

برنامج الأمم المتحدة الإنمائي  
القطر: دولة الإمارات العربية المتحدة  
رقم وثيقة المشروع 00076541

عنوان المشروع:	تقرير التنمية الإنسانية الأول لإمارة أبوظبي
النتائج المتوقعة للبرنامج القطري:	تعزيز القدرة الوطنية على تحليل وتصميم ومراقبة مبادرات التنمية الإنسانية.
النتائج المتوقعة:	إعداد تقرير التنمية الإنسانية الأول لإمارة أبوظبي
الجهة المنفذة:	برنامج الأمم المتحدة الإنمائي
الجهات المشاركة في التنفيذ:	دائرة التنمية الاقتصادية في أبوظبي
<b>وصف مختصر</b>	
<p>يهدف هذا المشروع الى صياغة وإنتاج تقرير التنمية الإنسانية الأول لإمارة أبوظبي. وستناول التقرير قضايا التنمية الإنسانية من أجل توفير أفضل مستويات المعيشة، وبيئة تمكينية مواتية للناس لاتخاذ أفضل الخيارات، والاستفادة من قدراتهم الإنتاجية كاملة، وترتيب حياتهم لتكون منتجة وذات قيمة. وستتطلب هذه المهمة تحديد الأولويات الوطنية، وتحليل ظروف التنمية الحالية والانجازات في مجال التنمية الإنسانية، وتحديد التحديات الماثلة، والتنسيق بين جميع الهيئات الإنمائية ذات الصلة، ووضع استراتيجيات شاملة وتجسيد هذه الاستراتيجيات في أهداف وغايات يمكن تحقيقها. ويتلخص الغرض الرئيسي من هذا التقرير في تحديد السبل لترجمة النمو الاقتصادي في التنمية الإنسانية. علاوة على ذلك، سرف يمثل التقرير مرجعا رئيسيا لتقارير التنمية الإنسانية في المستقبل ليس فقط لإمارة أبوظبي ولكن أيضا للإمارات الأخرى في دولة الإمارات العربية المتحدة من خلال توفير فهم أفضل للسياق القطري وللاهتمامات الوطنية الرئيسية في مجال التنمية الإنسانية.</p>	

إجمالي الموارد المطلوبة	980,000 دولار أمريكي
إجمالي الموارد المخصصة:	_____
منتظمة:	_____X_____
أخرى:	_____
○ جهة مانحة:	_____X_____
○ جهة مانحة:	_____X_____
○ جهة مانحة:	_____X_____
○ حكومة:	997,500 دولار أمريكي
○ ميزانية غير ممولة:	_____X_____

مدة البرنامج الممتدة:	سنة واحدة (2010-2011)
جوانب النتائج الرئيسية (تقرير التنمية الإنسانية)	_____
رمز جائزة أطلس:	_____
تاريخ البدء:	_____
تاريخ الانتهاء:	_____
تاريخ اجتماع لجنة البرنامج:	كل 3 أشهر
ترتيبات الإدارة:	نموذج التنفيذ الوطني

تمت الموافقة من قبل: سعادة السيد محمد عمر عبدالله

التاريخ: 13 Dec 2010

وكيل دائرة التنمية الاقتصادية  
دائرة التنمية الاقتصادية في أبوظبي

التاريخ: 12 Dec 2010



تمت الموافقة من قبل: الدكتورة إيسار صرور  
الممثل المقيم  
برنامج الأمم المتحدة الإنمائي



**United Nations Development Programme**

**Country: United Arab Emirates**

**UNDP Project ID # 00076541**

**Project Title:** First Human Development Report (HDR) for Abu Dhabi Emirate

**Expected CP Outcome(s):** Enhanced national capacity to analyze, design and monitor human development initiatives

**Expected Output(s):** First Human Development Report Produced

**Executing Entity:** United Nations Development Programme (UNDP)

**Implementing Agencies:** Abu Dhabi Department of Economic Development (AD-DED)

**Brief Description**

The objective of this project is the formulation and production of the first Human Development Report for Abu Dhabi. The report will address human development issues to provide better standards of living, an enabling environment for people to make better choices, utilize their full capacities and lead productive valued lives. Such task will require identifying national priorities, mapping current development conditions and HDR achievements, identifying existing challenges, coordinating between all relevant development bodies, setting comprehensive strategies and materializing such strategies into attainable goals and targets. The main purpose of this report is to identify ways to translate economic growth into human development. Furthermore, the report will represent a key reference to future HDR reports not only for Abu Dhabi Emirate but also for other Emirates in the United Arab Emirates by providing a better understanding of country context and major national human development concerns.

Programme Period: one year (2010-2011)

Key Result Area (Human Development Report) \_\_\_\_\_

Atlas Award ID: \_\_\_\_\_

Start date: \_\_\_\_\_

End Date: \_\_\_\_\_

PAC Meeting Date: \_\_\_\_\_ per Quarter \_\_\_\_\_

Management Arrangements: \_\_\_\_\_ NIM \_\_\_\_\_

**Total resources required** US\$ 980,000

Total allocated resources: \_\_\_\_\_

- Regular \_\_\_\_\_ X \_\_\_\_\_
- Other:
  - Donor \_\_\_\_\_ X \_\_\_\_\_
  - Donor \_\_\_\_\_ X \_\_\_\_\_
  - Donor \_\_\_\_\_ X \_\_\_\_\_
  - **Government** US\$ 997,500
  - Unfunded budget: \_\_\_\_\_ X \_\_\_\_\_

Agreed by: H.E. Mohamed Omar Abdulla

Undersecretary of the Department of Economic Development  
Abu Dhabi Department of Economic Development (AD-DED)

Date:

Agreed by: Dr. Elissar Sarrouh

UNDP Resident Representative,  
United Nations Development Programme (UNDP)

Date:

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## ACRONYMS AND ABBREVIATIONS

AWP	Annual Work Plan
CCA	Common Country Assessment
CPAP	Country Programme Action Plan
DED	Department of Economic Development
GDP	Gross Domestic Product
GMS	General Management Support
HDI	Human Development Index
HDR	Human Development Report
HPI	Human Poverty Index
MDGs	Millennium Development Goals
NIM	National Implementation Modality
PM	Project Manager
PMU	Project Management Unit
SBAA	Standard Basic Assistance Agreement
ToR	Terms of Reference
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UAE	United Arab of Emirates
QPR	Quarterly Progress Reports
QWP	Quarterly Work Plans



## I-SITUATION ANALYSIS

Abu Dhabi is the capital of the United Arab Emirates (UAE), and is among the world's largest oil producers, and has attempted to diversify its economy in recent years through different investment profiles such as financial services and tourism. Abu Dhabi's \$140 billion USD economy, with the oil and gas sectors as the main generators of income, represents over 60% of the total Gross Domestic Product (GDP) of UAE and has the highest per capita income. UNDP along with Abu Dhabi authorities understand and support the importance of translating such income levels into decent standards of living among all levels of society, facilitating the accessibility of basic needs, enlarging people's choices, and building their capabilities. In other words, authorities are now concerned with identifying ways to ensure that this economic growth will trickle down and achieve human development.

Clearly, Abu Dhabi plays a critical role in UAE's growth and development accordingly the need to address human development issues arise and becomes a national priority. Such task targets all sectors of society through the mapping of the present socio-economic situation, identifying existing challenges, setting comprehensive strategies and coordinating between all existing active development agents, whether local, international or governmental.

On the other hand, citizens are becoming more and more concerned over their progress and the quality of life/well being associated with it. Quality of life should not be confused with the concept of standard of living, which is based primarily on income. Instead, standard indicators of the quality of life include not only wealth and employment, but also the built environment, physical and mental health, education, recreation and leisure time, human rights, and social belonging. While quality of life has long been an explicit or implicit policy goal, adequate definition and measurement have been elusive.

In today's global debate, consensus is growing around the need to develop a more comprehensive view of progress – one that takes into account social, environmental and economic concerns - rather than focusing mainly on economic indicators, which, while an important measure of economic activity, was not developed to be the sole measure of a nation's progress or citizen's overall well-being. There is also a broad recognition that the development of cross-cutting, high quality, shared, accessible information about how a society is doing is crucial to ensure that decision-making is simultaneously responsive and responsible at all levels (policy makers, businesses, citizens, etc.). Not to mention that progress also entails competition and sometimes competitiveness is at the expense sustainability i.e. resource depletion, high energy and water consumption, etc... Especially that we are today facing a looming environmental crisis associated with global warming. As such, market prices are distorted by the fact that there is no charge imposed on carbon emissions; and no account is made of the cost of these emissions in standard national income accounts.

It is worth mentioning that the Human Development Index (HDI) launched by the United Nations Development Programme (UNDP) back in 1990 was created with the aim of putting people back at the centre of the development process, emphasizing human well-being as the purpose of development. Positing that people are the real wealth of nations, the global HDRs have argued that development is about expanding the choices people have to lead lives that they value and, in turn, building human capabilities – the range of things that people can do or be in life, including leading long and healthy lives, being knowledgeable, having access to the resources needed for a decent standard of living, and, just as importantly, participating in a meaningful way in the life of their communities. The HDRs has since shifted the global development discourse from a near-exclusive focus on economic growth to a more balanced assessment of living standards based on health and education and human freedom as well as income. The HDRs have provided innovative analysis on subjects ranging from gender, culture and the MDGs to clean water access and immigration. The year 2010 is milestone year for the HDR marking its 20th anniversary. This will be an opportunity to both reaffirm and strengthen the original Human development vision and methodology, and to provide new diagnostic tools to meet the challenges of the twenty-first century.

In addition , this report will take into account and contribute to the international set of standards, the Millenium Development Goals (MDGS), agreed upon by developed and developing nations. Due to the nature of the report

and the broad spectrum of issues that will be addressed to target Human Development, it will be in line with the 8 goals defined by the United Nations, mainly poverty eradication, better education, health improvement, gender equity,

Accordingly, Abu Dhabi will initiate the drafting and launching of its first Human Development Report to shed light on issues that hinder progress and formulate strategies that would upgrade people's standards of living and provide them with better life opportunities in line with the Emirate growing economy

This report is an independent document that will demonstrate development facts and trends with national ownership. Therefore, the report will ensure that Abu Dhabi Government priorities highlighted in its plan 2030, are tackled in ways that would achieve human development.

## **II- STRATEGY**

The importance of the preparation of the first Human Development Report for Abu Dhabi Emirate lies in its contribution to placing human development at the forefront of the country's national and sub-national political agendas. Also, this HDR's importance is in the fact that its outcomes and findings will be later on used to produce other HDRs and to tackle major life issues of Abu Dhabi Emirate and citizens.

Accordingly, the strategy for formulating a comprehensive report that translates a national plan into human development issues would be based on defining the public's priorities, strengthening national capacities, engaging national partners, coordinating with international networks and development agencies, identifying gaps, monitoring and evaluating development progress, and defining ways to contribute to the MDGs. In order to ensure that such tasks are actually incorporated within the report, UNDP's corporate policy defined 6 basic principles: 1) national ownership; 2) independence of analysis; 3) participatory and inclusive preparation; 4) quality of analysis; 5) flexibility and creativity in presentation; 6) sustained follow-up.

To achieve the above, UNDP and AD-DED will be making sure to engage different stakeholders throughout the project such as; relevant institutions, service providers and influential actors active in the social sector, government entities, civil society organizations, and private sector actors. Engaging these organizations will ensure that the social context mapping and subsequent stages of the project will include the latest analysis and data on social, economic, and political trends and risks.

### **Overall Objective**

Abu Dhabi's first Human Development Report will be formulated with the main purpose of serving as an important platform for discussing critical human development issues at the sub-national level and an important analytical tool that will enrich the development dialogue in the Emirate of Abu Dhabi with the hope of contribution to:

- Adoption of new policies at improving well-being and social progress - policy-makers will be reminded both of the richness and of the shortcomings of existing data
- Compilation, tracking and dissemination of pilot, innovative well-being indices for Abu Dhabi
- National investments to address key aspects of Abu Dhabi's human development agenda.
- Encourage community in Abu Dhabi to consider for themselves what "progress" means in the 21st century;
- Capacity building and significant investments to develop statistics and indicators



## **Project Outputs:**

### **Output 1: HDR Theme Selected and Methodology of data collection agreed on.**

This will be the preparatory stage for the report production with the purpose of the theme presentation. A workshop will be organized for local stakeholders and academia members for orientation, brainstorming, discussion, and consultation purposes. List of invitees must be comprehensive and inclusive of different representatives of the community; therefore, attendees should include civil society, academia, government, and international organizations among other relevant parties to ensure that the workshops are conducted in a transparent and participatory manner. The main aim of the workshops will be reviewing relevant Emirate reports and plans, brainstorming with policymakers and key stakeholders and national and international consultants, and reviewing national plans and policies affecting Abu Dhabi Emirate. This preparatory stage will also include extensive in-house UNDP and wider UN discussions. By the end of this preparatory stage, the HDR team should be selected and should include the Lead Author, the Technical Team, the Policy Steering Committee, the Content Advisory Group Committee, the Readers' Group, and the focal point for advocacy and communication. After announcing the theme, a competition for university students will be announced for the HDR cover page picture, which will be later integrated with the design, once the winning drawing is announced.

### **Output 2: Research, data collection and analysis conducted**

Upon the recruitment of HDR Team, the research and writing stage will begin. Data mapping will take place in addition to extensive research. A brainstorming meeting will be organized to formulate the chapter outlines. This stage will involve literature reviews, background research and the identification of required data from quantitative and qualitative sources. The project will commission background papers written by the Technical Team and the Lead Author targeting the different themes and sectors proposed in the workshops and outlined in the concept note. Issues raised in the background papers must be supported by reliable statistics and trends. The first draft of the background papers will be shared with advisors and experts for feedback. Once feedback has been incorporated in the papers, a second draft will be shared again for more feedback. Upon review and approval of papers by the readers, the Content Advisory Committee and the Lead Author, the papers will be combined by the Lead Author into substantive chapters for the finalization of the report. In this activity the constructive feedback of the reviewing committees is an essential process for the completion of the report.

### **Output 3: First Abu Dhabi HDR report compiled and produced**

This output will follow after the finalization of the report content. It will require designing the report's layout, cover, and colors of the completed chapters after final approval. The actual production of the report is important with regards to the number and quality of printed reports. Since this will be the first HDR for Abu Dhabi, the project must ensure that the numbers are sufficient for the launching event and the dissemination to all relevant parties to ensure an effective impact on development practitioners and policy makers. Report translation will be conducted at this stage, if necessary.

### **Output 4: Abu Dhabi HDR and GHDR Launched**

This output will include a media and communication component. Press material with key messages, data and statistics will be developed, such as press kits, CDs, and videos. Roundtable discussions with the media will also be organized. Another component of this activity will be the launch and outreach of the report. The dissemination of the report must be carefully planned to ensure a positive impact of its content on the targeted audience. Such plan will include a launch event, press coverage, availing the report on the UNDP Intranet and website for the public. Attendees for the launch event must include a wide range of development practitioners and policy makers from civil society, government and international organizations.

### III-Results and Resources Framework

#### Intended Outcome as stated in the Results and Resource Framework:

Enhanced national capacity to analyze, design and monitor human development policies in areas of national priorities.

#### Outcome indicators, including baseline and targets:

Indicator: Non-Existent

Baseline: Weak collection of vital socio-economic data for decision making

Target: Improved national data collection and reporting

#### Applicable Key Result Area (2008-11 Strategic Plan):

Strengthening accountable and responsive governing institutions

**Partnership Strategy:** A partnership formed between UNDP and DED-Abu Dhabi, involving other International Organizations. Through Advocacy and stakeholders' engagement, such as different Governmental Institutions, civil society organizations, etc. this project will aim to enhance and support local policies and serve as a model to be replicated elsewhere.

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES (Check Annex I for detailed activities)	RESPONSIBLE PARTIES	INPUTS
<p><b>Output 1: HDR Theme Selected and Methodology of data collection agreed on.</b></p> <p><b>Baseline:</b> No existent HDR theme</p> <p><b>Indicators:</b> A theme selected</p>	<p>Targets (by Second Quarter)</p> <p>A concept note with the HDR's selected theme and outline should be delivered.</p>	<p><b>Activity(1):</b> Recruitment of project team and CTA</p> <p><b>Activity(2):</b> Establish a Project Management Unit/HDR Unit within DED to coordinate technical assistance</p> <p><b>Activity(3):</b> Presentation of HDR</p>	<p>UNDP DED</p>	<p>- Contracts of project staff</p> <p>- Travel</p> <p>- Supplies</p> <p>- Misc.</p> <p><b>Total= 850,500\$</b></p>



<p>and methodology of data collection agreed on</p>		<p>theme to relevant stakeholders.</p> <p><b>Activity(4):</b> HDI Modeling</p> <p><b>Activity(5):</b> Conduct initial assessment and data collection</p> <p><b>Activity(6):</b> Launching the HDR cover page design competition</p>		
<p><b>Output 2: Research, data collection and analysis conducted</b></p> <p><b>Baseline:</b> Insufficient data available</p> <p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>- Draft Committee recruited</li> <li>- Data analyzed and reported</li> </ul>	<p><u>Targets</u> (by <u>Third Quarter</u>)</p> <p>Data analyzed and reported</p>	<p><b>Activity(1):</b> Assigning focal points in different government institutions and start data collection.</p> <p><b>Activity(2):</b> Identification and recruitment of Drafting Committee</p> <p><b>Activity(3):</b> Analyze data and conduct dialogue and meetings to discuss progress with stakeholders.</p>	<p>UNDP DED</p>	<p><b>Total: 5,250\$</b></p>
<p><b>Output 3: First Abu Dhabi HDR report compiled and produced</b></p> <p><b>Baseline:</b> No HDR report for Abu Dhabi exists</p> <p><b>Indicator:</b> Production of Abu Dhabi first HDR</p>	<p><u>Targets</u> (by <u>Fourth Quarter</u>)</p> <p>Abu Dhabi's Human Development report compiled, printed and translated.</p>	<p><b>Activity(1):</b> Compiling all completed work and chapters and producing the report</p> <p><b>Activity(2):</b> Translating the report</p> <p><b>Activity(3):</b> Printing the report</p> <p><b>Activity(4):</b> Producing Launch materials in press kits in both</p>	<p>UNDP DED</p>	<p><b>Total: 28,350 \$</b></p>



<p><b>Output 4: Abu Dhabi HDR and GHDR Launched</b></p> <p><b>Baseline:</b> HDR and GHDR not launched</p> <p><b>Indicator:</b> HDR and GHDR launched</p>	<p><u>Targets (Fourth Quarter)</u></p> <p>Launching the First Human Development Report for the Emirate of Abu Dhabi</p>	<p>English and Arabic languages</p> <p><b>Activity(1):</b> GHDR Launch</p> <p><b>Activity(2):</b> Holding pre-Launch briefings for the press</p> <p><b>Activity(3):</b> Organizing the Launching event</p> <p><b>Activity(4):</b> Monitoring public debate and media coverage after launch.</p>	<p>UNDP GSEC</p>	<p><b>Total: 113,400\$</b></p>
				<p><b>Total: 997,500 \$</b></p>



### **PART III: MANAGEMENT ARRANGEMENTS**

The project will be implemented under the NIM/NEX modality, whereas UNDP will be the Executing Entity of this project and Abu Dhabi Department of Economic Development will be the Implementing Agency.

AD-DED will be accountable for the implementation of all project activities and coordination among different stakeholders to ensure adherence to and application of acceptable financial management systems, monitoring and evaluation. For this purpose, AD-DED shall appoint a National Director for the project who will work with UNDP to coordinate activities related to the project and ensure integration of project activities into relevant planning and budgeting processes at appropriate administrative levels.

A Project Board (PB) will be established to monitor the project's progress towards results. The PB will consist of senior representatives of UNDP and AD-DED and will function as an oversight body to ensure that activities are on track and results are achieved in accordance with the project work plan. The PB must: i) approve annual work plans and quarterly plans and any variations that alter the project outputs or overall budget figure including approval of resources (financial and human) needed for quarter periods; ii) facilitate the work of the Project Management Unit; iii) agree on any necessary steps needed for better project implementation; iv) review financial audit reports; v) review quarterly progress reports; vi) ensure that there is a clear and unambiguous decision-making process with the relevant bodies for project implementation so that project activities are implemented well; viii) review APR reports; ix) attend Annual Review meetings; and x) make policy recommendations to improve project implementation and provide advice to project staff.

Under the guidance of the Project Board, UNDP will be accountable for the selection, recruitment and supervision of the CTA and other experts and consultants throughout the project under its rules and regulations and in coordination with AD-DED, which has the final approval of any selected project staff and consultants.

The Executive Role on the Project Board will be assumed by the UNDP Country Office to ensure country ownership. As the principal beneficiaries of the project, AD-DED will serve as senior beneficiary and senior supplier on the PB.

Both parties, AD-DED and UNDP, have specific roles in the successful implementation of the project. The AD-DED will be responsible for the provision of financial support and the overall implementation, supervision and management of project activities and staff. UNDP will coordinate and ensure the implementation of the project, provide technical support and coordinate with other UN agencies for advocacy and technical assistance..

*Project Management Unit/ HDR Team Unit:*

A nominated project management team, under the guidance of the Advisory Board, will be responsible for formulating detailed annual work plans, procurement plans and a communication and monitoring plan. The PMU will be established within the AD-DED to oversee the day-to-day implementation of project activities and submit quarterly financial and progress reports, in addition to a final project report and lessons learned to UNDP and AD-DED.

Local and international consultants will be recruited at different stages throughout the lifetime of the project and will present their work, when needed, to the Advisory Board and will be under the Human Development Report Unit, such as:

1. Lead Author:

The main role of the Lead Author is to contribute to the overall development of the Abu Dhabi's Human Development Report, particularly in taking the lead in drafting, finalizing, and constructing chapters, topics and issues to be covered as well as finalizing the report in both English and Arabic (Annex 3). The lead author will meet regularly with technical team members and advisory team, if needed, to follow-up on progress and synchronize between efforts made and research written.

2. Technical Team:

The technical team will be comprised of experts on the different identified sectors to be discussed within the project. The Lead Author will draft their detailed terms of reference. Generally, they are responsible for research and drafting background papers and translating them into chapters. Each expert will be assigned a topic within the theme decided upon in the workshops.

3. Policy Steering Committee

While the day-to-day operations of the project will remain the responsibility of the Project Manager along with the output coordinators, a Project Board, composed of Senior Representatives from UNDP and DED will be formed to ensure proper implementation for the project and assume responsibility for overall supervision. The Steering Committee will meet on quarterly basis to monitor the progress of project activities.

4. Content Advisory Group

This group will resume a supervisory and advisory role with regards to content and ensuring that technical team members are in line with the theme and sectors identified. They will guide the technical team throughout the research and writing process and will review all drafted chapters.

5. Readers Group

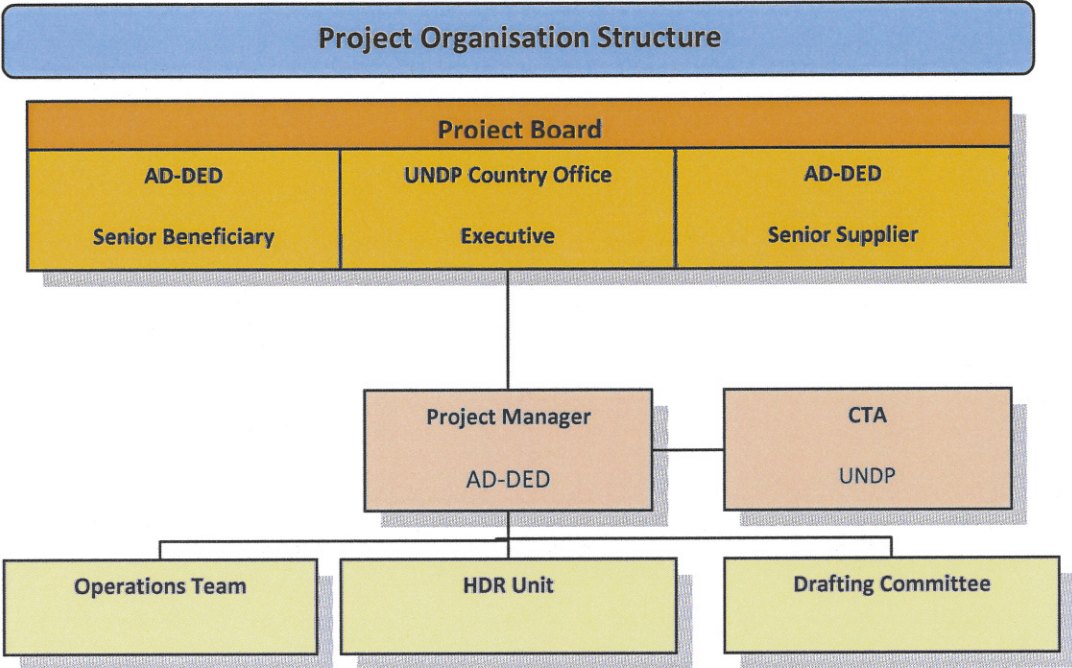
A selection of development practitioners and experts will be responsible for reading completed research work and providing constructive feedback. UNDP will be one of the designated readers due to the independent nature of the report.



Specific details relating to the financial arrangements, payments to international consultants, travel arrangements, and logistics will be fully covered by the project.

Audit:

The project shall be subject to audit in accordance with UNDP procedures, rules and regulations.





#### **IV: MONITORING FRAMEWORK AND EVALUATION**

In accordance with the programming policies and procedures outlined in the UNDP User Guide, the project will be monitored through the following:

- On a quarterly basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management table below.
- An Issue Log shall be activated in Atlas and updated by the Programme Officer to facilitate tracking and resolution of potential problems or requests for change.
- Based on the initial risk analysis submitted (see annex 1), a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.
- Based on the above information recorded in Atlas, a Project Progress Reports (PPR) shall be submitted by the Project Director to the Project Board through Project Assurance, using the standard report format available in the Executive Snapshot.
- a project Lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project
- a Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events
- Final Assessment at the end of the project will be driven by the Project Board and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.
- The project will be subject to auditing at least once in its lifetime, in accordance with National Implementation Modality (NIM) regulations.

#### **PART V. LEGAL CONTEXT**

This project document shall be the instrument referred to as such in Article I of the Standard Basic Assistance Agreement between the Government of the United Arab Emirates and the United Nations Development Programme (UNDP), signed by parties on January 19, 1977. The host country implementing agent shall, for the purpose of the Standard Basic Agreement, refer to the Government Cooperating Agent described in the Agreement.

#### **ANNEXE I: RISK LOG**

Risks are dynamic in their nature. Risks might exist prior to initiation phase of the project, existing risks may subside during the implementation phase or new risks may emerge during the implementation phase. Therefore, strategies will be formulated to address those risks as they appear. Some risks that are anticipated at the project initiation phase are as following:

#	Description	Date Identified	Type	Impact (I) & Probability (P)	Counter measures / Management response	Owner	Submitted, updated by	Last Update	Status
1	Due to the fact that it will be the first HDR, its impact can be underestimated	October 2010	Programmatic		Strong & effective dissemination plan will be implemented and the project will follow a transparent and participatory approach with the media to ensure positive coverage.	DED UNDP	DED	October 2010	
2	Project might face difficulty in finding a wide range of consultants with different backgrounds and high qualifications	October 2010	Operational		UNDP and DED will work on hiring international as well as national consultants to ensure the existence of high qualification and diversity.			October 2010	

3	Inadequate access/ or lack of reliable information, data and statistics	October 2010	Operational	Probability = 3 Impact = 4	Further Dialogue with decision makers to share data and rely on foreign data in cases where it does not exist locally and rely on experts hired on the project to do studies locally, also contract local universities to conduct emergency field study for data.	GSEC	October 2010	
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