



Dear HDR Focal Point,

It gives us great pleasure to enclose a "Support Package for HDR Focal Points", made up of key materials to support your ongoing work on Human Development Reports (HDRs) and other development reporting.

Enclosed you will find:

- **Suggested Terms of Reference for HDR Focal Points:**
 - Prepared to guide the choice of Focal Point in a UNDP Country Office and to help the person(s) appointed to successfully manage the many aspects of the HDR process, preparation and advocacy.

- **Reference materials:**
 - ***HDR Toolkit for National and Regional HDR Teams:*** a step-by-step handbook offering concrete guidance on the three main phases of the HDR endeavour: process, content and sustained follow-up.
 - ***HDR Timeline: Key Steps in the Human Development Report Process:*** a companion to the HDR Toolkit, providing recommendations for the sequencing of many different processes involved in producing and advocating HDRs.
 - ***Thematic Guidance Notes:*** A series intended to provide theoretical background and practical support for development practitioners to address certain themes within a human development conceptual framework. Thus far, the Gender, Environment, Conflict, HIV/AIDS and Human Security notes are available in hard copy, Decentralisation will be sent out shortly.
 - ***Readings in Human Development***, published by Oxford University Press, 2004. A volume that brings together the collection of papers that have shaped the human development approach with its set of concepts, measurement tools and policy perspectives.
 - ***Ideas, Innovation, Impact:*** a compilation of outstanding impacts from sub-national, national and regional HDRs. We encourage you to share other examples of innovative ideas and impacts directly through <http://hdr.undp.org/nhdr/impact/default.cfm>

- **NHDR Workspace CD-Rom:**
 - A compilation of key tools and support materials from the online NHDR Workspace.

- **Minimum Standards:**
 - Defines 30 minimum requirements that must be met by every HDR.

- **One-pagers:** We suggest you share copies of these with the HDR Team and partners.
 - I. Human Development: Concept
 - II. Human Development: Indices
 - III. Human Development: HDRs
 - IV. Human Development: HDR Resources

We would also like to draw your attention to the new NHDR Workspace, located at <http://hdr.undp.org/nhdr/>. The site, which is constantly being updated, contains over 500 HDRs, searchable by theme, year and country. It also contains a password-accessible database of upcoming HDRs that have not yet been launched and contact information for HDR Focal Points in every country. *As HDR Focal Points, you have been assigned rights to upload information on this database pertaining to HDR production in your respective countries.* We urge you to keep this information current, and to draw on this resource as you work on HDRs.

This package was created by the NHDR Unit/Human Development Report Office as part of our mandate to support the highest standards of quality and to maximize the impact of HDRs. We would be grateful for your feedback on the materials and any ideas you have for further support.



HDR Focal Point - Suggested Terms of Reference

Within a UNDP Country Office, there are generally a number of people involved in producing Human Development Reports, from the Resident Representative to programme staff and sectoral experts to the communications officer. Many Country Offices have designated one person to act as HDR Focal Point, though the profile of that person varies widely from office to office.

The following suggested Terms of Reference were prepared in order to guide both the choice of Focal Point and to help the person(s) appointed to successfully manage the many aspects of the process. Principal responsibilities include:

- 1) **Use UNDP's neutral position to bring different (sometimes dissonant) voices together:** UNDP is in a unique position to use its convening power to bring the various voices in the national community together for dialogue on the HDR, to broaden the spectrum beyond the usual circles, and, when called for, to act as facilitator and moderator.
- 2) **Coordinate and lead process:** UNDP should participate in the report's steering committee, contributing to driving the process forward and ensuring that the necessary capacities are available. This coordination role should involve overseeing the preparation of a work plan and timetable, establishment of mechanisms for information sharing among the various groups involved, and integration of the various steps (process, writing, advocacy) along the way into a coherent whole.
- 3) **Contribute substantive inputs and control quality:**
 - As the originator of the human development approach, and in order to continue to take intellectual leadership on human development issues, the HDR Focal Point and/or other programme staff should provide ongoing substantive inputs during the drafting process.
 - As stipulated in the Corporate Policy, UNDP is responsible for quality control, to ensure the HDR adheres to established standards. This includes meeting Minimum Standards (http://hdr.undp.org/nhdr/toolkit/contents/minimum_standards.html), the mandatory Peer Review mechanism, (http://hdr.undp.org/docs/nhdr/Peer_Review_System.pdf) and overseeing a process that maintains professional standards of integrity and scholarship.
- 4) **Coordinate funding and fundraising:** UNDP must generally take the lead in ensuring the HDR is adequately funded to attain the highest quality report with the greatest impact. The HDR Focal Point should take an active role in earmarking funds, and fundraising when necessary. HDR work also has the potential to mobilise resources from donors or from programme country governments around particular issues raised in HDRs.
- 5) **Provide leadership in human development advocacy:** In countries where HDRs have become powerful instruments for change, UNDP has generally played a strong leadership role in ensuring sustained follow-up. NHDR Focal Points, together with communications staff, should initiate and coordinate outreach activities, drawing together a range of partners to implement them. Partners should include those involved in writing and advising on the HDR, a professional editor, and communications professionals, who should be brought on board early in the process.
- 6) **Act as clearinghouse for information sharing:**
 - Throughout the process, the HDR Focal Point must take a lead role in linking the HDR team to relevant UNDP, UN and other development research and data. Mechanisms for this sharing can include participation in HDR networks, meetings, workshops, conferences and others.
 - The HDR process often yields valuable data and research, new partnerships and policy strategies and new contacts with media and opinion leaders. These resources are often centralised and not shared. The HDR Focal Point plays a vital function in ensuring this information is drawn upon within UNDP for its other programme and policy advisory work, and among the wider UN system and external partners. Actions include, among others, briefing staff on HDR content and sharing information with MDGR, PRSP, CCA, UNDAF and other UNCT groups to ensure complementarity and synergy.
- 7) **Fulfil other HDR project management duties:** In addition to the duties described above, depending on the Country Office, the HDR focal point may also be responsible for internal HDR project management including reporting, contracting, budget forecasting, and evaluation. The focal point may also be requested to send, receive, and share information with UNDP colleagues in other Country Offices, Regional Centres, the HDRO, COA, and other Bureaus.



I. Human Development: Concept

"The contrast between what great things human beings can achieve and what limited lives most women and men end up living is truly remarkable."

Amartya Sen (Economics Nobel laureate 1998)

The following is a very brief synopsis of the origins, definition and broad characteristics of the human development approach. To explore further, please see additional readings listed below.

I. ORIGINS OF THE HUMAN DEVELOPMENT APPROACH

The human development approach arose as a result of growing criticism of the leading development approach of the 1980s, which presumed an automatic link between economic growth and human advance. Dr. Mahbub ul Haq, the Pakistani economist who founded the Human Development Reports, came to recognise the need for an alternate development model due to many factors prevalent during the 1980s, including:

- **The belief in the power of market forces to spread their benefits and end poverty**, predominant since the Second World War, started to show its limits;
- **The human cost of Structural Adjustment Programmes** were increasingly becoming apparent;
- **Social ills** (crime, weakening of social fabric, pollution, etc.) were still spreading even in cases of strong and consistent economic growth;
- **A wave of democratization** raised new aspirations for people-centred development models.

II. DEFINITION

Human development can be defined as a process of enlarging people's choices and building human capabilities (the range of things people can be and do), enabling them to: live a long and healthy life, have access to knowledge, have a decent standard of living and participate in the life of their community and the decisions that affect their lives.

Human development has always been "open-ended" in that there can be as many dimensions to it as there are ways of enlarging people's choices. There is no firm agreement on the key dimensions of human development; they **can evolve over time and vary from country to country**.

The following are some of the issues currently considered central to human development.

- **SOCIAL PROGRESS** - greater access to knowledge, better nutrition and health services
- **GROWTH WITH EQUITY**
- **PARTICIPATION AND FREEDOM** - particularly empowerment, democratic governance, gender equality, civil and political rights and cultural liberty
- **SUSTAINABILITY** for future generations in ecological, economic and social terms
- **HUMAN SECURITY** - security in daily life, against chronic threats like hunger and abrupt disruptions such as joblessness, famine, conflict, etc.

III. WHAT DIFFERENTIATES HUMAN DEVELOPMENT FROM OTHER DEVELOPMENT APPROACHES?

The human development approach is **holistic and integrated**, in that it strives to find the virtuous circle between *Efficiency* (to increase availability of goods/services for basic needs), *Equity* (in the distribution of opportunities) and *Freedom* (for both intrinsic and instrumental value).

It is an **action-oriented** paradigm, coined within the UN and seeking practical change.

It recognises that there is **no automatic link between economic growth and human progress** – this link must be made by deliberate policymaking at all levels and by many actors, including the state.

The human development paradigm sees poverty as **human poverty**—a multi-dimensional condition defined as the denial of choices and opportunities to lead a tolerable life—including lack of necessities for material well-being (such as income, education, health, safe water) *plus* denial of opportunities to enjoy dignity, self-respect and other basic rights.

Growth is necessary but not sufficient. It is an important means to enlarge human choices but it is not an end in itself. **The structure and quality of growth matters.** Growth at all costs can result in:

Jobless growth (that does not expand employment opportunities)

Ruthless growth (the fruits of growth mostly benefit the rich)

Rootless growth (stifles cultural diversity and identity)

Futureless growth (depletes natural resources)

Voiceless growth (growth without expansion of democracy, empowerment)

Human Development vs. Basic Needs: Both the human development approach and the basic needs approach, significantly influential in the 1970s, share a preoccupation with the poor as well as the importance of public action. The basic needs approach, however:

- concentrated primarily on a few basic sectors (nutrition, health, primary education) rather than the full spectrum of valuable human choices. It underplayed the role of freedoms, without which many choices are not available, and many opportunities in life remain inaccessible;
- focused more on supplying goods to people rather than what these goods allow people to do, emphasizing peoples' participation as beneficiaries more than as agents of change.

Human Development and Human Rights: The human development and human rights approaches have much in common and complement one another. Human rights and human development share a common vision and a common purpose. That vision is to secure, for every human being, freedom, well-being and dignity. Divided by the Cold War, the rights agenda and development agenda followed parallel tracks. Now converging, their distinct strategies and traditions can bring renewed strength to the struggle for human freedom. Human rights and the human rights approach represent an intrinsic part of human development. They bring principles of social justice to support the human development approach, particularly through greater government accountability. At the same time the human development approach is being used as a means to realise all human rights.

IV. HUMAN DEVELOPMENT AND THE MILLENNIUM DEVELOPMENT GOALS (MDGs)

- The MDGs are human development goals, although they do not reflect all of the key dimensions of human development.
- The MDGs highlight the distance to be travelled; the human development approach focuses on how to reach these goals.
- Human development is concerned with equity and distribution and attempts to understand the causes and consequences of inequality. Global and national MDGs and indicators are, on the whole, inequality-neutral.

By Sarah Burd-Sharps and Agueda Perez, drawing from:

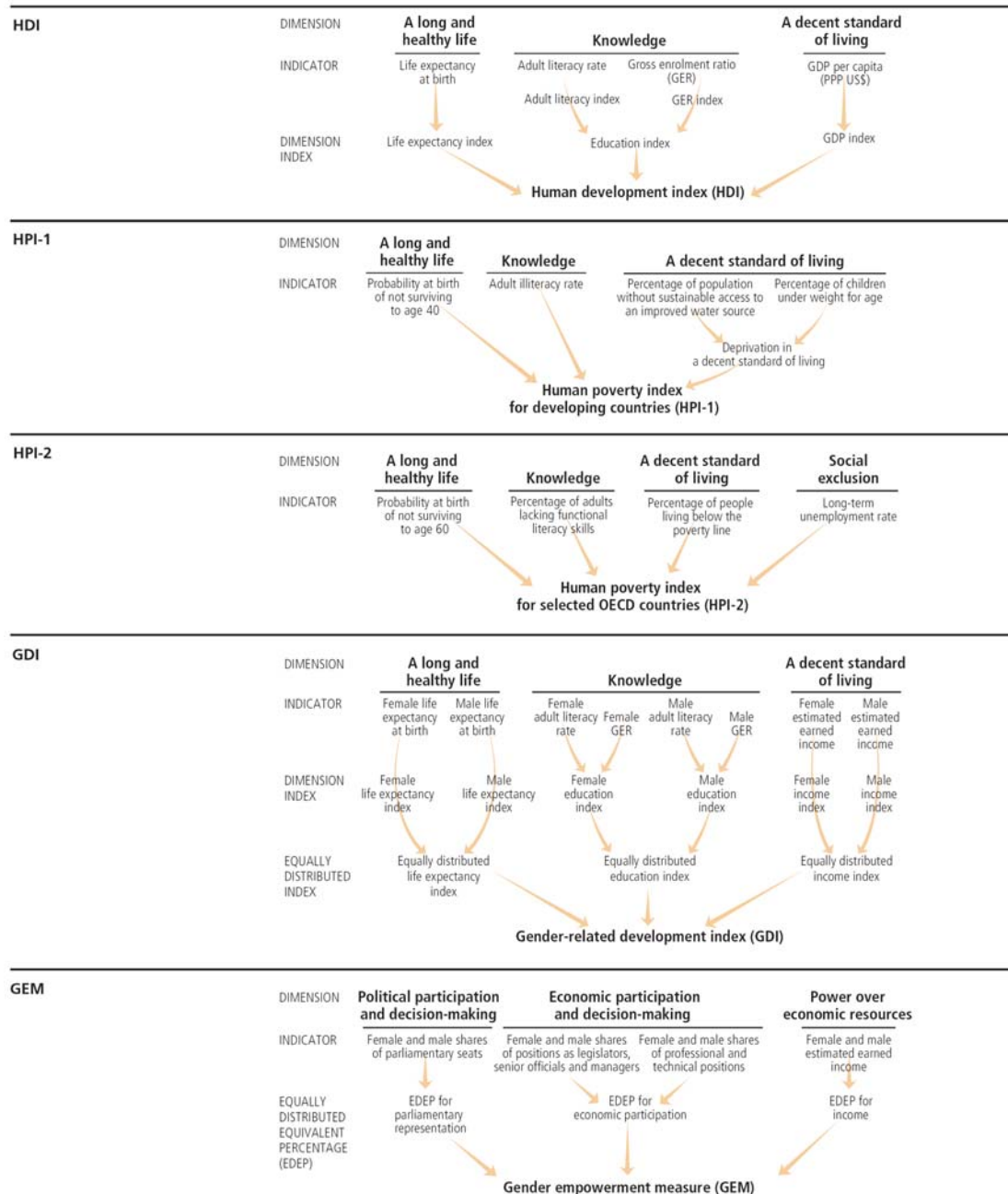
- *Human Development Reports* 1990-2004. <http://hdr.undp.org/>
- Universidad de Los Andes course in Human Development led by Hernando Gomez Buendía
- 'Thoughts about Development: Which are mere fads? Which are here to stay?' by Paul Streeten, *Which Way?* Spring 2005 edition from the Frederick S. Pardee Center for the Study of the Longer-Range Future at Boston University.



II. Human Development: Indices

The four main Human Development Indices developed by the Human Development Report are:

- **HDI (Human Development Index)**: provides a summary measure of human development,
- **GDI (Gender-related Development Index)**: HDI adjusted for gender inequality,
- **GEM (Gender Empowerment Measure)**: measures gender equality in economic and political participation and decision making, and
- **HPI (Human Poverty Index)**: captures the level of human poverty.



Source: HDR 2004, Technical Note, pg.258

For more information, please see:

- "Section 2: Conceptual Foundations" in *Readings in Human Development*, ed. Sakiko Fukuda-Parr and A.K. Shiva Kumar, Oxford University Press
- *Human Development Reports* website, Statistics section, <http://hdr.undp.org/statistics/>
- *HDR Toolkit*, "Chapter 4", http://hdr.undp.org/nhdr/toolkit/chapter_4/default.html
- 2004 Oxford Course: "Measuring Human Development", <http://hdr.undp.org/training/oxford/presentations.cfm>



III. Human Development: HDRs

"I think hope and belief in the future, which is the essence of a stable society, of a progressive society and of peace needs more than just pure economic development. It also needs empowerment, a sense of fairness, good governance, I would say democratic freedoms...and I must say that the United Nations...have led the way in the past with the human development reports"

UNDP Administrator Kernal Derviş

Human Development Reports (HDR) at the national and sub-national levels take the human development approach to the country level and are prepared and owned by national teams. They both feed into and draw upon the data and analysis of the global HDRs. Over 500 national and sub-national HDRs have been produced so far in over 143 countries, in addition to 28 regional reports.

As **policy advocacy documents**, they have introduced the human development concept into national policy dialogues — not only through human development indicators and policy recommendations, but also through the country-led and country-owned process of consultation, research and report writing.

As advocacy tools designed to appeal to a wide audience, the reports can spur public debates and mobilise support for action and change. They have helped to articulate people’s perceptions and priorities, and have served as a source of alternate policy opinion for development planning across such varied themes as:

▪ Social Inclusion and Empowerment	▪ Water Resources	▪ HIV/AIDS
▪ Decentralisation	▪ Gender Issues	▪ Education and Employment
▪ Trade and Economic Growth	▪ Role of the State	▪ Globalization
▪ Environmental Policies	▪ Information and Communication Technologies	▪ Conflict and Security
▪ Civil Society	▪ Millennium Development Goals	

UNDP’S CORPORATE POLICY ON NHDRS: SIX PRINCIPLES FOR A SUCCESSFUL HDR

Those HDRs that have been most successful in influencing development debates best exemplify the six UNDP corporate principles set out in the *UNDP Corporate Policy on NHDRs*, which guide the HDR process. Those principles are:

- 1. National/regional ownership:** An HDR achieves national/regional ownership through a process that draws on national actors and builds capabilities throughout preparation, yielding a product grounded in the country’s past and existing development plans. A Report rooted in national perspectives inspires trust in the HDR as a source for policy options and dialogue.
- 2. Independence of analysis:** HDRs must contain objective assessments based on reliable analysis and data. While they represent a process of dialogue and consensus, HDRs are not “consensus documents”. Rather, they are independent reports in which the authors take ultimate responsibility for the point of views and recommendations expressed.
- 3. Participatory and inclusive preparation:** HDRs should gather together diverse actors as active partners. These include government, non-governmental, academic and non-academic players, both men and women, representing different ethnic groups and various interests.
- 4. Quality of analysis:** Quality human development policy analysis centres 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 advance. This results in the formulation of sound policy messages and clear strategies to advance human development.
- 5. Flexibility and creativity in presentation:** Clear and user-friendly presentation maximises the impact of the 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.
- 6. Sustained follow-up:** Effective HDRs rely on advocacy strategies that generate awareness and dialogue, and influences national development actions. A strategic plan covers outreach, communication, marketing, follow-up programming, policy support, and monitoring and evaluation of results. This requires solid financial commitment and specialised expertise.

HDRS CAN BE A VALUABLE RESOURCE FOR CHANGE

Because of the unique country-driven process, the potential for impact on national and regional development debates and policies is great. HDRs are sometimes most effective in their ability to:

- **Articulate People's Priorities** through consensus building in a participatory process, opening up democratic space for debate and alternative people-centred recommendations.
- **Strengthen National Capacities** - analytical skills, empowerment, partnering and improved statistical methods.
- **Engage National/Regional Partners** in policy dialogue, tackling critical and controversial issues by offering alternative policy options.
- **Identify Gaps and Measure Development Progress** through innovative use of data, solid research on inequalities, improved statistical methods and increased attention to human development.
- **Contribute to National Millennium Development Goal** campaigns by offering alternative policy options to both finance and achieve the MDGs.
- **Link Valuable Information to National and UN Systems through** - Millennium Development Goals Reports, UN Common Country Assessments and Development Assistance Frameworks, Poverty Reduction Strategy Papers and other development reports.
- **Help UNDP in its Shift to a Policy Advisory Role**, as well as for improved and more effective aid coordination, resource mobilisation and building of new partnerships.

EXAMPLES OF HDR IMPACTS

It is sometimes difficult to assess the full impact of each Report, particularly as it can take a period of years, and impacts are often achieved in conjunction with other efforts. Still, there are many ways in which HDRs have had a direct impact on human development:

- National policies revised to reflect the needs of the poorest
- Budget priorities shifted
- Laws passed or amended
- Human development data incorporated into statistical systems
- Increased donor funding targeting human development priorities
- Prominent media coverage on human development issues
- People-centered curricula adopted
- Civil society campaigns established

HDRs AND OTHER NATIONAL MULTILATERAL REPORTS

TABLE I.1 A MATRIX OF NATIONAL MULTILATERAL REPORTS ^a				
TOOL	OUTPUT	PURPOSE	PARTNERS FOR PREPARATION	PRIMARY TARGET GROUP
Human Development Report	In-depth, nationally owned policy analysis document with bold policy messages	Generate debate and catalyse action for human development progress	Participatory and inclusive process involving leading national experts and intellectuals; UNDP facilitates process	Policy decision makers in government, NGOs, private sector, general public, UN country team, World Bank/ International Monetary Fund (IMF) and donors
Millennium Development Goal Report	User-friendly report on status of progress to date and distance to travel to reach MDGs	Public information and advocacy tool for raising awareness, monitoring progress and mobilizing action to attain the goals	Governments (including national statistics offices) with support of UN country team	General public, parliamentarians, civil society, professional associations, media and donors
Poverty Reduction Strategy Paper	Medium-term action plan describing national poverty reduction programmes	Strategic planning document and pre-condition for certain World Bank and IMF lending and debt forgiveness programmes	Government takes lead in participatory process; UN supports process	World Bank and IMF boards, and national partners
Common Country Assessment	Comprehensive and concise overview of development situation in a country	Common instrument of UN system used as a basis for coherent UN programming	UN with government inputs	UN country team, donor community and government
UN Development Assistance Framework	UN's business plan to support national priorities	Identifies areas of development support	UN with government inputs	UN country team, donor community and government

^a National Human Development Report Unit, HDRO

For more information on regional, national and sub-national HDRs, please see:

→ UNDP Corporate Policy on NHDRs: http://hdr.undp.org/nhdr/corporate_policy.cfm

→ HDR Workspace: <http://hdr.undp.org/nhdr/>

→ HDR Toolkit: <http://hdr.undp.org/nhdr/toolkit/default.html>



IV. Human Development: HDR Resources



HDR Toolkit and good practices

- The **NHDR Corporate Policy** functions as a guideline for the production of quality HDRs that serve as policy advocacy documents written to generate political attention and public debate among government decision makers, civil society, the business community, academia and the public at large. (http://hdr.undp.org/nhdr/corporate_policy.cfm)

The NHDR corporate policy outlines **six key principles** for an effective and successful HDR:

- **National ownership (or regional, in the case of a regional report)**
- **Participatory and inclusive preparation process**
- **Independence of analysis**
- **Quality of analysis**
- **Flexibility and creativity in presentation**
- **Sustained follow-up**

- The **HDR Toolkit** (available in English and French) is a step-by-step guide for achieving excellence in HDR processes, content and advocacy, through practical guidelines and over 80 illustrations of HDR team practices around the world. (<http://hdr.undp.org/nhdr/toolkit/default.html>)
- The **HDR Timeline** (available in English, French and Spanish) is a companion to the HDR Toolkit, providing recommendations for the sequencing of many different processes involved in producing and advocating HDRs. (<http://hdr.undp.org/nhdr/timeline/download/english.pdf>)
- There are 30 **Minimum Standards** that should be met by all HDRs. (http://hdr.undp.org/nhdr/toolkit/contents/minimum_standards.html)
- The Impact Publication “Ideas, Innovation, Impact – How HDRs influence change” is a compilation of outstanding country-level impacts from sub-national, national and regional Human Development Reports. We encourage sharing other examples of innovative HDR ideas and impacts submitting new examples directly through our interactive web-page (<http://hdr.undp.org/nhdr/impact/default.cfm>)
- A set of **Frequently Asked Questions (FAQs)** has been prepared to help people new to the HDR process get started. (<http://hdr.undp.org/nhdr/faq.cfm>)



HDR Database of Reports and Reviews

- The **HDR Database of Reports**, available from every page on the HDRO website (<http://hdr.undp.org>) provides access to the full text of over 500 national, regional and global HDRs. The database is searchable by theme, year, country and region of the HDRs. (<http://hdr.undp.org/reports>)
- The NHDR unit systematically reviews all new reports to examine how they have adhered to and applied the NHDR Corporate Policy. The **Reviews** include both a quantitative (scorecard) and qualitative (narrative) analysis done by independent reviewers. HDR teams may find this methodology and the content of the reviews useful to the preparation process. (http://hdr.undp.org/nhdr/reviews/review_published.cfm)
- In 2002 the Executive Team made a recommendation that all new national and regional human development reports should undergo a formal process of peer review before publication. You will find information on the **Peer Review system** on the workspace. (http://hdr.undp.org/docs/nhdr/Peer_Review_System.pdf)



HDR Networks

- The NHDR Unit established the **HDR-Net and HDRStats-Net**, consisting of over 1,500 human development practitioners, many of whom are involved in the preparation of HDRs, who exchange experiences and strategies through electronic discussions. HDR team members are encouraged to join these networks and to send in queries. (<http://hdr.undp.org/nhdr/networks/default.cfm>)
- To view a synthesis of the main discussions that have taken place on both networks since November 1999, covering process, product, advocacy and resources issues, see our **Consolidated Replies**. (http://hdr.undp.org/nhdr/networks/consolidated_replies.cfm)

- The **Database of Network members** including HDR focal points in UNDP Country Offices provides you with a chance to learn more about and contact other members of the community. (http://hdr.undp.org/nhdr/people/HDRNet_view.cfm)
- The **Discussions page** provides an overview of ongoing queries and discussions on both networks. (<http://hdr.undp.org/nhdr/networks/discussions.cfm>)
- A new interactive section has been developed which allows you to share information on **Upcoming Events and Workshops** planned in your region, such as training initiatives or the launch of your HDR. (<http://hdr.undp.org/nhdr/calendar/index.cfm>)



Research tools and Resources

- **Thematic Guidance Notes** are a series of commissioned papers providing both theoretical background and practical guidance for HDR teams on how to most effectively consider thematic issues within a human development framework. They were written by experts on the themes. Notes have been produced thus far on environment, gender, conflict, HIV/AIDS and Human Security. A note on decentralisation is underway. (<http://hdr.undp.org/nhdr/support/elibrary.cfm>)
- The **Training Materials** page provides a useful list of articles and other resources for organising a national, regional or global HDR workshop. (<http://hdr.undp.org/nhdr/learning/training-materials.cfm>)
- The full schedule and all presentations made at the 2004 **Oxford/UNDP Human Development Training Course** are online. The course draws on both the intellectual resources at Oxford, as well as the practical experiences of leading development practitioners from UNDP and other agencies. (<http://hdr.undp.org/training/oxford/presentations.cfm>)
- The **Thematic Clusters** section brings together HDR teams working on common thematic areas, including poverty, democratic governance, environment, HIV/AIDS, Crisis Prevention and Recovery, Gender, ICTs, and MDGs. These pages provide contact information for all focal points who have worked or who are currently working on these themes, in addition to a number of key resources. (http://hdr.undp.org/nhdr/thematic_clusters/)
- Our **E-library** provides free online research tools which allow users to search academic articles, news stories, data and more. (<http://hdr.undp.org/nhdr/support/elibrary.cfm>)
- Over **200 Working Documents** (HDR concept notes, terms of references, project documents) are now online that have been shared by HDR focal points in all regions. (<http://hdr.undp.org/nhdr/support/docs.cfm>)



Measurement/Statistics

- The **HDR Statistics section** and the **NHDR Data and Measurement page** on the Website provide useful information to promote understanding of the human development indices (HDI, HPI, GDI and GEM), as well as extensive links to background material, data resources, etc. <http://hdr.undp.org/statistics/> and <http://hdr.undp.org/nhdr/support/>
- The **HDRStats-Net** page includes useful discussions on innovations in measuring human development, data gaps and human development composite indices. (<http://hdr.undp.org/network/index.cfm>)
- “**Chapter 4**” of the **HDR Toolkit** includes substantial sections devoted to statistics in HDRs. (http://hdr.undp.org/nhdr/toolkit/chapter_4/default.html)
- The **Oxford/UNDP Human Development Training Course** contains a **measurement segment** addressing national and international statistical systems, social statistics for MDGRs and HDRs and the computation, uses and limitations of the human development indices. (<http://hdr.undp.org/training/oxford/presentations.cfm>)
- **Primer for calculating the HD Indices. Coming Soon**
HDRO is currently finalizing guidelines for the use and calculation of the HDI, GDI, HPI and GEM. This Primer will include an introduction on the history, evolution, and uses of these indices as well as some basic information on national statistics offices, national vs. international data issues and more.
- **Reference Tool to measure human development at the national level. Coming Soon**
HDRO is simultaneously working on a reference tool to support HDR teams to better capture country-specific situations into the measurement of human development, and to contribute to the ongoing evolution of the human development indices and indicators. The Tool will draw on existing innovations and experimentation undertaken in national and regional HDRs and identify synergies with the MDG process.