



2008 Integrated Workplan Regional Centres in Bangkok and Colombo and the Pacific Centre

This work plan describes the expected outputs of the Regional Centres in 2008. It includes information on timeframes, country coverage, partners and resources. The work plan has entries under four thematic focus areas and the functional management practice, as follows:

1. Poverty Reduction and Achievement of the MDGs
2. Democratic Governance
3. Crisis Prevention and Recovery
4. Environment and Sustainable Development
5. Management

Annex I: Knowledge Services

Annex II: Communications

Annex III: Budget Summary

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Note:

- For cross-centre outputs, the lead Regional Centre is the first one indicated under the output statement.
- Countries categorization colour coding: **red** for LDCs, and **green** for other countries.

Strategic Plan Focus Area 1: Poverty Reduction and Achievement of the MDGs

Strategic Outcomes

There are four major challenges to poverty reduction in the Asia-Pacific region: (1) a disturbing rise in inter- and intra-country inequality; (2) progress in reducing hunger and improving nutrition has lagged behind progress in reducing income poverty; (3) nearly half a billion people still live in poverty and require special targeted interventions; (4) conflict and institutional weakness in countries hampers achievement of the MDGs. Rising gender, social, and income inequality are undermining the ability of many Asia-Pacific economies to reduce poverty and to meet the MDGs by 2015 even in those countries where economic growth rates have been relatively satisfactory. Fundamental analyses are needed to examine the deficiencies of current policies and to identify policy options consistent with reducing poverty and achieving the MDGs.

The overarching objectives of the Poverty/MDG Practice Teams in the Regional Centre in Colombo (RCC) and in the Pacific Centre (PC), are to strengthen the capacity for policy analysis and advocacy to enable countries to design and implement national and local level plans that address the structural underpinnings of poverty and inequality and that will help to ensure the achievement of the MDGs. The three priority strategic outcomes of RCC and PC are:

1. Improved achievement of the MDGs for reducing poverty and inequalities.
2. Regional cooperation and integration fostered for enhanced trade flows leading to increased employment and poverty reduction.
3. Enabling environment created and capacities developed to respond to the human development, governance and cross-border challenges of HIV/AIDS and mobility.

Strategy

The ability of countries to address the challenges to poverty reduction is severely hindered by the weak linkages between national plans and development strategies and budgetary allocations for sector strategies and priorities. Strengthening links between MDG targets, sector plans and budgets will continue to be a key aim of the Poverty Practices at the two Centres. Fostering inclusive globalisation and South-South Cooperation will also be undertaken to create knowledge bridges between Asia-Pacific and other developing regions.

In applying the MDG framework as its approach to guiding the design of national plans to reduce poverty, the Centres will:

- Support governments and UNCTs to develop programmes and national plans/budgets linked to the MDGs and to reduce institutional constraints in the implementation of MDG- based plans. In the Pacific, NSDS will have a strong component of sustainable development, reflecting the vulnerability of PICs to environmental issues.
- Undertake policy research and advocacy efforts, including the production of Asia-Pacific Human Development Reports, to provide decision makers with capability to evaluate economic policies and outcomes and to design policy options to promote positive linkages and gender responsiveness among employment, trade, growth, poverty reduction and socio-economic equality.
- Assist country offices, government counterparts, regional agencies and civil society organisations in sharing good practices, lessons and strategies for developing more robust and comprehensive MDG-consistent gender-responsive and pro-poor policies, and for analyzing critical development issues from human development perspective.
- Promote a regional CoP and Regional Parliamentarians Forum to share lessons on initiatives to help achieve the MDGs.
- Promote regional public goods that foster regional trade cooperation and integration consistent with human development outcomes including greater gender equality.
- Promote a Pacific focused Financial Inclusion sub-component, consolidating current successes into a multi-donor initiative towards access to sustainable financial services.
- Identify emerging issues within the regional trade and economic integration process (IPRs, protection, services, investment) and address human development implications..
- Support innovative initiatives for the socio-economic empowerment of women living with HIV and provide capacity support to ASEAN, SAARC and PIF.
- Promote gender equality and women's empowerment to poverty reduction initiative to ensure sustainable impact and mainstream gender in poverty reduction programmes, internal policy dialogues, strengthening of national capacities, and soliciting inclusive governance.

Cross-practice Implications

The Poverty/MDG Workplan for 2008 will focus on promoting and implementing the following cross-practice linkages:

- Working closely with PC and RCB (DG, ESD, CPR Teams) on roll-out of MDGI in Asia and Pacific countries for achieving the MDGs at the national and local levels.
- Improving tools for MDG needs assessment and costing in areas including energy, environment, capacity development and governance and undertaking poverty/environment and poverty/energy initiatives in collaboration with PC, ESD and DG Teams in RCB, and MDG team in BDP.
- Extending greater cooperation with private sector to promote good governance and peace-building with DG and CPR teams in PC and RCB and trade team at RCC.
- Fostering greater gender responsiveness in national development strategies/ plans and budgets, examining the socio-economic consequences of the HIV/AIDS epidemic in Asia and Pacific countries and completing the 2008 Pacific HDR on Governance for MDG Achievement with the support of PC Governance and Gender Teams, RCC HIV/AIDS Team, RCB DG Team, and RCC Gender Team and Human Development Report Unit.
- Pre-launch activities, launch and advocacy of the Asia-Pacific Human Development Report "Tackling Corruption, Transforming Lives" and working on the Gender RHDR.

RPD Key Result Area 1: Promoting Inclusive Growth, Gender Equality and MDG Achievement

Regional Centre Programme Services¹			
Outputs	Countries	Partners	Resources
Research and strategic papers produced on promotion of inclusive growth, reduction of inequality, and expansion of fiscal space for the MDGs RCC	Asia-Pacific		TBM: \$150,000 (MDGI)
Government staff from 4 countries trained to carry out sectoral need assessments (NA) and estimate sector investment requirements RCC	Bangladesh, Laos, Papua New Guinea, Solomon Islands, Timor Leste		TBM: \$300,000 (MDGI)
Regional and global knowledge on NA methods and costing techniques strengthened and links to fiscal frameworks established RCC	Asia-Pacific		TBM: \$205,000 (MDGI)
Government staff of 2 countries able to build, apply and maintain country- specific macro models, to prepare MDG consistent simple macro economic frameworks (SMF) RCC	Bangladesh, Bhutan, Nepal, Papua New Guinea		MDGI: \$56,250, TBM: \$65,000
Regional and global knowledge on applied macro economic modelling for MDG analysis strengthened RCC	Bangladesh, Bhutan, Nepal, Papua New Guinea		TBM: \$195,000 (MDGI)
Regional Forum of Parliamentarians on MDGs from 10 countries established RCC/ RCB	Afghanistan, Cambodia, India, Indonesia, Laos, Mongolia, Nepal, Pakistan, Philippines, Timor Leste, Vietnam		MDGI: \$56,250 TBM: \$140,000
Regional report on MDGs for Asia-Pacific prepared and disseminated RCC	Asia-Pacific	UNESCAP, AsDB	MDGI: \$348,750
Capacity development support for the MDGs provided to SAARC RCC/ RCB	SAARC Countries	UNMC, Asian Forum for Parliamentarians	MDGI: \$82,500
Regional gender-inclusive campaign against hunger launched to galvanize policy changes at national levels RCC	Asia-Pacific		TBM: \$85,000 (MDGI)
Research and strategy papers produced, findings incorporated into in-country policy dialogues, and documentary produced on inequality and hunger RCC	Asia-Pacific		MDGI: \$142,857 (BDP)
Human Development Fellowships for media and academia awarded RCC	Asia-Pacific	Academia, media	APRI: \$30,000

¹ These are outputs initiated by RCB/RCC/PC-managed projects (global and regional), contributing to delivering public goods. These outputs involve project stakeholders (COs, partners in UN bodies, government, NGOs, CSOs, private sector, academia, regional/ subregional organizations, Regional Centres and HQ). Included are outputs achieved through activities, including community of practice meetings, conferences, training/learning/advocacy events, fellowships, etc. organized and/or sponsored by the Regional Centres/ funded by the Global/ Regional Programme with the primary aim of enhancing capabilities, competencies, skills, knowledge of clients and stakeholders. Included here are also knowledge resources/products, i.e., a “resource”, “document” or “publication” which is a specific output of an activity and which contributes new knowledge.

RHDR on Corruption launched and dissemination/ advocacy undertaken. Select Technical Background Papers (TBPs) completed RCC/ RCB	Asia-Pacific	UNODC	APRI: \$4,000
Stakeholder consultations and network discussion completed. Technical background papers, leading to the preparation of a zero draft for the Gender RHDR, commissioned RCC	Asia-Pacific	UNIFEM, UNFPA, UNICEF, governments, academia, research institutions, media, private sector, CSOs	APRI: \$342,500
One PHDR published with theme of Governance for Human Development and MDG Achievement PC/ RCC	PICs	CROP Agencies, UNICEF, UNFPA, UNESCAP	TBM: \$130,000 (Pacific MDG)
National dialogues in 4 - 6 countries initiated and roadmaps for integration of gender into MDG-based plans developed RCC	Asia-Pacific		APGMP: \$75,000 (BDP), TBM: \$175,000
Partnership with regional institutions strengthened. South Asia HDR supported RCC	Asia-Pacific	Mahbub UI Haq Human Development Centre	Staff time
Existing Asia-Pacific Gender CoP expanded to include the memberships of development practitioners in government ministries, CSOs, development research institutions RCC	Asia-Pacific		APGMP: \$37,500, \$75,000 (BDP) , TBM:\$175,000
Joint UN regional violence prevention resource facility established RCC	Asia-Pacific	UNFPA, UNIFEM, UNV, UNICEF	Staff time
Sub-regional capacity building workshop held on formulation of inclusive MDG-based NSDS, fully incorporating gender, energy, environment and climate change, HIV and poverty data PC/ RCC/ RCB	Cook Islands, Niue, Samoa, Tokelau, Tonga	CROP Agencies, UNESCAP, AsDB, CSOs, governments	Pacific MDG: \$165,000 (AusAID); TBM: \$200,000
Research undertaken to enhance gender responsiveness in NSDS, plans and budgets. Advocacy and capacity building materials developed and available to governments and CSOs PC/ RCC/ RCB	PICs	CROP Agencies, UNIFEM, donors	TBM: \$250,000 (Pacific MDG)
Four UNDP-led MDG Country Development Managers (CDM) in 4 PICs established and induction training completed PC	Nauru, Palau, Solomon islands, Tuvalu,	UNFPA, UNICEF	Pacific MDG: \$200,000
2 country pilots on local poverty reduction initiatives in inclusive finance, social exclusion and social safety nets developed RCC	TBD		MDGI: \$37,500 TBM: \$230,000
Institutional capacity of PIPSO strengthened PC	PICs	PIFS	TBM: \$125,000 (Pacific MDG)
Entrepreneurship education in school curriculum development completed PC	Samoa	Samoa Government	TBM: \$60,000 (Pacific MDG)
Two youth entrepreneurship workshops conducted PC	2 PICs (TBD)	The Body Shop, Commonwealth Youth Programme, youth ministries, business associations	TBM: \$60,000 (Pacific MDG)
Business mentoring available in one Pacific country PC	Fiji	NCSMED, Government	TBM: \$150,000 (Pacific MDG)
Market intelligence, research and knowledge products, tailored to the specific needs of actors and stakeholders, produced PC/ RCC/ RCB	PICs	MPN/PRCM, FDC, UNCDF, EU/ACP, research institutions, CGAP, PIFS, SPC, AUSAID, NZAID, AsDB, WB, UNIFEM, UNESCAP	PFIP: \$50,000 (UNCDF), \$38,000 (EU)
Sub-regional financial inclusion conference organized PC/ RCC/ RCB	PICs	MPN/PRCM, FDC, UNCDF, EU/ACP, UNESCAP, PFTAC, academia, CGAP,	PFIP: \$32,000 (UNCDF),

		PIFS, SPC, AUSAID, NZAID, AsDB, WB, UNIFEM, Forum Economic Ministers Meeting, Pacific Governors of Central Banks, PITA	\$20,000 (EU), TBM: \$150,000
Support provided to the development by FSPs of new products and services to utilize alternative delivery channels with efficiency increases that translates to lower costs for clients PC	PICs	FSPs, UNCDF, EU/ACP, SIG/RFSF, AusAID, AsDB, CGAP Min of Finance, bank & telecom regulators	PFIP: \$500,000 (UNCDF), \$57,500 (EU)
Policy Advisory/Technical Support Services²			
Outputs	Countries	Partners	Resources
Policy advisory services and technical backstopping provided in response to demand for support services from UNDP country offices and other UNDP/UN programmes and projects RCC/ RCB/ PC	Asia-Pacific		Staff time TBM: \$ 330,000 (MDGI)

RPD Key Result Area 2: [Fostering Inclusive Globalization](#)

Regional Centre Programme Services			
Outputs	Countries	Partners	Resources
Training materials and tool developed to assist countries to evaluate the human development impact of trade policy reform RCC	Asia-Pacific	UNITAR	APTII: \$15,000, TBM: \$100,000
Textiles and Clothing (T&C) sector trade flows analysed, and impact T&C quota expiry assessed, to enable policy options for export diversification RCC	Asia-Pacific	Local research institutions, ITC, UNCTAD	APTII: \$15,000, TBM: \$140,000
Human development impact of intellectual property rights (IPR) protection assessed, and regional IPR trends documented, to enable technical advice on formulation of IPRs law/policy RCC	Asia-Pacific	WHO	APTII: \$50,000, TBM: \$125,000
Regional trends in investment regimes and services trade assessed to inform regional consultations on development implications of investment policies and services trade RCC	Asia-Pacific	ASEAN, SAARC, PIFS, UNESCAP	APTII: \$40,000
Emerging issues identified for strengthening South-South trade cooperation in Asia-Pacific RCC	Asia-Pacific	SAARC, ASEAN, PIFS, UNESCAP	APTII: \$45,000, TBM: \$ 50,000
Regional and sub-regional consultations organized in partnership with regional organizations RCC	Asia-Pacific	ASEAN, SAARC, PIFS, CSOs	Staff time
Trade Affinity Group (TAG) maintained and expanded as a CoP and regional resource on trade and investment issues RCC	Asia-Pacific	UN agencies, CSOs	Staff time
Strategic support on aid effectiveness provided regionally and nationally under the auspices of the Pacific Plan, particularly leading up to the OECD/ DAC High Level Forum on Aid Effectiveness PC	All PICs	Governments, PIFS, CSOs	Pacific MDG: \$200,000 (AusAID)

² These are outputs achieved in response to client demand via country missions (including participation in country-led events as presenter, discussant, resource person), with the purpose of: supporting interventions designed to influence national policies; formulating/reformulating national policies or strategies; formulating/reformulating national programmes, projects or initiatives; helping ensure the technical soundness or quality of an output to be delivered by the client (e.g., TOR, prodoc, CCA/UNDAF, policy framework; sectoral or thematic strategy). Activities such as expert referrals, research queries, and desk reviews contribute to this category of services as well.

Policy Advisory/Technical Support Services

Outputs	Countries	Partners	Resources
Technical support & policy advisory services provided on trade and investment issues, including trade facilitation issues, Integrated Framework and Aid for Trade, and aid effectiveness RCC/ RCB	Asia-Pacific		APTII: \$22,500 Staff time

RPD Key Result Area 3: [Mitigating the Impact of AIDS on Human Development](#)

Regional Centre Programme Services

Outputs	Countries	Partners	Resources
Capacity building support provided to ASEAN and SAARC member countries on migration, trafficking and HIV, incl. development of a minimum package of HIV care and support for migrant workers RCC	Member countries from SAARC and ASEAN	ASEAN, SAARC, UNAIDS, IOM, ILO, CSOs, Japan Bank for International Cooperation, AsDB	HIV: \$10,000 TBM: \$75,000
Multi-country study and consultations on the HIV-vulnerability of Asian migrant women in the Middle East completed and results disseminated RCC	Bangladesh, Pakistan, Philippines, and Sri Lanka	CARAM Asia, Caritas, IOM, UNAIDS, UNIFEM	TBM: \$35,000 (HIV)
Innovative initiatives for socio-economic empowerment of women living with HIV supported, including capacity support to address HIV, women's inheritance and property rights RCC	Cambodia, India, Nepal, Papua New Guinea, Sri Lanka, Thailand and other SAARC countries,	APN+, PDA, PWN+, CPN+, AIDS Care China; ICRW, UNIFEM, Lawyers Collective	HIV:\$10,000 HIV:\$50,000 (UNAIDS) TBM: \$120,000
Socio-economic impact study in China completed, and disseminated; study initiated in Cambodia RCC	Cambodia, China	Institute of Information Control, Beijing	TBM: \$50,000 (HIV)
Asia Pacific Network of People Living with HIV (APN+), trafficked survivors and migrant returnees supported to participate fully in AIDS response RCC	Asia-Pacific	APN+, Migrant Forum Asia, CARAM Asia, UNAIDS, ASEAN Secretariat	TBM:\$55,000 (HIV)
Joint UN Regional Task Force on Mobility and HIV (UNRTF) strengthened to respond to inter-country initiatives on mobility and HIV RCC	SEA countries, southern provinces of China	UNAIDS, IOM, CSOs, ASEAN Secretariat	HIV:\$10,000 TBM: \$50,000
Partnerships established with UNODC in SA and UN Interagency Project on Human Trafficking in Greater Mekong sub-region (UNIAP) to address the dual challenge of human trafficking and HIV RCC	Mekong countries, South Asia	UNODC, UNIAP, UNIFEM	HIV:\$50,000 (JWID) TBM: \$50,000
Multi-country study initiated on improving the legislative environment for sustainable access to HIV treatment completed; regional flagship publication on mobility and HIV initiated RCC	India, Indonesia, Malaysia, Thailand	TWN, APN+, IOM, research institutions	HIV:\$25,000 (UBW)
Regional mapping of (1) laws, policies and programmes on trafficking and HIV in SA conducted, (2) migration and HIV patterns, laws, and policies consultations conducted and results disseminated RCC	South Asian countries	UNODC, UNFPA, Lawyers' Collective, UNAIDS, ILO, CARAM Asia, IOM, SAARC Secretariat	HIV: \$75,000 (UNAIDS) TBM: \$50,000
Best practices and advocacy tools produced on mobility, trafficking, stigma and discrimination. Policy dialogues organized in regional fora and International AIDS Congress (Mexico) RCC	Asia-Pacific		HIV: \$6,750, TBM: \$10,000 (UBW) TBM:\$15,000

Regional and national responses developed that enable access of people on the move to HIV services and innovative initiatives implemented that reduce the vulnerability of women, girls and mobile populations to HIV PC/ RCC	PICs	Asia Pacific Leadership Forum, CROP agencies, PIAF, CSOs, UNAIDS, UNFPA, UNIFEM, ILO, PIPSO, SPC	TBM: \$100,000 (Pacific MDG)
One study mapping mobility and HIV vulnerability in the Pacific completed and published. Regional working group and private sector dialogue established PC/ RCC/ RCB	PICs	CROP Agencies, UNAIDS	TBM: \$100,000 (Pacific MDG)
Participation in regional dialogue and meetings on migrant worker schemes and pilot activities initiated in partnership with originating and destination countries PC/ RCC	All PICs	CROP agencies	TBM: \$150,000 (Pacific MDG)
Policy Advisory/Technical Support Services			
Outputs	Countries	Partners	Resources
Technical support provided to country offices in integrating HIV into MDG-based national strategies and plans RCC	Cambodia, Laos, Nepal, PNG	UNAIDS, UBW	Staff time, HIV:\$ 15,000 (UBW), TBM: \$ 155,000
Policy advisory and technical support provided for strengthened multi-sectoral HIV responses and joint programming, as well as for programme formulation, reviews and assessments PC/ RCB	Asia-Pacific		Staff time

Strategic Plan Focus Area 2: Democratic Governance

Strategic Outcomes

Governance challenges in the Asia-Pacific region are diverse, ranging from inequitable service delivery to ineffective bureaucratic cultures, weaknesses in parliamentary oversight, tension between the traditional and modern governance systems, weak institutional frameworks to advance and protect human rights, lack of equal access to justice and exclusion of marginalized groups such as indigenous peoples. Many of the governance deficits in Asia-Pacific are due to executive branches dominating governing institutions, poor representation of people's interests and rights, low level of state penetration, and political marginalization of potential agents of change.

Reflecting on those governance deficits that are most salient in terms of their impact on the achievement of the Millennium Development Goals, the Regional Centres will focus on regional programme activities on two key results areas:

1. Inclusive participation in policy making and implementation; and
2. The promotion of international norms and standards on anti-corruption, human rights and aid effectiveness, to ensure that governance policies are grounded in the principles of human rights, transparency and integrity.

Particular attention will be paid to the situation of women, indigenous peoples and other disadvantaged groups. In addition to these two regional priorities, the Centres will support UNDP country offices as well as UN country teams and their national counterparts with the design and implementation of a range of democratic governance initiatives, including those that fall under the "Strengthening accountable and responsive governance institutions" key results area of UNDP's Strategic Plan (2008-2011). Work at the national level, in terms of policy support, programming and technical backstopping services, will be carried out for the benefit of the recipient countries, at the request of those countries and in accordance with their own policies and priorities for development. A new initiative - the "Cross-border governance" project - will address governance challenges that relate to four critical cross-border issues (migration, use of water resources, trade and finance, and human trafficking). Initial research, under the preparatory phase, will result in a project document by the end of 2008.

Strategy

These results will be achieved through a mix of the following:

- policy advisory services and technical backstopping to country offices in the region enabling them to translate UNDP's key result areas in democratic governance into tangible improvements at the national level and to better connect country-based governance initiatives and global policy making;
- comparative analysis, knowledge generation, capacity development and advocacy initiatives to achieve the regional public goods outlined in the regional governance projects for Asia-Pacific;
- development of baseline studies and options for regional support mechanisms; and
- bringing international norms and standards to regional and national levels to inform policy development and serve as benchmarks for national and regional capacity development.

Given limited human resources, priority for direct support to country offices will be given to LDCs, landlocked developing nations and small island states, as well as conflict and post-conflict countries. Countries and sub-national regions that are currently witnessing democratic transformations will also receive particular attention. Emphasis will be given to addressing capacity constraints that state and non-state actors face in responding to the call for more transparent, accountable and inclusive governance, with a focus on *high priority* areas which are best promoted through regional efforts. These regional initiatives will provide opportunities for economies of scale to achieve broader development impact, promote South-South exchanges of lessons learned and foster mutual support among developing and middle income countries in the region. To ensure maximum impact and efficient use of resources, the RCB and PC will foster and deepen institutional partnerships with other UN agencies such as UNODC, UNICEF, UNOHCHR, UNIFEM as well as other development partners such as AsDB, DFID, OECD/DAC, the World Bank, International IDEA and others.

Cross-practice linkages

To enhance synergies and ensure consistent policy and programming advice, RCB and PC will work in close partnership with UNDP BDP's Capacity Development Group, the Oslo Governance Centre, the Asia Pacific Gender Program, CPR, and the Energy and Sustainable Development practices at RCB, the Public-Private Partnerships for Service Delivery programme and the Special Unit for South-South Cooperation. Partnership between RCB and the Pacific Centre will be further strengthened through collaboration on select regional governance and aid effectiveness initiatives. Cross-practice linkages, as well as cooperation between the three Centres, will be enhanced through the implementation of the Preparatory Phase of the Asia-Pacific Cross-Border Governance project. In terms of resource mobilization, the Regional Centres will concentrate on partnering with donors that support regional initiatives.

RPD Key Result Area 1: [Facilitating Responsive Cross- Border Regulatory Mechanisms](#)

Regional Centre Programme Services			
Outputs	Countries	Partners	Resources
Analysis of governance dimensions of four cross-border challenges (migration, refugees, trade integration, water governance and human trafficking, with special focus on women) undertaken and regional stakeholder consultations held) RCB	To be defined in consultation with implementing partner	Select NGO research institution	CB-Gov \$160,000
Project document on cross-border challenges in Asia-Pacific developed, reviewed by stakeholders and submitted to RBAP for approval RCB		Select NGO research institution	CB-Gov \$40,000
Publications to address key issues on cross-border governance and challenges in the Asia-Pacific region disseminated RCB		Select NGO research institution	CB-Gov \$45,000
Policy Advisory/Technical Support Services			
Outputs	Countries	Partners	Resources
Policy advisory services and technical backstopping provided in response to demand for support services from UNDP country offices and other UNDP/UN programmes and projects RCB	Asia- Pacific		Staff time

RPD Key Result Area 2: [Fostering Inclusive Participation and Strengthening Responsive Governing Institutions](#)

Regional Centre Programme Services			
Outputs	Countries	Partners	Resources
Sub-Regional Parliamentary Workshops conducted on MDGs & Women as Representatives RCB/ RCC/ PC	Asia-Pacific	UNMC, UNIFEM, Women in Politics Network, CAPWIP, GPPS, Asia Forum on Parliamentarians on Population & Development, RRRT, PIFS	ARGP: \$50,000 \$15,000 (UNMC) \$100,000 (TBM); APGMP: \$15,000 MDGI: \$15,000 GovPac: \$150,000 (AusAID)
Guidelines on Parliamentary Capacity Development Assessments developed & piloted RCB/ PC	Asia-Pacific		ARGP: \$5,000 \$10,000 (BDP) TBM: \$50,000
Strategic planning workshops held for parliamentarians from the region to identify longer-term priorities and develop an action plan PC	PICs	Association of Personal Injury Lawyers, Forum Presiding Officers Conference, PPAPD	GovPac: \$110,000 (AusAID)
Guides developed on Women in Parliament (WIP) and quotas in the Pacific, and on Campaigning for Pacific Women PC	PICs	PIFS, UNIFEM	GovPac: \$80,000 (NZAID)
Local e-governance and community information centre projects supported through pro-poor e-governance applications for more inclusive public service delivery with a focus on the role of women RCB	Bangladesh, Bhutan, Cambodia, India, Laos, Nepal, Viet Nam and	APCICT	ARGP: \$30,000 TBM: \$60,000

	others tbd in the Pacific		
Policy makers provided with information and a platform for national policy consultations and regional knowledge exchanges on how to design local democratic institutions that are representative of all groups in society RCB	Asia	Regional research institutes, CPRM Consultants Inc. (Philippines), Danish Institute for International Studies (DIIS), International Idea, Reuters	ARGP: \$60,000 TBM: \$140,000 APGMP: \$25,000 (tbc)
Policy makers in key ministries provided with information and platforms for national policy consultations and regional knowledge exchanges on how to improve governance arrangements for effective and gender-responsive delivery of water, education, and health related services RCB	Cambodia, , India, Mongolia, Nepal, Philippines, Timor-Leste, Thailand (tbc)	UNCDF, UNICEF, UNESCO	ARGP: \$15,000 TBM: \$10,000 Parallel funding: (UNCDF, UNICEF, UNESCO): \$50,000, \$70,000, \$50,000 (tbc); PPPSD/ BDP: \$25,000
Country-tailored PPP training curriculum incorporating gender dimensions, developed and pilot-tested. Training conducted at National Training Institutes for local government staff, in 4 participating countries. Replication-Aid Toolkit to support future rollout and replication in the region and beyond, developed and disseminated RCB	Bhutan, India (tbc), Indonesia, Philippines	UNESCAP, SU/ SSC	Parallel funding: Cap2015: \$25,000, BDP/PPPSD: \$50,000, UNESCAP: \$20,000, TBM: \$40,000
Baseline mapping studies undertaken on traditional and local government interactions and service delivery in PICs PC	Fiji, Solomon Island, Kiribati, Tuvalu, Tonga, Samoa, Vanuatu	CLGF, FSPI	GovPac: \$60,000 (AusAID)
Guidelines on e-Government interoperability distributed and available to Governments to develop effective e-governance frameworks RCB	Asia-Pacific	IBM, ORACLE	ARGP: \$50,000 (IBM/ORACLE)
Needs and opportunities for Access to Information and Media Development support for future regional programme interventions identified RCB	To be determined	Open Source Initiative, International Media Support, UNESCO, IWGIA	ARGP: \$40,000 TBM: \$50,000
Dialogues on natural resource/ land management, law and policy organized RCB	Select countries in Asia	IPOs, The Christensen Fund	RIPP: \$50,000, \$129,000 (TCF), TBM: \$20,000
Case studies on capacity development at the local level drafted and disseminated RCB	Select countries in Asia	SNV	Cap2015: \$30,000
Regional advocacy workshop convened and held on investing in capacities at the local level convened RCB	Select countries in Asia	SNV	Cap2015: \$25,000
Knowledge products developed and disseminated on non-monetary incentives for capacity development and institutional change; institutional reform and change management; and capacity development in Timor Leste: <i>The Story So Far</i> RCB	Asia-Pacific		Staff time
E-network launched on capacity development at the local level launched RCB	Asia-Pacific	SNV	Staff time

Stocktaking undertaken of social accountability initiatives in the Pacific PC	14 PICs w/ country review in selected PIC (tbd)	CLGF, UNIFEM	GovPac: \$100,000 (AusAID)
Survey & training on local profiling methodology completed PC	Vanuatu		GovPac: \$75,000 (AusAID)
CSO mapping, capacity assessment & consultation workshops undertaken to discuss and validate assessment & develop capacity development strategies PC	14 PICs w/ country assessment in 6 PICs (Cook Islands, Fiji, FSM, Palau, Samoa, Solomon Islands)	Pacific Regional NGOs	GovPac: \$120,000 (AusAID)
Pilot research study conducted to identify factors constraining Fijian CSOs from greater interaction with the MDG process. Toolkit for Advocacy on MDGs produced PC	Fiji	ECREA	GovPac: \$75,000 (AusAID)
Policy Advisory/Technical Support Services			
Outputs	Countries	Partners	Resources
Policy advisory services and technical backstopping provided in response to demand for support services from UNDP country offices and other UNDP/UN programmes and projects RCB/ PC	Asia-Pacific		Staff time GovPac: \$125,000 (AusAID), TBM: \$115,000

RPD Key Result Area 3: [Promoting Democratic Principles and Combating Corruption](#)

Regional Centre Programme Services			
Outputs	Countries	Partners	Resources
Pilot regional training workshop organised to enhance capacities for UNCAC implementation and advocacy materials on anti-corruption produced and disseminated RCB/ RCC	Countries that have ratified UN Convention Against Corruption	UNODC, private sector	ARGP: \$45,000 \$20,000 (BDP) TBM: \$40,000
Awareness raised on UNCAC and follow up undertaken to develop national anti-corruption plans PC	Fiji, PNG, Solomon Islands, Vanuatu	PIFS, UNODC, TI Chapters	GovPac: \$100,000 (NZAID)
Research study and guidelines for adapting civil service professional standards in emerging democratic environments developed RCB	Afghanistan, Bangladesh, Bhutan, Cambodia, Maldives, Mongolia, Timor Leste		ARGP: \$40,000 TBM: \$10,000
Asia-Pacific Judicial Reform Handbook based on comparative experience of judicial reform in the region, published and disseminated RCB	Asia-Pacific (particularly China, Pakistan, Philippines, Thailand, Vanuatu as members of project board)	APJRF, International Commissions of Jurists, Federal Court of Australia, Philippines Supreme Court	ARGP: \$15,000 \$254,000 (UNDEF)
Tools to identify institutional capacity gaps and facilitate formulation of capacity development strategies for National Human Rights Institutions (NHRIs), available and piloted RCB	Selected NHRIs in the region (Bangladesh, India, Indonesia, Maldives, Nepal, Philippines)	Asia-Pacific Forum of National Human Rights Institutions	ARGP: \$15,000 Parallel funding (GHRSP): \$60,000
Regional meeting on human rights based approaches for addressing HIV supported PC	PNG + 5 PICs (tbd)		GovPac: \$100,000 (NZAID)
HIV and human rights video series produced PC	PICs	UNAIDS, UNICEF, RRRT	GovPac: \$200,000 (NZAID)

Capacity built to facilitate the sharing of knowledge and resources by bar associations in select countries to improve access to justice for disadvantaged groups RCB	Bangladesh, India, Laos, Maldives, Nepal, Vietnam	Asian Bar Associations; International Legal Resource Centre of American Bar Association; Canadian Bar Association; Action Aid; Justice Initiative	ARGP: \$35,000, \$50,000 (DFID), TBM: \$30,000 (Action Aid);
Assessment of accountability mechanisms in the Pacific completed and options for support identified PC	14 PICs with country reviews in 7 PICs - Cook Islands, Kiribati, Marshall Islands, PNG, Solomon Islands, Tonga, Vanuatu,	PIFS	GovPac: \$100,000 (AusAID)
Regional workshop conducted to identify options for regional support to Pacific Ombudsman PC	PICs	PIFS, Australian Ombudsman, Pacific Ombudsmen	GovPac: \$100,000 (AusAID)
Capacity built for institutional stakeholders to enable them to design development programmes, including on access to justice, grounded in international principles of human rights and gender equality RCB	Afghanistan, Bangladesh, Bhutan, Cambodia, Iran, Laos, Maldives, Mongolia, Nepal, Philippines, Sri Lanka	OHCHR, Action 2 Global Programme, International Commissions of Jurists, Action Aid	Parallel funding (GHRSP): \$80,000
Indicators for national legislative compliance with CEDAW developed for South-East Asia RCB/ RCC/ RCB	Cambodia, Lao PDR, Philippines, Vietnam	UNIFEM	ARGP: \$10,000 Parallel funding (GHRSP): \$20,000
National Action Plan developed in 1 PIC to implement CEDAW, with focus on legislative compliance PC	tbd	UNIFEM	GovPac: \$40,000 (NZAID)
Toolkits developed and training conducted (1) on HRBA and UN Declaration on the Rights of Indigenous Peoples; (2) for indigenous leaders, women and youth on leadership and decision making RCB	South and Southeast Asia	IPOs, NHRIs	RIPP: \$50,000 TBM: \$ 95,000
2008 Leadership Training of Trainers for Young Leaders in Governance conducted and follow-up completed in selected countries RCB	Select countries in Asia	AYLG Leadership Fellows, UNDEF	AYLG: \$15,000
South Asia sub-regional leadership course for young leaders in governance conducted; at least four leadership development national/ sub-national pilots implemented RCB	Afghanistan, Bangladesh, Bhutan, China, India, Iran, Maldives, Nepal, Pakistan, Philippines, Sri Lanka	AYLG Leadership Fellows, UNDEF, ZKS, China Environment Culture Promotion Association, Galing Pook Foundation, Centre for Environment Education, RIM	AYLG: \$100,000
Leadership development challenges and best practices analyzed and disseminated RCB	All countries in Asia		AYLG: \$28,000
Tsunami-affected governments have aid tracking system to track overall ODA received RCB	India, Indonesia, Maldives, Sri Lanka, Thailand	AsDB	TAC: \$90,000
Countries in Asia-Pacific engaged in country level assessments of aid effectiveness RCB	Countries in Asia-Pacific participating in 2008 survey	OECD/DAC, AsDB, DFID, World Bank, UNDO	ARGP: \$10,000, \$25,000 (AsDB), \$65,000 (DFID)
Capacity built in countries in Asia-Pacific to enable influence on international aid policy process, including OECD/DAC High Level Forum on Aid Effectiveness in 2008 RCB	Cambodia, Indonesia, Laos, Philippines, Thailand, Viet Nam, and	AsDB, DFID, Forum Island Secretariat, OECD/DAC, WB, European Commission	ARGP: \$50,000; \$145,000 (DFID)

	others tbd		
Handbook for Human Rights Treaty Implementation published and disseminated PC/ RCB	PICs	UNOHCHR	TBM: \$80,000 (GovPac)
Capacity of civil society groups from at least 4 PICs built for participation at CSW PC	Cook Islands, Fiji, Solomon Island, Vanuatu	NGOs	GovPac: \$250,000 (AusAID)
Development and dissemination of Pacific Action Guide on women's rights to adequate housing PC	PICs	RRRT, Fiji Women's Rights Movement	TBM: \$35,000 (GovPac)
Policy Advisory/Technical Support Services			
Outputs	Countries	Partners	Resources
Policy advisory services and technical backstopping provided in response to demand for support services from UNDP country offices and other UNDP/UN programmes and projects RCB/ PC	Asia-Pacific		Staff time, GovPac: \$75,000 (AusAID), \$47,000 (NZAID), TBM: \$23,000

Strategic Plan Focus Area 3: Crisis Prevention and Recovery

Strategic Outcomes

Conflict, instability, and natural disasters have detrimental social and economic impacts on the regions' peoples and resources. For some countries in the region, the interplay between conflict and natural disasters adds complexity to recovery efforts and stretches national capacities and resources. Crisis (conflict, political instability, disaster or violence) can set development back significantly with negative impacts on the livelihoods of the poor. In some countries, limited access to opportunities and discord between new and evolving traditional social structures, particularly in the Pacific can lead to high levels of violence. Exposure to such levels of violence combined with limited access to decision making processes, has reduced the potential for women to play a significant role in building peaceful and secure communities.

The workplan outputs will contribute to strengthening the capacity of regional organizations, governments and CSOs through institutional and policy development, capacity building and the mainstreaming of disaster risk management, gender and conflict-sensitivity in regional and national development processes, to reducing vulnerability and increased resilience at the local level. To this end, the focus will be on five priority areas:

1. Develop gender responsive conflict analysis methods and approaches, strengthen national and regional capacity to integrate conflict, human security and disaster risk assessments into policies and strategies by providing training and learning opportunities on risk analysis, and conflict management and application;
2. Promote dialogue on security sector reform, human security and crisis prevention issues among key regional and national stakeholders, with a view to creating an enabling environment for policy change among regional governmental organisations;
3. Develop programme tools and methods for governance initiatives, sustainable livelihoods and economic recovery at the local level;
4. Capitalise on the resources and expertise available in the Regional Centres: Strengthen cross-practice linkages particularly with Governance on conflict and cross-border issues; Environment/GEF on climate change adaptation; and poverty. In addition, continued use of in-house expertise namely capacity development, South-South Cooperation and gender expertise;
5. Country office support: this will have three dimensions i) rapid and timely response following sudden crisis; ii) mainstreaming conflict disaster risk reduction. This will be linked to the global mainstreaming project and to BCPR's capacity enhancement initiatives of placing national disaster risk reduction experts and Peace and Development Advisers in high-risk countries; and iii) support to country office and UN country teams in developing conflict reduction and security sector reform programmes, and the management and control of small arms and strengthening national mine action capacities including: policy development, planning, and training to eliminate the effects of explosive remnants of war.

Strategy

Building on existing consensus within the region, regional expertise and knowledge of key players in government and non-government organizations, and consistent with the UNDP Strategic Plan results areas 3.1 and 3.3, and with BCPR's overarching goals of prevention and recovery, the Regional Centres will contribute to sustainable development by building national and regional capacities to prevent crisis and restore the foundations of development after crisis. The workplan draws significantly on UNDP country office efforts and regional CPR programme achievements in 2007. The workplan is committed to advancing UNDP BCPR's 8 Point Agenda on Gender Equality and Women's Empowerment in Crisis Prevention and Recovery.

Cross-practice linkages

Benefits and programme outcomes will be maximized through a coherent approach in close collaboration with other practice teams in the Regional Centres, and through partnerships with UNIFEM, UNESCAP, UNOCHA, ISDR and other relevant organizations. Proposed activities will be supported by building on the activities of the Regional Programme for Capacity Building for Risk Reduction and Recovery, the Pacific CPR regional project, and through exchanges of lessons learned and good practices with the poverty, democratic governance, gender, capacity development and environment teams based at the Asia-Pacific Regional Centres.

The Centres will leverage BCPR's tools and expertise in conflict analysis and prevention; UNDP's expertise and experience on effective cross-border dialogue will be utilized but with specific focus on the sensitive issues of conflict, security sector reform, human security and gender inequality. To avoid duplication and ensure ownership, the Regional Centres will work within the well developed regional policy frameworks as defined by regional institutions and organizations ranging from those with broad policy or technical assistance mandates such as Pacific Island Forum Secretariat (PIF), Pacific Islands Applied Geosciences Commission (SOPAC) and other CROP agencies; Association of South East Asian Nations (ASEAN); and South Asian Association for Regional Cooperation (SAARC) as well as regional institutes for strategic studies and conflict prevention (Institute of Strategic and Development Studies, United States Institute for Peace (USIP) and ASEAN's Institute of Strategic and International Studies). By leveraging existing capacities in the region, for example, the political influence of inter-governmental organizations and the scholarship and insights of academics from this region, the Regional Centres aim to develop relevant strategies to manage and prevent conflict and to promote peace and development in the Asia-Pacific region. The strategies will benefit from a South-South approach entailing packaging lessons learnt from other countries and use of South-South mechanisms for development, including South-South dialogue and economic recovery in micro, small and medium enterprises through capacity building by Technonet Asia.

RPD Key Result Area 1: Enhancing Conflict and Disaster Management Capabilities

Regional Centre Programme Services			
Outputs	Countries	Partners	Resources
Gender responsive methods and tools for conflict risk analysis developed and risk management capacity needs assessment of organizations in 4 high risk countries undertaken RCB	Asia-Pacific		RCPR \$160,000
Effective capacity building initiated and provided to national and regional Disaster Risk Management (DRM) practitioners in the region, with knowledge management products developed to enhance national and regional applications of lessons learned in disaster risk reduction, response and early recovery RCB	Asia-Pacific	CADRI	MDRR \$81,760
Disaster loss databases and risk assessment available which facilitate decisionmaking and development planning RCB	Maldives, Sri Lanka	International Crisis Group -Working Group 3, GRIP, ISDR System	CBFSR \$346,000
End to end early warning systems for tsunamis enhanced RCB	India, Indonesia, Maldives, Sri Lanka, Thailand	UNESCO, ISDR, IFRC, UNESCAP	CBFSR \$319,000
Strengthened capacity in the Himalayan region to manage Glacial Lake Outbursts Floods (GLOFs) risk reduction RCB	Bhutan, India, Nepal, Pakistan	ECHO	CBFSR \$412,125 (ECHO)
Enhanced understanding and advocacy for disaster and climate risk mainstreaming into development processes, including gender dimensions RCB/ PC	Asia-Pacific	AusAID, University of Hawaii	Parallel funding: \$100,000 (BCPR); PCPR: \$30,000 (AusAID), \$12,000 (BCPR), TBM: \$33,000
Regional linkages in South Asia for flood mitigation and early warnings developed RCB	South Asia	SAARC	Parallel funding: \$50,000 (BCPR)
Capacity assessment of National Disaster Management Offices in select countries completed RCB/ PC	Laos, Marshall Islands	IASC	Staff time
4 case studies in Disaster Risk Management (DRM) completed, 2 DRM gender-responsive pilot projects initiated, 2 regional DRM development network workshops organized; training courses for DRM developed PC/ RCB	Fiji, Vanuatu, other PICs tbd	SOPAC, SPREP, NDMO, Fiji Red Cross Society, SOPAC, UNV, CSOs, PEMTAG, CADRE	PCPR: \$195,000 (NZAID), \$69,000 (AusAID), \$60,000 (BCPR), TBM : \$196,400
Publication and advocacy materials produced on good practices and lessons learned on community-based gender approaches to community security; seed-funding provided for innovative community security, violence reduction and peace-building programmes; training workshop held for Forum Regional Security Committee (FRSC) on UNCR1325; and policy paper formulated on Pacific challenges, lessons learned and innovative approaches to its implementation PC	PICs	UNIFEM, PIFS, FemLINK Pacific, PCP	PCPR: \$150,000 (AusAID), \$50,000 (UNIFEM), Parallel funding: \$80,000 (PNG CO)
Civil society platform established on conflict prevention as well as on gender, peace and security PC	PICs	PPBP, FSPI, PIFS, FemLINK Pacific	PCPR: \$110,000 (NZAID), TBM: \$240,000
Sub-regional workshop held on Security Sector Reform (SSR). SSR knowledge product published and disseminated PC/ RCB	PICs	PIFS, Security Forces	TBM: \$130,000 (PCPR)

Pacific Peace Building and Development Institute (PIPAD) training manual produced and PIPAD piloted PC	PICs	Divine Word University, PFM, ECREA, PEMTAG, USP, PPSEAWA	Peace Pac : \$230,000 (BCPR), \$50,000 (AusAID), \$50,000 (NZAID), TBM: \$270,000
Virtual knowledge platform launched for South to South cooperation - Pacific PeaceNet Portal; launch, promotion and continued updating of the Pacific Disaster Net PC	PICs	USP, SOPAC	PCPR: \$93,000 (NZAID), \$7,000 (BCPR)
Policy Advisory/Technical Support Services			
Outputs	Countries	Partners	Resources
Policy advice and programmatic support provided to COs in developing mine action/small arms, peacebuilding and youth programmes and in formulating Nation Building Programme and strategies for SSR; support provided to national governments in meeting their international treaty obligations and commitments to arms reduction in compliance with UN standards RCB/ PC	Asia-Pacific	UNICEF, PIFS, SIG	Staff time, PCPR: \$30,000 (AusAID), \$30,000 (NZAID) TBM: \$500,000 (RCPR)
Disaster risk reduction measures effectively integrated into national development policies and plans and improved coordination support provided to COs for post- disaster coordination and recovery RCB	Asia-Pacific		Staff time
Technical assistance provided to Pacific Islands Forum Secretariat (PIFS) for the formulation of policy guidelines for the Biketawa Declaration; training completed for Eminent Persons on Quiet Diplomacy; guiding principles and a framework for action on land and conflict minimization designed and validated; finalization of human security and conflict prevention case studies and the formulation of a human security framework for the Pacific region and mainstream UNSCR1325 and gender issues in regional security, peace processes and peacekeeping policy and practice PC/ RCC	Fiji, FSM, Kiribati, PNG, Samoa, Solomon Islands, Tonga, Vanuatu	PIFS, BCPR, DfID, Norway, Folke Bernadotte Academy, Initiative on Conflict Prevention Through Quiet Diplomacy, UNIFEM, FemLINKPacific, PCP	PCPR: \$267,734 (BCPR), \$42,000 (AusAID), TBM: \$50,300

RPD Key Result Area 2: [Restoring the Foundation for Development After Crisis](#)

Regional Centre Programme Services			
Outputs	Countries	Partners	Resources
Methodological statement and strategy on post-crisis economic recovery drafted, circulated and finalized RCB	Asia-Pacific	ILO	RCPR \$165,000
Capacity building supported on early recovery programme management RCB	India, Indonesia, Maldives, Sri Lanka, Thailand	IRP, CADRI, ISDR	CBfSR \$229,000
Policy Advisory/Technical Support Services			
Outputs	Countries	Partners	Resources
Rapid, timely response provided to countries in the region following sudden crisis, and results in practical early recovery activities laying the foundation for transition to development RCB	Asia-Pacific	UNOCHA	RCPR \$80,000
Partnership agreements concluded with key UN agencies, regional inter-governmental organizations or regional academic institutions on joint coherent programmes/ services to countries RCB		Academic institutions, regional think tanks, ISDR, UNIFEM, UNESCAP, UNESCO, Asia-Pacific Disaster Preparedness Centre	RCPR \$10,000
Regional consultations facilitated to increase awareness on the Geneva Declaration on Armed Violence and Development RCB/ PC	Asia-Pacific		Staff time

Strategic Plan Focus Area 4: Environment and Sustainable Development

Strategic Outcomes

The overall vision of the Environment and Sustainable Development team at RCB is to “*Effectively assist countries to preserve and sustainably use local and global environmental assets for achieving sustainable development outcomes*”. This vision will be pursued by synchronizing all ESD activities in the region. The vision itself and the drive for synchronization is derived from the Strategic Plan³ and the belief by all key partners (COs, RBAP, BDP, RCB, Energy and Environment Group, GEF and PPPSD) that thematic and managerial alignment and synchronization across national, regional and global mandates, sources of funding and teams will produce efficiency gains, stimulate innovation and ensure high quality programmes and services, in particular for our priority clients, UNDP COs.

Strategy

Currently, activities in the region stemming from national, regional and global mandates and are funded by a wide variety of sources such as core resources and donor contributions at the national level; Global Cooperation Framework, RPD, MDGS, BDP, MFF and PEI at the regional level; and, at the global level resources are coming from GEF, Montreal Protocol, Adaptation Funds, MDG Carbon and the Spanish MDG Fund. Most of the activities are implemented at the national level with country offices taking the lead. At the regional level, three teams have been supporting COs and country clients, namely the GEF team, the BDP policy advisory team and the REP-PoR team. These teams deliver a set of services focused on project development and implementation support, policy advice, and knowledge management to COs. In the past allocation of staff resources, mission travel and support to COs have not been systematically coordinated due to the fact that three teams were involved. The first step towards a synchronized practice will be to better coordinate services provided by the RCB. The second step will be to articulate and support the implementation of ESD country programmes that: (a) respond to relevant local and global mandates; (b) use all appropriate sources of funding; and, (c) draw on relevant regional expertise. This will enhance strategic focus and facilitate coordination and ensure quality services to Country Offices and programmes.

Thematically, the synchronized practice will focus on two distinct yet interconnected areas of work, namely on (1) Ecosystems and Natural Resources Management; and (2) Climate Change and Energy. Within each of these two thematic areas, RCB will provide two sets of services, which are as follows: (a) Project level: facilitate access to financial resources and project implementation support; (b) Policy level: mainstreaming, policy advice and knowledge management. All services will be delivered using a capacity development approach.

Cross-Practice Implications

In terms of managerial alignment, services will be delivered by members of the ONE Asia-Pacific ESD team, under the leadership of one practice leader. This is fully in line with the new Operations Support Group plan for the practice architecture at UNDP regional entities. Each member of the Asia-Pacific ESD team will work across traditional assignments according to their respective skills and expertise. This approach will do away with the organizational distinctions between GEF, BDP policy advisors and the Regional Programme and ensure that the ESD team delivers as ONE, irrespective of the individual team member's funding source or bureau affiliation.

A synchronized practice will put in place an effective system for combining and sequencing global, regional and national sources of funding drawing on all available expertise. For example developing and implementing global environmental projects can best be done using GEF funds drawing on the GEF regional team plus national funds such as core resources for GEF pipeline development. Leveraging carbon finance through the MDG Carbon Facility or climate proofing development plans and sector policies can best be done using regional programme funds drawing on staff funded by the RPD, supplemented by the GEF team. Exploring and implementing innovative partnership arrangements, including PPPs, for sustainable delivery of environmental and renewable energy services, will be undertaken in coordination with the PPPSD programme. Country assessments of climate vulnerabilities and costs of in-action could best be done using country sources such as core resources in combination with RPD funded expertise. The most appropriate source of funding and expertise can be used more efficiently in a synchronized practice. Appropriate technologies can be brought to regional awareness through use of South-South Gate partners, including the Islamic Chamber of Commerce and Technonet Asia.

Furthermore, linkages with other practices such as governance and poverty have been established as part of the strategy for Regional Climate Changes, Energy and Ecosystems project (RCCEEP).

³ The SP states that “the UNDP goal in the area of environment and energy is to strengthen national capacity to manage the environment in a sustainable manner while ensuring adequate protection of the poor. Specific results have been identified to mainstream environmental and energy issues into development planning, mobilize finance for improved environmental management, address increasing threats from climate change, and build local capacity to better manage the environment and deliver services, especially water and energy.”

RPD Key Result Area 1: [Mainstreaming Environment and Energy](#)

Regional Centre Programme Services			
Outputs	Countries	Partners	Resources
Comparative analysis undertaken of methodologies for poverty proofing of energy budgets and development plans RCB	Afghanistan, Bangladesh, Bhutan, Cambodia, Laos, Mongolia, Nepal, Pakistan, Sri Lanka, Timor-Leste		RCCEEP: \$30,000 TBM: \$186,000
Comparative analysis undertaken of PPP models and approaches in community-based renewable energy projects. 4 PPP projects piloted on Renewable Energy for Local Energy Services Delivery designed RCB	Afghanistan, Bangladesh, Bhutan, Cambodia, Laos, Mongolia, Nepal, Pakistan, Sri Lanka, Timor-Leste	UNESCAP	RCCEEP: \$50,000 TBM: \$166,000
Policy research/ comparative analysis undertaken of monitoring and evaluation methodologies for assessing human development impacts of cross-border energy trade and resource pooling RCB	Afghanistan, Bangladesh, Bhutan, Cambodia, Laos, Mongolia, Nepal, Pakistan, Sri Lanka, Timor-Leste	ASEAN Centre for Energy; SAARC Energy Centre	RCCEEP: 35,000 TBM: \$166,000
Support provided to two countries in development of national plans that integrate ecosystem services including gender dimensions RCB	Afghanistan, Bangladesh, Cambodia, Laos, PNG, Pakistan, others tbd	UNEP	RCCEEP: \$152,640, \$80,000 (UNEP), TBM: \$270,000 (Global PEI), \$33,000 (BDP)
Lessons learned, and good practices on poverty, environment, including gender dimensions, shared across the region RCB	Afghanistan, Bangladesh, Cambodia, Laos, PNG, Pakistan, others tbd	AsDB, SDC, UNEP	RCCEEP: \$39,000 TBM: \$10,000 (BDP), \$30,000 (Global PEI)
Government partners provided with tools for better coastal planning and management, coordination of policies with other governments and regional institutions to support sustainable coastal ecosystem services in six Tsunami-affected countries RCB	Bangladesh, Indonesia, India, Maldives, Sri Lanka, Thailand		RCCEEP: \$24,300, TBM: \$410,500 (IUCN/ MFF Secretariat)
Policy Advisory/ Technical Support Services			
Outputs	Countries	Partners	Resources
Pro-poor mainstreaming programmes in select countries designed and supported RCB	Afghanistan, Bangladesh, Bhutan, Cambodia, Laos, Nepal, Pakistan, PNG, Vietnam; others TBD	UNEP	Staff time
Technical backstopping and policy advisory support provided on country programme related priorities RCB	TBD (demand-based)		Staff time

RPD Key Result Area 2: [Adapting to Climate Change and Catalyzing Environmental Finance](#)

Regional Centre Programme Services			
Outputs	Countries	Partners	Resources
At least 2 countries facilitated in projecting climate change impacts in at least 1 key economic sector and addressing these impacts through adjustments in sectoral policies and projects RCB	Asia-Pacific	Tyndall Centre, private sector, television	RCCEEP: \$93,000
Support to the development of at least 5 Clean Development Mechanism projects to be approved by the MDG Carbon Facility and at least 2 climate adaptation projects to be approved by bilateral and multilateral adaptation funds RCB	Asia-Pacific	Fortis, Tyndall Centre	RCCEEP: \$74,000 TBM: \$7.5 mln
A framework arrangement for a UN Pacific Climate Change Centre developed RCB/ PC	PICs	UN agencies, Pacific Regional Organizations	Pacific Climate Change Centre: \$270,000
Policy Advisory/Technical Support Services			
Outputs	Countries	Partners	Resources
Implementation support provided to COs and country partners for projects with funding from GEF, GEF-managed funds and PPPSD RCB/ PC	Asia-Pacific	Project Proponents, World Bank, AsDB, NGOs, municipalities	Parallel funding: \$826,000 (BDP/GEF), \$150,000 (PPPSD), TBM: \$80 mln

Management Practice

Strategic Outcomes:

Both the business processes and the programme results of UN System organizations are under increasing individual scrutiny. At the same time, there is the expectation that organizations will achieve greater overall simplification and harmonization of their differing legacy systems. While this expectation is most sharply focused in the eight “Delivering as One” pilot countries, two of which (Pakistan and Vietnam) are located in the Asia-Pacific region, it is felt in all Country Offices. In many there are also very practical financial and operational realities at the local level that push the organizations into more inter-dependent arrangements. The Management Practice Team (MPT) is responsible for providing useful and cost-effective support to both UNDP-specific and inter-organizational initiatives. For 2008 the principal strategic objectives of the MPT are:

1. Improved CO effectiveness in the delivery of development results;
2. Improved ability of COs to efficiently and effectively manage and account for the financial and human resources for which they are responsible;
3. Improved quality and efficiency of procurement activities;
4. Overall growth of professional management capacity within UNDP COs and, potentially, host government partners; and
5. Effective engagement in UN harmonization efforts, including Harmonized Approach to Cash Transfers (HACT) and UNEDGAP oversight and monitoring support for the Regional Directors Team.

Strategy:

The MPT’s strategy for 2008 will include:

1. Extending the reach and impact of the MPT by increasing CO access to skills and knowledge available from both inside and outside of the region, including COs, other Regional Centres, HQ, UN Development Group partners, and the private sector;
2. Building CO and partner agency capacity through implementation of advisory services, referrals, missions, or workshops, prioritizing COs and activities with some or all of the following characteristics:
 - a. Subject areas assigned high priority by RBAP Country Offices, the Regional Bureau, and the Regional Directors Team;
 - b. High budgetary value with below-average quality results and delivery rates;
 - c. Rapid budgetary escalation with lagging implementation capacity (as in a crisis situation);
 - d. Objectively documented (via CO Scan, Balanced Scorecard, Atlas Dashboards, audit observations, etc.) management performance issues with potential risk exposure; and
 - e. Existing commitments to participate in ongoing UNDP management projects, such as CEDAR, Enhanced RBM, Results-based Budgeting, SURGE, and Atlas.
3. Supporting, as appropriate, UN simplification and harmonization initiatives, including (HACT), “Delivering as One” pilots, and related initiatives.

Extension of the Reach and Impact of the Management Practice Team by Increased Access to Other Resources

Outputs	Countries	In cooperation with	Resources
A practical “twinning” programme leveraging the existing talents and skill sets of CO and project staff providing them opportunities for career development, implemented RCB	Asia-Pacific		Staff time with CO cost sharing
Dedicated MPT support services to Pacific (M)COs implemented in partnership with Pacific Centre RCB/ PC	Pacific		Staff time (30%)
Regional rostering system (including gender experts) provided which easily and quickly makes available expertise to COs from UN system and private sector sources RCB	Asia-Pacific		Staff

Build CO Capacity Through Provision of Advisory Services, Referrals, Missions or Workshops

Outputs	Countries	In cooperation with	Resources
All MPT			
CO advisory services, missions, training events and workshops provided that support UNDP initiatives based on standards and/or prescriptive content RCB	On demand	BDP, Management Consulting Team, OSG, Evaluation Office, PB, CPR,UNDGO, UN System Staff College	Staff time with CO cost-sharing
Corporate and inter-agency management tools, techniques, and training materials developed and enhanced based on experiences in the region RCB	Asia-Pacific	BDP, BOM, PB, Evaluation Office, UNDGO	Staff

Financial Resources Management Sub-Practice

Regional Accounting Services Center (RASC) established and staffed which provides advisory and transactional support to RBAP COs RCB	Asia-Pacific	BoM/OF and RBAP	RBAP Funding BoM/OF Oversight
Capacity built such that RBAP COs are consistently able to remain in the Controller’s “acclaim” list based on the UNDP financial dashboard RCB	Asia-Pacific	BoM/OF	
Capacity built such that UNDP and Ex Com COs are “HACT compliant” RCB	Asia-Pacific	BoM, BDP, UNDG, Internal Audit	Staff and consultants

ICT Sub-Practice

Microsoft Exchange conversion and server/desktop license normalization implemented in all Cos RCB	Asia-Pacific	BoM/OIST	MPT staff with RCB ICT team
Regional document management/e-registry initiative implemented RCB	Asia-Pacific	Afghanistan/Bhutan and other COs	TBD
Community of practice workspace developed in new SharePoint environment and consolidated regional ICT information on this site. RCB	Asia-Pacific		MPT staff

Procurement Sub-Practice			
Oversight and approval of Asia-Pacific procurement cases provided through the Regional Advisory Committee for Procurement (RACP) Bangkok. RCB	Asia-Pacific		RCPO
Procurement advice and support rendered to ensure compliance with Procurement Guidelines and professionalism to Country Offices and Asia-Pacific region RCB	Asia-Pacific		RCPO
Professional training and advice provided on procurement sharing expertise with practitioners and staff across the region RCB	Asia-Pacific		RCPO
Programme and Project Management Sub-Practice			
CEDAR projects implemented through Applying stage and piloting of Maturing stage deliverables, through Office maturity certification RCB	Asia-Pacific	BDP, BOM, OSG	Staff time, consultants, vendors
CEDAR and NIC field support activities coordinated for new tool/method rollout, and good practices developed for COs RCB	Asia-Pacific	BDP, OSG, BOM, Evaluation Office	Staff time and consultants
Top ten accountability and audit issues identified in programme/project management and steps taken to ensure same are adequately addressed by COs RCB	Asia-Pacific	BDP, BOM, OSG, Evaluation Office	Staff time and consultants
To Support, as Appropriate, UNDP's Role in the UN Simplification and Harmonization Initiatives			
Outputs	Countries	In cooperation with	Resources
CEDAR & NIC new deliverables piloted in support of simplification and harmonization initiatives RCB	Pilot Joint Offices Cos	BDP/OSG, BOM, UNDG, UNDGO	Staff time, consultants
On-site and remote support provided to Country Teams engaged in "Working as One" Pilots, including acting as liaison as required with other regional organizations RCB	Pakistan, PNG, Viet Nam		Staff time with CO cost sharing
Harmonized policies and guidelines developed which permit consolidated operations, such as with ICT or Finance RCB			

Annex 1. Knowledge Services

Strategic Outcomes

One of UNDP's comparative advantages lies in the knowledge we gain from experience through our development work. With development issues increasingly cutting across national borders, the regional level provides the ideal opportunity to tap and share that knowledge. Their regional scope allows the Centres to translate diverse Asia-Pacific country level experiences as well as global knowledge into comprehensive policy advice, and to turn that policy advice into programmes at the country and regional level.

In 2008, the KSTs will focus on four key outcomes:

1. Improved efficiency and effectiveness of COs/UNCTs based on knowledge services delivered in a timely manner;
2. Enhanced knowledge exchanges between countries in Asia-Pacific and between global and Asia-Pacific regional and country levels;
3. Improved knowledge management capacities (culture and tools) within the regional centres and COs/UNCTs; and
4. Proactively promoted common knowledge sharing efforts with UN regional offices and other partners.

Strategy

The Regional Centres' Knowledge Management strategy in Asia-Pacific is premised on connecting people to tap and leverage the diverse experiential knowledge of UNDP and its partner countries and organisations within Asia-Pacific for achievement of the MDGs. The below-listed key knowledge services and resources are provided to regional teams and country offices. They include knowledge management initiatives which are instigated by the Centres, as well as demand-driven knowledge services in response to requests from COs/UNCTs.

1. Provide KM Advisory and Technical Support Services;
2. Map, monitor and support the building of regional and country level Communities of Practice;
3. Provide Access to Expertise;
4. Provide Research and Information Services;
5. Expand SNAP, our people-connecting web-based tool for collaboration and knowledge sharing;
6. Support the adoption of KM approaches (e.g. Knowledge Fairs, Peer Assists, After Action Reviews, etc.);
7. Promote Action Learning and Peer-to-Peer Support;
8. Develop and Share Knowledge Resources; and
9. Enhance South-South cooperation through a network of country office focal points, use of Southern experts and documentation of South development solutions.

Cross-practice linkages

Knowledge Management is at the core of Regional Centre activities and is the responsibility of all Regional Centre teams. This is bolstered by dedicated Knowledge Services Teams (KST) in the Regional Centre in Bangkok and Regional Centre in Colombo and a KM Officer in the Pacific Centre. Many knowledge initiatives and services are collaboratively delivered across the Centres and together with the practice teams/clusters and knowledge services teams.

Knowledge Initiatives		
Outputs	In cooperation with	Resources
SNAP expanded beyond regional CoPs and regional centres to COs and key external CoPs	Microsoft	Staff time, \$20,000(RCB KST), \$100,000 (BDP, tbc)
Access to Expertise further expanded to the Bangkok UN Common Roster Initiative, institutions roster, and surge roster	Academic/research institutions, CSOs, consultants/ companies, UN agencies	Staff time, \$60,000 (RBAP)
Conceptualisation, launch, operation and monitoring of regional and country level CoPs supported	Academic/research institutions, CSOs, Governments, UN agencies	Staff time
KM approaches piloted regionally and in select countries	UN agencies	Staff time
Development and management of regional centre knowledge resources supported, including online exchange of good practices and publications		Staff time, \$10,000 (RCB KST)
Regional KM Framework/Initiatives implemented and feedback obtained, including through regional consultations	UN regional office	Staff time, \$20,000 (RCB KST)
Knowledge Services		
Outputs	In cooperation with	Resources
Experts recommended in response to CO/UNCT requests	Consultants, companies, UN, networks	Staff time
Comparative research papers, consolidated replies and other knowledge products produced in response to CO/UNCT needs and requests		Staff time
Replicated WIDE expert roster platform based on requests from UNCT, CO, UN regional agency		Staff time
Knowledge Management advisory and technical backstopping missions undertaken in response to CO requests for awareness raising, capacity building, KM Audit, KM planning and strategies		Staff time
Staff learning and exchange brokered through the Mutual Support Initiative and fellowships		Staff time
Knowledge Partnerships and Advocacy		
Outputs	In cooperation with	Resources
KM partnerships with UN agencies and international organisations enhanced	KM4Dev, UN agencies, World Bank Institute (WBI), Global Development Network (GDN), AsDB & others	Staff time, \$10,000 (RCB KST)
Established partnership networks with regional and country level academic think tanks and research institutions	Regional and country level academic, think tanks, research institutions	Staff time

Annex 2. Communications and Advocacy

Objectives

The aim of the communications/outreach and advocacy work is the mobilization of political and financial support for UNDP to contribute to the development goals and to position the organization as the leading development partner in Asia. The objectives are: (i) Raise UNDP's visibility and profile through extensive media coverage centred on relevant issues linked to our work in the region; (ii) Position UNDP's expertise and advisory capacity in current development trends in the region; (iii) Support media development for a free and fair media, as well as to inform coverage and ensure strategic communications in such areas as the Millennium Development Goals to Asia.

Strategy

In close collaboration with the team of advisors from the Regional Centres in Bangkok and Colombo, the Communications Office, and contingent upon CO support for missions and regional programme support for specific activities related to regional programme communications, the Regional Communications Advisors based in Bangkok and New Delhi will provide the following services:

Service 1: Strategic Communications Services

This component focuses on providing technical back-stopping and strategic advice to requesting Country Offices, and as needed, in the case of crisis situations, special events, breaking news and high-level visits.

- Provide Advice to Country Offices on communications strategies;
- Provide Advice on launching and targeting flagship national, regional and global reports in Asia;
- Provide surge capacity in crisis situations, high-level events or visits; and
- Provide Advice on short video productions on strategic themes.

Service 2: Media Relations

This includes establishing and maintaining contact with key national, regional and international media based the respective sub-regions and support to Country Offices in media outreach for key initiatives and events. Support is also provided to the Colombo and Bangkok Regional Centres in formulating the main media messages, developing a communications and advocacy strategy for their flagship publications and in ensuring media outreach.

- Direct media outreach support to targeted initiatives of Country Offices;
- Direct media outreach support for UNDP's flagship publications such as the RHDR, MDG reports, as well as the Global Human Development Report; and
- Advice and direct support as needed for breaking news events, select regional conferences, select Country Office events.

Service 3: Building Communications Capacity.

The Communications Team provides support to Country Offices to develop the communications capacities of staff. Besides on-going mentoring of Communications staff in the Country Offices the Regional Communications team also provides periodic training opportunities and assists in the selection of Communications Staff by providing, vetting resumes and participating the selection process.

- Support training of select UNDP national and international staff;
- Organize training of national focal points in the Practices in conjunction with their regional meetings; and
- Assist country offices in selection of new Communications Officers, mentor network of communications officers in the region.

Service 4: Media development.

This new component will require outside funding for the activities listed below, as well as for any external support needed to manage these activities under the close supervision of the responsible Regional Communications Adviser.

Strategic Communications		
Outputs	Countries	Resources
Media coverage provided on flagship products of Country Offices	On demand	Staff time
Communication strategies in COs strengthened	On demand	Staff time
A Public Service Announcement created on climate change for use across Asia	China, Indonesia, India, others tbd	Staff time
Media Relations and Advocacy Outreach		
Outputs	Countries	Resources
Strategic media coverage provided for the Asia Human Development Report on corruption	Asia	Staff time
Strategic media outreach provided for the Global Human Development Report	Asia	Staff time
Media outreach support provided for 2 to 3 country specific flagship publications or initiatives of strategic UNDP interest	On demand	Staff time
Media outreach support provided for 2 to 3 strategic events and high level visits (this will include the national and regional access to Reports)	On demand	Staff time
Capacity Building in Communications Skills		
Outputs	Countries	Resources
Communications training sessions conducted for requesting COs and regional centres in Asia	On demand	Staff time
Media Development		
Outputs	Countries	Resources
Training and capacity building undertaken of 25 national reporters on climate change and its links to human development and its implications for global negotiations on Climate Change agreements	Asia	Contingent on external funding currently not available

Annex 3: Budget Summary

Table 1: Programme Resources by Focus Areas as per Integrated Workplan

Focus and Key Result Areas	Core Regional Programme Resources	Other Resources (budgeted and to be mobilized)	Total*
Poverty Reduction and Achievement of the MDGs			
KRA 1: Promoting Inclusive Growth, Gender Equality and MDG Achievement			
Asia Pacific Gender Mainstreaming Programme (APGMP)	37,500	500,000	537,500
Millennium Development Goals Initiative (MDGI)	581,250	1,842,857	2,424,107
Pacific Financial Inclusion Programme (PFIP)	0	847,500	847,500
Pacific Millennium Development Goals (Pacific MDG)	200,000	1,140,000	1,340,000
Regional Initiative on Human Development Reports in Asia and the Pacific (APRI)	376,500	0	376,500
Subtotal for Key Result Area 1	1,195,250	4,330,357	5,525,607
KRA 2: Fostering Inclusive Globalization			
Asia Pacific Trade and Investment Initiative (APTII)	187,500	415,000	602,500
Pacific Millennium Development Goals (Pacific MDG)	0	200,000	200,000
Subtotal for Key Result Area 2	187,500	615,000	802,500
KRA 3: Mitigating the Impact of AIDS on Human Development			
Pacific Millennium Development Goals (Pacific MDG)	0	350,000	350,000
Regional HIV/AIDS Programme (HIV)	36,750	880,000	916,750
Subtotal for Key Result Area 3	36,750	1,230,000	1,266,750
Subtotal for Focus Area 1	1,419,500	6,175,357	7,594,857
Parallel Funding for Focus Area 1: Nil			
Crisis Prevention and Recovery			
KRA 1: Enhancing Conflict and Disaster Management Capabilities			
Capacity Building for Sustainable Recovery (CBfSR)	0	1,077,125	1,077,125
Mainstreaming Disaster Risk Reduction into the Education Sector (MDRR)	0	81,760	81,760
Peacebuilding and Crisis Recovery Programme for the Pacific (PCPR)	0	2,395,434	2,395,434
Regional Crisis Prevention and Recovery (RCPR)	160,000	500,000	660,000
Subtotal for Key Result Area 1	160,000	4,054,319	4,214,319
KRA 2: Restoring the Foundation for Development After Crisis			
Capacity Building for Sustainable Recovery (CBfSR)	0	229,000	229,000
Regional Crisis Prevention and Recovery (RCPR)	255,000	0	255,000
Subtotal for Key Result Area 2	255,000	229,000	484,000
Subtotal for Focus Area 3	415,000	4,283,319	4,698,319
Parallel Funding for Focus Area 3: \$230,000			

Focus and Key Result Areas	Core Regional Programme Resources	Other Resources (budgeted and to be mobilized)	Total*
Democratic Governance			
KRA 1: Facilitating Responsive Cross-Border Regulatory Mechanisms			
Cross-border Governance (CB-Gov)	245,000	0	245,000
Subtotal for Key Result Area 1	245,000	0	245,000
KRA 2: Fostering Inclusive Participation & Strengthening Responsive Governing Institutions			
Asia Pacific Gender Mainstreaming Programme (APGMP)	40,000	0	40,000
Asia Regional Governance Programme (ARGP)	200,000	485,000	685,000
Capacity 2015 (CAP2015)	0	55,000	55,000
Governance in the Pacific (GovPac)	0	1,010,000	1,010,000
Millennium Development Goals Initiative (MDGI)	15,000	0	15,000
Regional Indigenous Peoples Programme (RIPP)	50,000	149,000	199,000
Subtotal for Key Result Area 2	305,000	1,699,000	2,004,000
KRA 3: Promoting Democratic Principles and Combating Corruption			
Asia Regional Governance Programme (ARGP)	220,000	639,000	859,000
Asian Young Leaders in Governance (AYLG)	0	143,000	143,000
Governance in the Pacific (GovPac)	0	1,150,000	1,150,000
Regional Indigenous Peoples Programme (RIPP)	50,000	95,000	145,000
Tsunami Aid Coordination (TAC)	0	90,000	90,000
Subtotal for Key Result Area 3	270,000	2,117,000	2,387,000
Subtotal for Focus Area 2	820,000	3,816,000	4,636,000
Parallel Funding for Focus Area 2: \$490,000			

Environment and Sustainable Development			
KRA 1: Mainstreaming Environment and Energy			
Regional Climate Change, Energy and Ecosystems Project (RCCEEP)	330,940	1,351,500	1,682,440
Subtotal for Key Result Area 1	330,940	1,351,500	1,682,440
KRA 2: Adapting to Climate Change and Catalyzing Environmental Finance			
Pacific Climate Change Centre (PCCC)	270,000	0	270,000
Regional Climate Change, Energy and Ecosystems Project (RCCEEP)	167,000	7,500,000	7,667,000
Subtotal for Key Result Area 2	437,000	7,500,000	7,937,000
Subtotal for Focus Area 4	767,940	8,851,500	9,619,440
Parallel Funding for Focus Area 4: \$80,976,000			

Table 2: Total Core Resources by Regional Project as per Integrated Workplan

Core - funded Regional Projects	Total (US\$)
Asia Pacific Gender Mainstreaming Programme (APGMP)	77,500
Asia Pacific Trade and Investment Initiative (APTII)	187,500
Millennium Development Goals Initiative (MDGI)	596,250
Regional HIV/AIDS Programme (HIV)	36,750
Regional Initiative on Human Development Reports in Asia and the Pacific (APRI)	376,500
Subtotal for RCC	1,274,500
Asia Regional Governance Programme (ARGP)	420,000
Cross-border Governance (CB-Gov)	245,000
Regional Climate Change, Energy and Ecosystems Project (RCCEEP)	497,940
Regional Indigenous Peoples Programme (RIPP)	100,000
Regional Crisis Prevention and Recovery Project (RCPR)	415,000
Subtotal for RCB	1,677,940
Pacific Climate Change Centre	270,000
Pacific Millennium Development Goals (Pacific MDG)	200,000
Subtotal for PC	470,000
Total	3,422,440

Total Resources for Activities in the Integrated Workplan of Regional Centres in Bangkok, Colombo and the Pacific Centre	Core Regional Programme Resources	Other Resources (budgeted and to be mobilized)
\$26,548,616	\$3,422,440	\$23,126,176

NOTE: The IWP reflects costs of programme activities, and does not include salaries.

List of Abbreviations and Acronyms

APCICT	Asia- Pacific Training Centre for ICT for Development	GovPac	Governance in the Pacific project
APGMP	Asia Pacific Gender Mainstreaming Programme	GPFS	Global Programme for Parliamentary Strengthening
APN+	Asia Pacific Network of People Living with HIV/AIDS	GRIP	Global Risk Identification Programme
APRI	Regional Initiative on Human Development Reports in Asia and the Pacific	HACT	Harmonised Arrangements on Cash Transfers
APTII	Asia Pacific Trade and Investment Initiative project	HIV / AIDS	Human Immunodeficiency Virus / Acquired Immune Deficiency Syndrome
ARGP	Asia Regional Governance Programme	HRBA	Human Rights Based Approach
AsDB	Asian Development Bank	ICRW	International Centre for Research on Women
ASEAN	Association for South-East Asian Nations	IFRC	International Federation of Red Cross and Red Crescent Societies
AusAID	Australian Agency for International Development	ILO	International Labour Organization
AYLG	Asian Young Leaders in Governance project	IOM	International Organisation on Migration
BCPR	Bureau for Crisis Prevention and Recovery	IPO	Indigenous Peoples Organization
BDP	Bureau for Development Policy	IPRs	Intellectual Property Rights
BOM	Bureau of Management	IRP	International Recovery Platform
CADRE	Consortium for Appropriate Dispute Resolution in Special Education	ISDR	International Strategy for Disaster Reduction
CADRI	Capacity for Disaster Reduction Initiative	ITC	International Trade Centre UNCTAD/WTO
CAPWIP	Centre for Asia Pacific Women in Politics	IUCN	International Union for Conservation of Nature
CARAM	Coordination of Action Research on AIDS and Mobility	IWGIA	International Work Group for Indigenous Affairs
CBfSR	Capacity Building for Sustainable Recovery and Risk Reduction project	JWID	Japan Women in Development Fund
CDM	Country Development Managers	KST	Knowledge Service Team
CEDAR	Capacity for Efficient Delivery of Achievable Results	LDC	Least Developed Country
CEDAW	Convention on Eliminating Discrimination Against Women	MDG	Millennium Development Goal(s)
CGAP	Consultative Group to Assist the Pacific	MDGI	Millennium Development Goals Initiative project
CLGF	Commonwealth Local Government Forum	MDRR	Mainstreaming Disaster Risk Reduction project
CoP	Communities of Practice	MFF	Mangroves for the Future Initiative
CPN+	Cambodian Positive Peoples Network	MPN	Micro Finance Pasifika Network
CROP	Council of Regional Organizations in the Pacific	MPT	Management Practice Team
CSO	Civil Society Organization	NA	Needs Assessment
DFID	Department for International Development, United Kingdom	NCSMED	National Centre for Small Micro Enterprise Development
DIIS	Danish Institute for International Studies	NDMO	National Disaster Management Offices
DRM	Disaster Risk Management	NGO	Non-Governmental Organization
DRR	Disaster Risk Reduction	NHDR	National Human Development Report
ECHO	European Commission Humanitarian Aid Department	NHRI	National Human Rights Institution
ECREA	Ecumenical Centre for Research Education & Advocacy	NSDS	National Sustainable Development Strategy
ESD	Environment and Sustainable Development	NZAID	New Zealand's International Aid and Development Agency
FDC	Foundation for development Cooperation	ODA	Official Development Assistance
FSP	Financial services provider	OECD/ DAC	Organization for Economic Cooperation and Development/ Development Assistance Committee
FSPI	Foundation for the People's of the South Pacific	OIST	Office of Information Systems and Technology
GEF	Global Environment Facility	OSG	Operations Support Group
GHRSP	Global Human Rights Strengthening Programme	PB	Partnerships Bureau
GLOFs	Glacial Lake Outbursts Floods	PC	Pacific Centre
PCP	Pacific Centre for Peacebuilding	SOPAC	South Pacific Applied GeoScience Commission

PCRP	Peacebuilding and Crisis Recovery Programme for the Pacific	SPC	Secretariat for the Pacific Community
PDA	Population and Community Development Association (Thailand)	SPREP	South Pacific Regional Environment Programme
PEI	Poverty Environment Initiative	SU/ SSC	Special Unit on South-South Cooperation
PEMTAG	Pacific Emergency Management & Training Advocacy Group	TAC	Tsunami Aid Coordination project
PFIP	Pacific Financial Inclusion Programme	TAG	Trade Affinity Group
PFM	Peace Foundation Melanesia	TBM	To be mobilized
PFTAC	Pacific Financial Technical Assistance Centre	TBP's	Technical Background Papers
PHDR	Pacific Human Development Report	TCF	The Christensen Fund
PIAF	Pacific Islands AIDS Foundation	TI	Transparency International
PICs	Pacific Island Countries	TWN	Third World Network
PIFS	Pacific Islands Forum Secretariat	UBW	Unified Budget and Workplan (UNAIDS)
PINA	Pacific Islands News Association	UNAIDS	Joint United Nations Programme on HIV/AIDS
PIPSO	Pacific Islands Private Sector Organization	UNCAC	United Nations Convention against Corruption
PPAPD	Pacific Parliamentary Assembly on Population & Development	UNCDF	United Nations Capital Development Fund
PPBP	Pacific People Building Peace	UNCT	United Nations Country Team
PPDRM	Pacific Partnership for Disaster Risk Management;	UNCTAD	United Nations Conference on Trade and Development
PPPSD	Public-Private Partnerships for Service Delivery	UNDEF	United Nations Democracy Fund
PPSEAWA	Pan Pacific and South East Asia Women's Association	UNDG(O)	United Nations Development Group (Office)
PRCM	Pacific Regional Centre for Microfinance	UNDP	United Nations Development Programme
PSDI	Private Sector Development Initiative	UNED-GAP	United Nations Evaluation Development Group for Asia Pacific
PWN+	Positive Women Network	UNEP	United Nations Environment Programme
RACP	Regional Advisory Committee for Procurement	UNESCAP	United Nations Economic and Social Commission for Asia and the Pacific
RASC	Regional Accounting Services Center	UNESCO	United Nations Education, Science and Cultural Organisation
RBAP	Regional Bureau for Asia and the Pacific	UNFPA	United Nations Population Fund
RBM	Results-Based Management	UNIAIP	United Nations Interagency Project on Human Trafficking in Great Mekong sub-region
RCB	Regional Centre in Bangkok	UNICEF	United Nations Children's Fund
RCC	Regional Centre in Colombo	UNIFEM	United Nations Development Fund for Women
RCCEEP	Regional Climate Change, Energy and Ecosystems Project	UNITAR	United Nations Institute for Training and Research
RCPO	Regional Chief Procurement Officer	UNMC	United Nations Millennium Campaign
RCPR	Regional Crisis Prevention and Recovery Project	UNOCHA	United Nations Office for the Coordination of Humanitarian Assistance
REP-PoR	Regional Energy Programme for Poverty Reduction	UNODC	United Nations Office for Drug Control
RIM	Royal Institute of Management	UNOHCHR	United Nations Office of the High Commissioner for Human Rights
RIPP	Regional Indigenous Peoples Programme	UNRTF	United Nations Regional Task Force on Mobility and HIV Vulnerability Reduction
RPD	Regional Programme Document	UNSCR	United Nations Security Council Resolution
RRRT	Pacific Regional Rights Resource Team	UNV	United Nations Volunteers
SAARC	South Asian Association for Regional Cooperation	USP	University of the South Pacific
SDC	Swiss Agency for Development and Cooperation	WB	World Bank
SIG/ RFSF	Solomon Islands Government/ Rural Financial Services Fund	WHO	World Health Organization
SMF	Simple Macro Economic Frameworks	WIP	Women In Politics Centre
SNV	Netherlands Development Organization	ZKS	Zabarang Kalyan Samity