

UNDP Knowledge Management

Measurement Framework

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1. Introduction

UNDP's **Knowledge Management (KM) Strategy Framework 2014-2017** presents a new way forward to share and utilize UNDP's global expertise and strengthen its role brokering knowledge for development. One initiative identified in the KM strategy regards the development of a **performance indicator framework** for KM. Such framework aims to guide UNDP in monitoring and reporting on progress and results of the strategy and on KM activities led by other business units and under different corporate projects.

This report presents the performance framework designed with UNDP to provide metrics and tracking mechanisms on UNDP's KM activities to measure progress and impact of knowledge generation, knowledge sharing efforts and knowledge products.

2. Methodology

This report has been developed with UNDP using a participatory process. The report has been informed by an industry research –annex 1- that reviewed existing approaches and practices for measuring KM initiatives. A literature review, case studies, and analysis led to formulate 3 overarching recommendations for the development of a KM measurement framework as follows:

- (i) Monitor what is important and feasible to measure and can be influenced;
- (ii) Mainstream KM measurement in departments, processes, and development projects; and
- (iii) Dedicate resources to KM measurement.

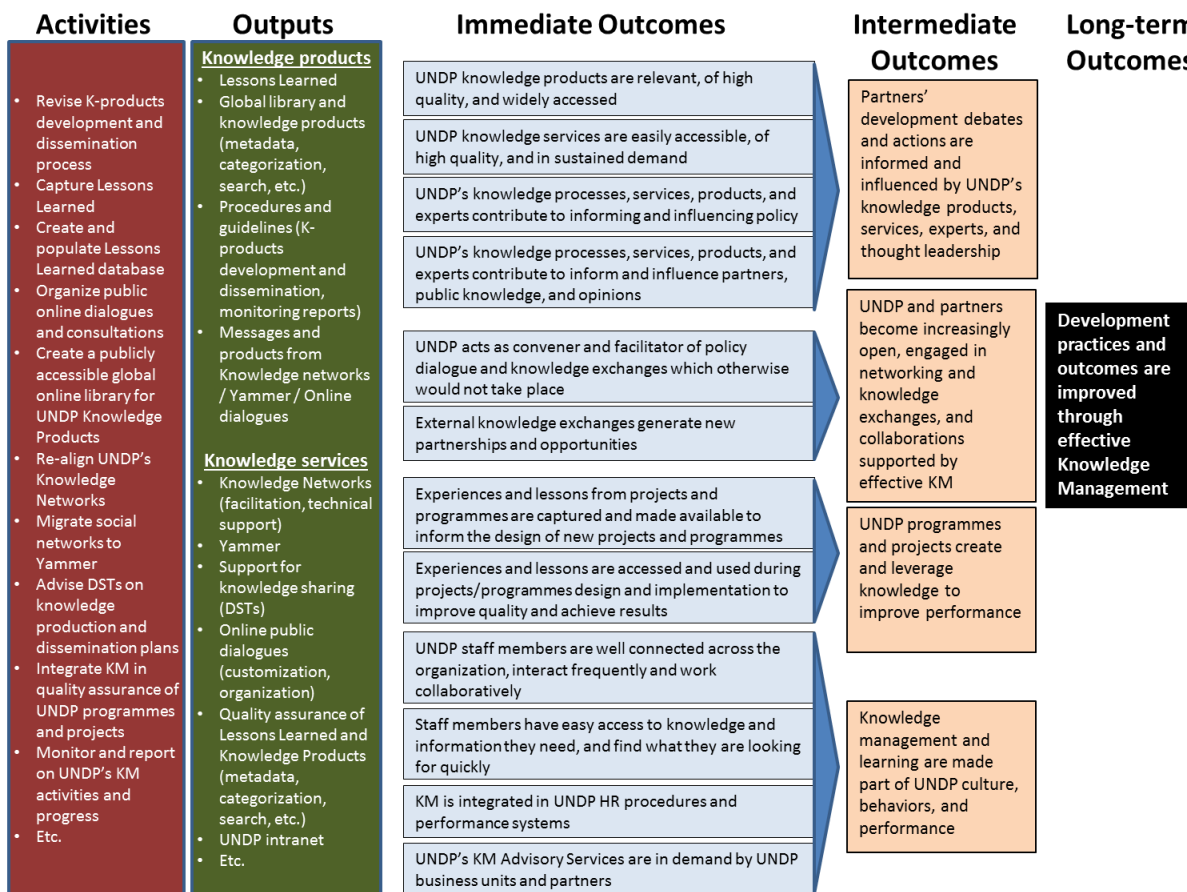
Consultations with UNDP staff at HQ and in Regional Centers -appendix 1- provided inputs on existing KM initiatives and instruments already available to monitor UNDP corporate, country, and project activities and achievements. These consultations and complementary desk review –appendix 2- led to analyze and single out relevant KM indicators in the following corporate measurement systems and processes:

- Balance Scorecard
- Global Staff Survey
- Partnership Survey
- HQ Products and Services Survey
- ROAR
- Project Quality Assurance Process
- KM surveys (TW survey, internal KM survey, etc.)
- Metrics provided by UNDP IT systems (Websites, TW, etc.)

The overall KM measurement framework has been guided by the development of a theory of change for KM at UNDP that articulates KM initiatives, outputs, and outcomes and served to build a comprehensive and cohesive set of indicators. The framework maximizes existing monitoring mechanisms, processes and tools. A range of complementary indicators were developed and assessed against the level of effort required for their implementation. Indicators that were found too costly to be implemented were parked. Therefore the proposed framework is reflective of UNDP's theory of change for KM while presenting indicators that are specific, measurable, achievable, realistic, and timely.

3. Theory of Change

The theory of change for Knowledge Management at UNDP builds on the KM Strategy Framework 2014-2017 and subsequent scoping instruments¹ as well as on consultations with staff. The theory of change identifies key outcomes achieved or targeted by KM at UNDP.



4. KM Results Framework and Monitoring

The theory of change above has been used to articulate UNDP's KM results framework as follows:

Long term outcome: Development practices and outcomes are improved through effective Knowledge Management

¹ e.g. UNDP Knowledge Management 2014-2017 under the Global Programme V – Annex 1 -Theory of Change

Outcomes	Indicators	Means of verification	2013 (2012)	2014	2015
Intermediate outcome 1: Partners' development debates and actions are informed and influenced by UNDP's knowledge services, products, experts, and thought leadership	1.a: % of partners that indicate working with UNDP because of its "Thought leadership on the global development agenda"	Partnership survey	-	-	16%
	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	Correlation analysis btw (i) Partnership survey and (ii) Annual analytics of pdf downloads per country. (with consultant support)	-	-	-
1.1. UNDP knowledge products publications, reports, blogs, etc.) are relevant, of high quality, and widely accessed	1.1.a: % of UNDP knowledge products based on the needs and demands of partners	Corporate KP Pipeline (add closed question on origin Y/N)	-	-	-
	1.1.b: % of UNDP knowledge products developed with external partners' involvement	Corporate KP Pipeline (add closed question on involvement Y/N)	-	-	-
	1.1.c: % of UNDP knowledge products developed according to a rigorous pipeline and quality assurance process	Comparison KP in pipeline year x-1 compared to new KP in global library year x	-	-	-
	1.1.d: # of page views to UNDP global websites (EN, ES and FR)	BERA statistics	-	-	10.4M
	1.1.e: # of downloads from all UNDP websites	BERA statistics	-	-	1.26M
	1.1.f: # of unique visits to UNDP blog posts on UNDP global websites (EN, ES and FR)	BERA statistics	-	173,000	-
	1.1.g: Users' satisfaction with the quality of UNDP publications	BERA & DIG Rating survey (2016)	-	-	-
1.2. UNDP knowledge services (advisory support, web platforms, conferences, etc.) are easily accessible, of high quality, and in sustained demand	1.2.a: # of missions from BPPS and RC advisors	Pending global service tracker (2016)	-	-	-
	1.2.b: % of staff satisfied with UNDP policy services	HQPSS (BDP in 2012 / being revised)	(74%)	-	-
	1.2.c: % of staff satisfied with UNDP programme/project guidelines and support	HQPSS (BDP in 2012 / being revised)	(68%)	-	-
	1.2.d: % of partners selecting "Technical expertise" as a reason to working with UNDP	Partnership survey	-	-	65%
	1.2.e: % of partners that favorably assess that UNDP has "high-quality professionals"	Partnership survey	-	-	68%
1.3. UNDP's knowledge processes, services, products, and experts contribute to informing and influencing policy	1.1.a: # of visits on UNDP knowledge platforms: TW	DIG	-	-	-
	1.3.a: % of partners indicating that they work with UNDP because of its "Policy advice"	Partnership survey	-	-	26%
	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"	External survey of TW users (2016)	-	-	-

<p>1.4. UNDP’s knowledge processes, services, products, and experts contribute to informing and influencing partners, public knowledge, and opinions</p>	<p>1.4.a: Media coverage: # media articles featuring UNDP 1.4.b: Average # of shared events per blog post 1.4.c: # of followers of UNDP Twitter account 1.4.d: # of backlinks to undp.org domain 1.4.e: # of stories collected showing use of UNDP KP</p>	<p>BERA/Meltwater UNDP website (direct count) Twitter account Majestic (www.majestic.com) BERA & DIG/Survey 6-weeks post download (start in 2016)</p>	<p>- - - - -</p>	<p>53,460 139 - - -</p>	<p>- - 825,000 153,025,146 -</p>
<p>Intermediate outcome 2: UNDP and partners become increasingly opened and engaged in knowledge exchanges, networking, and collaborations supported by effective KM</p>	<p>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’s contribution to “fostering increased openness, knowledge exchange, networking and collaboration” 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 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)</p>	<p>Survey of registered users of UNDP Knowledge Platforms (UNDP website, TW) External survey of TW users (2016) Correlation analysis btw (i) Partnership survey and (ii) # of visitors on TW public dialogues. (with consultant support) Internal KM Staff Survey (2016)</p>	<p>- - - -</p>	<p>82,9% - - -</p>	<p>- - - -</p>
<p>2.1. UNDP acts as convener and facilitator of policy dialogue and knowledge exchanges which otherwise would not take place</p>	<p>2.1.a: # of visitors engaged in public dialogues on TW platforms 2.1.b: # of policy dialogue e-discussions hosted by UNDP 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”</p>	<p>TW logs TW data Partnership survey Partnership survey</p>	<p>- - - -</p>	<p>- - - -</p>	<p>- - 82% 52%</p>
<p>2.2. External knowledge exchanges generate new partnerships and opportunities</p>	<p>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.) 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</p>	<p>Internal KM survey External survey of TW users</p>	<p>- -</p>	<p>- -</p>	<p>- -</p>
<p>Intermediate outcome 3: UNDP programmes and projects create and</p>	<p>3.a: Correlation between # of projects that meet or exceed organizational quality standards / and # of lessons learned collected per project</p>	<p>QA System & Correlation analysis (consultant)</p>	<p>-</p>	<p>-</p>	<p>-</p>

leverage knowledge to improve performance	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)	Internal KM survey	(2,12)	-	-
3.1. Experiences and lessons from projects and programmes are captured and made available to inform the design of new projects and programmes	<p>3.1.a: % of projects that have a dedicated website to share information and disseminate outputs</p> <p>3.1.b: # of CO Knowledge Products in Global Library of Knowledge Products and Publications</p> <p>3.1.c: # of Lessons Learned collected in database</p> <p>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?”</p> <p>3.1.e: % of DST that have developed a KM plan as part of their work planning</p>	<p>Pending inclusion in Project QA module in Corporate Planning System</p> <p>Global library (2016)</p> <p>LL database (2016)</p> <p>QA System</p> <p>DIG</p>	-	-	-
3.2. Experiences and lessons are accessed and used during projects/programmes design and implementation to improve quality and achieve results	<p>3.2.a: # of projects that have a dedicated and active Yammer group</p> <p>3.2.b: # of visitors to the Lessons Learned database</p> <p>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?”</p> <p>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?”</p> <p>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?”</p>	<p>Pending inclusion in Project QA module in Corporate Planning System</p> <p>LL database (2016)</p> <p>QA System</p> <p>QA System</p> <p>QA System</p>	-	-	-
Intermediate outcome 4: Knowledge management and learning are made part of UNDP culture, behaviors, and performance	<p>4.a: Level of disbursement for workshops and trainings</p> <p>4.b: % UNDP staff with a learning plan in their annual PMD</p> <p>4.c: % of PMDs where supervisors confirmed full achievement of the learning plan</p> <p>4.d: % of staff satisfied with UNDP “Knowledge management frameworks, products and services”</p> <p>4.e: Staff assessment: “How would you assess UNDP’s maturity with making KM part of UNDP culture, behaviors, and</p>	<p>Atlas</p> <p>OHR</p> <p>OHR</p> <p>HQPSS</p> <p>Internal KM survey</p>	<p>-</p> <p>69%</p> <p>-</p> <p>(76%)</p> <p>(2,64)</p>	<p>-</p> <p>59%</p> <p>-</p> <p>-</p> <p>-</p>	<p>-</p> <p>-</p> <p>-</p> <p>-</p> <p>-</p>

	performance?" (5: Very good; 4: Good; 3: Average; 2: Poor; 1: Very poor)				
4.1. UNDP staff members are well connected across the organization and interact frequently and work collaboratively	4.1.a: Yammer members: Total # of users, # of new users, and # of users that were engaged during the period	Tryane, GoodData... cf. OIST?	-	-	-
	4.1.b: Yammer microblogging and group messages: # of messages, # of Like	Tryane, GoodData... cf. OIST?	-	-	-
	4.1.c: Yammer groups: # of active groups during the period, # new groups, total # of groups	Tryane, GoodData... cf. OIST?	-	-	-
	4.1.d: Yammer files: # of files posted during the last period, # of file views, total # of views	Tryane, GoodData... cf. OIST?	-	-	-
	4.1.e: Yammer notes: # notes created, # notes edited, # notes viewed	Tryane, GoodData... cf. OIST?	-	-	-
	4.1.f: Yammer members: average # of bi-directional connections among members	Tryane, GoodData... cf. OIST?	-	-	-
	4.1.h: % of staff satisfied with UNDP's yellow pages	Internal KM survey	-	-	-
	4.1.i: % of staff indicating that they are "Satisfied with the way knowledge, experience and expertise is accessible when needed."	Global Staff Survey	65%	64%	-
	4.1.j: % of staff satisfied with UNDP networks	HQPSS; only BDP networks counted	(67%)	-	-
	4.1.k: % of staff who assess favorably that "The people I work with in my office cooperate to get the job done"	Global Staff Survey	80%	80%	-
	4.1.l: % of staff who assess favorably the "Cooperation between managers in different offices"	Global Staff Survey	45%	46%	-
	4.1.m: % of staff who asses favorably that "Staff in Country Offices and Headquarters work together effectively"	Global Staff Survey	60%	59%	-
	4.1.n: % of joint knowledge products	Pending addition of a question in pipeline tracker of K products on: "Cooperation with another bureau?" (2016)	-	-	-
	4.2. Staff members have easy access to knowledge and information they need, and find what they are looking for quickly	4.2.a: Average minutes to reply to Yammer post (add-on)	Tryane, GoodData... cf. OIST?	-	-
4.2.b: # of unanswered questions on Yammer (add-on)		Tryane, GoodData... cf. OIST?	-	-	-
4.2.c: # of new threads and average # messages on threads on Yammer (add-on)		Tryane, GoodData... cf. OIST?	-	-	-
4.2.d: # of visits of UNDP staff on UNDP knowledge platforms (Yammer, TW, Intranet)		Tryane, GoodData... cf. OIST?	-	-	-
4.2.e: % of staff satisfied with UNDP intranet		Internal KM survey	-	-	-
4.2.f: % of staff that indicate that UNDP KP&S help them to find the information they need faster		Internal KM survey	-	-	-
4.2.g: % staff that indicate that UNDP knowledge and information is easy to find		Internal KM survey	-	-	-
		(73%)	-	-	

	4.2.h: % of staff satisfied about their “Increased familiarity with UNDP knowledge sharing tools” 4.2.i: % of staff satisfied about their “Use of UNDP knowledge tools and workspaces” 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)	Internal KM survey (HQPSS in 2012 focused on TW) Internal KM survey (HQPSS in 2012) Internal KM survey	(68%) (2,29)	- - -	- - -
4.3. KM is integrated in UNDP HR procedures and performance systems	4.3.a: % of staff that assess favorably “Onboarding of personnel” 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 4.3.e: % of staff who are satisfied with the “Opportunities to share knowledge and be acknowledged for these contributions”	Global Staff Survey DIG survey based on OHR list of new recruits & re-assignments (2016) DIG survey based on OHR list of new recruits & re-assignments (2016) DIG survey based on OHR list of new recruits & re-assignments (2016) HQPSS	39% - - - (75%)	42% - - - -	- - - - -
4.4. UNDP’s KM Advisory Services are in demand by UNDP business units and partners	4.4.a: # of requests for KM support from partners 4.4.b: # of KM advisory missions 4.4.c: % of UNDP staff satisfied with “Advice and policy support on knowledge management products and services”	DIG HQ & RC DIG HQ & RC HQPSS	- - (76%)	- - -	- - -

5. Analysis of Existing or Planned Indicators

This section presents a critical review of the indicators proposed above.

Intermediate outcome 1: Partners’ development debates and actions are informed and influenced by UNDP’s knowledge services, products, experts, and thought leadership

Indicators	Rationale or strengths	Limitations or weaknesses
1.a: % of partners that indicate working with UNDP because of its “Thought leadership on the global development agenda”	Assess the level of influence of UNDP based on its thought leadership position	Perception survey, may differ from real value
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	Assess the extent to which UNDP is influential according to the visibility and use of KP	

Immediate outcome 1.1: UNDP knowledge products (publications, reports, blogs, etc.) are relevant, of high quality, and widely accessed

Indicators	Rationale or strengths	Limitations or weaknesses
1.1.a: % of UNDP knowledge products based on the needs and demands of partners	Relevance of KP is notably correlated with being driven by needs and demand	Requires updating the KP pipeline system
1.1.b: % of UNDP knowledge products developed with external partners’ involvement	KP relevance is correlated with involvement of end-users in the development process	Requires updating the KP pipeline system
1.1.c: % of UNDP knowledge products developed according to a rigorous pipeline and quality assurance process	KP quality is correlated with QA processes	Requires updating the KP pipeline system Tracks only # of KP in pipeline compared to # of KP in global library; leaves aside CO KP
1.1.d: 1.1.d: # of page views to UNDP global websites (EN, ES and FR)	Wide access is correlated with website visits	# of visits does not inform about accessing knowledge products (e.g. job site)
1.1.e: # of downloads from all UNDP websites	Track that KP are widely accessed	Total # of downloads may hide that many of KP are never consulted Data not broken down by region or country to point out dissemination gaps
1.1.f: # of unique visits to UNDP blog posts on UNDP global websites (EN, ES and FR)	Tracks access to K through blog posts	Total # of visits may hide that many of posts are never consulted Data not broken down by geographic or thematic area to point out dissemination gaps
1.1.g: Users’ satisfaction with the quality of UNDP publications	Aggregates relevance, quality, usability, and usefulness	Pop-up rating survey to be developed

Immediate outcome 1.2: UNDP knowledge services (advisory support, web platforms, conferences, etc.) are easily accessible, of high quality, and in sustained demand

Indicators	Rationale or strengths	Limitations or weaknesses
1.2.a: # of missions from BPPS and RC advisors	Proxy for accessibility of advisory services and face to face delivery	Does not count advisory services delivered remotely Does not differentiate internal and external advisory support Global request tracker to be developed
1.2.b: % of staff satisfied with UNDP policy services	Proxy for quality of policy advisory services (face to face, remotely, etc.)	Internal indicator
1.2.c: % of staff satisfied with UNDP programme/project guidelines and support	Proxy for quality of programme/project guidelines and support	Mixes guidelines (products) and support (services)
1.2.d: % of partners selecting “Technical expertise” as a reason to working with UNDP	Proxy for quality of knowledge services	Technical expertise does not necessarily equate quality of knowledge transfer / capacity development
1.2.e: % of partners that favorably assess that UNDP has “high-quality professionals”	Proxy for quality of knowledge services	Does not necessarily equate with quality of knowledge transfer / capacity development
1.2.f: # of visits on UNDP knowledge platforms: TW	Proxy for accessibility and demand	Number of online dialogues dependent on global agenda and partnerships

Immediate outcome 1.3: UNDP’s knowledge processes, services, products, and experts contribute to informing and influencing policy

Indicators	Rationale or strengths	Limitations or weaknesses
1.3.a: % of partners indicating that they work with UNDP because of its “Policy advice”	Policy advice are a means to inform and influence policy	Does not disaggregate informing from influencing policy
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”	Users of TW can return a general assessment about the use made of UNDP KP&S	Proxy only as external users of TW are not necessarily a representative sample

Immediate outcome 1.4: UNDP’s knowledge processes, services, products, and experts contribute to informing and influencing partners, public knowledge, and opinions

Indicators	Rationale or strengths	Limitations or weaknesses
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1.4.a: Media coverage: # media articles featuring UNDP	Public is informed and to a certain influenced by media articles	Media articles may refer to a project, a trust fund, etc. not necessarily to specific KP&S
1.4.b: Average # of shared events per blog post	Indicate that it has effectively informed and triggered knowledge sharing	Average # does not reflect the discrepancy between blog posts (e.g. themes, authors, etc.)
1.4.c: # of followers of UNDP Twitter account	Indicate that followers are informed about UNDP tweeted activities and perspectives	Does not track influence
1.4.d: # of backlinks to undp.org domain	Indicates uptake of UNDP perspectives and ideas	Does not track influence
1.4.e: # of stories collected showing use of UNDP KP	Collects anecdotal evidence of uptake and use	Does not track use of KP on CO websites Impossible to relate statistically the number of stories collected to overall number of reuses Difficult to assess outcomes

Intermediate outcome 2: UNDP and partners become increasingly opened and engaged in knowledge exchanges, networking, and collaborations supported by effective KM

Indicators	Rationale or strengths	Limitations or weaknesses
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	Tracks usefulness of knowledge exchanges and networking	Does not capture how put into use
2.b: % of partners that assess positively UNDP contribution to “fostering increased openness, knowledge exchange, networking and collaboration”	Tracks usefulness of knowledge exchanges and networking	Does not capture how put into use
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	Analyze the extent to which national participation correlates with national perception of UNDP contribution	National assessment of positive contribution may come from other factors (e.g. national knowledge fair, national conference, etc.)
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)	Perception of maturity/level of effectiveness of knowledge exchanges	Does not distinguish internal and external exchanges

Immediate outcome 2.1: UNDP acts as convener and facilitator of policy dialogue and knowledge exchanges which otherwise would not take place

Indicators	Rationale or strengths	Limitations or weaknesses
2.1.a: # of visitors engaged in public dialogues on TW platforms	Participants in the public dialogues leverage UNDP knowledge services	Dependent on the number of public dialogues which may be influenced by a larger agenda
2.1.b: # of policy dialogue e-discussions hosted by UNDP	Participants in the e-discussions share knowledge	# of policy dialogues may be influenced by a larger agenda
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.)”	Degree of participation of UNDP staff to outreach and collaborative events, primarily at national level	Contribution vs attribution tension as it stretches the boundaries of knowledge products and services to advisory support and projects/ programmes
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”	Assesses the national and global networking capacity of UNDP	

Immediate outcome 2.2: External knowledge exchanges generate new partnerships and opportunities

Indicators	Rationale or strengths	Limitations or weaknesses
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.)	Perception of contribution of KP&S to new partnerships	Survey respondents may find difficult to attribute or assess contribution of KP&S to new partnerships unless it comes from a clearly identifiable events, e.g. collaboration on a KP has resulted in a new partnership, a specific conference has resulted in a new partnership, etc.
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	Perception of contribution of KP&S to new partnerships	Survey respondents may find difficult to attribute or assess contribution of KP&S to new partnerships unless it comes from a clearly identifiable events, e.g. collaboration on a KP has resulted in a new partnership, a specific conference has resulted in a new partnership, etc.

Intermediate outcome 3: UNDP programmes and projects create and leverage knowledge to improve performance

Indicators	Rationale or strengths	Limitations or weaknesses
3.a: Correlation between # of projects that meet or exceed organizational quality standards /	Assess the extent to which lessons learned created and shared by projects have an	Validity of the correlation and relationship may depend on the number of LL collected per project

and # of lessons learned collected per project	influence on the quality of the projects	which may remain very low throughout the board Assessment of level of contribution compared to other factors (e.g. quality of project staff) may be out of reach Alternatively assess most significant change: would require to survey contributors to the LL database
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)	Collects staff perception on learning and change	Does not concentrate on UNDP programmes and projects

Immediate outcome 3.1: Experiences and lessons from projects and programmes are captured and made available to inform the design of new projects and programmes

Indicators	Rationale or strengths	Limitations or weaknesses
3.1.a: % of projects that have a dedicated website to share information and disseminate outputs	Project based websites are a visible means to capture and share project information, outputs, and knowledge gained	No means identified to collect this data outside of the ROAR which would need to be revised
3.1.b: # of CO Knowledge Products in Global Library of Knowledge Products and Publications	Assesses capture and sharing of CO KP to make them more easily accessible to programmes and projects and the public	Global Library of Knowledge Products and Publications may collect primarily advocacy products
3.1.c: # of Lessons Learned collected in database	LL are made available to inform the design of new programmes and projects	
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?"	Build on the QA process to assess the extent to which projects have factored LL at design stage	Most projects may have an evaluation plan (mid-term and final) but that may be different from collecting and sharing regular LL
3.1.e: % of DST that have developed a KM plan as part of their work planning	KM plans include activities to capture and share knowledge beyond the team	Uncertainty about the repository or mechanisms to disseminate K

Immediate outcome 3.2: Experiences and lessons are accessed and used during projects/programmes design and implementation to improve quality and achieve results

Indicators	Rationale or strengths	Limitations or weaknesses
3.2.a: # of projects that have a dedicated and active Yammer group	Yammer takes over TW project level communications	Internal communications only
3.2.b: # of visitors to the Lessons Learned database	Assess the extent to which LL are effectively accessed	Output level: does not track use and outcomes

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?”	Build on the QA process to assess the extent to which programmes have factored LL at design stage	Self-assessment
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?”	Build on the QA process to assess the extent to which projects have factored in LL at design stage	Self-assessment
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?”	Build on the QA process to assess the extent to which projects have used and acted upon LL	Self-assessment

Intermediate outcome 4: Knowledge management and learning are made part of UNDP culture, behaviors, and performance

Indicators	Rationale or strengths	Limitations or weaknesses
4.a: Level of disbursement for workshops and trainings	Tracks the extent to which capacities in the form of financial resources are provided to learning and face-to-face knowledge sharing	Does not assess the effectiveness of the learning activities
4.b: % UNDP staff with a learning plan in their annual PMD	Level of mainstreaming of learning in staff performance	Does not assess the effectiveness of the learning activities
4.c: % of PMDs where supervisors confirmed full achievement of the learning plan	Assess the level of completion of the learning plan	Does not assess the effectiveness of the learning activities
4.d: % of staff satisfied with UNDP “Knowledge management frameworks, products and services”	Assess the level of organizational KM mainstreaming through staff perception	One KM objective remains to provide clarity about what is meant by “Knowledge management frameworks, products and services”
4.e: 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)	Assess the level of organizational KM mainstreaming through staff perception	

Immediate outcome 4.1: UNDP staff members are well connected across the organization and interact frequently and work collaboratively

Indicators	Rationale or strengths	Limitations or weaknesses
4.1.a: Yammer members: Total # of users, # of new users, and # of users that were engaged during the period	Level of knowledge exchanges and use of the networking platform to connect staff	Not a SNA, does not count use of other instruments to share knowledge Yammer add-on
4.1.b: Yammer microblogging and group messages: # of messages, # of Like	Level of knowledge exchanges and use of the networking platform	Not a SNA, does not count use of other instruments to share knowledge Yammer add-on
4.1.c: Yammer groups: # of active groups during the period, # new groups, total # of groups	Level of knowledge exchanges and use of the networking platform	Not a SNA, does not count use of other instruments to share knowledge Yammer add-on
4.1.d: Yammer files: # of files posted during the last period, # of file views, total # of views	Level of knowledge exchanges and use of the networking platform	Not a SNA, does not count use of other instruments to share knowledge Yammer add-on
4.1.e: Yammer notes: # notes created, # notes edited, # notes viewed	Level of knowledge exchanges and use of the networking platform	Not a SNA, does not count use of other instruments to share knowledge Yammer add-on
4.1.f: Yammer members: average # of bi-directional connections among members	Level of knowledge exchanges and use of the networking platform	Not a SNA, does not count use of other instruments to share knowledge Yammer add-on
4.1.h: % of staff satisfied with UNDP's yellow pages	Monitors the usefulness of UNDP directory	Perception survey, may not assess effective value
4.1.i: % of staff indicating that they are "Satisfied with the way knowledge, experience and expertise is accessible when needed."	Assess extent of knowledge sharing at corporate level through staff perception	Perception survey, may not assess effective value
4.1.j: % of staff satisfied with UNDP networks	Assess level and usefulness of knowledge networking	Perception survey, may not assess effective value
4.1.k: % of staff who assess favorably that "The people I work with in my office cooperate to get the job done"	Assess KM culture and behaviors and level of collaboration	Perception survey, may not assess effective value
4.1.l: % of staff who assess favorably the "Cooperation between managers in different offices"	Assess KM culture and behaviors and level of cross-collaboration	Perception survey, may not assess effective value
4.1.m: % of staff who asses favorably that "Staff in Country Offices and Headquarters work together effectively"	Assess KM culture and behaviors and level of cross-collaboration	Perception survey, may not assess effective value
4.1.n: % of joint knowledge products	Assess the formal and effective level of collaboration between units or departments when creating a KP	Requires updating the KP pipeline system Tracks activity not outcome

Immediate outcome 4.2: Staff members have easy access to knowledge and information they need, and find what they are looking for quickly

Indicators	Rationale or strengths	Limitations or weaknesses
4.2.a: Average minutes to reply to Yammer post	Level of knowledge exchanges and use of the networking platform	Not a SNA, does not count use of other instruments to share knowledge Yammer add-on
4.2.b: # of unanswered questions on Yammer	Level of knowledge exchanges and use of the networking platform	Not a SNA, does not count use of other instruments to share knowledge Yammer add-on
4.2.c: # of new threads and average # messages on threads on Yammer	Level of knowledge exchanges and use of the networking platform	Not a SNA, does not count use of other instruments to share knowledge Yammer add-on
4.2.d: # of visits of UNDP staff on UNDP knowledge platforms (Yammer, TW, Intranet)	Assess level of use of the platforms to access information	Does not directly imply that information is effectively found but derived from sustained use
4.2.e: % of staff satisfied with UNDP intranet	Assess usefulness of intranet	Perception survey, may not assess effective value
4.2.f: % of staff that indicate that UNDP KP&S help them to find the information they need faster	Assess usefulness and efficiency gains generated by UNDP KP&S	Perception survey, may not assess effective value
4.2.g: % staff that indicate that UNDP knowledge and information is easy to find	Assess findability of information	Perception survey, may not assess effective value Does not assess quality and use
4.2.h: % of staff satisfied about their "Increased familiarity with UNDP knowledge sharing tools"	Level of familiarity with the range of UNDP KP&S	Perception survey, may not be representative for those who do not know
4.2.i: % of staff satisfied about their "Use of UNDP knowledge tools and workspaces"	Assess usefulness of KM tools and workspaces	Perception survey, may not assess effective value May be repetitive of 4.2.d
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)	Assess level of capture throughout the organization	Perception survey, may not assess effective value May provide a different assessment if the question was "How would you assess your ability to capturing and sharing knowledge?"

Immediate outcome 4.3: KM is integrated in UNDP HR procedures and performance systems

Indicators	Rationale or strengths	Limitations or weaknesses
4.3.a: % of staff that assess favorably "Onboarding of personnel"	Assess the level of KM mainstreaming in HR processes	Currently the question is in the HQPSS; it is not clear if only newcomers can answer it or any staff
4.3.b: % of new staff having received a handover note from their predecessor	Assess the level of KM mainstreaming in HR processes	
4.3.c: Level of satisfaction of new staff with handover notes	Assess the level of KM mainstreaming in HR processes	

4.3.d: % of new staff indicating that handover notes have accelerated (facilitated?) their on-boarding	Assess the level of KM mainstreaming in HR processes and usefulness	
4.3.e: % of staff who are satisfied with the “Opportunities to share knowledge and be acknowledged for these contributions”	Assess the level of KM mainstreaming in HR processes and values of the organization	Acknowledgements may be different from effective rewards and performance assessment

Immediate outcome 4.4: UNDP’s KM Advisory Services are in demand by UNDP business units and partners

Indicators	Rationale or strengths	Limitations or weaknesses
4.4.a: # of requests for KM support from partners	Tracks the visibility and outreach of KM as a proxy of robustness and expanding UNDP support	No service tracker
4.4.b: # of KM advisory missions	Proxy of KM advisory demand	Missions are only one modality to advise; does not count emails, skype calls, etc.
4.4.c: % of UNDP staff satisfied with “Advice and policy support on knowledge management products and services”	Assess the perceived value and effectiveness of KM support	Outcomes may also be assessed by 4.2.h and 4.2.i

6. Tools, Mechanisms, and Resource Requirements

A majority of the proposed indicators relies on existing UNDP monitoring instruments and will not require additional resources to inform the KM measurement framework. However in order to offer the capability to measure progress over time and to compare with a baseline, it will be important for such indicators to be durable. Accordingly the KM relevant components of existing UNDP instruments (e.g. GSS, Partnership Survey, and HQPSS) will need to retain the same questions and measurement approach over time. This regards specifically the following instruments and indicators:

1. Partnership survey

- 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”

2. HQ Products and Services Survey

- 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
- 4.3.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”

3. Global staff survey

- 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”

In addition a certain number of indicators will imply specific interventions or capacities to be tracked and analyzed. This will take primarily the form of staff time, and financial resources in a few instances. The following monitoring instruments or groups of indicators are concerned:

4. Correlation analysis

The following indicators will require the contribution of a statistical expert to be assessed:

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

The estimated cost is USD15.000 (first year for one time development of methodology, files and tools).

5. Corporate Knowledge Products pipeline

The application used by UNDP to track the production of forthcoming knowledge products will need to be updated to include data fields corresponding to 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)

Cost: Staff time.

6. BERA & DIG Rating survey

The assessment of the following indicators will require UNDP to complete the installation of a rating survey process that is currently planned for 2016:

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

Cost: Staff time.

7. Downloads of CO knowledge products

UNDP BERA collects monthly analytics on the 250 most downloaded pdf files across the organization (HQ, RC, CO). This raw data will need to be cleaned up to remove irrelevant pdf files (e.g. job postings, DSA rates, etc.) and aggregated to inform the following indicator:

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

Cost: Staff time.

8. Global service tracker

The assessment of the following indicators will require UNDP to complete the installation of an application that is expected to record requests for BPPS and RC services:

- 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

Cost: Staff time.

9. External TW users survey

A survey has been launched previously to assess the satisfaction of external TW users. It will need to continue assessing 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 [***requires also to survey registered users of UNDP website***]
- 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), services (e.g. Teamworks public dialogues), and experts have contributed to generate new partnerships and opportunities
- [Part of 1.b] # of users of TW platforms in the country giving high rating to the question "Ability to influence policy and build capacity" as a reason to working with 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]

Cost: Staff time.

10. UNDP website users survey

A survey previously launched to assess the satisfaction of external users of UNDP website will need to keep tracking the following indicator:

- 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

Cost: Staff time.

11. Uptake of UNDP blog posts

The number of blog posts and shared events per year requires a manual count for the indicator:

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

Cost: Staff time [up to 4 hours of work].

12. Internal KM survey

The following indicators will require launching a periodic survey to assess the perception of UNDP staff on:

- 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”
- 4.2.i: % of staff satisfied about their “Use of UNDP knowledge tools and workspaces
- 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)

Cost: Staff time.

13. HR data

A number of indicators will be informed by OHR based on information that is already available but will need to be communicated to DIG; this regards:

- 4.a: Level of disbursement for workshops and trainings
- 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
- [Part of 4.3.b/c/d] E-mail list of new recruits and re-assignments

Cost: Staff time.

14. Project QA module in Corporate Planning System

The planning system that supports the QA process will need to be updated with data fields that will collect information for 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

Cost: Staff time.

15. Global library

The global library of UNDP publications will need to gather and make available data on the number of knowledge products uploaded per CO in order to inform the following indicator:

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

Cost: Staff time.

16. Lessons learned database

The upcoming Lessons learned database will need to collect information and provide analytics able to inform the following indicators:

- 3.1.c: # of Lessons Learned collected in database
- 3.2.b: # of visitors to the Lessons Learned database
- [Part of 3.a] # of lessons learned collected per project

Cost: Staff time.

17. Yammer analytics

Out-of-the-box Yammer metrics are limited to measuring activities that have occurred during the past 28 days. In order to give access to Yammer data over longer periods of time (e.g. one year), third-party software is needed (e.g. GoodData, Tryane, etc.). This regards the following information and 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

Cost: From USD14.000 per year from Tryane (negotiable).

18. Survey of new recruits and re-assignments

A new survey will need to inform 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 onboarding

Cost: Staff time.

Appendix 1: List of People Consulted

1. Aseem Andrews, Policy Specialist, Knowledge Management, Oslo Governance Center, UNDP
2. Aurelie Boukobza, Programme specialist - Results management, BPPS, UNDP
3. Frances Wood, Statistics and Results Adviser, BPPS, UNDP
4. Hanayo Nakano, BPPS, UNDP
5. Jessica Murray, Programme Specialist - Results and Quality Programming, BPPS, UNDP
6. Johannes Schunter, Policy Specialist, Knowledge Services, Development Impact Group, BPPS, UNDP
7. Mike Thelwall, Professor of Information Science and leader of the Statistical Cybermetrics Research Group, University of Wolverhampton
8. Nicoles Saliba, PDG, Tryane

People consulted by/through UNDP DIG

9. Anant Sharma, HR Specialist- Performance, OHR, BPMS, UNDP
10. Bernardo Cocco, Global Policy Advisor, Knowledge and Innovation, Development Impact Group, BPPS, UNDP
11. Catty Bennet Sattler, Chief Talent Development Unit, UNDP
12. Daniel Tshin, ICT Specialist (CCA Delivery), UNDP
13. Gaëlle Bruneau, Web Trainer/Analytics, Online Communications, BEREA, UNDP
14. Kendrick Sipp, Director of Client Strategy, Meltwater New York
15. Mariko Aoki, Partnership Analyst, BERA, UNDP
16. Nicolò Gnechi, Media and Advocacy, BERA, UNDP

Appendix 2: List of Documents Reviewed

1. UNDP, 2007, Measuring KM & KM Related Indicators: a Briefing Note.
2. UNDP, 2009, Partnership Survey_UNDP PS2009 raw data file_FINAL_Jan7, CSV file.
3. UNDP, 2009, UNDP Partners Survey 2009, Questionnaire.
4. UNDP, 2012 (September), Results of Survey on the State of Knowledge Management and Teamworks 2012, Knowledge, Innovation and Capacity Group.
5. UNDP, 2012, Partnership Survey UNDP PS2012 Raw data table_FINAL 050713 (anonymous ver), Excel file.
6. UNDP, 2012, Products and Services Survey, Knowledge Networks.
7. UNDP, 2012, Products and Services Survey, Summary Report, BDP.
8. UNDP, 2012, UNDP Partners Survey 2012, Questionnaire.
9. UNDP, 2013 Global Staff Survey, Detailed Results. BDP. The Gelfond Group.
10. UNDP, 2013, Performance Indicators for UNDP Knowledge Products.
11. UNDP, 2014 (March), Strategic Plan: 2014-17, Integrated Results and Resources Framework, Methodological Guidance Notes on IRRF Indicators for Country Offices, Outcome 7.
12. UNDP, 2014, Global Staff Survey, BPPS – Policy and Programme Support A Total. The Gelfond Group.
13. UNDP, 2014, Questions for ROAR 2014, Final mock-up for circulation to COs.
14. UNDP, 2014, UNDP Global Knowledge Management Project Progress Report 2014 to the Project Board, BPPS DIG.
15. UNDP, 2014, UNDP Knowledge Management 2014-2017 under the Global Programme V.
16. UNDP, 2014, UNDP Knowledge Management Strategy Framework.
17. UNDP, 2014, UNDP Strategic Plan: 2014-17, Changing with the World.
18. UNDP, 2015 (December), Analytics UNDP all sites (CO+RO+HQ), Excel file.
19. UNDP, 2015 (July), Knowledge Management in UNDP, Progress since Re-Alignment, BPPS DIG.
20. UNDP, 2015 (July), Results of the Knowledge Management Survey 2015, BPPS DIG.
21. UNDP, 2015 (June), Annual report of the Administrator on the strategic plan: performance and results for 2014, DP/2015/11.

22. UNDP, 2015 April, Project QA Phase 1, Summary of the data and survey results, PowerPoint presentation.
23. UNDP, 2015, 2015 UNDP Partnership Survey, Executive Briefing. The Gelfond Group.
24. UNDP, 2015, Achievement by Design, Strategic Planning for a Higher Performing UNDP, Strengthening Quality Programming and Quality Assurance.
25. UNDP, 2015, DRAFT - PPM Policies and Procedures: Quality Standards for Programming, Quality Assurance_Quality Standards - Annex 1 - Policies and Procedures - draft for consultation - 26 Oct 2015.
26. UNDP, 2015, Partnership Survey_UNDP PS2015 raw data file 072215-REV, Excel file.
27. UNDP, 2015, Quality Assurance_Quality Standards - Annex 2 - Quality Assurance Rating Tools - Programme (design) and Project (design, implementation, closure)
28. UNDP, 2015, ROAR 2015, Integrated IWP Monitoring+ROAR Template for Country Offices, 9 October 2015 update.
29. UNDP, 2015, SP2014-2017 IRRF Indicator Definition Template.
30. UNDP, 2015, Strategy and IRRF_ARA Annexes I and II - Report Card Populated IRRF and Methodological Notes (2).
31. UNDP, 2015, Strategy and IRRF_dp2015-11_Annexes I II and III.
32. UNDP, 2015, Strategy and IRRF_UNDP Strategic Plan Results and Indicator Framework - dp2015-11_Annexes I II and III.
33. UNDP, 2015, UNDP Partnership Survey 2015, Questionnaire.
34. UNDP, Annex 1 to project "UNDP Knowledge Management 2014-2017 under the Global Programme V", Theory of Change.
35. UNDP, Annex. Results and Resources Framework for the UNDP Global Programme, 2014-2017.
36. UNDP, SP2014-2017 IRRF Indicator Definition Template.