries affected by protracted conflicts;

(b) In response to national demands, support implementation of the United Nations Convention against Corruption and the Open Government Initiative by organizing inclusive consultation processes around national self-assessments and other national-level mechanisms. Support the development of policies and specific sector-level anticorruption initiatives linked to social responsibility agendas in selected countries across the region;

(c) Strengthen national human rights protection systems, with a focus on selected countries in South Caucasus, Central Asia and western CIS, by supporting the observance of international and regional human rights principles and standards under United Nations human rights mechanisms (universal periodic review, treaty bodies, special procedures) through on-demand support in building capacities for preparing, advocating, monitoring and implementing international commitments and agreed recommendations of a broad range of State and non-State stakeholders. Based on demand in selected countries in the CIS and South Caucasus, develop programmatic responses to widening people's access to justice, particularly legal aid. Promote the rule of law by enhancing the quality and responsiveness of justice in an inclusive manner with special focus on vulnerable and disadvantaged groups and marginalized communities;

(d) Strengthen regional and country-level responses to HIV and AIDS, tuberculosis, malaria and other communicable/non-communicable diseases by building capacities for integrated, effective and equitable policies and strategies. Assist in mainstreaming health into multi-sector development planning processes, and by supporting the country-level implementation of grants from the Global Fund to Fight AIDS, Tuberculosis and Malaria;

(e) Upon request, support the regional integration aspirations of programme countries with regard to European and Eurasian integration processes by enhancing knowledge and building capacities of stakeholders at national and subnational levels;

(f) Increase women's participation in governance systems and complement country-level efforts to improve gender parity in national institutions by strengthening the latter's gender mainstreaming capacity. Combat gender-based violence. Enhance women's access to security sector jobs in Western Balkans.

22. **Outcome 3: Countries are able to reduce the likelihood of conflict and lower the risk of natural disasters, including from climate change.** Contributing to this outcome, regional support will:

(a) Strengthen country-level disaster and climate risk management through inclusive, disaster- and climate-resilient development frameworks and policies in selected countries, with a focus on Central Asia and the South Caucasus. Support regional coordination mechanisms for risk reduction and establish and/or capacitate national conflict prevention and dialogue processes and (where feasible) platforms. Support integrated practices and approaches for climate and seismic risk identification and assessment with focus on Central Asia and South Caucasus. Develop tools for managing climate variability and adaptive capacity for management of climate and seismic risks in highly exposed urban areas, including capitals;

(b) Develop and apply disaster mitigation and preparedness approaches, capacities and interventions to manage technological and natural compound hazards and risks, including those associated with uranium legacies in Central Asia; volatile ammunition in Western Balkans and other unsafe storage sites located in flood, earthquake and/or landslide zones in Central Asia; and in the Chernobyl fallout zone;

(c) Develop and strengthen appropriate frameworks and conflict prevention platforms based on the principle of equal participation of men and women, particularly with regard to the interrelated regional challenges posed by climate change and natural resource management in Central Asia and the Western Balkans, with a focus on inter-ethnic communities in border regions;

(d) Build resilience through stronger cross border interdependence and cooperation in Western Balkans, Turkey, South Caucasus and Central Asia. In close consultation with programme countries, strengthen capacities for integrated border management, cross-border economic activities and trade and for accountable, equitable and accessible rule of law institutions.

23. Outcome 4: Development debates and actions at all level prioritize poverty, inequality and exclusion, consistent with our engagement principles.

(a) Support national efforts to meet the Millennium Development Goals through the MDG Acceleration Framework and the post-2015 processes, including efforts to develop sustainable development goals. Develop tools and disaggregated data, including by gender, for integration of human development into planning and policy processes and multisectoral policies, including conflict risk analysis, and for data collection and analysis on socioeconomic aspects of vulnerability for disaster risk reduction. Build a regional research agenda around issues of human development, global development goals and how development lessons from this region should contribute to UNDP leadership in the design and implementation of the post-2015 global development agenda;

(b) Explore innovative approaches to data collection and analysis and strengthen national capacities to develop tools for socioeconomic research, poverty monitoring and assessment for enhanced service delivery and for improved and targeted policy formulation to address social exclusion and vulnerability of households, regions and communities. Supplement national capacity development work for better development statistics by building and maintaining regional databases, including gender-disaggregated data. In addition, sharing national experiences in the design and application of indicators for measuring progress in areas where UNDP has an added value, in line with the strategic plan, 2014-2017;

(c) Provide region-wide, on-demand support to the preparation of national human development reports to improve their relevance as policy instruments by increasing the use of new platforms and technology, the development of new indicators and thematic papers and codification and dissemination at regional level of best practices in human development reporting and programming;

(d) Facilitate sharing of knowledge and expertise within and across regions through South-South, East-East and triangular cooperation modalities. Support facilitative platforms and integrated rosters for matching established technical needs with available human resources by connecting national expertise regionally and globally across a range of thematic areas. Strengthen capacities of emerging donors and facilitate their engagement in development and early recovery cooperation in and beyond the region;

(e) Generate innovative approaches for addressing complex development challenges (e.g., inequality, social exclusion, poverty, climate change) by exploring new ways to tap into cutting-edge knowledge, engaging with leading research and private sector partners, providing seed money for new partnerships (civil society, private sector and foundations) and prototyping (e.g., application of behavioural science to expanding job opportunities for marginalized groups, “crowd funding” for supporting small-scale local businesses, gamification to engage youth and marginalized groups in decision-making, crowdsourcing for elimination of gender stereotypes);

(f) Develop effective, user-friendly and low-cost mechanisms and tools for sharing knowledge on development solutions and expanding access to knowledge products generated at the country and regional levels through innovative application of social media and other

internet-based solutions (e.g., for real-time reporting, crowdsourcing to generate feedback and input for co-creating solutions from those traditionally on the margins of decision-making, Twitter chats and other internet-based platforms for advocating development solutions).

IV. Programme management, monitoring and evaluation

24. The regional programme will be directly executed by UNDP, with oversight of the programme delegated to the Regional Director of the Regional Bureau for Europe and the Commonwealth of Independent States. The Regional Center Manager, under the supervision of the Deputy Regional Director, will be responsible for ensuring effective management and monitoring of the regional projects. The Advisory Board (consisting of resident representatives and senior management of central headquarter bureaux) will provide overall guidance to the regional programme and help to validate its relevance vis-à-vis country and global activities.

25. The programme will be implemented through regional and subregional activities with supporting country-level components. Project design will be guided by consultations with relevant national and regional actors, and will evolve responding to the region's fast evolving development landscape and in line with the post-2015 development agenda. The programme will be evaluated to assess the performance of UNDP at the regional level and provide evidence of the UNDP contribution towards the progress made.

26. In addition to relying on national statistical system for data collection and monitoring, innovative and user-friendly knowledge management approaches and tools that enhance learning and programmatic application and that take advantage of the rapidly advancing communication platforms and technological solutions will be developed and implemented. The programme will also support country office capacities for stronger data collection, monitoring and reporting on development results and integration of gender in programming through training and technical expertise.

27. The total amount of financial resources necessary to implement this regional programme are estimated at \$53.6 million for the period 2014-2017, of which \$13.67 million will come from regular resources. However, if voluntary contributions to UNDP do not reach the planned levels of \$1,750 million in 2014-2015 and \$1,850 million in 2016-2017 (as outlined in DP/2013/41), core resource allocations to the regional programme would need to be reduced. Non-core resources estimated at \$40 million are expected to be mobilized from bilateral and multilateral institutions, trust funds (including vertical funds), the private sector and foundations. The regional programme expects to invest 5 per cent of regular resources in monitoring and evaluation.

28. In light of the reductions to UNDP core funding, the regional programme will increasingly rely on non-core resources. The programme will enhance cost-effectiveness by cost-recovery, strategic use of technical expertise and partnerships throughout the region and by matching regional and country-level resources.

V. Partnerships

29. The regional programme will rely on a proactive partnership strategy that employs partnerships as a tool to solve the region's development problems; employs wider, less formal networks; treats knowledge as a key asset; and reaches out to non-traditional partners. UNDP will make South-South and triangular cooperation a key instrument of the regional programme, based on their guiding principles, without substituting other partnership options and engaging countries and non-State entities.

30. In line with the QCPR recommendations and with UNDG partners, UNDP will lead or contribute to a number of thematic initiatives with a clear rationale for inter-agency action and agreed division of labour, including risk management in Central Asia; Roma inclusion in the Balkans; confidence-building initiatives in Commonwealth of Independent States members with protracted conflict situations (with the United Nations Department of Political Affairs); region-wide on the post-2015 agenda, etc. With the United Nations Economic Commission for Europe (UNECE), UNDP will continue to ensure alignment with the Regional Coordination Mechanism and the UNDG regional agenda; support the United Nations Special Programme for the Economies of Central Asia (with the United Nations Regional Centre for Preventive Diplomacy for Central Asia); and undertake regional advocacy on sustainable development, building on two high-profile regional reports. Partnerships will be selected based on the

principle of comparative advantages of the United Nations system in addressing identified needs, applying a demand-driven approach that ensures coherence, efficiency and effectiveness of operations.

31. With the international financial institutions, including the Asian Development Bank, Eurasian Development Bank, European Investment Bank, European Bank for Reconstruction and Development and World Bank, UNDP will focus on scaling up local and national transformative solutions, especially in sustainable energy, and on regional initiatives such as CAREC. Engagement with the vertical funds will be managed in cooperation with relevant global UNDP units, including those responsible for managing the relationships with GEF, the Montreal Protocol and the Global Fund, which manage the relationships with those funds. For the GEF and the Global Fund, beyond the strong resource partnership, the regional programme will work to systematize the unique knowledge base accumulated in past years, working to create scalable and nationally funded solutions.

32. UNDP will seek to scale up its engagement with regional organizations by deepening UNDP's partnerships at regional and country level in particular with the European Union, the Eurasian structures, the Organization for Security and Co-operation in Europe and others.

33. UNDP will build a more strategic engagement with new and emerging donors to ensure their increased contribution to the region's development, leveraging their knowledge and recent experience of transformation both within the region and with other regions, for example through East-East, South-South and triangular cooperation. UNDP will also maintain existing and create new areas of partnership with traditional donors, focusing on the innovation agenda, (sub)regional initiatives and triangular partnerships with emerging players. Knowledge and development solutions from within and beyond the region will also be shared with other regions, including in post-conflict settings, and by supporting cross-border cooperation.

34. With non-State actors, UNDP will use the high capacity of the region's non-governmental organizations and academic institutions and the vibrancy of its private sector to develop a new generation of development solutions, leveraging increased private resources, especially from the booming regional foundations sector in such areas as rule of law, social inclusion, human rights, social innovation and sustainable energy. This will require building long-term programmatic partnerships; strengthening links with large civil society networks; using citizen-driven innovation as an entry point to support transformational change; promoting impact investing and other approaches beyond traditional corporate social responsibility; and actively connecting non-State actors across borders and regions, contributing to South-South cooperation. UNDP will build stronger linkages with the Istanbul International Center for Private Sector in Development by leveraging the private sector's expertise and resources and contributing to South-South and triangular cooperation.

35. South-South and triangular cooperation will be central to the regional programme and will underpin 'neighbourhood' initiatives and accelerate regional integration to address key challenges in the ECIS region concerning the pace and quality of economic growth, social exclusion, climate change, resource stress and institutional weaknesses. These efforts will target three aspects: (a) sharing of knowledge on development experiences and solutions from within and beyond the region, with a focus on climate and disaster risk management, natural resource management, conflict prevention, recovery from crises and the experience of complex economic, social and political transformation and the associated policy and reform agendas; (b) harmonization of policies, legal frameworks and regulations for sustaining and expanding South-South and triangular cooperation that maximizes mutual benefit, in partnership with relevant regional European and Eurasian bodies and cross-regional entities; and (c) capacity-building of regional and subregional entities to implement South-South cooperation. In so doing, UNDP will deepen its engagement with emerging partners and also promote regional and subregional work with sister agencies and with UNECE, especially in Central Asia. This will help advance the role of UNDP as the global operational arm for these modalities, in line with the strategic plan, and provide a strong complement to the system-wide coordination, outreach and dialogue functions of the United Nations Office for South-South Cooperation.

Annex. Results and resources framework for Europe and the Commonwealth of Independent States, 2014-2017

REGIONAL PRIORITY OR GOAL: Provide assistance to: (a) to manage risks for resilience and accelerated human development including building resilience to shocks, threats and hazards, addressing the impact of climate change and the growing need to protect the natural resource base, and resource-competition; (b) improve inclusion in view of increasing disparities and inequalities; and (c) address key governance challenges.

Regional programme outcome 1. Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded (Strategic plan outcome 1).

Regional programme outcome: baseline, indicator(s), targets, and sources of data	Indicative regional programme outputs	Indicative resources by regional programme outcome
<p>Indicator 1.1. Employment rate (formal and informal) disaggregated by sector and subsector and by sex, age and excluded groups) <i>Baseline: Target:</i></p> <p>Indicator 1.2. Coverage of social protection systems (disaggregated by sex, age, income, rural/urban and at-risk groups) <i>Baseline: Target:</i></p> <p>Indicator 1.3. Annual emissions of carbon dioxide (in millions of metric tons) <i>Baseline: Target:</i></p> <p>Indicator 1.4. Coverage of cost-efficient and sustainable energy (disaggregated by energy source and beneficiary, sex, rural/urban and excluded groups) <i>Baseline: Target:</i></p>	<p>Output 1.1. National systems and subnational systems and institutions enabled to achieve structural transformation of productive capacities that are sustainable and employment - and livelihoods- intensive</p> <p>Output 1.2. Options enabled and facilitated for inclusive and sustainable social protection</p> <p>Output 1.3. Solutions developed at national and subnational levels for sustainable management of natural resources, ecosystem services, chemicals and waste</p> <p>Output 1.4. Scaled-up action on climate change adaptation and mitigation across sectors which is funded and implemented</p> <p>Output 1.5. Inclusive and sustainable solutions adopted to achieve increased energy efficiency and universal modern energy access (especially off-grid sources of renewable energy)</p>	<p>Regular resources \$5.168 million</p> <p>Other resources \$17 million</p>

Regional programme outcome 2. Citizen expectations for voice, development, the rule of law and accountability are met by stronger systems of democratic governance (Strategic plan outcome 2).

<p>Indicator 2.1. Number of countries with open access to data on budgets, expenditures and public procurement <i>Baseline: Target:</i></p> <p>Indicator 2.2. Number of countries with operational effective institutions and mechanisms in support of international human rights and governance standards (i.e., treaty bodies, United Nations Convention against Corruption, universal periodic review, etc.) <i>Baseline: Target:</i></p> <p>Indicator 2.3. Proportion of women to men in decision-making positions in parliaments and Governments <i>Baseline: Target:</i></p> <p>Indicator 2.4. Number of countries with available statistics on</p>	<p>Output 2.1. Institutions and systems enabled to address awareness, prevention and enforcement of anti-corruption measures across sectors and stakeholders</p> <p>Output 2.2. Capacities of human rights institutions strengthened</p> <p>Output 2.3. National institutions, capacities and policies strengthened for equitable, accountable and effective delivery of HIV-related services</p> <p>Output 2.4. Measures in place to increase women’s participation in decision-making processes of national governance institutions, including post-conflict situations</p>	<p>Regular resources \$3 million</p> <p>Other resources \$8 million</p>
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<p>the coverage of antiretroviral treatment services and improvement of coverage against baseline <i>Baseline: Target:</i></p>		
<p>Regional programme outcome 3. Countries are able to reduce the likelihood of conflict and lower the risk of natural disasters, including from climate change (Strategic plan outcome 5).</p>		
<p>Indicator 3.1 Mortality risk from natural hazards (geophysical and climate-induced hazards) for women and men <i>Baseline: Target:</i></p> <p>Indicator 3.2. Economic loss from natural hazards (e.g., geophysical and climate-induced hazards) as a proportion of GDP <i>Baseline: Target:</i></p> <p>Indicator 3.3. Percentage of countries with disaster and climate risk management plans that are fully funded in national, local and sectorial development budgets <i>Baseline: Target:</i></p>	<p>Output 3.1. Mechanisms in place to assess natural and human-made risks at national and subnational levels and their gender-based differences. Output 3.2. Effective institutional, legislative and policy frameworks in place to enhance the implementation of inclusive disaster and climate risk management measures at national and sub-national levels Output 3.3. Policy frameworks and institutional mechanisms enabled at the national and subnational levels for the peaceful management of emerging and recurring conflicts and tensions. Output 3.4. Preparedness systems in place to effectively address the consequences of and response to natural hazards (e.g., geophysical, climate and gender related) and human-made crisis at all levels of government and community</p>	<p>Regular resources \$2.5 million</p> <p>Other resources \$7 million</p>
<p>Regional programme outcome 4. Development debates and actions at all levels prioritise poverty, inequality and exclusion, consistent with our engagement principles (Strategic plan outcome 7).</p>		
<p>Indicator 4.1. Extent to which the agreed post-2015 agenda and sustainable development goals reflect sustainable human development concepts and ideas <i>Baseline: Target:</i></p> <p>Indicator 4.2. Number of countries integrating and adapting the post-2015 agenda and sustainable development goals into national development plans and budgets <i>Baseline: Target:</i></p> <p>Indicator 4.3. Number of countries with post-2015 poverty eradication commitments and targets <i>Baseline: Target:</i></p> <p>Indicator 4.4. Number of East-East and Triangular cooperation partnerships and institutionalized assistance programs facilitated or established with UNDP support <i>Baseline: Target:</i></p>	<p>Output 4.1. National data collection, measurement and analytical systems in place to monitor progress on Millennium Development Goals, post-2015 agenda and sustainable development goals. Output 4.2. National development plans to address poverty and inequality are sustainable and risk-resilient. Output 4.3. South-South and Triangular cooperation partnerships established and/or strengthened for development solutions including through support to new and emerging development cooperation providers. Output 4.4. Tools and methodologies for citizen- driven innovation are developed and applied into programme design Output 4.5. Mechanisms in place to identify innovative development solutions and expertise from outside UNDP, share knowledge about them and quickly prototype them.</p>	<p>Regular resources \$3 million</p> <p>Other resources \$8 million</p>