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**Regional programme document for Latin America and
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I. Situation analysis

1. After a decade of social and economic progress the Latin America and the Caribbean region has been transformed. Today, the region is composed of 33 middle income countries and one least developed country. Between 2002 and 2012, the region brought 69 million people out of poverty and witnessed a reduction in income inequality in 17 of 18 countries.¹ The middle class grew from 103 million people in 2003 to 152 million in 2009.² For the first time, the number of people leaving poverty (39 per cent) is larger than the number of people remaining under the poverty line (31 per cent).³

2. However, recent data from the Economic Commission for Latin America and the Caribbean (ECLAC) shows that growth in the region is slowing. Even if growth continues, there are structural reasons that may impede it from delivering the same rhythm of social and environmental progress in the future. Enduring income and non-income inequalities, plateauing urbanization, an ageing demographic dividend, entrenched patterns of environmental extractivism and low levels of productivity will slow social and economic achievements. Existing inequality is amplified by disparities in access to health, education and other social services, and the persistence of a lower but still chronic level of poverty. Largely because of inequality gaps, the promise of the Millennium Development Goals has yet to be fulfilled in a number of crucial areas, notably maternal health and sanitation, as per the Secretary General Report, the Millennium Development Goals Report 2013.

3. Beyond growth, the region faces challenges in reversing hard inequalities, moving beyond extractive development patterns, providing citizen security and strengthening democratic governance to be more responsive to citizen demands.

4. The following are some of the new development challenges in the region:

Poverty reduction is slowing because of enduring income and non-income inequality.

5. Since 2002 there have been three key drivers of poverty reduction in the region: improvements in labour income, expanded social transfers, and demographic changes that increased the number of women and youth participating in labour markets. Despite progress, there are still many groups – particularly women, youth, indigenous peoples, Afro-descendants, and the elderly – that are excluded from dynamic labour markets and are left out of existing social safety nets. In order to move forward, inequality gaps must be narrowed. More growth will not necessarily deliver more social progress. The Millennium Development Goals agenda has taught us that, beyond growth, poverty interventions need to tackle multi-dimensional aspects of well-being. To date, social protection systems have not developed universal networks covering all the population to provide access to decent work, health, education and protection through the whole life cycle. The present model tends to ignore the needs of traditionally disadvantaged groups such as women; youth; indigenous peoples; Afro-descendants; lesbian, gay, bisexual, transgender and intersex people; and people living with HIV and other diseases. More inclusive policies cannot be sustained without sufficient fiscal resources for their implementation and a more effective redistribution of existing taxes and transfers. The region faces a new context of declining and concentrated development assistance⁴ (in 2011, 41 per cent of total official development assistance was allocated to four countries). The region is also characterized by limited fiscal space and by predominantly neutral or regressive national tax and benefits systems. Fiscal reform will be on the regional agenda over the next half-decade. The people of Latin America and the Caribbean are heavily dependent on natural resources for their well-being. Governments in the region have made great efforts to move toward sustainable development during the last 20 years. Although some countries have incorporated principles contained in the Rio Declaration, sustainable growth is negatively affected by

¹ \$4-a-day poverty line. Source: Socio-Economic Database for Latin America and the Caribbean, and the World Bank, October 2013.

² Economic mobility and the Rise of the Latin American Middle Class, Ferreira et al, the World Bank, 2013.

³ Más allá de la pobreza: los nuevos retos de la cohesión social, Hardy, Clarisa, UNDP, Regional Bureau for Latin America and the Caribbean, 2013.

⁴ StatExtrats 2013, OECD and Development Aid at a Glance, 2013 edition, OECD.

energy intensive patterns of production and consumption that favour land uses for short-term gain. The ‘commodity-centric’ development pattern in the region requires national frameworks to effectively address management of natural resources and achieve sustainable development where natural resources, biodiversity and ecosystem services for the employment and livelihoods of the poor are crucial. Population growth and unsustainable consumption patterns have increased pressure on land for agriculture and raw material extraction, and the region has the worst deforestation rates in the world. Current production patterns and economic activities contribute to generating a significant quantity of greenhouse gas emissions, and persistent gaps remain in access to and use of energy, seriously hindering jobs, growth, and livelihood. There are still 34 million people without access to electricity in Latin America and the Caribbean. Furthermore, in Central America, 19 million people (50 per cent of the population, or 3.5 million households) continue to depend on biomass, principally firewood, to meet their most basic energy needs.

6. The transition to the post-2015/ Sustainable development goals agenda must entail broadening the instruments and objectives of development in the region. The ‘Rio+20’ agenda provides a solid framework for this purpose and has made sustainability a key feature of all of our development endeavours.

Citizens demand strong, responsive and inclusive democratic governance systems.

7. Democracy is paramount in our region, but its democratic governance still faces quality issues. According to Latinobarómetro 2011 and 2013, citizens prefer democratic forms of government, but they are not completely satisfied with how elected governments are performing. Citizens also express low trust in public institutions, demand more participation, and call for a stronger application of the rule of law and improved accountability and transparency systems –particularly relevant in strategic sectors like extractive industries. Despite – or as a consequence of – advances made in democratic governance by countries in the region, most still find themselves coping with the challenges of expanding citizens’ voice and participation - (with youth, comprising 26 per cent of population according to CELAC/UNFPA, youth presents a key challenge) - equity and inclusion, and strengthening the quality of public institutions. Empowered citizens – mainly the growing middle class and youth – express dissatisfaction through public demonstrations and social media. Citizens demand universal access to high-quality public services, accountability of public institutions and participation in the policy making decision process. The political system has tended to be reluctant to reform and very slow to adapt to these new realities, as per the Latin American Public Opinion Project LAPOP. New and persistent vulnerabilities and challenges to democratic governance call for greater efforts to build a consensus for reform. Different social sectors – women, youth, indigenous peoples, Afro-descendants, lesbian, gay, bisexual, transgender and intersex people, and people living with AIDS – increasingly claim their rights and demand an end to discrimination. Several countries in the region have created a punitive environment for people living with HIV and those at higher risk for HIV.

8. Extractive industries (fuel and mining) are a major source of economic growth in the region (35.7 per cent of exports in 2011, with a growing share since 2000, as per World Bank Indicators⁵). This is the case not only in traditional mining and oil countries such as Bolivia, Peru, Chile, Ecuador, Trinidad and Tobago, and Venezuela, but increasingly in other countries (Belize, Colombia, the Dominican Republic, Guatemala, Jamaica, and Paraguay). However, in many countries public control of extractive industries is weak due to lack of effective regulatory frameworks or institutional capacities. Local communities, in most cases indigenous peoples and Afro-descendants, are the most vulnerable, with no guaranteed processes of consultation or effective remedy. The Caribbean region shares these concerns, with a strong demand for inclusive, sustainable public policies, as well as participation by women and youth, and citizen security.

⁵ See World Development Indicators (1960-2012), World Bank, 2013.

9. The key challenges in the region are connected with (a) enhancing citizens' representation – in particular that of women, youth, indigenous peoples and Afro-descendants; (b) strengthening mechanisms for political and socio-economic dialogue to expand citizens' participation for inclusive public policies; (c) reinforcing public institutions to make them more responsive, transparent and accountable; and (d) increasing capacity to promote business and human rights principles, with a particular focus on extractive industries and the role of the private sector for sustainable human development.

Beyond income, serious gender inequality gaps remain in the region.

10. Actions are needed to reduce gender and youth disparities, and to identify multiple and missing dimensions of equity – including time-poverty, subjective well-being, and empowerment, among others. At the same time, the region is facing a paradigm shift expressed in growing family diversity and the transformation of gender roles within it. The latter is associated with the massive incorporation of women into the labour market (47 per cent in 2012, but still 23 percentage points below male participation) and a regional wage gap of 17 per cent according to the Inter-American Development Bank. In addition, women's contribution to paid and non-paid work, as well as that of caregivers and producers of well-being and wealth, has been widely demonstrated but scarcely considered a dimension to be tackled by policy response in the region. In spite of progress, the participation of women in the decision-making process is still low and far from reaching parity, although it has been shown that the incorporation of women into decision-making processes increases the production of socially progressive legislation. While today there are five women heads of state in Latin America and the Caribbean, the 30 per cent United Nations target for women's participation was achieved only by a few countries. Data for 2012 from the Inter-Parliamentary Union showed that the percentage of women in Latin American parliaments has risen to 22 per cent, while in the Caribbean it barely reaches 13 per cent. In terms of executive posts, only 23 per cent of women hold ministerial positions in the region, and in the Caribbean women ministers are 14 per cent. Women participation in subnational governments is still lower, going from an average of 5 per cent of women sub-national executive leaders in 1998 to 11 per cent in 2012. At the present rate, it would take 30 years to attain the critical mass of women needed in such positions.

11. Levels of gender-based violence are also unacceptable: two out of three women in our region have suffered some kind of violence during their lifetimes and the region has the highest rate of femicides in the world. Discrimination by gender, cultural, ethnic or identity group continues, impeding women and other excluded groups (such as indigenous, Afro-descendant, young, lesbian, gay, bisexual, transgender and intersex people, and people living with HIV) from fully exercising their rights. Addressing gender discrimination and unequal norms in parallel with legal, political, social and economic changes is critical to creating the enabling environment in which those changes can be accepted and acted upon. Further evidence linking gender equality and development outcomes is needed so as to build specific arguments to convince decision-makers to promote this transformation. The region needs to work towards achieving faster progress in equity, mainly through the reduction of gender inequality and by promoting women's empowerment overall.

Vulnerability to risks related to natural events, insecurity and conflicts

12. Risks from human-made and natural events faced by the region, subregions and individual countries is high and, in many cases, increasing. According to the Centre for Research on the Epidemiology of Disasters, losses in Latin America and the Caribbean due to disaster caused by natural hazards amounted to \$85 billion in the period 2005-2012, and the trend shows that economic losses continue to increase. Poorly addressed or left unattended, such risks make countries and societies more susceptible to conflict and crisis, cause development reversals and deviate resources that could be allocated to development. Well managed risks, on the other hand, are likely to lead to increased resilience and sustainable human development. Latin America and the Caribbean is one of the most vulnerable regions of the world, as both levels of conflict – including citizen insecurity and social conflict – and exposure to natural threats are very high. Citizen insecurity and

violence have replaced employment as the primary concern in the region, which is experiencing epidemic levels of general violence due to organized crime, delinquency, continued social fragmentation, and the failure of state institutions to address the problem. In the past decade, more than one million people have died in Latin America and the Caribbean as a result of criminal violence. In addition, the region is experiencing a rise of conflicts and tensions, mostly driven by cultural, social and environmental claims increasingly linked with extractive industries. This is compounded by historical institutional weaknesses and a lack of conflict-sensitive approaches to preventing and managing conflicts.

13. Climate change and geographical characteristics make the region particularly vulnerable to disasters related to natural events, particularly in the Caribbean Small Island Developing States, the Central American isthmus and the Andean region. Ecosystems degradation, driven by climate change but also by changes in land use as a result of economic development patterns, constitutes another key factor in the increasing vulnerability. Quite frequently, human-made and natural types of disturbances converge, generating crises that exceeding the capacity of government to handle the situation. While it has been amply demonstrated that good prevention and preparation plans are effective in containing the implications of these risks, countries in the region have not yet been able to incorporate such measures into their legislation. And in some cases, even where sound preventive policies for disaster risk reduction, citizen security and conflict management exist, they are not implemented effectively.

II. Lessons learned

14. The 2008-2013 regional programme for Latin America and the Caribbean prioritized four areas: reduction of poverty and inequality and achievement of the Millennium Development Goals; democratic governance; crisis prevention and recovery; and energy and the environment. An independent evaluation of the regional programme 2008-2013, carried out in 2012, provides positive and critical management and programmatic lessons.

15. Among the positive lessons, the independent evaluation mentions that the regional programme proved relevant and effective in terms of generating knowledge, positioning South-South cooperation and mobilizing resources. The evaluation highlighted several key development results, such as the enhancement of national capacities for tracking progress towards the Millennium Development Goals and moving beyond national averages that hide the plight of vulnerable and excluded groups. The regional programme promoted knowledge tools and discussions on emerging needs in the region, ensuring a human development perspective on poverty, inequality, gender, and citizen security issues at the center of regional and national debates. The programme built national and local capacities for transparency and accountability, provided knowledge tools and methodologies for democratic governance, and enhanced public management in the region. National capacities to manage risks were also strengthened, as was the transition to disaster prevention. Finally, the programme created better circumstances in which to establish the basis for improved biodiversity policies, practices and attitudes, and to increase the use of the clean development mechanism to geographically diversify its positive effects on progress towards achievement of the Millennium Development Goals while fostering increased investment in lower-carbon-intensity development.

16. Among the critical lessons, the independent evaluation emphasized a number of issues that have driven the design of the current regional programme. First, the need to focus on fewer, more realistic priorities where UNDP brings a regional added value has led the current programme to sharpen its focus. The programme now contributes to four outcomes, as opposed to 12 in the previous period.

17. Second, the independent evaluation signalled that regional interventions were more effective, efficient and sustainable when governments and other partners – especially United Nations Organizations – were engaged. Thus the 15 regional outputs of this regional programme were prioritized taking into consideration their potential to leverage other resources and partners, so as to ensure achievement and ownership.

18. Third, the independent evaluation pointed out the need to lessen regional programme involvement in project implementation, focusing more on upstream initiatives. In that regard, the added value and comparative advantages of this regional programme lie in its work to facilitate regional and thematic networking, enhance cross-regional knowledge management, facilitate the transfer of South-South solutions, and engage stakeholders on sensitive topics. Downstream technical advice at the country level will be sponsored only in those cases where they are clearly aligned with transformational change, either through replication or scaling up, where piloting initiatives are necessary to feed better informed policy advice, or where the benefits of South-South interventions could be optimized.

19. Fourth, with respect to the approach to the Caribbean, this regional programme tackles the challenges, needs, priorities and opportunities of the Caribbean countries, taking into account the different development status and vulnerabilities of small island developing states. In line with the thematic priority areas for the Caribbean agreed between the Caribbean Community and Common Market (CARICOM) and the United Nations Development Group (UNDG) in October 2012, it proposes interventions in the areas of climate change and environment, institutional strengthening and human security, as well as in other critical development areas.

20. Fifth, as recommended, the mainstreaming of cross-cutting areas such as gender and HIV/AIDS has been reviewed, and these areas now fall under an overall programmatic approach. Strategic development issues will draw multidisciplinary teams at the regional level to ensure appropriate policy advice to support demands.

21. Finally, the independent evaluation proposed a more strategic and realistic support to triangular and South-South cooperation, and the achievement of synergies between knowledge management and the areas of work. As a consequence, this regional programme will track the contributions of outputs to development results and the impact of knowledge products and research, advocacy and advisory services on public policy decision-makers. Cost-effectiveness indicators as well as process, performance and intermediate indicators will be designed in the monitoring framework. Accountability mechanisms will be established during the implementation phase of the programme to monitor the effectiveness of the support provided and the contributions made by the cross-cutting areas, as well as to make their mainstreaming work visible.

III. Proposed programme

22. In line with General Assembly resolution 67/226 on the quadrennial comprehensive policy review of United Nations operational activities for development and the UNDP strategic plan, 2014-2017, which seek to help countries eradicate poverty and reduce inequalities and exclusion, the overarching objective of the regional programme for Latin America and the Caribbean 2014-2017, is to tackle multiple, enduring and pervasive inequalities that cannot be addressed through isolated actions. Despite a decade of progress, the inequality challenge in the region has become a critical obstacle to further social, political and environmental progress. The regional programme aims at tackling these inequalities by reducing persistent income and non-income poverty and exclusion, lowering levels of vulnerability and conflict, building sustainable development practices, and strengthening democratic governance while acknowledging its diversity (middle-income countries, small island developing States and least developed countries).

23. The regional programme prioritizes four UNDP strategic plan outcomes related to the three areas of work, namely, sustainable development, inclusive and effective democratic governance, and resilience building. The proposed programme addresses structural issues

that are strategic for the region. These are better addressed regionally as they require bringing together multi-sector expertise to provide policy guidance and accumulated knowledge to respond to complex trans-boundary political, economic, social and environmental issues that are frequently sensitive in nature. The general approach for the preparation of the programme has been to try to intervene as closely as possible to the root cause of the problems identified, which should be tackled from a regional level and with a multidimensional perspective.

24. The regional programme seeks to develop innovative solutions to development challenges in the priority areas identified. Into each stage of regional interventions (design, implementation and evaluation), it will integrate (a) capacity development, knowledge management, and innovation as programming frameworks; and (b) South-South cooperation as the mechanism for effective collaboration across countries both within and outside the region. Operationally, South-South cooperation will be carried out by leveraging knowledge management tools to collect, systematize, and transfer experiences, and by building capacities in the recipient countries for optimal use of development collaboration. This model will take advantage of the experience, knowledge and capacities harnessed at the regional level to formulate new solutions aiming to increase the development effectiveness of programme interventions.

25. In accordance with the independent evaluation recommendations, special attention has been given to the Caribbean subregion from a programmatic point of view. In that regard, the regional programme prioritizes the UNDG thematic priority areas identified for the Caribbean in October 2012 – climate change and the environment, institutional strengthening and human security – as well as fiscal burden, women’s political participation, citizen security, disaster risk reduction, and resurgent HIV epidemics among marginalized groups and women.

26. The regional work of UNDP is based on five mutually reinforcing ‘regionality’ principles which define the particular value added of regional or subregional approaches to addressing development challenges. These are:

- (a) Promotion of regional public goods based on strengthened regional cooperation and integration;
- (b) Management of cross-border externalities ⁶ and spillovers that are best addressed collaboratively on an intercountry basis;
- (c) Advancement of awareness, dialogue and action concerning sensitive or emerging development issues that will benefit from multi-country experiences and perspectives;
- (d) Promotion of experimentation and innovation to overcome institutional, financial and informational barriers that may be too high for an individual country to surmount; and
- (e) Generation and sharing of development knowledge, experience and expertise – for instance, through South-South and triangular cooperation – so that countries can connect to, and benefit from, relevant experiences from across the region and beyond.

27. Additionally, the regional programme will prioritize interventions where economies of scale emerge for common solutions, and where the programme financial resources can leverage other resources and partners to ensure achievement of the programme goals. It will remain flexible to respond new development challenges that may emerge during implementation, such as the post-2015 / Sustainable development goals agenda.

28. While efforts at country and regional levels each 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. That is central to both the value

⁶ Cross-border initiatives will be promoted only after consultation and approval by countries involved.

added of UNDP and 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 as the catalyst – UNDP will address interregional cooperation concerning a selected and strategic set of issues. An initial set of issues has emerged already from the ‘bottom-up’ process of formulating regional programmes. These are: the post-2015/Sustainable development goals agenda, gender, climate, and disaster risk management, including their close linkages with natural resources management, conflict prevention, and recovery from crises.

29. Indicative regional interventions linked to each of the four selected outcomes are described below:

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

30. The regional programme will dialogue, foster analysis, systematize, and share best practices and knowledge so as to: (a) promote fiscally sustainable universal social protection floors covering every stage of an individual’s life-cycle; this focus will move beyond previous work on conditional cash transfers and targeted poverty alleviation mechanisms; (b) develop methodologies and instruments and install capacities to address the multidimensional aspects of poverty, including subjective well-being, time use and gender-sensitive measures of poverty and exclusion (the programme will also focus on the policy and technical assistance demands arising from the transition from the Millennium Development Goals to the post-2015 / Sustainable development goals in the region⁷); (c) foster natural resources management policies and the generation of sustainable livelihoods in the region, promote sustainable solutions and investment for shared ecosystems of regional and global significance (such as the Amazon Basin and the Guyana shield), integrating gender equality and equity, and establish a regionally integrated commodities platform network; (d) support the formulation and implementation of low emission development strategies (leds) and nationally appropriated mitigation actions, including in the Caribbean, city-wide approaches to climate change, develop knowledge products about climate change adaptation experiences in the region, assess the integration of climate change adaptation in public policies in the region, and integrate gender considerations into climate change policies; and (e) to establish a ‘regional technical facility for the sustainable energy for all’ initiative.

Outcome 2 (Strategic plan outcome 2). Citizens’ expectations for voice, effective development, the rule of law and accountability are met by stronger systems of democratic governance.

31. The regional programme will foster analysis and advocacy, provide policy guidance, systematize and share knowledge and good practices, and build capacities to: (a) improve citizens’ participation in political and electoral processes to increase representation of women, youth, indigenous peoples and Afro-descendants and advance inclusive public policies; (b) promote implementation of the United Nations Convention against Corruption and capacities for devising anti-corruption policies as means to increase transparency and accountability of government at national and subnational levels and in key sectors such as the extractive industries; (c) advocate for change or review of punitive and outdated laws and policy frameworks, and promote strategies for the effective response to HIV, including delivery of services, with an emphasis in the Caribbean; (d) support legal frameworks and policies to combat multiple discriminations, and (e) support legislative reviews and promote effective regulatory frameworks for the extractive industries, aligned with existing international standards that encompass the economic, social and environmental dimensions and fair distribution of benefits, and support efforts to strengthen public institutional capacities to regulate and monitor the extractive industries.

⁷ For Latin America and the Caribbean this means sustaining an over-arching focus on multiple dimensions of inequality and well-being, as well as incorporating the mandates from ‘Rio+20’, which provide a sound framework for holistic work on sustainable development.

Outcome 3 (Strategic plan outcome 4). Faster progress is achieved in reducing gender inequality and promoting women’s empowerment.

32. Besides incorporating gender into all other outcomes as a cross-cutting issue, the regional programme will boost (a) equal inclusion of women in the economic sphere, particularly through the implementation of the ‘gender equality seal’ in public and private companies, and by promoting capacities and developing knowledge products and tools for the formulation of public policies that advance women’s economic empowerment; (b) the participation of women in the decision-making processes of the region; and (c) a research agenda to overcome discrimination and incorporate greater participation of women in the development of more inclusive and sustainable policies.

Outcome 4 (Strategic plan outcome 5). Countries are able to reduce the likelihood of conflict and lower the risk of natural disasters, including those resulting from climate change.

33. The regional plan will develop policy guidance and advocacy instruments and will systematize and share knowledge and good practices and build institutional capacities to: (a) design and implement protocols for managing conflicts, establish effective early warning mechanisms, convene and support consensus-building and multi-stakeholder constructive dialogue and exchanges (including political and intercultural) and sustained dialogue initiatives; (b) develop an agenda for strengthening social cohesion, citizen security, and peaceful coexistence policies at regional, national and subnational levels, including in the Caribbean, a regional strategy to raise civil society awareness (media, academia and the private sector) of integrated citizen security approaches (incorporating the issues of violence against women, youth and lesbian, gay, bisexual, transgender and intersex people), and regional strategies to enhance capacities for data collection and management of observatories of violence as means to back the development of evidence-based citizen security policies; (c) formulate and implement policies that effectively mainstream disaster risk reduction and adaptation to climate change, including ecosystem-based adaptation, particularly in the Caribbean, develop strategies to integrate gender analysis into risk management and into adaptation strategies and tools, with particular emphasis in the Caribbean, strategies to foster pre-disaster recovery planning, including data collection, institutional, legislative and financial mechanisms, and strategies to improve capacities and coordination across sectors and within levels of government to adopt integral and effective approaches in risk reduction and early recovery.

IV. Programme management, monitoring and evaluation

34. Direction and oversight of the regional programme will be the responsibility of the Director of the Regional Bureau for Latin America and the Caribbean. Operational management will be vested largely with the Regional Service Centre in Panama. The regional programme will be implemented over a period of four years (2014-2017), mainly through regional projects with direct implementation modality, to be designed building on accumulated knowledge, experience, and technical competencies, with a focus on upstream support. Prioritized outcomes in the regional programme will determine the organization and coordination of human resources. ‘Development solutions teams’ with diverse technical expertise will support the formulation and implementation of the regional initiatives, with a multi-disciplinary perspective for relevant policy advice.

35. The regional programme will refer to the UNDP programme policies and arrangements for its implementation and quality assurance. External oversight will be exercised as prescribed by UNDP norms, ensuring involvement of internal and external stakeholders, including government authorities. Existing networks of partners and emerging ones interested and committed to continue sponsoring regional initiatives will be engaged in the programme oversight as needed.

36. The programme will be reinforced by an integrated and results oriented monitoring and evaluation and knowledge management strategy, which will incorporate the necessary mechanisms for tracking the contributions of programme outputs to multidisciplinary development results at the outcome level. The strategy will include cost-effectiveness and process indicators to assess programme relevance, contribution to the reduction of inequalities and inclusion of excluded groups, efficiency, effectiveness and sustainability. It will centre on the identification of development solutions based on country experiences and good practices, and on what works and what does not work. It will be supported by an effective communication plan.

37. The strategy will: (a) design and apply standards for the evidence-based assessment of knowledge management, to understand what elements should be taken into account for effective knowledge-generation and -sharing systems, and thus support learning for behavioural and institutional change; (b) establish a quality assurance support mechanism to ensure that all regional programme outputs include an assessment on how results-based management, monitoring and evaluation, gender, South-South cooperation, capacity development, knowledge management and virtual learning elements are integrated to support development effectiveness and to assure their monitoring and evaluation from the outset; and (c) an evaluation plan with a strategic mix of different types of outcome-oriented evaluations, covering the expected outcomes and strategic intervention areas to gather evaluative evidence throughout the programme period.

38. The total amount of financial resources needed to implement this regional programme is estimated at \$45.802 million. Of that amount, core resources are expected to be \$14.515 million over the 2014-2017 period. However, in the event that UNDP voluntary contributions do not reach the planned levels outlined in DP/2013/41 of \$1,750 million in 2014-2015 and \$1,850 million in 2016-2017, core resources allocations to the regional programme would have to be reduced. Non-core resources, estimated at \$ 31.287 million, are expected to be mobilized from bilateral and multilateral institutions, trust funds (including vertical funds), the private sector and foundations. The programme plans to invest 5 per cent of regular resources for monitoring and evaluation.

V. Partnerships

39. The regional programme is based in the understanding that development involves many partners and that no effort at the outcome level can be achieved by UNDP alone. In line with the independent evaluation of the programme for the previous cycle, the proposed regional programme has been designed to promote effective partnerships for achieving sustainable results – not just for resource mobilization. Therefore, UNDP will seek partnerships at the regional level for policy analysis and advice, knowledge management, innovation, sharing relevant experiences and developing capacities.

40. The complexity of development issues makes it impossible for a single institution or stakeholder to reach high-level goals without the cooperation of other parties and an appropriate distribution of responsibilities. The results-based management approach facilitates the process, as it allows for different partners to produce complementary outputs that all aim towards achieving previously agreed common outcomes and results.

41. The UNDP partnership strategy in Latin America and the Caribbean will be based on existing partnerships but will expand to seek out new partners in all spheres, including bilateral and multilateral partners, public institutions, non-governmental organizations and the private sector. Priority will be given to United Nations organizations by deepening synergies to coordination and effectiveness in implementing the regional programme.

42. Following the recommendations of the quadrennial comprehensive policy review, the UNDG regional team, chaired by UNDP, will facilitate a much stronger collective response to strategic subregional and regional issues. In addition, it will offer better guidance and support to United Nations country teams so that they can improve the quality, communication and coordination of programming and results at the country level.

Arrangements for ongoing cooperation with other agencies, funds and programmes are expected to continue and grow in volume and content, taking full advantage of the strengths and added value of each United Nations organization. UNDP, as a member of UNDG in Latin America and the Caribbean, will continue an intensive, substantive collaboration with ECLAC to jointly address some of the most pressing development challenges in the region, particularly concerning the construction of a common view from Latin America and the Caribbean concerning the post-2015 /Sustainable development goals agenda, with a strong emphasis on small island developing States in the Caribbean⁸.

43. In the context of the need to assess and monitor development issues – including the post-2015 / Sustainable development goals agenda – cooperation with ECLAC in support to national statistics systems will be enhanced. The post-2015 / Sustainable development goals agenda will probably require taking several steps pursuant to the already impressive progress achieved in national statistics systems across the region. Since that progress has not been homogenous, a coordinated effort with all United Nations organizations – emphasizing the Caribbean in particular – will be needed as the definition of the new development agenda draws closer.

44. UNDP will make South-South and triangular cooperation core ways of working in the regional programme, to underpin intercountry initiatives and accelerate regional integration to address key challenges in the region. This will take three forms: first, sharing knowledge on development experiences and solutions from within and beyond the region with a focus on inclusive fiscal spaces, climate change adaptation, strengthening public institutions, the ‘gender equality seal’, applied research on gender equality and women’s empowerment, consensus building, early warning, citizen security, and risk reduction and resilience; second, harmonizing policies, legal frameworks and regulations for sustaining and expanding South-South and triangular cooperation to maximize mutual benefit, in partnership with relevant regional and subregional entities; and, third, building the capacities of regional and subregional entities to implement South-South cooperation.

45. In so doing, UNDP will deepen its engagement with emerging partners and also promote regional and subregional work with United Nations Organizations and ECLAC. This will help utilize UNDP’s country and programmatic reach and resources to provide a global operational arm for South-South and triangular cooperation that will also be accessible to other members of the United Nations Development system. Such an approach will be 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.

46. The regional programme will build upon the experiences of bilateral cooperation institutions from the region (such as development cooperation agencies in Brazil, Chile, Colombia, Mexico, Peru, and Uruguay), and will adopt innovative approaches to mobilize partners, expertise and resources, leveraging the support architecture provided by the United Nations Office for South-South Cooperation, amongst others. A relevant instrument to facilitate these partnerships is the Latin America and the Caribbean ‘platform of international cooperation directors’, developed by UNDP. For the purposes of South-South cooperation, the programme will also cooperate with global policy centres, particularly those that are present in the region, such as the World Centre for Sustainable Development (to facilitate research, knowledge exchange and international debate on sustainable development) and the International Policy Centre for Inclusive Growth, which is the UNDP global forum for policy dialogue and South-South learning on development innovations.

47. Regional and subregional institutions in Latin America and the Caribbean have proved effective partners for UNDP. Therefore, a partnership with the Organization of America

⁸ A concrete example of such collaboration was the production of Sustainable development in Latin America and the Caribbean: follow-up to the United Nations development agenda beyond 2015 and to Rio+20 (United Nations). (http://www.cepal.org/cgibin/getProd.asp?xml=/publicaciones/xml/6/50796/P50796.xml&xsl=/publicaciones/ficha.xsl&base=/publicaciones/top_publicaciones.xsl#).

States will expand to advance new initiatives in democratic governance and other development areas. Support to the Community of Latin American and Caribbean States (CELAC) will continue, to enhance their regional coordination, cooperation agenda, and relations with other regions. The partnership with the Central American Integration System on citizen security, the Caribbean Disaster Emergency Management Agency, the Coordination Centre for the Prevention of Natural Disasters in Central America and the Organization of Eastern Caribbean States, on natural disaster prevention, will continue. A partnership with the Caribbean Community will channel efforts to support Caribbean small island developing states and middle-income countries. Finally, cooperation with the Ibero-American Youth Organization will continue to be pivotal in the work of UNDP to promote youth participation and inclusion in the countries of Latin America and the Caribbean.

48. The regional programme will support alternative regional forums to reflect on the relation between developed and developing countries (middle-income countries) among experts, key decision makers, and think tanks (such as the Latin American Network on International Relations), and promote dialogue and exchanges with intergovernmental organizations such as CELAC, the Ibero-American General Secretariat, and others.

49. All regional programme outcomes require joint work with civil society. Exchanges with a variety of regional academic institutions and think tanks to further the analytical tools for understanding the region and its strategic issues will be deepened. The growth of private-public partnerships such as the Sustainable Energy for All initiative and the 'gender seal', will be pursued. New partnerships with the private sector will support UNDP work for youth participation and inclusion, with information and communication technologies playing a key role in innovative youth initiatives. Partnership opportunities emerging from the new interaction with extractive industries will be boosted, after due diligence has been conducted.

50. UNDP will interact with all relevant cooperation agencies and will seek complementarities with vertical funds⁹. Particular agreements with bilateral agencies will be pursued for regional initiatives. New phases of the strategic partnerships with the Spanish Cooperation Agency for International Development and the European Union will be prioritized to contribute to regional programme implementation and results. Finally, relationships with international financial institutions (such as the World Bank, the Inter-American Development Bank, and the Development Bank of Latin America) will continue.

51. The regional programme will operate as a knowledge broker, builder of capacities and inclusive partnerships, and facilitator of exchanges driven primarily by programme countries themselves, working with other interested stakeholders including governments and non-state counterparts.

⁹ Global Environment Facility, the Montreal Protocol, the Global Fund to Fight AIDS, Tuberculosis and Malaria, and the United Nations REDD mechanism.

Annex. Results and resources framework for the regional programme for Latin America and the Caribbean, 2014-2017

| Regional priority or goal: Reduction of persistent income and non-income poverty and exclusion, and lower levels of vulnerability and conflict, are gained through sustainable development practices and strengthened governance within regionally-agreed development goals in the post-Millennium Development Goals era. | | |
|---|---|---|
| Regional programme outcome 1. Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded (<i>Strategic plan outcome 1</i>). | | |
| Regional programme outcome: baseline, indicator(s), targets, and sources of data | Indicative regional programme outputs | Indicative resources by regional programme outcome |
| <p><i>Indicators:</i></p> <p>1.1 Gini index LAC*-18 and US\$4-a-day poverty line in Latin America and the Caribbean</p> <p>1.2 Coverage and progressiveness of social protection systems, disaggregated by sex, age, income, rural/urban, and at-risk groups</p> <p>1.3 Annual emissions of carbon dioxide (in millions of metric tons)</p> <p>1.4 Coverage of cost-efficient and sustainable energy, disaggregated by energy source and beneficiary, sex, rural/urban, and excluded groups</p> <p>*LAC = Latin America and the Caribbean</p> | Output 1.1. Regional, subregional and national policies have the necessary analytical perspective and strategic planning tools to promote human development, with special emphasis on the structural factors of inequality | <p>Regular resources: \$4,609,153</p> <p>Other resources: \$9,946,334</p> |
| | Output 1.2. Options for inclusive and sustainable social protection enabled and facilitated | |
| | Output 1.3. Solutions developed at national and subnational levels for sustainable management of natural resources, biodiversity and ecosystem services | |
| | Output 1.4. Scaled-up action on climate change adaptation and mitigation across sectors which is funded and implemented | |
| | 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) | |
| Regional programme outcome 2. Citizens' expectations for voice, effective development, the rule of law and accountability are met by stronger systems of democratic governance (<i>Strategic plan outcome 2</i>). | | |
| Regional programme outcome: baseline, indicator(s), targets, and sources of data | Indicative regional programme outputs | Indicative resources by regional programme outcome |
| <p><i>Indicators:</i></p> <p>2.1 Level of trust in democracy and key democratic institutions (executive, legislative, judicial, electoral and law-enforcement institutions) measured in opinion polls</p> <p>2.2 Voter turnout, disaggregated by sex, age and excluded groups</p> <p>2.3 Coverage of HIV and AIDS services disaggregated by sex, age, urban/rural, and income groups</p> <p>2.4 Youth (under 30 and under 40), indigenous people and Afro-descendants in parliament, disaggregated by gender</p> | Output 2.1. Institutional capacities and mechanisms for formulating and implementing inclusive public policies enhanced in executive and legislative bodies – at national and sub-national level – for improved participation, representation and accountability | <p>Regular resources: \$3,069,220</p> <p>Other resources: \$9,930,474</p> |
| | Output 2.2. Institutions and systems enabled to address awareness, prevention and enforcement of anti-corruption measures across sectors and stakeholders | |
| | Output 2.3. National institutions, systems, laws and policies strengthened for equitable, accountable and effective delivery of HIV and related services | |
| | Output 2.4. Legal and regulatory frameworks, policies and institutional capacities enabled to combat multiple discriminations (gender and other inequalities) and address emerging issues (such as extractive industries and others) | |

| Regional programme outcome 3. Faster progress is achieved in reducing gender inequality and promoting women's empowerment (Strategic plan outcome 4). | | |
|--|--|--|
| Regional programme outcome: baseline, indicator(s), targets, and sources of data | Indicative regional programme outputs | Indicative resources by regional programme outcome |
| <i>Indicators:</i> 3.1 Employment rate (formal and informal) disaggregated by sector and sub-sector and by sex, age and excluded groups 3.2 Proportion of decision making positions (legislative) occupied by women at national and subnational levels 3.3 Number of countries with plans, strategies, policies, and programmes implemented to eliminate discrimination against women and achieve gender equality | Output 3.1. Country-led measures accelerated to advance women's economic empowerment | Regular resources: \$2,778,172 Other resources: \$1,589,710 |
| | Output 3.2. Evidence-informed national strategies and partnerships to advance gender equality and women's empowerment | |
| | Output 3.3. Measures in place to increase women's participation in decision-making | |
| Regional programme outcome 4. Countries are able to reduce the likelihood of conflict and lower the risk of natural disasters, including from climate change (Strategic plan outcome 5). | | |
| Regional programme outcome: baseline, indicator(s), targets, and sources of data | Indicative regional programme outputs | Indicative resources by regional programme outcome |
| <i>Indicators:</i> 4.1 Percentage of countries with disaster and climate risk management plans funded through national, local and sectorial development budgets 4.2 Homicide rate disaggregated by sex and age (per 100,000 inhabitants) 4.3 Proportion of women subjected to physical or sexual abuse in the last 12 months 4.4 Level of public confidence in the delivery of police and justice institutions | Output 4.1. Policy frameworks and institutional mechanisms enabled at national and subnational levels for the peaceful management of emerging and recurring conflicts and tensions | Regular resources: \$4,058,455 Other resources: \$9,820,000 |
| | Output 4.2. Communities empowered and security sector institutions enabled for increased citizen safety and reduced levels of armed violence | |
| | Output 4.3. Effective institutional, legislative and policy frameworks in place to enhance the implementation of disaster and climate risk management measures at national and subnational levels | |