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Draft regional programme document for Latin America and the Caribbean (2018-2021)

Contents

Please recycle

I. Programme rationale

1. Latin America and the Caribbean is a multi-cultural and multi-ethnic region comprised of 33 countries, the majority of which are classified as middle- and high middle-income countries. In recent decades, countries in the region have advanced significantly in key human development areas, integrating sustainable development goals in national planning processes and promoting the principles of equality and leaving no one behind. Income poverty was reduced from 48.4% in 1990 to 28% in 2014 and income inequality from 0.539 to 0.493.[1]

2. The region has made significant progress in climate change mitigation and adaptation, expanding the clean electricity matrix, with nearly 60 per cent generated from hydroelectric resources. Of the 33 sovereign states making up Latin America and the Caribbean, 32 are signatories of the Paris Agreement and have submitted their intended nationally determined contributions to the United Nations Framework Convention on Climate Change. Thirty of the 32 nationally determined contributions in the region link climate change adaptation with long-term development.

3. Beginning in the 1980s, the region has experienced its longest period of democratic rule, with democracy and peace further advanced as a result of the end of the hostilities in Colombia, the longest armed conflict in the region. Eleven of the 19 Latin American countries have reduced homicide rates since 2015. Countries have advanced in combating gender inequalities in all areas of social life by mainstreaming gender equality and women's empowerment into public policies and agendas, creating gender equality mechanisms and gender-responsive laws and structures in all countries of the region.[2] The Caribbean, including the small island developing States, has improved performance in maternal mortality, infant malnutrition, life expectancy, depletion of natural resources, and access to basic services.[3]

4. Despite recent advances, Latin America and the Caribbean remains *the most unequal region in the world.*[4] Up to 28 per cent of its population is still classified as multidimensionally poor:[5] 38 per cent of people have not yet reached the middle-income category**.** Over 220 million people in the region are neither able to rise into the middle class, nor are they classified as poor. People living close to poverty, particularly women, are at high risk of falling back into poverty due to health shocks, climate change and disasters, irreversible changes to ecosystems, and social economic and political barriers that limit their coping capacity.

5. As a region caught in the *middle-income trap,* challenges for Latin America and the Caribbean go beyond economic growth and are related to the ***exclusions and vulnerabilities*** associated with ***multidimensional poverty***, caused by *prevalent structural inequalities, weak inter- and intra-institutional coordination, limited fiscal space, and weak institutional capacities to implement integrated, transformative economic and poverty-reduction policies and programmes* that target those left behind. In particular, marginalized populations are rural, indigenous, Afro-descendent, and people with disabilities. The region needs to incorporate gender equality and human rights, and address women's role in unpaid care and domestic work; lack of access to decent work and limited livelihoods; and lack of high-quality disaggregated data to identify exclusions and vulnerabilities.

6. The Caribbean faces increasing human vulnerability due to growing multidimensional poverty alongside persistent weak economic growth and erosion of human development gains. Poverty rates in the Caribbean Community and Common Market (CARICOM) exceed Latin American rates, and are higher than those in countries classified as low- and middle-income. While the subregion boasts relatively high political stability, multidimensional progress is constrained by sluggish economic

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[1] Unless otherwise noted, data in the present document is obtained from the regional human development report, *Multidimensional Progress: well-being beyond income*, UNDP, 2016, and internal UNDP documents.

[2] *Equality and women's autonomy in the sustainable development agenda*, ECLAC, 2016

[3] Caribbean human development report 2016, *Multidimensional Progress: human resilience beyond income*

[4] Economic Commission for Latin America and the Caribbean (ECLAC), 2016: https://www.cepal.org/en/articles/2016-latin-america-worlds-most-unequal-region-heres-how-fix-it

[5] Oxford Poverty and Human Development Initiative and ECLAC. According to Human Development Report Office estimates, this figure is approximately 5 per cent.

performance, influenced by limited fiscal space and a heavy debt burden. The middle-income status of small Caribbean states has obscured the fact that given the high levels of unemployment, especially of youth, and low levels of social protection, the vulnerable population in the Caribbean includes and exceeds the already high number living below poverty lines.[6]

7. As the second most disaster-affected region in the world, Latin America and the Caribbean is particularly vulnerable to **disaster risks and climate change** stemming from the impact of *climate variability and unsustainable development patterns on ecosystems, biodiversity, livelihoods, and health.* The poor, particularly women, have frequently borne the largest share of, and are often more vulnerable to, the broader effects of climate change, as they are more dependent on natural resources for their livelihoods. In 2005-2016, floods affected more than 28.6 million people in Central and South America, generating economic losses equivalent to more than $19.2 billion. In the same period, hurricanes in the Caribbean affected more than 5 million people, resulting in more than $9.5 billion in damage. Small island developing States, according to the Samoa Pathway, face acute vulnerabilities related to extreme weather and rising sea levels, both caused by climate change.[7]

8. A reliance on a commodity-based economy, **unsustainable production patterns** and associated pollution in Latin America and the Caribbean prevent the delivery of ecosystem services on which the societies depend, including the provision of food and water, rural livelihoods and economic sectors. Pressure on natural capital is causing socio-environmental conflicts in the region[8]. These challenges are related to *weak capacities of countries to internalize the economic and societal value of ecosystems, and to measure the costs associated with degradation, climate change, and disaster risk.* This is compounded by weak capacities to promote resilience thinking and risk-informed decision making. This, in turn, results in environmental sectorial policies disconnected from the broader sustainable development agenda and multidimensional poverty and inequality reduction efforts.

9. **Quality of democracy and its institutions** *remains low, and limits inclusion, participation, and efficient access to public services. Similarly, prevailing high levels of crime and violence, including gender-based violence*, continue to cause **insecurity and vulnerability** in the region. Although Latin America and the Caribbean was the only region free of armed conflicts in 2016[9], it is also the most violent in the world, with several countries having homicide rates above 40 per 100,000[10]. In 2016, the average homicide rate in Latin America was 22.3[11] per 100,000 inhabitants (three times the global average), while in countries of Central America, and the Dominican Republic, the average rate reached 34.6.[12] Central and South America continue to record significantly higher levels of violence towards lesbian, gay, bisexual and transgender persons, accounting for 78 per cent of the reported killings of transgender and gender-diverse people worldwide from 2008 to 2016, and highlighting structural barriers to accessing justice.[13]

10. The region is facing the emerging challenge of *increased migration*, especially of returning persons deported from North and Central America (the majority of whom are between 15 and 27 years old[14]), which is contributing to social conflicts and insecurity, and putting a strain on national institutional capacities to offer equitable, inclusive social and economic reintegration policies. Institutions operating in a political climate marked by polarization are still fragile and need to be strengthened to provide a stable structure and promote social cohesion and stakeholder interaction.

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[6] Caribbean human development report, 2016.
[7] *Navigating Turbulence and Uncertainty: A staff note on development issues and prospects*, draft, UNDP, 15 November 2016
[8] Environmental Justice Atlas, 2016
[9] Cartagena Consultations working paper, UNDP LAC
[10] According to InfoSegura, in 2016 the homicide rate for El Salvador was 81, Venezuela, 58.8, and Honduras, 59.
[11] InfoSegura calculations, based on data provided by participating countries
[12] Ibid.
[13] Trans Murder Monitoring Project; 2016; International Day Against Homophobia, Transphobia and Biphobia update (available at http://transrespect.org/en/idahot-2016-tmm-update)
[14] Directorate General of Migration (El Salvador), Directorate General of Migration and Secretariat of Social Welfare (Guatemala) and Consular and Immigration Observatory (Honduras)

11. Despite advances in **gender equality**, gender differences are still marked in the region. Barriers, defined as "hard exclusions" by UNDP, show that gender inequality in access and control of resources, labour markets, and the persistent feminization of poverty are still among the main challenges *caused by legal, economic and political frameworks; social and cultural norms; structural inequalities; and exclusive states that are not gender-neutral*. Women represent 27 per cent of national parliaments in Latin America; only 10 countries have met or surpassed the 30 per cent target for women's participation in parliaments. In 2012, only 11 per cent of local authorities were led by women. Indigenous and Afro-descendant women experience additional barriers as they suffer multiple and simultaneous forms of discrimination, which severely limit their participation in political processes.

12. The employment rate and remuneration for similar work is significantly lower for women than for men. In 2013, 47.7 per cent of urban women and 42.4 per cent of rural women were employed, while employment rates for men reached 68.2 per cent in urban areas and 76.0 per cent in rural areas. In 2013, even when the proportion of adult women of working age with tertiary education was higher (17 per cent) than the corresponding proportion of men (14.8 per cent), women received an average hourly wage that was 16.4 per cent lower than that of men. Gender-based violence remains a major challenge, as 14 of the 25 countries in the world with the highest rates of femicide are in Latin America and the Caribbean[15]. Violence against women is so invisible in Central America that, according to perception surveys, it is not even perceived as part of the 'crime problem'.[16] The lack of adequate gender-sensitive data, including data disaggregated by sex, age, income, ethnicity and other characteristics, especially at the local level, weakens decision-makers' ability to develop evidence-based policies and hinders the implementation and monitoring of sustainable development goal 5, and of the 2030 Agenda for Sustainable Development as a whole.

13. Over the years, the spill-over effects of organized crime in Central America and the Caribbean; internal displacements and migration triggered by violence and lack of productive opportunities in the northern countries; the social and economic impacts of droughts in the 'dry corridor' and hurricanes in Central America and the Caribbean; deforestation in the Amazon; increasing effects of climate change; and the legal and service delivery barriers affecting HIV/AIDS prevalence have underscored the fact that regional and subregional approaches are needed to cope with cross-border externalities through integrated, multidimensional and coordinated public policies, supported by strong public institutions capable of responding to citizens' demands.

14. Throughout the region, there is a relatively high alignment of national plans with the sustainable development goals, as shown by the rapid integrated analysis carried out with UNDP support. Regional advances on the goals are reviewed at the yearly regional Agenda 2030 Forum organized by ECLAC and sectoral ministerial forums; the Statistical Conference of the Americas is the main coordinating body concerned with data. However, there are challenges related to integration between different sectors and lack of discussions related to trade-offs between goals within governments and with other actors. The principle of 'leaving no one behind' is challenged in a context of constrained fiscal space, in which many countries are reducing their social programmes. The integration of the sustainable development goals into national budgets is only starting to take place in the region, one challenge being multi-year budgeting. The methodology of accelerators and '*Combos*[17]' promoted by UNDP in the region is an effective way to seek investments with multiple development dividends and across sectors.

15. Evaluations highlight UNDP regional achievements, including (a) the positioning of sustainable development goals as the framework *for aligning national and regional actions to the UNDP Strategic Plan* and *informing the policies to be produced in the post-2015 development agenda*[18]*;* (b) generating

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[15] Global burden of armed violence 2011, Geneva declaration on armed violence and development, p. 119
http://www.genevadeclaration.org/fileadmin/docs/GBAV2/GBAV2011_CH4_rev.pdf
[16] InfoSegura
[17] Methodology developed by UNDP-LAC that helps countries approach and plan the implementation of the 2030 Agenda based on the development priorities of each country
[18] UNDP regional programme for Latin America and the Caribbean, 2014-2017, midterm external review, final report, 2016

regional public goods and *knowledge* on issues of regional and subregional importance; (c) *strengthening regional mechanisms and capacities* required for advancing inclusive public policies, improving participation, representation and accountability; and (d) application of the *regionality principle* as the key factor for helping countries in the region maximize South-South exchanges[19] and strengthen regional partnerships and knowledge.

16. The midterm review of the regional programme acknowledges the key role of the regional human development report in informing regional and national policies on multidimensional progress and positioning UNDP as a preferred partner to help achieve the sustainable development goals in Latin America and the Caribbean. It recognizes integrated approaches and innovative tools such as *Combos*, the management system for governance (known as 'SIGOB'), and the gender seal, to help countries position the concept of resilience and multidimensional progress in the development agenda of the region[20] and support institutional transformations for improved public policies.[21] The evaluation of the UNDP Strategic Plan, 2014-2017, lists the Citizen Security Initiative as a good example of *promoting and facilitating complex cross-border challenges.*[22] Other examples include the replication of a Cuban disaster risk reduction model in five countries of the Caribbean[23] through South-South cooperation and the cross-regional work of the management system for governance in Afghanistan, Egypt, Iraq and Pakistan.[24]

17. The midterm review recognized the programme for *positioning gender in the public opinion* in the region and mainstreaming gender into policies, programmes and projects.[25] The regional programme has been catalytic in mobilizing support for cross-border, multi-country initiatives on citizen security, climate change adaptation, disaster and climate risk management, responding to donors'[26] interest in targeting subregional challenges in the Caribbean and Central America. For these purposes, the programme mobilized $102 million (93 per cent of which was non-core) from 2014 to 2017 – $56.2 million above the planned target.

18. The evaluation of the Strategic Plan identified several weaknesses and recommended improving the programme monitoring and quality of indicators and evidence; increasing the focus on innovation; and developing new partnerships and opportunities to facilitate regional and subregional innovative strategies and mechanisms to support the countries. The evaluation recommended increasing the sustainability of longer-term regional projects by engaging regional and subregional actors in the generation and distribution of public goods, and enhancing the impact of multi-country programmes by ensuring a stronger regional dimension. The evaluation further recommended consolidating and expanding successful cross-border initiatives beyond country-level support, and leveraging regional work in environment and climate change, through its large vertical fund portfolio, to move towards building issues-based partnerships with regional institutions.

II. Programme priorities and partnerships

19. The regional programme for Latin America and the Caribbean, 2018-2021, builds on the lessons emerging from the evaluations of regional projects and the regional programme, 2014-17, and the support provided to sustainable development goals implementation in the region. Grounded in the 'regionality principles',[27] it focuses on regional transboundary issues that cannot be addressed in a siloed manner or at the country level alone. These require a coherent regional approach through consistent

[19] UNDP regional programme for Latin America and the Caribbean, 2014-2017, midterm external review, final report, 2016
[20] Ibid.
[21] SIGOB regional project: Strengthening management capacities for democratic governance, 2016.
[22] Evaluation of the UNDP Strategic Plan and global and regional programmes, final report, 2014-2017
[23] Final evaluation of the Caribbean risk management initiative (phase II), 2015
[24] Midterm evaluation of SIGOB.
[25] Evaluation of the America Latina Genera project, 2008-2015, evaluation report, 2015
[26] United States Agency for International Development, Japan, European Union, European Commission Humanitarian Aid Office, Spanish Agency for International Development Cooperation
[27] Regional public goods/services; interregionality; cross-border externalities; awareness/action on sensitive and emerging issues; regional innovation; regional and subregional partnership-building; and knowledge generation and sharing of experience and expertise, including through South-South and triangular cooperation

policy guidance at an appropriate level, innovation, and support to country offices and partner countries in delivering the 2030 Agenda and promoting a new generation of public policies that protect vulnerable populations from falling back into poverty.

20. The programme priorities were initially identified by an advisory panel during the process of formulating the regional human development report, and were further refined through subregional workshops comprised of representatives of Latin America and the Caribbean governments, academia, international organizations, and civil society. Ministerial forums were organized jointly with ECLAC, and virtual consultations were undertaken with governments and country offices. The final validation took place during a regional meeting of UNDP resident representatives early in 2017.

21. To address the root causes of structural development challenges, the regional programme will promote integrated, collaborative relationships between the concerned national institutions, leveraging and enhancing the role and capacities of regional organizations such as CARICOM, the Central America Integration System, the Coordination Centre for Prevention of Natural Disasters in Central America, the Caribbean Disaster Emergency Management Agency, and the Organization of Eastern Caribbean States (OECS). Through cross-fertilization, South-South cooperation, innovation, knowledge-brokering, and a robust advisory and delivery capacity, the regional programme will serve as a strategic advocacy platform and will facilitate region-wide coordination on and responses to sensitive and emerging issues that build on national efforts and leverage regional and global best practices and expertise.

22. The regional programme will deepen partnerships with United Nations organizations, bilateral and multilateral donors, and civil society; forge new alliances with the private sector; and expand cooperation with international financial institutions to further collaboration on the sustainable development goals. Leveraging the role of UNDP, which is uniquely placed to 'connect the dots' and provide an integrated view, the regional programme will engage international networks and partner organizations to mobilize finance for innovative climate change solutions, sectoral governance approaches, and inclusive policy frameworks and institutional capacities; develop and scale up innovative initiatives; and provide technical expertise and know-how.

23. The regional programme includes three programme outcomes aligned with outcomes of the Strategic Plan, 2018-2021. Under the 2030 Agenda, it adopts an integrated view, recognizing development challenges as multidimensional and interlinked. Within each of these outcomes, the programme will construct its regional interventions aligned with the UNDP global offer of signature solutions.

24. **Outcome 1. Reduced levels of multidimensional poverty and inequality accelerate progress towards the achievement of sustainable development goals.** The regional programme will support countries in improving development plans and programmes aimed at addressing the exclusion, vulnerabilities and structural impediments to economic participation and livelihoods that slow progress in the region. The regional programme will:

(a) Offer a structured menu of tools, methodologies, approaches, and expertise to help guide policies, plans and partnerships for strengthening intra- and interinstitutional coordination and government capacities for integrated poverty reduction policies, improved gender-sensitive development planning, and application of poverty-environment approaches that incorporate development accelerators for the sustainable development goals; promote access to innovative finance and improve fiscal space; support the improvement of data quality and disaggregation, and strengthen measurement and analysis capacities; foster economic participation and livelihoods; and support the production of road maps for implementation of the goals, national voluntary reports for the high-level political forums, and national reports on progress toward the goals.

The offer of the regional programme will combine interventions and partnerships carried over from the previous cycle with new initiatives developed in partnership with donors, United Nations organizations, and civil society organizations. The regional programme will consolidate its partnership with the Spanish Agency for International Development Cooperation and develop new ones with the European Union and the Central American Socioeconomic Integration Secretariat to expand and complement its current methodological offer of '*Combos*', improve capacities for

strengthening administrative registries and data analysis through *PovRisk,* and provide a regional expert network to assist governments in implementing the sustainable development goals agenda. The regional programme will foster high-level ministerial dialogues, in partnership with United Nations organizations and ECLAC, to pursue innovative solutions to sustainable development goals implementation and monitoring.

(b) Generate innovative approaches and regional partnerships to advocate for greater effectiveness in addressing structural impediments to economic participation and livelihoods, particularly of women and youth. The regional programme will foster new partnerships with the European Union, UN-Women, and the International Labour Organization (ILO), as well as the private sector, academia and civil society to promote transformative economic policies that address women's role in unpaid care and domestic work, access to decent work, sustainable jobs and livelihoods, and the production and enforcement of non-discriminatory rules and regulations.

The programme will expand innovative initiatives in the private and public sectors such as the 'gender equality seal' and 'local economic development and gender', and develop new research and actions for transformative economic and social policies that affect women, and youth, with special attention to women and girls facing intersecting forms of discrimination due to ethnicity or migratory status. The programme will support the private and public sectors in strengthening capacities to collect, analyse and use a range of sex-disaggregated data relevant to gender-responsive policymaking, applying the UNDP 'equality at work' index to measure, monitor and evaluate the closing of gender gaps in the workplace.

The programme will work with ECLAC to support the development of new indicators for the Regional Observatory of Gender Equality, related to sustainable development goal 16, in the framework of the UNDP 'gender equality in public administration' global initiative, seeking to create evidence-based data to favour women's equal participation and decision-making in public administration.

(c) Foster coordination on the sustainable development goals, through the Inter-Agency Working Group, to promote interinstitutional and intersectoral synergies, generation and sharing of knowledge and experiences towards an integrated approach to the 2030 Agenda, and the relation between sound environmental management, poverty reduction and the strengthening of livelihoods.

25. **Outcome 2. Climate change risk-informed sustainable development frameworks that promote healthy ecosystems and sustainable livelihoods and reduce risk, especially for people in vulnerable conditions,** seeks to strengthen the capacities of institutions to assess, develop, and implement coherent, sustainable, gender- and risk-informed sectoral policies and planning processes to connect them with the broader sustainable development agenda and poverty reduction efforts. The regional programme will:

(a) Provide a regional technical offer and knowledge to support advocacy and actions for climate-resilient and low emission development. The regional programme, accounting for the transboundary dimension of climate-related issues in the region, will provide support for strengthening: (i) gender- and risk-informed legal frameworks, national development plans, policies, and budgeting, to prevent, minimize and mitigate risk; (ii) effective multi-hazard early warning systems, and capacity assessments in line with the Sendai Framework for disaster risk reduction; (iii) sectoral capacities that include a gender perspective, to mitigate and adapt to climate change, in line with commitments of the Paris Agreement and the nationally determined contributions.

The programme will support recovery efforts in the Caribbean in response to the 2017 hurricane season and other foreseeable events, considering livelihoods regeneration and promoting gender-sensitive methodologies and capacity-building for resilient recovery and 'building back better'. The programme will operate within the framework of the Inter-Agency Working Group on Resilience and other networks in the emergency sphere, mobilizing funds with China for the current recovery process and exploring funding options from the Department for International Development through the Caribbean Development Bank. On the prevention side, in the Caribbean, it will partner with the Caribbean Disaster Emergency Management Agency ('CDEMA'), the International Federation of the Red Cross, Oxfam, and European Civil Protection and Humanitarian Aid Operations to strengthen integrated gender-sensitive early warning systems for effective disaster preparedness,

through the exchange of tools and knowledge. In Central America, the regional programme will collaborate with the Coordination Centre for Prevention of Natural Disasters in Central America and United Nations partners such as UNICEF and the Office for the Coordination of Humanitarian Affairs to scale up 'INFORM', a global, open-source risk assessment tool that supports policy decisions on prevention, preparedness and response. It will work with the Central America Integration System and the European Union to improve the availability of gender-sensitive early warning information and evidence-based analysis on nutrition security and resilience-related decision-making. It will also explore new alliances with multilateral and bilateral donors (Caribbean Development Bank, European Union, the Spanish Agency for International Development Cooperation, Global Environment Facility – GEF) to scale up regional action on disaster risk reduction and climate change adaptation.

The programme will continue its partnership with the Spanish Agency for International Development Cooperation to consolidate knowledge and expertise, help countries meet their nationally determined contribution targets, and build the capacities of designated authorities and sectoral ministries; and with the United Nations Framework Convention on Climate Change, the Japanese Government, Caribbean subregional organizations and academia in guiding Caribbean countries towards green, low-emission and climate-resilient development pathways. The programme will explore new opportunities for resource mobilization with bilateral donors, international financial organizations and GEF to formulate additional regional initiatives and create capacities for nationally determined contributions planning and implementation that build resilience, address poverty reduction, and are gender-responsive. The regional programme, drawing on existing regional technical capacity and experience, will continue supporting Green Climate Fund project development efforts in the region, thus supporting countries in obtaining resources to finance climate change action.

(b) In addition, it will focus on providing regional evidence, best practices, and gender-sensitive tools to inform the development of frameworks, policies and solutions to address conservation, sustainable production and equitable benefit-sharing of natural resources at the regional and subregional levels. The programme will provide support for people-centred, environmentally sustainable, safe and equitable natural resource management, extractive practices, and economic diversification and investments, through barrier and cost analysis; support to natural resource and environmental conflict analysis; and piloting of poverty-environment-sustainable livelihood approaches.

To that end, the programme will leverage the wealth of knowledge generated in the region through vertical fund projects to distil evidence, best practices, and innovative solutions to better inform policy and development frameworks and scale them up in the region, taking into account the participation and role of rural, indigenous and Afro-descendant populations. It will support regional initiatives for ecosystem conservation – such as an Amazon regional sustainable development goals programme – seeking new partnerships with the Amazon Cooperation Treaty Organization and the Sustainable Development Solutions Network-Amazonia. Collaboration with ECLAC will be explored in the area of governance of natural resources.

26. **Outcome 3. Responsive, inclusive, and accountable institutions improve the quality of democracy and the rule of law,** opening broader spaces for inclusive citizen engagement and representation in electoral and dialogue processes; improving institutional capacities for conflict prevention and management; preventing gender-based violence and insecurity; and fostering stronger, more responsive and transparent institutions, capable of making gender-sensitive, evidence-based decisions. To that end, it will:

(a) Provide South-South cooperation mechanisms and tools drawing on UNDP global and regional knowledge and practices for more inclusive governance processes that increase the transparency, responsiveness, and accountability of public institutions, and expand the role of women, youth, indigenous peoples, and Afro-descendants in decision-making. The regional programme will continue to offer expertise and partnerships through its flagship project 'SIGOB' to strengthen the administrative capacities of public institutions in Latin America and the Caribbean and other regions, including for the implementation of the 2030 Agenda. It will seek partnerships with public

sector initiatives such as the Open Government Partnership and the 'gender equality seal' to provide innovative mechanisms that increase the participation and transparency of public institutions and strengthen their capacities to mainstream gender in the workplace and in public policies. The regional programme will work with indigenous peoples' organizations in partnership with the Fund for Development of Indigenous Peoples of Latin America and the Caribbean and United Nations partners to promote voice and participation of indigenous peoples and Afro-descendants and 'leave no one behind'.

(b) Offer regional knowledge and networks to strengthen capacities for supporting state institutions in creating inclusive mechanisms for broader gender-responsive citizen participation in politics and public policy formulation, implementation and monitoring; increase capacities of health care workers; and improve legal and policy environments to support delivery of stigma- and discrimination-free services and access to justice for key populations. To that end, the regional programme will engage with Applied Innovation for New Governance ('IDEA'), UN-Women, government electoral management bodies, women's national mechanisms, regional and national parliaments in Latin America and the Caribbean, Caribbean civil society organizations: Caribbean Vulnerable Communities Coalition ('CVC'), the Integrated Orientation and Research Centre ('COIN'), the Caribbean Forum for Liberation and Acceptance of Genders and Sexualities ('CARIFLAGS'), the Central America Network of People with HIV ('REDCA'), Eastern Caribbean Alliance for Diversity and Equality ('ECADE'), and the donor community (Global Fund, United States Agency for International Development – USAID).

(c) Build on regional networks, best practices, and innovative solutions to facilitate dialogue, early warning mechanisms, and political analysis for social cohesion and the peaceful management of emerging and recurring transboundary conflicts and tensions, including those related to reinsertion of at-risk populations. The regional programme will work with the FC Barcelona Foundation to support at-risk youth; and with the International Organization for Migration, the Office of the United Nations High Commissioner for Refugees, the Peacebuilding Fund and institutions to strengthen reintegration mechanisms for returning migrants in Central America and formulate innovative approaches for citizen security related to migration and reintegration. It will explore partnerships with bilateral donors (the European Union, Italy) to mobilize resources for regional and subregional support to improving access to justice in the Caribbean, and for socio-economic reintegration of at-risk youth in Central America.

(d) Develop innovative solutions, analytical tools, knowledge networks, and peer-to-peer exchanges for: (i) supporting the development of regional and national strategies on citizen security and models that address gender- and identity-based violence; (ii) strengthening information management systems to inform gender-sensitive, evidence-based policy responses at regional and subregional levels; and (iii) strengthening responses for youth violence prevention. The regional programme will address the challenges of insecurity and sexual, youth, ethnicity- and identity-based violence, by working with donors (the Spanish Agency for International Development Cooperation, USAID, the Development Bank of Latin America, and the Korea International Cooperation Agency) as well as regional and sub-regional bodies (Central America Integration System, CARICOM, OECS, Regional Security System) to improve quantitative and qualitative tools and analysis to target crime and violence risk factors through evidence-based citizen security responses. The programme will explore new alliances with UN-Women and UNFPA to foster political advocacy on gender-based violence in Central America and the Caribbean.

27. Across the three outcomes, the regional programme projects will offer innovative e-learning solutions to UNDP and its partners to improve the quality of indicators, data analysis and management through indicator frameworks, data-sharing agreements and coding structures; automation of decision-making processes and portals for increased transparency; and development of mobile applications and web-based information management systems.

28. The regional programme will achieve sustainability by aligning its interventions with regional and subregional strategies, frameworks and indicators; developing the capacities of regional and national institutions and influencing their approach towards the 2030 Agenda; fostering multi-country

knowledge, analysis and coordination networks comprised of national and regional institutions, civil society and academia to generate inputs to inform and monitor public policies; and generating commitments through institutional agreements with national and regional institutions to ensure institutionalization and appropriation of results.

III. Programme and risk management

29. The present document outlines UNDP contributions to regional results and serves as the primary unit of accountability to the Executive Board for results alignment and resources assigned to the programme. Direction and oversight of the programme will be the responsibility of the Director of the Regional Bureau for Latin America and the Caribbean. Programme management will be vested largely with the regional hub, acting as a globally 'connected' platform to integrated and innovative development solutions, expertise, and region-wide partnerships.

30. The regional programme will be implemented over a period of four years (2018-2021), mainly through regional projects with direct implementation modality, to be designed building on accumulated knowledge, experience, technical competencies, and in consultation with country offices. It will be implemented through regional and subregional activities with targeted country-level components, coordinated and agreed within annual work plans. Development solutions teams with diverse technical expertise will support the formulation and implementation of the regional initiatives, with a multi-disciplinary perspective for relevant integrated support and advice.

31. The Regional Hub Advisory Board (consisting of resident representatives from the region and senior management from central bureaus) will provide overall guidance and quality assurance to the regional programme and help validate its relevance vis-à-vis country and global activities. External oversight will be exercised as prescribed by UNDP norms, ensuring involvement of internal and external stakeholders. Existing networks of partners, and emerging ones interested and committed to continue sponsoring regional initiatives, will participate in oversight of the programme as needed.

32. The regional programme will refer to the UNDP programme policies and arrangements for its implementation and quality assurance. Accountabilities of managers at the country, regional, and headquarters levels with respect to the programme are prescribed in the UNDP programme and operations policies and procedures and internal control framework.

33. A diversified partner-base, including third-party cost-sharing, multilateral donors, and private-sector partnerships, will contribute to meeting regional programme resource needs and minimizing the risk generated by declining core and traditional non-core funding sources. The resource mobilization implementation plan will be used to approach new donors and funding sources, including the private sector, leveraging opportunities identified in the regional pipeline. The total amount of financial resources needed to implement this programme is estimated at $69.3 million. Of that amount, core resources are expected to amount to $5.2 million over the programme period. Non-core resources are estimated at $64.1 million.

34. In accordance with Executive Board decision 2013/9, all direct costs associated with project implementation will be charged to the concerned projects. The Harmonized Approach to Cash Transfers will be used to manage financial risks when involving external partners as responsible parties in the implementation of regional projects.

35. Based on the analysis of underlying causes of development challenges in the region, potential programmatic risks are related to institutional weaknesses, political disruptions and crises, and possible effects of disasters and socio-environmental conflicts, which may result in changes in regional priorities and donor engagement, and reductions in funding. These risks will be monitored through dedicated analytical mechanisms – prospective scenarios and early warning – embedded in risk logs, and the monitoring tools of the regional programme and its projects.

36.   Risks will be mitigated through contingency measures to ensure that any significant changes in circumstances, including reduced core funding, can be addressed in an adequate and timely fashion. Solutions related to the sustainable development goals implementation agenda, crisis prevention, and post-disaster recovery efforts will receive priority. Other solutions include the revision of the theory of change, maximizing synergies among initiatives, utilizing virtual modalities for technical assistance, accelerating the transfer of ownership to stakeholders, scaling down development interventions and deliverables, coordinating with partners to prioritize solutions, and increasing resource mobilization efforts.

37.   Potential social and environmental risks will be managed by applying the UNDP social and environmental standards and accountability mechanism tool, whereas programme and project quality will be monitored and ensured by programme and project quality assurance tools, quality standards, and indicators. While the regional programme design does not envisage any risks to vulnerable populations or to the environment, UNDP will promote risk-informed programming through regular context analysis to detect early signs of risks and develop mitigation measures.

IV.   Monitoring and evaluation

38. Following the recommendations of evaluations, the regional programme will consolidate its regional-level advantages with the strategic positioning of UNDP and will improve monitoring to showcase its contributions to advancing regional agendas and policies. The programme outcome indicators will better connect regional-level interventions with global objectives and capture the value added of UNDP 'soft' assistance[28] beyond tangible outputs.[29]

39. The monitoring framework of the regional programme includes outcome and output indicators, which (a) are directly relevant to the focus and priorities of the programme over the next four years; (b) are aligned with the sustainable development goals and the Integrated Results and Resources Framework of the UNDP Strategic Plan, 2018-2021; and (c) can be measured and monitored efficiently. Consideration was given to ensuring that the output indicators demonstrate regional contributions. Progress against planned results and resources of the programme will be monitored through quarterly and annual planning, budgeting, and monitoring exercises. The programme and projects will be subject to institutional processes consistent with UNDP standards and commitments. At the end of each year, the programme will report progress and achievements in the results-oriented annual report of the Regional Bureau for Latin America and the Caribbean. At least one project evaluation per outcome will be conducted in tandem with a midterm evaluation of the programme to report on progress against planned results and to provide necessary corrective actions.

40.   The regional programme will use the 'gender markers' of regional projects to monitor investments (15 per cent budget) and improve accountability, tools, and indicators to measure gender results. In addition, the programme will implement the UNDP 'gender equality seal' for the regional hub, with an assigned budget. Efforts will be made to minimize projects with negligible investments in gender and help them incorporate gender actions and results into their planning and budgeting. At least 5 per cent of programme budget, proportionately charged to projects, will be allocated for monitoring, evaluation, and communication.

41.   A multi-year policy research and knowledge management agenda will be reviewed and agreed with the regional advisory board, to be implemented through systematic engagement with United Nations and development partners, academic institutions, research bodies and think tanks. The regional programme will intensify efforts to communicate stories and real-life narratives, using innovative, user-friendly formats and social media tools to reach diverse audiences.

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[28] Policy advice and technical assistance
[29] Regional programme midterm external review

Annex. Results and resources framework for Latin America and the Caribbean (2018-2021)

Related sustainable development goals (SDGs): 1 – No poverty; 5 – Gender equality; 10 – Reduced inequalities

Regional programme outcome 1. Reduced levels of multidimensional poverty and inequality accelerate progress towards the achievement of SDGs

Related strategic plan outcome 1. Eradicate poverty in all its forms;

Outcome indicator(s), baselines, milestones and targets (BMTs) [30]	Data source, frequency and responsibilities [31]	Indicative regional programme outputs (including BMTs)	Partnerships	Indicative resources (in $ thousands)
Indicator 1.1. Number of men, women and children living in poverty, by selected measures of multidimensional poverty (Strategic Plan indicator 1.1 a) Baseline: 33.5 million (19 countries, Oxford Poverty and Human Development Initiative – OPHI) Target: 30.1 million (10% decrease) Indicator 1.2. Proportion of people sliding back into poverty (Strategic Plan indicator 1.1 b) Baseline: Change 2013-2015: Absolute, net 1m, (0.3%;) Absolute total: 7.2m (2,1%). Target: 2021: 1.5% of total Indicator 1.3. Employment rate of men, women and youth (regional) Baseline: Labour participation rate, male: 74.6% (ILO, 2016)	1.1 Source: Global Multidimensional Poverty Index yearly report, OPHI. 1.2 Source: Applying PovRisk to 15 countries in Latin America and the Caribbean (LAC), regional human development report 2017, regular publications. 1.3 ILO database, yearly reports.	**Output 1.1. Multidimensional and inclusive gender-sensitive policy approach for the 2030 Agenda is promoted regionally and integrated into development policies and plans through advocacy and the use of regionally developed tools, methodologies, and capacities.** (Strategic Plan outcome 1; signature 1) Indicator 1.1.1. Number of target countries that have used regionally developed gender-sensitive tools, methodologies and capacities for improved development planning, acceleration of SDGs, innovative finance, and data quality and analysis. **Baseline:** 5 (2017) **Target:** 19 (2021) **Data source:** Project reports, regional programme reports, signed projects **Frequency:** Annual Indicator 1.1.2: Number of regionally trained experts who have helped with improved development planning, acceleration of SDGs, innovative finance, and data quality/analysis in target countries. **Baseline:** 0 (2017) **Target:** 15 (2021) **Data source:** Project reports, regional programme reports, signed projects **Frequency:** Annual	European Union Development and Cooperation-EuropeAid Fundación Internacional y para Iberoamérica de administración y políticas públicas Central American Socioeconomic Integration Secretariat Spanish Agency for International Development Cooperation (AECID)	**Regular 2,000** **Other 1,090**

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[30] BMTs will be adjusted once the Integrated Results and Resources Framework (IRRF) of the Strategic Plan is finalized.
[31] To be adjusted once the IRRF is finalized

Labour participation rate, female: 49.7% (ILO, 2016) Labour participation rate, youth: 47.5% (ILO, 2016) Target: TBD		Indicator 1.1.3. Number of regional/subregional forums that promoted a multidimensional and inclusive gender-sensitive policy approach and poverty-environment methodologies for implementation the 2030 Agenda **Baseline:** 4 (2017) **Target:** 10 (2021) **Data source:** Reports of regional forums, internal and external media publications **Frequency:** Annual		
		Output 1.2. Innovative solutions developed and promoted regionally to address structural impediments to gender equality, economic participation, decent work and livelihoods, particularly for women and youth. (Strategic Plan outcome 1; signature 6) Indicator 1.2.1. Number of target countries that have used regionally developed innovative solutions, knowledge and advocacy products that address structural impediments to gender equality, economic participation, decent work and livelihoods. **Baseline:** 0 (2017) **Target:** 4 (2021) **Data source:** Project reports, regional programme reports, signed projects and partnership agreements **Frequency:** Annual Indicator 1.2.2. Number of regional/subregional/national interventions developed that apply innovative solutions for sustainable livelihoods. **Baseline:** 0 (2017) **Target:** 4 (2021) **Data source:** Project reports, regional programme reports, signed projects **Frequency:** Annual Indicator 1.2.3. Number of target countries in LAC and other regions that have used the gender equality seal for public and private companies to address, measure and evaluate gender gaps in the workplace. **Baseline:** 13 (2017) **Target:** 30 (2021)	European Union UN-Women ILO Private sector Academia Civil society organizations, particularly women and youth organization networks	**Regular** **500** **Other** **750**

		Data source: Regional programme reports, signed service provision agreements and partnership agreements **Frequency:** Annual Indicator 1.2.4: Extend to which UNDP Gender Equality Seal Programme has been implemented in the Regional Centre to advance gender equality and women's empowerment. **Baseline**: No implementation (2017) **Target**: Fully implemented (2019) **Data Source**: Regional programme reports, Gender Marker, Gender equality Seal Benchmark Matrix and related corporate accountability reports and materials. **Frequency**: Annual		
Related SDGs: 1 – No poverty; 5 – Gender equality; 10 – Reduced inequalities; 13 – Climate action; 15 – Life on Earth				
Regional programme outcome 2. Risk-informed climate change and sustainable development frameworks that promote healthy ecosystems and sustainable livelihoods, and reduce risk, especially for people in vulnerable conditions				
Related Strategic Plan outcome 2. Accelerate structural transformations for sustainable development.				
Indicator: 2.1. Number of countries that have communicated the establishment or operationalization of an integrated policy/strategy/plan that increases their ability to adapt to the adverse impacts of climate change, and foster climate resilience and low greenhouse gas emissions development (Strategic Plan indicators 2.7 and 2.4) **Baseline:** 32 intended nationally determined contributions (NDCs), of which one revised for increased ambition **Target:** At least 16 NDCs revised for increased ambition **Indicator 2.2. Number of people per 100,000 covered by early**	Source: Revised NDCs, United Nations Framework Convention on Climate Change (UNFCCC) Frequency: Every 5 years starting in 2018; NDC programmes Source: Submitted biennial update reports/UNFCCC Frequency: Every two years; governments	**Output 2.1. Low emission and gender-sensitive, climate-resilient objectives to prepare for and reduce disaster risk and climate change are integrated into development policies and plans through regional evidence, capacities and tools.** (Strategic plan outcome 2: signature 1) Indicator 2.1.1. Number of target countries and sub-regional institutions that have used regionally developed gender-sensitive tools, methodologies and models for integrated climate and disaster risk management, including early warning systems **Baseline:** 5 (2017) **Target:** 11 (2021) **Data source:** Project reports, regional programme reports, signed projects partnership agreements **Frequency:** Annual Indicator 2.1.2. Number of peer-to-peer exchanges facilitated regionally among target institutions for the transfer and adoption of best practices and models to	UNICEF Office for the Coordination of Humanitarian Affairs International Federation of the Red Cross Coordination Centre for Prevention of Natural Disasters in Central America (CEPREDENAC) OXFAM UNFCCC United Nations Environment Programme AECID ECHO	**Regular 1,200** **Other 18,191.111**

warning information through local governments or national dissemination mechanisms (disaggregated by sex where possible). (Strategic Plan indicator 3.1) Baseline[32]: To be determined Target: To be determined **Indicator: 2.3: Progress towards sustainable forest management** (Strategic Plan indicator 2.10) Baseline: To be determined Target: To be determined	Source: National Communications for Climate Change/UNFCCC Frequency: Every 4 years; governments	address climate change adaptation and disaster risk reduction, including early warning systems **Baseline:** 3 (2017) **Target:** 10 (2021) **Data source:** Project reports, regional programme reports, signed projects and partnership agreements **Frequency:** Annual Indicator 2.1.3. Number of target countries that have used regionally developed evidence, capacities and tools to meet their low-emission and climate-resilient development objectives and commitments. **Baseline:** 5 (2017) **Target:** 15 (2021) **Data source:** Project reports, regional programme reports, reports of capacity development initiatives **Frequency:** Annual Indicator 2.1.4. Amount of climate finance resources brokered by UNDP at regional level to promote low-carbon and gender-informed climate-resilient development in line with the Paris Climate Agreement **Baseline:** $0 (2017) **Target:** $25million (2021) **Data source:** Project reports, regional programme reports, signed projects and partnership agreements **Frequency:** Annual	European Union GEF Green Climate Fund Japan Canada Caribbean Institute for Meteorology and Hydrology Caribbean Public Health Agency Caribbean Natural Resources Institute Caribbean Agricultural Research and Development Institute Centre for Resource Management and Environmental Studies University of the West Indies Central America Integration System (SICA) CDEMA	
		Output 2.2. Solutions and regulatory frameworks to address conservation, sustainable use and equitable benefit-sharing of natural resources are enabled through regional evidence, best practices and tools. (Strategic Plan outcome 2; signature 4) Indicator 2.2.1. Number of target countries that have used regionally developed knowledge products consolidating best practices and models on conservation, sustainable use and equitable benefit-sharing of natural resources **Baseline:** 3(2017) **Target:** 7 (2021)	International Climate Initiative (IKI) GEF	**Regular 300,** **Other 8,000**

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[32] Awaiting figures for Latin America and the Caribbean from the Sendai Monitoring Framework

		Data source: Project reports, regional programme reports, reports and publications of tools developed **Frequency:** Annual Indicator 2.2.2. Number of regional partnerships established to provide solutions in conservation, sustainable use and equitable benefit-sharing of natural resources, with a gender perspective and poverty-environment links **Baseline:** 0 (2017) **Target:** 1 (2021) **Data source:** Project reports, regional programme reports, signed projects and partnership agreements **Frequency:** Annual		
Related SDGs: 3 - Good health and well-being; 5 – Gender equality; 10 – Reduced inequalities; 16 – Peace, justice and strong institutions				
Regional programme outcome 3. Responsive, inclusive and accountable institutions improve the quality of democracy and the rule of law.				
Related Strategic Plan outcome 3. Build resilience to shocks and crises.				
Indicator 3.1. Proportion of population who believe decision-making is inclusive and responsive, by sex, age, disability and population group (Strategic Plan indicator 2.5) **Baseline**: to be determined **Target**: to be determined **Indicator 3.2. Number of victims of intentional homicide per 100,000 population, by sex and age** (Strategic Plan indicator 3.4) **Baseline**: to be determined **Target**: to be determined **Indicator 3.3. Proportion of seats held by women in national parliaments and local governments**	**To be determined**	**Output 3.1. Regional initiatives support strengthened capacities of public institutions for improving transparency, inclusiveness, and accountability.** (Strategic Plan outcome 2; signature 2) Indicator 3.1.1. Number of public institutions at country level in LAC and other regions that have adopted regionally developed tools and methodologies to strengthen capacity for improving transparency, inclusiveness, and accountability **Baseline:** 33 (2017) **Target:** 65 (2021) **Data source:** Project reports, regional programme reports, signed projects and partnership agreements **Frequency:** Annual Indicator 3.1.2. Number of target countries that have adopted regionally developed measures to set and monitor progress towards numeric targets for women's leadership and empowerment **Baseline:** 0 (2017) **Target:** 8 (2021)	Academia Public Institutions Open Government Partnership	**Regular** **330** **Other** **5,423**

(Strategic Plan indicator 2.2 a) **Baseline**:28.2% (2015) **Target**: to be determined **Indicator 3.4. Number of new HIV infections per 1,000 uninfected population, by sex, age and key populations** (Strategic Plan indicator 1.5) **Baseline**: to be determined **Target**: to be determined		**Data source:** Regional programme reports, signed service provision agreements and partnership agreements **Frequency:** Annual		
		Output 3.2. Regional initiatives support strengthened capacities for inclusive citizen participation, enforcement of human rights, and access to justice; (Strategic Plan outcome 2; signature 2) Indicator 3.2.1. Number of target subregional organizations with improved capacities to advocate for inclusive, non-discriminatory policies and services, and the enforcement of human rights **Baseline:** 0 (2017) **Target:** 8 (2021) **Data source:** Project reports, regional programme reports, signed projects and partnership agreements **Frequency:** Annual Indicator 3.2.2: Number of target countries that have adopted regionally developed measures to set and monitor progress towards numeric targets for women's political leadership and empowerment, with an intersectional approach (such as age, ethnicity and geographical area). Baseline: 3 (2017) Target: 8 (2021) **Data source:** Project reports, regional programme reports, signed projects, partnership agreements **Frequency:** Annual	IDEA-International UN-Women Government Electoral Institutions Women's national mechanisms Regional and national parliaments Caribbean Vulnerable Communities Coalition (CVC) Integrated Orientation and Research Centre (COIN) CARIFLAGS REDCA Eastern Caribbean Alliance for Diversity and Equality (ECADE) UNAIDS USAID United Nations Global Fund European Union	**Regular 400** **Other 6,112.406**
		Output 3.3. Regional solutions support strengthened capacities for social cohesion, and peaceful management of emerging and recurring conflicts and tensions, including those related to reinsertion of at risk population. (Strategic Plan outcome 3; signature 3) Indicator 3.3.1: Number of institutions at country level that have adopted regionally developed solutions to strengthen capacity for social cohesion and the peaceful management of conflicts and tensions **Baseline:** 0 (2017) **Target:** 4 (2021)	Peacebuilding Support Office/Peacebuilding Foundation Italian Cooperation Organization of American States European Union	**Regular 470** **Other 3,000**

		Data source: Project reports, regional programme reports, signed projects and partnership agreements **Frequency:** Annual		
		Output 3.4. Innovative solutions, analytical tools, knowledge and capacities developed regionally for use by countries to enable information management and gender sensitive, evidence-based policy responses to address insecurity and sexual, youth, gender and identity-based violence. (Strategic Plan outcome 3; signature 2) Indicator 3.4.1. Number of target countries that have used regionally developed analytical tools, knowledge and guidance to address insecurity and sexual, youth, gender- and identity-based violence **Baseline:** 8 (2017) **Target:** 17 (2021) **Data source:** Project reports, regional programme reports, signed projects and partnership agreements **Frequency:** Annual Indicator 3.4.2. Number of peer-to-peer exchanges facilitated regionally among target institutions for the adoption of best practices and models to address insecurity and sexual, youth, gender- and identity-based violence **Baseline:** 15 (2017) **Target:** 25 (2021) **Data source:** Project reports, regional programme reports, signed projects and partnership agreements **Frequency:** Annual Indicator 3.4.3. Number of target countries that have used innovative solutions provided regionally to enhance disaggregated data collection, processing and analysis to monitor and inform responses for citizen security **Baseline:** 8 (2017) **Target:** 17 (2021) **Data source:** Project reports, regional programme reports, signed projects and partnership agreements **Frequency:** Annual	USAID AECID CARICOM OECS SICA Regional Security System Development Bank of Latin America (CAF) UN-Women UNFPA Korea International Cooperation Agency FC Barcelona Foundation	**Regular** **Other** **21,543.597**

| | | Indicator 3.4.2. New partnerships brokered by UNDP at regional level to support elimination of gender-based violence and prevention of youth violence
Baseline: 2 partnerships (2017)
Target: 7 partnerships (2021)
Data source: Project reports, regional programme reports, signed projects and partnership agreements
Frequency: Annual | | |

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