

PROJECT REVISION

United Nations Development Programme
Region: Asia Pacific

Regional Initiative on Human Development Reports in Asia and the Pacific, Phase II

Brief Description

The central mandate of the project is to produce Regional Human Development Reports for the Asia Pacific to support advocacy on critical regional development concerns. RHDRs are inherently regional public goods with both regional and national policy implications that bring people to the centre of development debates and policies. Regional public goods must satisfy identified criteria of knowledge sharing, awareness-raising and networking, "seed capital" for pilot ideas. In addition, themes for the RHDRs must satisfy at least one of the following three HDR-specific regionality criteria: (a) have cross-border dimensions; (b) are so sensitive that they are better addressed at a regional level; (c) are of multi-country concern.

Human development straddles multiple focus areas. A regional HDR is a well recognised platform to address the Millennium Development Goals, inequality reduction and, more broadly, promoting human development, making it an excellent instrument for advocacy to influence policies and programmes. The Project will undertake high-quality analysis followed by advocacy to contribute to better integration of human development concerns into policies.

The Project will also support capacity-building for government officials, CSOs, the media, academia, the private sector and UNDP staff through skills, techniques and tools to analyse issues from a human development perspective, as against a purely technical or sectoral standpoint.

This project revision is prepared to extend the project duration from 2011 to 2013 in compliance with the Executive Board decision 2010/3 to extend the programming arrangements framework by two additional years (2012-2013). In addition, due to the closure of the UNDP Regional Centre in Colombo in 2010, this project is now implemented by the UNDP Asia-Pacific Regional Centre.

Agreed by UNDP:



Nicholas Rosellini
UNDP Deputy Assistant Administrator
and Deputy Regional Director

Date

Project Document Format for Regional Projects

**United Nations Development Programme
Region: Asia and the Pacific
Project Document for
“Regional Initiative on Human Development Reports in Asia and the Pacific, Phase II”**

Expected RP Outcome(s): Improved achievement of the MDGs for reducing poverty and inequalities

Expected Output(s):

1. Government officials, CSOs, media, academia and the private sector have RHDRs on selected themes as tool to integrate human development concerns into national policies
2. Academia, media and think tanks provided with the skills and techniques to analyse and advocate issues from a human development perspective

Implementing Partner/Executing Entity: UNDP Asia-Pacific Regional Centre

Responsible Parties/Implementing Agencies: _____

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Programme Period:	April 2008 – Dec 2013
Project Title:	Regional Initiative on Human Development Reports in Asia and the Pacific, Phase II
Atlas Award ID:	_____
Start date:	April 2008
End Date	December 2013
LPAC Meeting Date	_____
BPAC Meeting Date	_____

Total allocated resources:	\$4,875,000
• Regular	\$4,875,000
• Other:	
○ Donor	_____
○ Donor	_____
○ Donor	_____
○ Government	_____
Unfunded budget:	_____
In-kind Contributions	_____

Agreed by (Government) _____

Agreed by (Implementing Partner/Executing Entity): _____

Agreed by (UNDP): _____

Government Endorsements

Endorsed by the Government of

Signature & Title

Date

1. Situational Analysis

The Asia-Pacific Human Development Reports¹ have clearly demonstrated their value as regional public goods. Their value is especially evident when the Reports have national policy implications. In particular, the 2006 Report, *Trade on Human Terms*, piqued the interest of the Cambodian and Indonesian governments; Malaysia, in parallel, produced a national document linking trade and human development. Judging from the extensive coverage and advocacy, it is perhaps reasonable to say that this Report contributed to viewing trade in a different light: not as an end in itself but as means to promote human development. An estimated 160 print and broadcast articles have been written on the Report; more than 18,000 web-page downloads recorded; a reprint released to meet surging demand; and presentations made at strategic fora like Malaysia, Cambodia, the US State Department, the Ambassador's Circle in New York and Stanford University. The Report is now a sales publication in UN bookstores.

Countries in the Asia-Pacific region, and particularly those in South and East Asia, have witnessed rapid growth during the past two decades or so but continue to face a number of challenges, some of which are accentuated by robust growth itself. For example, growing demand for energy and increasing oil prices have brought sustainability and global warming concerns to the centre stage. While all the countries in the region can point to success in some of the goals, none is expected to achieve all the MDGs by 2015. Of even greater concern, the Asia Pacific region also includes a number of countries that on present trends are likely to miss many, even most, of the MDGs². Human development conditions are highly varied across and within national boundaries. Thus, of the 32 Asia-Pacific countries (out of a total of 177 covered by the 2006 global Human Development Report) for which the Human Development Index (HDI) was calculated, just 9 (of 63 globally) are in the 'high' human development group; another 23 (out of 83 globally) are in the 'medium' human development group³. The good news is that no Asia-Pacific country falls in the 'low' human development category (of the 31 globally). However, at a more disaggregated level, low human development conditions are a fact of life at sub-national levels in many countries.

The region is home to over 3.3 billion people, of which around 18.6 per cent earn below a dollar a day and nearly 55 per cent less than two dollars a day⁴. Of the 50 least developed countries in the world, 14 or 28 per cent are in Asia Pacific, but the proportion of global LDC population is much higher at 37 per cent⁵. Even regional giants like China and India have within them LDC-like conditions. Globalisation, information and communications technologies and rapid economic

¹ Three Regional Human Development Reports have been produced during RCF-II: (i) *HIV/AIDS and Development in South Asia*; (ii) *Promoting ICT for Human Development in Asia: Realizing the Millennium Development Goals*; and (iii) *Trade on Human Terms: Transforming Trade for Human Development in Asia and the Pacific*, which won the 2006 global award for innovation and excellence for regional HDRs.

² UNESCAP, ADB, UNDP 2007. *The Millennium Development Goals: Progress in Asia and the Pacific 2007*. Bangkok: UNESCAP

³ UNDP 2006. *Beyond scarcity: power, poverty and global water crisis*. Global Human Development Report. New York: Macmillan.

⁴ Estimated for 2004 by combining countries of 'East Asia and Pacific' and 'South Asia', excluding high-income countries. Figure Source: World Development Indicators. [<https://publications.worldbank.org/register/WDI?return%5furl=%2fex%2fsubscriptions%2fWDI%2f>] Accessed on 26 September 2007.

⁵ UNDP and UNESCAP. 2005. *Voices of the least developed countries of Asia and the Pacific: achieving the Millennium Development Goals through a global partnership*. New Delhi.

growth have provided new opportunities to people, transforming ways of producing goods and services and dispersing economic processes geographically. This has resulted in exponential cross-border movements of goods, services, people and ideas. Unfortunately, amidst this growth, those at lower starting points have become increasingly marginalised with new pockets of poverty and human development deprivations surfacing and existing ones deepened⁶. The pattern of growth, rising inequality and emerging social discontent all point to the urgent need to focus on issues that go beyond the concerns of narrow, immediate economic benefits.

Corruption is a scourge that is observed in all countries - developed, developing and the least developed - with no political or economic system immune to it. A complex phenomenon, it goes beyond governments, as businesses, citizens, NGOs and international agencies are also involved. Corruption crosses national borders and, while it affects everyone, it affects the poor more. Unlike developed countries of today, countries of the region are explicitly beginning to recognise the issue as a *development concern* and many do not want to traverse the slower historical path of waiting for development as a pre-condition for reducing corruption. There is growing consensus about getting institutions right and getting the right institutions to work. What is not well recognized is that human development is an integral part of the solution set, just as much as it is the ultimate aim. This critical feedback link must constitute an integral part of any credible solution set to address corruption.

While economic opportunities for women are increasing rapidly and their economic contribution to the wealth of nations is better documented (labour force participation, remittances, economic contribution), market pressures are pushing them towards worsening working conditions and casualization; more so in female-dominant sectors. Social and political barriers continue to inhibit choices for females. To compound matters, there is now an emerging male backlash to growing women's opportunities, which underscores the importance of dealing with issues of masculinity. It is imperative that policies rooted in human development encompassing gender equality include men and boys, women and girls; the gender equation cannot be about half of the population – either half.

Hunger and malnutrition coexist with newer life-style, nutrition-related diseases (hypertension, diabetes, heart attacks) even in rural areas of poor countries, which now have to deal with the twin problems simultaneously. South Asian countries are particularly vulnerable, especially so women and girls, to this twin-burden. Micronutrient deficiencies contribute to anaemia, impairment of vision and cognitive ability. More generally, classroom hunger inhibits cognitive development; limited attention spans contribute to poorer performance and, eventually, the ability for productive work. Poor early childhood nutrition cannot be fully compensated by later interventions. Missing the adolescent growth spurt, especially for girls, can directly result in inter-generational transmission of malnutrition through low birth-weight and its attendant problems. The lower social status of females can influence intra-household allocations of food. The continuing deadlock on trade in agriculture, particularly the implications for balancing low-cost food-grains with concerns of rural livelihoods, further complicates policies to address hunger and malnutrition.

As countries become increasingly integrated, trans-national phenomenon are transforming relations across borders, for both better and worse. Some of these cross-border phenomena include the exponential growth in movement of people across national borders for economic and non-economic purposes including a rise in trafficking, educational and medical tourism, short-

⁶ UNDP 2006. *Trade on human terms: transforming trade for human development in Asia and the Pacific*. Asia Pacific Human Development Report. New Delhi: Macmillan.

term migration of workers; the spread of disease; cross-border crime and corruption; a rising number of conflicts and natural disasters; the threat of global warming; explosive growth of ICT; and trans-national trade, investment and businesses. All of these can benefit from regional governance mechanisms through international cooperation to promote progress towards the MDGs, control negative human development effects while promoting the positives. The scale and nature of these issues underline the need for regional and wider international cooperation that can support efforts of national Governments.

These are some of the pressing concerns that Asia Pacific the region will have to deal with over the next four to five years and more. Because rapid growth does not lift all boats equally, it is crucial to balance policies that promote economic growth with concerns about poverty and more inclusive growth and globalization, global warming, the costs of transition, achievement of the other MDGs customized to local conditions, and, ultimately, human development.

2. Strategy

Human Development Reports (HDRs) are recognized as a distinctive product and brand of UNDP. Expansion of capabilities and choices for all people constitute the core of human development. HDRs support an MDG-plus agenda, and go beyond that. An HDR is a resource and a tool for advocacy that brings to bear the human development lens on critical development issues and contribute to nudging policies and programmes towards the human development paradigm. People are placed squarely at the centre of development policies and programmes rather than treating them as instruments for economic growth. This strategy is operationalised through a focus, at the very least, on the four critical dimensions of sustainability, equity, empowerment and productivity⁷. HDRs provide a strategic niche for UNDP where its comparative advantage is easily demonstrated.

UNDP Strategic Plan for 2008-2011 recognizes the importance of HDRs in its very opening paragraph: “UNDP has championed this integrative approach to human development since the 1990s, using the Human Development Reports, originally launched under the leadership of the late Mahbub ul Haq with Amartya Sen, as important tools in this advocacy.”⁸ In later sections where the Plan zeroes in on capacity development, it again draws attention to the crucial role of human development in this process: “Human development – with its focus on the expansion and the use of human capabilities - provides the conceptual basis for the longstanding UNDP commitment to capacity development” (p. 11). The present project is thus integrally located within the Strategic Plan for 2008-2011.

All outputs of the Project will directly and indirectly support the intended outcome – the achievement of the Millennium Development Goals for reducing poverty and inequality in their different dimensions. These outputs will, through regional and country-cluster HDRs, provide cutting edge analysis to support more effective alignment of national policies with human development. The advocacy and capacity development components will, through knowledge sharing and communicating of research, strengthen national capacities and build partnerships for durable results. Since the credibility of the Asia-Pacific HDR lies in its independence, funding will be provided from core resources only; the project will not raise non-core resources.

⁷ The term S-E-E-P is used a short hand for the four dimensions.

⁸ UNDP 2007. **UNDP strategic plan, 2008-2011. Accelerating global progress on human development.** New York: UNDP, p. 2

Being knowledge-based advocacy documents, RHDRs easily satisfy the regionality criteria relating to knowledge sharing, awareness-raising and networking; the technical research is a source for “seed capital” to pilot ideas with policy and programming implications that can be adapted to other countries. In addition, themes for an AP RHDR must satisfy at least one of the three regionality criteria (see box 1).

Box 1: Regional Tests for RHDR Themes

RHDR themes must satisfy at least one of the following three regional criteria:

- *Have inherently cross border dimensions*
- *Be so sensitive that it is better addressed at a regional level*
- *Be of multi-country concern*

The with stakeholders across the region on an ongoing basis. Not just the product, but also the inclusive and participatory nature of the process preparing an RHDR will contribute to capacity development and advocacy. The process is participatory at many levels, starting from the theme selection through stakeholder involvement, working with experts and institutions from the region. The topicality of themes, the participatory nature of theme selection and report preparation and the advocacy potential of RHDRs make the reports a potentially rich source of ideas for country programming.

The strategy for delivering the outputs of the Project will include the following:

- **Consult with stakeholders:** Critical for focusing RHDR priorities, ensuring buy-in and capacity development (all critical elements for a successful RHDR). Consultations will be both physical and virtual through the AP-HDR Network
- **Build and consolidate partnerships:** The success of an RHDR depends upon building partnerships within and outside UNDP through a collaborative theme selection and report preparation. Inevitably, then, working with governments, CSOs, media, private sector, academia and other institutions becomes a *sine qua non* for a quality regional public good with implications for national policies
- **Use regional expertise:** Use of regional expertise for background studies expands the regional capacity base and promotes learning on addressing issues from a human development lens
- **Balance long and short-term pressures:** The Project will need to balance the supply of regional public goods, which have a relatively longer-term gestation, and the immediate demands to service country programmes. This tension will have managed well if the project is to deliver on its outputs.

Partnership: As RHDRs straddle focus areas and are intended as advocacy and capacity development instruments, participation and collaborations are crucial for effectiveness. Collaboration with a range of stakeholders will be central to the preparation and outreach. Stakeholders include: government officials, country offices, the media, CSOs, research and advocacy institutions, academia, other UN entities (such as UNIFEM, UNFPA, UNICEF and UNESCAP as applicable), RCC, RCB, PCSuva, and international development banks like the ADB. Collaborations and partnerships are built and strengthened through consultations, mutual

interest in the work, sharing of experiences and solutions and due acknowledgement of contributions in the RHDR.

These outputs will be achieved through the following deliverables:

Stakeholder consultations, workshops, network discussions, CO participation, technical events: An inclusive and highly participatory process, consulting with stakeholders (i.e. government officials, country offices, media, academia, private sector, CSOs, experts and institutions from the region) is critical for shaping of RHDRs and for developing capacity. These focused events provide a platform for inter-country and multi-stakeholder interactions on human development, promoting buy-in and capacity development. Multi-stakeholder and multi-country consultations will help to obtain views, ideas and opinions for focusing the RHDR (what should be included and excluded), sharing of experiences, capacity development on conceptual and thematic issues, identifying solutions, measures; special contributions from notable personalities in the region will help add credibility and advocacy potential; Country Offices participation will provide buy-in, inputs and support capacity development.

Community of Practice and the AP-HDNet. The Asia Pacific Human Development Network (AP-HDNet) will facilitate a structured and moderated discussion on RHDR related issues, with a strong focus on solutions. Membership will be open to those from within and outside UNDP. Country Office colleagues, CSOs, research institutions and academia, experts, media, government officials, BDP and other headquarters units will be encouraged to participate. The existing network will be strengthened and facilitated through expert moderation providing an excellent platform for capacity development and building partnerships.

Technical background papers: These building blocks that inform the RHDR will be developed by engaging with technical expertise from the region under close guidance and direction from the Project. This will ensure that the human development angle is captured, the papers focus on measures from a human development lens, case studies are solution oriented, policy implications are drawn out and key messages highlighted. TBPs, peer reviewed internally by the Project as well as externally, contain a wealth of detailed analysis and data. Selected TBPs will be published, making them available in public domain, depending upon priorities and budgets.

RHDR draft, revisions, review, editing and publication: The RHDR is drafted using the TBPs, internal research and technical discussions, stakeholder inputs and the AP-HDNet discussions as the basic raw materials. The zero draft of the report, produced at a drafting retreat, goes through a process of internal review, additional research and feedback. A complete first draft will be circulated to a select readers' group and relevant country extracts to respective COs for review and feedback. The draft will be updated based on an assessment and stocktaking of feedback. The technical editorial process is critical before proceeding to the production and publication stage. Designing will be handled either separately or through identified publishers. Publication will be handled through commercial publishers of international standards to ensure high quality production, professional copy-editing, and potential for good outreach.

The Project has initiated a fruitful and collaborative partnership with the Mahbub ul Haq Human Development Centre (MHHDC) in Islamabad, Pakistan, for many years now. The MHHDC, which prepares the annual South Asia HDR, is the only other institution with the capability to produce HDRs⁹ and it is an important partner in advocating for human development. The Project

⁹ The Project has supported the preparation of the following South Asia HDRs: *Human Development in South Asia 2002: Agriculture and Rural Development; Human Development in South Asia 2003: The*

provides research and funding to the MHHDC for work on South Asia HDRs as part of its efforts to support institutional capacity within the region. This support is expected to be continued during the current cycle.

Advocacy plan, media kit and distribution: A well thought out advocacy plan will be firmed up, including location for launch, pre-launch activities, main launch(es) including support for CO launches, post-launch activities, participation in events for presentations, interactive discussions. Advocacy will be supported through the preparation of presentation material and a media kit which could include press releases, fast facts and FAQs. Preparation of Shipping and distribution of copies to stakeholders can consume a considerable amount of time and needs to be done in a timely manner after production. This will be planned in advance.

Advocacy: All activities involved in the preparation of an RHDR climax just before a Report is launched and advocacy activities are set in motion from the time of pre-launch. These include pre-launch embargoed media briefings (road shows), organizing the main launch at an appropriate destination, presentations at strategic fora, discussions, monitoring of media coverage, post-launch management including damage control, as may be needed.

Op-eds, reports, technical studies: Op-eds are continuation of advocacy work for RHDR. About two will be prepared for each RHDR and published in newspapers or other journals. Web-based publications include reports of workshops and consultations. Depending upon resources, the Project will also undertake technical, country studies, pilots with concrete programming applications or policy relevance for other countries. These will be firmly anchored in promoting the MDGs and rooted in the human development perspective. A good example of this is the study, *Building Security for the Poor: Potential and Prospects for Microinsurance in India*.

Fellowship brochures, experts panel and UNDP Human Development Fellowship awards: These deliverables relate to the Asia Pacific Human Development Fellowships for citizens of programme countries in the region. The fellowships contribute to building capacity through incentivising cutting-edge research on human development among students at the Ph.D. level and strengthen advocacy capabilities among mid-career media professionals. Brochures will be prepared outlining the objectives, the themes, procedure for applying, application requirements, and other relevant information about the fellowships. These will be distributed to country offices, universities and other institutions, media, etc. The selection process will be handled independently through a panel of external experts, with the HDRU providing facilitation, to ensure independence and credibility in the selection of the Fellows. Contracts will be prepared and funds disbursed to awardees.

Technical support and advisory services to clients: This deliverable will include servicing requests for technical inputs, substantive reviews and feedback, including research, statistical assistance, invited presentations, and other demand-based advisory services for NHDRs.

Employment Challenge; Human Development in South Asia 2004. The Health Challenge; Human Development in South Asia 2005: Human Security in South Asia; and Human Development in South Asia 2006. Poverty in South Asia: Challenges and Responses.

3. Results and Resources Framework

<p>Intended Outcome as stated in the Regional Programme Results and Resource Framework: Improved achievement of the MDGs for reducing poverty and inequalities.</p> <p>Outcome indicators as stated in the Regional Programme Results and Resources Framework, including baseline and targets:</p> <p>Indicator: Greater awareness of the need to understand national policies from a human development perspective</p> <p>Baseline: Three RHDRs published to date. The last one, <i>Trade on Human Terms</i>, received wide coverage and won an HDRO award; support to 25 country offices for country launches and dissemination; presentations made at strategic for a; over 150 print and broadcast articles and 145,000 web page loads; report went into reprint. It is now a sales publication in UN bookstores.</p> <p>Partnership Strategy: By their very nature, RHDRs inherently straddle multi-focus areas, being deeply crosscutting: this is the basis for collaboration with UN agencies, think tanks and institutions in the region, CSOs and others. The Project will work with UNIFEM, UNFPA and UNICEF on gender; the Regional Governance Programme and GovPac in the Pacific for work on Corruption; and UNDP Country Programmes for country priorities in focusing the APHDR, for advocacy and capacity development. To strengthen the conceptual foundations, skills and techniques to measure, analyze and programme on the basis of human development, the Project will work with government officials, UNDP country office staff, media, research institutions, CSOs and the private sector in the region.</p> <p>Project title and ID (ATLAS Project ID): Regional Initiative on Human Development Reports in Asia and the Pacific</p>
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Intended Outputs	Output Targets for (years)	Indicative Activities	Responsible parties	Inputs/per yr
<p>1. Government officials, CSOs, media, academia and private sector have RHDRs on selected themes as tools to integrate human development concerns into national policies</p> <p>¹</p> <p>Output indicators</p> <p>1.1 Number of RHDR themes covered and number of technical background papers completed</p> <p>Baseline</p> <p>Three RHDRs and selected technical background papers completed on HIV/AIDS, ICT and</p>	<p>2008:</p> <p>Asia Pacific HDR on Corruption launched and about 10 Technical Background Papers (TBPs) completed</p> <p>Pre-retreat draft of AP HDR on Gender</p>	<p>1.1 Undertake launch, distribution, outreach and advocacy</p> <p>1.2 Research, edit, production, distributions of TBPs</p> <p>1.1 Consult with stakeholders through workshops, network discussion and technical events</p> <p>1.2 Commission TBPs, including comprehensive feedback and peer review</p> <p>1.3 Convert TBPs into preliminary chapters</p>	<p>UNDP</p> <p>UNDP</p>	<p><i>Travel, launch, research, distribution:</i> US\$: 2,000</p> <p><i>Personnel:</i> US\$ 150,000</p> <p><i>Consultation:</i> US\$: 168,000</p> <p><i>Technical background papers:</i> \$124,500</p> <p><i>Network, peer reviews, editing:</i> \$50,000</p> <p><i>Personnel:</i> US\$ 157,500</p>
	<p>2009:</p> <p>AP HDR on Gender published and launched and about 10 Technical Background Papers completed</p> <p>Pre-retreat draft AP HDR on</p>	<p>Same as in 2008</p>	<p>UNDP</p>	<p><i>Travel, launch, research, distribution:</i> US\$: 52,000</p> <p><i>Personnel:</i> US\$ 200,000</p>

Intended Outputs	Output Targets for (years)	Indicative Activities	Responsible parties	Inputs/per yr
development, and Trade on human terms	identified theme (X)			<i>Consultation: US\$: 168,000</i> <i>Technical background papers: \$150,000</i> <i>Network, peer reviews, editing: \$50,000</i> <i>Personnel: US\$ 210,000</i>
	2010 1.1 AP HDR on identified theme published launched and about 10 Technical Background Papers completed Pre-retreat draft AP HDR on following theme (Y)	Same as 2008	UNDP	<i>Travel, launch, research, distribution: US\$: 52,000</i> <i>Personnel: US\$ 200,000</i> <i>Consultation: US\$: 168,000</i> <i>Technical background papers: \$150,000</i> <i>Network, peer reviews, editing: \$50,000</i> <i>Personnel: US\$ 210,000</i>
	2011 AP HDR on theme Y published and launched and about 10 Technical Background completed Pre-retreat draft AP HDR on theme Z (TBD)	Same as 2008	UNDP	<i>Travel, launch, research, distribution: US\$: 52,000</i> <i>Personnel: US\$ 200,000</i> <i>Consultation: US\$: 168,000</i> <i>Technical background papers: \$150,000</i> <i>Network, peer reviews, editing: \$50,000</i> <i>Personnel: US\$: 210,000</i>

Intended Outputs	Output Targets for (years)	Indicative Activities	Responsible parties	Inputs/per yr
<p>2. Academia, media and think tanks provided with the skills and techniques to analyse and advocate issues from a human development perspective 1</p> <p>Output indicator Number of human development fellowships awarded</p> <p>Baseline: 10 Human Development Fellowships awarded 1</p> <p>Output indicator Number of op-eds and research studies completed 1</p> <p>Baseline 3 opeds, 2 web-based publications done and 2 research studies completed</p>	<p>2008: Human Development Fellowships awarded</p> <p>Two op-eds, 1 study</p> <p>South Asia HDR completed</p> <p>Technical backstopping to NHDRs, research queries and expert referrals</p>	<p>2.1 Draft and finalise brochures 2.2 Set up and facilitate Selection Committees - Academic and Media Fellowships 2.3 Finalise selection of Fellows and release funds.</p> <p>2.4 Undertake research and draft opeds, technical studies and web-based report(s) 2.4 Undertake distribution and advocacy</p> <p>2.6 Provide research support 2.7 Transfer grant</p> <p>2.8 Undertake research, review documents, provide feedback, prepare notes, TORs to support requests for technical advise</p>	<p>UNDP</p>	<p><i>Selection committee, printing and distribution, travel:</i> US\$: 10,000 <i>Fellows:</i> US\$ 20,000 <i>Personnel:</i> US\$ 6,2250</p> <p><i>Research editing:</i> US\$: 2,000 <i>Personnel:</i> US\$ 30,750</p> <p><i>Grant:</i> US\$: 0 <i>Research and personnel:</i> US\$: 22,500</p> <p><i>Personnel:</i> US\$ 175,500</p>
<p>Output indicator Number of themes covered by SA HDR</p> <p>Baseline Three SA HDRs supported on employment challenge, health challenge, security in South Asia and poverty in South Asia</p>	<p>2009: Human Development Fellowships awarded</p> <p>Two op-eds, 1 study</p> <p>South Asia HDR completed</p> <p>Technical backstopping to NHDRs, research queries and</p>	<p>Same as 2008</p>	<p>UNDP</p>	<p><i>Selection committee, printing and distribution, travel:</i> US\$: 10,000 <i>Fellows:</i> US\$ 20,000 <i>Personnel:</i> US\$ 83,000</p> <p><i>Research editing:</i> US\$: 2,000 <i>Personnel:</i> US\$ 41,000</p> <p><i>Grant:</i> US\$: 50,000 <i>Research and personnel:</i> US\$: 30,000</p> <p><i>Personnel:</i> US\$ 234,000</p>

Intended Outputs	Output Targets for (years)	Indicative Activities	Responsible parties	Inputs/per yr
<p>Output indicator Number responses to requests for support to NHDRs, research queries, expert referrals and technical backstopping</p> <p>Baseline From 2005 to August 2007: programme development and missions: 10; technical backstopping: 95; expert referrals; 19; and resource persons: 12</p>	<p>expert referrals</p> <p>2010: Human Development Fellowships awarded</p> <p>Two op-eds, 1 study</p> <p>South Asia HDR completed</p> <p>Technical backstopping to NHDRs, research queries and expert referrals</p>	<p>Same as 2008</p>	<p>UNDP</p>	<p><i>Selection committee, printing and distribution, travel: US\$: 10,000</i> <i>Fellows: US\$ 20,000</i> <i>Personnel: US\$ 83,000</i></p> <p><i>Research editing: US\$: 2,000</i> <i>Personnel: US\$ 41,000</i></p> <p><i>Grant: US\$: 50,000</i> <i>Research and personnel: US\$: 30,000</i></p> <p><i>Personnel: US\$ 234,000</i></p>
	<p>2011: Human Development Fellowships awarded</p> <p>Two op-eds, 1 technical study</p> <p>South Asia HDR completed</p> <p>Technical backstopping to NHDRs, research queries and expert referrals</p>	<p>Same as 2008</p>	<p>UNDP</p>	<p><i>Selection committee, printing and distribution, travel: US\$: 10,000</i> <i>Fellows: US\$ 20,000</i> <i>Personnel: US\$ 83,000</i></p> <p><i>Research editing: US\$: 2,000</i> <i>Personnel: US\$ 41,000</i></p> <p><i>Grant: US\$: 50,000</i> <i>Research and personnel: US\$: 30,000</i></p> <p><i>Personnel: US\$ 234,000</i></p>

Intended Outputs	Output Targets for (years)	Indicative Activities	Responsible parties	Inputs/per yr
Total (April to December 2008). This excludes the ASL of \$325,000 for Jan – March 2008.				RHDR: Programme activities: US\$: 344,500 Personnel: US\$: 307,500 Total: US\$: 652,000 CAPACITY DEVELOPMENT: Programme activities: US\$: 32,000 Personnel: US\$: 291,000 Total: US\$: 323,000 <i>Total (RHDR + Cap Dev): US\$: 975,000</i>
Total (45 months)				RHDR: US\$: 3,142,000 Capacity Development: US\$: 1,733,000 Total: US\$: 4,875,000

Note: In order to preserve the independence of the RHDR, the programme is debarred from mobilizing resources – all activities and outputs will be funded from core resources. Support to country programmes, which takes up over 30% of staff time, has been included under output 2 as part of the capacity development output of the Project.

4. Annual Work Plan

This is a complex programme with outputs and activities of a continuing nature, spread over multiple years. Other than fellowships and country programme support, the work is not discrete. Hence its activities cannot be limited to a calendar year. While this has implications for planning and budgeting, the workplan for a typical year will include:

- Asia Pacific RHDRs, which requires ongoing work on three RHDRs at different stages of progress:
 - Taking the current RHDR theme to completion, production and launch
 - Follow-up advocacy and dissemination of the previous RHDR
 - Preliminary work on following theme.
- Human development advocacy and capacity development
 - Managing the process of UNDP Human Development Fellowships, which involves working with experts, COs, and a large number of applicants from all programme countries
 - Support to the South Asia HDR
 - Research and preparing op-eds and other studies
 - Servicing country programmes

A total of \$5,200,000 has been allocated to the Project during the third Regional Cooperation Framework, 2008-2011. In terms of *annual* workplans, the Project will have at its disposal \$1,200,000. A typical annual workplan budget sheet is given below (since the same activities are repeated each year, it is not necessary to repeat the workplan for the other years of the RCF III cycle).

The Annual Work Plan Budget Sheet for the Project is shown in Annex 1.

5. Management Arrangements

DEX

The project will be implemented over a period of 45 months, commencing in April 2008 and ending in December 2011. The project will be directly executed by the UNDP Regional Centre in Colombo (RCC). The RCC will be responsible for the technical and financial management of the project, and for all fiduciary arrangements. The RCC will partner with implementing agencies to achieve the results defined in the project's Results and Resources Framework (RRF).

The DEX modality is the preferred modality for the implementation of the project because it is the only modality that is applicable: NEX and NGO are too limited in scope for a regional project. The current phase of the project (RAS/01/061) was implemented by UNOPS but this was transferred to the RCC in the first half of 2005. UNOPS is no longer implementing regional projects in Asia-Pacific.

The RCC will establish a Project Steering Committee, chaired by the RCC Head of Policies and Programmes (see Annex III for Project Steering Committee's ToR). The project's day-to-day operations will be managed and coordinated by the Project Coordinator (see Annex III for Project Coordinator's ToR). The Project Coordinator will be supported by Project Support Assistant(s), who will be recruited to assist in coordinating the routine activities of the project and will report on a regular basis to the Project Coordinator (See Annex III Project Support Assistant's ToR).

Project Steering Committee

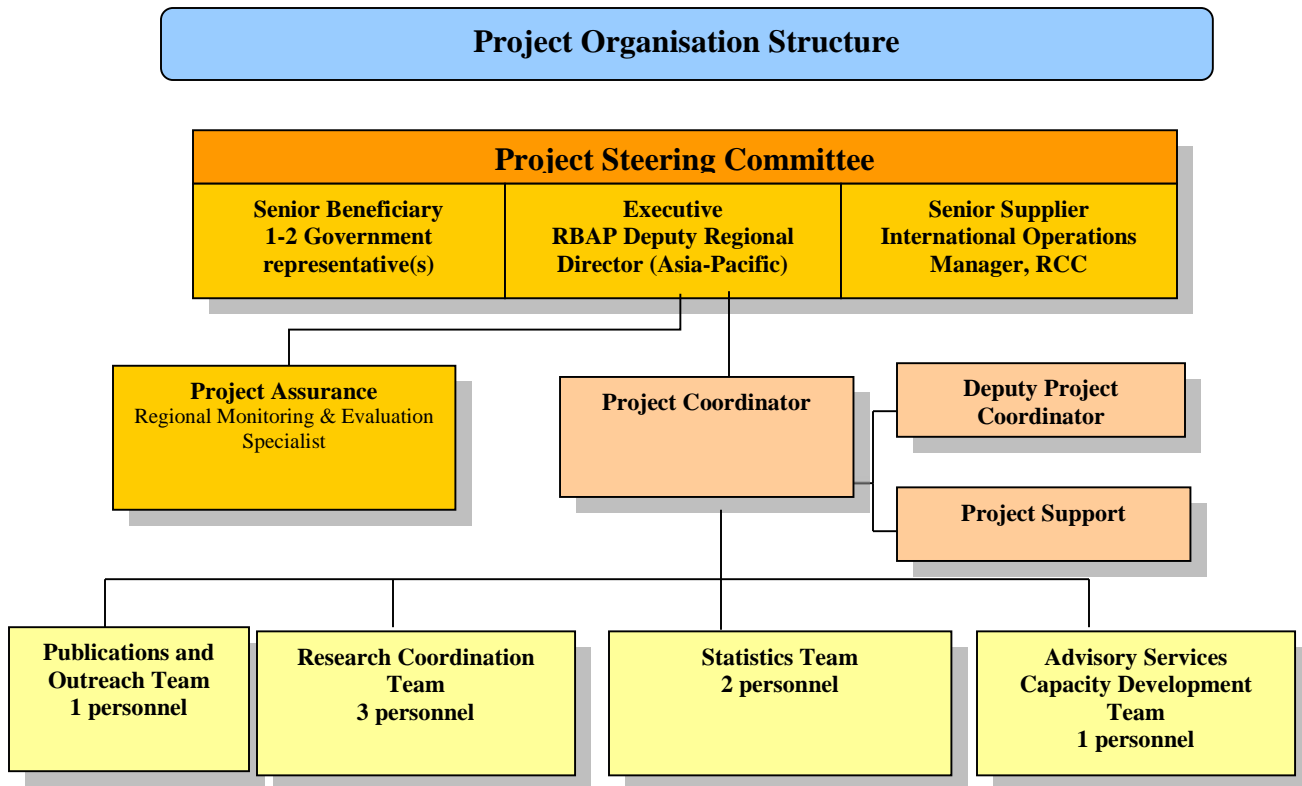
A Project Steering Committee will be established (see diagram below) to provide guidance to the project and the Project Coordinator. Periodic project reviews by the Project Steering Committee will be done in accordance with key reporting requirements of UNDP, i.e., annual reviews, a mid-term evaluation and a final evaluation (see figure 1 for the organisational structure of the project).

The annual review reports will include detailed information on the status of project implementation and the achievement of project outputs and outcomes as outlined in the project's RRF. The detailed expenditure report will indicate expenses by category as outlined in the project budget (original or latest approved revision).

The Project Steering Committee will be consulted if and when the Project Coordinator's tolerances (in terms of time and budget) have been exceeded. These tolerances will be monitored by the Project Assurance Officer (Annex III Project Assurance ToR). Quarterly Progress Reports (QPRs), prepared by the Project Coordinator, will be reviewed by the Project Assurance Officer and consolidated for submission to Project Steering Committee meetings.

The Project Assurance Officer will have overall responsibility for project monitoring, risk management, quality assurance and for timely submission of reports to the Project Steering Committee. This function will be performed by the Regional Monitoring and Evaluation Specialist, to be located at the RCC.

Figure 1. Organization structure of the Project



While HDRs are inherently cross- and multi-practice, the Poverty Practice Advisory Panel that will provide broad guidance on topical issues and on networking with institutions and expertise. Such guidance could deepen and add value to the work of the Project. The Poverty Advisory Panel will meet once a year.

The Project will have four Teams with distinct but interconnected responsibilities as follows:

- *Research Coordination Team:* This team will be responsible for the development of terms of references, working with experts, reviewing papers and providing feedback, identifying and filling research gaps, acting as focal points for relevant parts of the RHDR, network facilitation, supporting workshops and consultations, contributing advocacy and presentation material, contributing to substantive queries and requests from clients and working as an integrated whole with the other Unit teams
- *Statistics Team:* The team will be responsible for the collection and verification of data, preparation of statistical tables and annexes, development of innovative and cutting edge indicators and measures, preparation of graphs and charts for the RHDR and other technical studies of the Project, acting as focal point for relevant parts of the RHDR, contributing to the media and advocacy kit, responding to technical requests from clients, and working as an integrated whole with other Unit teams
- *Publication and Outreach Team:* This staff will be responsible for all the activities that contribute to the print-ready copy of an RHDR and help take it through production, and similarly for other studies, opeds, and all other material of the Unit like brochures, briefs, tools; taking the lead in advocacy and outreach work which is critical for the Unit;

supporting workshops and consultations; contributing to relevant queries and requests from clients and working as an integrated whole with the other Unit teams

- *Advisory Services and Capacity Development:* This staff will be responsible for coordinating the servicing of country programmes and requests for advisory services; coordinating multi-country workshops consultations, technical meetings; leading the work on Human Development Fellowships; be the focal point for relevant sections of the RHDR; and working as an integrated whole with the other Unit teams

6. Monitoring and Evaluation

The project will be monitored through the following:

Within the annual cycle

On a quarterly basis, a quality assessment shall record progress towards the completion of key deliverables, based on quality criteria and methods captured below:

- An **Issue Log** shall be activated in Atlas and updated by the Project Coordinator to facilitate tracking and resolution of potential problems or requests for change.
- Based on the initial risk analysis submitted, a **Risk Log** (Annex III) shall be activated in Atlas and regularly updated based on the external environment that may affect project implementation.
- Based on the above information recorded in Atlas, Quarterly Progress Reports (QPR) shall be submitted by the Project Coordinator to the Project Steering Committee through Project Assurance Officer, using the standard report format available in the Executive Snapshot.
- **Lessons-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.

Annually

- **Annual Review Report.** An Annual Review Report shall be prepared by the Project Coordinator and submitted to the Project Steering Committee in advance of Board meetings. As minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the QPR covering the whole year with updated information for each of the above elements of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level.
- **Annual Project Review.** Based on the above report, an annual project review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will be a final assessment. This review is driven by the Project Steering Committee and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards output attainment, and whether these remain aligned to appropriate outcomes.

- **A Project Completion Report** will be prepared in a draft form two months prior to the completion of the project.

Monitoring and communication plan

<i>Monitoring Actions</i>	<i>Report Recipient</i>	<i>Due by</i>	<i>Completed on</i>	<i>Status</i>
<i>Planning of Project work</i>	<i>Project Coordinator</i>	<i>Q1</i>	<i>Q 4</i>	
<i>Annual Review Report</i>	<i>Project Steering Committee</i>	<i>Q4</i>	<i>Q4</i>	
<i>Annual Work Plan</i>	<i>Project Steering Committee</i>	<i>Q4</i>	<i>Q4</i>	
<i>Periodic progress reports</i>	<i>Project Steering Committee</i>	<i>Quarterly</i>	<i>Q1-4</i>	

Project Evaluations: In consultation with the Project Steering Committee, an independent evaluation will be undertaken towards the end of the project cycle, and preferably no later than the third quarter of 2011.

The evaluation will cover (but will not be limited to) the following:

- Assessment of the achievement of all Outputs and Activities against the expected results and indicators set out in the Project Document and the RRF
- Interview with partner agencies and target beneficiaries on the impact of project activities in selected participating countries
- Overall adequacy, effectiveness, efficiency and impact of the project in high-risk countries.

Regional Programme Document (RPD) Outcome Evaluation: An outcome evaluation will be commissioned by RBAP in mid-2010 as per the Outcome Evaluation Plan annexed to the RPD. This evaluation will review reports prepared by the project since its inception: quarterly progress reports, monitoring review reports, project completion report; end of project impact evaluation reports, minutes of Project Steering Committee meetings. In addition, there will be a Regional Programme Evaluation commissioned by the Evaluation Office in 2011 covering the entire Regional Programme Document.

In addition to the above, there will be:

- Issues and stocktaking: weekly (e.g., every Tuesday)
- Open-door policy: nature of work requires continual in-house monitoring
- Internal reviews: inputs from COs, regional centres, RBAP
- Monitor impact of RHDRs: track number of print articles; number of page downloads, high-level presentations

Quality Management for Project Activity Results

OUTPUT 1: Government officials, CSOs, the media, academia and the private sector have RHDRs on selected themes as tools to integrate human development concerns into national policies		
Activity Result 1 (Atlas Activity ID)	<i>Produce and advocate RHDR</i>	Start Date: Q1 2008 End Date: Q4 2008
Purpose	<i>To ensure that the published RHDR is disseminated to stakeholders</i>	
Description	<ol style="list-style-type: none"> <i>Completing production</i> <i>Organizing pre-launch and launch of RHDR</i> 	

OUTPUT 1: Government officials, CSOs, the media, academia and the private sector have RHDRs on selected themes as tools to integrate human development concerns into national policies		
	<ol style="list-style-type: none"> 3. <i>Undertaking distribution of RHDR to stakeholders</i> 4. <i>Conducting presentations to various fora</i> 5. <i>Preparing and publishing opeds</i> 	
Quality Criteria <ol style="list-style-type: none"> 1. <i>Reaction to the RHDR</i> 2. <i>Number of copies sold</i> 	Quality Method <ol style="list-style-type: none"> 1. <i>Tracking of print and web-based articles</i> 2. <i>Monitoring of sales</i> 	Date of Assessment <ol style="list-style-type: none"> 1. <i>Q1 to Q3 of 2008</i>
Activity Results 2	Technical background papers (TBPs)	Start Date: Q1 2008 End Date: Q4 2008
Purpose	To complete and disseminate selected TBPS	
Description	<ol style="list-style-type: none"> 1. <i>Identifying issues and filling research gaps</i> 2. <i>Editing and designing</i> 3. <i>Completing and dissemination</i> 	
Quality Criteria <ol style="list-style-type: none"> 1. <i>Peer reviewing of TBPs</i> 2. <i>TBPs offer policy options / solutions to major issues</i> 	Quality Method <ol style="list-style-type: none"> 1. <i>Assessing feedback from peer reviewers</i> 2. <i>Ensuring TBPs present options for solutions / policies / programmes</i> 3. <i>Ensuring HD perspective</i> 	Date of Assessment <ol style="list-style-type: none"> 1. <i>Q2 to Q2 of 2008</i>

OUTPUT 2: Government officials, CSOs, the media, academia and the private sector provided with the skills and techniques to analyze issues from a human development perspective		
Activity Result 1 (Atlas Activity ID)	<i>HDF Project</i>	Start Date: Q1 2008 End Date: Q3 2008
Purpose	<i>To select fellows for the Project</i>	
Description	<ol style="list-style-type: none"> 1. <i>Preparing and distributing of brochures</i> 2. <i>Receiving and screening applications</i> 3. <i>Constituting external selection panel of experts</i> 4. <i>Facilitating interviewing and selection of fellows</i> 5. <i>Contracts for fellowships (grants)</i> 	
Quality Criteria <ol style="list-style-type: none"> 1. <i>Screening and interviewing candidates</i> 	Quality Method <ol style="list-style-type: none"> 1. <i>Pre-screening and short listing candidates by independent expert</i> 2. <i>Assessment of proposals by external panel of experts</i> 3. <i>Interviewing of candidates by external</i> 	Date of Assessment <ol style="list-style-type: none"> 1. <i>Q1 to Q3 of 2008</i>

OUTPUT 2: Government officials, CSOs, the media, academia and the private sector provided with the skills and techniques to analyze issues from a human development perspective		
	<i>panel of experts</i>	
Activity Results 2	Op-eds	Start Date: Q1 2008 End Date: Q4 2008
Purpose	<i>To continue advocacy efforts for the RHDR on issues related to human development</i>	
Description	<ol style="list-style-type: none"> 1. <i>Research, drafting, editing and publication of op-eds</i> 2. <i>Identify theme, researching, drafting</i> 3. <i>Editing and publication</i> 	
Quality Criteria	Quality Method	Date of Assessment
<ol style="list-style-type: none"> 1. <i>Op-eds placed in established media</i> 2. <i>Web-downloads of relevant publications</i> 	<ol style="list-style-type: none"> 1. <i>HDRU record of published op-ed on file in HDRU</i> 2. <i>HDRU record on web downloads</i> 	<ol style="list-style-type: none"> 1. <i>Q1 to Q4 of 2008</i>
Activity Results 3	SA HDR	Start Date: Q1 2008 End Date: Q3 2008
Purpose	<i>To respond to requests for support, contribute to capacity development of institutions in the region for human development, build partnerships</i>	
Description	<ol style="list-style-type: none"> 1. <i>Responding to requests</i> 2. <i>Grant to and Mahbub ul Haq Human Development Centre</i> 	
Quality Criteria	Quality Method	Date of Assessment
<ol style="list-style-type: none"> 1. <i>Feedback from Mahbub ul Haq Centre on quality of research</i> 2. <i>Timely transfer of grant</i> 	<ol style="list-style-type: none"> 1. <i>Written proposal from Mahbub ul Haq Centre</i> 2. <i>Suitability of issue for human development</i> 3. <i>Confirmation of receipt of grant</i> 	<ol style="list-style-type: none"> 1. <i>Q1 to Q3 of 2008</i>
Activity Results 4	Servicing Country Programmes	Start Date: Q1 2008 End Date: Q4 2008
Purpose	<i>To service request for advisory services from country offices (demand-based)</i>	
Description	<ol style="list-style-type: none"> 1. <i>Screening requests</i> 2. <i>Researching requests</i> 3. <i>Consolidating feedback from HDRU Team</i> 4. <i>Communicating feedback to clients</i> 	
Quality Criteria	Quality Method	Date of Assessment
<ol style="list-style-type: none"> 1. <i>Feedback from country offices</i> 	<ol style="list-style-type: none"> 1. <i>RCC Tracking system to monitor support to country programmes</i> 	<ol style="list-style-type: none"> 1. <i>Q1 to Q4 of 2008</i>

7. Legal Context

This regional project is directly executed by the UNDP Regional Centre in Colombo and located in Colombo, Sri Lanka. Project activities will be undertaken in those countries which have endorsed the project. Since Sri Lanka, as host country, has signed the Standard Basic Assistance Agreement (SBAA) on 20 March 1990, the following text applies to it and other countries who have signed the SBAA:

This project document shall be the instrument referred to as such in Article 1 of the SBAA between the Government of (country) and UNDP, signed on (date).

Consistent with the Article III of the Standard Basic Assistance Agreement, 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 implementing partner.

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 executing 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 executing agency 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.

For those countries which have not signed the SBAA, the following text applies

The project document shall be the instrument envisaged in the [Supplemental Provisions](#) to the Project Document, attached hereto.

Consistent with the above Supplemental Provisions, 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 executing 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.

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Annual Work Plan

Colombo Regional Centre

Award Id: 00048473

Award Title: RHDRs and Fellowships

Year: 2008

Report Date: 29/1/2008

Project ID	Expected Outputs	Key Activities	Timeframe		Responsible Party	Planned Budget				
			Start	End		Fund	Donor	Budget Descr	Amount US\$	
00058656	RHDRs and Capacity Development	APHDR on Corruption	1/4/08	31/12/08	UNDP (Direct Execution)	04240	UNDP	61300	Salary & Post Adj. Cat-IP Staff	150,000.00
					UNDP (Direct Execution)	04240	UNDP	71200	International Consultants	2,000.00
		APHDR on Gender	1/4/08	31/12/08	UNDP (Direct Execution)	04240	UNDP	61300	Salary & Post Adj. Cat-IP Staff	157,500.00
					UNDP (Direct Execution)	04240	UNDP	71200	International Consultants	131,500.00
					UNDP (Direct Execution)	04240	UNDP	71600	Travel	103,000.00
		Fellowships	1/4/08	31/12/08	UNDP (Direct Execution)	04240	UNDP	72100	Contractual Services-Companies	108,000.00
					UNDP (Direct Execution)	04240	UNDP	71100	ALD Employee Costs	62,250.00
					UNDP (Direct Execution)	04240	UNDP	71200	International Consultants	8,000.00
					UNDP (Direct Execution)	04240	UNDP	71600	Travel	2,000.00
		Op-eds, Web-based & Studies	1/4/08	31/12/08	UNDP (Direct Execution)	04240	UNDP	72100	Contractual Services-Companies	20,000.00
					UNDP (Direct Execution)	04240	UNDP	71200	International Consultants	2,000.00
		South-Asia HDR supported	1/4/08	31/12/08	UNDP (Direct Execution)	04240	UNDP	71500	UN Volunteers	30,750.00
		Technical Backstopping	1/4/08	31/12/08	UNDP (Direct Execution)	04240	UNDP	61200	Salaries Costs - GS Staff	22,500.00
TOTAL									975,000.00	
GRAND TOTAL									975,000.00	

ANNEX II Risk Log (as of November 2007)

#	Description	Type	Impact & Probability	Countermeasures / Mgt response	Owner	Author	Date Identified	Last Update	Status
1	<p>Sensitivity: Many of the themes of the RHDRs are sensitive in nature (Corruption, Gender). The Management Board of the Regional Centres selects and approves such themes based on their importance. While a regional (as against national) platform is better suited to address sensitive themes, there is the likelihood of controversy. This would require UNDP to be prepared for support and damage control in order to preserve the credibility and intellectual integrity of the RHDR.</p>	Political	<p>The RHDR is a very visible UNDP brand. This has advantages (effective platform for advocacy, taken seriously) and disadvantages (political sensitivity that could lead to controversy).</p> <p>It is impossible to please all countries and stakeholders even for a 'non-sensitive' theme. Moreover, the sources of objections may be limited to some countries and counterbalanced by support from others (programme countries, donors, media and civil society).</p> <p>'Over-sanitization' as a response to sensitivity could itself lead to controversy of another kind: it could call into question the credibility of a potentially powerful instrument.</p> <p>Impact: Depending upon the nature, extent and timing, it could harm the credibility of the RHDR (requiring support from management and HQ)</p> <p>Probability: Medium to High</p>	<p>Regardless of what the theme is, it is impossible to please everyone. Nevertheless, the Project will have to balance 'over sanitization' (to dampen controversy with one set of stakeholders) with credibility of the report (for another set of stakeholders).</p> <p>The Team has handled sensitive and controversial situations more than once before and can anticipate such challenges and, assuming that the Team remains intact, should be able to deal with this risk factor.</p> <p>The Team will work with RBAP and the Regional Communications Team. As in the past, it will obtain the support of RBAP.</p> <p>The Project has established a process of RHDR preparation that is participatory at many levels, starting from theme selection by the Management Board, to including COs, stakeholders, a Technical Committee, the regional Communications team, a Readers' Group, RBAP, all prior publication of the report.</p>	Project Coordinator	A. Rajivan	October 2007	1 November 2007	Given the present political climate and the very sensitive theme of the forthcoming RHDR, it is probably fair to say that the risk of controversy is increasing. This raises a major issue: how to balance sanitization against credibility? The Project is working with Country Offices and RBAP HQ to tackle this issue.

ANNEX III – Terms of References

Terms of Reference for Project Steering Committee

The Project Steering Committee (PSC) provides overall technical advisory and management guidance, project assurance and oversight for the implementation of the project. Day-to-day coordination of the project will rest in the Project Coordinator.

The PSC has the following composition:

- **Executive:** *UNDP RBAP Deputy Director (Asia-Pacific) (Chair). Chief of RBAP Regional Support Unit or his/her nominee will participate in PSC meetings. The RCC Chief of Policy and Programmes will act as Secretariat, and Alternate of Chair of the PSC.*
- **Senior Supplier:** *RCC Operations Manager (alternate, Chief of Policy and Programmes)*
- **Senior Beneficiary:** *1-2 Government representative(s) from the region*

The Project Steering Committee will meet semi-annually to review progress of the project. Given the regional scope of the project, meetings of the Project Steering Committee may take place through video/phone conference facilities and where possible, face to face.

The Project Steering Committee will be responsible for the following:

- Provide overall guidance and direction to the project, ensuring it remains within any specified constraints
- Address project issues as raised by the Project Coordinator
- Provide guidance and agree on possible countermeasures/management actions to address specific risks
- Agree on Project Coordinator's tolerances as required
- Review the Project Quarterly Progress Report and provide direction and recommendations to ensure that the agreed deliverables are produced satisfactorily according to plans
- Review Combined Delivery Reports (CDR) prior to certification by the Implementing Partner
- Appraise the Project Annual Review Report, make recommendations for the next AWP, and inform the Outcome Board about the results of the review
- Provide ad-hoc direction and advice for exception situations when Project Coordinator's tolerances are exceeded
- Assess and decide on project changes through revisions
- For the process of closing a project:
 - Assure that all products deliverables are delivered satisfactorily;
 - Review independent project evaluation and approve the end project report
 - Make recommendations for follow-on actions and post project review plan
 - Notify project closure to the Outcome Board.

Terms of Reference for Project Coordinator

Post level: L6

Location: Regional Centre in Colombo, Sri Lanka

The Project Coordinator will be charged with both a managerial and a substantive role.

In the role as Project Coordinator, the incumbent will be primarily responsible for the overall management, coordination and reporting of project activities. S/he has the authority to run the project on a day-to-day basis on behalf of the Project Steering Committee within the constraints laid down by the Board and is responsible for day-to-day management and decision-making for the project. The Project Coordinator's prime responsibility is to ensure that the project produces the results specified in the AWP, to the required standard of quality and within the specified constraints of time and cost. The Project Coordinator will oversee the delivery of reporting requirements to the Project Steering Committee in a timely manner in accordance with the Activities described in the Project Document and the work plan approved by the Project Steering Committee.

In the substantive role, the incumbent will have the substantive and intellectual leadership responsibility for the AP Regional Human Development Report, human development policies, advocacy, capacity development and other knowledge products produced by the Project.

In terms of project management, the specific responsibilities are:

Overall project management:

- Plan the activities of the project and monitor progress against the initial quality criteria
- Mobilize goods and services to initiative activities, including drafting TORs and work specifications
- Monitor events as determined in the Project Monitoring Schedule Plan, and update the plan as required
- Manage requests for the provision of financial resources by UNDP, using advance of funds, direct payments, or reimbursement using the FACE (Fund Authorization and Certificate of Expenditures)
- Liaise with any suppliers and manage the production of the required deliverables
- Be responsible for project administration, direct and motivate the project team
- Liaise with the Project Steering Committee or its appointed Project Assurance roles to assure the overall direction and integrity of the project
- Agree technical and quality strategy with appropriate members of the Project Steering Committee
- Identify and obtain any support and advice required for the management, planning and control of the project
- Monitor financial resources and accounting to ensure accuracy and reliability of financial reports

- Manage and monitor the project risks initially identified, submit new risks to the Project Steering Committee for consideration and decision on possible actions if required; update the status of these risks by maintaining the Project Risks Log
- Be responsible for managing issues and requests for change by maintaining an Issues Log
- Prepare the Project Quarterly Progress Report (progress against planned activities, update on Risks and Issues, expenditures) and submit the report to the Project Steering Committee and Project Assurance
- Prepare the Annual review Report, and submit the report to the Project Steering Committee and the Outcome Board
- Prepare the AWP for the following year, as well as Quarterly Plans if required
- Update the Atlas Project Management module if external access is made available
- Plan and monitor the project
- Manage the risks, including the development of contingency plans as necessary
- Take responsibility for overall progress and use of resources and initiate corrective action where necessary
- Be responsible for change control and any required configuration management

Project reporting:

- Prepare and report to the Project Steering Committee through Annual Reports and Project End Report
- Prepare the Lesson Learned Report
- Prepare any Follow-on Action Recommendations required

In terms of substantive responsibilities, the specific duties are:

Regional HDRs

Lead the work on Asia Pacific Regional Human Development Reports, as Head of the Human Development Unit

Knowledge Services:

- Lead the process of knowledge capture of national, regional and global know-how in the subject area and production of knowledge-based products
- Manage or support the formation of panel of advisors, as relevant, to guide the work
- Lead the process of knowledge creation and dissemination related to national, regional and global know-how in the subject area. In this context, partner with practitioners and members of the UNDP global networks, leadership of the practice and sub-practice teams in RBAP, BDP and other related Bureaux on knowledge management services
- Organize internal and external networks or communities of practice covering prominent experts in government, non-government, think tanks, private agencies, international development organizations and the UN system

Policy and Programme Services:

- Provide intellectual or substantive leadership in the subject area through identification of key policy issues and formulation of best possible and alternative policy and programme options for UNDP at regional level. Stimulate strategic thinking in the subject practice area, taking into account the needs of country offices as well as the opportunities to develop regional public goods
- Lead the map on a consistent basis the development issues, covering the situation and strategic opportunities in the form of professional papers and reports
- Lead and monitor the process of implementing of policy advisory services as well as delivery of regional goods or knowledge products, ensuring highest UNDP standards in the provision of technical and advisory inputs, organization of workshops, seminars, training and delivery of outputs
- Promote convergence between the different practices, through the RHDRs, identifying opportunities to work within and across Practices and with the other Regional Centres in order to capitalize on the specific advantages of multiple disciplines
- Lead the analytical and policy development work of the team and ensure high quality policy and knowledge products. Promote the substantive quality of all knowledge products, reports and services, and ensures effective integration and compatibility with different practices
- Supervise the Unit's capacity development efforts for academia, media, government counterparts, civil society groups and UNDP COs
- Contribute to the production other reports and publications, and serve as peer reviewer
- Coordinates with Country Offices regarding requests for advisory and support services and lead the support as required by the Country Offices.
- Ensure programme outputs are aligned procedurally with UNDP positions and practice areas

Partnerships and Resources:

- Mobilize and network with the experts of regional offices of the UN System, international development organizations, sub-regional and regional associations, affiliations and bodies (inter-governmental, non-government or private sector) and prominent private sector organizations)
- Prepare proposals for mobilization of human, technical or financial resources from international development organizations, non-government organizations and the private sector, as may be applicable

Others

- Participate in meetings and other events organized by the Regional Centre in Colombo
- Participate and contribute to the preparation for the Annual Management Board meeting of the Regional Centres

Corporate Competencies:

- Demonstrates integrity by modeling the UN's values and ethical standards
- Promotes the vision, mission, and strategic goals of UNDP
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability

Functional Competencies:

Knowledge Management and Learning

- ❑ Promotes knowledge management in UNDP and a learning environment in the office through leadership and personal example
- ❑ Actively works towards continuing personal learning and development in one or more Practice Areas, acts on learning plan and applies newly acquired skills

Development and Operational Effectiveness

- ❑ Ability to lead strategic planning, results-based management and reporting
- ❑ Ability to lead formulation, implementation, monitoring and evaluation of development programmes and projects, mobilize resources
- ❑ Ability to formulate and manage budgets, manage contributions and investments, manage transactions, conduct financial analysis, reporting and cost-recovery
- ❑ Ability to implement new systems and affect staff behavioral/ attitudinal change

Management and Leadership

- ❑ Builds strong relationships with clients, focuses on impact and result for the client and responds positively to feedback
- ❑ Consistently approaches work with energy and a positive, constructive attitude
- ❑ Demonstrates good oral and written communication skills
- ❑ Demonstrates openness to change and ability to manage complexities

Qualifications:

- Master's degree (Ph.D. an advantage) in economics or a relevant social science with a development focus. Specialization in international economic development preferred
- At least 8 years experience in international development – Work experience in multiple countries of Asia and the Pacific region will be an added advantage
- Well published, competent and knowledgeable on development issues
- Experience in one or more areas related to sustainable development, environmental management, poverty alleviation, capacity development and local governance issues is an asset
- Experience with UNDP and the UN System and good understanding of UNDP programme finance and operational procedures will be an asset
- Ability to function at both policy advisory and project implementation levels
- Excellent written and spoken communication skills in English; additional Asian languages an asset
- Excellent writing skills, as well as strong analytical aptitude, communication and presentation skills
- Computer and internet literate

Terms of Reference for the Deputy Project Coordinator

Post level: L5

Location: Regional Centre in Colombo, Sri Lanka

Under the direct supervision of the Project Coordinator, the Deputy Project Coordinator will function as the second-in-command for the Human Development Report Unit. S/he will work contribute to the managerial and substantive intellectual work on Regional HDRs, planning, implementing and managing the delivery of RHDRs, HD policies, RHDR advocacy, knowledge products and other results approved in the project document and annual work plans. In doing so, the Deputy Programme Coordinator will carry out the following functions and responsibilities:

Overall Project Management and Reporting

The incumbent will assist the Project Coordinator in his/her discharge of the following functions:

- Plan the activities of the project and monitor progress against the Project Monitoring Schedule Plan initial quality criteria
- Mobilize goods and services to initiative activities, including drafting TORs and work specifications
- Manage requests for the provision of financial resources by UNDP, liaise with any suppliers and manage the production of the required deliverables
- Assist with project administration, direct and motivate the project team
- Liaise with the Project Steering Committee or its appointed Project Assurance roles to assure the overall direction and integrity of the project; agree technical and quality strategy with appropriate members of the Project Steering Committee
- Monitor financial resources and accounting to ensure accuracy and reliability of financial reports
- Manage and monitor the project risks initially identified and update the status of these risks by maintaining the Project Risks Log
- Assist with the management of issues and requests for change by maintaining an Issues Log
- Draft the Project Quarterly Progress Report (progress against planned activities, update on Risks and Issues, expenditures) and submit the report to the Project Steering Committee and Project Assurance
- Draft the Annual review Report for the Project Steering Committee and the Outcome Board
- Draft the AWP for the following year, as well as Quarterly Plans if required
- Manage the risks, including the development of contingency plans as necessary
- Manage the change control process and any required configuration management

- Draft to the Project Steering Committee through Annual Reports and Project End Report
- Draft the Lesson Learned Report

Regional HDRs

Play a leading role in the work on Asia Pacific Regional Human Development Reports, as the Deputy of the Human Development Reports Unit

Knowledge Services

- Co-lead the process of knowledge capture of national, regional and global know-how in the subject area and production of knowledge-based products
- Support the Unit Head in process of knowledge creation and dissemination related to national, regional and global know-how in the subject area, collaborating and building partnership with UNDP global networks.
- Oversee the organization of internal and external networks or communities of practice covering prominent experts in government, non-government, think tanks, private agencies, international development organizations and the UN system

Policy and Programme Services

- Provide intellectual or substantive support through identification of key policy issues and formulation of best possible and alternative policy and programme options for UNDP at regional level. Engage in strategic thinking in the subject practice area, bearing in mind the needs of country offices and opportunities to develop regional public goods
- Co-lead and monitor the delivery of policy advisory services to country offices, including programme development, research queries and expert referrals;
- Co-lead the organization of stakeholder consultations, capacity development learning events, seminars, training and delivery of outputs
- Support the Head of the Unit to promote convergence between the different practices, through the RHDRs, identifying opportunities to work within and across Practices and with the other Regional Centres in order to capitalize on the specific advantages of multiple disciplines
- Oversee the substantive quality of all knowledge products, reports and services, and ensures effective integration and compatibility with different practices
- Supervise the Unit's capacity development efforts for academia, media, government counterparts, civil society groups and UNDP COs
- Contribute to the production other reports and publications in terms of research and writing, feedback and peer reviewer
- Coordinates with Country Offices regarding requests for advisory and support services and lead the support as required by the Country Offices.
- Ensure programme outputs are aligned procedurally with UNDP positions and practice areas

Partnerships and Resources:

- Mobilize and network with the experts of regional offices of the UN System, international development organizations, sub-regional and regional associations, affiliations and bodies

(inter-governmental, non-government or private sector) and prominent private sector organizations)

- Prepare proposals for mobilization of human, technical or financial resources from international development organizations, non-government organizations and the private sector, as may be applicable

Corporate Competencies

- ❑ Demonstrates integrity by modeling the UN's values and ethical standards
- ❑ Promotes the vision, mission, and strategic goals of UNDP
- ❑ Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability

Functional Competencies:

Knowledge Management and Learning

- ❑ Promotes knowledge management in UNDP and a learning environment in the office through leadership and personal example
- ❑ Actively works towards continuing personal learning and development in one or more Practice Areas, acts on learning plan and applies newly acquired skills

Development and Operational Effectiveness

- ❑ Ability to lead strategic planning, results-based management and reporting
- ❑ Ability to lead formulation, implementation, monitoring and evaluation of development programmes and projects, mobilize resources
- ❑ Ability to formulate and manage budgets, manage contributions and investments, manage transactions, conduct financial analysis, reporting and cost-recovery
- ❑ Ability to implement new systems and affect staff behavioral/ attitudinal change

Management and Leadership

- ❑ Builds strong relationships with clients, focuses on impact and result for the client and responds positively to feedback
- ❑ Consistently approaches work with energy and a positive, constructive attitude
- ❑ Demonstrates good oral and written communication skills
- ❑ Demonstrates openness to change and ability to manage complexities

Qualifications

- Master's degree (Ph.D. an advantage)in economics or a relevant social science with a development focus.. Specialization in international economic development preferred
- Approximately 12 years experience working on issues relevant to developing countries in Asia Pacific
- Excellent writing skills, as well as strong analytical aptitude, communication and presentation skill
- Strong written and spoken English; additional UN languages an asset
- Competent and knowledgeable on development issues
- Skilled in analyses of different development themes like international trade, water, gender, corruption, etc. from a human development lens
- Prior project coordination and policy advisory experience an advantage
- Knowledge of the Asia Pacific and advantage

- Good interpersonal skills; wide travel, and understanding of Asia-Pacific culture and customs an advantage
- Ability to function at both policy advisory and project implementation levels
- Computer and internet literate

Terms of Reference for the Project Analyst

Location: Regional Centre in Colombo

Level: ALD 3

Under the overall supervision of the Project Coordinator/Deputy Project Coordinator, the Project Analyst-cum-Network Facilitator will be responsible for providing research support, assisting with the publication process of the RHDR and other studies produced by the Project, as well as providing support to country programmes.

Duties and Responsibilities

- Assists with development of themes of relevance to the HDRU's work, including the time-line and resource requirements
- Assists with research on various themes of relevance to the Unit's work from the human development standpoint
- Provide support to the process leading to the publication of knowledge products, including identifying and closing research gaps, and working with printers and publishers
- Work with experts, review papers and provide feedback and act as focal point for relevant parts of the RHDR
- Assists with the determination of data needs of knowledge products, by sub-region and gender and work with the HDRU Team on indicators
- Assists in network discussion on themes for the RHDR and other related studies, including research to full gaps or to initiate the discussion, synthesizing and summarizing the discussion
- Assists in responding requests from COs for programme development, technical backstopping, queries, expert referrals, consultants/researchers, network queries, review and preparation of terms of reference, review of various documents and other similar activities
- Prepare the first draft of concept notes, briefs, tools, documents, agendas, minutes, etc. and support in the drafting, revisions, production and publication of research studies, reports, workshop and consultations related documents
- Undertake any other tasks related to HD / MDGs as may be assigned by the Project Coordinator/Deputy Project Coordinator

Competencies

- Demonstrates integrity by modelling the UN's values and ethical standards
- Promotes the vision, mission, and strategic goals of UNDP
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability
- Treats all people fairly without favouritism

Qualifications

- Post Graduate in Development Studies, Political Science, or a related studies.
- Three years of work experience, evidence of previous writing and/or publications an advantage
- Knowledge of human development, the MDGs and how to analyze an issue from a human development perspective
- Strong written communication skills – analytical writing with ability to conceptualize, articulate and debate issues governing UNDP's development assistance
- Good knowledge and experience in the use of computers and standard office software packages. Experience with web based management systems.
- Language Requirements: Proficient written and spoken English

Terms of Reference for the Project Analyst-cum-Network Facilitator

Location: Regional Centre in Colombo, Sri Lanka

Level: JPO/ALD 3

Under the overall supervision of the Project Coordinator/Deputy Project Coordinator, the Project Research Analyst-cum-Network Facilitator will be responsible for providing research, assisting with the publication process of the RHDR and other studies produced by the Project, as well as providing support to country programmes. The incumbent will also assume the role of the Network Facilitator for the AP HDR network.

Duties and Responsibilities

- Assist with the conceptualize a research and consultations strategy for selected development themes of relevance to the HDU's work, including time-line, resource requirements and networking with consultants, review papers and provide feedback.
- Support background research on various themes, including reference search, annotated bibliography, data collection and deriving of statistical measures, preparation of presentations
- Support the process leading to the publication of knowledge products, including closing of research gaps, act as focal point for relevant parts of the RHDR proof reading and cross-checking, graphs, tables and boxes and working with printers and publisher.
- Determine data needs of knowledge products, by sub-region and gender and work with the HDU Team on indicators
- Facilitate the AP HDR Network discussion on themes for the RHDR and other related studies, including research to full gaps, drafting of responses, synthesizing and summarizing of discussion
- Provide substantive support to respond to requests from COs for programme development, technical backstopping, queries, expert referrals, consultants/researchers,

network queries, review and preparation of terms of reference, review of various documents and other similar activities

- Assist with the preparation of concept notes, briefs, tools, documents, agendas, minutes, etc. and support in the drafting, revisions, production and publication of research studies, reports, workshop and consultations related documents
- Undertake any other tasks related to HD / MDGs as may be assigned by the Project Coordinator/Deputy Project Coordinator

Competencies

- Strong analytical, writing and communication skills, with ability to conceptualize, articulate and debate issues relating to human development. Knowledge of human development issue and concepts thus desirable
- Facility with statistics/econometrics is highly desirable
- Good interpersonal and cross-cultural communication skills, understanding of Asia-Pacific culture and customs is an advantage

Qualifications

- Masters in Economics; courses in quantitative economics an advantage
- Some degree of familiarity with Human Development Reports
- Relevant experience an advantage
- Familiarity with national and international data sources, social and economic indicators including poverty and human development statistics
- Excellent command of basic software packages: Microsoft Office (Word, Excel, PowerPoint), Internet Explorer and an econometric package

Excellent command of spoken and written English; cross-cultural sensitivity, strong interpersonal skills, tact and diplomacy

Terms of Reference for the Project Economist

Location: Regional Centre in Colombo, Sri Lanka

Level: ALD3

Under the overall supervision of the Project Coordinator/Deputy Project Coordinator, the principal role of the Economist will center around research and data collection, consistency checks, coming up with creative ways to present data (tables and charts), undertaking rigorous statistical analysis of data to support work on HDRs and other knowledge products and assist with research, advocacy and dissemination related to the Unit's knowledge products. Because of the nature and stringent deadline of the activities of the Unit, teamwork and networking are of critical importance.

Duties and Responsibilities

- Canvass international data sources to collect data for HDRs and other knowledge products of the HDRU furthering the MDGs; performing consistency and reliability checks and acting as the custodian of data for the Unit

- Undertake statistical analyses (descriptive statistics, correlation, ANOVA, regression, etc) to support the work of the Unit, and coming up with innovate ways of presenting and displaying data – ways that are visually attractive and readily comprehensible
- Prepare statistical annexes, undertake data validation, prepare tables and ensuring consistency between the annex and the textual portion of knowledge products
- Undertake background research and prepare technical papers relating to any of the flagship products that the Unit is currently working on
- Provide support to and prepare short think pieces, papers, op-eds, journal articles, etc.
- Assist with proof-reading of the text, facts and figures, consistency of argument, flow, messages and references; post launch activities of knowledge products
- Assist in coordinating and organizing regional capacity development events and consultations and follow-up
- Contribute to the Unit’s workplan, progress report and budget
- Provide substantive support to Country Offices: requests for consultants/researchers, review of terms of reference, preparation of terms of reference, expert referrals, review of various documents and other similar activities
- Assist with the preparation of notes, briefs, documents, regional and sub-regional reports, agendas, minutes, etc.
- Undertake any other tasks related to HD / MDGs as may be assigned by the Project Coordinator/Deputy Project Coordinator

Competencies

- Strong analytical, writing and communication skills, with ability to conceptualize, articulate and debate issues relating to human development. Knowledge of human development issue and concepts thus desirable
- Facility with statistics/econometrics is highly desirable
- Good interpersonal and cross-cultural communication skills, understanding of Asia-Pacific culture and customs is an advantage

Qualifications

- Post Graduate in Economics, with some course work in public policy or development
- Strong quantitative background, experience in research methods and fluidity with econometric packages such as SPSS, Stata, e-Views, etc.
- Strong analytical, writing and communication skills, with ability to conceptualize, articulate and debate issues relating to UNDP’s mission
- Between 2 to 5 years of relevant work experience; knowledge of the UN system is a distinct advantage
- Knowledgeable about human development issues and concepts
- Excellent ability to work in a Team and networking skills is a must
- Good interpersonal and cross-cultural communication skills, understanding of Asia-Pacific culture and customs is an advantage
- Computer: proficient in MS Word, Excel and PowerPoint. Excellent Internet skills
- Fluency in spoken and written English is a must

Terms of Reference for the Economic Analyst (Advisory Services and Capacity Development)

Location: Regional Centre in Colombo, Sri Lanka
Post Level: ALD 3

Under the overall supervision of the Project Coordinator/Deputy Project Coordinator, the incumbent will assist with research, advocacy and dissemination related to the Project's knowledge products including the HDRs, drafting of reports for technical and stakeholder consultations and assist with the organization of the consultations.

Duties and Responsibilities

- Taking the lead in coordinating the servicing of country programmes and requests for advisory services and coordinating multi-country workshops consultations and technical meetings
- Leading the work on the Human Development Fellowships
- Undertake background research and prepare technical papers relating to HDRs and other knowledge products that further the MDGs
- Write short think pieces, papers, concept notes, briefs for various events or as a prelude to more indepth research
- Work with the team to deconstruct research and technical papers as part of the process of preparing flagship products, identify and filling research gaps as necessary
- Assist with the facilitation of the AP HDR Network discussion, including research to initiate and/or respond to issues raised. Draft periodic thematic syntheses of the discussions
- Assist with proof-reading of the text, facts and figures, consistency of arguments, flow, messages, references; preparing media kits; working with the design team and publisher; participate in launch and dissemination advocacy
- Assist in follow-up work, including preparation of opinion pieces, human development view points, etc.
- Assist with data collection, verification and analysis and the preparation of statistical annexes for HDRs and other knowledge products
- Assist with data verification, source verification and consistency between final draft and PDF galley proofs
- Assist in coordinating and organizing capacity development events, consultations and follow-up
- Provide substantive support to Country Offices: requests for consultants/researchers, review and preparation of terms of reference, expert referrals, review of various documents and related activities
- Assist with the preparation of notes, briefs, documents, regional and sub-regional reports, agendas, minutes, etc.
- Undertake any other tasks related to HD / MDGs as may be assigned by the Project Coordinator/Deputy Project Coordinator

Competencies

- Strong analytical, writing and communication skills, with ability to conceptualize, articulate and debate issues relating to human development. Knowledge of human development issue and concepts thus desirable
- Facility with statistics/econometrics is highly desirable
- Good interpersonal and cross-cultural communication skills, understanding of Asia-Pacific culture and customs is an advantage

Qualifications

- Post Graduate degree in Economics, Public Policy or Development Studies is required.
- A minimum of 5 years of relevant work experience is required.
- Knowledge of development issues is highly desirable.
- Proficient in MS Office and Internet; knowledge of statistical packages highly desirable.
- Fluency in English language is required. Working knowledge of another UN language is desirable.

Terms of Reference for the Project Research Officer

Location: Regional Centre in Colombo, Sri Lanka

Level: UNV

Under the overall supervision of the Project Coordinator/Deputy Project Coordinator, the incumbent will work with the rest of the Team to initiate and support research for the Asia Pacific Regional HDR and other knowledge products and services. S/he will keep track of all related activities related to the production of regional HDRs. S/he will assist with activities relating capacity development/learning events, dissemination, the effective serving of country offices, monitoring and drafting of reports, programme documents, notes, briefs, correspondence, events and workshops

Duties and Responsibilities

- 1) Conceptualize a research and consultations strategy for selected development themes of relevance to the Project work, including the time-line and resource requirements
- 2) Work with experts, review papers and provide feedback and act as focal point for relevant parts of the RHDR
- 3) Undertake and support background research on various themes of relevance to the Unit's work from the human development standpoint
- 4) Support the process leading to the publication of knowledge products, including identifying and closing research gaps and working with printers and publishers
- 5) Determine data needs of knowledge products, by sub-region and gender and work with the Project Team on indicators
- 6) Keep comprehensive track of all activities such as the status of technical background papers, peer reviewers, etc, which go into the production of regional HDRs
- 7) Provide substantive support to respond to requests from COs for programme development, technical backstopping, queries, expert referrals, consultants/researchers, network queries, review and preparation of terms of reference, review of various documents and other similar activities

- 8) Prepare concept notes, briefs, tools, documents, agendas, minutes, etc. and support in the drafting, revisions, production and publication of research studies, reports, workshop and consultations related documents
- 9) Undertake any other tasks related to HD / MDGs as may be assigned by the Project Coordinator/Deputy Project Coordinator

Competencies

- Strong analytical, writing and communication skills, with ability to conceptualize, articulate and debate issues relating to human development. Knowledge of human development issue and concepts thus desirable
- Facility with statistics/econometrics is highly desirable.
- Good interpersonal and cross-cultural communication skills, understanding of Asia-Pacific culture and customs is an advantage

Qualifications and Experience:

- Post Graduate in Economics, Development Studies, Political Science, Public Policy or a related social science
- Minimum three years of work experience, including research; evidence of previous writing and/or publications an advantage
- Proficient written and spoken English
- An excellent team player and good networking skills
- Knowledge of human development, the MDGs and how to analyze an issue from a human development perspective
- Strong written communication skills – analytical writing with ability to conceptualize, articulate and debate issues governing UNDP's development assistance
- Excellent team player
- Computer applications: proficient in MS Word, Excel and PowerPoint, internet
- Networking – experience with facilitating networks
- Good interpersonal and cross-cultural work and communication skills, understanding of Asia-Pacific culture and customs an advantage

Terms of Reference for the HDR Specialist (Publications and Advocacy Advisor)

Location: Regional Centre in Colombo, Sri Lanka

Post Level: ALD 3/SSA

Under the overall supervision of the Project Coordinator/Deputy Project Coordinator, the incumbent will be responsible for comprehensive outreach for flagship reports and other publications produced by the Project. S/he promotes an informed public debate on human development and works to achieve change based on the ideas and analysis set out in the Asia-Pacific Human Development Reports.

Duties and Responsibilities

- Provides leadership in the development and implementation of an integrated, human development-based communications, outreach and advocacy strategy to generate political interest and public debate on key human development issues in the region, and advances the advocacy agenda of the Project taking into account corporate advocacy goals
- Leads and coordinates the successful implementation of the regional launches of the Asia-Pacific Human Development Report and other major reports for the broadest possible impact and influence of APHDR messages, including overseeing web presentation and content
- Coordinates and supports commercial publishing for the Project on the APHDR and other publications
- Advises on developments relevant to the overall strategic direction of the Project, contributing to team planning
- Organises and coordinates programme advocacy events, such as international and local media launches and news conferences, with a view to raising the international profile of Project's overall work in collaboration with the Communication Office in New York, the UNDP Regional Centre in Bangkok, the Country Office in India and the network of Communications Officers based in Country Offices in the region
- Follows up with post-launch advocacy that helps integrate regional knowledge products from the Project, particularly the APHDR and other publications, into UNDP Country Office programming;
- Develops and nurtures strategic partnerships with key international and regional media organisations and other constituencies in Asia-Pacific and in donor countries, as well as responds to queries from the media
- Oversees management of the Project website, in close collaboration with the Webmaster
- Undertake any other tasks related to HD / MDGs as may be assigned by the Project Coordinator/Deputy Project Coordinator

Competencies

- Strong analytical, writing and communication skills, with ability to conceptualize, articulate and debate issues relating to human development. Knowledge of human development issue and concepts thus desirable
- Facility with statistics/econometrics is highly desirable
- Good interpersonal and cross-cultural communication skills, understanding of Asia-Pacific culture and customs is an advantage

Qualifications/Competencies

- Advanced university degree in international affairs, development studies, journalism or communications, or equivalent in work experience
- Minimum of 2 years of experience; experience working with international organizations and others engaged in diverse sectors of international development
- Good understanding of human development issues and concepts
- Proven ability to work well on deadline and perform well under pressure, along with strong organisational skills and ability to set priorities
- Intellectual depth and breadth for contributing to the development of complex but tangible strategies and provision of practical strategic advice

- Strong communications skills: ability to interact with UNDP, media and others at the highest levels; ability to speak and write clearly and compellingly in English
- Ability to analyse audiences, attitudes, media, communications products and messages, and to translate them into an effective communications strategy, as well as to inspire and motivate external partners and colleagues at all levels
- In-depth knowledge of Asia and the Pacific region and excellent understanding of the vision, mandate and work of the United Nations System in general, and the United Nations Development Programme in particular
- Ability to work well as part of a multicultural team and support an environment that makes it possible for others to flourish and contribute
- Strong sense of flexibility and adaptability

Terms of Reference for the Statistics Officer

Location: Regional Centre in Colombo, Sri Lanka

Level: National Post

Under the overall supervision of the Project Coordinator/Deputy Project Coordinator, the Statistical Officer will assist with the research and identification of data, indicators and measures as part of a larger effort to provide statistical support to the preparation of Asia Pacific HDRs and other knowledge products that further the MDGs and promote human development.

Duties and Responsibilities

- Assist with the preparation of data and datasets
- Undertake exploratory statistical analyses based on these datasets, including the preparation of charts and summary statistics
- Support the preparation of minutes, notes, briefs, reports, papers
- Contribute to the Unit's workplan, progress report and budget
- Support all events, workshops, meetings, etc.
- Undertake related administrative tasks
- Undertake any other tasks related to HD / MDGs as may be assigned by the Project Coordinator/Deputy Project Coordinator

Competencies

- Good analytical and writing
- Ability to conceptualize, articulate and debate issues relating to human development. Knowledge of human development issue and concepts thus desirable

- Facility with statistics/econometrics is highly desirable
- Good interpersonal and cross-cultural communication skills, understanding of Asia-Pacific culture and customs is an advantage

Qualifications

- Postgraduate degree in Economics with course work in econometrics, mathematical economics, quantitative analysis through English medium
- Knowledge of statistical concepts and methods and statistical packages (Excel, SPSS, Eviews, etc)
- Proficient in English language is a must, both, written and oral
- Working knowledge of developmental issues, especially pertaining to human development and the MDGs
- 2-5 years of relevant work experience
- Good interpersonal and cross-cultural communication skills, understanding of Asia-Pacific culture and customs is an advantage
- Excellent ability to work in a team and networking skills is a must
- Computers: proficient in MS Office and Internet

Terms of Reference for a Project Support Assistant Who will support the Project Coordinator

The Project Assistant will assist in the coordination and reporting of activities of the project. S/he will report with regular updates to the Project Coordinator and Project Steering Committee on the status of routine activities, as well as regular updates on the financial reporting related to the project.

Duties and Responsibilities:

- Undertaking the overall organization and coordination of workshops, and other project events
- Set up and maintain project files
- Collect project related information data
- Update plans
- Administer Project Steering Committee meetings
- Administer project revision control
- Establish document control procedures
- Compile, copy and distribute all project reports
- Assist in the financial management tasks under the responsibility of the Project Coordinator
- Provide support in the use of Atlas for monitoring and reporting
- Review technical reports
- Monitor technical activities carried out by responsible parties

Qualifications:

- At least a Bachelor Degree

Experience and Skills Requirements:

- Excellent written and spoken English
- Excellent written and spoken communication skills
- Ability to organize workshops and conferences
- Ability to work independently or as part of a team
- Strong intercultural skills and sensitivity

Terms of Reference: Project Assurance

- Ensure that funds are made available to the project;
- Ensure that risks and issues are properly managed, and that the logs in Atlas are regularly updated;
- Ensure that critical project information is monitored and updated in Atlas, using the Activity Quality Assessment page in particular;
- Ensure that Project Quarterly Progress Reports are prepared and submitted on time, and according to standards in terms of format and content quality;
- Ensure that financial reports are submitted to UNDP on time, and that CDRs are prepared and submitted to the Project Steering Committee;
- Perform oversight activities, such as periodic monitoring visits and “spot checks”.