

**UNDP Regional Bureau for
Europe and the Commonwealth of Independent States**

Regional Programme Document (2006-2010)

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I. Situation analysis

1. The countries working with the UNDP Regional Bureau for Europe and the Commonwealth of Independent States (RBEC) recorded major development successes during 2001-2005. Human development index rankings in the region are uniformly better today than they were in 2001. Economic growth has been strong across much of the region, and some of the highest growth rates were recorded in the less wealthy economies, such as Tajikistan and Azerbaijan. Relatively large endowments of human capital, particularly in terms of skilled labour, are clearly paying off, particularly in countries like Ukraine, which reported rapid and accelerating economic growth during 2000-2004. Countries in the Western Balkans and Central Asia continued to recover from conflicts of the 1990s.

2. Institutional frameworks for viable market economies, democratic polities, and independent civil societies matured within the region. This is the case both for states that underwent dramatic transitions away from Soviet era structures in the 1990s, and for other countries in the region, such as Turkey. Improvements in environmental sustainability often went hand in hand with economic growth.

3. One of the region's most important development successes was the May 2004 accession of ten countries to the European Union. In addition to representing the attainment of ambitious development goals, these broadly successful transitions are important global development events in their own right.

4. These hopeful trends are offset, however, by troubling tendencies. The relatively high development levels in the region, combined with its improving economic picture, deflected attention from the global development agenda articulated in the Millennium Declaration and captured in the Millennium Development Goals (MDGs). The rapid economic growth of 2001-2004 was often accompanied by less robust progress – and sometimes regression – in poverty alleviation. The Russian Federation and Armenia reported sharp declines in absolute poverty during 2000-2003, but few other countries registered similar progress. Improvements in absolute poverty measures in the region are only rarely accompanied by commensurate declines in relative poverty measures. Progress in extending the benefits of globalization and democratization to all the region's citizens remained uneven, with women, children, and ethnic minorities too often victims of poverty and social exclusion. Growth slowed to a crawl in some of the Central European economies during 2000-2003, and corruption limited growth prospects across the region. Some countries reporting rapid economic growth enjoyed less robust increases in state capacity and human security.

5. Ensuring high standards of democratic governance remains a challenge for many countries. The region is not free of human rights abuses, and the conduct of elections has faced domestic and international criticism. Civil society groups face restrictions in some countries. Conflicts in the Caucasus and Moldova continue to defy resolution.

6. Demographic and migration trends are causes of deep concern, and legacies of forced migrations continue to cast long shadows over development prospects in the Western Balkans. Except in Central Asia, populations are aging and declining and fertility rates are falling, and in some CIS countries mortality rates are rising, particularly in men. Trafficking in human beings, weapons, and narcotics are growing concerns. Manifestations of gender inequality, including violence against women and unequal political and economic participation, remain pervasive. The unfavourable HIV/AIDS and other epidemiological trends that have taken hold in some CIS and new European Union countries could undermine sustainable economic growth.

7. Integration efforts in the region took different shapes. The new European Union member states joined the Russian Federation and Turkey as providers of official development assistance and exporters of best practices in development. The 'European anchor' is also pulling the states of Southeast Europe negotiating for European Union membership (Bulgaria, Croatia, Romania and Turkey) towards the institutional reforms needed for sustainable human development. While some CIS countries pursued harmonization with the European Union, others strove to add momentum to integration efforts within the CIS region.

II. Past cooperation and lessons learned

8. The second regional cooperation framework (RCF) for Europe and the CIS, implemented during 2002-2005, emphasized improving the quality of governance as a development challenge common to all countries – albeit in different ways – in this diverse region. Regional programming under the second RCF emphasized the transfer of transition successes and best practices through extensive use of expertise from new European Union member states. The RCF combined broadly regional development expertise from new European Union member states to other programme countries, MDG advocacy, and training) with the introduction and development of subregional programming in Central Asia and Southeast Europe. The former was particularly successful in mobilizing non-core resources for subregional cooperation. Programming in these subregions – in which most of the countries with Poverty Reduction Strategy Papers (PRSPs)

are located – underscored UNDP commitment to helping the most needy countries.

9. Publications produced with support from the second RCF consolidated the credibility of UNDP as a regional development institution and provided advocacy platforms on key issues. This was underscored by regional human development reports on the Roma in Central and Eastern Europe and on HIV/AIDS; national early-warning reports produced by country offices in Southeast Europe; and national and subregional MDG reports. Publications to be released in 2005 and 2006 – including a regional MDG report and human development reports on development challenges in the CIS and Central Asia – sustain this trend.

10. Programming under the second RCF underscored the relevance of the MDGs in the region, despite the prevalence of middle-income countries whose official data do not suggest the presence of extreme poverty. The presentation of disaggregated MDG indicators in MDG reports for new European Union member states, published in 2004, called attention to social exclusion of Roma, women, and rural residents of the poorer regions of these countries. The European Commission welcomed the reports as complementary to the social inclusion agenda of the European Union in these countries. The 2005 regional vulnerable groups study on Roma, refugees, and internally displaced persons in nine Central and Southeast European countries provides new disaggregated data to measure poverty and social exclusion.

11. The second RCF highlighted the importance of partnerships. The impact of regional initiatives on behalf of Roma communities was magnified by the UNDP partnership with the World Bank and the Open Society Institute within the framework of the inter-governmental ‘Decade of Roma Inclusion’ initiative. The prospects of the UNDP subregional programme in Central Asia are strengthened by firm ties with the European Commission, the United Nations Environment Programme (UNEP), and the Organization for Security and Cooperation in Europe (OSCE) on projects in anti-trafficking, border management, trade, transit, tourism, and environmental security. The regional emerging-donor initiative, which helped new European Union member states make their development cooperation activities more effective, is founded on partnerships with the governments of the Czech Republic, Hungary, and Slovakia. Regional projects on decentralization, parliamentary development, and migration have benefited from support from the Governments of the Netherlands and Norway.

12. The second RCF made the most of partnerships with other United Nations organizations, as well as innovations in UNDP corporate philosophy and management. The management of regional programming was transferred from New York to the Bratislava Regional Centre, where it

benefited from its merger with the Bureau of Development Policy’s Subregional Resource Facility (SURF). The integrated SURF/regional programming unit of the Bratislava Regional Centre developed the communities of practice and the knowledge management tools needed to make UNDP a knowledge-based organization and promote dissemination of expertise among country offices. The successful direct execution of regional programming under the second RCF proved the value of pragmatic, flexible execution arrangements that reflect the advisory service nature of UNDP regional programming.

13. This framework allowed regional programming under the second RCF to offer regional partners and country offices a full portfolio of projects and services. Regional expertise and added value emerged in a number of areas, including: (a) the transfer of transition and development successes from the new European Union member states to countries in the Balkans and the CIS, as well as to other developing countries; (b) the development of disaggregated MDG indicators to measure poverty among vulnerable groups; (c) decentralization, local development and area based development; (d) support for parliaments and ombudsmen institutions; (e) anti-trafficking initiatives (particularly strong in Belarus and Romania); and (f) subregional programming in Central Asia.

III. Proposed programme

14. The new regional programme document (RPD) will build on the successes of the second RCF while identifying and exploiting areas of untapped potential. It will apply the UNDP human development approach in a way that is pro-poor, pro-women, and pro-environment. It will be human-rights based, reflecting principles of equality, participation, and accountability. The transfer of best practices and successes from new European Union member states, as well as from the Russian Federation and Turkey, will be expanded to meet the needs of poorer countries in the region and developing countries in other regions. Programming will benefit from relevant lessons learned from other regions, particularly from Asian countries facing similar development challenges.

15. Regional programming will be implemented at the regional, subregional, national and sub-national levels, to reflect the needs of country offices and external partners. In keeping with the UNDP corporate emphasis on regionalization and knowledge management, regional programming will be managed by the integrated SURF/regional programme unit of the Bratislava Regional Centre. Regional programming will help consolidate nascent communities of practice and will continue to identify, codify, and disseminate best practices and development successes across the region and globally. Regional programming will also reinforce and strengthen UNDP national

programming by identifying and disseminating best practices and development successes.

16. Helping governments, civil society and the private sector to fulfil the MDGs is the overarching goal of the RPD. Regional programming will focus on meeting three key challenges: (a) poverty reduction and economic development, (b) democratic governance, and (c) sustainable energy and environmental practices. In facing each challenge, linkages to gender; HIV/AIDS; conflict prevention and recovery; and human security (including trafficking in human beings, narcotics, and weapons) will be reflected. Subregional programming will expand further, focusing on development challenges and opportunities in Central Asia, groupings of CIS countries; the Western Balkans; countries seeking to join the European Union; and new European Union member countries.

17. In addition to evolving organically from communities of practice, regional projects under the RPD will be linked to the country office support work of the Bratislava Centre so as to exploit synergies between national and regional programming. A close collaboration with the Bureau for Development Policy will help align regional and global programming.

Poverty reduction and economic development

18. Fulfilling the MDGs requires policies that promote pro-poor growth. While governments and country offices will be able to count on support for poverty reduction initiatives in every UNDP service line, regional initiatives will emphasize capacity building in five related areas: (a) private sector development and support for micro-, small, and medium-sized enterprises; (b) local economic development; (c) community engagement; (d) support for pro-poor macroeconomic policies and structural reforms; and (e) poverty measurement and monitoring, including social inclusion indicators. This emphasis reflects programme areas developed under the second RCF, for which there is strong demand for support from key clients and in which UNDP has comparative advantages vis-à-vis its development partners. It also reflects the traditional strengths of UNDP in local level initiatives and as an intermediary able to forge partnerships between government, the private sector, and civil society actors. The identification, dissemination and regionalization of successful projects and policies in these five areas will add value beyond UNDP national programming.

19. Regional poverty reduction work will build on such United Nations initiatives as the Global Compact and the Commission on Private Sector Development. Better enabling environments for the private sector, stronger prospects for local economic development, and more progress in social inclusion of Roma and other ethnic minorities, women and other vulnerable groups, are the anticipated outcomes of work in this area. An experts' group on data and measurements coordinated by UNDP will help to overcome methodological challenges faced in collecting data that have been disaggregated by ethnicity. This initiative will also facilitate further human

development work, and will help programme countries achieve the first five MDGs.

Democratic governance

20. Programming under the RPD will help governments attain the MDGs by supporting democratic governance and promoting closer collaboration with civil society. It will focus on: (a) local governance and decentralization; (b) justice and human rights (including the rights of women and children); and (c) public administration reform and anti-corruption initiatives. Within these three general areas, programming will concentrate on strategic issues amenable to regional intervention. Specific activities will reflect regional needs, high-impact opportunities, and possibilities for building on past successes. The identification, dissemination, and regionalization of successful projects and policies in these three areas will add value beyond what UNDP delivers in the national context. Regional activities will focus in particular on improving links between decentralization, local economic and community-based development, including helping partners in new European Union and accession countries to build the capacity needed to absorb European Union funding. Other focus areas include capacity building for ombudsmen institutions, anti-corruption initiatives and reform of central government structures, and selected rule of law issues.

Sustainable energy and environmental practices

21. In Central Europe, accession to the European Union has been critical for integrating environmental issues into policy reform, and in dramatic reductions of state subsidies for unsustainable energy and water use. In some countries sectoral policies do not yet sufficiently reflect environmental concerns, particularly in agriculture, water and land use, and development planning. Energy and water subsidies prolong unsustainable environmental practices. In areas that have witnessed significant past environmental devastation (such as Chernobyl and Semipalatinsk), the challenge is to move beyond an environmental focus per se to promote economic development for affected communities.

22. The RPD will help redress these imbalances by promoting the transfer of best transition practices from new European Union countries, as well as from donors such as the Russian Federation and Turkey, to poorer countries within and beyond the region. It will help programme countries respond to global environmental challenges by working to put the human and financial resources of the Global Environment Facility at their disposal. It will seek to strengthen links between environmental sustainability, human security, poverty reduction and democratic governance by mainstreaming environmental concerns into all areas of policy, programming and operations. The identification, dissemination, and regionalization of successful projects and policies in these areas will add value beyond what UNDP delivers in the national context. More rapid progress in meeting MDG 7 is an expected RPD outcome.

Cross-cutting themes: Gender, HIV/AIDS, conflict prevention and recovery, and information and communication technology

23. The RPD will incorporate gender as a factor in all project areas and will develop stand-alone gender projects where appropriate. The UNDP approach to regional gender programming will focus on enhanced opportunities for women's participation in public life, the gender dimensions of poverty, and the acute male mortality crisis now confronting some CIS countries. More rapid programme country progress in meeting MDGs 3 and 5 are expected RPD outcomes.

24. Regional HIV/AIDS trends are paradoxical. Countries with prevalence rates in excess of 1 per cent of the adult population (e.g., Ukraine) border with countries where the epidemic has never taken hold (such as Slovakia), and where it has been reversed (such as Poland). High levels of development and strong democratic institutions are often the best defences against the epidemic, which reflects social exclusion and political disempowerment. Yet epidemiological trends in Estonia are no less worrisome than in neighbouring Russia and Ukraine. Relatively developed public health infrastructures in much of the region are undermined by a poorly informed citizenry, weak NGO sectors, and elites that have yet to fully face the leadership challenges needed for an effective response.

25. Following the 2004 regional human development report of UNDP on the epidemic, regional HIV/AIDS programming will use advocacy and analytical tools to enable public institutions to dramatically reduce HIV incidence, increase public awareness and education, and improve access to affordable AIDS treatment. Regional programming will assist national efforts in developing multisectoral policies linking sectoral ministries, local governments, the private sector and NGOs, and will suggest implementation guidelines. It will support the development of leadership models for effective responses to the epidemic. And it will help programme countries to access, and make good use of, global and regional funds to combat HIV/AIDS, as well as to increase patient access to affordable treatment. Where possible and appropriate, UNDP will seek to galvanize the United Nations system response to HIV/AIDS, and will work closely with all UNAIDS cosponsor agencies, as well as governments and NGOs, to realize these goals. More rapid progress in meeting MDG 6 is an expected RPD outcome.

26. Nearly half of the region's two dozen countries have experienced conflict during the past 15 years. Its legacy, and the implications of its possible resumption, cast a long shadow over development prospects, particularly in the Caucasus, Tajikistan, and the Western Balkans. Support for early-warning systems in the region will be continued, to strengthen policy linkages and build capacity for conflict prevention and crisis management. Regional programming will yield the analysis needed to better understand situations of human and environmental insecurity. This pertains to vulnerable groups, to structural instability in post-conflict countries, to the dynamics of escalation into violent conflicts, and to the nature of conflict prevention

capacities. The analysis will draw directly on the experience of those affected by conflict, including women, displaced persons, and refugees. Support for area-based development projects, which focus on rebuilding community ties destroyed by conflict or disaster and promoting social and economic recovery, will continue. Regional dimensions of post-conflict transitions from recovery to sustainable development will also be supported, to improve the prospects for durable peace settlements.

27. The second RCF produced many examples showing how ICT can promote economic development and good governance. The E-Governance Academy in Tallinn, founded jointly by UNDP, the Government of Estonia and the Open Society Institute in 2002, has trained hundreds of central and local government officials in the use of ICT to modernize governance systems. Support for 'telecottages' and community ICT centres has helped to bridge digital divides in a number of countries in the region. Regional and global experts have supported the development of national ICT strategies. Support in these and other areas such as e-democracy will continue under the RPD.

Subregional programming

28. Growing subregional differentiation requires appropriate subregional responses. In Central Asia, sustainable trans-boundary water management is a key development challenge, as was highlighted when Tajikistan sponsored the 'Water for Life' declaration for 2005-2015 of the General Assembly. Water and land management issues combined with rapid population growth may exacerbate problems of unemployment, informal labour migration, and strains on education, health care, and other social services. UNDP will bring to bear its extensive experience in water-related issues. Programming in Central Asia will also focus on achieving the outcomes set forth in two large border management and anti-trafficking projects funded by the European Union, and in the trans-border early warning system being implemented in portions of the Fergana Valley in Tajikistan and Kyrgyzstan. The implementation of the second phase of the Silk Road project (involving China and four Central Asian countries), as well as concrete measures to realize the goals for trans-border cooperation declared at the UNDP-sponsored Afghanistan/Central Asia intergovernmental conference in May 2004, will feature in programming in Central Asia. In addition to supporting poverty reduction and democratic governance, these projects can help Central Asian countries find new forms of regional cooperation, both with one another and with other neighbours.

29. Subregional programming involving the European and Central Asian countries of the CIS will assist in developing the basis for multilateral free trade, regional and sub-regional cooperation and integration, and post-conflict development. Programming involving the Caucasus countries will promote sound management of joint water and other resources, thereby helping to forestall possible environmental sources of crisis.

30. Overcoming the lingering consequences of the Chernobyl nuclear accident will be a particular focus of subregional efforts coordinated with Belarus, the Russian Federation, and Ukraine. Bolstered by UNDP's coordinating role on Chernobyl issues across the United Nations, programming will assist local communities to build sustainable livelihoods and lead healthy lifestyles in the affected regions, particularly by supporting the provision of useful information on health issues and other matters. Policy advice will also be offered to governments striving to ameliorate the Chernobyl legacy. Efforts will be made to build on synergies among the three countries, so that good practices from one area can be shared more widely.

31. In Southeast Europe, subregional programming under the RPD will emphasize the development and implementation of cross-border projects to promote employment and economic development, increase human security, help resolve cross-border environmental challenges, and better measure social exclusion. Publications such as the 2005 vulnerable groups' survey, as well as the outcomes of a 2005 conference devoted to Balkan unemployment, will facilitate extensive analytical and advocacy work. Regional programming will help Southeast European countries that are completing, conducting, or have been invited to begin European Union accession negotiations (Bulgaria, Croatia, Romania and Turkey) to become more effective donors of official development assistance.

32. In line with UNDP's commitment to help those countries most in need of development support, regional programming in the new European Union countries and European Union accession countries will help them to share best practices and channel development assistance to poorer countries in the region and beyond. UNDP will seek to 'regionalize' projects in new European Union countries that have had a demonstrably positive impact, particularly in terms of promoting accession to the European Union and the cohesion of the European neighbourhood. The development and implementation of cross-border projects will help link countries and communities that now find themselves on opposite sides of the new borders of the European Union (e.g., Poland and Ukraine and Belarus; Hungary and the Union of Serbia and Montenegro and Romania). Projects to improve water governance and promote sustainable development in the Tisza River Basin, in which European Union member states Hungary and Slovakia work with accession country Romania and 'new neighbours' the Union of Serbia and Montenegro and Ukraine to find common solutions to river basin management issues, are one such example. UNDP subregional programming will in this way benefit the 'new neighbours', including the countries of the Southern Caucasus, as well as the new member states.

IV. Programme management, monitoring and evaluation

33. In keeping with the corporate emphasis that UNDP places on regionalization and knowledge management, regional programming will continue to be managed by the integrated SURF/regional programme unit of the Bratislava Regional Centre. The need for advisory services, and for pragmatic, flexible execution arrangements, mean that regional programming under the RPD will continue to be directly executed. Guidance will be provided by the Bratislava Supervisory Board, consisting of resident representatives from each subregion as well as representatives of RBEC and BDP senior management. The leaders of RBEC subregional clusters will help determine the content of subregional programming under the RPD and assist in aligning national, subregional, and regional programming in their areas. Performance will be assessed annually against MYFF targets.

34. Consistent with UNDP's mandate, publications and advocacy programmes organized under the RPD will target the region's key development challenges. A scrupulous commitment to objectivity, impartiality, and accuracy will ensure that such publications, while not shying away from difficult topics, contain a credible and persuasive message.

35. The preparation of project documents under the RPD will be preceded by extensive consultations with national and regional stakeholders that will be similar to those held during the formulation of the RPD. Monitoring and evaluation of the RPD will benefit from a special regional impact assessment facility developed in 2004, which will provide a consistent measurement methodology. It will also benefit from the use of MYFF and MDG indicators to monitor compliance with RPD outcomes. The RPD will undergo a mid-term review in 2008, to be managed by the UNDP Evaluation Office.

36. UNDP projections indicate that the RPD will have some \$25.7 million in regional target for resource assignment from the core (TRAC) funds at its disposal during 2006-2010. These funds will provide seed capital for UNDP regional initiatives in order to mobilize non-core resources for the activities described above. From this overall pool \$1 million will fund programme development, monitoring, and ad hoc regional initiatives. The regional director will manage this fund and report on its use, and the Office of Audit and Performance Review will audit the account.

37. These regional TRAC funds are to be supplemented by an additional \$15 million in non-core resources that will be mobilized and delivered during this time. These figures represent the belief that UNDP regional programming can make a greater impact with its human than its financial resources. They also reflect the need to ensure that regional programming supports resource mobilization at the national level, where most development activities of UNDP and its partners take place. Three per cent of regional TRAC funds will finance programme development, monitoring and evaluation.

Annex. Results and resources framework for the Europe and the CIS regional programme (2006-2010)

Intended regional programme outcome 1: Achieving the MDGs and reducing human poverty					
Prog. Component	Regional programme outcomes, including outcome indicators, baselines and targets	Regional programme outputs	Output indicators, baselines and targets	Role of partners ¹	Indicative resources
1.1. MDG reporting, poverty monitoring	Statistical capacities and analytical process for regular MDG reporting established. Indicator: National indicators for tracking MDGs and other dimensions of poverty in place. Baseline: improvement towards nationally adapted goals still needed. Target: Ensure that all the countries are 'on track' to achieving nationally adapted goals with consistent monitoring systems.	<ol style="list-style-type: none"> 1. Assistance to government efforts to operationalize MDGs (local MDG strategies, needs assessments); 2. Support in designing and implementing disaggregated statistical data collection systems. 	Indicator: Number of countries that are 'on track' in MDG processes, Baseline: Nationally adapted frameworks in place in most countries. Target: Measurable progress vis-à-vis these frameworks.	NSOs, NGs, IRCs	TRAC: \$3.4 mil. Other resources: \$1.9 mil.
1.2. Pro-poor policy reform	Increased opportunities for pro-poor growth and sustainable social policy. Indicator: Poor less dependent on social assistance. Baseline: Despite progress in reforms, large pockets of poverty remain. Target: Encourage analytical debate on the nature of economic growth and possible links with employment opportunities; support for public sector reforms.	<ol style="list-style-type: none"> 1. Comprehensive analysis of barriers to employment for vulnerable groups; 2. Assistance to governments in utilization of donor support, particularly in PRSP processes; 3. National, regional experiences captured, disseminated. 	Indicator: Number of countries with effective PRSPs, PRSs. Baseline: PRSPs, PRSs developed, implementation starting, in many countries. Target: programme implementation, links to MDGs strengthened.		TRAC: \$3.4 mil. Other resources: \$1.9 mil.
1.3. Private sector development	Policies to support socially and environmentally responsible private sector development. Indicator: Share of private sector employment by major groups (age, sex, territorial units); magnitude of regional development indicator disparities. Baseline: in many countries the private sector still contributes less than 50 per cent of GDP. Target: Vibrant, competitive private sectors that generate sustained and equitable growth.	<ol style="list-style-type: none"> 1. Help governments to create enabling environment for private sector investment. 2. Stronger private sector engagement in development. 3. Decreased regional and socio-economic disparities. 	Indicator: Share of private sector employment by major groups, regions. Baseline: Large regional disparities in this share. Target: Increases in private sector employment, particularly in low-income countries.	NGs, PS	TRAC: \$3.4 mil. Other resources: \$1.9 mil.
1.4. Gender Mainstreaming	Gender analysis and gender-disaggregated data integrated into policy design. Indicator: Gender equality content in policy frameworks. Baseline: Public awareness on gender equality issues has increased throughout the region, but capacity and incentives to mainstream gender remain limited. Target: Most countries have effective gender mainstreaming capacities and strategies in place, based on reliable gender-disaggregated data.	<ol style="list-style-type: none"> 1. Innovative tools and knowledge products for practical application of gender mainstreaming in policymaking. 2. Support to governments to enhance capacity to formulate and implement gender-sensitive policies. 3. Tools for better use of gender statistics for informed policies are developed. 	Indicator: Numbers of government officials and civil servants trained in gender mainstreaming. Baseline: Numbers at present are very low. Target: Significant increases in numbers of government officials and civil servants trained in gender mainstreaming.	NGs, NSOs, IRCs	TRAC: \$2.1 mil. Other resources: \$0.9 mil.
Intended regional programme outcome 2: Fostering democratic governance					
More democratic, effective, and fair national and sub-national governance systems established in the countries of the region					
2.1 Justice and Human rights	State capacity to promote and protect human rights (including the rights of women) improved. Indicators: Access to effective remedies for rights violation in place. Numbers of complaints successfully resolved. The frequency of action by national officials to prevent and remedy violations. Baseline: National human rights institutions established in most countries but only a few are fully operational and effective. Target: By 2010, 80 per cent of these institutions operate according to international standards.	<ol style="list-style-type: none"> 1. Best international practices generated during 1999-2005 disseminated (via knowledge products). 2. Best international practice/standards are implemented in day-to-day operation of human rights institutions. 3. Implementation of legislation to protect women's rights increased. 	Indicator: Advisory and technical support offered, knowledge management products generated and used. Baseline: 2 knowledge management products produced and used by December 2005. Advisory missions provided upon request (2 in 2004). Target: Comprehensive set of knowledge management products produced and implementation supported. Advisory missions requested.	COs, Oslo Gov. C'tre, OHCHR, Int'l Ombudsman Institute, European Ombudsman Inst.	TRAC: \$2.3 mil. Other resources: \$1.5 mil.

¹ The most important partners include national governments (NGs), local governments (LGs), national statistical offices (NSOs); independent research centres (IRCs); the private sector (PS), emerging donors (EDs), and UNDP country offices (COs).

ICPRD: Independent Commission for People's Rights and Development; REC: Regional Environment Centre for Central and Eastern Europe

2.2 Decentralization, local governance and urban/rural development	<p>Effective legal and policy frameworks and enhanced capacities for decentralized authority and management in place. <i>Indicator:</i> Legal frameworks for decentralization adopted and implemented. <i>Baseline:</i> Decentralizing reforms have begun in some countries, but overall progress is slow, particularly regarding fiscal decentralization. <i>Target:</i> Majority of countries have appropriately decentralized planning, decision-making, and resource allocation processes.</p>	<p>1. Support to governments in establishing legal and policy frameworks for effective decentralization. 2. Capacities for good local governance, functional local service provision, and viable local economies developed. 3. Capacities of local stakeholders to develop and implement MDG linked strategies developed.</p>	<p>Indicator: Countries with advanced decentralization reforms. Countries where citizens satisfied with local service provision exceed 50 per cent. Strategies linked to the MDGs. Baseline: Some countries have advanced decentralization reform. Weak satisfaction with local service provision. 6 MDG linked strategies produced in 2004. Target: More countries with 50 per cent citizen satisfaction with local service provision, with advanced reforms. 12 MDG linked strategies produced annually.</p>	NGs, LGs, CSOs, PS, EDs, COs	TRAC: \$2.3 mil. Other resources: \$1.5 mil.
2.3 Public administration reform and anti-corruption	<p>Public administration improved, state corruption reduced, including in post-conflict countries. <i>Indicator:</i> Rankings in global and national surveys on corruption. Comprehensive national anti-corruption plans in place. Public confidence in the public service. Opportunity for meaningful public-central government interaction. <i>Baseline:</i> Some governments rank low in global corruption perception surveys, do not have national anti-corruption plans. Public confidence in public service is generally low. In many countries mechanisms promoting central government interaction with the public are weak. <i>Target:</i> 5-10% increase in national scores in corruption surveys. 90% of governments have good national plans. 1/3 of governments make progress towards adopting procedures for improved interaction with the public.</p>	<p>1. Support to governments participating in regional mechanisms, and in preparation of national plans. 2. Support to public administration reform through exchange of international and regional experiences. 3. Advice to governments and civil society actors on improved legislative and regulatory frameworks. 4. Development and dissemination of ICT-based tools, analyses and capacities for application of gender mainstreaming in policymaking and programmes.</p>	<p>Indicator: Advisory missions on anti-corruption, public administration reform. Baseline: 4 advisory missions on anti-corruption, 3 on public administration reform in 2004. Target: 7 advisory missions on anti-corruption per year in the period, or as requested. 6 advisory missions on public administration reform per year in the period, or as requested.</p>	NGs, COs, CSOs, reg. mechanisms such as OECD/ACN, SPAI, GRECO, OECD/ADB initiative.	TRAC: \$2.3 mil. Other resources: \$1.5 mil.
Intended regional programme outcome 3: Energy and environment for sustainable development					
3.1 Frame work & strategies for	<p>Sustainable management of environment incorporated into poverty reduction strategies and national development frameworks. <i>Indicator:</i> Institutions for integrated and participatory SD planning processes established. <i>Baseline:</i> Institutions lack capacities for integrated and participatory decision-making. <i>Target:</i> Institutions and public participation are improved</p>	<p>1. Capacities for strategic environmental assessment (SEA) implementation improved 2. Capacities for integrated and participatory regional environmental planning strengthened.</p>	<p>Indicator: Public institutions can participate effectively in regional SD planning and SEA implementation. Baseline: Low capacities and public participation. Target: Institutions strengthened in 3 sub-regions</p>	Relevant government bodies, REC; UNEP	TRAC: \$1.6 mil. Other resources: \$0.9 mil.
3.2 Effective water gov.	<p>Trans-boundary dialogue and processes to improve cooperation on regional and global water challenges in place. <i>Indicator:</i> Transboundary watersheds are major development resources in this region. <i>Baseline:</i> Their management suffers from inadequate stakeholder capacity and coordination. <i>Target:</i> Increased effectiveness of integrated water resource management (IWRM) policy frameworks.</p>	<p>1. Relevant ministries/commissions/civil society organizations, local and regional governments effectively plan and implement IWRM plans.</p>	<p>Indicator: Number of IWRM plans developed and applied. Baseline: Low level of IWRM application Target: IWRM plans for shared management of water resources developed and implemented in at least two regional watersheds.</p>	European Commiss., ICPRD UNEP	TRAC: \$1.6 mil. Other resources: \$0.9 mil.
3.3 Access to sustainable energy	<p>National policy frameworks that reflect role of energy in poverty reduction and sustainable development established. <i>Indicator:</i> Sustainable energy usage is an issue of regional and global significance, as underscored by the Kyoto Protocol. <i>Baseline:</i> Per-capita energy usage in this region is many times greater than best international practices. <i>Target:</i> significant reductions in per-capita energy usage and regional engagement in Kyoto Protocol activities</p>	<p>1. Strengthened capacities for implementation of the Kyoto Protocol. 2. Improved information exchange and transfer of lessons learned among countries in the region.</p>	<p>Indicator: Existent governmental bodies and institutional frameworks for Kyoto Protocol implementation. Baseline: Low capacities and absence of institutions. Target: Institutional structures and policies operational in 3 countries.</p>	Relevant government bodies, NGOs; academia	TRAC: \$1.6 mil. Other resources: \$0.9 mil.
3.4 Biodiversity, sust.	<p>Governments and local communities empowered to better manage biodiversity. <i>Indicator:</i> Thanks to its large size and low population densities, the region possesses rich biodiversity resources. <i>Baseline:</i> The institutional capacity to monitor and protect these resources is not in place. <i>Target:</i> Capacities for biodiversity management improved.</p>	<p>1. Relevant stakeholders trained to effectively plan, implement, monitor and evaluate integrated land and biodiversity management/development programmes.</p>	<p>Indicator: Strengthened capacity for sustainable land management and biodiversity conservation. Baseline: Low capacities. Target: Stakeholders receive training and advisory support</p>	NGs, LGs, communities; nature parks and reserves	TRAC: \$1.6 mil. Other resources: \$0.9 mil.