**UNDP KnowledgProducts**

**Quality Assurance Process**

Typology of Knowledge Products

Standard Templates

 **15 July 2009**

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#### 1. Introduction and Background

**Introduction**

The impetus for this project is threefold. First, in promoting UNDP’s **Knowledge Sharing** approach, there is a need to better define UNDP knowledge products and set standards for their development, giving greater meaning and common understanding to the “knowledge” in knowledge products. Secondly, **multiple corporate reviews and evaluative reports** have called for an improvement in the delivery of UNDP services – so that partners and clients can know what to expect from UNDP and more easily recognize UNDP’s contributions. More focused and consistent knowledge products must therefore be used consistently across the practices. The common **UNDP Approach to Advisory Services** will rely on this project for standards and templates for the development of policy and operational content and tools. Finally, the corporate **Quality Assurance** procedure,in addition to settingminimum standards for the development of UNDP products and publications, calls for standard corporate templates.

Central to these imperatives is the need to better connect our products to business processes, specifically policy, programming and project cycles. By providing practical guidance to the producers of UNDP knowledge products, the aim is to establish a recognizable series of UNDP knowledge products with improved quality and consistency, and relevance. Ultimately, this should promote the application of knowledge and thus have a positive impact on country results.

This project included a) an inventory of existing UNDP and external knowledge products[[1]](#footnote-1), b) identification of core knowledge product types, and c) preparation of templates and guidance.

A summary of the core knowledge products includes the following components: brief description of the knowledge product, purpose, target audience(s), producers of the knowledge product, the rationale for prioritizing the product type, examples of good practices, as well as a proposed template and minimum content standards. On-line templates with a common “look and feel”, will be developed for all the products described within this guide.

#### 2. Details of Proposed Core Knowledge Products

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| *Binding Product***UNDP STRATEGY NOTE** |

**Description:**

A UNDP Strategy Note articulates the corporate UNDP position on an area of work elaborated in the Strategic Plan development results framework. The intention is to substantively guide and communicate the work of the organization in each specific service area.

Such a corporate UNDP Strategy Note may also be adapted to relate to a particular country (e.g. the corporate Strategy Note on Elections becomes the Strategy Note on Elections for Liberia). For this purpose the UNDP country office can extract pertinent content and background from the corporate Note and adapt it to the needs, context and challenges within the specific country in question.

The Strategy Note should provide a synthesis related current and emerging development issues, define the priorities and principles guiding UNDP support, and provide a framework for and overview of the policy/ programme areas of UNDP support.[[2]](#footnote-2) It should address gender equality and capacity development issues and articulate cross-practice linkages and/or synergies. It should be updated on a regular basis to reflect emerging issues, priorities, opportunities or lessons.

A UNDP Strategy Note is intended as an introductory guiding framework for UNDP staff, as well as a corporate position paper to communicate UNDP’s policy, role and development services to external audiences including national partners, the wider UN, and other development partners.

**Purpose\*\*:**

* Articulate the corporate position, UNDP niche and approach to a specific development service area
* Facilitate UNDP positioning, dialogue and advocacy at the national level
* Inform UNDP delivery of policy and programme support by country offices
* Strengthen the practice approach and its implementation by regularly reviewing and refocusing UNDP policy and areas of support in light of emerging development issues, research and practice.
* Strengthen the coherence and consistency of UNDP policy and programme services.
* Position UNDP within the family of partners and organization (UN and non UN) working within the same service area.
* Continuously develop and communicate a signature UNDP approach.

**Target audience:**

Strategy Notes are intended for internal as well as external audiences. Internally, they are intended as an introductory guide for UNDP staff to help frame their dialogue with partners and provide a conceptual framework for UNDP’s approach in providing support in a particular area. Externally, they are useful to UNDP’s national cooperation partners, UN agencies, and the donor community in understanding UNDP policy and services in a particular thematic area/ sector.

**Authors:** Corporate Strategy Notes are written by lead UNDP technical advisors / specialists (with on-going input from the respective advisory and resource teams), drawing on research, emerging policy, and UNDP global experience. As mentioned, UNDP Country Office staff may also initiative a country level Strategy Note, drawing from the corporate note as appropriate.

**Quality assurance process**

Corporate Strategy Notes, as a binding global product, must follow all steps of the quality assurance process as spelled out within the POPP. In particular, they must be peer reviewed by all in the Advisory Team (for relevant service area), at least two external experts and at least three UN/DP advisors in related areas (most importantly capacity development and gender quality)**.** They must becleared personally by the Practice Director or Leader.

**Examples**

* [*Securing Development: UNDP’s support for addressing small arms issues.*](http://www.undp.org/cpr/whats_new/securing%20development.pdf)
* UK Department for International Development (DfID):
* [*Working Together for Better Health*](http://www.dfid.gov.uk/pubs/files/health-strategy07.pdf)
* [*Governance, Development and Democratic Politics – DfID’s work in developing more effective states*](http://www.dfid.gov.uk/pubs/files/governance.pdf)

**Format/minimum content standards:**

|  |
| --- |
| *Binding Product***UNDP STRATEGY NOTE****Maximum: 7 pages** |
|  | Table of contentsAcronyms and abbreviations |
| **1. Introduction** | An opening one-page abstract covering all the key points in the document. This could be used as a stand-alone, shorter **policy brief** as necessary.* State the purpose and target audience
* Outline what the reader can expect to find
 |
| **2. The Development Issue**  | * Describe the challenges and context and provide a framework for addressing the development area
* Include sections on why the issue is critical to the MDGs and/or Human Development; gender and capacity development considerations, cross-practice and south-south cooperation implications.
 |
| **3. UNDP’s Role** | * Describe the rationale for UNDP support in this area
* Outline UNDP’s approach, mandate, strategic objective, and guiding principles in providing policy and programme support in this area.
* Outline UNDP’s priority areas of support/ services (this can be in a text box)
* Briefly describe UNDP’s monitoring and evaluation strategy
* Include summary table(s) of the UNDP Key result area, expected outcomes, and indicators if appropriate.
 |
| **4. Overview of UNDP Policy and Programme Support**  | * Describe in more detail **UNDP policy and programme support** to the development issue, and include brief country examples (in boxes).
* Drawing on UNDP engagement in this area over the past few years, summarize any lessons learned (this can be a text box). These principles should help to explain UNDP’s current approach to programming, and help provide starting points or signposts for programming and policy support.
* Provide an overview of relevant UNDP **regional and global programmes**.
 |
| **5. UN and other Development Partners** | * Outline the roles and programmes of other UN agencies within this development topic/ area. (these will also be listed in annex 1)
 |
| **Annexes** | * Annex 1: **Funding and Resource Mobalisation Guide:** providing updated practical guidance to country offices on resources available to support work within a particular service area, setting out the criteria and steps to apply. Clearly articulates the resource mobalisation strategy for the service area.
* Annex 2: **UN** **Partnership Guide:** provides guidance on the roles, programmes and resources of UN organizations in a particular practice area. It provides information on the mandates, comparative niche, policies and programmes and expertise of each UN partner related to a specific development topic. For an example see [*A Guide to Civil Society Organizations Working on Democratic Governance*](http://www.undp.org/governance/docs/Policy-Guide-CSO_GOV_Booklet.pdf)
 |
| **Annex 3: Resources and Further Reading**Link to the relevant Service Space + A selected bibliography with hyperlinks to web-based UNDP/ UN/ other relevant resources. |

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| *Information Products***ISSUE BRIEF** |

**Description:** An Issue Brief – limited to a few pages - provides an overview of a current or emerging development issue and highlights policy implications for UNDP. An Issue Brief does *not* include details of UNDP strategy and policy/programme support in a particular area.

**Purpose:**

* Make it easier for practitioners to come up to date on key issues and development practices in specific areas and understand, broadly speaking, what they mean for UNDP’s work;
* Provide a short, flexible and easily updateable format for staff to share perspectives and ideas;
* Ensure that UNDP staff and experts are up to date and consistent in the policy framework they apply in their dialogue and practice.

**Target audience:** Issue Briefs are intended for UN practitioners as well as national and international development partners.

**Producers of Issue Briefs:** Issue Briefs are written by any staff member but may be most often produced by advisors, specialists and programme staff, drawing on research, emerging policy, international best practices and UNDP global experience.

**Quality assurance process**

An Issue brief should follow the steps of the quality assurance process as spelled out within the POPP – although given the intention for this to be a fairly informal way of sharing an idea, analysis or perspective, it can be developed without being formally proposed and agreed and need not go through a formal knowledge cap process. It should be peer reviewed by at least two external experts and two UN/DP advisors and cleared by Practice Director or Leader or designate

**Examples**

* [*Policy Brief on HIV and Refugees.*](http://data.unaids.org/pub/BriefingNote/2007/policy_brief_refugees.pdf) UNAIDS and UNHCR
* [*Policy Brief on Greater Involvement of People Living with HIV (GIPA)*](http://data.unaids.org/pub/Report/2007/jc1299-policybrief-gipa_en.pdf) UNAIDS
* [*Environmental Sustainability and the Millennium Development Goals*](http://europeandcis.undp.org/?menu=p_cms/show&content_id=67DB1B7A-F203-1EE9-B2163BFEC5015D67)*.* UNDP Regional Centre for Europe and the CIS
* UNDP International Poverty Centre one-pagers <http://www.undp-povertycentre.org/pub.do#one>

**Proposed format/minimum content standards:**

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| --- |
| *Information Products***ISSUE BRIEF** **Maximum: 2 pages** |
| **1. The Development Issue** | * Summarize (competing) perspectives on the issue, referencing relevant statistics and research where appropriate, if available, provide brief examples;
 |
| **2. The perspective, idea or analysis**  | * Suggest a perspective, idea or analysis that adds value to the debate as summarized.
* Describe the basis for the suggestion based on evaluative data, research and/or global practice;
* Briefly describe why this is important for UNDP and suggest what it may mean for UNDP’s support for partners (existing or potential) – offer examples as possible.
 |
| **References and Further Reading** | References and further reading can be annotated as footnotes within the text. |

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| *Information Products***DISCUSSION PAPER** |

**Description:** A Discussion Paper provides a longer consideration of a development issue - existing or emerging – and outlines implications for UNDP’s work on this issue. This is not a prescriptive document, but rather a “think piece” or an exploration of an issue. Existing products covered by this template would include discussion notes, concept papers and the like.

Like an Issue Brief, the Discussion Paper does not include details of UNDP strategy and policy/programme support. However, unlike an Issue Brief, the Discussion Paper provides greater analysis of issues and outlines in more detail any potential implications for the organization. It may contain elements that can be further developed into either a guidance note and/or strategy note.

**Purpose:**

* Make it easier for advisors and practitioners to understand in greater depth an existing or emerging policy issue;
* Enable policy advisors/specialists to explore concepts, ideas, new avenues and approaches for consideration and discussion amongst the broader UNDP practice community;
* Establish the conceptual and evidential ‘raw material’ from which UNDP Guidance can be drawn.

**Target audience:**

Discussion Papers are intended primarily for UN practitioners including UNDP managers and programme staff, experts and advisors, and UN country teams.

**Producers of Discussion Papers:**

Discussion Papers are written by policy advisors and/or practitioners, drawing on research, emerging policy, international best practices and UNDP global experience.

**Quality assurance process**

A Discussion Paper should follow the steps of the quality assurance process as spelled out within the POPP. It should be peer reviewed by at least two external experts and two UN/DP advisors and cleared by Practice Director or Leader or designate

**Example**

[UNDP- The Financial Crisis and its Impact on Developing Countries](http://content.undp.org/go/topics/financial-crisis/UN/download/?d_id=1719174)

**Proposed format/minimum content standards:**

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| *Information Products***DISCUSSION PAPER** **Maximum: 20 pages** |
| **1. The Development Context** | * Introduce the development issue and summarize (competing) perspectives on the issue, setting the issue within the broader development context - reference relevant statistics and research where appropriate;
* Provide brief examples of policy/ interventions that have contributed to addressing this development issue in different countries; (text box)
* Describe the importance of the development issue for UNDP and suggest what UNDP’s approach might be to the issue.
 |
| **2. Issue Analysis**  | * Provide detailed issue analysis
* If available, provide brief examples of policy/ interventions that have contributed to addressing this development issue in different countries (not necessarily UNDP). (text box)
* Describe the implications/ impact of the development issue on UNDP’s areas of work (and its overall human development objective).
 |
| **3. Policy options and actions** | * Describe any UN/UNDP policy in this area
* Provide an overview of the range of policy considerations, as well as the potential responses of various parties (e.g. international development partners, government) based on research and international experience of ‘what works’.
* Briefly outline UNDP’s (existing or potential) areas of support/ services in this area (this can be in a text box)
 |
| **Annexes** | References, Further Reading, Reource People/Partners may be provided as annexes to the paper. |

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| *Advisory Products***GUIDANCE NOTE**  |

**Description:**

A Guidance Note provides practical programming guidance on a specific topic or sub-topic within a Practice / service area, or on a cross-cutting issue. It provides a brief introduction and a framework for addressing a clearly defined issue, as well as practical guidance for assessing needs in that specific area, identifying appropriate engagement options, and measuring impact.

The key feature of a Guidance Note is that it is pitched at the appropriate level of complexity to guide UNDP country office staff in programme design, management, and evaluation, and to provide a guiding framework for experts and teams to ensure their policy advice, technical assistance and capacity development work is in line with UNDP’s guiding principles and policy framework and reflect UNDP’s “signature approach” based on good practice.

A series of Guidance Notes can be developed into a Policy and Programming Implementation Guide in a particular service area (e.g. [*Programming for Justice: Access for All – A Practitioner’s Guide to a Human Rights-Based Approach to Access to Justice*.](http://www.undp.org/governance/docs/Justice_Guides_ProgrammingForJustice-AccessForAll.pdf) )

**Purpose:**

* Introduce a common approach which is flexible enough to take into account specific contexts (and in some cases may be tailored to country typologies – MICs, LDCs etc).
* Provide UNDP programme staff with practical understanding of, and a framework for, addressing a specific topic and assessing the entry points and development needs.
* Provide UNDP programme staff with practical knowledge to conceptualize, design, manage, oversee and measure the impact of projects in a specific area (as opposed to highly detailed technical guidance for project experts and implementers).
* Provide UNDP practitioners with an indication of strategies and techniques, and guide project experts and advisors in applying a coherent framework for project implementation.
* To develop a signature UNDP approach based on current good practice, and raise the consistency and quality of UNDP policy and programme support.
* To provide a more modular and flexible approach to providing practical guidance knowledge products (separating practical guidance from policy and strategy papers).

**Target audience:**

The primary target audience for Guidance Notes are UNDP programme staff involved in programme/project design, management and monitoring. Experts and project teams involved in project implementation and providing policy advice will also benefit from Guidance Notes.

**Producers of a Guidance Note:**

Guidance Notes are developed/ written by policy advisors with input and comments from the core community (e.g. Advisory and Resource Team) and must reflect practitioner experience.

**Quality assurance process**

This publication should go through UNDP’s quality assurance process as described in the POPP. It must be shared with the wider community of practitioners and Resource Team for feedback; peer reviewed by all in the Advisory Team at least one external expert and two UN/DP advisors. It must be cleared by Practice Director or Leader or designate

**Examples**

* [*Practical Guidance Note on Civic Education.*](http://www.undp.org/governance/docs/A2I_Guides_Civic%20education.pdf) UNDP
* [*Practical Guidance Note on the Right to Information*](http://www.undp.org/governance/docs/A2I_Guides_RighttoInformation.pdf). UNDP

The above two Guidance Notes provide examples of good practices in a) the type and level of content, b) the clear presentation of information, c) the structure of information, d) the consistency of the knowledge product type, e) some innovative features such as the reference/ links to relevant resources in the margins of the text.

* [*Tools for Mainstreaming Disaster Risk Reduction (A series of guidance notes). 2007. E.g. Guidance Note 3 on Poverty Reduction Strategies.*](http://www.proventionconsortium.org/themes/default/pdfs/tools_for_mainstreaming_DRR.pdf) *Prevention Consortium Secretariat, Geneva.* This publication illustrates the modular flexibility of guidance notes that can be compiled into a comprehensive practitioner guide.
* [*Gender and Project Management – A contribution to the quality management of GTZ*](http://www2.gtz.de/dokumente/bib/02-5196.pdf).

This GTZ publication is an example of clear programming guidance.

* [*Safety Security and Accessible Justice – Putting Policy into Practice*](http://www.dfid.gov.uk/pubs/files/safesecureaccjustice.pdf)*. DfID*

This DfID publication is an example of good layout of guidance information with features similar to the UNDP Practical Guidance Notes listed above.

**Proposed minimum content standards:**

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| *Advisory Products***GUIDANCE NOTE** **Maximum: 10 pages** |
|  | Table of contentsAcronyms and abbreviations |
| **1. Overview** | * Summary paragraph stating the purpose and target audience for the guidance note, and what the reader can expect to find in it.
 |
| **2. The Conceptual Framework**  | * Describe the development issue and provide a framework for addressing the topic.
* Provide a synthesis of major issues outlined in the Strategy Note.
 |
| **3. Practical Guidance** | * Provides clear and readily accessible analysis and guidance on a specific development area, including assessment, implementation, monitoring and evaluating results, and applying a signature UNDP approach based on UNDP’s guiding principles.

Key elements include:* Guidance on understanding the development needs / i.e. the situation analysis/ diagnostic.
* Guidance on identifying and developing appropriate engagement options (including types of activities/ policy support in each area, and brief country examples).
* Elaboration of issues to be considered during programme implementation.
* Guidance on capacity development in this area of programming.
* Monitoring and evaluation
* Brief Programming checklist/ questions (including UNDP guiding principles)

N.B. practical guidance may also focus on a particular aspect of programming (e.g. needs assessment, or measuring impact in a programme area)  |
| **4. Lessons Learned** | * Brief summary of lessons learned and critical success factors in this area.
 |
| **5. UN agencies and other development partners** | * Outline of the roles and programmes of other UN agencies within this development topic/ area. (these will also be detailed in annex 3)
* Brief guidance on partnership with UN agencies, development partners, government, civil society, media, private sector and other stakeholders.
 |
| **6. Resources and Further Reading** | * Selected list of resources with hyperlinks to service space and web-based UNDP/UN/other resources (including: comparative experiences papers, UN partnership and Resources Guide, UNDP and UN Advisory Team and resources persons.
 |
| **Annex**  | Annex 1: Checklists Questions/ checklists, e.g. to assist in carrying out a situation analysis/ diagnostic study/ needs assessment (if not included within the text) |

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| *Advisory Products* **On-line** **How-to-GUIDE**  |

**Purpose:**

The UNDP approach to advisory services requires that for each Service Area under the Strategic Plan, a Service Space is created that defines for country office clients “what is on offer” and details the policies, tools and people that comprise core support available. Central to this is the “How-to-Guide” which outlines what the advisory team considers to be the policies, key considerations, tools, and comparative experiences of greatest value. The Guide is to be presented from the point of view of country office staff engaging in steps related to the programming and project cycle. Additionally, it addresses policy and advocacy issues critical to programming and project design and implementation. It will draw from a variety of products and resources, present them in a modular and accessible manner and importantly will be regularly updated to reflect ongoing experience.

How-to-Guides provide an overview of a subject together with step-by-step guidance on a specific policy/ programme issue, particularly for practitioners. How-to-Guides provide methodological steps, guidance and practical advice, based on the know-how of UNDP staff, experts and partners, and on lessons learned from UNDP’s experience as well as other good practices. To the degree possible, well-developed PPI Guides capture an effective sequence or process with enough accuracy so that successful practices can be repeated with similar good results. How-to-Guides aim to promote a consistent quality approach across UNDP and to ensure that programming is based on common principles and best practices.

How-to-Guides are likely to be more effectively used and applied when face-to-face training, exchange of experiences and engagement is provided around the product through practical training workshops or advisory missions. They can provide the material for training workshops or on-line courses.

In some programming areas, *Guidance Notes* providing a framework and broad guidelines together with selected tools/checklists for programming may be more appropriate and of wider utility than a How-to-Guide. This will depend on the service in question, as well as the maturity of the service area. For example, Guidance Notes might be more appropriate for relatively new areas of UNDP programme support, where sufficient experience in varying contexts has yet to be accumulated to be able to draw out replicable sequences of effective steps. However, any operational guidance provided to the country office should be understood from their business processes and needs and presented appropriately.

**Target audience:**

Policy and programming implementation guides are tailored to specific target users including UNDP senior management, UNDP programme officers and project staff in COs, UN Country Teams.

**How-to-Guides:** Service Area Advisory Teams – working closely with their respective Resource Team (e.g. practitioners, consultants and UN partners) and drawing on input from the larger community of colleagues working in this area. This publication needs to go through UNDP’s seven-step quality assurance process.

**Examples:** Similar UNDP guides have been developed for change management: <http://managingchange.undp.org/> and communications <http://comtoolkit.undp.org/>

The Electoral Systems Service Area has also developed a How-to-Guide based on their Electoral Systems Toolkit.

**Minimum Content** - Each How-to-Guide should provide an introductory section that states the purpose of the guide, its target audience, what to find in it and how to use it.

The guide should contain the following sections: Policies and Mandates; Analysis and Assessment; Design and Planning; Implementation and Management; Policy Advocacy, Partnerships and Resource Mobilization; Capacity Development; Monitoring and Evaluation.

Each section should provide a conceptual overview as well as an outline of key concepts for exploration. Under each key concept, specific and succinct guidance should be provided, as well as annotated links to more elaborate guidance notes and supporting tools under the guidance tab, and comparative experiences under the examples tab. A compilation of all tools and comparative experiences can be found from the front page of the guide. For sections where key concepts are not relevant - e.g. policies and mandates - the overview and relevant annotated links to resources may be provided all within one section. Links to the relevant section of the POPP may also be provided.

**Example of how the on-line template will look:**

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| *Information Products***COMPARATIVE EXPERIENCE PAPER**  |

**Description:**

A comparative experiencepaper summarizes and analyses country experiences in addressing a particular development issue in different countries/regional contexts. A comparative experience report can be UNDP-specific i.e. focusing on UNDP projects and initiatives to address a particular issue, or non-UNDP specific i.e. describing country level experiences in addressing an issue in general. When examining internal practices, they should be developed utilizing country case studies (see below), drawing on good practice and lessons learned. Consolidated Replies from UNDP’s Knowledge Networks are another good source of the ‘raw material’ for Comparative Experience Papers. In some cases a good deal of vetting and analysis has already been done within this format.

The purpose of the report is to enable practitioners to consider ideas, evidence and good practices as possible solutions to common problems that can be adapted to their particular national circumstances.

**Target audience:**

The intended audiences for the Comparative Experience Papers and Maps are UNDP practitioners as well as UNDP policy researchers and producers of other knowledge products.

**Producers of Comparative Experience Reports and Maps:**

Regional Centres, BDP, Regional Programmes/ Bureaus, specialized bureaus or UNDP international centres gather country information and reports, carry out the research and analysis, and produce comparative experience reports and maps. Country offices, experts, advisors (with regional programmes where relevant) provide country level information and reports that feed into the Comparative Experience Reports and Maps.

**Quality assurance process**

A Comparative Experience Paper should follow the steps of the quality assurance process as spelled out within the POPP. It should be peer reviewed by at least two external experts and two UN/DP advisors and cleared by Practice Director or Leader or designate

**Examples**

[Opportunities for Biomass Energy Programmes – Experiences and Lessons Learned by UNDP in Europe and the CIS.](http://europeandcis.undp.org/?menu=p_cms/show&content_id=BB8D4505-F203-1EE9-B5D5719048A8E1A7)

[Empowering Parliaments through the Use of ICTs](http://sdnhq.undp.org/e-gov/e-parl/e-parl-report-final-printer.pdf). UNDP BDP, March 2006

[Mainstreaming AIDS in Development Instruments and Processes at the National Level – A review of Experiences](http://data.unaids.org/Publications/IRC-pub06/mainstreaming_aids%20in_dev_instr_rep_28nov05_en.pdf). UNAIDS, UNDP, World Bank. September 2005

[School Reform: A survey of recent international experience](http://www.dfes.gov.uk/research/data/uploadfiles/RW70.pdf). Prime Minister’s Strategy Unit, UK Government. June 2006

[Compendium of Good Practices – Responding to HIV/AIDS](http://www.undprcc.lk/Publications/popups/CGP_HIV.html)

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| *Information Products***COMPARATIVE EXPERIENCE PAPER****Maximum: 20 pages** |
|  | Table of contents |
| **1. Introduction** | * State the purpose and target audience for the Comparative Experience Report, and what the reader can expect to find in it.
* Give a brief description of the topic and the structure of the report.
 |
| **2. Overview and analysis** | * General trends within the array of projects/ country experiences reviewed in the report, and draws conclusions on:
	+ Some of the common challenges that projects/ countries faced
	+ Good practices in different contexts
	+ Lessons learned
	+ The scope for lasting impact, replication and scaling up.
 |
| **3. Individual project profile/ country brief** | * Profile of each project or an individual brief for each country. Depending on the topic being addressed, each project profile/ country brief will include the same sections/ sub-sections of information.
* Sub-sections of each project profile may include:
	+ The *country context* and main issues/ challenges
	+ An *abstract* /very brief summary of the project and its results
	+ *Challenges* and *solutions* in implementation
	+ *Lessons learned and supporting evidence*
	+ Project information (e.g. contact information, links to further information, resources and documents).
 |
| **4. Resources and Further Reading** | * Link to service space (incl. for for most up to date country experiences)
* Selected list of resources and further reading with hyperlinks to web-based UNDP/UN/other resources.
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| *Information Products***CASE STUDY****Maximum: 5 pages**  |

**Description:**

A Case Study captures UNDP development experiences and practices in the form of *lessons learned* *and reflections* that other countries may be able to benefit from[[3]](#footnote-3). The report also helps to inform the development of UNDP’s corporate policies and practices.

Case studies are largely prepared at the country level and can then collated and synthesized at the regional and global level (e.g. by Regional Centres/ SURFs, regional bureau, BDP, specialized bureau, or regional/ global programmes). The ‘case’ may refer to the study of an initiative or project at national or sub-national level or it could refer to one stage of programming or one incident (e.g. for mobalising resources for elections or organizing a partnership meeting etc)

**Purpose:**

The purpose of a Case Study is to gather and draw out relevant information for better planning of future programmes and projects (or later project stages), improving implementation of new programmes and projects, and preventing or minimizing risks for future programmes and projects. Case Studies also provide knowledge and information to help inform the development of UNDP corporate policies and practices.

**Target audience:**

The intended audiences for the Case Studies are UNDP practitioners as well as UNDP policy researchers and producers of other knowledge products.

**Producers of Case Studies:**

Country office staff, experts, advisors (with regional programmes where relevant) produce the report at the country level. Regional Centres/ SURFs, BDP, Regional Programmes/ Bureaus, specialized bureaus or international centres collate and synthesize country reports and make them accessible for users.

**Quality assurance process**

A Case Study Paper should follow the steps of the quality assurance process as spelled out within the POPP. It should be peer reviewed by at least two external experts and two UN/DP advisors and cleared by Practice Director or Leader or designate

**Proposed format/ minimum content standards:**

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| *Information Products***CASE STUDY Maximum: 5 pages** |
| **Project/ Activity Title:** | Give a brief and ‘telling’ title. This can be supplemented with a sub-title that contains the main purpose of the project/ activity. |
| **Country:** | With link to country brief.  |
| **Region:** |  |
| **Key Result Area:** |  |
| **Project ID:** |  |
| **Project/ activity dates:** | State the start and end dates of the project/ activity. |
| **Abstract** | Give a brief description of the good practice (300 words maximum) highlighting the innovative features and results achieved by the project/ activity. |
| **Brief description of context/ issues** | Give a brief description of the country context. What were the main issues/ challenges faced at the start of the project? |
| **Brief description of project**  | Provide a short description of the project including major goals and activities |
| **UNDP Role** | Briefly describe UNDP’s involvement (i.e. brokerage, advocacy, management, policy advice etc.) and the technical support provided. |
| **Successful practices[[4]](#footnote-4)** | Describe what worked well and how it was done.What were the key successes of this project?What factors supported the success?Provide any other relevant information. |
| **Project challenges and solutions** | Describe the main challenges of this project/ activity.* What were the main challenges/ shortcomings/ unforeseen circumstances of this project?
* What did you have to change to overcome these challenges?
 |
| **Lessons learned** | * What could have been done differently/ better?
* What would you recommend to improve future programming?
* What mistakes should be avoided if the initiative were to be replicated?
* How easy would it be to replicate the successes in a different context/ country?

\*Provide any other relevant information |

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| *Communications and Advocacy Series***Fast Facts** TEMPLATE ALREADY AVAILABLEMaximum 2 formatted pages (front and back of one page) |

**Description:** These two-page sheets offer brief descriptions of a specific issue or project. They allow easy access to information, with lists of key facts at the top and subheads that break the text and highlight key messages.

**Purpose:** The Fast Facts template can be used for nearly any purpose. For example, it could be shared in a bilateral meeting with a government to give an overview of UNDP’s work, included in a press kit to complement a press release on the same topic, or equally it could be distributed to UNDP staff participating in training on a given topic.

**Target audience:** External and/or internal. The audience will depend on the topic of the Fast Facts.

**Producers:** Fact sheets are relatively easy and inexpensive to produce. Any staff member can create them based on Microsoft Word [templates](http://intra.undp.org/coa/templates-fastfacts.shtml) devised by the Office of Communications. Fast Facts dealing with important corporate messaging should be cleared by the head of the Country Office, Practice or Bureau and receive input from UNDP’s communications specialists to ensure that they are on message. They do not need to go through UNDP’s seven-step quality assurance process.

**Examples of good practices:** A list of corporate Fast Facts is available here: [www.undp.org/publications](http://www.undp.org/publications)

* **Proposed format/ minimum content standards:**

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| *Communications and Advocacy Series***Fast Facts** |
| Please see the [template](http://intra.undp.org/coa/templates-fastfacts.shtml) for details in English, French and Spanish |

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| *Communications and Advocacy Series***Right Now…**TEMPLATE ALREADY AVAILABLEGate-fold pamphlet |

**Description:** The Right Now… pamphlet, launched in January 2009 by the Office of Communications, presents UNDP as a 24/7 organization: at any time around the world, UNDP is working on programmes to improve the lives of the poor. Clear, crisp, jargon-free writing characterises the pamphlet, which focuses in on results achieved by the practice, group or office in question. With this template, design costs will be greatly reduced for anyone wishing to highlight their results in a pamphlet format.

**Purpose:** To showcase recent, successful programmes or projects to help position UNDP better among its stakeholders.

**Target audience:** UNDP stakeholders

**Producers of ‘Right Now…’**:AllUNDPCountry Offices and thematic areas are encouraged to produce ‘*Right Now..*’ pamphlets to showcase their successes and to then post the final product on their websites. The Right Now... pamphlet template is available in English, French and Spanish along with related instructions in the [Reaching the Outside World, Templates](http://comtoolkit.undp.org/reaching-the-outside-world/outside-world-templates.shtml#supportpub) page of UNDP’s Communications Toolkit. The associated production files are also available there. Producers will need to have Adobe Creative Suite 3 software (InDesign and Illustrator) or work with a graphic designer to access these files. If you have any questions on the template, or the associated files, contact: communications.toolkit@undp.org. *Right Now...* pamphlets dealing with important corporate messaging should be cleared by the head of the Country Office, Practice or Bureau and receive input from UNDP’s communications specialists to ensure that they are on message. They do not need to go through UNDP’s seven-step quality assurance process.

**Examples of good practices:** Right Now… pamphlets are available on UNDP's work in [Iraq](http://comtoolkit.undp.org/reaching-the-outside-world/docs/best%20practices/RightNowIraq.pdf) and [Liberia](http://comtoolkit.undp.org/reaching-the-outside-world/docs/best%20practices/RightNowLiberia.pdf).

* **Proposed format/ minimum content standards:**

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| *Communications and Advocacy Series***Right Now…** |
| Please see the [template](http://comtoolkit.undp.org/reaching-the-outside-world/outside-world-templates.shtml#supportpub) for details in English, French and Spanish |

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| *Communications and Advocacy Series***Brochure** |

**Description:** A brochure is used to provide basic information on a specific event, issue, project or forthcoming publication. It is more design-driven than a Fast Facts and unlike the *Right Now…* pamphlet can be forward-looking rather than results-focused.

**Purpose:** The brochure has a multitude of purposes but should be selected carefully as there is an over-tendency to produce brochures for every occasion. For example, it could be used as a teaser to introduce a forthcoming report targeting external audiences. It could be used to prime a donor audience on a project or programme that UNDP is seeking funding for, which may not yet have commenced and therefore will not yet have results to show.

**Target audience:** External audiences, donors, development partners and other stakeholders.

**Producers of brochures:** Any UNDP staff member working on the issue in hand, once the production is cleared by the project/team manager. As with most advocacy material, it is worthwhile considering hiring a professional writer/editor to work with the team to develop the text. Brochures using this template do not have to go through the seven-step quality assurance process.

**Examples of good practices:**

* Gender Equality Strategy brochure: <http://content.undp.org/go/topics/gender/Mainstreaming-Gender/download/?d_id=1592962&>

**Proposed format/ minimum content standards:** Given this template should be as flexible as possible to suit the needs in question, no minimum standards are specified at this time. Once developed, the template will incorporate minimum layout and design elements. More information on how to produce a publication is available in UNDP’s Communications Toolkit: <http://comtoolkit.undp.org>

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| *Communications and Advocacy Series***Booklet**12 to 50 pages |

**Description:** At 12 to 50 pages, a booklet is a reference guide for external audiences on an aspect of the work of a particular team, bureau or office within UNDP. It is much more detailed than a Fast Facts but builds on the same premise – highlighting key messages including UNDP’s or the team’s niche and value added, the most interesting facts and figures and concrete examples of impact to illustrate results.

**Purpose:** The purpose is to provide and easy reference guide for external audiences including donors and other stakeholders who may have a particular interest or stake in the area in question.

**Target audience:** External audiences, donors, development partners and other stakeholders.

**Producers of booklets:** Any team or individual within UNDP can work on a specific booklet granted it is cleared by the Practice Director and has the input of communications specialists. As with most advocacy material, it is worthwhile hiring a professional writer/editor to work with the team to develop the text. This publication needs to go through UNDP’s seven-step quality assurance process.

**Examples of good practices, formats and innovative features:**

* A Global Programme for International Challenges (2009): <http://content.undp.org/go/bdp/cs/BDP-Collaboration-Space/download/?d_id=1934909>
* [**Taking Gender Equality Seriously (2006)**](http://content.undp.org/go/cms-service/download/asset/?asset_id=1436887)**:** <http://content.undp.org/go/cms-service/download/asset/?asset_id=1436887>

**Proposed format/ minimum content standards:** Given this template should be as flexible as possible to suit the needs in question, no minimum standards are specified at this time. Once developed, the template will incorporate minimum layout and design elements. More information on how to produce a publication is available in UNDP’s Communications Toolkit: <http://comtoolkit.undp.org>

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| *Communications and Advocacy Series***Report** |

**Description:** The Report template should be used for cutting-edge issues, explored with the use of comprehensive data and analysis. Reports should ideally pick up on ideas that are new or provocative—this attracts interest among external audiences, including the media and its consumers, and ensures the report’s findings are absorbed into the outside world.

**Purpose:** To generate awareness of and action around a compelling issue.

**Target audience:** External audiences, decision-makers, development partners, donors and other stakeholders.

**Producers of Reports:** A dedicated team within UNDP. As with most advocacy material, it is worthwhile hiring a professional writer/editor to work with the team to develop the text. This publication needs to go through the UNDP seven-step quality assurance process.

**Examples of good practices, formats and innovative features**

* The Human Development Report: <http://hdr.undp.org/en/reports/global/hdr2007-2008/>
	+ The following is a example of initial planning for the launch of a global report: <http://comtoolkit.undp.org/reaching-the-outside-world/docs/Best%20Practices/StrategytoLaunchMajorReportsExampleHDR.pdf>
* The Growing Inclusive Markets Report: <http://www.undp.org/publications/Report_growing_inclusive_markets.pdf>
* Making the Law Work for Everyone: [http://www.undp.org/publications/Making\_the\_Law\_Work\_for\_Everyone%20(final%20rpt).pdf](http://www.undp.org/publications/Making_the_Law_Work_for_Everyone%20%28final%20rpt%29.pdf)

**Proposed format/ minimum content standards:** Given this template should be as flexible as possible to suit the needs in question, no minimum standards are specified at this time. Once developed, the template will incorporate minimum layout and design elements. More information on how to produce a publication is available in UNDP’s Communications Toolkit: <http://comtoolkit.undp.org>

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| *Communications and Advocacy Series***Annual Report** **Maximum 50 pages** |

**Description:** An Annual Report looks specifically at what a particular bureau, trust fund or programme achieved in the previous year, setting out how much was spent on what and with what results. It focuses on capturing measurable impact and processes triggered along with lessons learnt, highlighting innovative and cutting-edge achievements. It should also include aggregate financial information and statistics and data supporting project allocations and implementation. The results are presented in a narrative way, so that they could also be highlighted in UNDP’s corporate Illustrated Annual Report and in other communications products.

**Purpose:** To illustrate the impact of the bureau, trust fund or programme in the previous year in language that is compelling and easy to understand with clear illustrations. The end objective is to encourage continued or additional investment from donors in the bureau, trust fund or programme.

**Target audience:** Donors and stakeholders, UNDP and UN staff.

**Producers of an Annual Report:** Bureaus teams, Trust Fund or programme managers. This publication needs to go through the UNDP seven-step quality assurance process.

**Examples of good practices, formats and innovative features**

* Living up to Commitments, UNDP’s 2009 Annual Report: <http://www.undp.org/publications/annualreport2009/index.shtml>
* Central African Republic 2007 Annual Report: <http://hdptcar.net/blog/2008/04/23/undp-car-releases-first-annual-report/>

Note the multimedia components accompanying the launch of these reports. Looking beyond hard copies of the report to audio, video and photographic media is best practice when it comes to disseminating the key messages of a report/annual report.

* The following template is used to gather stories for the UNDP Annual Report. This can be tailored for any annual report to capture all the elements needed to illustrate impact and results: <http://comtoolkit.undp.org/reaching-the-outside-world/templates/IAR08SuccessStoryTemplate.doc>

**Proposed format/ minimum content standards:** Given this template should be as flexible as possible to suit the needs in question, no minimum standards are specified at this time. Once developed, the template will incorporate minimum layout and design elements. More information on how to produce a publication is available in UNDP’s Communications Toolkit: <http://comtoolkit.undp.org>

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| *Communications and Advocacy Series***Poster** |

**Description:** The poster is a graphic template useful for special events and promotion. There will be one template for each major UNDP thematic area to encourage synergy between global posters and Country Office posters on a particular issue with consistent UNDP branding. A poster should be tailored to one’s needs and audience, illustrating a single, specific key message through arresting graphics and minimal of text.

**Purpose:** To deliver one compelling key message to a targeted audience on a specific issue.

**Target audience:** External audiences, communities of practice gatherings, conference delegates

**Producers of posters:** All UNDP staff. This does not need to go through the UNDP seven-step quality assurance process.

**Proposed format/ minimum content standards:** Given this template should be as flexible as possible to suit the needs in question, no minimum standards are specified at this time. Once developed, the template will incorporate minimum layout and design elements. More information on how to produce a publication is available in UNDP’s Communications Toolkit: <http://comtoolkit.undp.org>

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| *Communications and Advocacy Series***Postcard** |

**Description:** A postcard uses both graphics and text to convey only essential information, like an advertisement. The imagery is tailored for specific events and bureaus but maintains a uniform UNDP look and feel.

**Purpose:** It is used to send invitations, electronically and in hard copy as necessary, and raise awareness around side events, presentations and speeches. It could also be printed on stickers to use for the front cover of press kits or folders handed out at corporate events.

**Target audience:** External audiences, development partners, UNDP/UN staff.

**Producers of postcards:** Any UNDP staff member organising an event, conference, speech etc. This does not need to go through the UNDP seven-step quality assurance process.

**Proposed format/ minimum content standards:** Given this template should be as flexible as possible to suit the needs in question, no minimum standards are specified at this time. Once developed, the template will incorporate minimum layout and design elements. More information on how to produce a publication is available in UNDP’s Communications Toolkit: <http://comtoolkit.undp.org>

1. The inventory was carried out by 1) requesting examples of good practice knowledge products from network facilitators and regional service centers/ Sub-regional resource facilities (SURF), 2) reviewing products available online through practice workspaces, and on the websites of regional service centers/ SURF, regional bureaux, specialized bureaux, and UNDP global centres (the Oslo Governance Centre and the International Poverty Centre), 3) reviewing hard copy publications available at BDP and 4) review of knowledge products from select development organizations and consulting firms (e.g. UN Agencies, CIDA, DFID, SIDA, Ausaid, NORAD, World Bank, Ernst and Young). [↑](#footnote-ref-1)
2. The former “Practice Notes” which included policy, strategy and operational guidance have been separated out into two knowledge products: the Strategy note discussed here and the Guidance Note discussed below.

\*\* The Strategy Note is intended to be a complement to a service area work-plan– which spells out risks, activities and a division of labour - based on an honest assessment of internal capacity and an indication of steps to bridge capacity gaps. [↑](#footnote-ref-2)
3. A Good Practice and Lessons Learned Report can also be produced for non-UNDP experiences, but this report focuses on the documentation and collation/ synthesis of good practices and lessons from UNDP projects and initiatives. [↑](#footnote-ref-3)
4. N.B Guidelines and criteria for establishing whether a certain practice can be considered a ‘good practice’ will need to be developed for the Knowledge Product Toolkit. [↑](#footnote-ref-4)