

United Nations Development Programme
Country: Azerbaijan
Project Document

Project Title National Human Development Report Azerbaijan 2010

UNDAF Outcome(s): Outcome 2: The state improves its delivery of services and its protection of rights – with the involvement of civil society and in compliance with its international commitments

Expected CP Outcome(s): 2.2 ICT/MIS enhances efficiency, transparency, and accountability in the public sector
(Those linked to the project and extracted from the CP)

Expected Output(s):
(Those that will result from the project)

Executing Entity: Civil Service Commission under the President of the Republic of Azerbaijan

Implementing Agencies: UNDP

Brief Description

A country in transition to a market economy and democracy, Azerbaijan enjoys significant hydrocarbon revenues. Strengthening good governance and reforming the civil service are critical to the promotion of sustainable economic development, alignment with European Union standards and norms, the reduction of poverty and the achievement of human development goals.

Recognizing the importance of public service to achieving Human Development, the Government of Azerbaijan and UNDP are seeking to prepare and publish a National Human Development Report on the Civil Service. The report should analyse the current state of the civil service of Azerbaijan in terms of its effectiveness and efficiency in achieving human development goals, and provide recommendations on continuing reforms. The report will be prepared by a team of independent consultants working in close collaboration with Civil Service Commission under the president of the Republic of Azerbaijan.

Programme Period:	<u>2005-2009</u>
Programme component:	<u>MYFF Goal 2</u>
Atlas Award ID:	_____
Start date:	<u>June 2009</u>
End Date:	<u>December 2010</u>
Project duration:	<u>18 months</u>
Management Arrangements:	<u>NEX</u>

Total resources required	<u>\$220,406.00</u>
Total allocated resources:	<u>\$170,406.00</u>
• Regular	<u>\$170,406.00</u>
• Other:	
o Government	
Unfunded budget:	<u>\$50,000.00</u>
In-kind Contributions	_____

Agreed by Government of Azerbaijan:

Bahram Khalilov, Chair, Civil Service Commission under the President of the Republic of Azerbaijan

Agreed by Executing Entity:

Bahram Khalilov, Chair, Civil Service Commission under the President of the Republic of Azerbaijan

Agreed by UNDP:

Bruno Pouezat, Resident Representative

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I. SITUATION ANALYSIS

Azerbaijan is continuing to reform its state institutions along global best practices in modern public administration systems. The main objectives of the reforms being implemented are to build the public administration system, provide to citizens the highest state guaranty of rights and freedoms and, generally, accelerate the process of integration of Azerbaijan into the international community. In this context, a major challenge for the country is **to ensure that the Civil Service is composed of professional staff able to manage increased resources and provide adequate public services.**

One of the most significant steps in this direction was the adoption in 2000 of the Law on Civil Service. To operationalize the Law, the Civil Service Commission under the President of the Republic of Azerbaijan was established in 2005. In addition, the adoption in 2007 of the **Anti-Corruption strategy (ACS)**, which envisages steps for greater transparency and accountability in the civil service (performance appraisal and code of ethics), indicates a commitment that public services be provided by qualified people in the most efficient way possible. Last but not least, the State Programme on Poverty Reduction and Sustainable Development (SPPRSD) adopted in 2008 identified "good governance" and institution building as an additional "ninth" Millennium Development Goal, signalling the Government's recognition of the centrality of public sector and civil service reform to long-term poverty reduction and economic development.

In recent years, the Civil Service Commission has achieved significant results in formulating a unified state policy in the civil service area, introducing a competitive and transparent centralized recruitment system for the civil service, re-training and professional development of civil servants, etc. However, further reforms of the Civil Service are required to improve its effectiveness and efficiency, and to introduce best practices in civil service human resource management.

Recognizing the importance of the Public Service¹ in achieving Human Development, the Government of Azerbaijan and UNDP seek to prepare and publish a National Human Development Report on the Civil Service. The report should analyse the current state of the Civil Service in Azerbaijan, its effectiveness and efficiency in achieving human development goals, and provide recommendations for further reforms.

¹ The public service encompasses all civilian public sector employees working for a government department or agency. In Azerbaijan, the Civil Service constitutes a subset of the Public Service executing the following duties: to protect the rights and freedoms of citizens on the basis of the Constitution and other legislative acts; to draft, approve, implement decisions and supervise their implementation within the authority of state bodies; to ensure the efficient activity of state bodies and the performance of official duties by civil servants. Civil servants are employees of state agencies and departments that fall under the regulations of the Civil Service Law. The civil service excludes public servants employed in the Prosecutor's Office, bodies of justice, national security, defense, emergencies, border service, internal affairs, custom, tax, foreign affairs, field-chasseur service or the National Bank, which are regulated by other laws of the Republic of Azerbaijan.

The Civil Service Law applies to persons working in the offices of these bodies (except for the National Bank) and not holding military or special ranks (employees not civil servants include office and yard cleaners, gardeners, guards, stokers, workers without professional rank, etc.).

The Civil Service Law shall not apply to the President of the Republic of Azerbaijan; the deputies of the Milli Mejlis; the Prime Minister and his deputies; judges of courts of the Republic of Azerbaijan; the Commissioner of the Republic of Azerbaijan for Human Rights (Ombudsman); the heads of central executive power bodies and their deputies; chairman, deputies, secretary and members of the Central Election Commission; chairman, deputy and auditors of the Chamber of Accounts; officials (heads) of the local executive bodies; deputies of the Supreme Mejlis of Nakhchevan Autonomous Republic; Prime Minister of Nakhchevan Autonomous Republic and his deputies; heads of central executive bodies of Nachchivan Autonomous Republic; military personnel.

The Law shall not apply to employees of institutions subordinated to the relevant bodies of executive power. Labour relations of these employers shall be regulated by the Labour Code.

II. STRATEGY

The overall development outcome of the project is to further policy making in the area of civil service reform through the production of a National Human Development Report on these issues. In order to achieve the objective, the project includes several inter-related components:

NHDR Formulation. Under this component, assistance will be provided to improve the conceptual understanding of the human development paradigm and the relations between civil service and human development. The current state of the civil service in Azerbaijan will be analysed and recommendations for future development will be formulated. Activities under this component include:

- 1.1. Establishment of NHDR team and selection of theme;
- 1.2. Recruitment of an international expert to contribute to report drafting;
- 1.3. Discussions and review of the drafts of the report;
- 1.4. Finalization of the report and acceptance by the Advisory Board.

Data collection for NHDR. This component is aimed at collecting data to inform the National Human Development Report. A capacity assessment/functional analysis will be conducted to evaluate the current state of the civil service and identify capacity gaps. A survey of civil servants and the general public will inform the NHDR on views towards the civil service from inside and outside respectively. The Civil Service Registry will be used to get empirical information about the civil service's composition and career paths.

- 2.1. Conduct Capacity Assessment / Functional analysis to inform the NHDR;
- 2.2. Conduct survey of civil servants to inform the NHDR;
- 2.3. Conduct survey of the general public to inform the NHDR;
- 2.4. Analyse the civil service registry.

Questionnaires will include gender-sensitive questions and collected data will be disaggregated by sex as much as feasible. The survey of civil servants and the general public will present the respective views of men and women on the civil service.

Component of **Publication and Communication** aims at publication of the National Human Development Report and its wide dissemination among stakeholders. Communication with stakeholders is crucial as the report should lead to practical actions of civil service reform.

- 3.1. Publish NHDR in line with corporate requirements;
- 3.2. Present NHDR to a wide public.

III. RESULTS AND RESOURCES FRAMEWORK

<p>Intended Outcome as stated in the Country Programme Results and Resource Framework:</p> <p>Outcome 2: The state improves its delivery of services and its protection of rights – with the involvement of civil society and in compliance with its international commitments</p> <p>Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:</p> <p>2.2 ICT/MIS enhances efficiency, transparency, and accountability in the public sector</p> <p>Applicable Key Result Area (from 2008-11 Strategic Plan):</p> <p>Partnership Strategy: The project will be implemented in close cooperation with the Civil Service Commission (CSC). Through the Project Board and Advisory Board, UNDP and the CSC will seek partnerships with the Presidential Office, line Ministries, and international organizations active in the area of civil service (incl. GTZ).</p>			
<p>Project title and ID (ATLAS Award ID):</p> <p>National Human Development Report Azerbaijan 2010</p>			
INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES
<p>Output 1. Production of a National Human Development Report (NHDR) addressing the issue of civil service</p> <p><u>Baseline:</u> No analytical report addressing the issue of civil service is available in Azerbaijan Most recent NHDR was published in 2007 on gender issues</p> <p><u>Indicators:</u> National Human Development Report addressing the issue of civil service is produced and widely disseminated</p>	<p><u>Targets (2009)</u> - NHDR team established and received training - Draft 1 of the report prepared</p> <p><u>Targets (2010)</u> - Draft of the report discussed and reviewed - Report finalized and accepted by Advisory Board</p>	<p>Activity 1: NHDR Formulation</p> <p>1.1. establish NHDR team and select theme</p> <p>1.2. International Expert contributes to report drafting</p> <p>1.3. Discuss and review the drafts of the report</p> <p>1.4. finalize report and submit to Advisory Board for agreement.</p>	<p>UNDP, CSC</p> <p>Local experts International expert</p>

<p><u>Targets (2009)</u></p> <ul style="list-style-type: none"> - Survey of civil servants conducted - Survey of general public conducted <p><u>Targets (2010)</u></p> <ul style="list-style-type: none"> - Capacity Assessment / Functional analysis conducted - Results of surveys and assessments incorporated in NHDR <p><u>Targets (2009)</u></p> <ul style="list-style-type: none"> - Target audience of NHDR identified <p><u>Targets (2010)</u></p> <ul style="list-style-type: none"> - At least 500 copies of NHDR are published in Azeri and English languages; - At least one event, with involvement of the major stakeholders and media, is organized to launch NHDR and make its findings public <p><u>Targets (2009)</u></p> <ul style="list-style-type: none"> - At least 90% of financial delivery of approved project budget; - At least 90% of results planned within the project achieved <p><u>Targets (2010)</u></p>	<p>Activity 2: Data collection for NHDR</p> <ol style="list-style-type: none"> 2.1. Conduct Capacity Assessment / Functional analysis to inform NHDR 2.2. Conduct survey of civil servants to inform NHDR 2.3. Conduct survey of general public to inform NHDR <p>Activity 3: NHDR Publication and Communication</p> <ol style="list-style-type: none"> 3.1. design NHDR in line with corporate requirements 3.2. present NHDR to a wide public <p>Activity 4: Project management, monitoring and visibility</p>	<p>UNDP, CSC</p> <p>UNDP, CSC</p> <p>UNDP, CSC</p>	<p>Survey</p> <p>Translation Design and printing Organization of event</p> <p>Project Manager</p>
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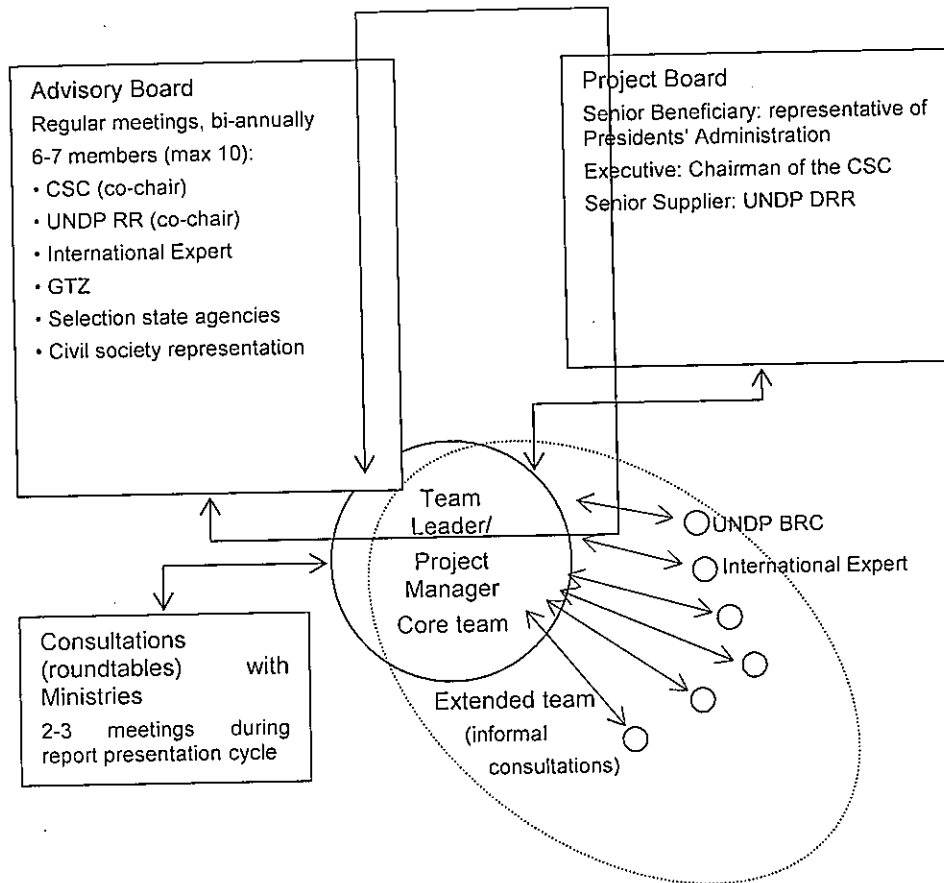
				<ul style="list-style-type: none">- At least 90% of financial delivery of approved project budget;- At least 90% of results planned within the project achieved			
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IV. ANNUAL WORK PLAN

See attached at separate file "ProDoc AWP Budget Sheet (1).xls"

V. MANAGEMENT ARRANGEMENTS

A, Project Governance Structure



The project will be implemented under the national execution modality (NEX) with UNDP support services in accordance with the UNDP Programme and Operational Policies and Procedures. The Civil Service Commission will act as the Implementing Agency.

A Project Board will be established for strategic project activity management to ensure achievement of project results. The frequency of its meetings will be determined as needed, but no less than once every six months. The position of Senior Executive responsible for the ultimate outcome will be held by the Chairman of the Civil Service Commission. The Senior Beneficiary position will be held by a representative of President's Administration. The position of Senior Supplier will be held by the UNDP Resident Representative (or designated Programme Adviser).

An Advisory Board will be created within the project to ensure the participation of the NHDR's potential users and the relevance of its content and issues to policy needs. The Advisory Board, co-chaired by CSC and UNDP, will be composed of the Government decision makers, international donors implementing technical assistance projects in the field of civil service and international experts. For a detailed description of the Advisory Board's functions and working practices, see Annex 3.

A core writing team will be established to produce the report in accordance with the Report Concept. The core team will be led by a Team Leader. The Team Leader will play a dual function of Project Manager responsible for daily management of the project and consolidation of the report, and contributing writer of the report. Acting within the framework of the NHDR Concept, members of the writing team shall exercise full editorial independence and bear full responsibility

for compliance with the minimum quality standards outlined in the UNDP Corporate Policy (see Annex 4). An extended team of contributors will provide additional expertise to the core team without being formally recruited.

Consultations (roundtables) with Ministries will be organized during the report formulation process to increase national ownership, improve communications with report stakeholders and simplify data collection efforts.

B. Project Inputs. The following inputs will be provided by the CSC and UNDP for the successful implementation of project outputs and activities:

CSC inputs

- Free and functional office premises for project-related activities, and access to any information necessary for the project staff and consultants to complete their tasks.
- Assistance in identifying the most appropriate national experts. Such experts should have a clear understanding of the Government's policies related to the sector.
- National Project Director for the project, paid by the Government for the entire duration of the project, and Beneficiary Representative who are members of the Project Board;
- Administrative support for all project objectives;
- Coordination and provision of the support required from other Government entities;
- Distribution of all project materials.

UNDP inputs:

- USD 170,000 from UNDP Azerbaijan as direct financial input to the project;
- The services of a Project Developer, responsible for preparing the Project Document, Work Plan, and Project Resource and Results Framework;
- Direct support for identification, selection and recruitment of advisors (in support of decisions taken by the Project Board);
- Support services for procurement, contracting and direct payments, as requested by CSC;
- Support in the organization of public relations functions and events.
- Mobilisation of other financial and advisory services to the project.

C. Audit Arrangements

The project will be subject to an independent audit as required by UNDP/NEX Guidelines.

D. Other issues:

All project publications and other visual products should comply with UNDP publication policy.

MONITORING FRAMEWORK AND EVALUATION

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

Within the annual cycle

- 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 Team Leader/Project Manager to facilitate tracking and resolution of potential problems or requests for change.
- Based on the initial risk analysis submitted (see annex 1), a Risk Log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.
- Based on the above information recorded in Atlas, Project Progress Reports (PPR) shall be submitted by the Team Leader/Project Manager to the Project Board through Project Assurance, using the standard report format available in the Executive Snapshot.
- a project Lesson-Learned Log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-Learned Report at the end of the project
- a Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events

Annually

- **Annual Review Report.** An Annual Review Report shall be prepared by the Team Leader/Project Manager and shared with the Project Board. As a 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 above element 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 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.

Quality Management for Project Activity Results

OUTPUT 1:		
Activity Result 1 (Atlas Activity ID)	<i>Short title to be used for Atlas Activity ID</i>	Start Date: End Date:
Purpose	<i>What is the purpose of the activity?</i>	
Description	<i>Planned actions to produce the activity result.</i>	
Quality Criteria <i>how/with what indicators the quality of the activity result will be measured?</i>	Quality Method <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	Date of Assessment <i>When will the assessment of quality be performed?</i>

VI. LEGAL CONTEXT

If the country has signed the Standard Basic Assistance Agreement (SBAA), the following standard text must be quoted:

This project document shall be the instrument referred to as such in Article I of the SBAA between the Government of Azerbaijan and UNDP signed on 6 January 2001.

Consistent with 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 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.

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.

VII. ANNEXES

Annex 1. Risk Log

#	Description	Date Identified	Type	Impact & Probability on a scale from 1 (low) to 5 (high)	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
1	Government priorities shift away from civil service reform	March 2009	Political Strategic	The occurrence of the risk would determine the failure of the project for the agency concerned P=1, I=5					
2	There is a lack of national experts with good knowledge of modern approaches to civil service issues	March 2009	Organizational	The occurrence of the risk would determine the failure of the project for the agency concerned P=2, I=5					
3	Lack of financial resources limits data collection to inform the report	March 2009	Financial	The occurrence of the risk would affect quality of analysis and empirical basis of the report P=2, I=3	Fundraising for specific data collection activities				
4	Lack of commitment from ministries limits the scope of data collection to inform the report	March 2009	Organizational	The occurrence of the risk would affect the quality of analysis and the empirical basis of the report P=2, I=3	Involvement of key ministries in Advisory Board and round table discussions to inform them about the scope of the report				

Annex 2. Suggested report outline

The suggested report outline was designed during a workshop with participation of CSC staff and local experts. The outline of the report could be revised by the Advisory Board.

Chapter 1. History and current trends in Azerbaijan civil service

This chapter will describe the history of the civil service in Azerbaijan, the evolution of its legal status, changes in approaches and relations between citizens and the state, transformation of priorities and gender perspective.

1.1. History of civil service in Azerbaijan

- Historical legacy (before 1920) and Soviet period (1920-1991)
- Transition period toward market economy and democracy (1991-2001)
- Reforms and current trends (from 2001 onward)

1.2. Legal foundations of civil service in Azerbaijan

1.3. Review of reforms, state programmes and capacity building programmes in Azerbaijan

1.4. Comparative analysis with other transition countries

Chapter 2. Public services, civil service and human development

This chapter will consider conceptual links between human development, public services and civil service. It will consider the role of public services in various areas of human development (including but not limiting to education, healthcare, material wellbeing, access to information, human security, gender equality), as well as the role of the civil service in the provision of these services. The chapter will be forward looking, formulating a vision of the civil service and of public services for the citizens.

2.1. Public services for human development

2.2. Public services for the citizens

2.3. Role of the civil service in the provision of public services

Chapter 3. Current state of the Civil Service

Using the conceptual framework established in Chapter 2, this chapter will present an analysis of the real situation in the provision of public services and the results achieved in various areas of human development. The chapter will also provide an analysis of existing instruments and available resources of the civil service including human resources, financial resources, territorial and sectoral structures, through gender perspective where relevant. On the basis of these data, the efficiency and effectiveness of the civil service will be analyzed. The scope of the chapter is to analyze the current situation in the achievement of the goals of the civil service (see chapter 2) and the efficiency and effectiveness of the obtained results.

3.1. Human Development in Azerbaijan

3.2. Public services for the citizens: development and issues

3.3. Civil services: resources and possibilities

Chapter 4.

This chapter will provide an analysis of the needs of the civil service in terms of instruments and resources, including human resources, financial resources, territorial and sectoral structures. Analysis will cover also issues of ethics and staff motivation, e-Governance as the tool of civil service, territorial allocation of various structures and their relations with citizens, as well as link of funds allocations with scope of activity ("financing rate") of the civil service. The aim of this chapter is to identify the capacity gaps and needs of the civil service to achieve its targets including those related to gender imbalances (as described in chapter 2).

4.1. Human Resources (*could be singled out in a separate chapter*)

- 4.2. Civil Servant's Code of Ethics
- 4.3. Motivation of the Civil Servants
- 4.4. e-Governance as a tool of the civil service
- 4.5. Territorial allocation of public service and its role in the provision of public services to the citizens
- 4.6. Relationship between funds allocations and scope of activity ("financing rate") of the civil service

Chapter 5. Conclusions and recommendations

This chapter will summarize the results of the analysis done in previous chapters and provide recommendations for continuing civil service reforms.

Annex 3. Terms of Reference, Advisory Board for the National Human Development Report

Background

1. Azerbaijan is continuing to reform its state institutions along global best practices in modern public administration systems. The main objectives of the reforms being implemented are to build the public administration system, provide to citizens the highest state guaranty of rights and freedoms and, generally, accelerate the process of integration of Azerbaijan into the international community. In this context, a major challenge for the country is **to ensure that the Civil Service is composed of professional staff able to manage increased resources and provide adequate public services**. One of the most significant steps in this direction was the adoption in 2000 of the Law on Civil Service. To operationalize the Law, the Civil Service Commission under the President of the Republic of Azerbaijan was established in 2005. In recent years, the Civil Service Commission has achieved significant results in formulating a unified state policy in the civil service area, introducing a competitive and transparent centralized recruitment system for the civil service, re-training and professional development of civil servants, etc. However, further reforms of the Civil Service are required to improve its effectiveness and efficiency, and to introduce best practices in civil service human resource management.
2. Recognizing the importance of the Public Service in achieving Human Development, the Government of Azerbaijan and UNDP seek to prepare and publish a National Human Development Report on the Civil Service. The report should analyse the current state of the Civil Service in Azerbaijan, its effectiveness and efficiency in achieving human development goals, and provide recommendations for further reforms.

Scope of work of the advisory board

1. The NHDR Advisory Board is a consultative body established to participate in the formulation of the National Human Development Report, supported and funded by UNDP. The scope of work of the Advisory Board is to ensure the relevance of the report and its quality.

Composition of the advisory board

1. The advisory board will comprise of a maximum of 10 members, representing relevant stakeholders including but not limited to: UNDP, Civil Service Commission, Government and Academia. The Advisory Board will be co-chaired by the Chairman of the Civil Service Commission and UNDP Resident Representative (or his/her representative).
2. The proposed composition of the Advisory Board is the following and could be extended if necessary:
 - i. Chairman of the Civil Service Commission (co-chair);
 - ii. UNDP Resident Representative (co-chair);
 - iii. Representative of selected state agencies;
 - iv. Representatives of donor agencies involved in the area (incl. GTZ)
 - v. International Expert
 - vi. Civil society representative

Advisory board activities

1. UNDP will convey regular meetings of the Advisory Board, at least bi-annually.
2. Advisory board members will
 - Review the structure and the detailed outline of the Report to be developed by the Core Report Team
 - Review the drafts of the Report and provide comprehensive comments on them to ensure high quality standards and accuracy of factual and statistical information included in the report
 - Provide recommendation and guidance to the NHDR Core Report Team on different aspects of the Report to ensure its relevance to national policy making purposes

- Participate in the national conferences and debates to be organized on the Report
3. If and when required, meetings of the extended Board will be convened, with more experts representing larger number of institutions to be invited to participate.
 4. UNDP will nominate the Advisory Board Secretary who will prepare the Advisory Board Minutes (not later than 5 days after the Board meeting) for endorsement by the Advisory Board Co-chairs.

Annex 4. Common Standards for NHDRs (six basic principles from UNDP corporate policy)

The UNDP corporate policy on NHDRs establishes six basic principles that should be strictly followed to ensure the credibility, impact and quality of reports in all countries where an NHDR is prepared.

National Ownership

The NHDRs must be country based and country driven. They must focus on country realities and reflect well-defined national perspectives on human development in addressing priority national themes, emerging trends, opportunities and challenges. They must promote national policy dialogue, the constructive expression of divergent views and the identification and analysis of development alternatives. They should serve to build consensus and shared visions and also explore aspects of the regional and global context that broaden or limit national choices.

Independence of Analysis

The NHDRs require full editorial independence. While countries maintain ownership of the NHDR and help determine the overarching research priorities of the publication, the authors of the report must exercise full editorial independence and objective analysis. This ensures that the NHDRs present accurate and unbiased data and analysis rather than serving to justify a UNDP position or a particular policy of a Government or political party.

Quality of Analysis

The NHDRs must be about human development. They must adopt a people-centred approach and clearly present the key concepts and principles of the human development paradigm. The NHDRs should enhance the monitoring of advances and challenges in human development by providing data that are disaggregated to identify critical disparities between different geopolitical, religious, racial, ethnic, gender, economic and other social groups.

Where appropriate, the NHDRs should highlight links to relevant information and analysis in the global and regional HDRs. All of the critical dimensions of human development (longevity, knowledge, a decent standard of living, security and participation) as well as the flagship Human Development Index (HDI) should be reflected. It is desirable, although not mandatory, for the NHDRs to address pertinent themes of the global HDR as a chapter or, where particularly relevant, as an overall theme.

The NHDRs must be strategic. Their purpose and motivation should be clearly defined and key partners and target audiences identified. The human development perspective must be applied systematically to the selection and presentation of data and information, and it should underpin the analysis and the identification of main messages. The findings should be robust enough to serve as a sound basis for the formulation of policy options and recommendations.

In some cases, particularly where urgent action is required or consensus is already emerging, implementation strategies and plans of action should accompany such recommendations. It is crucial that the NHDRs periodically review the impact of previous reports on policy within the country, and introduce policy-monitoring indicators that can be traced from year to year. The NHDRs must be quality products. They must strive to achieve the highest possible standards in terms of the reliability of their data and the quality of their analysis. Special attention should be paid to the collection and presentation of data and the use of indicators in a manner that facilitates comparisons within and between countries and the analysis of changes over time. Key messages must be clearly underscored and disseminated to the widest possible audience. Conclusions arising from the data and the analysis should, when possible, be translated into policy options and broad recommendations that can be reviewed by policymakers and the public at large.

The NHDRs must contain a detailed annex. This must comprise technical notes, definitions of statistical terms, and other references and materials that are relevant to the analysis and presentation of the report. The annex could also contain (if it does not appear elsewhere) a brief description on the report's preparation process and its methodology.

Participatory and Inclusive Preparation

The NHDRs must be quality processes. To have a strong impact, they must offer not only quality in analysis and presentation, but also excellence in all aspects of production and follow-up.

Depending on the specific national context, a key element of the preparation should be making it as inclusive and participatory as possible. This approach recognizes that achieving human development goals depends on actions and resource allocations by a wide range of actors. Government and government-sponsored institutions, as the main architects of public policy, are expected to engage fully in the process, although no one group should monopolize the work. The participation of other stakeholders—academia, the private sector, labour, the media and the wider civil society including, where possible, local communities—is equally important for the full consideration of policy options and the implementation of recommendations.

Flexibility and Creativity in Presentation

The NHDRs must be presented in a clear and user-friendly manner. They should combine techniques that have been tested through the global HDRs with approaches that are more closely attuned to local experience and expectations. National context should largely determine content, form and the analytical requirements of the chosen theme. Creativity is called for in preparing a product that is relevant and readily accessible to key target audiences. Tables, graphs, figures, boxes and pictures should complement the text and analysis. Strict editorial independence will ensure technical and factual accuracy.

The NHDRs should use terms and a style that are readily accessible to all audiences. They should be prepared in the main national working language. Key sections or summaries containing main messages, findings and recommendations should be translated into other local languages as well as into English.

Sustained Follow-up

The NHDRs require extensive dissemination. A clear communications strategy that promotes the messages of the NHDR is the most effective way to reach as large an audience as possible. Elaborate media events and high-profile launch activities—preferably involving representatives of Government, policy makers, parliamentarians, the private sector and civil society—should be followed by proactive dissemination, including through market mechanisms. The main messages of the report should reach critical segments of society such as educational and research institutions, development policy centres, development NGOs, the donor community and the public at large.

The NHDRs must be timely and produced at regular intervals. Placing all aspects of human development at the centre of national policy debates requires a high quality product produced at regular intervals, with a sustained effort and adequate preparation time. A cycle of one to two years should become the norm, and should be accompanied by efforts to ensure that the NHDRs are produced and released on schedule.

The NHDRs must be monitored. An integral part of the NHDR process involves designing appropriate strategies and tools for the effective monitoring of the report's policy and operational impacts. Indicators established within the United Nations Development Assistance Framework (UNDAF) and the corporate Strategic Results Framework (SRF) can measure some outcomes and provide competent feedback on areas requiring improvements. In addition, NHDR teams should systematically review their own previous editions as well as the global HDRs in terms of their impact on policy and the national development agenda and their contributions to progress made towards global development targets, including those set out by the Millennium Summit.

The NHDRs must make use of quality data. As part of a broader process of supporting national debate on policy, the preparation of the NHDRs contributes to the strengthening of the quantity and quality of national human development statistics. In their analysis and use of statistics and data, NHDR processes help to identify gaps in statistics, review the reliability of data, revisit questionable data, generate demand for new indicators and strengthen statistics that can be fed into the global HDR. UNDP programme resources can help to enlarge the capacity of national statistical institutions for the collection and analysis of data.