

# UNDP Knowledge Management Measurement Framework

## Standard Operating Procedures

*Final Version*  
*19 January 2016*

**January 2016**

## Objective of the document

This document presents the range of Standard Operating Procedures (SOP) involved in monitoring UNDP's performance indicator framework. Each procedure aggregates all the indicators informed by a similar same source of data and describes the method of finding and the actors involved.

As such SOPs provide “established or prescribed methods to be followed routinely for the performance of designated operations or in designated situations”. SOPs are best used after having received training. Means of finding or methods of calculation that imply the use of specific software (e.g. Excel, Yammer, etc.) should be supported by specific training on these applications.

All indicators and related SOP are listed in an **index** at the end of the document.

# Contents

- KM indicators relying on UNDP Partnership survey ..... 4**
- KM indicators relying on UNDP Global Staff Survey ..... 6**
- KM indicators relying on the Products & Services Survey ..... 8**
- Correlation between policy influence and knowledge products ..... 11**
- Correlation between UNDP openness and TW public dialogues ..... 14**
- Correlation between quality of projects and lessons learned ..... 17**
- Process, production, and pipeline of Knowledge Products ..... 20**
- Rating survey by users of UNDP Knowledge Products ..... 22**
- Downloads of UNDP (HQ, RC, CO) Knowledge Products ..... 24**
- Indicators from Global Service Tracker ..... 26**
- KM indicators relying on UNDP TW survey ..... 28**
- Number of TW users..... 30**
- Internal KM survey..... 32**
- Survey of new recruits and re-assignments ..... 35**
- Disbursement for workshops and trainings ..... 37**
- Learning plans in PMD..... 39**
- Project QA module in Corporate Planning System ..... 41**
- Uptake of UNDP blog posts..... 44**
- Visits on UNDP website ..... 46**
- Total downloads on UNDP websites..... 48**
- Media coverage..... 50**
- Twitter account..... 52**
- Backlinks to UNDP web domain ..... 54**
- CO Knowledge Products in global library of publications ..... 56**
- Lessons learned database ..... 58**
- KM in DST work planning..... 60**
- Yammer activity ..... 62**
- Visits of UNDP staff on UNDP knowledge platforms ..... 64**
- INDEX* ..... 66**
- IMPLEMENTATION CONTINGENCIES*..... 69**
- ILLUSTRATIVE TIMELINE*..... 70**

SOP Number 1  
SOP Title **KM indicators relying on UNDP Partnership survey**  
Owner BPPS DIG  
Creation date 11 January 2016 Last reviewed/Update date

### **Purpose**

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The purpose of this procedure is to describe the mechanisms required to monitor the following indicators:

- 1.a: % of partners that indicate working with UNDP because of its “Thought leadership on the global development agenda”
- 1.2.d: % of partners selecting “Technical expertise” as a reason to working with UNDP
- 1.2.e: % of partners that favorably assess that UNDP has “high-quality professionals”
- 1.3.a: % of partners indicating that they work with UNDP because of its “Policy advice”
- 2.1.c: % of partners that rate favorably UNDP “Engagement with [their] organization (quality and timely communication, consultation and/or engagement in key project events/meetings, etc.)”
- 2.1.d: % of partners that indicate they consider UNDP as partner of choice as a result of its “Outreach to a wide range of partners”

### **Introduction**

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The KM performance framework includes indicators that are informed by UNDP Partnership survey. In order to ensure that these KM indicators are durable, monitored, and comparable to a baseline it is important that the Partnership survey keeps those KM related questions stable over time both in terms of their wording and means of assessment such as using a stable Likert scale.

### **Scope**

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This procedure covers all KM indicators informed by the Partnership survey. Implementation of the procedure is dependent on the preparation and release of the Partnership survey by BERA. On average the Partnership survey has been conducted every 3 years (2009, 2012, and 2015). However the next survey is expected to be released in 2017 to assess the effectiveness of the current Strategic Plan 2014-2017.

### **Responsibilities**

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This procedure involves the following units and responsibilities:

- BPPS DIG
  - Ensure with BERA that KM relevant indicators are in the survey
  - Request survey results from BERA
  - Analyze survey results and update KM framework.
- BERA
  - Maintain KM relevant indicators in the survey
  - Release survey and compile results
  - Provide Excel file of detailed results to BPPS DIG

### **Specific procedure**

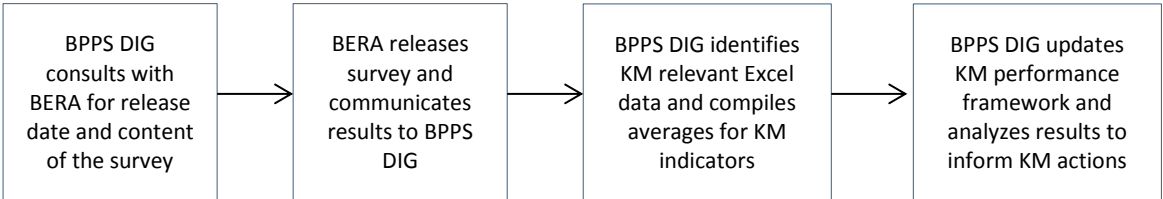
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The following steps are required to perform this procedure:

1. BPPS DIG consults BERA on the date of the next Partnership survey
2. BPPS DIG and BERA meet when the survey questionnaire is being prepared and agree on maintaining survey questions that are used in the KM performance framework
3. BERA launches the survey and collect results

4. BERA communicates to BPPS DIG the survey questionnaire and the Excel file containing the detailed results of the survey
5. BPPS DIG identifies in the Excel file the questions used in the KM performance framework
6. For each selected question, BPPS DIG calculates with Excel (SUM) the number of responses corresponding to the formulation of the KM indicator
7. BPPS DIG updates the performance framework with the percentage of responses matching the indicator compared to the total number of responses
8. Results are analyzed in comparison to the baseline and targets and inform future KM initiatives

*Process flowchart*



**Contact**

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Staff who provided data for the indicator(s):

**Forms/Templates to be used**

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No specific form or template

**Internal and external references**

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Relevant resources for the procedure:

- UNDP Partnership surveys 2009, 2012, and 2015
  - Questionnaires
  - Excel file results

**Definitions**

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BPPS DIG: UNDP Bureau for Policy and Programme Support, Development Impact Group  
BERA: UNDP Bureau of External Relations and Advocacy

SOP Number 2  
SOP Title **KM indicators relying on UNDP Global Staff Survey**  
Owner BPPS DIG  
Creation date 11 January 2016 Last reviewed/Update date

### **Purpose**

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The purpose of this procedure is to describe the mechanisms required to monitor the following indicators:

- 4.1.i: % of staff indicating that they are “Satisfied with the way knowledge, experience and expertise is accessible when needed.”
- 4.1.k: % of staff who assess favorably that “The people I work with in my office cooperate to get the job done”
- 4.1.l: % of staff who assess favorably the “Cooperation between managers in different offices”
- 4.1.m: % of staff who assess favorably that “Staff in Country Offices and Headquarters work together effectively”
- 4.3.a: % of staff that assess favorably “Onboarding of personnel”

### **Introduction**

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The KM performance framework includes indicators that are informed by the GSS. In order to ensure that these KM indicators are durable, monitored, and comparable to a baseline it is important that the questions from the GSS that informs them remain stable over time, both in terms of wording and means of assessment –e.g. use of consistent Likert scale.

### **Scope**

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This procedure covers all KM indicators informed by the GSS. Implementation of the procedure is dependent on the preparation and release of the GSS by BMS. The GSS is usually conducted every year -except for 2015 when it was parked. The next GSS is expected to be launched in 2016.

### **Responsibilities**

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This procedure involves the following units and responsibilities:

- BPPS DIG
  - Ensure with BMS OHR that KM relevant indicators are in the survey
  - Analyze survey results and update KM framework.
- BMS OHR
  - Maintain KM relevant indicators in the survey
  - Release survey and compile results
  - Provide presentation to BPPS

### **Specific procedure**

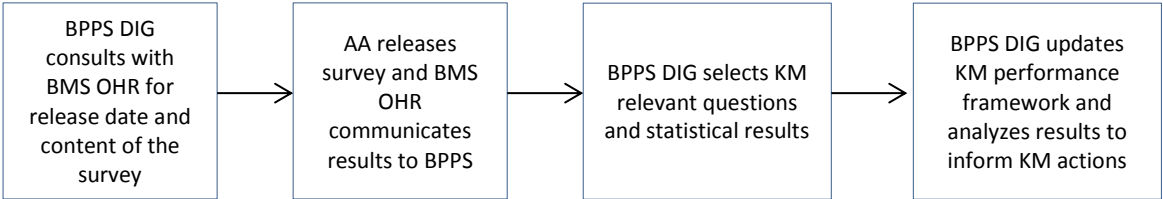
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The following steps are required to perform this procedure:

1. BPPS DIG consults BMS OHR on the date of the next GSS
2. BPPS DIG and BMS OHR meet when the survey questionnaire is being prepared and agree on maintaining survey questions that are used in the KM performance framework
3. The Associate Administrator launches the survey and BMS OHR collects results
4. BMS OHR communicates to BPPS the survey results in form of PowerPoint presentation file that contains both BPPS specific survey results and the results for the entire UNDP
5. BPPS DIG selects the questions used in the KM performance framework and extracts (copy) the results
6. BPPS DIG updates (pastes results in) the performance framework

7. Results are analyzed in comparison to the baseline and targets and inform future KM initiatives

*Process flowchart*



**Contact**

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Staff who provided data for the indicator(s):

**Forms/Templates to be used**

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No specific form or template

**Internal and external references**

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Relevant resources for the procedure:

- UNDP GSS 2013, 2014
  - PowerPoint presentations of results

**Definitions**

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BPPS DIG: UNDP Bureau for Policy and Programme Support, Development Impact Group  
BMS OHR: Bureau for Management Services, Office of Human Resources  
GSS: Global Staff Survey

SOP Number 3  
SOP Title **KM indicators relying on the Products & Services Survey**  
Owner BPPS DIG  
Creation date 11 January 2016 Last reviewed/Update date

### **Purpose**

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The purpose of this procedure is to describe the mechanisms required to monitor the following indicators:

- 1.2.b: % of staff satisfied with UNDP policy services
- 1.2.c: % of staff satisfied with UNDP programme/project guidelines and support
- 4.c: % of staff satisfied with UNDP “Knowledge management frameworks, products and services”
- 4.1.j: % of staff satisfied with UNDP networks
- 4.2.h: % of staff satisfied about their “Increased familiarity with UNDP knowledge sharing tools”
- 4.3.e: % of staff who are satisfied with the “Opportunities to share knowledge and be acknowledged for these contributions”
- 4.4.c: % of UNDP staff satisfied with “Advice and policy support on knowledge management products and services”

### **Introduction**

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The KM performance framework includes indicators that are informed by UNDP HQ Products and Services Survey. In order to ensure that these KM indicators are durable, monitored, and comparable to a target and baseline it is important that relevant questions from the HQPSS remain stable over time, both in terms of wording and means of assessment –e.g. use of consistent Likert scale.

### **Scope**

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This procedure covers all KM indicators informed by the HQPSS. However these indicators do not adopt all the same mode of calculation. Therefore the details of the respective processes are here-after described.

Implementation of the procedure is dependent on the preparation and release of the HQPSS by BMS. The HQPSS is usually conducted every other year although the latest instance available relates to 2012. No survey was conducted in 2013, 2014, and 2015. The next HQPSS is expected to be launched in 2016.

### **Responsibilities**

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This procedure involves the following units and responsibilities:

- BPPS DIG
  - Ensure with BMS that KM relevant indicators are in the survey
  - Analyze survey results and update KM framework.
- BMS
  - Maintain KM relevant indicators in the survey
  - Release survey and compile results
  - Provide presentation to BPPS

### **Specific procedure**

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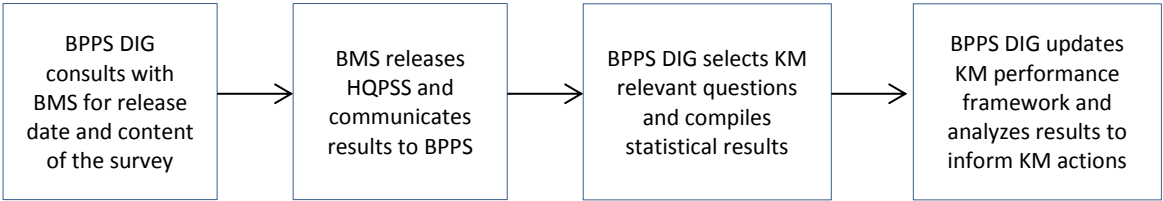
The following steps are required to perform this procedure:

1. BPPS DIG consults BMS OHR on the date of the next HQPSS



2. BPPS DIG and BMS meet when the survey questionnaire is being prepared and agree on securing survey questions that are used in the KM performance framework
3. BMS launches the survey and BMS OHR collects results
4. BMS communicates to BPPS the survey results in the form of a PowerPoint presentation file containing the assessment of BPPS specific products and services
5. BPPS DIG selects the questions used as indicators in the KM performance framework and calculate the value of the indicators as follows:
  - a. Indicators extracted directly from the survey  
 The following indicators are directly informed by the survey as being part of the section on *Knowledge Management Services*:
    - 4.c: % of staff satisfied with UNDP “Knowledge management frameworks, products and services”
    - 4.2.h: % of staff satisfied about their “Increased familiarity with UNDP knowledge sharing tools”
    - 4.3.e: % of staff who are satisfied with the “Opportunities to share knowledge and be acknowledged for these contributions”
    - 4.4.c: % of UNDP staff satisfied with “Advice and policy support on knowledge management products and services”
  - b. Network specific indicator  
 The following indicator requires using the survey results that assess only the BPPS global *Knowledge Networks* (and not all networks) and to compile a weighted average for these BPPS networks:
    - 4.1.j: % of staff satisfied with UNDP networks
  - c. Policy related indicators  
 The following indicators imply to calculate a weighted average across BPPS thematic *Services* for the respective service lines:
    - 1.2.b: % of staff satisfied with UNDP policy services
    - 1.2.c: % of staff satisfied with UNDP programme/project guidelines and support
6. BPPS DIG updates the performance framework
7. Results are analyzed in comparison to the baseline and targets and inform future KM initiatives

*Process flowchart*



**Contact**

Staff who provided data for the indicator(s):

**Forms/Templates to be used**

No specific form or template

**Internal and external references**

Relevant resources for the procedure:

- UNDP HQPSS 2012
  - Presentation of BDP results

- Presentation of Knowledge Networks results

**Definitions**

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BPPS DIG: UNDP Bureau for Policy and Programme Support, Development Impact Group

BMS: Bureau for Management Services

HQPSS: Headquarters Products and Services Survey

SOP Number 4  
SOP Title **Correlation between policy influence and knowledge products**  
Owner BPPS DIG  
Creation date 11 January 2016 Last reviewed/Update date

### **Purpose**

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The purpose of this procedure is to describe the mechanisms required to monitor the following indicator:

- 1.b. Correlation between # of partners in the country giving high rating to the question “Ability to influence policy and build capacity” as a reason to working with UNDP and # of downloads of CO knowledge products

### **Introduction**

---

The KM performance framework includes several indicators that are informed by a correlation analysis. In order to ensure that KM indicators derived from correlation analysis are comparable to a baseline and target and are durable, it is important that sources of data remain stable over time.

The correlation analysis is initially performed by a statistical expert consultant who will provide BPPS DIG with a detailed methodology, files, and tools allowing UNDP to conduct the analysis without further support the following years.

### **Scope**

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Each indicator resulting from a correlation analysis relies on different sources of data and assessment method. Therefore the respective procedures describing the calculation of each indicator are described separately.

Implementation of the procedure is dependent on the preparation and release of the Partnership survey.

The indicator relies also on CSV data files provided every month by BERA that compile, for the 250 most downloaded publications, the number of PDF downloads across UNDP websites (HQ, RC, CO). Detailed use of this data is presented in SOP 10.

### **Responsibilities**

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This procedure involves the following units and responsibilities:

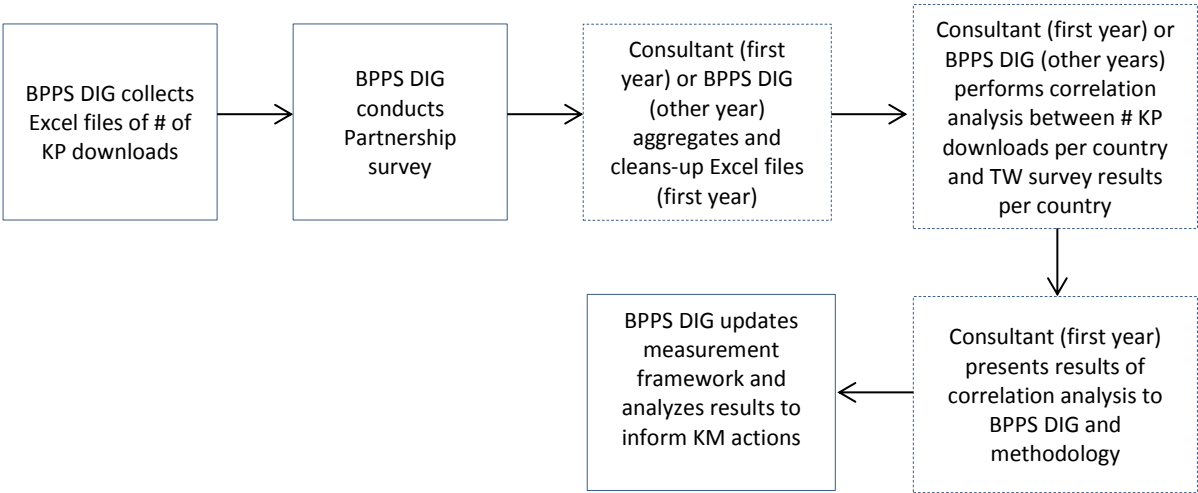
- BPPS DIG
  - Collect and store Excel files provided by BERA on PDF downloads
  - Engage expert consultant (first year)
  - Compile and clean up Excel files of PDF downloads (confer SOP 10) (other years)
  - Extract results from Partnership survey (other years)
  - Perform correlation analysis (other years)
  - Review results of correlation analysis and update KM framework.
- BERA
  - Provide Excel files of number of PDF downloads (monthly)
  - Provide detailed results of Partnership survey as Excel file
- Statistical consultant (first year)
  - Compile and clean up Excel files of PDF downloads (confer SOP 10)
  - Extract results from Partnership survey
  - Perform correlation analysis and presents results
  - Document and present methodology

**Specific procedure**

The following steps are required to perform this procedure:

1. BPPS DIG receives and stores Excel files from BERA (confer SOP 10)
2. BPPS DIG conducts Partnership survey
3. BPPS DIG contracts statistical expert consultant (first year)
4. Statistical consultant (first year) or BPPS DIG (other years) consolidates monthly Excel files of number of PDF downloads to compile annual results (confer SOP 10)
5. Statistical consultant (first year) or BPPS DIG (other years) cleans-up Excel file to remove irrelevant PDF entries such as job postings, DSA rates, etc.
6. Statistical consultant (first year) or BPPS DIG (other years) calculates number of PDF downloads per country
7. Statistical consultant (first year) or BPPS DIG (other years) extracts number of Partners per country giving high rating to the question “Ability to influence policy and build capacity” as a reason to working with UNDP
8. Statistical consultant (first year) or BPPS DIG (other years) performs correlation analysis between number of PDF downloads per country and number of Partners per country giving high rating to the question “Ability to influence policy and build capacity” as a reason to working with UNDP
9. Statistical consultant presents results (first year)
10. Statistical consultant presents methodology and provides files and tools to UNDP (first year)
11. BPPS DIG updates the performance framework
12. Results are analyzed in comparison to the baseline and targets and inform future KM initiatives

*Process flowchart*



**Contact**

Staff who provided data for the indicator(s):

**Forms/Templates to be used**

No specific form or template

**Internal and external references**

Relevant resources for the procedure:

- Partnership survey 2015
  - Questionnaire
  - Excel file

- Analysis report of survey results
- Analytics UNDP all sites (HQ+RC+CO)
  - Monthly Excel file from BERA

### **Definitions**

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BPPS DIG: UNDP Bureau for Policy and Programme Support, Development Impact Group

BERA: UNDP Bureau of External Relations and Advocacy

PDF: Portable Document Format

TW: Teamworks

SOP Number 5  
SOP Title **Correlation between UNDP openness and TW public dialogues**  
Owner BPPS DIG  
Creation date 11 January 2016 Last reviewed/Update date

## **Purpose**

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The purpose of this procedure is to describe the mechanisms required to monitor the following indicator:

- 2.c: Correlation between # of partners that favorably assess UNDP contribution to “fostering increased openness, knowledge exchange, networking and collaboration” and # of visits to TW public dialogues

## **Introduction**

---

The KM performance framework includes several indicators that are informed by a correlation analysis. In order to ensure that KM indicators derived from correlation analysis are comparable to a baseline and target and are durable, it is important that sources of data remain stable over time.

The correlation analysis is initially performed by a statistical expert consultant who will provide BPPS DIG with a detailed methodology, files, and tools allowing UNDP to conduct the analysis without further support the following years.

## **Scope**

---

Each of the performance indicator based on a correlation analysis relies on different sources of data and assessment method. Therefore the respective procedures describing the calculation of each indicator are described separately.

Implementation of the procedure is dependent on the preparation and release of UNDP Partnership survey. The previous Partnership survey was conducted in 2015 and the next one is expected to be launched in 2017 to assess the effectiveness of the current Strategic Plan 2014-2017.

The indicator relies also on data available to BPPS DIG on the number of visits to the TW architecture platforms such as the public dialogues.

## **Responsibilities**

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This procedure involves the following units and responsibilities:

- BPPS DIG
  - Ensure with BERA that KM relevant indicators are in the Partnership survey
  - Request survey results to BERA
  - Gather data on number of visitors to TW public
  - Engage expert consultant (first year)
  - Compile visits per country from Excel files of TW visits (other years)
  - Compile results per country from the Excel file of Partnership survey (other years)
  - Perform correlation analysis (other years)
  - Review results of correlation analysis and update KM framework.
- BERA
  - Maintain KM relevant indicators in the Partnership survey
  - Release survey and compile results
  - Provide Excel file of detailed results to BPPS DIG
- Statistical consultant (first year)

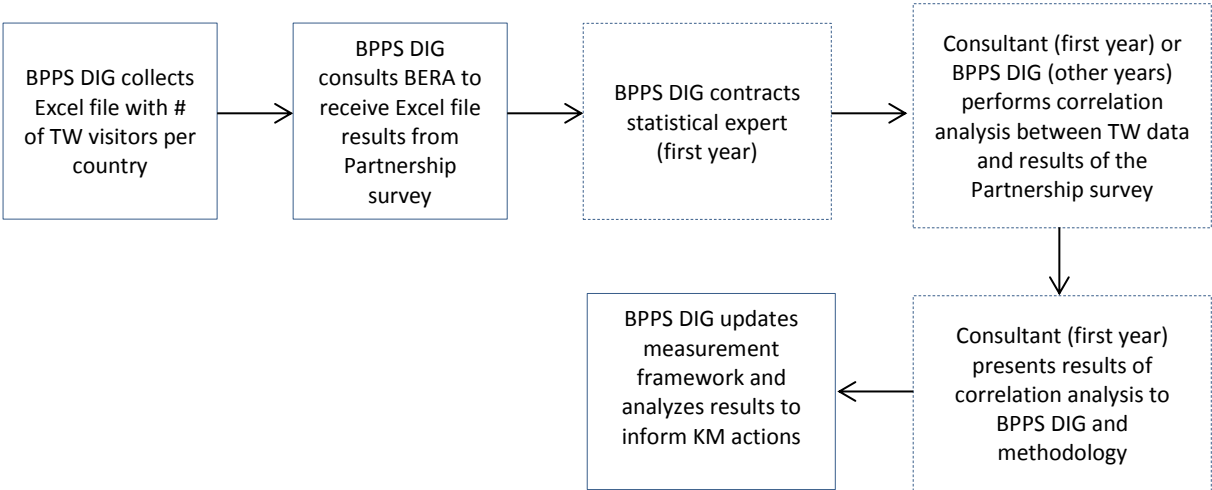
- Compile visits per country from Excel files of TW visits
- Compile results per country from the Excel file of Partnership survey
- Perform correlation analysis and presents results
- Document and present methodology

**Specific procedure**

The following steps are required to perform this procedure:

1. BPPS DIG consults BERA on the date of the next Partnership survey
2. BPPS DIG and BERA meet when the survey questionnaire is being prepared and agree on maintaining survey questions that are used in the KM performance framework
3. BERA launches the survey and collect results
4. BERA communicates to BPPS DIG the survey questionnaire and the Excel file containing the detailed results of the survey
5. BPPS collects data on visits to TW public dialogues
6. BPPS DIG contracts statistical expert consultant (first year)
7. Statistical consultant (first year) or BPPS DIG (other years) identifies in the Excel file the question on UNDP contribution to “fostering increased openness, knowledge exchange, networking and collaboration”
8. Statistical consultant (first year) or BPPS DIG (other years) aggregates data per country
9. Statistical consultant aggregates visits to TW public dialogues per country
10. Statistical consultant (first year) or BPPS DIG (other years) performs correlation analysis between number of TW visitors per country and number of partners per country giving high rating to the question on UNDP contribution to “fostering increased openness, knowledge exchange, networking and collaboration”
11. Statistical consultant presents results (first year)
12. Statistical consultant presents methodology and provides files and tools to UNDP (first year)
13. BPPS DIG updates the performance framework
14. Results are analyzed in comparison to the baseline and targets and inform future KM initiatives

*Process flowchart*



**Contact**

Staff who provided data for the indicator(s):

**Forms/Templates to be used**

No specific form or template

### **Internal and external references**

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Relevant resources for the procedure:

- Data file on number of visits to TW public dialogues
  - Excel file
- UNDP Partnership surveys 2009, 2012, and 2015
  - Questionnaires
  - Excel file results

### **Definitions**

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BPPS DIG: UNDP Bureau for Policy and Programme Support, Development Impact Group

BERA: UNDP Bureau of External Relations and Advocacy

TW: Teamworks



SOP Number 6  
SOP Title **Correlation between quality of projects and lessons learned**  
Owner BPPS DIG  
Creation date 11 January 2016 Last reviewed/Update date

### **Purpose**

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The purpose of this procedure is to describe the mechanisms required to monitor the following indicator:

- 3.a: Correlation between # of projects that meet or exceed organizational quality standards / and # of lessons learned collected per project

### **Introduction**

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The KM performance framework includes several indicators that are informed by a correlation analysis. In order to ensure that KM indicators derived from correlation analysis are comparable to a baseline and target and are durable, it is important that sources of data remain stable over time.

The correlation analysis is initially performed by a statistical expert consultant who will provide BPPS DIG with a detailed methodology, files, and tools allowing UNDP to conduct the analysis without further support the following years.

### **Scope**

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Each of the performance indicator based on a correlation analysis relies on different sources of data and assessment method. Therefore the respective procedures describing the calculation of each indicator are described separately.

Implementation of the procedure is dependent on the availability of lessons collected on UNDP projects and referred in the Lessons Learned database and on the number of projects referred as meeting or exceeding organizational quality standards in the corporate QA system.

### **Responsibilities**

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This procedure involves the following units and responsibilities:

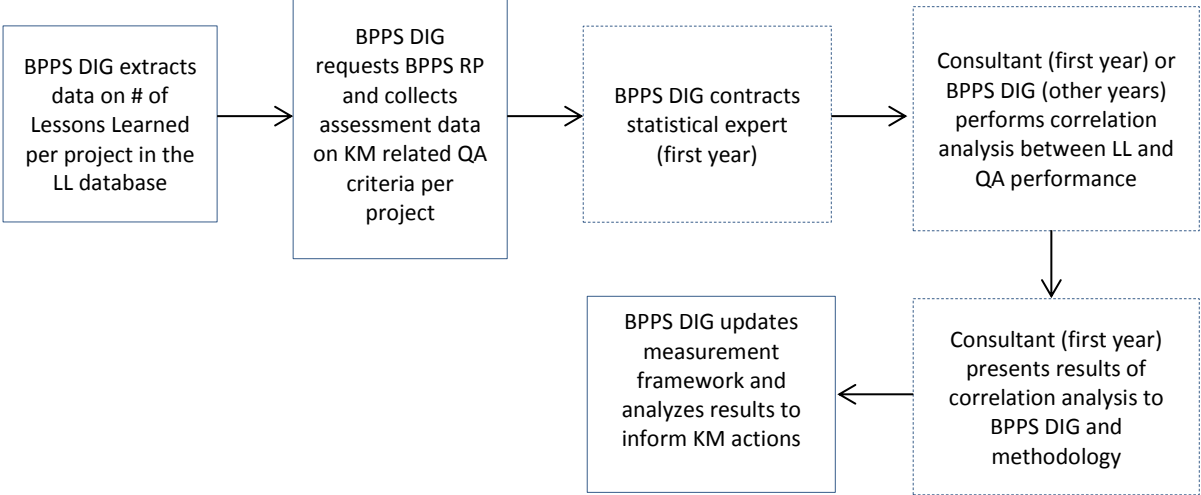
- BPPS DIG
  - Access the Lessons Learned database, which is part of the corporate planning system, and extract data on the number of Lessons Learned per project and project code
  - Request and receive data from BPPS RP on KM related quality criteria assessments for every project and project code as reported in the QA system
  - Engage expert consultant (first year)
  - Compile number of Lessons Learned per project (other years)
  - Compile the assessment of each project KM related (other years)
  - Perform correlation analysis and presents results (other years)
  - Review results of correlation analysis and update KM framework.
- BPPS Results and Programming
  - Provide the assessment returned per project for the KM relevant QA criteria
- Statistical consultant (first year)
  - Compile time series on number of Lessons Learned
  - Compile time series on number of projects referred as meeting or exceeding organizational quality standards
  - Perform correlation analysis and present results
  - Document and present methodology

**Specific procedure**

The following steps are required to perform this procedure:

1. BPPS DIG collects data on the number of Lessons Learned per project and records this information in an Excel file (project code, number of lessons learned)
2. BPPS DIG collects data from BPPS Results and Programming on the assessment of each project for KM related QA criteria and records this information in an Excel file (project code, criteria a, criteria b, criteria c, criteria d)
  - a. **Programme QA Assessment: Design & Appraisal, Criteria 18:** “Has the proposed programme adequately used evaluation findings and other outcome-level evidence from other/prior programme performance?”
  - b. **Project QA Assessment: Design and Appraisal, Criteria 4:** “Have knowledge, good practices, and past lessons learned of UNDP and others informed the project design?”
  - c. **Project QA Assessment: Design and Appraisal, Criteria 20:** “Does the project have explicit plans for evaluation or other lesson learning (e.g. through After Action Reviews or Lessons Learned Workshops), timed to inform course corrections if needed during project implementation?”
  - d. **Project QA Assessment: Implementation, Criteria 5:** “Is the project generating knowledge – particularly lessons learned (i.e., what has worked and what has not) – and has this knowledge informed management decisions and changes/course corrections to ensure the continued relevance of the project towards its stated objectives, the quality of its outputs and the management of risk?”
3. BPPS DIG contracts statistical expert consultant (first year)
4. Statistical consultant (first year) or BPPS DIG (other years) performs correlation analysis between quality assessment on KM related criteria for each project / and # of lessons learned collected per project
5. Statistical consultant presents results (first year)
6. Statistical consultant presents methodology, files and tools (first year)
7. BPPS DIG updates the performance framework
8. Results are analyzed in comparison to the baseline and targets and inform future KM initiatives

*Process flowchart*



**Contact**

Staff who provided data for the indicator(s):

**Forms/Templates to be used**

No specific form or template

### **Internal and external references**

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Relevant resources for the procedure:

- UNDP BPPS RP, Quality Assurance\_Quality Standards for Programmes and Projects – Overview, 2015.
- UNDP BPPS RP, Quality Assurance\_Quality Standards - Annex 1 - Policies and Procedures - draft for consultation - 26 Oct 2015
- UNDP BPPS RP, Quality Assurance\_Quality Standards - Annex 2 - Quality Assurance Rating Tools - Programme (design) and Project (design, implementation, closure), 2015.

### **Definitions**

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BPPS DIG: UNDP Bureau for Policy and Programme Support, Development Impact Group

BPPS RP: UNDP Bureau for Policy and Programme Support, Results and Programming Unit

SOP Number 7  
SOP Title **Process, production, and pipeline of Knowledge Products**  
Owner BPPS DIG  
Creation date 11 January 2016 Last reviewed/Update date

### **Purpose**

---

The purpose of this procedure is to describe the mechanisms required to monitor the following indicators:

- 1.1.a: % of UNDP knowledge products based on the needs and demands of partners
- 1.1.b: % of UNDP knowledge products developed with external partners' involvement
- 1.1.c: % of UNDP knowledge products developed according to a rigorous pipeline and quality assurance process
- 4.1.n: % of joint knowledge products (cooperation with another bureau)

### **Introduction**

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The KM performance framework includes indicators that are informed by UNDP's Knowledge Products pipeline, an application that tracks publications developed by UNDP HQ units and -to some extent- by RC and CO.

### **Scope**

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This procedure covers all KM indicators informed by the Knowledge Products pipeline. However not all of these indicators adopt the same mode of calculation. Therefore the details of each respective process are here-after provided.

The KM performance indicators covered by this procedure require the Knowledge Products pipeline IT system to be updated with new data fields corresponding to these indicators. Therefore this procedure is presented on the basis of the availability of those data fields in the system.

These indicators are proposed for an annual monitoring, for example at year-end.

### **Responsibilities**

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This procedure involves the following units and responsibilities:

- BPPS DIG
  - Extract data from KP pipeline for the past year
  - Request BERA and receive number of publications in public library for the past year
  - Compile indicators and updates KM framework
- BERA
  - Provide data on number of publications added to the public library in the past year (SOP 24)

### **Specific procedure**

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The following steps are required to perform this procedure:

1. BPPS DIG contacts OIST and requests KP pipeline data and the number of publications added to the public library for the past year
2. OIST communicates data to BPPS
3. BPPS DIG selects data fields used as indicators and calculates their value as follows:
  - a. Indicators extracted directly from the pipeline system  
The following indicators are directly informed by the KP pipeline system on the basis of the ratio between the number of KP matching the criteria and total number of KP

for the year (# of KP in pipeline matching the criteria for the year/total # of KP in pipeline during the year):

- 1.1.a: % of UNDP knowledge products based on the needs and demands of partners
- 1.1.b: % of UNDP knowledge products developed with external partners' involvement
- 4.1.n: % of joint knowledge products (cooperation with another bureau)

b. Indicator comparing the pipeline with the online public library

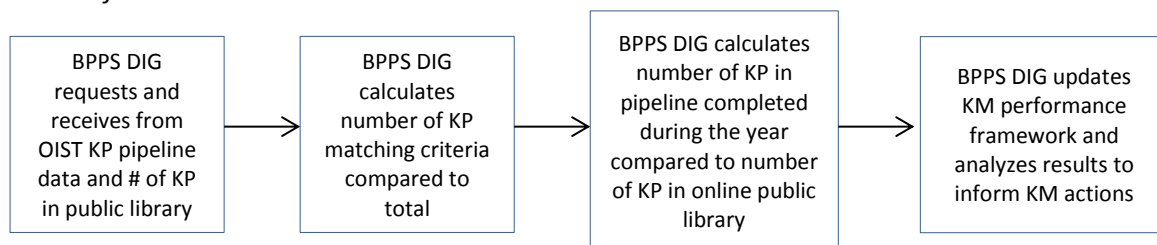
The following indicator requires dividing the number of KP finalized during the year according to the pipeline with the number of KP published in UNDP's public library for that year (# of KP completed during the year/# of KP in online library for the year):

- 1.1.c: % of UNDP knowledge products developed according to a rigorous pipeline and quality assurance process

4. BPPS DIG updates the performance framework

5. Results are analyzed in comparison to the baseline and targets and inform future KM initiatives

#### Process flowchart



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#### Contact

Staff who provided data for the indicator(s):

Gaëlle Bruneau, HQ/BERA/Online Communications, Web Trainer/Analytics,  
[gaelle.bruneau@undp.org](mailto:gaelle.bruneau@undp.org)

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#### Forms/Templates to be used

No specific form or template

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#### Internal and external references

Relevant resources for the procedure:

- UNDP's public library of publications at:  
<http://www.undp.org/content/undp/en/home/librarypage.html>

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#### Definitions

BPPS DIG: UNDP Bureau for Policy and Programme Support, Development Impact Group

OIST: UNDP Office of Information Systems and Technology

SOP Number 8  
SOP Title **Rating survey by users of UNDP Knowledge Products**  
Owner BPPS DIG  
Creation date 11 January 2016 Last reviewed/Update date

### **Purpose**

---

The purpose of this procedure is to describe the mechanisms required to monitor the following indicators:

- 1.1.g: Users' satisfaction with the quality of UNDP publications
- 1.4.e: # of stories collected showing use of UNDP KP

### **Introduction**

---

The KM performance framework includes indicators informed by a survey assessing the satisfaction of users of UNDP Knowledge Products.

### **Scope**

---

This procedure covers all KM indicators informed by the KP rating survey.

The KM performance indicators covered by this procedure require a rating survey capability to be developed and implemented. Therefore this procedure is presented on the basis of the availability of the survey mechanism and related IT tools.

Data collection for these indicators is triggered by the downloading of a KP on UNDP website and therefore is continuous. The compilation and analysis of the indicator can be performed annually, for instance at year-end.

### **Responsibilities**

---

This procedure involves the following units and responsibilities:

- BPPS DIG
  - Define survey mechanism with BERA
  - Receive and analyzes survey results and update KM framework
- BERA
  - Develop, integrate and maintain the rating survey application
  - Operate the rating survey
  - Collect and provide survey results to BPPS DIG

### **Specific procedure**

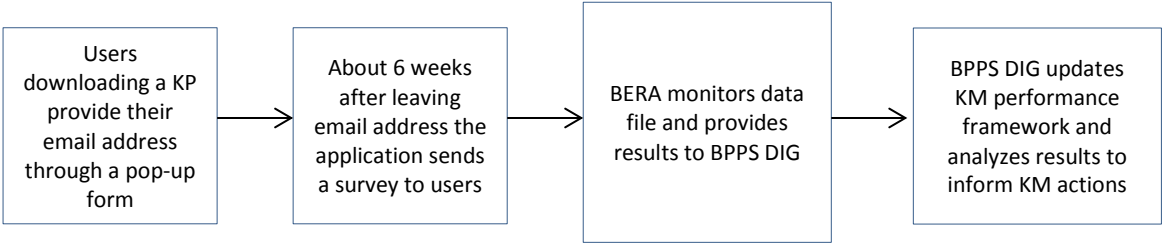
---

The following steps are required to perform this procedure:

1. BERA operates the rating survey on the basis of the business requirements defined with BPPS DIG
2. The rating survey runs as follows:
  - Users downloading a KP on UNDP's public library receive a splash screen / pop up window exit survey that asks: "Would you like to stay informed about similar publications, and may we contact you in the future to get your feedback on the publication you just downloaded? [x] Yes, my email address is \_\_\_\_\_ | [ ] No [OK BUTTON]"
  - Answers are collected in a Google form spreadsheet
  - About 6 weeks after they have left an email address, individuals receive a survey that asks them how they would rate the product they downloaded [Likert scale: 1 not useful – 5 very useful] and to share a story on how they've used it

- Responses are collected in spreadsheet
3. BERA communicates data to BPPS DIG
  4. BPPS DIG compiles average rating and number of stories shared
  5. BPPS DIG updates the performance framework
  6. Results are analyzed in comparison to the baseline and targets and inform future KM initiatives

*Process flowchart*



**Contact**

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Staff who provided data for the indicator(s):

**Forms/Templates to be used**

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No specific form or template

**Internal and external references**

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Relevant resources for the procedure:

- UNDP’s public library at:  
<http://www.undp.org/content/undp/en/home/librarypage.html>

**Definitions**

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BPPS DIG: UNDP Bureau for Policy and Programme Support, Development Impact Group  
BERA: UNDP Bureau of External Relations and Advocacy  
OIST: UNDP Office of Information Systems and Technology  
KP: Knowledge Products

SOP Number 9  
SOP Title **Downloads of UNDP (HQ, RC, CO) Knowledge Products**  
Owner BPPS DIG  
Creation date 11 January 2016 Last reviewed/Update date

### **Purpose**

---

The purpose of this procedure is to describe the mechanisms required to monitor the following indicators:

- [Part of 1.b] # of downloads of CO knowledge products

### **Introduction**

---

The KM performance framework includes an indicator that requires performing a correlation analysis based on two sources of data, including the number of downloads of CO knowledge products [confer SOP 4].

This procedure presents the process followed to inform the number of downloads of CO knowledge products.

### **Scope**

---

This procedure is linked to and complements SOP 4 “Correlation between policy influence and knowledge products”.

UNDP BERA collects end-of-year analytics on the 250 most downloaded PDF files across the organization (HQ, RC, CO). This raw data needs to be cleaned up to remove irrelevant files (e.g. job postings, DSA rates, etc.) and to aggregate the number of KP downloads per country.

Data collection for this indicator is performed every month by BERA but analysis is dependent on the implementation of SOP 4 and completion of a correlation analysis.

### **Responsibilities**

---

This procedure involves the following units and responsibilities:

- BPPS DIG
  - Collect Excel files of KP downloads
  - Provide Excel files to Statistical consultant
  - Inform performance indicator 1.b after completion of correlation analysis
- BERA
  - Collect end-of-year statistics on KP downloads and send files to BPPS DIG
- Statistical consultant
  - Aggregate and clean-up data files
  - Use consolidated data file as part of correlation analysis [SOP 4]

### **Specific procedure**

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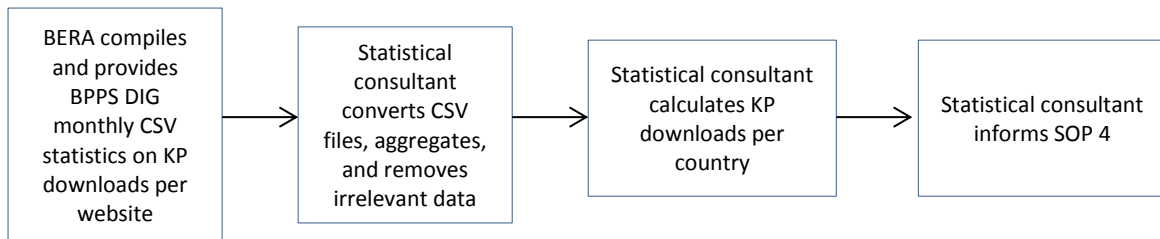
The following steps are required to perform this procedure:

1. BERA collects monthly and annual Google analytics on the number of KP downloads in UNDP (HQ, RC, CO) and provides CSV files to BPPS DIG
2. BPPS DIG collects and saves CSV files for reuse
3. Statistical consultant converts CSV into Excel XLSX files with separated data fields (columns)
4. Statistical consultant aggregates files and in consultation with BPPS DIG removes irrelevant entries (e.g. PDF files related to DSA rates, job postings, etc.)
5. Statistical consultant calculates number of KP per country (e.g. VLOOKUP, or IF (, SUM, , ))



6. Statistical consultant uses results to inform correlation analysis [SOP 4]

*Process flowchart*



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**Contact**

Staff who provided data for the indicator(s):

**Gaëlle Bruneau**, Web Trainer/Analytics, Online Communications, Tel: +1 212 906-6586

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**Forms/Templates to be used**

No specific form or template

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**Internal and external references**

Relevant resources for the procedure:

- SOP 4
- Analytics UNDP all sites (HQ+RC+CO)
  - Monthly Excel file from BERA

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**Definitions**

BPPS DIG: UNDP Bureau for Policy and Programme Support, Development Impact Group

BERA: UNDP Bureau of External Relations and Advocacy

KP: Knowledge Products

CSV: Comma-separated Values

SOP Number 10  
SOP Title **Indicators from Global Service Tracker**  
Owner BPPS DIG  
Creation date 11 January 2016 Last reviewed/Update date

### **Purpose**

---

The purpose of this procedure is to describe the mechanisms required to monitor the following indicators:

- 1.2.a: # of missions from BPPS and RC advisors
- 4.4.a: # of requests for KM support from partners
- 4.4.b: # of KM advisory missions

### **Introduction**

---

The KM performance framework includes indicators informed by a Global Service Tracker.

### **Scope**

---

This procedure covers all KM indicators informed by the Global Service Tracker.

The KM performance indicators covered by this procedure require the use of a Global Service Tracker application, which is expected to be delivered in 2016. Therefore this procedure is presented on the basis of the availability of the service tracker and related IT capabilities. However, in the absence of a global service tracker, data for 4.4.a and 4.4.b could potentially be collected manually from Regional and Global KM Advisors.

Data collection for these indicators is triggered by requests for advisory support from BPPS and RC advisors and KM specialists and their reporting in the service tracker. Events are therefore continuous but data extraction and analysis of the indicators can be performed annually, for instance at year-end.

### **Responsibilities**

---

This procedure involves the following units and responsibilities:

- BPPS DIG
  - Update service tracker
  - Extract and analyze data results and update KM framework
- BPPS advisors
  - Update service tracker
- RC advisors
  - Update service tracker

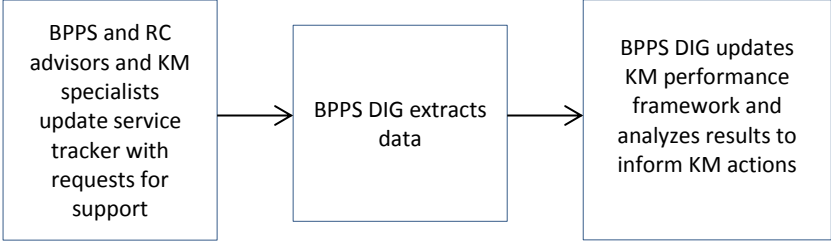
### **Specific procedure**

---

The following steps are required to perform this procedure:

1. BPPS and RC advisors and KM specialists update service tracker when called on mission or receive a request for advisory support
2. BPPS DIG extracts data and updates the performance framework
3. Results are analyzed in comparison to the baseline and targets and inform future KM initiatives

*Process flowchart*



**Contact**

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Staff who provided data for the indicator(s):

**Forms/Templates to be used**

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No specific form or template

**Internal and external references**

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Relevant resources for the procedure:

**Definitions**

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BPPS DIG: UNDP Bureau for Policy and Programme Support, Development Impact Group  
RC: UNDP Regional Centers

SOP Number 11  
SOP Title **KM indicators relying on UNDP TW survey**  
Owner BPPS DIG  
Creation date 11 January 2016 Last reviewed/Update date

### **Purpose**

---

The purpose of this procedure is to describe the mechanisms required to monitor the following indicators:

- 1.3.b: % of TW users agreeing that “UNDP knowledge products (publications, reports, blogs, etc.) and knowledge services (advisory support, web platforms, conferences, etc.) contribute to informing and influencing development debates and policies”
- 2.a: % of national partners assessing that the “development solutions shared over the knowledge platforms (including of South-South and Triangular Cooperation platform) are useful”
- 2.b: % of partners that assess positively UNDP contribution to “fostering increased openness, knowledge exchange, networking and collaboration”
- 2.2.b: % of external TW users indicating that “UNDP’s knowledge products (e.g. publications), and services (e.g. Teamworks public dialogues) have contributed to generate new partnerships and opportunities “

### **Introduction**

---

The KM performance framework includes indicators informed by Teamworks Users survey. In order to ensure that these KM indicators are durable, monitored, and comparable to a baseline it is important that the survey keeps questions related to a KM indicator stable over time both in terms of wording and means of assessment such as keeping a stable Likert scale.

### **Scope**

---

This procedure covers all KM indicators informed by TW Users survey.

Implementation of the procedure depends on the preparation and release of the survey by BPPS DIG. A first survey was conducted in March 2015 targeting all external users of UNDP’s knowledge platforms (mainly UNDP’s external online dialogue and consultation platforms based on the Teamworks architecture, such as the [Rio+20 Online Dialogues](#), the [World We Want 2015](#) or the [World Humanitarian Summit Consultations](#)) and collected a total of 1,251 responses.

TW surveys are expected to be conducted every year without depending on the organization of online dialogues.

### **Responsibilities**

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This procedure involves the following units and responsibilities:

- BPPS DIG
  - Design and conduct survey of users of TW public dialogues
  - Analyze survey results and update KM framework.

### **Specific procedure**

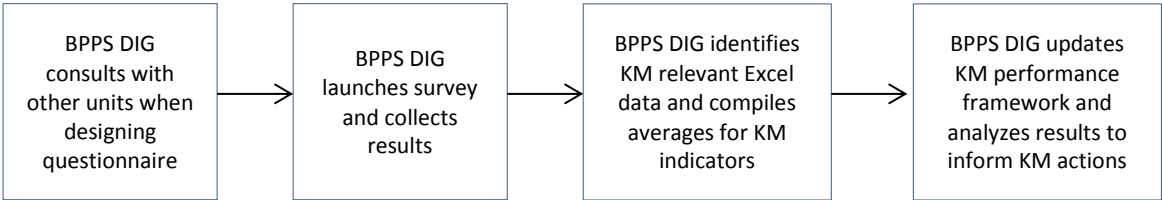
---

The following steps are required to perform this procedure:

1. BPPS DIG prepares and launches the survey and collects results:
  - a. Extract all email addresses of users of any of UNDP’s Teamworks platforms (Public Dialogues, [www.unteamworks.org](http://www.unteamworks.org), [one.unteamworks.org](http://one.unteamworks.org), and [undp.unteamworks.org](http://undp.unteamworks.org)) that have logged into the website in the last year.

- b. Last year’s survey can be found here:  
[https://www.surveymonkey.com/summary/gF6GiLf7g9oT7ZBihnvzdQeUkJuuHTGeN2B0odCrze3c\\_3D](https://www.surveymonkey.com/summary/gF6GiLf7g9oT7ZBihnvzdQeUkJuuHTGeN2B0odCrze3c_3D)
  - c. Send survey to all email addresses identified.
2. For questions corresponding to a KM performance indicators BPPS DIG calculates the number of responses corresponding to the formulation of the KM indicator
  3. BPPS DIG updates the performance framework with the percentage of responses matching the indicator compared to the total number of responses
  4. Results are analyzed in comparison to the baseline and targets and inform future KM initiatives

*Process flowchart*



**Contact**

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Staff who provided data for the indicator(s):

**Forms/Templates to be used**

---

No specific form or template

**Internal and external references**

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Relevant resources for the procedure:

- UNDP TW Users survey 2015
  - Questionnaires
  - Excel file results

**Definitions**

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BPPS DIG: UNDP Bureau for Policy and Programme Support, Development Impact Group  
TW: Teamworks

SOP Number 12  
SOP Title **Number of TW users**  
Owner BPPS DIG  
Creation date 11 January 2016 Last reviewed/Update date

### **Purpose**

---

The purpose of this procedure is to describe the mechanisms required to monitor the following indicators:

- 1.1.a: # of visits on UNDP knowledge platforms: TW
- 2.1.a: # of visitors engaged in public dialogues on TW platforms
- 2.1.b: # of policy dialogue e-discussions hosted by UNDP
- [Part of 2.c] # of visits to TW public dialogues [per country and/or type of partner / as per the categories used in the Partnership survey]

### **Introduction**

---

The KM performance framework includes indicators informed by the number of visits on Teamworks platforms. This procedure presents the steps to collect TW data.

### **Scope**

---

This procedure covers all KM indicators informed by the data logs on UNDP's external online dialogue and consultation platforms based on the Teamworks architecture, such as the [Rio+20 Online Dialogues](#), the [World We Want 2015](#) or the [World Humanitarian Summit Consultations](#).

Part of the data collected aims to inform the correlation analysis as described in SOP 5. Data logs of TW visitor are expected to be compared to the results of the Partnership survey and segmented per country.

Data collection is performed continuously by the system but analysis is conducted annually, for instance at year-end.

### **Responsibilities**

---

This procedure involves the following units and responsibilities:

- BPPS DIG
  - Collect TW data logs
  - Analyze survey results and update KM framework.
- BERA
  - Provide to BPPS DIG the categories of types of partners in Partnership survey

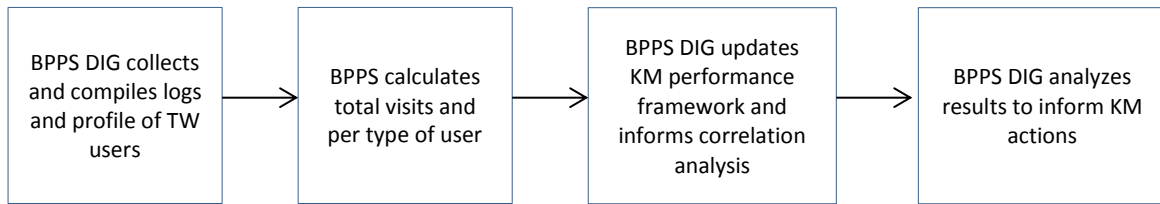
### **Specific procedure**

---

The following steps are required to perform this procedure:

1. BPPS DIG collects data on the number of registered users that have accessed a TW platform at least once over the period of study, either to post a contribution or to read content
2. BPPS aggregates totals per user country and overall total
3. BPPS DIG updates the performance framework with the total number of visitors and informs the correlations analysis as needed [i.e. according SOP 5]
4. Results are analyzed in comparison to the baseline and targets and inform future KM initiatives

*Process flowchart*



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### Contact

Staff who provided data for the indicator(s):

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### Forms/Templates to be used

No specific form or template

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### Internal and external references

Relevant resources for the procedure:

- UNDP data logs
  - Excel file
- Partnership survey
  - Questionnaire (types of partners)

---

### Definitions

BPPS DIG: UNDP Bureau for Policy and Programme Support, Development Impact Group

BERA: UNDP Bureau of External Relations and Advocacy

TW: Teamworks

SOP Number 13  
SOP Title **Internal KM survey**  
Owner BPPS DIG  
Creation date 11 January 2016 Last reviewed/Update date

### **Purpose**

---

The purpose of this procedure is to describe the mechanisms required to monitor the following indicators:

- 2.d: Staff assessment: “How would you assess UNDP’s maturity with regards to knowledge exchanges and networking?” (5: Very good; 4: Good; 3: Average; 2: Poor; 1: Very poor)
- 2.2.a: % of staff indicating that new partnerships have been generated in the past year as a results of UNDP’s knowledge products (publications, reports, blogs, etc.) or knowledge services (advisory support, web platforms, conferences, etc.)
- 3.b: Staff assessment: “How would you rate UNDP’s ability to learn before-during-after?” (5: Very good; 4: Good; 3: Average; 2: Poor; 1: Very poor)
- 4.d: Staff assessment: “How would you assess UNDP’s maturity with making KM part of UNDP culture, behaviors, and performance?” (5: Very good; 4: Good; 3: Average; 2: Poor; 1: Very poor)
- 4.1.h: % of staff satisfied with “UNDP’s yellow pages”
- 4.2.e: % of staff satisfied with “UNDP intranet “
- 4.2.f: % of staff that indicate that “UNDP KP&S help them to find the information they need faster”
- 4.2.g: % staff that indicate that “UNDP knowledge and information is easy to find”
- 4.2.h: % of staff satisfied about their “Increased familiarity with UNDP knowledge sharing tools” (HQPSS in 2012)
- 4.2.i: % of staff satisfied about their “Use of UNDP knowledge tools and workspaces” (HQPSS in 2012)
- 4.2.j: Staff assessment: “How would you assess UNDP’s ability to capturing knowledge?” (5: Very good; 4: Good; 3: Average; 2: Poor; 1: Very poor)
- [New recruits and re-assignments] 4.3.b: % of new staff having received a handover note from their predecessor
- [New recruits and re-assignments] 4.3.c: Level of satisfaction of new staff with handover notes
- [New recruits and re-assignments] 4.3.d: % of new staff indicating that handover notes have accelerated (facilitated?) their on-boarding

### **Introduction**

---

The KM performance framework includes indicators informed by an internal KM survey. In order to ensure that these KM indicators are durable, monitored, and comparable to a baseline it is important that the survey keeps questions related to a KM indicator stable over time both in terms of wording and means of assessment such as relying on a stable Likert scale.

### **Scope**

---

This procedure covers all KM indicators informed by the internal KM survey. This procedure embeds the survey of new recruits and re-assignments [SOP 14].

Implementation of the procedure depends on the preparation and release of the survey by BPPS DIG. Previous surveys were conducted in 2012 and March 2015. Internal KM surveys are expected to be conducted every other year; therefore the next survey would be conducted in 2017.



**Responsibilities**

---

This procedure involves the following units and responsibilities:

- BPPS DIG
  - Consult BMS to ensure that survey questions do not duplicate with the HQPSS if released the same year
  - Design and conduct internal KM survey
  - Analyze survey results and update KM framework.
- BMS OHR
  - Provide email addresses of all UNDP staff to BPPS DIG
- BMS
  - Indicate date of release and content of HQPSS and GSS

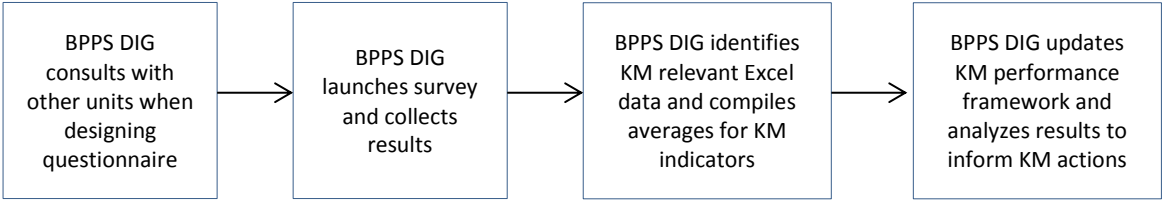
**Specific procedure**

---

The following steps are required to perform this procedure:

1. BPPS DIG requests email addresses of all UNDP staff to BMS OHR
2. BPPS consults with BMS to ensure that the KM survey does not duplicate questions with the HQPSS and GSS if released the same year
3. BPPS DIG designs survey applying a conditionality for questions directed to new recruits and re-assignments
4. BPPS DIG launches the survey and collects results
5. For questions corresponding to a KM performance indicators BPPS DIG calculates the percentages corresponding to the formulation of the KM indicator
6. BPPS DIG updates the performance framework
7. Results are analyzed in comparison to the baseline and targets and inform future KM initiatives

*Process flowchart*



**Contact**

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Staff who provided data for the indicator(s):

**Forms/Templates to be used**

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No specific form or template

**Internal and external references**

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Relevant resources for the procedure:

- UNDP KM Survey 2015
  - Questionnaires
  - Excel file results

**Definitions**

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BPPS DIG: UNDP Bureau for Policy and Programme Support, Development Impact Group  
BMS: Bureau for Management Services, Office of Human Resources  
HQPSS: UNDP HQ Products and Services Survey  
GSS: Global Staff Survey



SOP Number 14  
SOP Title **Survey of new recruits and re-assignments**  
Owner BPPS DIG  
Creation date 11 January 2016 Last reviewed/Update date

### **Purpose**

---

The purpose of this procedure is to describe the mechanisms required to monitor the following indicators:

- 4.3.b: % of new staff having received a handover note from their predecessor
- 4.3.c: Level of satisfaction of new staff with handover notes
- 4.3.d: % of new staff indicating that handover notes have accelerated (facilitated?) their on-boarding

### **Introduction**

---

The KM performance framework includes indicators informed by an internal survey addressed to the new recruits and staff that have been re-assigned over the period of study. In order to ensure that these KM indicators are durable, monitored, and comparable to a baseline it is important that the survey keeps questions related to a KM indicator stable over time both in terms of wording and means of assessment such as relying on a stable Likert scale.

### **Scope**

---

This procedure covers all KM indicators informed by the survey to new recruits and re-assigned staffs. Every other year this procedure is superseded by the internal KM survey [SOP 13].

Implementation of the procedure depends on the preparation and release of the survey by BPPS DIG. The survey described in this procedure is expected to be conducted in 2016 and then every other year as a standalone survey (2018, 2020, etc.). The survey of new recruits and re-assignments is expected to be embedded every other year in the internal KM survey starting in 2017 (2017, 2019, etc.).

### **Responsibilities**

---

This procedure involves the following units and responsibilities:

- BPPS DIG
  - Consult with BMS to ensure that survey questions do not duplicate with the HQPSS if released the same year
  - Design and conduct survey of new recruits and re-assignments
  - Analyze survey results and updates KM framework.
- BMS OHR
  - Provide email addresses of new recruits and re-assigned staff over the past year
- BMS
  - Indicate date of release and content of HQPSS and GSS

### **Specific procedure**

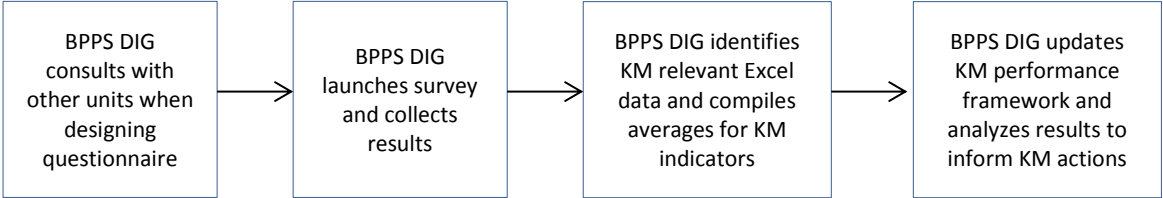
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The following steps are required to perform this procedure:

1. BPPS DIG requests email addresses of new recruits and re-assigned staff over the past year to BMS OHR
2. BPPS consults with BMS to ensure that the survey does not duplicate questions with the HQPSS or GSS if released the same year
3. BPPS DIG designs, launches and collects results of the survey

- 4. For questions corresponding to a KM performance indicators BPPS DIG calculates the percentages corresponding to the formulation of the KM indicator
- 5. BPPS DIG updates the performance framework
- 6. Results are analyzed in comparison to the baseline and targets and inform future KM initiatives

*Process flowchart*



**Contact**

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Staff who provided data for the indicator(s):

**Forms/Templates to be used**

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No specific form or template

**Internal and external references**

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Relevant resources for the procedure:

- UNDP KM Survey 2015
  - Questionnaires
  - Excel file results

**Definitions**

---

BPPS DIG: UNDP Bureau for Policy and Programme Support, Development Impact Group  
BMS: Bureau for Management Services, Office of Human Resources  
HQPSS: UNDP HQ Products and Services Survey  
GSS: Global Staff Survey

SOP Number 15  
SOP Title **Disbursement for workshops and trainings**  
Owner BPPS DIG  
Creation date 11 January 2016 Last reviewed/Update date

**Purpose**

---

The purpose of this procedure is to describe the mechanisms required to monitor the following indicator:

- 4.a: Level of disbursement for workshops and trainings

**Introduction**

---

The KM performance framework includes an indicator on the level of disbursement for workshops and trainings.

**Scope**

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A UNDP Atlas account code is used by business units to record workshops/training activities. OFRM has the capability to run and provide a report on global expenditure under this account code.

Data collection for this indicator is continuous and analysis can be performed annually, for instance at year-end.

**Responsibilities**

---

This procedure involves the following units and responsibilities:

- BPPS DIG
  - Request report to OFRM
  - Extract and analyzes data results and update KM framework
- BMS OFRM
  - Run Atlas query and provide report to BPPS DIG

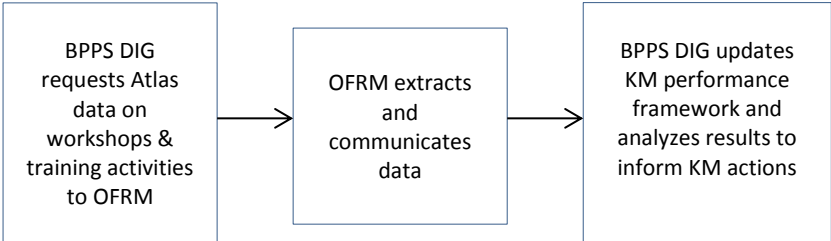
**Specific procedure**

---

The following steps are required to perform this procedure:

1. BPPS requests report on workshops/training activities to OFRM
2. OFRM extracts data from Atlas and provides report to BPPS DIG
3. BPPS DIG updates the performance framework
4. Results are analyzed in comparison to the baseline and targets and inform future KM initiatives

*Process flowchart*



**Contact**

---

Staff who provided data for the indicator(s):  
**Catty Bennet Sattler**, Chief Talent Development Unit, Email: [catty.bennet.sattler@undp.org](mailto:catty.bennet.sattler@undp.org)

**Forms/Templates to be used**

---

No specific form or template

**Internal and external references**

---

Relevant resources for the procedure:

**Definitions**

---

BPPS DIG: UNDP Bureau for Policy and Programme Support, Development Impact Group

BMS OFRM: Bureau for Management Services, Office of Financial Resources Management

SOP Number 16  
SOP Title **Learning plans in PMD**  
Owner BPPS DIG  
Creation date 11 January 2016 Last reviewed/Update date

### **Purpose**

---

The purpose of this procedure is to describe the mechanisms required to monitor the following indicators:

- 4.b: % UNDP staff with a learning plan in their annual PMD
- 4.c: % of PMDs where supervisors confirmed full achievement of the learning plan

### **Introduction**

---

The KM performance framework includes indicators that monitor the level of inclusion and implementation of learning plans in the staff's Performance Management and Development process.

### **Scope**

---

This procedure covers all KM indicators informed by the PMD.

Every year UNDP staffs can enter in their PMD a learning plan. The number of staffs who have learning activities is counted once (while some may have more than one activity recorded in PMD).

In addition to the number of staff members who filled a learning plan in their PMD, the percentage of completed PMDs can be tracked where supervisors have confirmed full achievement of the learning plan. A checkbox in the PMD system allows for supervisors to indicate completion.

Data collection and analysis for this indicator can be performed every year in March once the PMDs have been completed.

### **Responsibilities**

---

This procedure involves the following units and responsibilities:

- BPPS DIG
  - Request report from OHR
  - Collect and analyze data results and update KM framework
- BMS OHR
  - Consult and extract data from PMD system

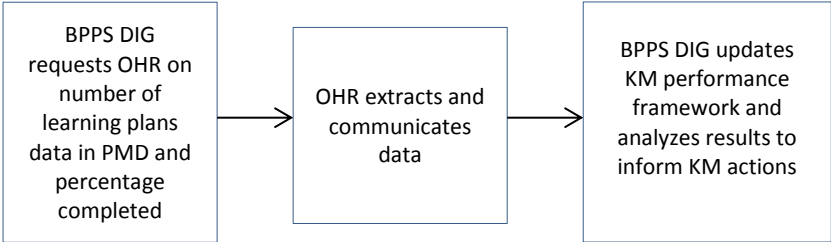
### **Specific procedure**

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The following steps are required to perform this procedure:

1. BPPS requests report on learning plans in PMDs to OHR
2. OHR consults PMD system, extracts, and provides data
3. BPPS DIG updates the performance framework
4. Results are analyzed in comparison to the baseline and targets and inform future KM initiatives

*Process flowchart*



**Contact**

---

Staff who provided data for the indicator(s):  
**Anant Sharma**, HR Specialist at HQ/BOM/OHR, Tel: +12129066354

**Forms/Templates to be used**

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No specific form or template

**Internal and external references**

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Relevant resources for the procedure:

**Definitions**

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BPPS DIG: UNDP Bureau for Policy and Programme Support, Development Impact Group  
BMS OHR: Bureau for Management Services, Office of Human Resources  
PMD: Performance Management and Development



SOP Number 17  
SOP Title **Project QA module in Corporate Planning System**  
Owner BPPS DIG  
Creation date 11 January 2016 Last reviewed/Update date

### **Purpose**

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The purpose of this procedure is to describe the mechanisms required to monitor the following indicators:

- 3.1.a: % of projects that have a dedicated website to share information and disseminate outputs
- 3.2.a: # of projects that have a dedicated and active Yammer group
- 3.1.d: % of projects that return a 2 or a 3 on the assessment criteria “Does the project have explicit plans for evaluation or other lesson learning (e.g. through After Action Reviews or Lessons Learned Workshops), timed to inform course corrections if needed during project implementation?”
- 3.2.c: % of programmes that return 2 or 3 on the assessment criteria “Has the proposed programme adequately used evaluation findings and other outcome-level evidence from other/prior programme performance?”
- 3.2.d: % of projects that return a 2 or a 3 on the assessment criteria “Have knowledge, good practices, and past lessons learned of UNDP and others informed the project design?”
- 3.2.e: % of projects that return a 2 or a 3 on the assessment criteria “Is the project generating knowledge – particularly lessons learned (i.e., what has worked and what has not) – and has this knowledge informed management decisions and changes/course corrections to ensure the continued relevance of the project towards its stated objectives, the quality of its outputs and the management of risk?”

### **Introduction**

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The KM performance framework includes several indicators that are informed by the project Quality Assurance process and system. In order to ensure that KM indicators are durable, comparable to a baseline and target, it is important that sources of data remain stable over time including in the use of a Likert scale.

### **Scope**

---

This procedure covers all KM indicators informed by the Quality Assurance process and standards for Programmes and Projects and supportive IT system.

Metrics on the number of websites (3.1.a) and Yammer groups (3.2.a) are dependent on the availability of corresponding data fields in the QA system.

### **Responsibilities**

---

This procedure involves the following units and responsibilities:

- BPPS DIG
  - Request report to BPPS RP
  - Collect and analyzes data results and updates KM framework
  - Review results of correlation analysis and update KM framework.
- BPPS Results and Programming
  - Consult and extract data from PMD system

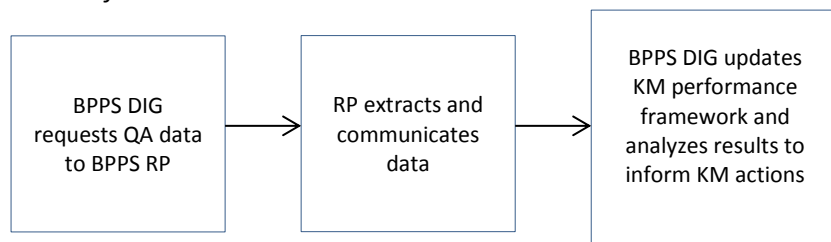
### **Specific procedure**

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The following steps are required to perform this procedure:

1. BPPS requests report on KM relevant QA data to BPPS RP
  - **Indicator 3.2.c:** Percentage of programmes that returned a 2 or 3 on the Programme QA Assessment: Design & Appraisal, Criteria 18 [“Has the proposed programme adequately used evaluation findings and other outcome-level evidence from other/prior programme performance?”]
  - **Indicator 3.2.d:** Percentage of projects that returned a 2 or 3 on the Project QA Assessment: Design and Appraisal, Criteria 4 [“Have knowledge, good practices, and past lessons learned of UNDP and others informed the project design?”]
  - **Indicator 3.1.d:** Percentage % of projects that returned a 2 or 3 on the Project QA Assessment: Design and Appraisal, Criteria 20 [“Does the project have explicit plans for evaluation or other lesson learning (e.g. through After Action Reviews or Lessons Learned Workshops), timed to inform course corrections if needed during project implementation?”]
  - **Indicator 3.2.e:** Percentage of projects that returned a 2 or 3 on the Project QA Assessment: Implementation, Criteria 5 [“Is the project generating knowledge – particularly lessons learned (i.e., what has worked and what has not) – and has this knowledge informed management decisions and changes/course corrections to ensure the continued relevance of the project towards its stated objectives, the quality of its outputs and the management of risk?”]
  - **Indicators 3.1.a and 3.2.a:** Data fields to be created in QA system.
2. RP consults QA system, extracts, and provides data
3. BPPS DIG updates the performance framework
4. Results are analyzed in comparison to the baseline and targets and inform future KM initiatives

*Process flowchart*



**Contact**

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Staff who provided data for the indicator(s):

**Jessica Murray**, Programme Specialist, Results and Quality Programming, BPPS, Tel: (212) 906-5356

**Forms/Templates to be used**

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No specific form or template

**Internal and external references**

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Relevant resources for the procedure:

- UNDP BPPS RP, Quality Assurance\_Quality Standards for Programmes and Projects – Overview, 2015.
- UNDP BPPS RP, Quality Assurance\_Quality Standards - Annex 1 - Policies and Procedures - draft for consultation - 26 Oct 2015
- UNDP BPPS RP, Quality Assurance\_Quality Standards - Annex 2 - Quality Assurance Rating Tools - Programme (design) and Project (design, implementation, closure), 2015.

**Definitions**

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BPPS DIG: UNDP Bureau for Policy and Programme Support, Development Impact Group

BPPS RP: UNDP Bureau for Policy and Programme Support, Results and Programming Unit

SOP Number 18  
SOP Title **Uptake of UNDP blog posts**  
Owner BPPS DIG  
Creation date 11 January 2016 Last reviewed/Update date

**Purpose**

---

The purpose of this procedure is to describe the mechanisms required to monitor the following indicator:

- 1.4.b: Average # of shared events per blog post

**Introduction**

---

The KM performance framework includes an indicator that is informed by the number of shared events on UNDP blog posts.

**Scope**

---

Data collection for this procedure is not automated. It requires a review of the blog posts on UNDP corporate website and a manual count of the number of shared events through the proposed social media tools and platforms.

Data collection and analysis for this indicator should be performed annually, for instance at year-end. It is important to do this snapshot exactly at the end of the year, since the numbers will still continue to be updated for the next year, and the numbers for a specific year will not be available anymore once the new year starts.

**Responsibilities**

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This procedure involves the following units and responsibilities:

- BPPS DIG
  - Review blog posts and compile number of posts and number of shared events over the period of study
  - Update KM framework with average number of shared events per post

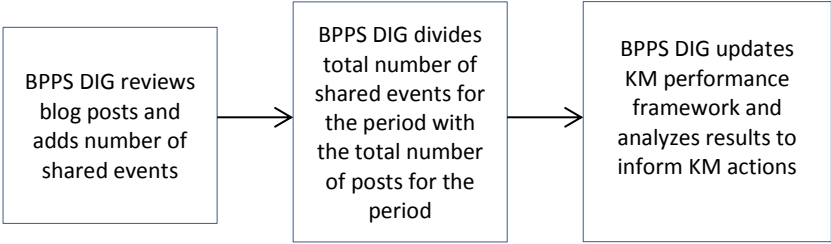
**Specific procedure**

---

The following steps are required to perform this procedure:

1. BPPS DIG reviews UNDP blog posts for the period of study and compiles the number of posts for the period
2. For each post BPPS DIG compiles the number of shared events, e.g. 646 shared events for a blog post showing: 
3. For blog posts with more than 1000 shared events (e.g. 1200) the system displays information in thousands or K such as 1K (or 1,2K). For such entries BPPS records the number of shared events *a minima*, e.g. 1000 for 1K or 1200 for 1,2K (regardless of the precise number of events, e.g. 1267)
4. BPPS DIG adds total number of shared events and calculates average for the period (e.g. year)
5. BPPS DIG updates the performance framework
6. Results are analyzed in comparison to the baseline and targets and inform future KM initiatives

*Process flowchart*



**Contact**

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Staff who provided data for the indicator(s):

**Forms/Templates to be used**

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No specific form or template

**Internal and external references**

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Relevant resources for the procedure:

- UNDP Blog
  - <http://www.undp.org/content/undp/en/home/blog/>

**Definitions**

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BPPS DIG: UNDP Bureau for Policy and Programme Support, Development Impact Group

SOP Number 19  
SOP Title **Visits on UNDP website**  
Owner BPPS DIG  
Creation date 11 January 2016 Last reviewed/Update date

**Purpose**

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The purpose of this procedure is to describe the mechanisms required to monitor the following indicators:

- 1.1.d: # of page views to UNDP global websites (EN, ES and FR)
- 1.1.f: # of unique visits to UNDP blog posts on UNDP global websites (EN, ES and FR)

**Introduction**

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The KM performance framework includes indicators that are informed by activities on UNDP global websites.

**Scope**

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Data collection for this procedure is handled by BERA Online Communications. Data is made available by BERA at year-end and provided on request.

**Responsibilities**

---

This procedure involves the following units and responsibilities:

- BPPS DIG
  - Request data to BERA Online Communications
  - Receive and review data and update KM framework
- BERA
  - Compile data on UNDP website activities
  - Provide data to BPPS DIG

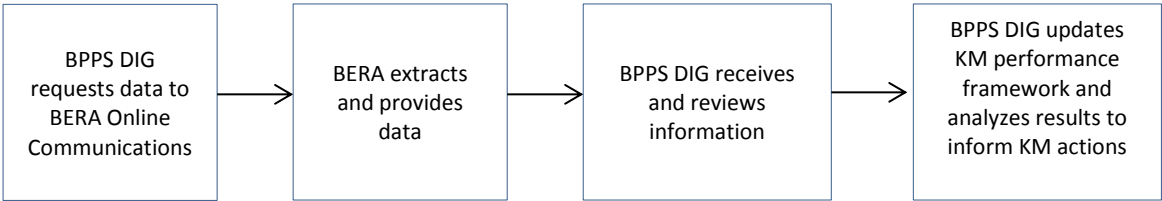
**Specific procedure**

---

The following steps are required to perform this procedure:

1. At year-end BPPS DIG requests data on UNDP global websites activities to BERA
2. BERA extracts and sends statistics to BPPS DIG
3. BPPS DIG receives information material and updates the performance framework
4. Results are analyzed in comparison to the baseline and targets and inform future KM initiatives

*Process flowchart*



**Contact**

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Staff who provided data for the indicator(s):  
**Gaëlle Bruneau**, Web Trainer/Analytics, Online Communications, Tel: +1 212 906-6586

**Forms/Templates to be used**

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No specific form or template

**Internal and external references**

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No specific resources for the procedure.

**Definitions**

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BPPS DIG: UNDP Bureau for Policy and Programme Support, Development Impact Group  
BERA: UNDP Bureau of External Relations and Advocacy

SOP Number 20  
SOP Title **Total downloads on UNDP websites**  
Owner BPPS DIG  
Creation date 11 January 2016 Last reviewed/Update date

**Purpose**

---

The purpose of this procedure is to describe the mechanisms required to monitor the following indicator:

- 1.1.e: # of downloads from all UNDP websites

**Introduction**

---

The KM performance framework includes an indicator that is informed by the total number of downloads on UNDP website. Statistics are extracted from all UNDP websites (Country offices, Representation offices, Regional Bureaux and HDR).

**Scope**

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Data collection for this procedure is handled by BERA Online Communications. Data is provided at year-end by BERA and covers the past 12 months.

**Responsibilities**

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This procedure involves the following units and responsibilities:

- BPPS DIG
  - Receive and review data and update KM framework
- BERA
  - Compile and disseminate data on UNDP website activity

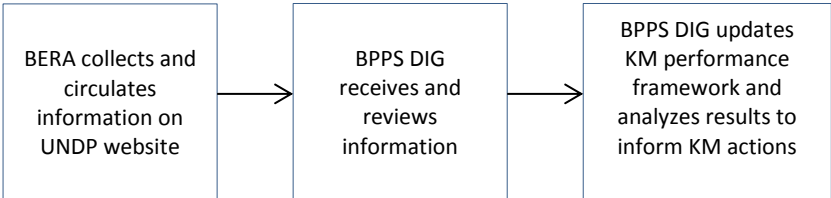
**Specific procedure**

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The following steps are required to perform this procedure:

1. BERA compiles statistics on the activities occurring on UNDP website and disseminates this information as an internal communication and marketing material
2. BPPS DIG receives information material and updates the performance framework
3. Results are analyzed in comparison to the baseline and targets and inform future KM initiatives

*Process flowchart*



**Contact**

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Staff who provided data for the indicator(s):  
**Gaëlle Bruneau**, Web Trainer/Analytics, Online Communications, Tel: +1 212 906-6586

**Forms/Templates to be used**

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No specific form or template



### **Internal and external references**

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Relevant resources for the procedure:

- UNDP BERA, Analytics Report Publications

### **Definitions**

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BPPS DIG: UNDP Bureau for Policy and Programme Support, Development Impact Group

BERA: UNDP Bureau of External Relations and Advocacy

SOP Number 21  
SOP Title **Media coverage**  
Owner BPPS DIG  
Creation date 11 January 2016 Last reviewed/Update date

**Purpose**

The purpose of this procedure is to describe the mechanisms required to monitor the following indicator:

- 1.4.a: Media coverage: # media articles featuring UNDP

**Introduction**

The KM performance framework includes an indicator that is informed by a search on the total number of press articles featuring UNDP over a given period of time. In order to ensure that the indicator remains comparable to a baseline and target, it is important that sources of data and the query modality remain stable over time.

**Scope**

Data collection for this procedure is handled by the Meltwater News database. A search is performed to return the number of press articles for a given year through the Boolean query: “UNDP” OR “United Nations Development Programme”.

Query and data extraction can be performed annually, for instance at the start of a new year. Access to the Meltwater database is provided by BERA to BPPS DIG or the search is performed by BERA and result communicated to BPPS DIG.

**Responsibilities**

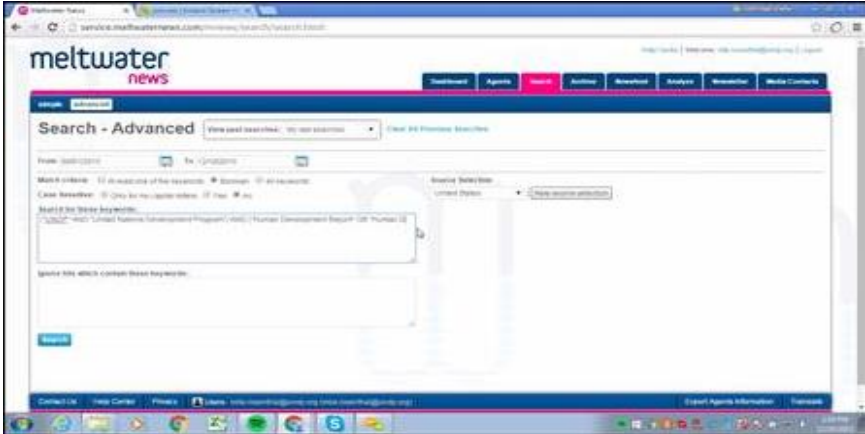
This procedure involves the following units and responsibilities:

- BPPS DIG
  - Access and query the Meltwater News database
  - Use Meltwater data to update KM framework
- BERA
  - Provide access to the database or run the query

**Specific procedure**

The following steps are required to perform this procedure:

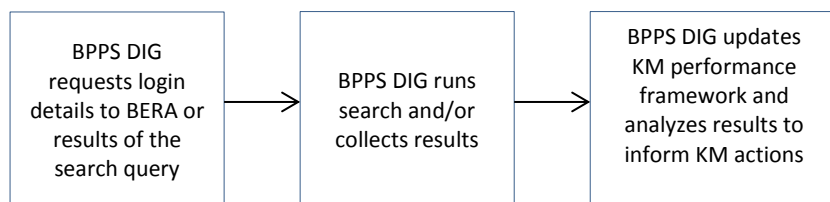
1. BPPS DIG requests to BERA an access to the Meltwater database and provides the search query: [“UNDP” OR “United Nations Development Programme”] and [Year]



2. BERA provides login details or results of the search to BPPS DIG

3. BPPS runs query and/or updates the performance framework with results
4. Results are analyzed in comparison to the baseline and targets and inform future KM initiatives

*Process flowchart*



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**Contact**

Staff who provided data for the indicator(s):

**Nicolò Gnechi**, Media and Advocacy, Tel: +1-212-906-5698

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**Forms/Templates to be used**

No specific form or template

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**Internal and external references**

Relevant resources for the procedure:

- Meltwater background information and database
  - <http://www.meltwater.com>
  - [http://service.meltwaternews.com/mnews/login\\_main.jsp](http://service.meltwaternews.com/mnews/login_main.jsp)

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**Definitions**

BPPS DIG: UNDP Bureau for Policy and Programme Support, Development Impact Group

BERA: UNDP Bureau of External Relations and Advocacy

SOP Number 22  
SOP Title **Twitter account**  
Owner BPPS DIG  
Creation date 11 January 2016 Last reviewed/Update date

**Purpose**

The purpose of this procedure is to describe the mechanisms required to monitor the following indicator:

- 1.4.c: # of followers on UNDP Twitter account

**Introduction**

The KM performance framework includes an indicator that is informed UNDP’s corporate Twitter account.

**Scope**

Data collection for this procedure is handled by Twitter. UNDP’s Twitter account is accessible from the home page of UNDP’s website.

Data extraction should be performed annually, for instance at the start of a new year.

**Responsibilities**

This procedure involves the following units and responsibilities:

- BPPS DIG
  - Access data on UNDP Twitter account
  - Use data to update KM framework

**Specific procedure**

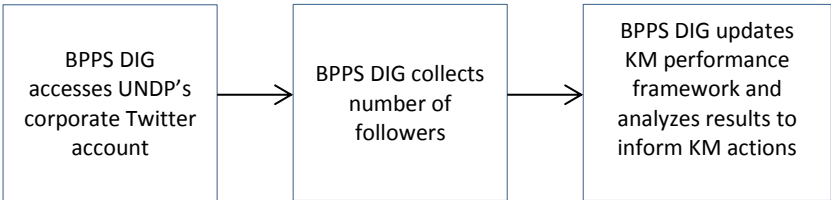
The following steps are required to perform this procedure:

1. BPPS DIG accesses UNDP’s Twitter account



2. BPPS collects number of followers and updates the performance framework
3. Results are analyzed in comparison to the baseline and targets and inform future KM initiatives

*Process flowchart*



**Contact**

Staff who provided data for the indicator(s):

**Forms/Templates to be used**

No specific form or template

**Internal and external references**

Relevant resources for the procedure:

- UNDP Twitter account
  - [http://twitter.com/intent/follow?source=followbutton&variant=1.0&screen\\_name=undp](http://twitter.com/intent/follow?source=followbutton&variant=1.0&screen_name=undp)

**Definitions**

BPPS DIG: UNDP Bureau for Policy and Programme Support, Development Impact Group

SOP Number 23  
SOP Title **Backlinks to UNDP web domain**  
Owner BPPS DIG  
Creation date 11 January 2016 Last reviewed/Update date

**Purpose**

The purpose of this procedure is to describe the mechanisms required to monitor the following indicator:

- 1.4.d: # of backlinks to undp.org domain

**Introduction**

The KM performance framework includes an indicator that is informed by the number of backlinks to UNDP web sites.

**Scope**

Data collection for this procedure is handled by Majestic (<http://www.majestic.com>). Query is run on undp.org domain using historical data.

Data extraction should be performed annually, for instance at the start of a new year.

**Responsibilities**

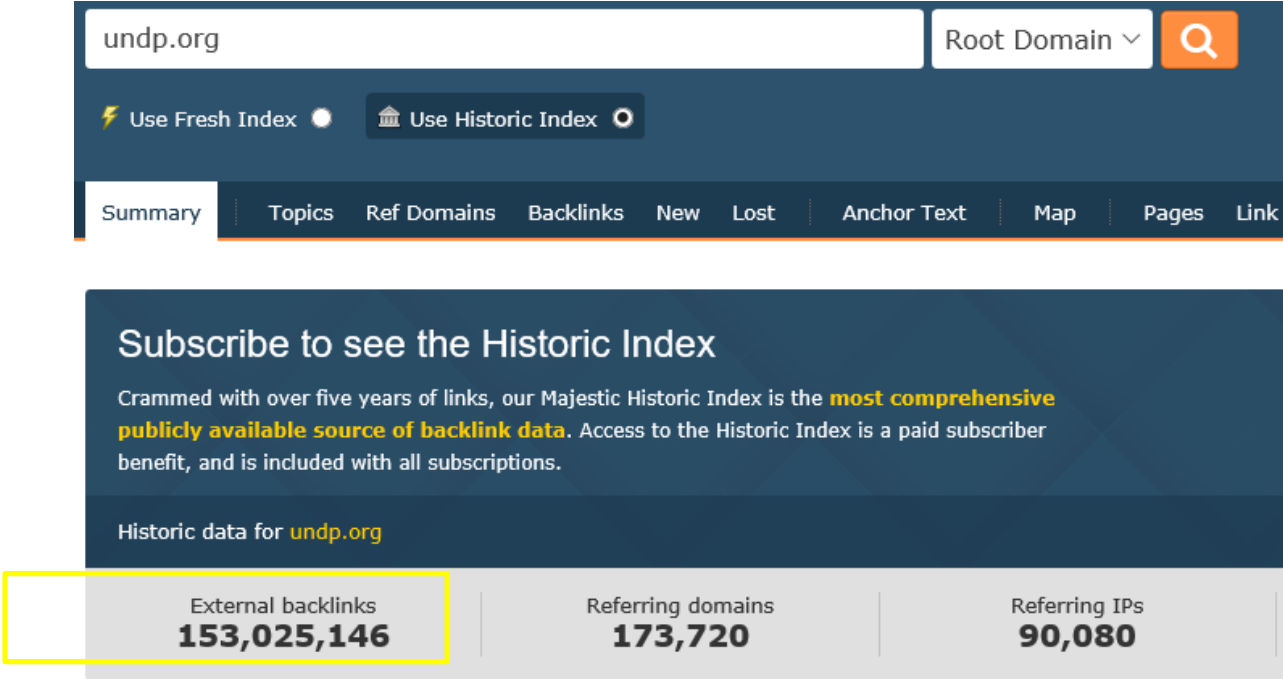
This procedure involves the following units and responsibilities:

- BPPS DIG
  - Access Majestic website and run query on undp.org
  - Use data to update KM framework

**Specific procedure**

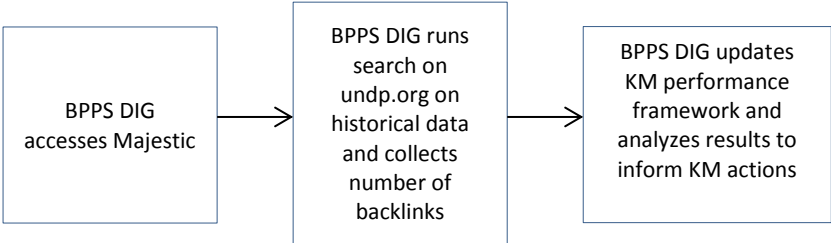
The following steps are required to perform this procedure:

1. BPPS DIG accesses the Majestic website at <https://majestic.com>
2. On the homepage of the site, BPPS queries the undp.org and selects Use Historic Index



- 3. BPPS DIG reports the number of external backlinks in the performance framework
- 4. Results are analyzed in comparison to the baseline and targets and inform future KM initiatives

*Process flowchart*



**Contact**

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Staff who provided data for the indicator(s):

**Forms/Templates to be used**

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No specific form or template

**Internal and external references**

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Relevant resources for the procedure:

- Majestic website
  - <http://www.majestic.com>

**Definitions**

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BPPS DIG: UNDP Bureau for Policy and Programme Support, Development Impact Group

SOP Number 24  
SOP Title **CO Knowledge Products in global library of publications**  
Owner BPPS DIG  
Creation date 11 January 2016 Last reviewed/Update date

**Purpose**

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The purpose of this procedure is to describe the mechanisms required to monitor the following indicator:

- 3.1.b: # of CO Knowledge Products in Global Library of Knowledge Products and Publications

**Introduction**

---

The KM performance framework includes an indicator that is informed by the number of knowledge products from UNDP CO stored in the online library of research and publications.

**Scope**

---

Data collection for this procedure is handled by the global library, which requires to be updated with data fields that will record the year of publication of each knowledge product and country of origin (UNDP CO).

Query and data extraction will be performed annually, for instance at the start of a new year. Data management and extraction is done by BERA. The data fields of the library are updated with OIST.

**Responsibilities**

---

This procedure involves the following units and responsibilities:

- BPPS DIG
  - Request number of CO knowledge products in library for a given year
  - Use data to update indicator in the KM framework
- BERA
  - Extract and provide data to BPPS DIG
- OIST
  - Update data fields in library and install extraction query

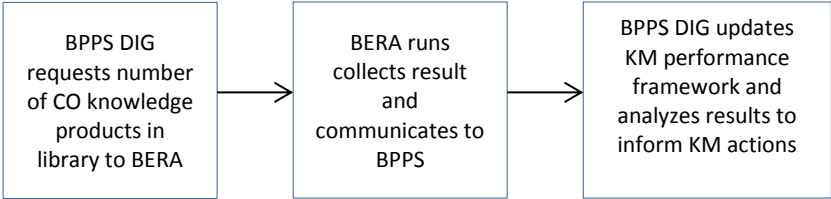
**Specific procedure**

---

The following steps are required to perform this procedure:

1. BPPS DIG requests to BERA an extract number of CO knowledge products in library
2. BERA runs query on library database and communicates result to BPPS
3. BPPS DIG updates the performance framework
4. Results are analyzed in comparison to the baseline and targets and inform future KM initiatives

*Process flowchart*



**Contact**

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Staff who provided data for the indicator(s):



### **Forms/Templates to be used**

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No specific form or template

### **Internal and external references**

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Relevant resources for the procedure:

- UNDP library of research and publications
  - <http://www.undp.org/content/undp/en/home/menu/publications.html>

### **Definitions**

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BPPS DIG: UNDP Bureau for Policy and Programme Support, Development Impact Group

BERA: UNDP Bureau of External Relations and Advocacy

OIST: UNDP Office of Information Systems and Technology

SOP Number 25  
SOP Title **Lessons learned database**  
Owner BPPS DIG  
Creation date 11 January 2016 Last reviewed/Update date

**Purpose**

---

The purpose of this procedure is to describe the mechanisms required to monitor the following indicators:

- 3.1.c: # of Lessons Learned collected in database
- 3.2.b: # of visitors to the Lessons Learned database

**Introduction**

---

The KM performance framework includes indicators that are informed by the activity on the Lessons Learned database.

**Scope**

---

Data collection for this procedure is covered by the Lessons Learned database. The application requires to be developed and to be integrated in the corporate planning system. This procedure is presented on the basis of the availability of the Lessons Learned database module.

Query and data extraction will be performed annually, for instance at the start of a new year. Data management and extraction will be done by BPPS DIG under the assumption that data fields are accessible through a database administrator’s module.

**Responsibilities**

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This procedure involves the following units and responsibilities:

- BPPS DIG
  - Extract number of Lessons Learned and visitors from the database for a given year
  - Use data to update indicator in the KM framework

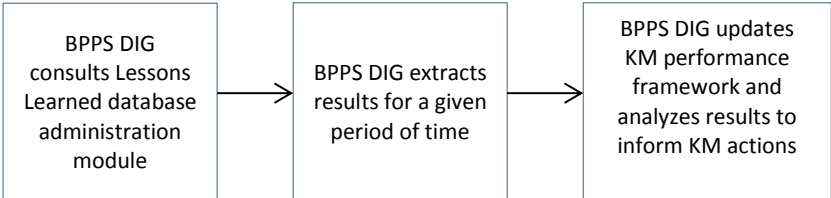
**Specific procedure**

---

The following steps are required to perform this procedure:

1. BPPS DIG consults administrator module in database and extracts data
2. BPPS DIG updates the performance framework
3. Results are analyzed in comparison to the baseline and targets and inform future KM initiatives

*Process flowchart*



**Contact**

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Staff who provided data for the indicator(s):

**Forms/Templates to be used**

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No specific form or template

**Internal and external references**

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Relevant resources for the procedure:

**Definitions**

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BPPS DIG: UNDP Bureau for Policy and Programme Support, Development Impact Group

SOP Number 26  
SOP Title **KM in DST work planning**  
Owner BPPS DIG  
Creation date 11 January 2016 Last reviewed/Update date

**Purpose**

The purpose of this procedure is to describe the mechanisms required to monitor the following indicator:

- 3.1.e: % of DST that have developed a KM plan as part of their work planning

**Introduction**

The KM performance framework includes an indicator informed by the activity of BPPS Development Solution Teams.

**Scope**

UNDP Development Solution Teams (DSTs) provide cross-cutting solutions to development challenges in an integrated manner by generating and applying knowledge generated through the various programmes. BPPS DSTs are supported by the KM specialists to spell out KM activities in their delivery plan.

Data collection for this procedure is part of the work plan and reporting of the BPPS DIG KM specialists. Data will be collected and reported annually, for instance at year-end.

**Responsibilities**

This procedure involves the following units and responsibilities:

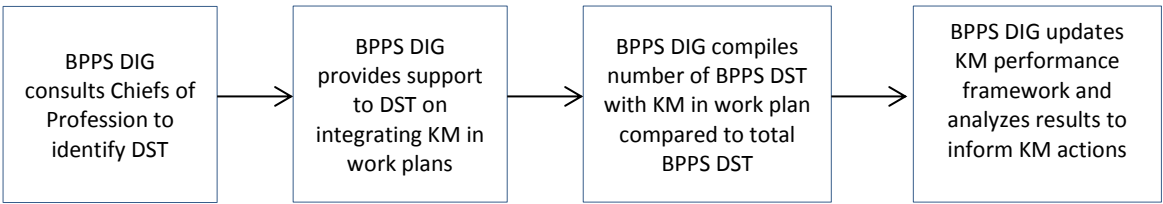
- BPPS DIG
  - Provide and record KM support to BPPS DST
  - Use data to update indicator in the KM framework

**Specific procedure**

The following steps are required to perform this procedure:

1. BPPS DIG consults with BPPS Development Solutions Coordinator to identify DSTs and request information on the number of DSTs that have KM plans.
2. BPPS Development Solutions Coordinator records and provides data on KM plans of DSTs
3. BPPS DIG updates the performance framework
4. Results are analyzed in comparison to the baseline and targets and inform future KM initiatives

*Process flowchart*



**Contact**

Marjolaine Coté, Development Solutions Coordinator at HQ/BPPS/ICS, +1212-906-6128

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**Contact**

Staff who provided data for the indicator(s):

**Forms/Templates to be used**

No specific form or template

**Internal and external references**

Relevant resources for the procedure:

**Definitions**

BPPS DIG: UNDP Bureau for Policy and Programme Support, Development Impact Group

DST: Development Solution Team

SOP Number 27  
SOP Title **Yammer activity**  
Owner BPPS DIG  
Creation date 11 January 2016 Last reviewed/Update date

### **Purpose**

---

The purpose of this procedure is to describe the mechanisms required to monitor the following indicators:

- 4.1.a: Yammer members: Total # of users, # of new users, and # of users that were engaged during the period
- 4.1.b: Yammer microblogging and group messages: # of messages, # of Like
- 4.1.c: Yammer groups: # of active groups during the period, # new groups, total # of groups
- 4.1.d: Yammer files: # of files posted during the last period, # of file views, total # of views
- 4.1.e: Yammer notes: # notes created, # notes edited, # notes viewed
- 4.1.f: Yammer members: average # of bi-directional connections among members
- 4.2.a: Average minutes to reply to Yammer post
- 4.2.b: # of unanswered questions on Yammer
- 4.2.c: # of new threads and average # messages on threads on Yammer

### **Introduction**

---

The KM performance framework includes indicators that are informed by the range of activities occurring on Yammer networks.

### **Scope**

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This procedure covers all KM indicators informed by an add-on to the standard Yammer administration module. Out of the box, Yammer administration module allows data retrieval on Yammer groups' activities for a period of up to 28 days. The purpose of a Yammer add-on is to provide a capability to extract and analyze data over any period of time.

Implementation of the procedure is depends on the availability of Yammer in UNDP and of a complementary third-party software add-on (e.g. Tryane, GoodData, Microsoft Power BI, etc.).

Query and data extraction will be performed annually, for instance at the beginning of a new year. Data access will be provided to BPPS DIG.

### **Responsibilities**

---

This procedure involves the following units and responsibilities:

- BPPS DIG
  - Compile Yammer activities through third-party application
  - Use data to update indicator in the KM framework
- OIST
  - Install Yammer and third-party measurement application

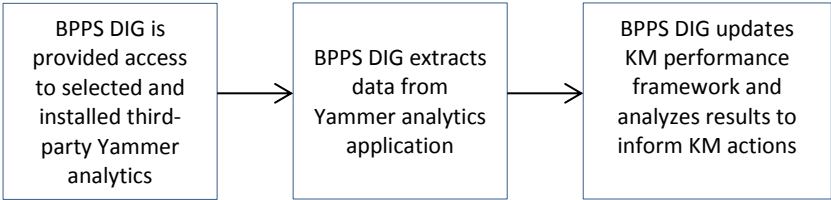
### **Specific procedure**

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The following steps are required to perform this procedure:

1. OIST installs Yammer and third-party application and trains BPPS DIG users
2. BPPS DIG accesses third-party application and extracts data for the period of study
3. BPPS DIG updates the performance framework
4. Results are analyzed in comparison to the baseline and targets and inform future KM initiatives

*Process flowchart*



**Contact**

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Staff who provided data for the indicator(s):  
Gayana Peiris, Digital Strategist at HQ/BPPS/DIG, +1212-906-5878

**Forms/Templates to be used**

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No specific form or template

**Internal and external references**

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Relevant resources for the procedure:

- Out-of-the-box Yammer administration and activity metrics
  - <https://blog.imason.com/analytics-on-yammer/>
- Third-party Yammer metrics platforms
  - [http://tryane.com/en/yammer\\_analytics.html](http://tryane.com/en/yammer_analytics.html)
  - <http://stainsight.com/>
  - [http://info.gooddata.com/rs/gooddata/images/GoodData\\_Yammer\\_WhitePaper\\_v5.pdf](http://info.gooddata.com/rs/gooddata/images/GoodData_Yammer_WhitePaper_v5.pdf)

**Definitions**

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BPPS DIG: UNDP Bureau for Policy and Programme Support, Development Impact Group  
OIST: UNDP Office of Information Systems and Technology

SOP Number 28  
SOP Title **Visits of UNDP staff on UNDP knowledge platforms**  
Owner BPPS DIG  
Creation date 11 January 2016 Last reviewed/Update date

**Purpose**

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The purpose of this procedure is to describe the mechanisms required to monitor the following indicator:

- 4.2.d: # of visits of UNDP staff on UNDP knowledge platforms (Yammer, TW, Intranet)

**Introduction**

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The KM performance framework includes an indicator that monitors the access of UNDP staff on UNDP knowledge platforms.

**Scope**

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Query and data extraction will be performed annually, for instance at the beginning of a new year.

**Responsibilities**

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This procedure involves the following units and responsibilities:

- BPPS DIG
  - Compile number of visits of UNDP staff on Yammer and TW platforms
  - Request information on visits to UNDP intranet to OIST
- OIST
  - Provide BPPS DIG number of visits to intranet

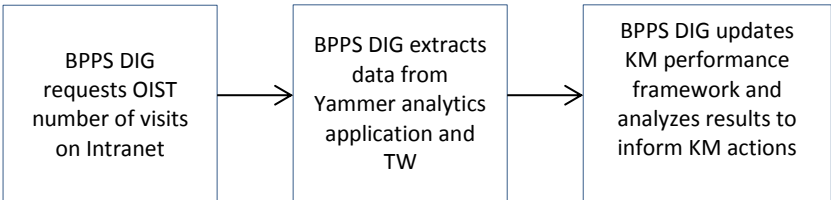
**Specific procedure**

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The following steps are required to perform this procedure:

1. BPPS DIG requests OIST the number of visits to UNDP intranet over the period of study
2. BPPS DIG extracts number of visits of UNDP staff to TW and to Yammer
3. BPPS DIG adds results and updates the performance framework
4. Results are analyzed in comparison to the baseline and targets and inform future KM initiatives

*Process flowchart*



**Contact**

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Staff who provided data for the indicator(s):  
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**Forms/Templates to be used**

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No specific form or template



### **Internal and external references**

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Relevant resources for the procedure:

- Out-of-the-box Yammer administration and activity metrics
  - <https://blog.imason.com/analytics-on-yammer/>
- Third-party Yammer metrics platforms
  - [http://tryane.com/en/yammer\\_analytics.html](http://tryane.com/en/yammer_analytics.html)
  - <http://stainsight.com/>
  - [http://info.gooddata.com/rs/gooddata/images/GoodData\\_Yammer\\_WhitePaper\\_v5.pdf](http://info.gooddata.com/rs/gooddata/images/GoodData_Yammer_WhitePaper_v5.pdf)

### **Definitions**

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BPPS DIG: UNDP Bureau for Policy and Programme Support, Development Impact Group

OIST: UNDP Office of Information Systems and Technology

TW: Teamworks

## INDEX

Indicators	SOP
1.1.a: # of visits on UNDP knowledge platforms: TW	12
1.1.a: % of UNDP knowledge products based on the needs and demands of partners	7
1.1.b: % of UNDP knowledge products developed with external partners' involvement	7
1.1.c: % of UNDP knowledge products developed according to a rigorous pipeline and quality assurance process	7
1.1.d: # of page views to UNDP global websites (EN, ES and FR)	19
1.1.e: # of downloads from all UNDP websites	20
1.1.f: # of unique visits to UNDP blog posts on UNDP global websites (EN, ES and FR)	19
1.1.g: Users' satisfaction with the quality of UNDP publications	8
1.2.a: # of missions from BPPS and RC advisors	10
1.2.b: % of staff satisfied with UNDP policy services	3
1.2.c: % of staff satisfied with UNDP programme/project guidelines and support	3
1.2.d: % of partners selecting "Technical expertise" as a reason to working with UNDP	1
1.2.e: % of partners that favorably assess that UNDP has "high-quality professionals"	1
1.3.a: % of partners indicating that they work with UNDP because of its "Policy advice"	1
1.3.b: % of TW users agreeing that "UNDP knowledge products (publications, reports, blogs, etc.) and knowledge services (advisory support, web platforms, conferences, etc.) contribute to informing and influencing development debates and policies"	11
1.4.a: Media coverage: # media articles featuring UNDP	21
1.4.b: Average # of shared events per blog post	18
1.4.c: # of followers on UNDP Twitter account	22
1.4.d: # of backlinks to undp.org domain	23
1.4.e: # of stories collected showing use of UNDP KP	8
1.a: % of partners that indicate working with UNDP because of its "Thought leadership on the global development agenda"	1
1.b: Correlation between # of partners in the country giving high rating to the question "Ability to influence policy and build capacity" as a reason to working with UNDP and # of downloads of CO knowledge products	4
1.b: # of downloads of CO knowledge products	9
2.1.a: # of visitors engaged in public dialogues on TW platforms	12
2.1.b: # of policy dialogue e-discussions hosted by UNDP	12
2.1.c: % of partners that rate favorably UNDP "Engagement with [their] organization (quality and timely communication, consultation and/or engagement in key project events/meetings, etc.)"	1
2.1.d: % of partners that indicate they consider UNDP as partner of choice as a result of its "Outreach to a wide range of partners"	1
2.2.a: % of staff indicating that new partnerships have been generated in the past year as a results of UNDP's knowledge products (publications, reports, blogs, etc.) or knowledge services (advisory support, web platforms, conferences, etc.)	13
2.2.b: % of external TW users indicating that "UNDP's knowledge products (e.g. publications), services (e.g. Teamworks public dialogues), and experts have contributed to generate new partnerships and opportunities	11
2.a: % of national partners assessing that the "development solutions shared over the knowledge platforms (including of South-South and Triangular Cooperation platform) are useful"	11
2.b: % of partners that assess positively UNDP contribution to "fostering increased openness, knowledge exchange, networking and collaboration"	11
2.c: # of visits to TW public dialogues [per country and/or type of partner / as per the categories used in the Partnership survey]	12
2.c: Correlation between # of partners that favorably assess UNDP contribution to "fostering increased openness, knowledge exchange, networking and collaboration" and # of visits to TW public dialogues	5

2.d: Staff assessment: “How would you assess UNDP’s maturity with regards to knowledge exchanges and networking?” (5: Very good; 4: Good; 3: Average; 2: Poor; 1: Very poor)	13
3.1.a: % of projects that have a dedicated website to share information and disseminate outputs	17
3.1.b: # of CO Knowledge Products in Global Library of Knowledge Products and Publications	24
3.1.c: # of Lessons Learned collected in database	25
3.1.d: % of projects that return a 2 or a 3 on the assessment criteria “Does the project have explicit plans for evaluation or other lesson learning (e.g. through After Action Reviews or Lessons Learned Workshops), timed to inform course corrections if needed during project implementation?”	17
3.1.e: % of DST that have developed a KM plan as part of their work planning	26
3.2.a: # of projects that have a dedicated and active Yammer group	17
3.2.b: # of visitors to the Lessons Learned database	25
3.2.c: % of programmes that return 2 or 3 on the assessment criteria “Has the proposed programme adequately used evaluation findings and other outcome-level evidence from other/prior programme performance?”	17
3.2.d: % of projects that return a 2 or a 3 on the assessment criteria “Have knowledge, good practices, and past lessons learned of UNDP and others informed the project design?”	17
3.2.e: % of projects that return a 2 or a 3 on the assessment criteria “Is the project generating knowledge – particularly lessons learned (i.e., what has worked and what has not) – and has this knowledge informed management decisions and changes/course corrections to ensure the continued relevance of the project towards its stated objectives, the quality of its outputs and the management of risk?”	17
3.a: Correlation between # of projects that meet or exceed organizational quality standards / and # of lessons learned collected per project	6
3.b: Staff assessment: “How would you rate UNDP’s ability to learn before-during-after?” (5: Very good; 4: Good; 3: Average; 2: Poor; 1: Very poor)	13
4.1.f: Yammer members: average # of bi-directional connections among members	27
4.1.a: Yammer members: Total # of users, # of new users, and # of users that were engaged during the period	27
4.1.b: Yammer microblogging and group messages: # of messages, # of Like	27
4.1.c: Yammer groups: # of active groups during the period, # new groups, total # of groups	27
4.1.d: Yammer files: # of files posted during the last period, # of file views, total # of views	27
4.1.e: Yammer notes: # notes created, # notes edited, # notes viewed	27
4.1.h: % of staff satisfied with “UNDP’s yellow pages”	13
4.1.i: % of staff indicating that they are “Satisfied with the way knowledge, experience and expertise is accessible when needed.”	2
4.1.j: % of staff satisfied with UNDP networks	3
4.1.k: % of staff who assess favorably that “The people I work with in my office cooperate to get the job done”	2
4.1.l: % of staff who assess favorably the “Cooperation between managers in different offices”	2
4.1.m: % of staff who assess favorably that “Staff in Country Offices and Headquarters work together effectively”	2
4.1.n: % of joint knowledge products (cooperation with another bureau)	7
4.2.a: Average minutes to reply to Yammer post	27
4.2.b: # of unanswered questions on Yammer	27
4.2.c: # of new threads and average # messages on threads on Yammer	27
4.2.d: # of visits of UNDP staff on UNDP knowledge platforms (Yammer, TW, Intranet)	28
4.2.e: % of staff satisfied with “UNDP intranet “	13
4.2.f: % of staff that indicate that “UNDP KP&S help them to find the information they need faster”	13
4.2.g: % staff that indicate that “UNDP knowledge and information is easy to find”	13
4.2.h: % of staff satisfied about their “Increased familiarity with UNDP knowledge sharing tools” (HQPSS in 2012)	13
4.2.i: % of staff satisfied about their “Use of UNDP knowledge tools and workspaces” (HQPSS in 2012)	13
4.2.j: Staff assessment: “How would you assess UNDP’s ability to capturing knowledge?” (5: Very good; 4: Good; 3: Average; 2: Poor; 1: Very poor)	13
4.3.a: % of staff that assess favorably “Onboarding of personnel”	2

4.3.b [New recruits and re-assignments]: % of new staff having received a handover note from their predecessor	13
4.3.b: % of new staff having received a handover note from their predecessor	14
4.3.c [New recruits and re-assignments]: Level of satisfaction of new staff with handover notes	13
4.3.c: Level of satisfaction of new staff with handover notes	14
4.3.d [New recruits and re-assignments]: % of new staff indicating that handover notes have accelerated (facilitated?) their on-boarding	13
4.3.d: % of new staff indicating that handover notes have accelerated (facilitated?) their on-boarding	14
4.3.e: % of staff who are satisfied with the “Opportunities to share knowledge and be acknowledged for these contributions”	3
4.4.a: # of requests for KM support from partners	10
4.4.b: # of KM advisory missions	10
4.4.c: % of UNDP staff satisfied with “Advice and policy support on knowledge management products and services”	3
4.a: Level of disbursement for workshops and trainings	15
4.b: % UNDP staff with a learning plan in their annual PMD	16
4.c: % of PMDs where supervisors confirmed full achievement of the learning plan	16
4.c: % of staff satisfied with UNDP “Knowledge management frameworks, products and services”	3
4.d: Staff assessment: “How would you assess UNDP’s maturity with making KM part of UNDP culture, behaviors, and performance?” (5: Very good; 4: Good; 3: Average; 2: Poor; 1: Very poor)	13

## IMPLEMENTATION CONTINGENCIES

For some SOPs, implementation is contingent on the development of supportive tools or activities.

SOP	SOP Title	Prerequisites to implementation
1	KM indicators relying on UNDP Partnership survey	
2	KM indicators relying on UNDP Global Staff Survey	
3	KM indicators relying on the Products & Services Survey	
4	Correlation between policy influence and knowledge products	Collection annual data plus statistical consultant
5	Correlation between UNDP openness and TW public dialogues	Statistical consultant
6	Correlation between quality of projects and lessons learned	Collection periodical data plus statistical consultant
7	Process, production, and pipeline of Knowledge Products	Update data fields
8	Rating survey by users of UNDP Knowledge Products	Development of pop-up email collection and follow-up rating survey application
9	Downloads of UNDP (HQ, RC, CO) Knowledge Products	
10	Indicators from Global Service Tracker	Development and implementation global service tracker
11	KM indicators relying on UNDP TW survey	Survey design (update) and launch
12	Number of TW users	
13	Internal KM survey	Survey design (update) and launch
14	Survey of new recruits and re-assignments	Survey design and launch
15	Disbursement for workshops and trainings	
16	Learning plans in PMD	
17	Project QA module in Corporate Planning System	
18	Uptake of UNDP blog posts	
19	Visits on UNDP website	
20	Total downloads on UNDP websites	
21	Media coverage	Renewal of subscription to Meltwater
22	Twitter account	
23	Backlinks to UNDP web domain	
24	CO Knowledge Products in global library of publications	Update library with data fields
25	Lessons learned database	Development and implementation Lessons Learned database
26	KM in DST work planning	
27	Yammer activity	Yammer installation plus third-party software procurement and integration
28	Visits of UNDP staff on UNDP knowledge platforms	Migration SP2013 for intranet statistics

## ILLUSTRATIVE TIMELINE

Monitoring UNDP performance indicators and implementation of the SOP could take the form of the following calendar, pending contingent applications have been developed or adapted and installed and/or support survey instruments –e.g. corporate surveys- are conducted as expected.

SOP	SOP Title	2016				2017				2018				2019			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
1	KM indicators relying on Partners survey					■				■				■			
2	KM indicators relying on GSS	■				■				■				■			
3	KM indicators relying on HQPSS	■															
4	Correlation policy influence & KP					■				■				■			
5	Correlation openness & TW public dialogues					■				■				■			
6	Correlation quality of projects & LL					■				■				■			
7	Pipeline of Knowledge Products	■				■				■				■			
8	Rating survey by users of UNDP Knowledge Products				■				■				■				■
9	Downloads of UNDP (HQ, RC, CO) Knowledge Products	■				■				■				■			
10	Indicators from Global Service Tracker				■				■				■				■
11	KM indicators relying on TW survey		■				■				■				■		
12	Number of TW users				■				■				■				■
13	Internal KM survey		■				■				■				■		
14	Survey of new recruits and re-assignments		■				■				■				■		
15	Disbursement for workshops and trainings				■				■				■				■
16	Learning plans in PMD		■				■				■				■		
17	Project QA module in Corporate Planning System					■				■				■			
18	Uptake of UNDP blog posts					■				■				■			
19	Visits on UNDP website				■				■				■				■
20	Total downloads on UNDP websites				■				■				■				■
21	Media coverage	■				■				■				■			
22	Twitter account				■				■				■				■
23	Backlinks to UNDP web domain				■				■				■				■

24	CO Knowledge Products in global library of publications																
25	Lessons learned database																
26	KM in DST work planning																
27	Yammer activity																
28	Visits of UNDP staff on UNDP knowledge platforms																