



Regional Training Workshop Report 2004

Phnom Penh, Cambodia, 2-4 May

Potential and Challenges in Human Development: Analysis, Process and Reporting

APRI

ASIA PACIFIC

Regional Human Development Reports Initiative

REGIONAL BUREAU FOR ASIA AND THE PACIFIC



Regional Training Workshop Report 2004

Phnom Penh, Cambodia, 2-4 May

Potential and Challenges in Human Development: Analysis, Process and Reporting

APRI

ASIA PACIFIC

Regional Human Development Reports Initiative

REGIONAL BUREAU FOR ASIA AND THE PACIFIC

CONTENTS

I	Introduction	1
1.1	APRI and Its Mandate	1
1.2	Objectives of the Training Workshop	1
1.3	Participants	2
1.4	Evaluation of the Training Workshop	2
II	The HD Concept and Its Application in the Asia-Pacific Region	4
2.1	Defining Human Development	4
2.2	Thematic Analysis Through HD Lens	6
2.3	HD in Asia Pacific: Outputs of Interactive Discussions	7
III	Measuring Human Development	9
3.1	Indicators and Composite Indices	9
3.2	Human Development Index	11
3.3	Human Poverty Index	12
3.4	Other Composite Indices Introduced in the Region: ICT 4HD Index	12
3.5	Data Challenges in the Asia-Pacific Region	13
3.6	How to Meet the Data Challenges?	14
IV	HDRs: Product, Process and Dissemination	17
4.1	Global, Regional, National, Sub-national HDRs	17
4.2	UNDP Corporate Policy on National HDRs	17
4.3	The Process of Preparing a NHDR	20
4.4	Quality of Analysis	22
4.5	Presentation	23
4.6	Advocacy and Dissemination	24
4.7	Impact	27
V	MDGs and Human Development	31
5.1	MDGs: Their Rationale and Costing	31
5.2	MDGRs, NHDRs and other National Processes	32
VI	Future Directions for APRI	34
6.1	Themes APRI	34
6.2	APRI and UNDP COs	34
6.3	Concerns Regarding the Regional HDR Initiative	34
6.4	Suggestions for Follow-up	35

Boxes

Box 4.1	Global Human Development Reports – Their Themes	17
Box 4.2	Strengths and Limitations of NHDRs	20
Box 4.3	What to Remember Before Getting Started	26
Box 4.4	Questions in Impact Assessment of HDRs	28
Box 4.5	NHDRs and UNDP	30
Box 5.1	The Cambodia Experience	33

Tables

Table 2.1	Differences Between HD and Non-HD Approach	5
Table 2.2	HD Approach Vis-à-vis Human Capital/Human Resource	6
Table 2.3	Thematic Analysis from a HD Perspective	8
Table 3.1	Issues Related to Measurement of HD	10
Table 3.2	Country Level Issues on Data for NHDRs	15
Table 4.1	NHDRs and MDGRs of Selected Countries in the Region	18
Table 4.2	The Experience of Lao PDR HDR	25
Table 4.3	Impact of selected NHDRs in Mainstreaming HD into National Planning	29
Table 5.1	Comparing MDGRs and NHDRs	33

Annexures

Annexure A	Agenda	38
Annexure B	Tool for Examining a Theme from a HD Perspective	42
Annexure C	Checklist – A Convenient Guide to the Basic Steps Necessary for the Preparation of an HDR	43
Annexure D	List of Participants	47

Photo Gallery

50



Introduction

1.1 APRI and Its Mandate

The Asia Pacific Regional HDR Initiative (APRI), started in September 2001, is an initiative under UNDP's Regional Bureau for Asia and the Pacific (RBAP). The Programme has been endorsed by the 8 national Governments of Cambodia, China, India, Indonesia, Mongolia, Maldives, Philippines and Sri Lanka. Its **objectives** are:

- To improve national and regional capacities in cross-country human development (HD) analysis and impact assessments
- To enhance networking for the exchange of information and expertise
- To bring the concept of human development into regional development strategies, inter-governmental agreements and policies related to human development.

In support of the objectives, **activities** under the regional initiative include:

- Providing support to preparation of regional/country-cluster human development reports (HDRs) on issues of common concern
- Providing support to producing background technical support documents, policy briefs and application notes, and impact assessments linked to and complementing sub-regional/regional and national human development reports
- Hosting regional learning seminars on HD
- Facilitating exchange of experiences, best practices and cross-fertilization of ideas and methodologies through national and regional HD networks
- Assessing and improving advocacy and monitoring impact HDRs.

The added value of a Regional Programme on Human Development for Asia Pacific is in terms of:

- Compiling experiences from the 57 national human development reports (NHDRs) already produced in the region, and coming up with guidelines and sharing of best practices
- Contributing to regional cooperation through regional research
- Tackling common issues shared by many nations
- Supporting the production of quality reports
- Knowledge sharing through training and exchange of experiences.

In line with its mandate and requests from countries in the region, APRI organised its second regional training workshop on “*Potential and Challenges in Human Development: Analysis, Process and Reporting*” (Phnom Penh, Cambodia, 2-4 May 2004). In view of the demands and feedback received from participants who attended the first regional training workshop in 2003, the 2004 training workshop was opened to other partners than UNDP Country Office (CO) staff. This helped in disseminating HD concepts and issues among a larger development community.

1.2 Objectives of the Training Workshop

The APRI regional Human Development training workshop “*Potential and Challenges in Human Development: Analysis, Process and Reporting*” was designed for UNDP Country Office staff, government counterparts and statisticians in the Asia Pacific region. Building upon the rich experience gained and valuable feedback received in the first APRI training

workshop, “*Potentials and Challenges in Human Development Reporting: Operationalizing Regional and National HDRs in Policies and Programmes*” (Colombo, Sri Lanka, 24-26 September 2003), the training workshop was conceived as a platform for cross-country sharing and collective exploration of critical concepts and issues of human development. The challenges faced by different stakeholders in human development analysis, process and reporting had been kept in mind while designing this training. In fact, preparatory work was conducted to ascertain the needs of all participants and the areas of strength of each team.

Participants had an opportunity to strengthen their perspectives on the human development approach, share experiences and learn from regional best practices, understand the importance and role of national and regional HDRs and collectively evolve strategies for translating messages of regional and national HDRs into programmes and policies. Thematic break-out group discussions (on trade, human security and governance) and exercises were introduced to facilitate the application of concepts and tools considered.

By combining concepts and practical tools, the workshop sought to clarify the distinctions between:

- The HD concept and its differences with other development paradigms
- Human Development Reports at the global, regional and national levels
- Human Development Index and other indices measuring HD
- The relationship between reporting on HD and monitoring progress on Millennium Development Goals (MDGs).

1.3 Participants

The workshop brought together 30 representatives from 12 countries of UNDP Country Offices, NHDR Team members/coordinators, government officials and statisticians from Cambodia, China,

East Timor, Fiji, Indonesia, Iran, Laos, Malaysia, Mongolia, Pakistan, Papua New Guinea and Thailand. Resource people included members of the HDRO, RBAP, APRI, independent consultants, and the NHDR Focal Point from Bosnia Herzegovina for cross-regional exchanges. Participants represented the global, regional and national experiences with the preparation of Human Development Reports.

1.4 Evaluation of the Training Workshop

To improve the structure and contents of future APRI regional training workshops, participants were requested to compile a workshop evaluation form at the end of the training. The feedback obtained can be categorised as follows:

Things that worked:

- Sharing tips and networking
- Knowledge and information sharing of national experiences
- Participatory approach, group works and interactivity
- Interactions between speakers and participants, two way-dialogue
- Brainstorming process
- Variety of resource people and participants - good mixture of UNDP/Government, Country Offices (COs)/Headquarters (HQ) and region wise
- HD concept and linkages with national development policies
- “How to” guidelines for preparation of NHDRs: Toolkit
- Relaxed workshop environment
- Well-developed agenda
- MDGR preparations
- Composite indices: theory and exercises
- Global perspectives
- Updates on corporate policy

Things to improve in next workshops:

- Duration: there was too little time
- Timing: avoid weekend work
- Indexing exercise: methodologies to show how indices influence results
- More exercises
- Information overload
- More visual presentations
- Review of 1-2 NHDRs

- More fun, excursion and social life

Concrete follow-up suggestions:

- Sustainability of workshops, including course refreshers
- More NHDR focal point networking
- Further broadening: involvement of NGOs and private sectors
- More workshops of this kind in the region and cross-region
- CD ROM with all the resource materials



The HD Concept and its Application in the Asia-Pacific Region

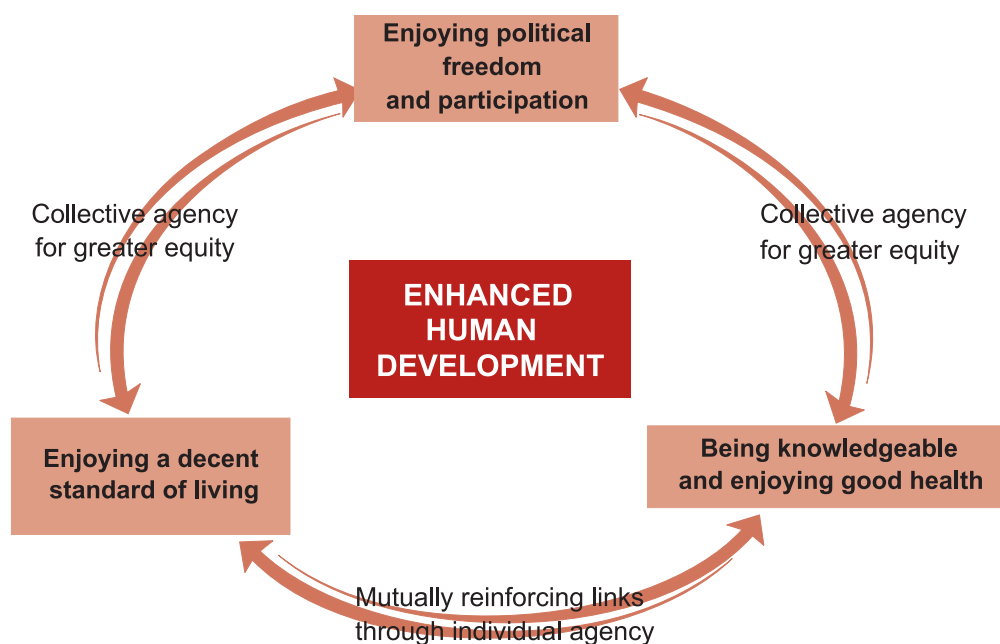
This module of the training aimed to provide an overview of the human development paradigm as well as advance the conceptual understanding, approach and application of the human development concept.

2.1 Defining Human Development

Human development is defined as “a process of enlarging people’s choices. The most critical ones are to lead a healthy and long life, to be educated and to enjoy a decent standard of living” (UNDP 1990).

Fundamental to enlarging these choices is the process of building human capabilities – having a healthy life, having access to resources needed for a decent standard of living and having the ability to participate in the life of the community. Political freedom and participation are part of human development, both as development goals in their own right and as means for advancing human development. In fact, political freedom empowers people to claim their economic and social rights, while education increases their ability to demand economic and social policies that respond to their priorities (Figure 2.1).

Figure 2.1 Mutually Reinforcing Capabilities



Source: Human Development Report, 2002

By according due priority to economic growth alongside issues of equity, sustainability and participation, the human development paradigm presents a comprehensive and integrated perspective of development.

The differences between the human development approach and, broadly speaking, non-human development approach are presented in Table 2.1.

Despite its considerable popularity, the human development concept is often misunderstood and con-

fused with other apparently similar concepts. At the request of participants, a comparison between the human capital/resource approach and human development approach was made (Table 2.2).

In the human resource development approach, education, health and other investments in people are seen purely from the viewpoint of building the human capital to attain corresponding rates of economic return and enhanced economic growth.

Table 2.1 Differences Between HD and Non-HD Approach

	HD Approach	Non-HD Approach (primarily focused on economic development)
Development <i>for what?</i>	Well-being, dignity, freedom; addressing inequalities, exclusion and poverty	National income, economic and social growth (which trickles down)
Development <i>for whom?</i>	For people	For people and things
Who is the <i>agent of development?</i>	People	People and things: Human capital (<i>Stock of skills and productive knowledge</i>) + Physical capital (<i>machines, equipment, assets and so on</i>) + natural resources
<i>How?</i>	<p>No recipes, but elements of good policies:</p> <ul style="list-style-type: none"> ● Economic growth, pro-poor, pro-employment ● Equity of choices; equitable distribution of assets ● Good social policies ● Interventions specifically tailored to serve the needs of vulnerable subpopulations (poverty eradication and equity of gender) ● Intergenerational sustainability ● Political democracy ● Civil participation ● Cultural diversity 	<p>8 recipes of structural adjustment:</p> <ul style="list-style-type: none"> ● “Do not raise industrial wages” ● “Raise tariffs” ● “Hand out contraceptives” ● “Sow improved seeds” ● “Invest in housing” (or other “strategic” sectors) ● “Spend on basic needs” ● “Send the right signals”

Table 2.2 HD Approach Vis-à-vis Human Capital/Human Resource

	Human Resources Development	Human Development
Definition	Enhancement of stock of skills and productive knowledge (<i>Shultz, 1960s</i>) – human capital	Expansion of choices, capabilities, freedoms (<i>Ul Haq and Sen, 1990s</i>)
View of people	People as means to national income growth (INPUTS)	People as ends (OUTCOMES)
Investment in people	Investment in terms of education, health, nutrition is justified in terms of the ‘rate of return’ it yields to the individual as well as to the family and society. (Rate of return logic)	As a matter of ethics: the education, health, nutrition that are embodied in people are valuable in themselves (to enhance their capabilities). This means dealing with structural issues (such as gender, disability, etc) that prevent participation in productive systems, recognizing unpaid work and social production, recognizing the role of people in political and cultural processes. Viewing people as agents of change, not just agents of the economy.

Therefore, all investments in the development of human resources are directed towards, and designed to, achieving this objective. In the neoclassical economic framework to which the concept of human resource development belongs, there is no recognition of the poor, infirm and the disabled.

The human resource development approach views people as a resource for economic growth. In turn, economic growth is seen as the end or the purpose of development. On the other hand, the human development approach recognizes and measures development differently, leading to different strategies. Human development is not the same as economic growth, although it is not anti-growth, and it embraces also qualitative aspects of growth. In fact, economic growth is a necessary but not sufficient condition for human development.¹ As a result, to measure human development it is necessary to go

beyond GDP to include other dimensions, which have been pointed out in the various HDRs.

2.2 Thematic Analysis Through HD Lens

There is a difference between analyzing a *theme as a theme* (like HIV/AIDS, trade, human security or a natural resource like water, etc.) versus examining it from a *human development perspective*. The application of an HD approach for a thematic analysis would mean looking at issues and outcomes differently.

Through a human development lens, the analysis covers several dimensions of human development and for each one of them, the causes, consequences and issues for developing human development strategies are considered. Possible indicators for each dimension are also introduced (Annexure B). The dimensions of human development are:

- Long, healthy life, nutrition security

¹ A country with a high per capita income is not developed from the human development perspective if, for example: income and assets distributions are highly skewed against the poor; women are severely disadvantaged and discriminated against; environmental degradation is severe, and freedom is compromised.

- Access to knowledge
- Productivity, growth
- Poverty reduction, employment, equity-oriented growth
- Gender equality
- Empowerment, right to participate, human rights and freedom
- Sustainability
- National governance
- Regional, global governance
- Any other

Table 2.3 is the output of an exercise that was carried out with participants to familiarize with the analysis of themes through a human development lens.

2.3 HD in Asia Pacific: Outputs of Interactive Discussions

Participants' discussions of the human development concept and its application in Asia Pacific led to the following remarks:

- The HD concept is a powerful one, adamantly relevant as an alternative paradigm for Asia Pacific. It is an approach that can tackle macro strategies and policies and be used as a critique of structural adjustment, as demonstrated by the Indonesia NHDR
- For Asia-Pacific countries, there is a strong need to clarify the differences between human devel-

opment and human resource development, the latter being the main conceptual backbone of development plans in the region. For this, UNDP Focal points need better tools to convince and argue for the differences

- There is need for a thorough discussion on HD terminology in national languages. Much is lost in translation
- As far as themes are concerned, Asia-Pacific countries are now dealing with national/regional problems such as HIV/AIDS (Cambodia), empowerment (Thailand), equity (China), state building (Timor Leste), poverty (Pakistan), etc.
- Regional themes relevant for Asia Pacific are concerns of governance, HIV/AIDS, new technologies, trade and equity
- Asia Pacific NHDRs in general are weak in presenting an economic analysis and in contextualizing their national concerns within global debates
- Yet, overall, the HDRs in Asia Pacific have:
 - Contributed to intellectual debates
 - Presented a framework for MDGs
 - Dealt with a variety of development concerns, including political issues
 - Had an impact on distribution policies
 - Focused national, regional and global attention on critical issues.

Table 2.3 Thematic Analysis from a HD Perspective

Dimension of HD	Causes, Consequences and Issues for Developing HD Strategies	
	HIV/AIDS	Environment
Long, healthy life		Environment degradation, impact on people's health, sanitation, access to resources, etc.
Access to knowledge	Discrimination in school, access to information, learning environment, curriculum on AIDS, sick teachers etc.	Awareness, access to information on resources, scarce resources and education opportunities, sharing of indigenous knowledge, etc.
Growth with equity for poverty reduction	Burden of AIDS on economy, workplace dissatisfaction, lack of opportunities, access to treatments, etc.	Limits to growth, lack of ownership, sustainable use of resources, migration, etc.
Right to participation, human rights and freedom	Access to preventive care, migration, right access, investment in prevention versus cure, mindset changes, role of society society, voluntary testing	Agency in use of resources, management of resources, rights of people to participate, ownership, equity in benefits of national resources, etc.
Democratic governance	Migration, unemployment, AIDS, disproportionate burden of care	Conflict potential over resource allocation, decentralization, inequality of access, corruption, management of natural disasters, aid and expenditures, unequal distribution of subsidies in urban/rural areas, fiscal equalization, etc.
Gender equality	Unequal power relations, lack of negotiations, labor shortages, links with AIDS	Land tenure, need to understand different gender roles, limits to choices, disproportionate impact of discrimination, migration, legal framework, etc.
Global governance	Intellectual property rights, debt, foreign trade, resources for aid to developing countries, spending policies, UNGASS, legal instruments, etc.	Cross border conflict management, property rights, impact of privatization, global governance, global public goods, unequal power of north/south, etc.



Measuring Human Development

This module of the training aimed to provide an overview of the issues related to measuring human development. Discussions covered extensively the Human Development Index (HDI) and Human Poverty Index (HPI), but also the Gender-Related Development Index (GDI), Gender Empowerment Measure (GEM) and a new thematic index, the Information and Communication Technology for Human Development (ICT4HD) Index. To familiarize participants with the actual calculations of composite indices, an exercise on the HDI and HPI was undertaken. The purpose was also to shed the mystery of its complexities and to build skills that would minimize reliance on external experts.

3.1 Indicators and Composite Indices

Human development cannot be directly measured. Thus, a range of specific indicators is considered. Key dimensions of human development have started to be systematically measured thanks to the Human Development Reports (HDRs). This resulted in a more frequent and disaggregated demand for data (comprising a wider set of indicators) on the National Statistical Systems.

One of the added values of HDRs, at the global, regional, national or sub-national level, is clearly

their use of data. According to participants, NHDRs in the Asia-Pacific region are known for:

- Broad range of indicators they capture
- Data from participatory process
- Unique compilation of data otherwise unavailable to development practitioners
- The linkage between statistics and policy creation

The advantages of measurement, through which a concept is operationalized, are that:

- It provides an opportunity to evaluate evidence for or against an argument, say, for support to primary education
- It facilitates setting goals and targets and mechanisms to move towards them
- It monitors progress towards the achievement of the goals and targets.

The search for a new composite index of socio-economic progress began in earnest in preparing the first global HDR. Although aggregation reduces the quantity of information available by definition, it helps to summarize a situation in one number. Composite indices have, in fact, several advantages and disadvantages.

Advantages	Disadvantages
<ul style="list-style-type: none"> • Capture the attention of policy makers, media, NGOs and expand the debate to focus on human development 	<ul style="list-style-type: none"> • Do not provide complete picture – inherent nature of a summary. Are the indicators the best ones to measure the various components?
<ul style="list-style-type: none"> • Can highlight differences between countries, regions, and also gender and socio-economic groups. 	<ul style="list-style-type: none"> • Not able to capture important aspects that are hard to measure.

Issues related to the measurement of human development are conceptual issues, data and measurement issues, and aggregation issues (Table 3.1).

Table 3.1 **Issues Related to Measurement of HD**

Conceptual Issues	Data and Measurement Issues	Aggregation Issues
<i>Measurement, indexing in particular, narrows down an inherently broad concept. But this is true of all measures in social science.</i>	<i>Choice of indicators: Are the indicators the best ones to measure the various components? Is there a bias in favour of what is inherently measurable?</i>	<i>When variables measured in different units are aggregated, it is necessary to make the variables unit free. In the case of the HDI the Range Equalisation (RE) method is used – each indicator is divided by the range so that scale-free values vary between 0 and 1.</i>
<i>Choice of dimensions: Does the aggregation of the three dimensions capture the concept adequately? Relevance of adding new dimensions, thematic indices, local specificity.</i>	<i>Even the best data system cannot capture important aspects of human choices that are hard to measure (e.g. cultural freedoms, environment, security, peace, etc.).</i>	<i>The HDI aggregates stock variables (Adult Literacy Rate and Life Expectancy at Birth) and flow variables (GDP per capita and Gross Enrollment Ratio). As GDP is a flow variable, the HDI and GDP ranks are strictly not comparable (yet it is done).</i>
	<i>Data constraints: availability, comparability and quality.</i>	<i>Redundancy/ double counting issues – in the case of HDI there is a high positive correlation between its components.</i>
	<i>Definitions and tools for data collection need to be better harmonized to promote comparability (across time and space). The need for comparability does not mean neglecting regional and cultural diversities.</i>	
	<i>Reporting time and dissemination time need to be reduced to avoid using outdated information.</i>	

The composite indices that global HDRs have introduced since 1990 are:

- **Human Development Index (HDI):** it measures a country's achievement in longevity, knowledge and a decent standard of living
- **Human Poverty Index (HPI-1):** it measures the extent of deprivation in longevity, knowledge and a decent standard of living
- **Gender-Related Development Index (GDI):** it measures the achievement in longevity, knowledge and a decent standard of living but it adjusts their values according to the inequality existing between men and women
- **Gender Empowerment Measure:** it focuses on women's opportunities and assesses women's participation in economic and political life

- **Technology Achievement Index (TAI):** it aims to capture how well a country is creating and diffusing technology and building a human skill base.

The discussion focused mainly on the HDI and HPI-1 as an exercise was proposed on these two indices. The outcome of the exercise highlighted the need to get familiar with the formulas, what indicators to use to measure various dimensions of HDI, and the cut off value to define high/medium/low human development countries.

3.2 Human Development Index

The Human Development Index (HDI) is a summary measure for human development, which was developed as an alternative to Gross National Product (GNP) per capita to monitor the progress of nations. The reasons to go beyond income as a measure of development are that:

- Many choices do not depend on income (e.g. security, environment, urban overcrowding, etc.)
- Per capita income does not take into account how income is distributed
- Income is subject to diminishing margin utility.

The HDI measures the average achievements of a country in three basic dimensions of human development:

- *A long and healthy life*, as measured by life expectancy at birth
- *Knowledge*, as measured by adult literacy rate (2/3 weight) and combined primary, secondary and tertiary gross enrollment ratio (1/3 weight)
- *A decent standard of living*, as measured by GDP per capita (PPP US\$).

It can be noted that some of the indicators, namely life expectancy at birth (E0) and adult literacy, reflect the cumulative result of past efforts and not just the present situation. Further, the theory from which HD is derived aims at measuring capabilities and functioning, but *income is not a functioning*. However, the rational is that income is used as a proxy

for the capability to have a decent standard of living. It provides access to other functionings.

For each dimension an index is calculated (e.g. life expectancy index, education index, GDP index) using the goalposts, which provide the maximum and minimum values. The maximum and minimum values reflect the feasible upper (that can be envisioned in the next 30 years) and lower (that has been historically observed going back for 30 years) limits for each dimension. The goalposts for the HDI are the following:

- Life expectancy at birth (years): Max = 85; Min = 25
- Adult literacy rate (%): Max = 100; Min = 0
- Combined gross enrolment ratio (%): Max = 100; Min = 0
- GDP per capita (PPP US\$): Max = 40,000; Min = 100

The formula for each dimension index is:

$$\text{Dimension Component Index} = \left(\frac{\text{actual indicator} - \text{min goalpost}}{\text{max goalpost} - \text{min goalpost}} \right)$$

Income is the only dimension for which logarithms are used as:

- Unlimited income is not required to achieve a respectable level of human development. Thus it is discounted
- Income above a cut-off point (world average per capita income) used to be drastically discounted; but from 1999 a more gradual discounting is done throughout by using the logarithm of income.

For the calculation of the HDI, the Range Equalisation (RE) method is used. Each indicator is in fact divided by the range (after subtraction of the lowest value) so that scale-free values vary between 0 and 1. The range is a fixed one as it is computed on the basis of the predetermined goal posts. Thus, this method, which has the advantage of being popular and well understood:

- Discriminates against indicators with greater disparity (fixed range)
- Implies losing the unique property of the range being a constant of unity as it uses a fixed range (goalposts).

According to the value of the HDI, every year countries are ranked and aggregated in different clusters according to their achievements in human development. Thus, countries will belong to the high human development category if their HDI is equal to or above 0.800, to the medium development category if their HDI is between 0.500 and 0.799 and to the low human development category if their HDI is below 0.500.

As a single-figure development indicator, the HDI is easy to understand and use. It has in fact been called “more comprehensible than many other composite indicators” (Ivanova, 1994). Thanks to its high advocacy potential, the HDI has been able to challenge the other crude but widely used aggregate, namely the GDP per capita. Yet, it does not provide the complete picture of the status of human development.

3.3 Human Poverty Index

The Human Poverty Index (HPI) measures deprivations in the basic dimensions of human development. The formula used for developing countries (HPI-1) and selected OECD countries (HPI-2) differs.

The Human Poverty Index for developing countries (HPI-1) measures deprivations in the three dimensions that are captured in the HDI:

- *A long and healthy life* - vulnerability to death at a relatively early age, as measured by the probability at birth of not surviving age 40
- *Knowledge* - exclusion from the world of reading and communications, as measured by adult illiteracy rate
- *A decent standard of living* - lack of access to overall economic provisioning, as measured by the unweighted average of two indicators: the per-

centage of population without sustainable access to an improved water source and the percentage of children underweight for age.

The calculation of the HPI-1 is simpler than that of HDI as all the units are already unit free and therefore are directly comparable. As a result, there is no need to separate component index for each dimension as indicators to measure deprivation are already normalized between 0 and 100, and there is no need for the goal posts.

The formula for calculating the HPI-1 is:

$$\text{HPI} - 1 = \left[\frac{1}{3} (P_1^\alpha + P_2^\alpha + P_3^\alpha) \right]^{1/\alpha}$$

where

‘ α ’ is a constant = 3

P_1 = Probability at birth of not surviving to age 40 (x 100)

P_2 = Adult illiteracy rate

P_3 = Unweighted average of population without sustainable access to an improved water source and children underweight for age (through which a decent standard of living is measured)

The ‘cubing’ ($\alpha=3$) ensures greater weight for the component with more deprivation. If ‘ α ’ would be equal to 1, we would have a simple mean.

3.4 Other Composite Indices Introduced in Asia-Pacific: the ICT4HD Index

In the Asia Pacific region, there have been a number of experimentations with composite indices. For example, Bhutan has produced the Gross National Happiness Index to measure people’s well being in non-economic areas, Nepal has looked at how empowerment detracts or adds to the HDI, and Malaysia has produced a Quality of Life Index.

As part of the preparation of the regional HDR on ICT for development, APRI calculated an ICT for Human Development (ICT4HD) Index, posing the query whether ICT promotes or detracts from HD.

The challenge was to choose a criteria for selecting indicators and seeing what data was available at the regional level. In fact, a survey of data sources, national and international, revealed that:

- The use-specific data was limited
- There were issues of comparability across countries
- There was no possibility of collecting primary data because of cost and time constraints.

Indicators reflecting the degree of availability of ICT have been classified in 5 categories:

- **Availability – or supply linked - skill independent** (e.g., telephone connections, cellular subscribers, TV sets, radio all per 1000 population)
- **Availability – or supply linked -skill dependent** (e.g., internet users, PC users, ICT expenditure per capita)
- **Efficiency and speed indicators** (e.g., charges for ISP use, cost of peak rate local calls from land lines, internet speed and access, IT training and education)
- **Indicators that reflect targeting social sectors** (e.g., internet access in schools, computers in educational institutions, prioritisation of ICT by governments, government online service availability)
- **Indicators that reflect targeting of vulnerable groups** (e.g. proxy for female workers in the ICT sectors – percentage of women among technical and professional workers; public access to internet, for greater diffusion of technology; competition in providing internet services, lower costs – providing access to the worse off; pro-poor laws in ICT).

In view of the familiarity and popularity of the Range Equalisation method among practitioners and policy makers, this method was used for constructing the ICT4HD index. However, another method, the Division by Mean (DM) method, was also used to better retain differences across countries.

The results obtained showed that:

- The top 3 and the bottom 2 countries retained

their ranks across methods: Malaysia very clearly ranked (1), China (2), Thailand (3) while at the bottom end, Indonesia (7) and Vietnam (9) retained their ranking

- Rank reversals were recorded in between: India (4 to 5) and Pakistan (5 to 8) worsened, while Sri Lanka (6 to 4) and Mongolia (8 to 6) improved using the DM method.

The component indices also revealed interesting information regarding the areas in which various countries are relatively weak. For example:

- China ranks high (1) in social sector targeting but is low in efficiency and speed (6)
- Malaysia ranks very high on all supply side indicators as well as efficiency and speed (1) but falls in rank for social sector targeting under both methods (3,4)
- India is high on vulnerable groups targeting (1,2)
- India (8, 8) and Pakistan (9,9) are low on availability.

ICT indicators have shown a strong positive relationship with per capita income and HDI across the countries of the world in 1991, which strengthened in 2001. The MDG indicators related to health and education as well as environmental sustainability have a significant pattern of interdependency. In the last decade (1991-2001) the correlation between ICT and MDG indicators related to health and education has improved, while that between ICT and MDG indicators related to environment sustainability has weakened. Yet, to assess the progress of ICT in the context of achieving the MDGs, it is essential to improve the availability of data.

3.5 Data Challenges in the Asia Pacific Region

Participants recognized a number of data difficulties in Asia Pacific:

- Lack of **sub-national data**, although more countries, such as Iran, Indonesia and Malaysia have

recently been able to calculate the HDI below the national level

- Data **gaps** and lack of timely availability. Statistical information is often not current
- **Inconsistency** of data, concerns for sequential comparability, as well as lack of compatibility in collection between national statistical offices and international organizations. Statistical data support is, to a certain extent, inconsistent
- **Unreliability** of data quality, often having to do with lack of efficiency and competency of data collecting bodies. For the most part, NHDRs rely uncritically on government sources of data, without analyzing the methodology or pointing out potential discrepancies in the data
- **Methodological** differences: indicators mean different things. General incompatibility of methodology to compare across years and across countries
- Lack of or inadequate/insufficient **disaggregation** (gender, urban/rural, ethnic groups, etc.)
- **Sensitivity** over data on ethnicity, minorities, corruption, etc. related to the pressure of political sensitivities on the NHDR preparation process
- **Standardized indicators**, used at the regional and international levels, as well as data and estimation procedures used for indicators might vary among countries. This leads to incomparable actual situation. For regional HDRs, there is a problem of veracity and consistency of statistics - given the different capacities of states to collect accurate data.

With regard to composite indices, participants underlined:

- Limited **innovations** in terms of introducing new indicators and indices, even though innovations are encouraged
- The need to use **proxies** where data is unavailable, or where the components of composite indices are not in line with national priorities

- There are some **debates on the accuracy** of the index calculation, which can lead to unacceptable NHDRs/doubt in the public eye
- The opinion that the three indicators i.e. PPP, enrollment and adult literacy are very basic and **incomplete** in measuring the human development which covers a wider scope. Other important and basic indicators / inputs such as housing, opportunity for training and employment are only incorporated through selected themes.

The challenges faced in terms of data availability in the context of the preparation of the NHDRs were also presented (Table 3.2).

3.6 How to Meet the Data Challenges?

The interactive discussion on the challenges posed to the Statistical Data Systems at the national and regional level aimed also at identifying good practices and recommendations relevant to the Asia Pacific Region.

To ensure that steps are undertaken for filling the data gaps and timely collection of reliable data, it is crucial to sensitize officials on the importance of having updated and reliable data. Data is, in fact, crucial to inform any decision, help to assess priorities and evaluate progress.

This effort could also help in promoting a better alignment of national and international data. Statistical Offices need to better relay their information to international organizations, including regional UN organizations, such as ESCAP, WB, UNICEF, ILO, etc. UNDP is not a data producing organization but a data user.

The preparation of a comprehensive and sound data base synchronizing data from official sources, international agencies, research institutions, NGOs, etc. is essential. Exercises such as the MDG Reports and the CCA/UNDAF are ideal places to start consolidating data in the country. To be instrumental in this process, any HDR should provide definitions and estimates in technical notes.

Table 3.2 Country Level Issues on Data for NHDRs

Country	Issue
Cambodia	Cambodia NHDR was not able to obtain time series in time. There is donor support to the collection of data in the country, but no support to analysis. The official statistical office is responsible for data collection and compilation. It conducts socio-economic surveys and census and other related sectoral surveys, and has data warehouse.
China	Input and cooperation from NSB has been moderate and will be enhanced
Indonesia	NSO provides indicators required for NHDRs, MDGs, PRPS through annual national socio-economic survey, conducted since 1992. Indonesia NHDR was able to draw on socio-economic survey, and calculated the GDI and GEM for every district.
Iran	<p>Iran calculated the HDI by province, urban/rural, etc. The role of official statistical system is in the presentation of data, compilation of indices. There is good capacity, enhanced by a Statistical Center within the Directorate of the MPO that monitors the use of national and international data. The Iran NHDR uses different statistical resources, both at national and international levels in order to calculate the HDI at the province level. The challenges are:</p> <ul style="list-style-type: none"> ● Information gap and lack of appropriate time series ● Change of calculation methods of the indices ● Lack of awareness of the necessity to modify the indices when needed ● Lack of time series ● Change of calculations
Lao PDR	<p>Data used in 2nd NHDR was more comprehensive, looking at livelihood systems, macro-economic gaps, etc. Data analysis showed that there was an overall decrease in incidence of poverty but inequality has increased. The NHDR showed qualitative and quantitative aspects of poverty using specific surveys, the Census of 1995, expenditure and consumption surveys, data from other agencies, opinion surveys, etc. Limitations are:</p> <ul style="list-style-type: none"> ● No time series ● Inconsistency, incompatibility, quality ● Difficulties in concepts and definitions ● Data by urban/rural and problem of ethnicity in a diverse population ● Dealing with gaps between interval of surveys <p>The role of the Statistical Office is to provide statistics and coordinate the NHDR process through a network of researchers. Statistics Center will be the implementing agency for a new capacity building project.</p> <p style="text-align: right;"><i>(Contd.)</i></p>

Country	Issue
Malaysia	There is a lot of data generated by the Statistical Office: A census every 10 years, proxies for literacy, knowledge based economy, annual labor force survey, disaggregated GDP by ethnicity, district, state and gender since the 1990s. The problem is the concepts and definitions behind them. Malaysia has a Quality of Life Index and wants to know how it differs from the HDI. Concepts and definitions matter. Malaysia has not produced an NHDR yet, but once its preparation is approved, the statistical system is ready to provide the inputs for those still not available data.
Mongolia	Important role for the NSO in calculating HDI, GDI and GEM by gender, province and urban-rural for the first time in 2003. HPI should be estimated in the next NHDR.
Pakistan	The NHDR used data generated by a July-August 2001 survey in provinces, on consumption and expenditure for HPI. GDP however is still used as the measurement of development. The Federal Bureau of Statistics has adequate and fairly accurate information and can provide information for the NHDR to a large extent. PRSP 2005 and MDG 2015 monitoring can enhance data supply. The problem is the availability of reliable and compatible data, with ministries giving different values for the same indicators. Hence there is a need for capacity building for data.
Papua New Guinea	The capacity of the National Statistical Office is limited due to the lack of provincial-level data, which only becomes available during the national census exercise (held once a decade).
Thailand	Most of the data is taken from the National Statistical Office. Data is to a certain extent reliable, but since data collection is conducted in varying years, some are not consistent for comparison. Moreover, some are not readily accessible and are out of date.
Timor-Leste	Limited human capital. The National Statistical Office recently began the publication of quarterly trade statistics with the help of UNDP implemented customs automation system. The NSO will conduct the first national census in June 2004 with technical support from UNFPA.

HDRs must also negotiate the inclusion of a true picture of disparities in the country. Data needs further disaggregation by *differently defined population groups* (age, sex, education, levels of incomes, ethnicity, employment status, religious affiliation etc.) and by *territory* (sub-national territorial and administrative entities, rural/urban division, territories identified by socioeconomic criteria). Beyond technical hurdles, disaggregation by these sub-groups are political issues that need to be addressed courageously. NHDR

teams need to convince authorities that recognition of disparities is the first step towards social cohesion. NHDRs should therefore:

- Critically examine official data and use other sources as comparisons
- Commissioning additional surveys when possible

Use a variety of existing qualitative and quantitative data produced by non-government institutions (other donors, NGOs, researchers, etc.).



HDRs: Products, Process and Dissemination

This module of the training aimed at highlighting the importance of the three main phases of the preparation of any HDR: the process, the content and the advocacy/outreach. Although there is no “fixed formula” for preparing a “perfect HDR”, guidelines were provided to ensure that emphasis is placed on all the three phases of the HDR preparation.

4.1 Global, Regional, National, Sub-national HDRs

The human development concept and approach has been widely discussed and well received, thanks to the Human Development Reports, which have been pioneered and prepared by UNDP. Since 1990 UNDP has published 15 HDRs. In addition to the

annual update on the set of human development indicators and composite indices, each year the report analyzes a theme in depth (Box 4.1). In recent years, the analysis has considered a wide range of intangibles in examining the performance and the potential of various countries in promoting human development.

Since the preparation of the first HDR at the global level, several regional, national and sub-national HDRs have been prepared. In the Asia-Pacific region, many NHDRs, Regional HDRs and MDGRs have been prepared. Among the countries represented at the workshop, Cambodia has prepared the highest number of NHDRs (Table 4.1).

The NHDRs prepared in the region have come a long way in terms of introducing the concept of HD into mainstream development strategies, analyzing sectoral and theme areas using the approach, and mobilizing action. Yet, they have some limitations (Box 4.2). These NHDRs are often used as a one-stop reference for data, information and analysis.

4.2 UNDP Corporate Policy on National HDRs

The main challenge of an HDR is to be technical, analytical and practical at the same time. Building upon the experience and best practices in the preparation of HDRs, six principles have been identified by UNDP for the preparation of an effective and successful NHDR. These, some of which apply to any HDR, are:

- **National Ownership** (*process*): An HDR achieves national ownership through a process that draws upon national development actors and capabilities throughout preparation, yielding a product

BOX 4.1

Global Human Development Reports – Their Themes

- 1990: Concept and measurement of human development
- 1991: Financing human development
- 1992: Global dimensions of human development
- 1993: People’s participation
- 1994: New dimensions of human security
- 1995: Gender and human development
- 1996: Economic growth and human development
- 1997: Human development to eradicate poverty
- 1998: Consumption for human development
- 1999: Globalization with a human face
- 2000: Human rights and human development
- 2001: Making new technologies work for human development
- 2002: Deepening democracies in a fragmented world
- 2003: Millennium Development Goals
- 2004: Cultural liberty and human development

Table 4.1 NHDRs and MDGRs of Selected Countries in the Region

Country	NHDRs		MDGRs	
	Published	Under preparation	Published	Under preparation
Cambodia	<ul style="list-style-type: none"> ● 1997: HD and Poverty ● 1998: Women's Contribution to Development ● 1999: Village Economy and Development ● 2000: Child Labor and Employment ● 2001: Societal Aspects of HIV/AIDS 	2003: HIV/AIDS and HD: Reinforcing People-Centered Responses	MDGR 2001	MDGR 2003
China	<ul style="list-style-type: none"> ● 1997: HD and Poverty Alleviation ● 1999: Transition and the State ● 2002: Making Green Development a Choice 	2004 or 2005: Human Development and Equity	2003: China: A Progress Report Towards MDGs	TBD
Indonesia	<ul style="list-style-type: none"> ● 1996: State of HD ● 2001: Towards a New Consensus 	2004: Financing HD	-	-
Iran	<ul style="list-style-type: none"> ● 1999: National Human Development Report 	2004: "Dialogue Among Civilizations"	-	-
Lao PDR	<ul style="list-style-type: none"> ● 2001: Advancing Rural Development ● 1998: General Report 	2004-2005: Theme on Trade and HD	-	MDGR 2004 to be published soon
Malaysia	N/A	N/A	N/A	Plans to discuss the draft in 2004
Mongolia	<ul style="list-style-type: none"> ● 1997: General NHDR-2000: Role of The State in Modern Mongolia ● 2003: Urban-rural Disparities 	-	-	First MDGR is under finalization
Pakistan	<ul style="list-style-type: none"> ● 2003: Poverty, Growth and Governance 	2005: Water	-	First draft has been shared <i>(Contd.)</i>

Country	NHDRs		MDGRs	
	Published	Under preparation	Published	Under preparation
Papua New Guinea	<ul style="list-style-type: none"> 1998: Rural Livelihoods and Sustainable Development 	2005: HIV/AIDS Prevention	None	Plans for 2004 launch
Thailand	<ul style="list-style-type: none"> 1999: The Crisis 2003: Community Empowerment 	2005: the theme is being selected	Launch by Sept. 2004	-
Timor-Leste	<ul style="list-style-type: none"> 2002: "A Way Forward", analysis of where the new nation stands 	2004: Title not decided, features MDG challenges and possible paths to take	February 2004	-

firmly grounded in the country's past and existing development plans. National ownership implies a commitment to broad, collective ownership encompassing different viewpoints. It also contributes to capacity development.

- **Participatory Preparation** (*process*): Participatory and inclusive HDR preparation gathers together diverse actors as active partners. These include government, non-governmental, academic and non-academic players, both men and women, different ethnic groups and so on.
- **Independence of Analysis** (*process*): To maintain independence of analysis, HDRs must contain objective assessments based on reliable analysis and data. HDRs, while they represent a process of dialogue and consensus, are not a "consensus document". They are independent reports in which the authors take ultimate responsibility for the point of view presented.
- **Quality of Analysis** (*product*): Quality human development policy analysis centers on people and makes global, regional and local connections. It also uses quantitative and qualitative data to support policy arguments and to measure and monitor human progress. This results in the formula-

tion of sound policy messages and clearly defined strategies to advance human development goals.

- **Flexibility and Creativity in Presentation** (*product*): Clear and user-friendly presentation maximizes the impact of a report. Attractive visuals, fluid language and a creative style will engage the interest of the target audience and powerfully convey the report's essential messages.
- **Advocacy** (*sustained follow-up*): An HDR should make its voice heard. This calls for an advocacy strategy that generates awareness and dialogue, and influences national development actions. A strategic plan covers outreach, communication, marketing and monitoring of results. It requires a solid financial commitment and specialized expertise.

Presentations on the check list which could help to identify the basic necessary steps for preparing an HDR (Annexure C) and on other messages of the UNDP Toolkit (<http://hdr.undp.org/nhdr/toolkit>) helped to highlight the implications of these principles. Discussions aimed at sharing experiences and best practices across the region with regard to national processes, presentation, analysis, impact and dissemination.

4.3 The Process of Preparing a NHDR

The NHDR is not a government document or a blueprint of development plans in a country. The NHDR must be a document that has objective analysis and realistic recommendations. The Report must explicitly say that the views expressed are only those of the authors.

Diversified national partners aid independence. These could be, in addition to government and UNDP, think tanks, civil society organizations, research centers, private sector representatives, etc. Although many, if not most, NHDR projects in the region have NEX modalities, government ministries have to be encouraged to broaden stakeholders involved in the production. In fact, *National Ownership is Collective Ownership*.

Participation is an ingredient to success and needs to happen at all levels and stages: choice of theme, research, decisions on findings, dissemination, etc. NHDRs should include the information about the

process of preparation in their reports: who contributed and how, how the process built consensus, etc.

Participation can be enhanced through a system of groupings that include a varied political and social spectrum in a continuous dialogue. These “bodies” can include: a) a steering committee which gives directions, b) a core team that guides the technical and operational aspects of the process on day-to-day basis, c) main authors, d) readers who are experts and review the text in detail and e) peer reviewers who are “outsiders”.

Other mechanisms for engaging partners can be participatory surveys (Chile), trainings (country/regional/global training), national networks (Philippines), capturing aspirations, voice of voiceless (India, Thailand), curriculum development.

A challenge is also posed with regard to building internal capacity versus the role of consultants. Yet, high quality must be ensured, and therefore consultants could work with national teams for national

BOX 4.2

Strengths and Limitations of NHDRs

Greatest Strengths

- Credibility
- Continuity, which has allowed refinement of concepts and methodologies
- Generation of lively debates around policies/actions needed to accelerate human development and achieve the MDGs
- Contribution to policy analysis and academic study, thorough analytical footing
- Guidance to meet the challenges posed
- Contribution to creation of database obtained from participatory processes at provincial and national levels
- Freedom in relating the analysis with the selected themes for the country
- Good advocacy tool to synchronize concerns of UNDP and Governments
- It links statistics and policy-making
- Accessibility is high thanks to the website

Greatest Limitations

- Data inconsistencies
- Target readership normally excludes the general public who also has an important role in influencing policy-making
- Considered not user-friendly enough by some; not academic/rigorous enough by others
- Not very popular, do not reach/a wide range of audience. Some technical analysis/information may not be understood by – or be of interest to - lay readers
- The need for integrated and systematic production
- Follow-up is the greatest limitation. There is no guarantee that the recommendations made in the NHDR will be adopted by the policy and decision makers of the country

capacity processes. The role of consultant is often vital at the initial stage, but once the direction of HDR is recognized and accepted, it is the responsibility of the focal group to continue the task. As the preparation of the report would then become regular, it should not be dependent on consultants. Thus, UNDP Country Offices should be involved in carrying out research and analysis, which would result in saving time and resources, as well as maintain the expertise within the organization.

Selected country examples were provided to give a flavor of how/if the principles of national ownership, participatory and inclusive preparation, as well as independence of analysis have been applied.

The Iran HDRs are joint UN/Government documents. The Government was involved in all stages of preparation as well as in the endorsement of the findings. This exercise is supported by a NEX modality through a joint project with the Planning Organization. The first Iran NHDR benefited much from the review by UN agencies and independent international experts. The challenge for the second report is to convince the Government to do a Peer Review, as the corporate policy on this was produced after the signature of the project with the Government.

The Planning Commission, Government of India has owned the preparation of HDRs at the national level. UNDP is supporting State Governments in the preparation of State HDRs. The process of preparing State HDRs has been inclusive and to ensure credibility of the findings, the analysis has often been undertaken by an independent team of experts at the behest of the State Governments that, however, have been part of the process at each step of the preparation.

China had a long-term strategy for partnership building to involve and educate key stakeholders from both the private and public sectors. As a result of its work with entrepreneurs, the concept of social responsibility has been accepted.

The Cambodia HDR was prepared year after year by international consultants, building little national capacity. This is the first time that the Cambodians will be preparing their NHDR, but one of the main issues is the problem of national capacity.

Although Bosnia used an international consultant, training materials were produced in local languages.

The experience from the region highlighted that a good team is key to the success of the NHDR. However, it is a quite difficult task to have such a team, which should be multi-disciplinary, representative of different sectors/institutions/perspectives and have gender balance. To ensure consistency in style, the role of the editor is also essential. On the one hand, involving new people allows for new ideas, but on the other hand, ignoring the institutional memory diminishes the quality and means reinventing the wheel. A good compromise could be to rotate teams and involve authors of past reports as key people, trainers, etc. Thus, team members could go through intensive training, which can be carried out by experienced members of past NHDRs with a knowledge of HD.

Mongolia's last HDR was prepared by an NGO, Mongolia Development and Population Agency, which was supported by international editors. There was an important process of consultative meetings to approve drafts, as well as trainings for researchers and UNDP staff. As a result, the Economic Department of the University of Mongolia is preparing a curriculum on Human Development.

The challenge is to strike a good balance between UNDP's requirements on the corporate policy and the national ownership aspect of the report. UNDP should play a catalytic, not a controlling, role. It can support a) objective choice in teams, b) provide information and theories, d) ensure quality control c) launch and disseminate the Report, e) assure follow-up, etc. UNDP should use its vast network around the world to provide information, peer review, dissemination, etc. for the NHDRs.

UNDP staff should be substantively involved in the Report as well, by providing feedback etc. and ensuring the relationship between independent recommendations and action through implementation.

4.4 Quality of Analysis

The NHDR should be first and foremost about the concept of HD, applied to the situation of the country and to the themes at hand. In fact, the main purpose of the first NHDR should be to deepen understanding of HD and to provide tools for analyzing the HD situation, using data and policy analysis. As people are at the center of the human development concept, their voices should also be reflected in the analysis of the report. The Thailand HDR was exemplary in portraying the voices of people in its analysis.

When thematic HDRs are prepared, human development should be in any case the framework of sectoral technical analysis. In fact, any HDR should be able to help to address issues through an HD approach, and not turn out to be a theme report on different topics.

National themes should not echo that of the global HDR necessarily, but COs are encouraged to use that analysis if the theme is relevant to their country. The choice of the theme should build on timing as well as on previous reports. Hence it is important to have a systematic approach to planning cycles of NHDRs. A good theme is built on previous HDR work (*Indonesia*), forward-looking, timely, compelling, linked to major events or processes (*East Timor*). In Pakistan, for example, the theme chosen for the second NHDR is water, as it has been identified as a key priority for 2005 in the country.

The human development prism should also be kept in mind while considering comments received through peer reviews. Not all reviewers may be familiar with the concept and may make theme recommendations that may sometimes be contradictory to the conceptual approach. Training, on-going discussions, and readings of other Global, Re-

gional and National HDRs are recommended for all team members from the beginning. Beyond what the NHDR Unit, RBAP or APRI can offer, all efforts must be made by past authors of NHDRs to use their knowledge systematically at the national level. For example, very often, teams are not familiar with the HDRs. Training for all members of the team and all writers of the report should be organized systematically. There are enough materials on the web (<http://hdr.undp.org>) to use for this purpose. The NHDR Unit, HDRO, has begun the preparation of thematic guidance notes on how to use the HD approach to specific theme areas. These can be found on the website of the Unit.

Papua New Guinea needs specific training not only on HD concepts, but also on theme areas that are now being discussed in global policy circles (such as ICT for example).

The purpose of the reports should be clear (e.g. to highlight critical gaps and issues, to provide direction for formulation of strategies and policies, etc.). Once the purpose is clear, the audience to which the analysis is targeted to should also be clarified. The audience targeted could include, for example, administrations, civil society, private sector, UN agencies, other development agencies, donors, etc. For example, the Lao PDR 3rd NHDR on Trade has as its purpose policy debates for a diverse audience and has concentrated on a few messages.

NHDRs can often be more descriptive than analytical, although to lead policy recommendations they should be analytical. Good description of facts and data should lead to good analysis of causes and consequences and hence to well-argued policy recommendations. This problem is related to two factors: lack of knowledge on how to analyze from the HD point of view, or lack of political will to give a critical analysis of facts and figures.

The issue of editorial independence also needs to be stressed for the NHDRs. Although many of the NHDRs are government owned, the teams preparing the NHDRs must still have editorial independ-

ence. Objectivity should be the main characteristic of a sound analysis. Involving a wide array of writers and rotating the teams can provide more opportunities for objective analysis. Involving peer groups to review the NHDR at various stages provides input for analysis.

Recommendations should be concrete on what to do and how to do it, and not be a wish list. Only then would NHDRs be useful as both reference documents and policy documents. Successful reports also include critical discussions of costs and benefits of policy choices and highlight the tradeoff of policy choices from an HD perspective, including identifying potential winners and losers. Policy recommendations should be *specific, do-able, targeted* and *bold*. For example, the Indonesia HDR was able to persuade local governors to raise the level of HD expenditures, and provided recommendations to the Government from independent researchers. The Cambodia HDR did a cost benefit of the National Strategy Plan and various national policies to come up with concrete and brief messages.

4.5 Presentation

NHDRs can follow the format of the Global HDR but should not be limited by them. The **organization** of NHDRs should provide readers with an effective grasp of main messages. A good order for presentation of the NHDR can be:

- Foreword
- Overview/Executive summary
- Main chapters
- Appendices
- Notes and references
- Data sources
- Glossary

An effective NHDR is one that is short and written in simple non-technical languages in order to attract and reach a wide audience. Chapters should

have good summaries of main points and all policy recommendations should be summarized.

Presentation techniques that encourage grasping of the data and messages include the use of pull quotes, tables, graphs, boxes, maps and photographs. Photographs have proved to enhance the attractiveness of the Report. Annexures of effective NHDRs include glossary of terms, technical notes on indices, bibliography etc.

The full name and affiliations of the authors, peer reviewers, experts etc. should appear in the text of the NHDR (i.e., introduction, preface, special section etc.) A note on how and why the authors were chosen and how the process was carried forth gives the information necessary to contextualize the findings of the NHDR and assess its participatory value and editorial independence.

The China Report used cutting-edge technology for presentation. The Pakistan report provides maps, makes use of available technologies, summarizes everything in an introductory chapter and has concluding sections in each chapter. The summary recommendations, as well as information about the publication and the publisher, are provided on the back cover. The Mongolia Report was brief, had four succinct chapters, made policy recommendations which were summaries, had glossaries, maps, technical notes and used an easy-to-follow language.

UNDP has the Copyright of its publications, but can have joint copyright with other entities. UNDP, however, does not have trademark on the name “Human Development Reports”. In India, for example, UNDP does not have copyrights on either the national HDR or the state level HDRs, for which the Government of India and respective State Governments have the copyrights.

The problem of language is inherent. It is important not to shut people out of the process because of language. The language of the report should be the one that reaches the target audience, not the HQ or international donors.

Often reports are written in English and only then translated into local languages (or vice versa), leaving much behind. Good quality translation and participative methods should address this issue. All efforts should be made to streamline the editing/translation process and not to have discrepancies between the various language editions. Training materials need to be prepared in local languages to prepare future authors as well as disseminate the concept.

For Cambodia, translating the concept into the Khmer language is not easy. The Iran UNDP Country Office has a translator who has worked for years on the translation of the Global HDR, and hence knows concepts very well. The NHDR in Iran used simple, readable and not too academic language but did not have much work on visuals. It was printed in Farsi and English. Timor-Leste has 3 official languages, which the NHDR tried to target.

The cover of the report is also important, and should be both attractive and meaningful. The choice of the cover should be a participatory process, involving a consensus between authors, “owners” and sponsors. The year in which the Report was launched (and not prepared) should be on the cover. The Timor-Leste Report has a picture of a sunrise and a traditional fighter to show the birth of the nation. The Mongolia HDR has photographs on the front, back and in chapter headings that portray the urban-rural divide in interesting ways.

A comparison between the Lao PDR HDRs prepared in 1998 and 2001 helped to highlight the scope for improving the presentation of the report. (Table 4.2).

4.6 Advocacy and Dissemination

A well-developed communication and outreach strategy must start long before the completion of the Report and last long after the launch. In fact launching is not the same thing as dissemination. Hence, a professional but in-house communication team is a must. The team could help to:

- Ensure that the NHDR comes up with strong message(s), interesting factoids or startling statistics

- Identify and assess users’ information needs
- Identify potential target audiences before the launch of the report
- Carefully plan the timing of dissemination of NHDR to maximise its impact
- Include intended methods of monitoring/measuring impact in the dissemination plan
- Involve the civil society (this is absolutely necessary).

In DEX modalities, UNDP is in charge of the dissemination and follow-up. UNDP can do this effectively, especially if it has a well-developed communication section and it engages itself. In many NEX projects, the government does not have the infrastructure or money to do a large dissemination campaign, in which case UNDP should take over that responsibility. Dissemination and advocacy takes effort, time and money. UNDP should invest in it.

A success story with regard to dissemination is the NHDR for Bosnia on youth (2003), for the preparation of which 40 NGOs were involved. The report had an opening sentence that said it all: “According to a survey conducted by the Prism Research, 62% of youth in Bosnia would leave the country if given the opportunity. This is a catastrophe.” Its slogan was: “Where will I be in 2015?”. The launch was designed by the authors in an innovative manner, with politicians sitting in the first rows, video clips done by young artists, great media coverage, free space for the clips and ads. The report had a national campaign, which started a month before the launch through street banners, leaflets, billboards, sugar bags, etc. There was a children’s drawing competition- the best works were published in UNDP calendar for 2004.

The media is not always used enough or efficiently for the launch and dissemination of Reports. Permanent contact with the media is recommended. This requires an advance planning strategy (that keeps them informed and interested throughout), selection and targeting of media, organizing pre-

Table 4.2 The Experience of Lao PDR HDR

Description Category	NHDR 1998 – State of Human Development	NHDR 2001 – Advancing Rural Development
Overall Presentation	<ul style="list-style-type: none"> ● General report ● Organized, clean, but monotonous. ● Little dynamic in the report – very few visuals, images ● Descriptive, no deep analysis of a specific topic ● Some key sentences/messages in each chapter but in light color ● There is no conclusion/ wrap up of the report ● No specific action steps/ recommendations. 	<ul style="list-style-type: none"> ● Thematic report ● Well laid out, attractive and eye-catching ● Dynamic, lots of information, use of many images and visuals ● In-depth analysis relevant to the theme ● Key messages highlighted throughout the report ● Small conclusion included in each chapter and final conclusion ● No specific recommendations but good analysis
Document Size	Nice size 39 pages/ no annexures	● Large 128 + annexures (thick)
Layout	<ul style="list-style-type: none"> ● The three-column format ● Leaves white space along text, tables and pictures ● Few bullet points, and/or the placement of key terms/concepts in bold text within the main document ● Some key sentences but no clear messages in each chapter ● Little mixture of colors in overall report 	<ul style="list-style-type: none"> ● The two-column format ● Little white space (overwhelming) ● Use of bullet points, highlights key terminology and concepts ● Some key sentences/messages, sometimes too many in one chapter ● Tables are very easy to follow and read ● Nice mixture of colors in overall report
Font Choice, Size and Color	<ul style="list-style-type: none"> ● Font size is too small ● Headings are also too small and not different enough from the main document text. ● Quotes/messages printed in the blank columns are extremely light in color and in italics (difficult to read) 	<ul style="list-style-type: none"> ● Font size is appropriate in size ● Good selection of color/size for headings/subheadings/text/tables ● Nice use of bold and bulleted text to emphasis important messages/facts

launch activities, incentives such as prizes, awards and networks, and an international strategy for presenting the NHDR outside the country. Press kits as well as materials developed for dissemination among different target groups are needed.

Bosnia found that advance leaks to some newspapers increased interest and prepared for a widely covered launch. Pakistan had produced excellent press kits to disseminate the 10 messages of the NHDR. On the basis of these experiences, some recommendations were made to improve advocacy and dissemination (Box 4.3).

But the greatest limitation is in the area of follow-up. There is no guarantee that the recommendations made in the NHDR will be adopted by the policy and decision makers of the country. However, UNDP alone cannot follow-up on the recommendations, which are often beyond its mandate. This is where partnership with other agencies comes in, so that they can also conduct the advocacy.

Greater feedback has to be solicited, not only to improve future NHDRs but also to keep the messages of the current report in circulation. This can be done through:

- Follow up discussions on the themes and messages (seminars, online, media, etc.). Discussion Groups can be started at the national and global level on the findings (SURF networks can be used for this)
- Making alliances with academic institutions and preparing courses
- Organizing special programs for journalists
- Making strategic alliances with NHDR teams from other countries, regions, etc. through the Global Network and bilaterally
- Using discussion channels such as radio forums, talk shows, etc.

Technologies could also be better used both for dissemination and feedback. For example, the PDF version of the reports could be made available on

the website, which should be interactive (therefore allowing feedback), CD ROMs and additional educational kits could be made available. All efforts have to be made to put the complete NHDR (and not just excerpts) online for easy reference.

In order to ensure an integrated and systematic production of NHDRs in Iran, the UNDP and the Government of Iran want to create a HDR Center, build the capacity in the Center and equip the Center with professionals and specialists. This resource Center could be linked to the Regional HDR Center and other COs to facilitate the exchange of experiences and best practices, etc.

NHDRs are marketable products that can be sold. A good marketing strategy is therefore a necessity. A good strategy would be to strike a deal with a commercial publisher in order to do some cost recovery. Summaries can be put on the web, some

BOX 4.3

What to Remember Before Getting Started

- Advocacy starts from day 1: Elaborate strategy from the beginning, not after report is finished.
- Tailor all materials to local situation and agendas
- Include information specialist in your team (expert or interns) and use services of a final editor, for both languages
- Advocacy messages: as early as possible (concept paper and discussions of the theme).

- Have the main messages for every chapter
- The message should be disseminated year round

As journalists say, remember the 5 W's and 1 H:

- **Who?** Who is your target?
- **What?** What you need to inform/say/advocate for?
- **Where?** Where has the information come from? Where it will be presented?
- **When?** When will you inform?
- **Why?** Why do you want to inform them?
- **How?** How will you do so?

It is not a new story if you have not answered all these questions!

NHDRs distributed to key stakeholders and others sold commercially.

4.7 Impact

The impact of NHDRs in the region begs a deeper analysis of impact assessment. Participants recounted the many positive examples of impact, although they have had more impact in raising specific advocacy issues than forging real political changes, especially in terms of socio-economic programming on poverty issues and human rights. Most agreed, however, that one of the most visible impacts has been the improvement of statistical databases in the region.

Impact assessment should be carried out both in the short and the long terms. Impact assessment has to do with:

- The immediate results of the launch of the NHDR (which can be assessed quantitatively and qualitatively in terms of numbers of press articles, dissemination and references, etc.)
- More medium term advocacy issues
- Long term policy changes.

Impact can be assessed on:

- Government policies and programmes
- Legislative changes, and budgets approved by parliaments
- Statistical offices, in terms of efforts to collect and disaggregate a larger pool of HD indicators
- Programmatic changes within UNDP, evaluated through the SRF framework and reflected in instruments such as the CCF, etc.
- Changes in priorities of donors, reflected in such documents as the CCA, UNDAF, etc.

- Actions of the civil society, in terms of specific advocacy, etc.
- Actions of the private sector, in terms of pursuing a specific issue, linking projects, etc.
- Universities and academic institutions that teach alternative economic theories, and whether they include HD or design new courses on the subject.

Furthermore, it is necessary to keep in mind the impact from the NHDR product itself, as well as, and often more important, the NHDR process. The process can have long-term impact in terms of capacity, ownership, team building etc.

As part of taking stock, assessing the impact of HDRs is obviously important. It can help in addressing and minimizing limitations thereby enhancing potential to promote human development. For this it is necessary to be able to answer questions about the different ways in which a protagonist of the HDRs could expect impact (Box 4.4).

One might reasonably expect impact during all three phases of an HDR – the preparation process, the publication of the product, and its dissemination. However, the expected impacts are quite different for regional and national (and even sub national) reports arising out of the distinct objectives they aim to serve. Further, short-term impacts are likely to be different from long term ones.

With regard to the impact of NHDRs in mainstreaming HD into National Planning in Asia Pacific, participants attempted to make an assessment for their respective countries (Table 4.3).

But HDRs have also an impact on UNDP. Minimum standards set that should be met by any HDR, with regard to the process, product and advocacy also have implications for UNDP (Box 4.5).

BOX 4.4

Questions in Impact Assessment of HDRs

Some critical questions for assessing impact are:

- **Different roles/niches of Regional and National HDRs**
 - Could expected impacts be different for the two types of reports?
 - Will short term impacts be different from medium and longer term ones?
 - How could expected impacts vary by theme chosen?
 - Could the method of choosing themes itself influence impact?
- **Participation**
 - How wide and how effective was the participation in the preparatory process of the HDR
- **Ownership**
 - How should it be assessed and how does it affect impact?
 - What is national ownership - government versus civil society?
- **Independence**
 - How should it be assessed and how does it affect impact?
- **Ownership-independence trade-off**
 - To what extent does independence distract from ownership?
 - How does this influence impact?
- **Publication**
 - Effectiveness of the launch to maximize impact
- **Users**
 - What is the range of users?
- **Dissemination**
 - Feedback on media coverage, advocacy
 - Incorporation in training, learning, syllabus
- **Demand**
 - What is the demand for the reports?
 - Institutions and individuals demanding HDRs
 - Demand for language translations, popular versions
- **Themes**
 - Are themes selected for the HDRs such that they would have maximum impact?
 - What is the method for selection of themes?
 - What kind of themes are left out and what included?
- **Public debate**
 - How much and where? (E.g., in parliament, among academia, CSOs, trade unions, etc.)
- **Influence on governments**
 - Official statements, public announcements
 - Government plans, budgets
 - Public expenditure
- **Influence on multilateral organizations**
 - IMF, World Bank, IFAD, ILO, etc.
 - Use of HD language
 - Funding commitments and selection of sectors/schemes
- **Influence on the private sector**
 - Discussion and demand for HDRs among for-profit organizations
 - Discussion and demand among trade associations
- **Policy briefs**
 - Role
 - Subjects selected
 - Depth, precision
 - Impact on national policies
- **Impact assessment indicators**
 - Quantitative
 - Official government plans, budgets
 - Identification of factors that inhibit impact, like language, price, access, etc.
 - Identification of factors that promote impact, like participatory process, extent of dissemination, language, type of presentations, popular versions, etc.

Table 4.3 **Impact of selected NHDRs in Mainstreaming HD into National Planning**

Country	HDRs and National Planning
Cambodia	HDR Indices are used in the matrix of the socio-economic Development Plan for 2001-2005, NPRS 2003-2005 and Cambodia MDGs.
China	The HD concept has now gradually been integrated into national socio-economic development planning and UNDP has been a catalyst in making this happen. Previous HDRs received support and substantial contribution from China's National Development and Reform commission. Ideas and policy recommendation of these reports have been partially adopted.
Indonesia	HD Indices have been used as tools for planning and progress monitoring at national and sub-national levels. The concept of human development as means and end of development has been articulated in the past two state guidelines.
Lao PDR	The NHDRs are little used other than for information, rather than integrating them into national planning. There is capacity limitation of national staff and contributors. A new project will deal with the limitations of previous processes: capacity building, report preparation and dissemination.
Malaysia	In Malaysia, health, education and economic programs and progress including women development are monitored by the respective central agencies and documented regularly in the official plan documents. How best does HD complement the programs already laid down by those agencies. Some might think that HD is a duplicating effort or a mere academic process.
Pakistan	It has been only six months since the publication of the first NHDR and the recommendations are still being actively followed up with the government. The process of preparation of NHDRs is relatively new in Pakistan and it would take some time to mainstream it in the National Planning Process. However, one can foresee short term and long-term impact, follow-up policies with civil society. This can be done through a conference every few years, organized by civil society, to evaluate and measure where we are. This can show cumulative long-term impact.
Papua New Guinea	The 1998 NHDR was a supporting reference and guiding document for the ongoing Medium-Term Development Strategy (MTDS) and the National Poverty Reduction Strategy (NRPS). The on-going MDGR preparation has strong government ownership and is meant to provide a platform for the next NHDR due in 2005.
Timor-Leste	So far, no links. National Development Plan (2002-2007) and the 1 st NHDR were published at the same time. The Development Plan integrates MDGs in many ways. The next NHDR aims to propose possible paths to achieve the MDGs.

BOX 4.5

NHDRs and UNDP

The discussions aimed at highlighting the influence of NHDRs on UNDP's work. The following suggestions emerged:

Programming

- Help integrate HD concepts into programming
- Help reprioritize programmes both by UNDP, other international organizations and donors
- Help enhance the visibility of UNDP by contributing to global and national policy discussion, and thus indirectly serve UNDP programmes' long term goals
- Provide a valuable reference on what needs to be done
- Help enhance UNDP in-house expertise and substantiate its presence at country level.

Partnerships

- With national governments enhanced as analysis, background papers, data and findings very often referenced by governments
- With academic institutions. Example: Fiji CO is exploring the possibility of establishing a course in the University of South Pacific
- With civil society, the weakest area of UNDP partnership building, as civil society representatives are taken in as members of the readers' group, sometimes peer reviewers and members of the steering committee
- With the private sector and donors by way of steering committee, readers' group etc.

Funding

- Difficult to measure, but NHDR helps to promote UNDP concepts, raise awareness and attract funding for UNDP projects as UNDP key development messages are conveyed
- The launch activity of NHDR is a great opportunity for quality fund-raising
- NHDRs help strengthen donor relations.

Visibility, communication and outreach

- NHDR is the flagship product of UNDP productions and normally helps attract attention to UNDP
- By partnership building and involving researchers etc. into the process, NHDR helps enhance the visibility of UNDP both nationally and internationally
- The launch activity is usually a great visibility, communication and outreach event, involving all aspects of the society
- Distribution helps UNDP disseminate HD messages to all parts of the country.

Institutional and Operational arrangement

- The complex NHDR process is a great challenge to UNDP management skills, particularly its institutional and operational arrangement. In the process, best practices emerge and experiences are accumulated. This helps improve the management and operational skills of UNDP in general, particularly its staff
- Ideally, there needs to be sense of priority in the office to NHDR in terms of institutional and operational arrangement. An HRD network should be established within the office, composed of key policy officers.

Capacity building and training

- Training to NHDR focal points and staffs involved in the exercise
- Training to the drafting team
- Snowball effect.

Skills of UNDP Focal Points which can be tapped into:

- Knowledge of UNDP's work in the areas of Poverty, Environment, Governance and Crisis Prevention and Recovery
- Knowledge of UNDP's strategic objectives and strategies
- Experience in disseminating NHDR messages by means of report publishing, conferences, etc.
- Analytical skills and ability to organize the processes once the HDR concepts are internalised.



MDGs and Human Development

At the request of participants, this module was devoted to addressing the concern of overlapping between HDRs and Millennium Development Goals Reports (MDGRs) and MDG costing. It attempted to clarify complementarity/overlap between HDRs and MDGRs and other national processes such as Poverty Reduction Strategy Papers (PRSPs).

5.1 MDGs: Their Rationale and Costing

The MDGs contribute to human development as they share a common motivation. They reflect commitment to promoting human well-being that entails dignity, freedom and equality of all people. Yet, all dimensions of human development are not covered by the MDGs, even though the MDGs ease the constraints on people's ability to make choices.

Meeting the Goals starts with the recognition that each country must pursue a development strategy that meets its specific needs. Thus, countries may, and do, sharpen/customize MDGs to suit local situations. The role of the state, the private sector and also of the international community is very important and it is necessary to assess if MDGs are on track and feasible.

Financial resources are not the only input required to meet the challenges posed. Steps to change policies, improve institutions and governance are also required, although it is crucial to consider and attempt to quantify the financial requirements, and to identify various sources of funding. In particular:

- Pro-poor policies/national strategies have to be in place (including infrastructure in poor areas, e.g. rural areas)
- Public expenditure profile has to be focused on investing on human development
- Governance, including combating corruption

(with implications on the issue of efficient spending), has to be promoted

- Issues of assets and property rights have to be addressed
- Costs and benefits with regard to the world trading system and trade liberalisation have to be considered.

With regard to financial resources, domestic resources are the most important source. Primary sources are tax revenues and domestic savings, and incentives could be given for domestic resource mobilization. With regard to foreign direct investment (FDI), countries need to attract more FDI. A necessary condition for this is consistency in policy and sound economic governance. The official development assistance (ODA) has also to increase and issues related to debt relief for the poorest countries, new borrowings and the problems of repayments for sustainability (particularly where export revenues are poor) have to be addressed.

Despite the fact that no single price tag can be attached to meeting the goals, various attempts have been made to quantify the costs. Those estimates provide an order of magnitude. Behind difference in costing there are key differences, e.g. absolute vs. relative cost, marginal vs. average unit cost, unit cost variations by countries, regional vs. national average cost, efficiency gains vs. quality costs, savings from synergies across goals, etc.

There are also methodological complications, which resulted in heated debates and multiplicity of estimates. However, no methodology is superior from a technical ground. There are two contrasting positions:

- **National tailored methodologies** to guarantee local ownership and present more realistic estimates using local costs on the basis of the country reality and data availability

- **Global methodology** so that it is comparable across countries, and attempts to overestimate funding gap in order to get a larger share of any global aid budget are minimized.

UNDP has supported the preparation of a study to estimate the cost of attaining the MDGs in 6 countries (Tanzania, Cameroon, Malawi, Uganda and the Philippines).² The MDG targets considered under this study are: income poverty (Goal 1), primary education (Goal 2), health (comprising under five mortality rate and maternal mortality rate – Goals 4 and 5), HIV/AIDS (Goal 6) and water (Goal 7).

This study has highlighted that more growth does not automatically translate into less poverty. Therefore growth, pro-poor policies, domestic resources, policy consistency by donors, foreign direct investment, debt reduction/sustainability and increase ODA are needed. For the current income distribution, significant acceleration of GDP growth would be required in almost all cases:

- **Tanzania** (*low HDI*): minimum of 5% (3.1% in the 1990s)
- **Cameroon** (*low HDI*): 7% (1.7% in the 1990s)
- **Malawi** (*low HDI*): 6% (4.2% in the 1990s)
- **Philippines** (*medium HDI*): 5-6% (3.2% in the 1990s)
- **Uganda** (*low HDI*): on track (present, which is 5-8%, is above 5% requirement).

According to the findings of this study, the additional resources required (2002-2015) to meet the targets related to social services in the Philippines are:

- Primary education: US\$ 464 million in 2002 falling to zero in 2007
- Health: US\$ 131 million in 2002, falling to zero in 2008
- Water: US\$ 22 million in 2002, falling to zero in 2014

The need to assess and document where we stand with regard to the MDGs has resulted in the preparation of MDGRs at the country level. The national MDG reports allow developing countries to take ownership of the goals, which are critical to shaping their development priorities.

5.2 MDGRs, NHDRs and Other National Processes

The Millennium Development Goals Reports and the NHDRs are mutually supporting documents, which are consistent in their approach. Although they are qualitatively different products, they nonetheless address similar topics, draw on similar data and employ similar processes for national ownership. In fact, MDGRs are expected to build upon existing reports such as Poverty Reduction Strategy Papers and the NHDRs.

While the MDGRs highlight the distance to be covered to reach the various goals, the National HDRs provide recommendations on possible ways to reach these goals (Table 5.1). Thus, the MDGRs track progress of countries on a number of indicators that include various aspects of human development, though not all dimensions of human development are included.

In particular:

- **HDRs** provide an independent analysis that has a conceptual framework and evaluates policies accordingly in order to make recommendations.
- **MDG reporting** is a government obligation for reporting on progress achieved since the Millennium Declaration on 8 goals and targets. It is usually produced by the Government or by UNDP at the national level. The on-going costing exercise in many countries is an opportunity to assess HD policies, indicators and costs in a realistic and systematic way. However, there are a number of different methodologies at the moment which make costing of MDGs a contested exercise.
- **Poverty Reduction Strategy Papers (PRSPs)** describe a country's macroeconomic, structural and social policies and programs to promote growth and reduce poverty, as well as associated external financing needs. PRSPs are prepared by governments through a participatory process involving civil society and development partners, including the World Bank and the International Monetary Fund (IMF). Monitoring PRSPs have become national processes, which produce indicators.

²UNDP (2002) *Financing the Development Goals – An Analysis of Tanzania, Cameroon, Malawi, Uganda and Philippines*, UNDP.

Table 5.1 Comparing MDGRs and NHDRs

MDGRs	NHDRs
<ul style="list-style-type: none"> ● Conceptual framework: poverty as multi-dimensional ● Public information tool to raise awareness and monitor progress ● Target audience: decision makers, general public, Parliamentarians, media, etc. ● Simple, non-analytic ● UN Country Team document ● Broad participation in process ● Use available sources ● National averages ● National ownership of process ● Build on existing structures ● Create momentum for collection of non-economic data ● Evidence-based planning 	<ul style="list-style-type: none"> ● Conceptual framework: human development ● Advocacy document to generate debate and trigger action ● Target audience: decision makers in all sectors ● In-depth policy analysis ● UNDP document ● Broad participation in process ● Can carry out new research, data collection ● Disaggregated data

In countries that are obliged to formulate PRSPs, UNDP's support has shifted from earlier national poverty reduction strategies to PRSPs. In addition, the Millennium Development Goals initiative, started in 2001, has accelerated the monitoring of a broad range of human poverty indicators and linked this monitoring to public advocacy campaigns for progress on the MDGs.

In some countries, such as in Bosnia and Cambodia, the preparation of the NHDRs have been par-

allel with those of PRSP and MDG Reports, and have been able to tap into the resulting processes of consultation, policy debates and data generation (Box 5.1). Thus, the two processes feed into each other:

- The non-analytical language opens the door to in-depth policy analysis
- The broad participation process of NHDRs leads to greater participation of teams.

BOX 5.1**The Cambodia Experience**

The MDG Report (2003) for Cambodia was an early warning instrument to show whether the country was moving in the right direction. Yet, it is to become the basis for monitoring and evaluating the national poverty reduction strategy (NPRS) and making development actors mutually accountable. It was meant to be a tool to raise awareness, renew political consensus and commitment among stakeholders in achieving key development goals.

In its preparation, it kept to the following principles:

- A Step-Wise approach (Situation Analysis, Selecting

Benchmarks, Setting Targets).

- Highly participatory.
- Consensus-driven and partnership based.
- Conceptualisation: (combining the selection of global targets with more ambitious national ones which deal with specific challenges, such as indicators set for demining, UXOs and assistance to victims of landmines.
- Reconciles goals and timeframe between MDGs and NPRS targets.



Future Directions for APRI

This module was devoted to seek participants' feedback on ways to strengthen linkages with the UNDP Country Offices (COs) in the region, as well as how to better tune the project activities to the needs of COs/NHDR teams.

6.1 Themes for APRI

APRI supports the preparation of Regional HDRs and policy briefs. The themes of regional HDRs so far supported are: HIV/AIDS, ICT for reaching MDGs, Trade (under preparation), Agriculture in South Asia, Employment in South Asia and Regional Co-operation in South East Asia.

Possible future themes suggested by the participants were:

- Water (and also other natural resources)
- Cross-border themes such as migration, energy
- Urban poverty issues
- Economic integration
- Inequality in its various dimensions
- Cross-regional themes with other countries in similar situations: transition, post-conflict, conflict, accession into regional organizations etc.

6.2 APRI and UNDP COs

With regard to the processes of coordination between APRI, NHDR teams and UNDP Country Offices in the production of **Regional HDRs**, the following remarks were made:

- More networking between the writers of the regional and national reports allows the latter to be able to advocate for the findings and follow-up at the country level

- Data templates sent to the countries are difficult to assemble because of lack of capacity, variations in methodology and definitions, statistical gaps and overall data limitations - capacity building would be useful
- There is a lack of capacity on specific themes. In Lao PDR, for example, it was mentioned that there were no national experts who could deal with trade issues. In Papua New Guinea, government officials wanted more training on ICT. The preparation of regional HDRs could help to support the creation of appropriate capabilities at the national level
- Regional HDRs need to do justice to the diversity of the region, and give more importance to small countries
- More awareness raising is needed for NHDR focal points at the national level on RHDRs
- RHDRs should be published in National languages as well as English
- NHDR focal points and teams should be fully involved in every aspect of the regional reports, especially in ensuring the validity of each fact and statement.

6.3 Concerns Regarding the Regional HDR Initiative

Participants raised the following concerns:

- How to convince governments to join in such regional initiatives
- Lack of national funds to contribute to regional work

- How to follow-up on concrete recommendations at the national level
- The need for more training for statistical offices
- Support for the creation of a university curriculum
- Coherence needed on measuring HD in the region
- More information on regional and global knowledge resources and networks that national offices could make use of in national human development reporting.
- Provide concrete information and guidelines on the **cost of production** of NHDRs
- **Support training workshops** for CO staff, NHDR Focal Points and NHDR teams on HD and its application to social, economic and political issues
- **Support preparation of Sub-Regional HDRs** and solicit COs' views on the themes chosen
- Prepare **guidance notes** on how to relate the HD approach to various theme areas

6.4 Suggestions for Follow-up

Participants made the following suggestions:

- Establish a **network of HDR** focal points in RBAP
- Prepare a model **Dissemination Plan**, indicating what it should contain
- **Create Expert Rosters** for consultants to help review NHDRs
- Support compilation of **best practices** in NHDRs, as well as of best practices in making use of NHDRs for planning processes and complementing official documents
- Joint effort for **statistical capacity building** for NHDRs, MDGRs, poverty monitoring for countries sharing some common problems
- Promote **sharing of experiences**
- Support preparation of guidelines on **streamlining of the preparation process**, including meeting HQ requirements with limited resources, meeting timelines, NEX/DEX modalities, etc.
- **Support Country Offices** in terms of negotiating with research institutions and government counterparts in the implementation process and according to Corporate Policy

ANNEXURES

ANNEXURE A

Agenda

Day 1 Sunday May 2nd, 2004 Concepts and Measurements

Time	Topic	Presentations/Moderation	Comments/Notes
09:00-09:30	Registration		
09:30-10:30	Inaugural session	Special Address by <i>Mr. Douglas Gardner, Resident Representative, UNDP Cambodia</i> Inaugural Address by <i>H.E. Mr. Chhay Than, Minister of Planning and Chairman of the Council for Social Development</i> Opening Remarks by <i>Arusha Stanislaus, RBAP</i> Introduction by <i>Anuradha Rajivan, APRI</i>	
10:30-11:00	Introduction to the workshop & assessment of participants' expectations	Shahrbanou Tadjbakhsh, Consultant & Workshop Facilitator	Round table discussion to learn from participants' main successes, challenges to the preparation of HDRs & expectations from the workshop
11:00-11:15	<i>Nutrition Break</i>		
11:15-12:15	Introduction to the concept of Human Development: theory, evolution, critiques	Shahrbanou Tadjbakhsh	Presentation & discussion
12:15-13:15	Introducing the HDRs: history, objectives and impact of the HDRs	Omar Noman, RBAP Shahrbanou Tadjbakhsh	Presentation & discussion
13:15-14:15	<i>Lunch</i>		
14:15-15:00	Measuring human development (HDI, HPI, GDI, GEM and a thematic index ICT for HD): concepts and methodology, uses and limitations, disaggregation, sources	Anuradha Rajivan Omar Noman	Two presentations, one covering also a thematic index, followed by discussion
15:00-16:00	Exercise on indexing	<i>Facilitators:</i> Anuradha Rajivan Elena Borsatti, Consultant	Please remember to bring a calculator!

16:00-16:15		<i>Nutrition Break</i>	
16:15-16:45	Indexing issues	Anuradha Rajivan Omar Noman	Q & A sessions
16:45-17:30	HD indicators & indices: national experiences & creative solutions	<i>Chairperson:</i> Omar Noman Pn. Omi Kelsom Hj. Elias (Govt. of Malaysia) Nader Hakimipoor (Govt. of Iran) Mme. Phongesaly Soukasavath (Govt. of Laos)	Presentations followed by discussion

Day 2 **Monday May 3rd , 2004 HDRs: Products, Processes and Dissemination**

Time	Topic	Presentations/Moderation	Comments/Notes
09:00-09:15	Unaddressed issues from the previous day	Shahrbanou Tadjbakhsh	Open forum
09:15-09:45	Toolkit on NHDRs, updates on Corporate Policy	Sarah Burd-Sharps, Deputy Director, HDRO, head of NHDR Unit	Presentation and Q&A
09:45-10:45	Good practices in National Processes <i>Themes covered:</i> - National process/ownership - Purpose - Audience - Selection of theme - Team selections - Tools (Network, SURFs, websites) - Role of UNDP - Involvement of UN Agencies	Sarah Burd-Sharps	Brief theme presentation CO focals' experiences & suggestions Open forum/experience sharing
10:45-11:30	Good practices in Presentations <i>Covered:</i> - Style - Charts - Language - Copyright, etc	Ana Gaby Guerrero, Programme Analyst, UNDP Vientiane, Laos Melina Seyfollahzadeh, Programme Assistant, UNDP Iran	Participants' led discussion Open forum/experience sharing

Time	Topic	Presentations/Moderation	Comments/Notes
11:30-11:45 <i>Nutrition Break</i>			
11:45-12:45	Good practices in Analysis <i>Themes covered:</i> - HD approach - Policy recommendations - Coherence - Data etc	Shahrbanou Tadjbakhsh	Brief presentation CO focals' experiences & suggestions Open forum/experience sharing
12:45-13:15	Unanswered questions	Shahrbanou Tadjbakhsh	Round table discussion
13:15-14:15 <i>Lunch</i>			
14:15-15:15	Good practices in Impact: ensuring/promoting, measuring/tracking and follow up <i>Follow-Up:</i> - Policy impact - HD networks - Courses and training - Capacity building for statistics - Any other	Armin Sirco, UNDP Bosnia and Herzegovina	Brief presentation CO focals' experiences & suggestions Open forum/experience sharing
15:15-16:00	Good practices in Dissemination and Advocacy: from design through process & launch <i>Themes covered:</i> - Dissemination strategy pre and post finalisation - Launch activities - Media strategies, etc	Armin Sirco	Brief presentation CO focals' experiences & suggestions Open forum/experience sharing
16:00-16:15 <i>Nutrition Break</i>			
16:15-17:15	Regional HDRs: themes and processes, role of country offices, dos and don'ts	Anuradha Rajivan Achila Imchen, APRI Omar Noman	Brief presentations (in and outside the region) Round table discussion and experience sharing
17:15-17:30	Wrap up of Day 2	Shahrbanou Tadjbakhsh	Wrap-up and left over discussions

Day 3 Tuesday May 4th , 2004 HD Thematic Areas and Other Policy Oriented Tools

Time	Topic	Presentations/Moderation	Comments/Notes
09:00-09:15	Unaddressed issues from the previous day	Shahrbanou Tadjbakhsh	Open forum
09:15-10:00	Looking at specific themes through the HD lens	Sarah Burd-Sharps	Presentation followed by round table discussion
10:00-11:00	Thematic Groups: Trade Governance Human Security	<i>Trade:</i> Anuradha Rajivan <i>Governance:</i> Arusha Stanislaus <i>Human Security:</i> Shahrbanou Tadjbakhsh	Discussions in break out groups
11:00-11:15	<i>Nutrition Break</i>		
11:15-11:45	Feedback from the groups	Moderator: Sarah Burd-Sharps	Presentations of the break out groups and discussions
11:45- 12:15	MDGRs, PRSPs and HDRs: complementarity versus duplication, multiple instruments	Omar Noman	Presentation followed by round table discussion
12:15- 12:45	issue MDG costing and financing	Omar Noman	Presentation followed by round table discussion
12:45-13:15	Experience sharing on	UNDP Cambodia	Presentation followed by round table discussion
13:15-14:15	<i>Lunch</i>		
14:15-15:15	Future directions for APRI	Chairperson: Arusha Stanislaus Lead discussant: Anuradha Rajivan	Presentation followed by inputs from NHDR focals and other participants
15:15-16:00	Operationalising HD including the MDGs in country programmes & government activities: identifying follow-up actions/arrangements for NHDRs, opportunities and limitations	Two working Groups: <i>Mainstreaming NHDR within UNDP</i> – led by Sarah Burd-Sharps and Armin Sirco <i>Mainstreaming HD into National policies</i> – led by Omar Noman and Anuradha Rajivan	Break out group discussions Distribution of workshop evaluation forms
16:00-16:15	<i>Nutrition Break</i>		
16:15-16:45	Feedback from break out groups	Omar Noman Armin Sirco	Presentations of the break out groups discussions Completion of the workshop evaluation forms
16:45-17:15	Concluding Session	Shahrbanou Tadjbakhsh Omar Noman, Anuradha Rajivan	Summary of key issues & concluding remarks

ANNEXURE B

Tool for Examining A Theme From a HD Perspective

	Dimension of Human Development	Causes, Consequences & Issues for Human Development Strategies	Possible Indicators
1	Long, healthy life, nutrition security		
2	Access to knowledge		
3	Productivity, growth		
4	Poverty reduction, employment, equity oriented growth		
5	Gender equality		
6	Empowerment, right to participate, human rights & freedom		
7	Sustainability		
8	National governance		
9	Regional, global governance		
10	Any other		

ANNEXURE C

Checklist - A Convenient Guide to the Basic Steps Necessary for the Preparation of an HDR

1 National Ownership

- Ensure a commitment among principal partners to collective ownership of the HDR process and discussion of alternative perspectives
- Establish participatory mechanisms for report research, writing and follow-up (ongoing processes, one-time consultations, joint research, etc.) that draw upon national development actors (government and non-governmental) at every level and each stage of the process
- Select the HDR theme through: a review of previous HDRs, consultations among national policy makers and other key stakeholders, and brainstorming sessions with partners on theme definition
- Determine the target readership for the HDR through consultation among principal partners
- Through the report drafting process, situation analysis and recommendations within the context of the country's past and existing policy development plans and policies
- In the event that international consultants are needed, involve the report's steering committee in selection.

2 Participatory and Inclusive Preparation

- Engage in early consultations with the government on process and funding
- Partnership mechanisms: draft terms of reference and constitute steering committee and HDR team in consultation with national counterparts and other key constituencies
- Ensure that various groups meet regularly and in a disciplined manner, that they represent views

of various sectors of the national community, and that their criticisms are constructive

- Participatory methods: develop any relevant activities to promote broad-based engagement, such as training, participatory surveys, etc.
- Establish mechanisms for communication and information sharing among those contributing to the HDR – regular meetings, email lists, etc.
- Involve and brief UNDP staff to enable them to be aware of HDR content and findings, and to incorporate new partners, HDR research and other valuable information into their programming and advocacy work
- Liaise with MDGR team to ensure complementarity and synergy
- Identify primary and secondary target audiences, define them in writing and share these definitions widely
- Identify a follow-up group for advocacy and communications early in the proceedings.
- Set up a master file of core documents and maintain it actively
- Establish a consultation and production time schedule
- Organise consultations/seminars with readers and technical experts on the issues and perspectives to be reflected.

3 Independence of Analysis

- Ensure transparency at each step of the process
- Involve a multidisciplinary team with different perspectives and from different institutional affiliations
- Select authors in a participatory manner involving

UNDP and its principal national partners

- Make selection for substantive contributions based on professional reputation and technical skills
- Engage in a peer review process when the full draft is available
- Ensure collective ownership by a representative advisory committee to guard against the HDR becoming a tool of any one group
- Clarify that HDRs represent a consensus, but the final report is not a “consensus document” where all institutions involved must align their varied views.

4 Quality of Analysis

a) Purpose and Coherence

- Identify a theme that is strategic and timely within national context
- Ensure the report is part of an ongoing and regular HDR publication series (every one to two years)
- Provide training on human development concepts, measurements and policy applications to core authors and other partners
- Commission background papers by experts as needed
- Prepare an outline – structure the HDR in a logical and coherent manner
- Make sure there is synergy between analysis and data and a balance between description and analysis
- Draw upon readers with specific expertise at various stages, convene readers groups as necessary.

b) Human Development Analysis

- Provide a clear overview of human development (the theory within the national context)
- Analyse the theme from a human development perspective
- Incorporate analysis on human development progress

- Articulate people’s perceptions in the report.

c) Policy Analysis and Recommendations

- Convene an initial brainstorming meeting to agree on the principal positions and policy directions to which the report will seek to contribute
- Design an analytical framework (research design, measurement, and collection of data)
- Undertake and present a critical evaluation of relevant and existing policies
- Undertake an analysis of policy alternatives, containing recommendations/options that are clear, concrete and realistic
- Suggest institutions, rules, procedures and norms for implementing policy options and approaches
- Examine traditions, history and cultural norms, to evaluate the micro-level impact of policy change
- Employ advanced techniques for policy analysis, such as cost/benefit analysis

d) Human Development Indices

- Include a disaggregated Human Development Index (HDI)
- Monitor human development progress using the HPI, GEM, GDI
- Adapt existing human development indices and/or develop new indicators to suit the national context.

e) Data: Sources and Interpretation

- Identify data needs and, if desired, commission surveys. Include both quantitative and qualitative sources (i.e. surveys, public opinion polls, case studies)
- Incorporate data, when available, from a variety of sources, including the government, non-governmental groups and international organizations
- Clearly source all data in the report
- Provide time series and comparisons with other countries using relevant indicators

- Collaborate with statistical users and producers to discuss methods and approaches that will institutionalize the collection of non-economic indicators and useful levels of disaggregation
- Ensure quantitative and qualitative data are sufficient to prove the policy argument, while the missing data/biases are acknowledged and elaborated
- Disaggregate data to capture disparities (spatial, gender, ethnic, and regional) and identify key areas of focus for policy recommendations.

f) Annexures

- Include a bibliography with references on all background materials relevant to the preparation of the report
- Provide a statistical note that includes data tables, technical notes, statistical references and definitions of statistical terms
- Describe the HDR's process and methodology.

5 Flexibility and Creativity in Presentation

- Recruit an editor and designer to ensure HDR language and style powerfully reinforce the report's messages, and to present data and messages clearly and creatively
- Tailor the writing and design of the report to capture the attention of the target readership
- Identify clear format guidelines at the beginning
- Provide real examples and illustrations to highlight conditions from different people's perspectives
- Avoid using too many sizes and styles of fonts
- Employ varied use of text boxes, graphics, messages and data
- Use knowledge management and electronic tools where relevant to produce the report and accompanying materials (website, list serve, file/folder classification resource and documentation records database).

6 Sustained Follow up

a) Media and Outreach

- Establish a team for follow-up/outreach at early stages of HDR production
- Identify key target audiences for the outreach strategy
- Draw up an outreach strategy with distinct initiatives for various target audiences
- Enlist people and groups involved in the HDR in strategizing and participating in outreach and follow-up activities
- Identify key findings, policy messages, indicators and interesting "factoids" for press and outreach materials (often done through a participatory review)
- Prepare a press kit and any other press materials
- Create outreach materials, including other language or simplified version of the HDR
- Plan any necessary media readiness training for the primary spokespeople
- Plan pre- and post-launch briefings with key policy makers to discuss the policy implications of the report's findings
- Plan/hold pre-launch media briefings for key press, TV and broadcast media
- Plan/hold launch on a date linked with significant national or international event, if possible
- Plan a series of targeted outreach events (over time) to reach varied audiences.

b) Marketing and Dissemination

- Develop a marketing and dissemination plan
- Determine if a partnership can be forged with a commercial publisher for HDR sales and distribution
- Implement the marketing plan including the preparation of promotional materials such as brochure, video, website, etc.

- Establish distribution lists, sorted by language preferences, if relevant
 - Distribute the HDR to a wide audience
 - Include information in the report on how readers may receive copies (electronic and/or hard copy)
 - Ensure that the year of the launch is the year of the report's title
 - Make the HDR available online on the date of publication.
- c) Monitoring Impacts**
- Identify indicators of success in reaching the target audience
 - Develop a method to survey feedback from the target audience
 - Devise a matrix to record information and the impact of the report
 - Monitor the report's influence on: policies, plans, legislation, budget allocations, programme implementation, parliamentary database, public discussion, NGO advocacy work, curricula of educational institutions, media coverage, demand for report, etc.
 - Convene 6-month and 12-month review meetings of the steering committee, combined with planning meetings for subsequent issues that may arise.

ANNEXURE D

List of Participants

Cambodia

1. Ms. Heang Siekly
Deputy General Director of Planning,
Ministry of Planning
siekly@hotmail.com
2. Mr. Long Chinth
National Researcher,
Cambodia National Human Development
Report
longchinth@yahoo.com
3. Mr. Boeun Chan Born
National Researcher,
Cambodia NHDR,
Ministry of Planning
chaborn@yahoo.com
4. Mr. Chhuon Thavrith
National Researcher,
Cambodia NHDR,
Ministry of Planning
thavrith_chdr@everyday.com.kh
5. Ms. Christelle Chapoy
Information Officer,
UNDP Cambodia
christelle.chapoy@undp.org
6. Ms. Barbara Orlandini
Assistant to the Resident Representative,
UNDP Cambodia
barbara.orlandini@undp.org
7. Mr. Wisal Hin
Programme Assistant,
UNDP Cambodia
hin.wisal@undp.org
8. Mr. Hong Sokheang
Poverty Specialist,
UNDP Cambodia
hong.sokheang@undp.org

China

9. Mr. Gao Yu
Programme Manager,
UNDP China
yu.gao@undp.org

East Timor

10. Mr. Naoki Takyo
ARR & Chief of Poverty Reduction and
Community Development Unit,
UNDP Timor-Leste
naoki.takyo@undp.org

Fiji

11. Ms. Linda Petersen
Assistant Resident Representative
(Programme),
UNDP Fiji
linda.petersen@undp.org
12. Mr. Graham Hassall
University of South Pacific, Fiji
hassall_g@usp.ac.fj

Indonesia

13. Iwan Gunawan
Assistant Resident Representative
(Programme),
UNDP Indonesia
iwan.gunawan@undp.org
14. Mr. Teguh Pramono
Chief,
Division of Social Statistics of
Central Bureau of Statistics, Indonesia
bps7300@upandang.wasantara.net.id
15. Mr. Wynandin Imawan
Director,
Statistical Analysis of Central
Bureau of Statistics, Indonesia
wynandin@mailhost.bps.go.id

Iran

16. Mr. Nader Hakimipoor
Director,
Office of the Human Development
Statistics,
Management and Planning
Organization,
Government of Iran
nhakimipoor@yahoo.com
17. Ms. Melina Seyfollahzadeh
Programme Assistant,
UNDP Iran
melina.seyfollahzadeh@undp.org

Laos

18. Mme. Phongesaly Soukasavath
Deputy Director,
National Statistical Center (NSC), Laos
nscp@laotel.com
19. Mr. Soukanh Sykhayphah
Service Division and Data,
NSC, Laos
20. Ms. Ana Gaby Guerrero
Programme Analyst,
UNDP Vientiane, Laos
ana.guerrero@undp.org

Malaysia

21. Anis Yusal Yusoff
ARR (Programme),
UNDP Malaysia
anis.yusoff@undp.org
22. Pn. Omi Kelsom Hj. Elias
Director,
Manpower & Social Statistics
Division Department of Statistics, Malaysia
omi@stats.gov.my

Mongolia

23. Ms. Solongo Alгаа
Director,
Mongolian Population & Development
Association, Mongolia
algaasolongo@yahoo.com

24. Ms. Sarantuya Mend
Programme Analyst,
UNDP Mongolia
sarantuya.mend@undp.org

Pakistan

25. Mr. Shiraz Ali Shah
Programme Associate,
Crisis Prevention and Recovery Unit,
UNDP Pakistan
shiraz.ali@undp.org
26. Ms. Noshin Hussain
Research Assistant,
Center for Research in Poverty Reduction
and Income Distribution,
Planning Commission,
Government of Pakistan
noshinhussain@crprid.org
27. Mr. Muhammad Asif Iqbal
Principal Economist/ Company Secretary,
Social Policy and Development
Centre, Pakistan
asifiqbal@spdc-pak.com

Papua New Guinea

28. Mr. Bakhodir Burkhanov
ARR/Programme,
UNDP Papua New Guinea
bakhodir.burkhanov@undp.org
29. Mr. Joshua Ryan
Acting Senior Policy Officer,
Department of National Planning and Rural
Development,
Government of Papua New Guinea
Joshua_Ryan@treasury.gov.pg
30. Mr. Reichert Tanda
Senior UN Officer in the Government of
Papua New Guinea
Reichert_Tanda@treasury.gov.pg

Thailand

31. Ms. Daranee Tattakorn
Programme Assistant,
MDG/Human Development Advocacy Unit,
UNDP Thailand
daranee.tattakorn@undp.or.th

New York

32. Mr. Arusha Stanislaus
Programme Specialist,
RBAP New York
arusha.stanislaus@undp.org

Resource Persons

33. Mr. Omar Noman
Senior Advisor,
RBAP New York
omar.noman@undp.org
34. Ms. Sarah Burd Sharps
Deputy Director, HDRO and Chief, NHDR
Unit,
UNDP New York
sarah.burd-sharps@undp.org
35. Mr. Armin Sirco
Senior Portfolio Manager,
UNDP Bosnia and Herzegovina
asirco@undp.ba
36. Ms. Anuradha Rajivan
Programme Coordinator, APRI,
UNDP New Delhi,
India
anuradha.rajivan@undp.org

37. Ms. Achila Imchen
Programme Associate, APRI,
UNDP New Delhi,
India
achila.imchen@undp.org
38. Ms. Elena Borsatti
Consultant, APRI,
UNDP New Delhi,
India
elena.borsatti@undp.org

Core Organizing Team

39. Ms. Anuradha Rajivan
Programme Coordinator, APRI,
UNDP New Delhi,
India
anuradha.rajivan@undp.org
40. Ms. Achila Imchen
Programme Associate, APRI,
UNDP New Delhi,
India
achila.imchen@undp.org
41. Ms. Elena Borsatti
Consultant, APRI,
UNDP New Delhi,
India
elena.borsatti@undp.org
42. Ms. Gurleen Kaur
Programme Assistant, APRI,
UNDP New Delhi,
India
Gurleen.kaur@undp.org

Photo Gallery







UNDP is the UN's global development network, advocating for change and connecting countries to knowledge, experience and resources to help people build a better life. We are on the ground in 166 countries, working with them on their own solutions to global and national development challenges. As they develop local capacity, they draw on the people of UNDP and our wide range of partners.

World leaders have pledged to achieve the Millennium Development Goals, including the overarching goal of cutting poverty in half by 2015. UNDP's network links and coordinates global and national efforts to reach these Goals. Our focus is helping countries build and share solutions to the challenges of:

- Democratic Governance
- Poverty Reduction
- Crisis Prevention and Recovery
- Energy and Environment
- Information and Communications Technology
- HIV/AIDS

UNDP helps developing countries attract and use aid effectively. In all our activities, we encourage the protection of human rights and the empowerment of women.



United Nations Development Programme
55, Lodi Estate
New Delhi - 110 003
India

APRI website - <http://hdrc.undp.org.in/APRI/>
Workshop website - <http://hdrc.undp.org.in/Kambodia-wrksp/>