**United Nations Development Programme**

**Country: United Arab Emirates**

**Project Document ID # …………**

|  |  |
| --- | --- |
| **Project Title:** | Developing a poverty project for the UAE |
| **Expected UNDP Country Programme Outcome(s):** | Improved capacity of national institutions in strategic planning, resource management and service delivery |
| **Expected Output(s):** | Poverty Study for the UAE and the Social Policy Conference |
| **Executing Entity:** | United Nations Development Programme |
| **Implementing Agency:** | Ministry of Social Affairs |
| **Brief Description**  The project, in collaboration with MSA, aims to support the United Arab Emirates in developing a comprehensive social security study for the UAE that includes a financing and governance model and implementation plan. The social policy will seek to facilitate sustainable and balanced Emirate-wide social development. | |

|  |  |
| --- | --- |
| Programme Period: Twelve Months (2010-2011)  Key Result Area (Social Policy Document) \_\_\_\_  Atlas Award ID: \_\_\_\_\_\_\_\_\_\_\_  Start date: \_\_\_\_\_\_\_\_\_\_\_  End Date: \_\_\_\_\_\_\_\_\_\_\_  Management Arrangements: \_\_\_\_NIM\_\_\_\_ | **Total resources required:**  Total allocated resources: \_\_\_\_\_\_\_\_\_   * Regular \_\_X\_\_\_\_\_\_\_ * Other:   + Donor \_\_X\_\_\_\_\_\_\_   + Donor \_\_X\_\_\_\_\_\_\_   + Donor \_\_X\_\_\_\_\_\_\_   + **Government**   + Unfunded budget: \_\_\_\_X\_\_\_\_ |

Agreed by:

XXX

Ministry of Social Affairs, Date:

Agreed by: Elissar Sarrouh

Resident Representative, Date:

United Nations Development Programme (UNDP)

**TABLE OF CONTENTS**

I. Acronyms and Abbreviations 3

II. Situation Analysis 4

III. Project Implementation Strategy 5

Project Outputs: 6

IV. Management Arrangements 13

V. Monitoring Framework and Evaluation 15

VI. Legal Context 15

VII. ANNEXES 15

Annex 1: Project Organisation Structure 16

Annex 2: UNDP Results and Resources Framework

Annex 5: Terms of Reference 24

Senior Technical Advisor

# I. Acronyms and Abbreviations

|  |  |
| --- | --- |
| DOF  ESCWA  M&E  MSA  NIM  NEX  PB  PPR  PSC  QPR  STA  SBAA  SPD  ToR  UAE  UNDESA  UNDP  UNRISD | Department of Finance  Economic & Social Commission for Western Asia  Monitoring and Evaluation  Ministry of Social Affairs  National Implementation Modality  National Execution  Project Board  Project Progress Report  Project Steering Committee  Quarterly Progress Report  Senior Technical Adviser  Standard Basic Assistance Agreement  Strategy and Policy Planning Division  Terms of Reference  United Arab Emirates  United Nations Department of Economic and Social Affairs  United Nations Development Programme  United Nations Research Institute for Social Development |

# II. Situation Analysis

*Poverty Reduction as a Priority for the United Arab Emirates*

The Ministry of Social Affairs (MSA) is the central administrative authority that is responsible for the development, preparation and establishment of policies and strategies relating to social development in the United Arab Emirates. It aims to achieve community integration, particularly by supporting family-centered social development, encouraging social responsibility in the private sector, and educating the public. It pays particular attention to the special needs community, including the poor, disabled, widows, and orphans. In doing so, MSA coordinates with relevant entities to study the needs of the public and to implement policies. The Minister, currently Maryam Mohammed Khalfan Alroomi, oversees the implementation of its policies, aided by reports from various regulatory units within the agency. This project is at the request of, and is fully sponsored by, the MSA.

MSA has launched several initiatives over the last few years to improve the quality of life in the Emirates. Among these was a project to provide needy families with economic and intellectual protection that would allow them to engage in productive activities and help themselves. The “craft” initiative of 2011 seeks, moreover, to allow families to better market their goods by establishing quality control standards for productive activity. MSA has also launched programs to diversify cooperatives. However, detailed policies and strategies are still required to guide the translation of MSA’s priorities to implementation.

Until now, the Government has provided targeted and piecemeal assistance as needed to address social development for particular segments of society in particular capacities, such as for the productive capacity of the family. However, given the UAE’s growing population and increasing income disparities, it is important to identify a more strategic, holistic, and collaborative approach to social development to ensure sustainable and long-term outcomes. This project intends to further define the federal government’s intention towards reducing poverty by providing relevant, comprehensive information on the needs of the indigent in the Emirates.

In order to achieve the intended results, MSA is seeking to engage a team of experts to provide technical assistance and content expertise in conducting a study on poverty reduction in the UAE in line with the Government’s priorities. This study will evaluate both the MSA’s mandate in poverty reduction and the MSA’s previous projects in line with that mandate, focusing particularly on lessons-learned and achievements. The study will then also evaluate non-MSA projects, both within the government and by non-governmental institutions (NGOs). In performing these evalutions, the experts will examine poverty in all segments of society, including families, women and children, and those with special needs. Gender mainstreaming will be a particular focus, serving as a cross-cutting issue in all analyses. The experts will also examine the likely effects of poverty reduction strategies from three different perspectives: social, economic, and statistical. The end result wll be a study that not only includes evaluations of past projects, but one that provides a more comprehensive analysis and makes relevant policy recommendations.

Following the study will be a conference to launch the study and discuss the findings. This conference will serve as the basis of a future sector social policy by the MSA to be completed by 2013 and will inspire all other governmental social Ministries to do the same. This will, in turn, pave the road to an integrated social policy.

This project will address the Government’s request for technical assistance from the United Nations in performing a study on poverty reduction for the UAE. The Project Team will work closely with national counterparts and stakeholders both in collecting data and presenting all findings to support a participatory process of investigation and analysis. It will also draw on the expertise of the UNDP, relevant UN agencies and international experts. The process of developing the study and holding the conference is as important as the final product, and it must be transparent, participatory, and inclusive of a diversity of views. It will be designed in such a way as to maximize information for relevant national institutions through a transfer of knowledge and expertise from many sources of information, both governmental and nongovernmental, in order to ensure sustainability. National ownership and support from the highest levels will result in an inclusive, detailed, and objective analysis that examines poverty reduction in all its aspects.

Therefore, a partnership between MSA and UNDP will be formed to support the UAE’s poverty reduction study. This collaboration will allow MSA to leverage UNDP’s expertise and international experience in analyzing social policies, particularly poverty reduction and social integration strategies. UNDP will provide policy advice and technical expertise throughout the project.

*UNDP Country Programme Outcomes*

This project is directly related to UNDP’s Country Programme 2007-2011, which puts policy advice as a main service. It states in its first outcome that the office will support the Government of the UAE to enhance its national capacity to analyze, design and monitor development policies in areas of national priority. Additionally, as per the document’s fourth outcome, the “UNDP will provide technical assistance to the strategic planning processes of federal and emirate-level authorities for achieving sustainable development, defining government priorities and improving performance to meet international standards; UNDP will bring in other UN agencies with the relevant local, regional and international expertise in the different areas that will be tackled in the social policy, to strengthen a vision of social policy that is based on social equity and an equal opportunity for all, taking into consideration regional specificities and cultural sensitivities.

# III. Project Implementation Strategy

This project will be guided by the following principles to ensure a transparent, accountable and participatory policy development process.

*Social Context Mapping*

In order to develop a poverty reduction policy actionable for the UAE, it is important that the context of the Emirates is fully understood. This module will map existing strategies, plans, initiatives and research across the Emiratesby gathering extensive primary and secondary data. Such task will be conducted through research on the existing development situation in the UAE, identifying gaps, conducting needs assessments, creating an action plan with corrective measures, and finally proposing proper regulations and institutional mechanisms. This is to ensure the poverty reduction policy is based on the needs of the UAE’s population.

*Stakeholders Engagement*

MSA and UNDP will engage different stakeholders throughout the project, such as government entities, civil society organizations, service providers, academia, professionals, private sector actors and representatives of target populations. Engaging these stakeholders will ensure a more holistic study that includes all related projects and activities related to it.

*Building National and International Partnerships*

UNDP and the Ministry of Social Affairs will strengthen their relationship and partnership with national partners such as Sharjah University and National Bureau of Statistics. Furthermore, in order to analyze international social models, and thus develop a model and produce a comprehensive poverty study of best fit for the UAE, it is important that partnerships with relevant institutions be established and a conference takes place to join all the social studies made, mainly the poverty study. UNDP will assist the MSA in organizing this conference and in building partnerships that will lead to a more substantive and successful one.

## Project Approach and Outputs:

*Through this project, UNDP aims to support MSA in developing a comprehensive poverty reduction study for the UAE through the following outputs and activities.*

* *Output 1: Targeted Methodology Determined and Data Collected.*

The first activity of this project is to recruit two experts in poverty reduction. The STAs will provide technical guidance throughout the entire project on the process of conducting a social study using a participatory approach. The STAs will also facilitate the integration of inputs from all parties and will be integral in the development and drafting of the final document. Next, an Assistant Researcher will be recruited to facilitate data collection, synthesis, and analysis. The AR will be accountable to the STAs and will have a flexible role, depending on the needs of the STAs.

Next, MSA will establish a Project Management Unit within its organization in order to coordinate technical assistance. The PMU will solely include members of MSA, who will be responsible for providing the researchers with all relevant data on previous MSA projects. They will also act as liaisons between the researchers and non-MSA institutions, both governmental and nongovernmental, that have conducted projected related to poverty reduction in the past. They will compile this information and provide it to the Project Team. The Project Team may also ask the PMU to retrieve any additional data that it needs.

The experts will work together with all relevant partners in this project(NSB/National Statistics Bureau and Sharjah University) to coordinate and work with the stakeholders to determine a plan for completing the poverty reduction study. It will draw on the relevant experience of the Parties and stakeholders, allowing all to present best practices for conducting the study and asking each to provide relevant information on all projects they have conducted in the past related to poverty reduction. From this meeting will result not only a final decision regarding the methodology to be employed, including the content areas to be addressed, and the degree of generality of the study (generalizable or specific to individuals), and the indicators to be used. As a default, however, the Project Team will evaluate each project on the basis of at least five factors: project targets; start of the project, duration, and scope of coverage (population affected); budget; previous evaluation studies; lessons-learned and achievements. The Project Team will work from the conference’s identified goals and best practices to specify further relevant criteria of analysis, assess the need for any further data, and identify initial linkages among past projects. Research methods may further include reviewing case studies, formulating working groups, conducting interviews and surveys, and organizing beneficiary consultation sessions.

Once the study has been modeled and the methodology selected, the Project Team will collect all data, using the PMU as its data source and liaison. Afterwards, it will conduct an initial assessment, focusing primarily on the completeness of the data and any gaps it notices, particularly as the data relate to target groups, including women, children and youth, the elderly, and those with special needs. If the data are insufficient or lacking in any area, the Project Team will ask the PMU for further data collection. If needed, the PMU may also conduct “emergency” field studies, gathering data rapidly on a sufficiently specific and targeted topic. During this data collection phase, the PMU will also provide information on Existing laws and policies to better contextualize the researchers’ approach. It will continue in this advisory role throughout the project. Finally, the role of key stakeholders will also be considered, including government entities, service providers, civil society organizations, and private sector actors.

For additional help in the review process and additional commissioned research, the Project Team may draw on local consultants, centers of excellence, and/or national universities, including Sharja University and the National Bureau of Statistics, which demonstrate depth in understanding the local context.

* *Output 2:* Analysis conducted, and UAE Poverty Reduction Report Published

After the data are compiled, the Project team will examine the data, conducting further meetings with the MSA as needed to discuss any progress or further gaps in data. MSA will help fill in those gaps whenever possible and may conduct further studies to obtain necessary data. The Project Team will evaluate each projects according to at least the five criteria listed above (targets, coverage, budget, evaluation studies, lessons-learned) and will look for linkages and divergences among projects. It will pay particular attention to the the results from the 2008 family survey, adjusted for shifts in cost of living between 2008 and 2011, which was aimed at producing families. The intended result is to identify real improvements and continued weaknesses, as well as any emerging trends in poverty reduction effectiveness. The Project Team will also compare the effectiveness of programs across different governmental and non-governmental institutions, attempting to determine best practices.

Once best practices and relevant trends are uncovered, it will become possible to further analyse the overall context of poverty reduction and look at potential policy reforms. In doing so, the Project Team will identify the current effectiveness of the Government’s program; any remaining areas that require improvement, particularly those that beneficiaries themselves prioritize among their needs; and general sectors, services, and subpopulations in which the government needs to target its poverty reduction efforts. It will also consult with the MSA as needed to better understand the Government’s current program and the socioeconomic context of the UAE, as well as to ensure feasibility of all suggested policy changes. Moreover, follow-up processes, such as impact analysis, scenario planning, social system option evaluations, and high-level consultations will be conducted to help clarify the data and assess potential strategies and policies for social security reform. The Project Team will, in turn, identify a menu of options for corrective measures and new policy instruments that are grounded in local realities and informed by international best practices. Strategies and action plans will be formulated and high level programs identified.

The Drafting Committee will then be formed and will include the STAs, Assistant Researcher, and the MSA Communications Expert. MSA and UNDP will also hire, as needed, a translator, final editor, and designer / publisher. The Committee will draft and translate a final document for submission.

Once the study is completed, UNDP will support in the recruitment of a renowned expert in poverty reduction to conduct a technical peer review to ensure the comprehensiveness of the data and the findings, as well as appropriate methodological practices. After the study passes the approval of the peer reviewer, it will be translated into Arabic.

* *Output 3:* UAE “Social Policy” Conference Launched

Having finished the report, the focus will shift to public and governmental awareness of the results. The first step will be effective dissemination of the report to relevant authorities. This will involve printing the report and distributing it to the MSA, all other governmental Ministries performing social services, NGOs and other public and private stakeholders, and various media outlets.

Next, MSA and the UNDP will jointly coordinate a conference entitled “Ending Poverty,” primarly meant to launch the study for the public. The conference will also discuss other aspects of poverty reduction—including international case studies and best practices—but it will primarily focus on the UAE context and on the Report’s findings. All relevant stakeholders who participated in the first phase of the project, as well as members of the press and other relevant parties will be invited. The conference will specifically focus on feasible policy changes that both governmental and non-governmental institutions can make for increased effectiveness of poverty reduction strategies. In the build-up to the conference, the media will also be briefed on logistics and key findings.

MSA and UNDP will, however, continue to make themselves available to public and media questioning so as to guide public debate and ensure proper coverage of results.

Once complete, the Project Team will develop a lessons-learned document outlining the entire project, lessons-learned and best practices identified. This document will serve as a knowledge sharing piece for performance of future surveys and field research, as well as future policy formulation. With the completion of this document, the Project Team’s duties will officially be completed. MSA and UNDP will, however, continue to make themselves available to public and media questioning so as to guide public debate and ensure proper coverage of results.

* *Cross-Cutting:* Gender and Youth mainstreaming in study and conference elaboration

Among the key groups to be served with this project, women and the youth stand in a particularly vulnerable position. This project must thus look at ways to mainstream their experience to ensure their equality of status and opportunity.

A key problem lies in lack of effective representation at the levels of policy formulation that matter. For this project to truly be participatory, it must thus incorporate the perspective of women and the youth. To do so, it will seek to consult female stakeholders at various points in the project: first in the data accumulation phase, to ensure that their insights about any poverty reduction projects in the past is incorporated into the researchers’ analysis; at the analysis phase, through the recruitment and/or consultation of experts on female and youth issues in the UAE; next, after the Report is published, to ensure that female stakeholders have a chance to comment on the findings *before* the results are shared at the conference, in case any corrections must be made; and finally, at the conference, where all relevant female stakeholders will again be invited to learn of findings and to share their own perspective.

Policies must also be tailored towards the particular needs of women and youth. To this end, the Project Team will be asked to make specific recommendations for this group, not only on ways to improve their relative socioeconomic position, but to more effectively spread information regarding social services to them. This will involve, on the one hand, looking at particular problems these groups face. Some possibilities include: lack of sufficient occupation opportunities, lack of educational opportunities, lack of consultation centers, drug addiction and other destructive habits, domestic abuse, and discrimination in the workforce. The Project Team will also examine more effective strategies at information distribution, including such possibilities as consultation centers, government-sponsored websites, use of media advocacy, and increased funding for female- and youth-centric social services.

This project will thus take a two-pronged approach to ensuring gender and youth mainstreaming. First, it will aim for inclusive participation, to give a voice to women and include those most familiar with female and youth problems. Next, it will tackle specific policies, with reference to this female and youth perspective. The result will be a more sustainable, long-term program for ensuring the rights of youth and children.

# III-Results and Resources Framework

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Intended Outcome as stated in the Results and Resource Framework:**  Enhanced national capacity to analyze, design and monitor poverty reduction strategies. | | | | |
| **Outcome indicators, including baseline and targets:**  Indicator: Non-Existent  Baseline: Incomprehensive, weak collection of vital socio-economic data onpoverty reduction strategies  Target: Improved national data collection and reporting; conference to share findings with all relevant stakeholders | | | | |
| **Applicable Key Result Area (2008-11 Strategic Plan):**  Strengthening accountable and responsive governmental and non-governmental institutions | | | | |
| **Partnership Strategy:** A partnership formed between UNDP and MSA, involving other governmental Ministries and non-governmental organizations. Through advocacy and stakeholders’ engagement, such as different Governmental Institutions, civil society organizations, etc. this project will aim to link data from all sources and levels of social work to improve local capacity for developing effective poverty reduction strategies. | | | | |
| **INTENDED OUTPUTS** | **OUTPUT TARGETS FOR (YEARS)** | **INDICATIVE ACTIVITIES** (Check Annex I for detailed activities) | **RESPONSIBLE PARTIES** | INPUTS |
| **Output 1: Targeted Methodology determined and Data Collected.**  **Baseline:** No methodology or comprehensive source of data.  **Indicators:** Methodology agreed on and data collected. | Targets (by end of June 2011)  A concept note with the HDR’s selected theme and outline should be delivered. | **Activity(1):** Recruitment of project team   * Two Senior Technical Advisors * One Assistant Research   **Activity(2):** Establish a Project Management Unit within MSA to coordinate technical assistance  **Activity(3):** Presentation of proposed poverty reduction study to relevant stakeholders to gather information on non-MSA projects  **Activity(4):** Study Modeling and methodology selection.  **Activity(5): A**ssigning additional focal points in relevant institutions, collecting data, and conducting initial assessment.. | UNDP  MSA | * Contracts of project staff * Travel * Supplies * Misc.   **Total= 850,500$** |
| **Output 2: Analysis conducted, and UAE Poverty Reduction Report published**  **Baseline:** Piecemeal data available but not compiled or analyzed in a comprehensive study  **Indicators:**   * Draft Committee recruited * Data compiled, analyzed, and reported * Report produced | Targets (by end of August 2011)  Data compiled, analyzed and reported  Study produced and translated | **Activity(1):** Analyze data and conduct dialogue and meetings to discuss progress and further needs with MSA..  **Activity(2):** Develop policy recommendations on basis of data.  **Activity(3):** Identification and recruitment of Drafting Committee  **Activity(4):** Compile all completed work and produce the study.  **Activity(5):** Conduct technical peer review.  **Activity(6):** Translate the Poverty Reduction Report.  **Activity(7):** Publish the Poverty Reduction Report in English and Arabic. | UNDP  MSA | **Total: 5,250$** |
|  |  |  |  | **Total: 28,350 $** |
| **Output 3: UAE Social Policy” Conference Launched**  **Baseline:**  Conference not launched  **Indicator:** Conference launched. | Targets (by September 2011)  Launching the First “Ending Poverty” Conference for the UAE | **Activity(1)**: Printing the report and disseminating copies to relevant parties.  **Activity(2):** Organizing the launching conference, entitled “Ending Poverty”, and inviting participants.  **Activity(3):** Briefing the press.  **Activity(4):** Holding the Conference.  **Activity(5):** Monitoring public debate and media coverage after launch. | UNDP  MSA | **Total: 113,400$** |
| **Cross-cutting: Gender mainstreaming in study and conference elaboration**  **Baseline:** Little female participation in elaboration and evaluation of poverty reduction strategies.  **Indicator:** Female participation in data collection, report production, and conference. | Targets (by September 2011)  Increased female participation in data collection, study elaboration, and conference. | **Activity(1):** Consult female stakeholders at the start of the project on poverty reductions projects in the past  **Activity(2):** Recruit/consult experts on women and youth, as needed.  **Activity(3):** Make policy recommendations specifically targeting poverty in women and youth.  **Activity(4):** Examine information distribution mechanisms and awareness campaigns for spreading Report findings to women and youth and for increasing their awareness of social aid campaigns.  **Activity(5):** Disseminate final report to relevant female stakeholders for commenting  **Activity(6):** Invite a large segment of female stakeholders to “Ending Poverty” conference. |  |  |

# IV. Management Arrangements

The project will be implemented under the National Implementation Modality (NIM), where UNDP will be the project-Executing Entity and the Ministry of Social Affairs will be the project-Implementing Agency.

## Project Team:

This project is a collaboration between UNDP and MSA that incorporates additional mechanisms for cross-government and cross-Country collaboration and national ownership to ensure a progressive and forward-looking social policy.

*Project Board*

A Project Board (PB) will be established to monitor the project’s progress towards results. The PB will consist of senior representatives of UNDP and MSA and will function as an oversight body to ensure that activities are on track and results are achieved in accordance with the project work plan. The Project Board has the authority to approve changes in the project document Work plan and project budget. The Project Board will meet Quarterly, or as needed. (Annex --: Project Board ToR)

*UNDP*

UNDP will be recruiting a Senior Technical Advisor (STA) who is a leading international expert in Poverty studies to provide technical guidance throughout the entire project on the process of social policy formulation using a participatory approach. The STA will also facilitate the integration of inputs from all parties and content experts and will be integral in the development and drafting of the final document.

The Project Team will be accountable for the day-to-day implementation of all project activities and will facilitate all stakeholder engagement activities. The Project Manager, appointed by MSA, is responsible for managing the project plan and raising all issues / approvals to the Project Board and Project Steering Committee. The Project Manager will meet regularly with the UNDP, STA and content Advisors to coordinate all activities related to the project and will ensure the integration of all project activities into the project plan. The STA will attend the Project Team meetings to ensure project consistency and coordination.

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

Both UNDP and MSA will ensure the delivery of project outputs throughout the project lifecycle.

The Project Board has the authority to approve changes in the project document and project budget. The Project Board will meet Quarterly, or as needed. The PB will include delegated representatives from MSA (Senior Beneficiary and Senior Supplier seats) and a delegated representative from UNDP (Executive seat).

## Audit:

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

# V. Monitoring Framework and Evaluation

As per UNDP requirements, this project will be subject to the standard UNDP reviews, monitoring and evaluation guidelines. Monitoring will focus on outputs and their contribution towards the intended outcome. Information gained from monitoring activities will provide the basis for making decisions and taking corrective actions to ensure the project is on track. A combination of monitoring tools will be used, including monitoring visits and progress reports. A terminal tripartite review will be held prior to the completion of the project. The project will be subject to auditing at least once in its lifetime, in accordance with National Implementation Modality (NIM) regulations.

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

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

# VI. Legal Context

This project document shall be the instrument referred to as such in Article 1 of the SBAA between the Government of the United Arab Emirates and UNDP, signed on 19 January 1977. Consistent with Article III of the Standard Basic Assistance Agreement, the host country implementing agent (MSA) shall, for the purpose of the Standard Basic Agreement, refer to the Government Cooperating Agent described in the Agreement.

# VII. ANNEXES

## Annex 1: Project Organisation Structure

# ANNEXE I: *RISK LOG*

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

Risk Log

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **#** | **Description** | **Date Identified** | **Type** | **Impact (I) &**  **Probability (P)** | **Counter measures / Management response** | **Owner** | **Submitted, updated by** | **Last Update** | **Status** |
| 1 | Due to the fact that it will be the first ”Ending Poverty” Conference, its impact can be underestimated | *June 2011* | Programmatic | P = 2  I = 4 | Strong & effective dissemination plan will be implemented and the project will follow a transparent and participatory approach with the media and relevant stakeholders to ensure positive coverage. | MSA  UNDP |  |  |  |
| 2 | Project might face difficulty in finding consultants with relevant background and high qualifications | June 2011 | Operational | P = 2  I = 4 | UNDP and DED will work on hiring international consultants to ensure the existence of high qualification and diversity. | MSA |  |  |  |
| 3 | Inadequate access/ or lack of reliable information, data and statistics | June 2011 | Operational | Probability = 3  Impact = 4 | Further Dialogue with MSA decision makers, other governmental Ministries engaged in social policy-making, and relevant nongovernmental organizations stakeholders to share data on past poverty reduction projects; also contract universities to conduct emergency field study for data | MSA |  |  |  |
|  | Low participation, low interest of some key players | July 2011 | Strategic, Political | Probability = 3  Impact = 4 | Participatory approach of the project. The outreach strategy, presentation of what is needed to stakeholders and governmental entities, and proper communication and advocacy are crucial for stakeholder engagement. | MSA |  |  |  |