

SUMMARY OF CONSULTATIONS AND FINDINGS OF THE HIGH-LEVEL PANEL ON THE MVI ON THE POSSIBLE GOVERNANCE ARRANGEMENT OF THE MVI

PART ONE : CONSULTATIONS

1. To assist its deliberation, the HLP, on August 30 and October 4 respectively, in plenary, conducted consultations with representatives of entities, from both within and outside the UN system, currently responsible for the upkeep and monitoring of existing indices to ascertain appropriate information on their governance frameworks and other necessary aspects of their logistics arrangement. The HLP was of the view that clarity derived from these consultations may provide good guidance in its consideration of its own possible recommendations on the MVI's governance arrangement.

2. On August 30 the HLP consulted with the United Nations Development Programme (UNDP) on their Human Development Index (HDI) and the Multi-dimensional Poverty Index (MPI). At the same meeting, it also consulted with the ECOSOC's Committee on Development Policy (CDP) which currently is responsible *inter alia* for the upkeep of indices for determining the criteria for the graduation of Least Developed Countries. On 4 October, the HLP consulted with three additional institutions, namely: the Organization for Economic Co-operation and Development (OECD) on their Multi-dimensional Fragility Framework; the World Bank on their Human Capital Index; and the United Nations Conference on Trade and Development (UNCTAD) on their Productive Capacity Index.

Summary of Consultations

3. Details gathered during these consultations are summarized as follows:

(A) UNDP's Human Development Index (HDI)

What is the HDI?

4. The Human Development Index (HDI) is a measurement system used to evaluate the level of individual human development in each country. It was introduced by the U.N. in 1990. The HDI was created to emphasize that people and their capabilities should be the ultimate criteria for assessing the development of a country, not economic growth alone. The HDI uses components such as average annual income and educational expectations to rank and compare countries. According to UNDP, the HDI has been criticized by social advocates for not representing a broad-enough measure of quality of life and by economists for providing little additional useful information beyond simpler measures of the economic standard of living.

5. It is essential that from the outset, for the HLP to note, that the HDI is an integrated part of the Human Development Report.

What is the HDI Mandate?

6. The acknowledgement by UN Member States of the importance of the work and information contained in the Human Development Report, which the HDI in an integral part, was first reflected in the text of the United Nations General Assembly (UNGA) Resolution [A/RES/49/123](#), of February 1995, wherein it was affirmed that the Human Development Report "*is the result of an independent intellectual exercise*" and "*is a separate and distinct exercise which is not an official document of the United Nations*

and that the policies governing the operational activities for development of the United Nations system will continue to be set by Member States”

7. This was revisited in January 2003, in the UNGA Resolution [A/RES/57/264](#), where the above sentiments were repeated with a re-affirmation that the “*preparation of the Human Development Report should be undertaken in a neutral and transparent manner and in full and effective consultation with Member States, with due regard to the impartial nature and use of sources*”; and an invitation to the Executive Board of UNDP and UNFPA to “*include in its annual work plan as from 2003 a separate agenda item on the Human Development Report to improve the consultation process with Member States regarding the Human Development Report with a view to improving its quality and accuracy without compromising its editorial independence.*”

Relevant Bodies of the HDI?

8. The following bodies and offices play relevant role in the governance of the HDI, each with their own distinct roles, responsibilities, and mandates:

- (a) Human Development Report Office (HDRO);
- (b) Statistical Advisory Panel (SAP);
- (c) Office of the Administrator of UNDP; and
- (d) Executive Board of UNDP.

9. A summary of the make-up and responsibilities of each of the above bodies can be summarized as follows: (PTO).

Body	Composition, Mandates, Roles & Responsibilities
Human Development Report Office (HDRO)	<ul style="list-style-type: none"> • Headed by a Director • Comprised of 13 Staff members • An independently operating entity both intellectually and administratively • Responsible for majority of the work involving the HDI including consultations and verifications • Reporting directly to the Office of the Administrator for administrative matters • Reports and consult with the SAP on issues relating to the HDI. <p>Funded through UNDP Budget</p>
Statistical Advisory Panel (SAP)	<ul style="list-style-type: none"> • Headed by a President • Comprising of 10 to 15 experts who are identified, assessed, nominated, and invited by the HDRO • The SAP was established following the recommendations of the United Nations Statistics Commission’s Expert Group. • <u>Mandate</u>: The role of the SAP is to provide advice and feedback to HDRO on the overall methodology and indicators to be used for the composite indices, and effective interaction with source data providers and other statistical stakeholders. • Members of the SAP are drawn from the wider statistical community representing both producers and users of key development statistics – including national statistical offices, international statistical organizations, and academia. • For each HDR edition, panel members will convene for at least one face to face meeting in New York (pre-covid). Further sessions are convened by teleconference or additional face-to-face meetings. HDRO provides the documentation and details needed to inform these discussions, and actively participate in discussions during the meetings and presentations.
Office of the Administrator	<ul style="list-style-type: none"> • Primarily responsible for the administrative aspects of the HDRO’s work. • The Administrator is overall responsible for the Human Development Report and is answerable to the Board.
Executive Board of UNDP & UNFPA	<ul style="list-style-type: none"> • The UNDP Executive Board is made up of representatives from 36 countries around the world who serve on a rotating basis. Through its Bureau, consisting of representatives from five regional groups, the Board oversees and supports the activities of UNDP, ensuring that the organization remains responsive to the evolving needs of programme countries • The HDRO regularly brief the Executive Board under a Standing Agenda Item on the work of the Office in relation to the Indices under its custodianship.

(B) UNDP's Multi-dimensional Poverty Index (MPI)

What is the MPI?

10. The global Multidimensional Poverty Index (MPI) is an international measure of acute multidimensional poverty covering over 100 developing countries. It complements traditional monetary poverty measures by capturing the acute deprivations in health, education, and living standards that a person faces simultaneously with indicators as per Fig 1¹:

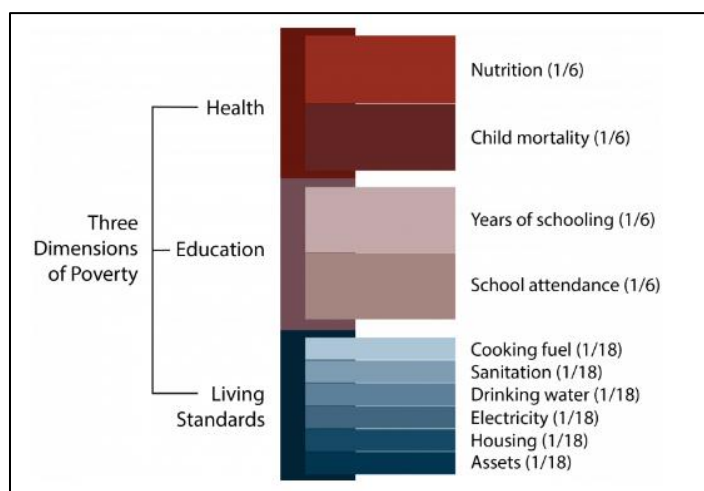


Fig.1

11. The presentation made by UNDP highlighted the evolution of the MPI as a Poverty Capability Measure in 1996 and recalled the attempts made in 1997 and 1998 respectively, to produce two sets of indices, i.e., a Human Poverty Index (HPI-1) for developing countries (1997) and a Human Poverty index (HPI-2) for developed countries (1998). Both HPI-1 and HPI-2 were published annually until 2009 to rank the countries and track the changes over time, BUT it encountered criticisms as it confronts difficulty to interpret neither as the headcount of poor people nor as the intensity of deprivations and did not capture overlapping deprivations

Consultation process on the HDI?

12. Actions taken by the HDRO to strengthen the transparency associated with its production of the statistical part of the HDR involved a three consultative stage process, as follows:

- (i) Engagement with the Statistical Communities – through:
 - The calendar for report and HD indices preparation was shared with all NSOs in advance.
 - Key milestones for production, communication, consultations
 - Information about the sources of key indicators was shared in advance
 - Any discrepancy to be brought to the attention of the source organization
 - Periodic reporting to the UN Statistical Commission (last reporting: December 2019)
- (ii) Consultations, workshops, and meetings – through:
 - Side-event to the UN Statistical Commission
 - Regional thematic consultations (statisticians invited):
 - Cairo (Economic Research Forum, Arab regional expert group meeting)
 - Beirut (a special joint ESCWA-UNDP-ERF session on Empowering people and ensuring inclusiveness and equality)
 - Astana (Eastern Europe and Central Asia regional expert group meeting)

¹ Source: UNDP PPT & <https://ophi.org.uk/multidimensional-poverty-index/>

- Rabat (Consultation in Africa - ECA - Africa Regional Forum on Sustainable Development (ARFSD) 2019)
 - Santiago (ECLAC - third meeting of the Forum of the Countries of LAC on Sustainable Development in Santiago)
 - Measurement conference (environmental sustainability, gender gaps and women's empowerment, and others)
- (iii) Consultation with the Statistical Advisory Board (SAP) - through
- Established following the recommendations of the United Nations Statistics Commission's Expert Group.
 - Mandate: The role of the SAP is to provide advice and feedback to HDRO on the overall methodology and indicators to be used for the composite indices, and effective interaction with source data providers and other statistical stakeholders.
 - Membership and meetings
 - Individuals serving on the SAP are drawn from the wider statistical community representing both producers and users of key development statistics – including national statistical offices, international statistical organizations, and academia.
 - For each HDR edition, panel members will convene for at least one face to face meeting in New York (pre-covid). Further sessions are convened by teleconference or additional face-to-face meetings.
 - HDRO provides the documentation and details needed to inform these discussions, and actively participate in discussions during the meetings and presentations.

Any Lessons learnt from UNDP?

13. There are several lessons from the UNDP's HDI & MPI's presentation which could be used to inform the HLP in its deliberations on the governance of the MVI.

(i) On the Custodian Body.

The governance arrangement relating to the HDI was sufficiently clear. The custodian body was the HDRO which was responsible for almost all administrative and technical aspects of the HDI. The HDRO is an established Office within UNDP, funded from the regular budget of UNDP. The Office currently has 13 Staff Members. It has a Director as the Head of the Office who reports directly to the Administrator of UNDP. The HDRO is responsible for the identification and selection of the members of the SAP, and it conducts all consultations relating to the HDI including the identification and validation of new indices. The SAP itself, according to UNDP's briefing, comprises of up to 15 independent expert members.

The governance arrangement for the MPI however was not as clear as the HDI. Up until the merger in 2018, the MPI was initially separately produced the Oxford Poverty & Human Development Initiative (OPHI) of the University of Oxford's Department of International Development and the HDRO. A unified report is now being produced but the process of its consultations was not clearly articulated during the briefing. The two layered approach by the MPI, i.e., the Global and National layers offer good lessons in the context of the HLP's recommended two layered MVI Framework.

(ii) On the Reporting Body

The Reporting Body which received information regarding the HDI and the MPI and all other activities relating to the work of the HDRO is the Executive Board of UNDP and UNFPA. The Board gets informed through the information provided under the standing Agenda Item on the “Human Development Report” mandated under the UNGA resolution [A/RES/57/264](#). It is to be noted however, that the Board itself does not play any role whatsoever in the Indices in compliance with the sentiments expressed in the same resolution which stipulates that the work on the HDR is “*an independent intellectual...and a separate and distinct exercise*”.

(iii) *Role of the UNSG*

The UNSG does not have any direct role in the HDI, although one can say that to some extent, his involvement can and be perceived, to come through the Office of the Administrator, UNDP being an Organization within the UN system.

(iv) *Role of Member States*

UN member State’s involvement in the HDI, the MPI and in the work of the HDRO comes through their membership of the Executive Board. There are 36 Member States who are members of the Executive Board. The Board also reports directly to ECOSOC where there’s another layer of member State’s involvement.

(v) *Role of the UN System*

UNDP’s presentations revealed an extensive network of consultations between UN system agencies and other stakeholders from outside the UN system, including the UN-RCOs.

(C) Committee on Development Policy (CDP)

14. The presentation made by the Secretariat of the Committee on Development Policy (CDP) on the Governance Structure of the CDP, was sufficiently clear and can be summarized as follows:

(i) *What is the CDP and the CDP Secretariat?*

The CDP is a subsidiary body of the United Nations Economic and Social Council (ECOSOC) tasked or mandated to provide independent advice to the ECOSOC on development policy issues. The CDP is also responsible for deciding which countries can be considered least developed countries (LDCs). Fig 2² below shows the location of CDP with the organizational structure of ECOSOC.

² Source: EAPD’s PPT

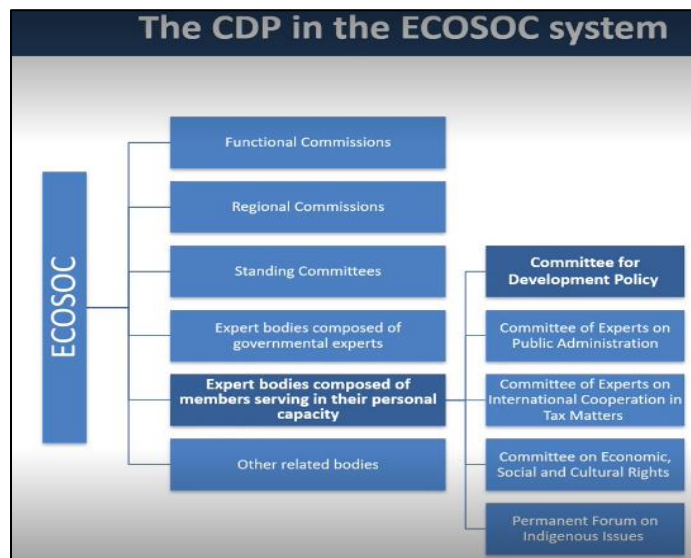


Fig.2

The CDP was established by ECOSOC in 1965 as one of its “Expert Bodies” composing of members serving in their personal capacity. The Committee was originally called the Committee on Development Planning. In 1994, by its [Decision 98/46](#), ECOSOC decided to change the name of the Committee to CDP and sets out in clear details aspects relating to its composition of its memberships, their qualifications, the criteria for their selection, the duration of their service, their working method and periodicity of their meetings. The decision also elaborated the role the UN General Assembly, the UN Secretary-General and all other subsidiary bodies of ECOSOC.

The Secretariat of the CDP provides substantive and administrative assistance to the Committee. While servicing meetings of the CDP, the Secretariat formulates and implements its own substantive work programme, including quantitative and qualitative analyses, particularly relating to the 2030 Development Agenda and the LDCs.

The Secretariat prepares reports to intergovernmental bodies such as Economic and Social Council, the General Assembly and other policy-making organs, as appropriate, including on the identification and graduation of LDCs; unilateral coercive measures; and third States affected by UN sanctions.

The Secretariat also formulates and implements capacity development and policy-advisory activities on various development issues. Activities focus on training and advising stakeholders in developing countries, particularly LDCs, to enhance their capacities in achieving sustainable growth. Among its recent outputs are the design and implementation of analytical and operational tools, for instance, the LDC support measures portal, cost-benefit analysis, and e-Ping system.

(ii) *On the Custodian Body*

According to paragraph 8 of [Decision 98/46](#), which was confirmed by the CDP’s Secretariat’s presentation, the CDP is comprised of 24 Independent Experts with good mix of expertise, who are from the fields of economic development, social development and environmental protection, in order to avoid the need to engage the assistance of consultants and so reflect an adequate geographical and gender balance. Members of the CDP should also be able to contribute to discussions of emerging issues and to the multilateral process.

Members of the CDP are nominated by the UN Secretary-General after consultation with interested Governments. Nominations are approved by ECOSOC.

The term of Office of members of the CDP is three years.

Individual CDP members are not paid for their work.

The CDP has a Bureau comprising of a Chair, Vice Chair and a Rapporteur are elected by the CDP members at the Committee's first Plenary Meeting at the commencement of their 3-year term. The Bureau serves for 3 years.

Because the CDP is a UN Body, its budget is derived from the regular budget of the United Nations. Majority of the CDP budget is used to support the annual in-person Plenary Meeting of the Committee. The annual session should not exceed 5 days and must take place in April/May each year.

The CDP submits its Report annually and it is considered by ECOSOC during its annual session held in July. Such Report may include proposals of the CDP concerning its Work Programme for the following year, for consideration and approval at the next organizational session of the Council in January/February.

The CDP also conducts a triennial review of the status of the Least Developed Countries (LDCs), submit a report and meet on this issue once every three years.

(iii) *On the Reporting Body*

The ECOSOC is the primary body to which the CDP reports. The ECOSOC, according to paragraph 10 of [Decision 98/46](#) decides on an appropriate programme of work for the Committee and each year, between January/February advises the CDP of the "Theme" to be considered by the Committee that year, at its annual plenary session.

The General Assembly, the Secretary-General and the subsidiary bodies of ECOSOC may and can propose, through the Council, issues for consideration by the CDP.

(iv) *Role of the UNSG*

The primary role of the UN Secretary-General, with the CDP, as stated above, relates to the nominations of the members of the CDP, in consultation with interested member States.

(v) *Role of Member States*

The role of member States in the affairs of the CDP traverse several layers of its operation and governance. The first is in relation to the identification and recommendations of potential members of the Committee; the second involves the Committee's interaction with the subject States i.e., member States who are categorized as LDCs, including through capacity building initiatives. The third layer of involvement is with the 54 members of ECOSOC itself, during the substantive sessions and at other meetings of the Council. Occasionally, the works of the CDP are also considered by the entire membership of the UN, through the UNGA.

(vi) Role of the UN System

The UN system’s interactions with the CDP relates to the indices it employs and to its data needs and requirements, most of which are owned kept by UN systems organizations.

(D) The OECD’s State of Fragility Framework

What id the State of Fragility Index?

15. Fragility is the combination of exposure to risk and insufficient coping capacities of the state, system and/or communities to manage, absorb or mitigate those risks. Fragile contexts account for a quarter (24%) of the world’s population but three-quarters (73%) of people living in extreme poverty worldwide. Fragility is compromising people, planet, and prosperity. In an interconnected world, addressing the root causes of multidimensional fragility is essential for sustainable development and peace.

16. The OECD developed a multidimensional fragility framework to guide effective action in fragile contexts. It assesses risks and coping capacities across 6 dimensions: economic, environmental, human, political, security and societal.

17. In 2022, the index identified 60 countries and territories to be fragile and 15 countries to be extremely fragile.

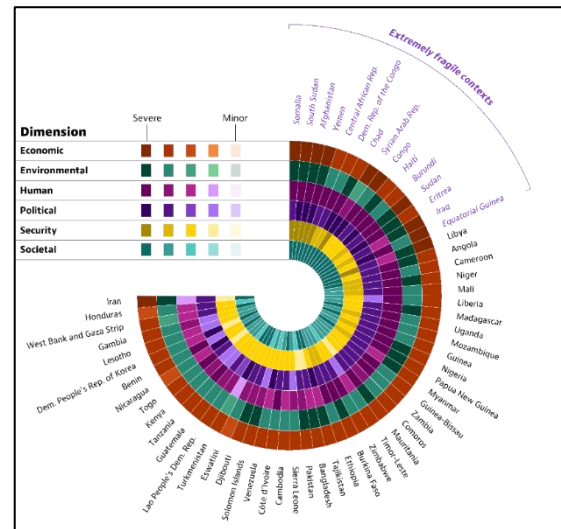


Fig.3³

What is the Governance Structure for the Fragility Index?

The Custodian Body

18. On the governance arrangement, the custodian body of the framework is the “Crisis and Fragility Team” of the OECD, and in particular the state of fragility workstream, which usually consist of three to four analysts.

The Reporting Body

19. The main reporting body to which the Crisis and Fragility Team reports is the International Network on Conflict and Fragility (INCAF). INCAF is a network of representatives of the OECD Development Assistance Committee (DAC) members and key multilateral agencies working in fragile and conflict-affected contexts.

The Reference Group

20. Another body that has a direct role in the Fragility Index is the Reference Group. The presentation made by the OECD revealed that the Reference Group membership is made up of 50% INCAF and 50% from Experts on Fragility all of whom provide qualitative analysis on the Fragility Index and on the Fragility Framework as a whole, including the Report.

³ Source - OECD

21. The precise number of the Reference Group was unclear from the presentation made by OECD. However, the “Acknowledgement Page”⁴ of the 2022 State of Fragility Report lists 20 names representing individuals from governments, financial institutions, and int’l development agencies. The same page also confirms the funding support of the German, Australian, Canadian, Danish and Swedish Government.

(E) The World Bank’s Human Capital Index

What is the Human Capital Index (HCI)?

22. The HCI is a summary measure of *the amount of human capital that a child born today can expect to acquire by age 18, given the risks of poor health and poor education that prevail in the country where she lives*. A full accounting of the HCI methodology is available on the World Bank’s [Open Knowledge Repository](#), and a [helpful video is available here](#).

23. A significant innovation is that the index measures the *contribution of health and education to the productivity of individuals and countries*, anchored in rigorous micro-econometric studies. The index covers 174 countries comprising of both developing and developed countries, utilizing the same methodology.

What is the Governance Arrangement of the HCI?

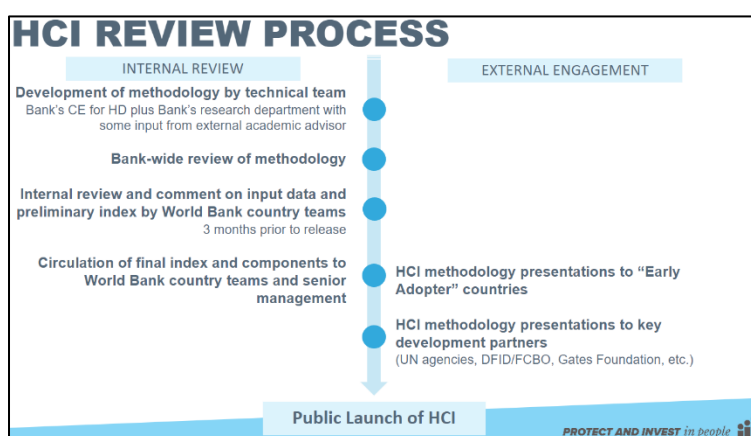


Fig .4⁵

24. The presentation made by the World Bank confirmed that the governance framework and review process of the HDI is almost exclusively, an inhouse World Bank undertaking. The conceptual development of the methodology for the HDI and its review was carried out internally through the Bank’s system, including contributions from the Bank Country Teams.

25. There were two stages of external engagements during the development of the HDI that involved member States. The firstly was the Bank’s presentations to the “early adopters” and secondly, the presentations to the development partners. It was unclear from the World Bank’s presentation the exact number of people involved in the governance of the HDI and likewise, the lack of clarity in the roles of either the custodian or reporting bodies.

26. Nevertheless, there were a number of observations, comments or advice articulated by the Bank that was worth recording:

- (i) *“.... the governance structure for an index is important, but don't overthink it and don't over engineer it because it's not that complicated.... it's also important to realize that when you have discussions, a methodology, there are no absolute right and wrong answers, and people will always disagree. So, in the end, you have to sort of vest authority in a technical team that you trust to sort of make the final calls on the methodology because if you seek*

⁴ See: https://www.oecd-ilibrary.org/sites/c7fedf5e-en/1/2/2/index.html?itemId=/content/publication/c7fedf5e-en&csp_=ed992425c7db5557b78226a6c98c6daf&itemIGO=oecd&itemContentType=book

⁵ Source: The World Bank PPT

consensus on every dimension of the methodology, in another 10 years, you still won't have an MVI.”

- (ii) *“...transparency about the data and methodology...is pretty much the one and only thing that matters for a governance structure”*
- (iii) *“...it's very important when building consensus around the methodology to strike a balance between, buy in and technical independence.... those two things are sometimes run across purposes to each other”*
- (iv) *“...the governance process is important to the extent that discretion about the data is important.”*

(F) UNCTAD's Productive Capacity Index

What is the Productive Capacity Index (PCI)?

27. The PCI was developed in response to the ECOSOC resolution ([E/RES/2017/29](#)), encouraging UNCTAD "to pursue its methodological work to measure progress in and identify obstacles to the development of productive capacities in developing countries". The PCI is the first comprehensive attempt to measure productive capacities in all economies and construct a multidimensional index that can provide country-specific insights and diagnostics of productive capacity development.

28. The PCI covers 193 economies for the period 2000-2018. The set of productive capacities and their specific combinations are mapped across 46 indicators. This makes the PCI multidimensional in its analytical abilities. The index can help diagnose the areas where countries may be leading or falling behind, spotlighting where policies are working and where corrective efforts are needed. It suggests a roadmap for future policy actions and interventions under each of its eight components: human capital, natural capital, ICTs, structural change, transport, institutions and the private sector.

What is the Governance Arrangement for the PCI?

Custodian Body - Technical Task Team

29. According to information provided by UNCTAD, the PCI is monitored by a Technical Task Team (TTT) comprising of 20 technical experts, drawn from academia, the private sector, government institutions, and from international institutions. They act as a Think Tank and serve in their personal capacity, safeguarding against undue political influence. Government Statisticians are invited as Observers to the meetings of the TTT. Meetings of the TTT are conducted online, usually prior to the meeting of the Board.

Reporting Body – The High-level Advisory Board & Trade and Investment Board

30. The High-Level Advisory Board is made-up of former heads of agencies, former government officials and former leaders, people with academic background as well people who work on policy and data-driven policies.

31. The members of both the TTT and the High-level Advisory Board are appointed by the Secretary-General of UNCTAD. Taking into consideration geographical representation. UNCTAD reports to its Trade and Investment Board and also to ECOSOC.

Part b: ANALYSIS

32. Analysis of the information gathered during the HLP's consultation groups the types of governance arrangement into two broad categories. For want of simplicity, these two categorizations will be employed to analyze every other relevant aspects of governance throughout this Part. The two categories are as follows:

- (i) Inter-governmentally Mandated Governance Arrangement.
- (ii) Institutionally/Organizationally Initiated Mandated Arrangement

Inter-governmentally Mandated Governance Arrangement

33. Examples and other general characteristics of Organizations with the Inter-governmentally Mandated Arrangement is summarized in Table 2 below:

Characteristics	UNDP	CDP	UNCTAD
Mandate	UNGA Resolutions A/RES/49/123 & A/RES/57/264	ECOSOC Decision 98/46	ECOSOC resolution (E/RES/2017/29)
Custodian Body	HDR Office Oxford Group - MPI	Committee on Development Policy	Technical Task Team (TTT)
Reporting Body	Statistical Advisory Body (SAB)	ECOSOC	High-level Advisory Board (HAB)
Appointing Authority	<ul style="list-style-type: none"> • Administrator – HDRO • HDRO - SAP 	<ul style="list-style-type: none"> • UNSG – nomination • ECOSOC Appointment 	<ul style="list-style-type: none"> • UNCTAD-SG for both
Composition	<ul style="list-style-type: none"> • 13 UNDP Staff – HDRO • 10-15 Expert - SAP 	24	20 – TTT HAB - unspecified
Remuneration	<ul style="list-style-type: none"> • HDRO – yes • SAP - No 	No	No
Budget	UNDP Budget	UNDESA Budget	UNCTAD Budget & Voluntary Contribution
Reporting Period	Annual	Annual & Triennial	Annual
Term of Service	Unspecified	3 years	Unspecified
Capacity Development Component	yes	yes	yes

Table 2

34. Examples and the general characteristics of Organizations with Intuitively/Organizationally Initiated Mandated Arrangement as gathered from the HLP's consultation is summarized in Table 3.

Characteristics	The World Bank	OECD
	Internal WB Initiative	Internal OECD Initiative
Custodian Body	HDI Technical Team	Crisis & Fragility Team (INCAF)
Reporting Body	World Bank Senior Management	Reference Group – 50% UNCAF & 50% Experts
Appointing Authority	Not specified	OECD – Not specified
Composition	Not specified	<ul style="list-style-type: none"> • Crisis & Fragility Team – 3-4 Analysts • Reference Group - unclear
Remuneration	Not specified	<ul style="list-style-type: none"> • OECD Staff – yes • Reference Group - No
Budget	World Bank	OECD & Voluntary Contribution
Reporting Period	Annually	Annually
Term of Service	Not Specified	Not specified

Capacity Development Component	Yes	Yes
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Table 3

Observable Trends

36. Despite the deferring sources or origins of their mandates, the HLP noted a number of observable trends that positively exists in all the governance arrangements examined, as follows:

- (i) Purpose - Each Index, across the board, had a very clear objective or purpose and Targeted issue (s) to address, i.e., all had a very well-defined issue or problem.
- (ii) Organs - Each organizations, within their own set up, had very clear organizational allocation or demarcation of responsibilities, irrespective of existence of written mandate
- (iii) Consultation - Each arrangement had very clear and credible consultations and review processes
- (iv) Personnel - Each organization relied on a core group of individuals for essential responsibilities which take the form of either a Team, a Secretariat or an Office
- (v) Member States - Each arrangement had a clear mechanism for engagement with member States
- (vi) Capacity Development Component - all arrangement had in one form or another, a capacity development component to assist the targeted countries, including in data and policy support
- (vii) Data - All organizations acknowledged the importance and sacredness of data, its availability and reliability in their work.