PROJECT DOCUMENT

United Nations Development Programme
United Arab Emirates

Project Title:	**Producing the Human Development Report in the United Arab Emirates**

Expected Outcome:	Enabled environment for inclusive and equitable growth
Expected Outputs:	Second Human Development Report Produced

Executing Entity:	United Nations Development Programme (UNDP)
Implementing Agency:	UAE University

Brief Description

The overall purpose of this project is the formulation and production of the autonomous National Human Development Report 2017. The report is set to become a key advocacy tool for UAE University and UNDP, enabling the government to form more effective policy in the country and addressing its most critical development challenges. The report will set out key recommendations for UAE and shall identify challenges and outline several proposals for closing gaps in economic, social, political and cultural inequalities. In this regard, UNDP UAE will be working closely with UAEU project team and advisory committee to assure the quality of research, analysis and methodology used.

Programme Period:	12 months	Total resources required	**USD 33,600**
Key Result Area (Strategic Plan)		Total allocated resources:	_____
Atlas Award ID:		• Regular	____X____
		• Other:	
Start date:	01 Sep, 2016	○ Donor	**USD 33,600**
End Date	01 Sep, 2017	○ Government	____X____
Management Arrangements	NIM	Unfunded budget:	____X____
		In-kind Contributions	_____

Agreed by: Prof. Mohamed Abdulla Albaili
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Vice Chancellor of the United Arab Emirates University
UAE University

Date: 01, 09, 16

Agreed by: Frode Mauring
_____
UNDP Resident Representative a.i.
United Nations Development Programme (UNDP)

Date: 7/9/16

SITUATION ANALYSIS

National Human Development Reports have been used throughout the world to promote the concept of human development with the aim of stimulating dialogue on principal development issues and to monitor the status of human development by providing facts and figures, which measure progress and pinpoint areas that require improvement.

National Human Development Reports represent a locally led movement for change. In the preparation and a follow-up process, they focus on national policy formulation and consensus building among national stakeholder. By contributing to the debate on alternative approaches and helping to develop shared, the reports identify new vision and prospects for national human development.

Through excellence in research - in an atmosphere of editorial independence - Human Development reporting transforms goals for sustainable development and human wellbeing into benchmarks, plans and approaches for national and local action. The reports make recommendations for change that generate attention and debate among all stakeholders, decision and policy makers, and raise public awareness of ideas about human development. It is to mention that they also promote resource mobilization in key areas of development and trigger responses to the needs of the most vulnerable in society.

The UAE has gone through significant improvements putting it among the category of countries with very high human development. Consequently, the latest HDR ranked the UAE as one of the most developed countries in the world, with happy and contented citizens and resident expatriates, as well as sustainable growth in many other fields, including economy, trade, investment, information, technology, green economy, tourism, infrastructure and human development and social inclusion. It has also shown impressive growth in youth empowerment, gender equality and in the political and economic empowerment of women. These successes are due to the vision, wise policies and crucial foundations put in place by the country's prudent leadership.

Understanding the specific development challenges on a National level is essential in order to be able to meet them. UNDP believes this can only happen through independent research and rigorous academic investigation. For the second time, with the support of UNDP, UAE University aims at producing the autonomous National Human Development Report 2017. This report is set to become a key advocacy tool for UAE University and UNDP, enabling the government to form more effective policy in the country and addressing its most critical development challenges.

The report will set out key recommendations for UAE and shall identify challenges and outline several proposals for closing gaps in economic, social, political and cultural inequalities. In addition, this joint cooperation will result in co-organizing an international forum to launch the report and provide a platform for dialogue to the relevant stakeholders across the countries to offer both a means of gathering intelligence on a nation's development priorities as well a means of developing innovative, and locally-owned, ways to address these priorities.

I.   STRATEGY

The importance of the preparation of the second Human Development Report in the UAE lies in its contribution to place human development and people-centred policies at the forefront of the country's policy agendas. Considering that since 1999, no HDR has been published at UAE level, this report will be used to lay the ground and provide a strong analytical basis on different components comprising and contributing to human development. In this respect, 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 the UAE citizens.

Nonetheless, despite its strong analytical value the NHDR will be forward looking document in presenting the key policy options and activities to achieve further advancement of the development agenda. All policy options and recommendations presented in the NHDR will be

based on evidence and on sound analysis of the best available data and information gathered throughout the production process.

Accordingly, the strategy for formulating a comprehensive report that translates human development issues into a national plan would be based on defining the public's priorities, strengthening national capacities, engaging different partners, coordinating with international networks and development agencies, identifying gaps, monitoring and evaluating development progress, and defining ways to contribute to the SDGs.

The Corporate Policy on development of NHDRs points out that the process is equally important as the product. Hence, the HDR will be developed in a participative process involving key stakeholders and experts with relevant expertise in the area. To achieve the above, UNDP and UAE University will be assuring the engagement of 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.

Preparation of the National HDR 2017 will be based on the following analytical blocks:

- Distribution of the population: 1) Nationals; 2) Expatriates; 3) Total population. Studying the three categories is essential to be able to analyse Human Development status in the UAE today. In addition, the report will offer gender disaggregated analysis, including Gender-related Development Index (GDI) and Gender Empowerment Measures (GEM). The analysis will also pay a special focus on youth.

- Study of the different and common characteristics of the seven Emirates to be able to comprehend Human Development across the UAE.

- Pay special attention to key areas with high impact on the level of human development including: population, economic, educational, health, and marital status, as well as work.

Successful implementation of this project requires appointment of a highly efficient project team with work experience relevant to the areas and selected theme. It also needs formation of an advisory committee to facilitate and assure the quality of research, analysis and methodology used.

In this regard, UNDP UAE will be working closely with the project team and advisory committee to provide the technical assistance needed to carry out the researches, producing and launching the report.

Output 1: NHDR 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 relevant stakeholders and academia members for orientation, brainstorming, discussion, and consultation purposes. This preparatory stage will also include extensive in-house UNDP and wider UN discussions. By the end of this 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.

Output 2: Research, data collection and analysis conducted

Upon appointment of HDR Team, the research and writing stage will begin. Data mapping and data gathering 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. A first draft will be produced and shared with advisors and experts for feedback. A

consultation with UNDP and its in-house experts will take place to review and provide constructive feedback on the draft report. Based on the comments resulting from the consultative process, second draft will be prepared and any data or analytical gaps identified in the process will be closed.

Output 3: NHDR 2017 compiled and produced

This output will follow after the finalization of the report content. It will require designing the report's layout, cover, and colours of the completed chapters after final approval by designated advisors including UNDP experts. Report translation will be conducted at this stage, if necessary. In this phase of the process, a communication strategy will be developed, outlining the communication channels and the key messages of the Report.

Output 4: NHDR 2017 Launched

This output will include co-organizing an international forum to launch the report and provide a platform for dialogue to the relevant stakeholders. In coordination with UAE University, UNDP UAE will bring together a number of experts gathering intelligence on a nation's development priorities as well a means of developing innovative, and locally-owned, ways to address these priorities. 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. 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.

II. RESULTS AND RESOURCES FRAMEWORK

Intended Outcome as stated in the Country Programme Results and Resource Framework:
Enabled environment for inclusive and equitable growth

Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:
Portion of population getting social assistance.
Baseline: Strong support for social security in the country, but some gaps and uneven application across emirates. High levels of social assistance in Northern Emirates.
Targets: Updated national strategy on social security, including empowerment programmes, and reduced reliance on social assistance.

Applicable Key Result Area (from 2014-2017 Strategic Plan):

Partnership Strategy: A partnership formed between UNDP and UAE University, engaging local stakeholders and different Governmental Institutions, civil society organizations, etc through advocacy, consultations and technical support.

Project title and ID (ATLAS Award ID): Producing the Human Development Report in the United Arab Emirates
Award ID: / Project ID:

OUTPUTS	OUTPUT INDICATORS[1]	DATA SOURCE	BASELINE	TARGETS (by frequency of data collection)	DATA COLLECTION METHODS & RISKS
Output 1: HDR Theme Selected and Methodology of data collection agreed on.	Indicators 1.1: Recruitment of project team	UAEU	No dedicated project team on board	- Selection of a Project/ research team with relevant experience in producing knowledge products and research expertise - Assigning of a UNDP focal point	**Collection method:** Review **Frequency:** quarterly **Responsibility:** UAEU

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[1] It is recommended that projects use output indicators from the Strategic Plan IRRF, as relevant, in addition to project-specific results indicators. Indicators should be disaggregated by sex or for other targeted groups where relevant.

Output / Indicator	Responsibility	Risks / Assumptions	Activities	Collection method
Indicator 1.2 Selection of HDR theme is inclusive	UAEU + UNDP	No theme has been selected	- Advisory services by UNDP to the Project Manager on overall project process and selected theme	**Collection method:** Review/analysis of stakeholders engaged in the HDR theme (Consultations....) **Frequency:** quarterly **Responsibility:** UAEU+UNDP
Indicator 1.3 Methodology agreed upon compliant with UNDP's HDR	UAEU+ UNDP	No methodology has been agreed on	Guidance provided to Project team on UNDP's HDR methodology	**Collection method:** Review **Frequency:** quarterly **Responsibility:** UAEU
Output 2: Research, data collection and analysis conducted Indicator 2.1. Initial assessment and availability of data collection	UAEU	Insufficient data to analyse	Data collection and Integrated rapid assessment through dialogue and meetings with relevant stakeholders	**Collection method:** Review **Frequency:** quarterly **Responsibility:** UAEU
Output 3: NHDR compiled and produced Indicator 3.1: All completed work and chapters compiled and reviewed	UAEU	Insufficient data	-Recruitment of international experts to review HDR's chapters -Final review of the report's chapters by UNDP	**Collection method:** Review **Frequency:** quarterly **Responsibility:** UAEU
Output 4: NHDR launched Indicator 4.1: Launch materials produced	UAEU	Insufficient data	Organizing the Launching event	**Collection method:** Review **Frequency:** quarterly **Responsibility:** UAEU
Indicator 4.2: Experts nominated to participate in the event	UAEU+ UNDP	Insufficient data	Advisory services by UNDP to the Project team on participants and international experts and speakers	**Collection method:** Review **Frequency:** quarterly **Responsibility:** UNDP + UAEU
Indicator 4.3: Public debate monitored and media coverage after launch.	UAEU	Insufficient data	Follow-up and media coverage after launch by UAEU	**Collection method:** Review **Frequency:** quarterly **Responsibility:** UAEU

III. WORK PLAN 2016-2017

EXPECTED OUTPUTS And indicators, including baseline, annual targets	PLANNED ACTIVITIES List activity results and associated actions	TIMEFRAME YEAR 1					IMPLEMENTING ENTITY	PLANNED BUDGET		Amount sought to cover UNDP expenses (USD)
		Q1	Q 2	Q3	Q4	Q5		Funding Source	Budget Description	
Output 1: HDR Theme Selected and Methodology of data collection agreed on.	1.1 Recruitment of project team	x					UAEU	UAEU	- Recruitment of project team *(UAEU)* - Advisory services by UNDP to the Project Manager on overall project process and selected theme	0 0
	1.2 Selection of HDR theme	x					UAEU + UNDP	UAEU		10,000
TOTAL OUTPUT 1										**10,000**
Output 2: Research, data collection and analysis conducted	2.1 Conduct initial assessment and data collection		x				UAEU	UAEU	- Quality Assurance on research, analysis and methodology used	
	2.2 Analyse data and conduct dialogue and meetings to discuss progress		x				UAEU+ UNDP	UAEU		10,000
TOTAL OUTPUT 2										**10,000**
Output 3: NHDR compiled and produced	3.1 Compile all completed work and chapters and produce the report			x	x		UAEU	UAEU	-Recruitment of international experts to review HDR's chapters -Final review of the report's chapters by UNDP	10,000
	3.2 Review report's chapters				x		UNDP	UAEU		
TOTAL OUTPUT 3										**10,000**
Output 4: NHDR Launched	4.1 Producing Launch materials in press kits in both English and Arabic languages					x	UAEU	UAEU	- Nominations and coordination of speakers by UNDP	2,000
	4.2 Nominate Experts to the event						UNDP			
	4.3 Monitoring public debate and media coverage after launch.						UAEU			
TOTAL OUTPUT 4										**2,000**
GMS (5%)										**1,600**
GRAND TOTAL										**33,600**

IV.   MANAGEMENT ARRANGEMENTS

This project will be implemented under National Implementation (NIM) with UNDP providing direct support in terms of provision of agreed services. UAE University will be the Implementing Entity of this project and UNDP will be the executing agency.

Quality Assurance

The project will be managed by the team of experts from UAE University under coordination of the NHDR Coordinator and the responsible Programme Associate.
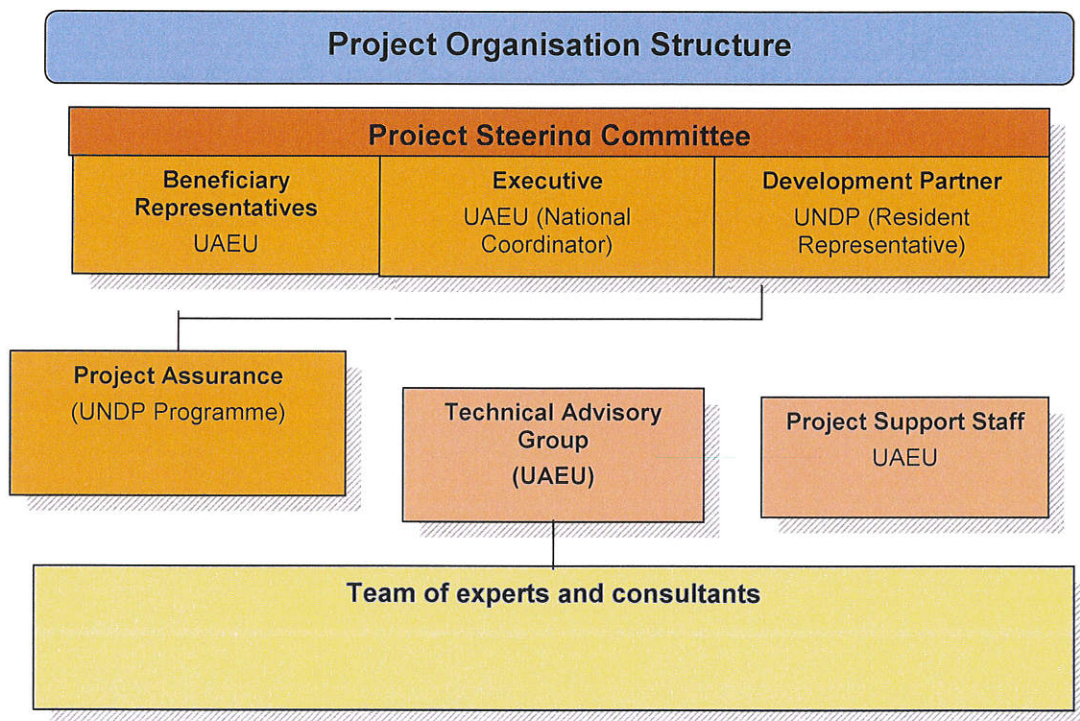
The UAEU team will be responsible to:

•   ensure that the Experts Team offers the best expertise in the relevant fields before making any contractual arrangements;

•   convene regular meetings with UNDP NHDR Coordinator and Programme Associate assigned by to oversee the implementation of the project, to discuss progress and assess quality;

•   ensure quality of all research instruments and indicators necessary for the analysis which will be developed by the team members with close cooperation and supervision of the UNDP CO team and UNDP;

•   finalize the report once all inputs from experts have been received ensuring complementariness among the different chapters of the report.

In order to ensure quality of the entire process and involvement of relevant stakeholders, under supervision of the UNDP CO, the following groups will be established with specific roles and levels of interaction throughout the process:

•   **Policy Steering Committee** – will involve representatives of UAEU, representatives of public/privet sectors (names will be provided once approved) and UNDP representatives. The role of this group will be: to ensure strategic advice and final approval of the priority sectors or services that will be subject of the research; to discuss interim and final drafts of the Report; and to review progress and have a general oversight over the process. The group will meet at the end of each quarter to review progress and discuss relevant issues.

•   **Content Advisory Group Committee** – it will comprise representatives of UAEU and representatives of public/privet sector (names will be provided once approved). The role of this group will be to discuss on an expert level and offer advice on specific sections or the whole draft Report in terms of consistency of the analysis with the existing policies and the organizational set ups, as well as advice and comments on the recommended policy options, the cross-cutting issues and other issues of relevance to ensure comprehensive and consistent approach. They will be involved in the consultative process throughout the development of the NHDR.

•   **Readers Group** - will include international and national experts in the relevant fields of analysis. The role of the Advisory Board will be to provide expert advice and conceptual guidance on the substance and the methodology and to review parts or the whole draft Report in terms of consistency of the analysis, arguments and recommended policies presented, the cross-cutting issues, and other issues of relevance thus ensuring independence of analysis and high professional standards. They will be involved in the consultative process throughout the development of the NHDR.

The Project Board key roles will be as follows:

- Provide overall leadership, guidance and direction in successful delivery of outputs and their contribution to outcomes under the programme;

- Meet on a quarterly basis (either in person or virtually) to review the progress achieved,

- Be responsible for making strategic decisions by consensus, including the approval of substantive project changes (i.e. changes in the project document);

- Approve the work plans, reviews, and other reports as needed;

- Address any relevant project issues as raised by the Project manager including management risks and authorise any deviation from agreed work plans,

Project Organisation Structure

Project Steering Committee

Beneficiary Representatives UAEU	Executive UAEU (National Coordinator)	Development Partner UNDP (Resident Representative)

Project Assurance (UNDP Programme)

Technical Advisory Group (UAEU)

Project Support Staff UAEU

Team of experts and consultants

Executive role will be performed by the UAEU National Coordinator, who shall have a decisive power if the opinions of development partners and beneficiary representatives do not reach compromise.

Development Partners role is to provide overall guidance regarding the technical feasibility of the project. This role will be held by a designated representative of UNDP.

Beneficiary role will be performed by representatives of specific departments in UAEU, typically at the head of department level, with the purpose of ensuring the realization of project benefits from the perspective of project beneficiaries.

In addition two other instances will be important for the smooth implementation of the project:

Project Assurance - with the objective of carrying out objective and independent project oversight and monitoring functions. During the project implementation, this role will ensure that the appropriate milestones are met and completed. This role will be held by designated UNDP programme staff member.

Project Support will be provided by UAEU operations team in terms of administration of contracts, payments and other management support

V.   MONITORING AND EVALUATION FRAMEWORK

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

Within the annual cycle, the following will be carried out:

- Based on the initial risk analysis submitted, a risk log shall be activated and regularly updated by reviewing the external environment that may affect the project implementation. Changes to project intervention logic will be subject to approval by the Project Board.

- A project lessons-learned log shall be activated from the project inception phase 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/event. The project's monitoring plan shall be updated at regular intervals.

- Periodic monitoring through site visits shall be conducted based according to the schedule set out in the project's annual work plan to assess the first hand project progress. Upon request, members of the Project Board may also join these field visits.

- The established project monitoring framework will be updated and progress recorded towards the completion of key results, based on the project management module.

Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Responsible Party	Cost (if any)
Track results progress	The project will be monitored by assessing progress against the qualitative and quantitative indicators outlined in the Project Results and Resources Framework. The indicators will be further refined during the inception phase of the project.	Quarterly	Slower than expected progress will be addressed by project management.	UAEU + UNDP	
Monitor and Manage Risk	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log.	Quarterly	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.	UAEU + UNDP	
Learn	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	Annually	Relevant lessons are captured by the project team and used to inform management decisions.	UAEU + UNDP	
Project Report	A progress report will be presented to the Project Board and key stakeholders, consisting of narrative and financial progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk long with mitigation measures, and any evaluation or review reports prepared over the period. The report shall be consolidated by the Project Coordinator and upon verification of the UNDP quality assurance focal point, shall be submitted to the Project Board for reviewing the progress.	Quarterly and at the end of the project (final report)	A Quarterly Review Report shall be prepared by the Project Coordinator and shared with the Project Board. The quarterly review will create a basis for refinement of the approaches and activities envisaged for the next phase of project implementation.	UAEU + UNDP	
Project Review (Project Board)	The Project Board will hold project reviews on a quarterly basis to assess the project's performance and progress in implementing	Quarterly and at the end of the project (final	Any quality concerns or slower than expected progress should be discussed by the project	UAEU + UNDP	

	report)	board and management actions agreed to address the issues identified.
Annual work plan and appraise the Work Plan for the following period. The Project Board shall hold an end-of project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.		

VI. LEGAL CONTEXT

This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement (SBAA) between the Government of the United Arab Emirates and UNDP, signed on 19 January 1977.

Consistent with the Article III of the, the responsibility for the safety and security of the executing agency and its personnel and property, and of UNDP's property in the executing agency's custody, rests with the executing agency. The executing agency shall:

a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;

b) Assume all risks and liabilities related to the implementation agency's security, and the full implementation of the security plan.

UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement.

The Implementing Entity agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

VII. ANNEXES

ANNEX 1: LETTER OF AGREEMENT FOR PROVISION OF SUPPORT SERVICES

ANNEX 2: RISK LOG (DRAFT INSERTED)

between UNDP and UAE University

~~for the Provision of Support Services for~~
the Project:

"Producing the Human Development Report in the United Arab Emirates"

Your Excellency,

1.   Reference is made to consultations between officials of the **UAE University** (hereinafter referred to as "the UAEU") and officials of UNDP with respect to the provision of support services by the UNDP Country Office for nationally executed programmes or projects. UNDP and the UAEU hereby agree that the UNDP Country Office may provide such limited support services at the request of the UAEU designated in the relevant project document.

In providing such services, the UNDP Country Office shall provide advisory support to the UAEU on producing the second National Human Development Report.

2.   In addition, UAEU and UNDP Country Office agreed that on a request of UAEU, UNDP may provide, the following support services for implementation activities:

   i. Advisory services to the Project Manager on overall project process and selected theme;
   ii. Provision of Guidance to Project team on UNDP's HDR methodology;
   iii. Advisory services to the Project team on participants and international experts and speakers

3.   The procurement of goods and services and the recruitment of project and programme personnel related to this project by the UNDP Country Office (IF ANY) shall be in accordance with the UNDP and UAEU regulations, rules, policies and procedures. Support services described in paragraph 2 above shall be detailed in the annex to the project document, in the form provided in Attachment hereto. If the requirements for support services by the country office change during the life of a project, the annex to the Project document is revised with the mutual agreement of the UNDP Resident Representative and the UAEU.

4.   The relevant provisions of the Standard Basic Assistance Agreement (SBAA) Standard Basic Assistance Agreement (SBAA) between the Government of the United Arab Emirates and UNDP, signed on 19 January 1977, including the provisions on liability and privileges and immunities, shall apply to the provisions of such support services. The Government shall retain overall responsibility for the nationally executed programme or project through UAEU. The responsibility of the UNDP Country Office for the provision of the support services described herein shall be limited to the provision of such support services detailed in the annex to the programme support document or project document.

5.   Any claim or dispute arising under or in connection with the provision of support services by the UNDP Country Office in accordance with this letter shall be handled pursuant to the relevant provisions of the SBAA.

6.   The manner and method of cost recovery by the UNDP Country Office in providing the support services described in paragraph 3 above shall be specified in the Annex 1 to the Project Document.

7.   The UNDP Country Office shall submit progress and financial reports on the support services provided and shall report on the costs reimbursed in providing such services quarterly, and as may be required, expressing relevant amounts in MKD.

8.   Any modifications of the present arrangements shall be effected by mutual written agreement of the parties hereto.

9.   If you are in agreement with the provision set forth above, please sign and return to this Office two signed copies of this letter. Upon your signature, this letter shall constitute an agreement between UAEU and UNDP on the terms and conditions for the provision of support services by the UNDP Country Office for nationally managed programmes and projects.

Yours sincerely,

For the United Nations Development Programme – UNDP:

_____

Name: Frode Mauring, Resident Representative a.i

Date:

Place:

For UAE University:

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Name: Prof. Mohamed Abdulla Albaili, Vice Chancellor of the United Arab Emirates University

Date: 0 1 , 0 9 , 16

Place: AL ain

Annex 2: Risk Log

Project Title: Producing the Human Development Report in the United Arab Emirates

Award ID:

Date: June 2016

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
1	Quantitative and qualitative data are not available and statistically viable	June 2016	Strategic	Quality of evidence based analysis is not to the expected level P = 2 I = 2	A partnership will be established with the State Statistical Office and all relevant institutions that will be identified as holders of relevant data and information to ensure that the best possible data are available to the Expert Team.	Project Coordinator			
2	Quality of analysis is not to the required level	June 2016	Strategic	Recommended policy options are not founded on evidence and sound analysis P = 2 I = 2	A multidisciplinary Expert Team will be established involving renowned experts with prior experience in the relevant areas of expertise. Quality control will be regularly monitored and checked by the UNDP CO and the NHDR team in order to ensure timely and adequate measures.	Project Coordinator			
3	Methodological approach is not adequate	June 2016	Strategic	Measurements and analyses are not in line with the HDR standards. P = 1 I = 1	An Advisory Committee will be established comprising international and national experts with expertise in the relevant fields. Their role will be to review and approve the draft methodology and all adjustments of the research methodology further developed by the Expert Team(s)	Project Coordinator			