

UNDP KNOWLEDGE PRODUCTS

Quality Assurance Process

Typology of Knowledge Products

Standard Templates

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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 setting minimum 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 products¹, 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. The on-line templates available for all the products described within this guide provide a common "look and feel" and ensure consistency across the organization.

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).

2. Details of Proposed Core Knowledge Products

<i>Binding Product</i> 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 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

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.

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 be cleared personally by the Practice Director or Leader.

Examples

- ❖ [*Securing Development: UNDP's support for addressing small arms issues.*](#)
- ❖ UK Department for International Development (DfID):
 - [*Working Together for Better Health*](#)
 - [*Governance, Development and Democratic Politics – DfID's work in developing more effective states*](#)

Format/minimum content standards:

<i>Binding Product</i> UNDP STRATEGY NOTE Maximum: 7 pages	
	<p>Table of contents</p> <p>Acronyms and abbreviations</p>
1. Introduction	<p>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.</p> <ul style="list-style-type: none"> ○ State the purpose and target audience ○ Outline what the reader can expect to find
2. The Development Issue	<ul style="list-style-type: none"> ○ 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	<ul style="list-style-type: none"> ○ 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	<ul style="list-style-type: none"> ○ 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	<ul style="list-style-type: none"> ○ Outline the roles and programmes of other UN agencies within this development topic/ area. (these will also be listed in annex 1)

Annexes	<ul style="list-style-type: none"> - Annex 1: Funding and Resource Mobilization 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 mobilization 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
	<p>Annex 3: Resources and Further Reading</p> <p>Link to the relevant Service Space + A selected bibliography with hyperlinks to web-based UNDP/ UN/ other relevant resources.</p>

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](#). UNAIDS and UNHCR
- ❖ [Policy Brief on Greater Involvement of People Living with HIV \(GIPA\)](#) UNAIDS
- ❖ [Environmental Sustainability and the Millennium Development Goals](#). 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:

<i>Information Products</i> ISSUE BRIEF Maximum: 2 pages	
1. The Development Issue	<ul style="list-style-type: none">○ Summarize (competing) perspectives on the issue, referencing relevant statistics and research where appropriate, if available, provide brief examples;

2. The perspective, idea or analysis	<ul style="list-style-type: none"> ○ 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	<p>References and further reading can be annotated as footnotes within the text.</p>

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](#)

Proposed format/minimum content standards:

<i>Information Products</i> DISCUSSION PAPER Maximum: 20 pages	
1. The Development Context	<ul style="list-style-type: none"> ○ 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	<ul style="list-style-type: none"> ○ 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	<ul style="list-style-type: none"> ○ 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, Resource People/Partners may be provided as annexes to the paper.

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.*](#))

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*](#). UNDP
 - ❖ [*Practical Guidance Note on the Right to Information*](#). 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*](#). 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*](#). This GTZ publication is an example of clear programming guidance.
 - ❖ [*Safety Security and Accessible Justice – Putting Policy into Practice*](#). 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:

Advisory Products GUIDANCE NOTE Maximum: 10 pages	
	Table of contents Acronyms and abbreviations
1. Overview	<ul style="list-style-type: none"> ○ 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	<ul style="list-style-type: none"> ○ 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	<ul style="list-style-type: none"> ○ 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. <p>Key elements include:</p> <ul style="list-style-type: none"> ○ 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.

	<ul style="list-style-type: none"> ○ Guidance on capacity development in this area of programming. ○ Monitoring and evaluation ○ Brief Programming checklist/ questions (including UNDP guiding principles) <p>N.B. practical guidance may also focus on a particular aspect of programming (e.g. needs assessment, or measuring impact in a programme area)</p>
4. Lessons Learned	<ul style="list-style-type: none"> ○ Brief summary of lessons learned and critical success factors in this area.
5. UN agencies and other development partners	<ul style="list-style-type: none"> ○ 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	<ul style="list-style-type: none"> ○ 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	<p>Annex 1: Checklists</p> <p>Questions/ checklists, e.g. to assist in carrying out a situation analysis/ diagnostic study/ needs assessment (if not included within the text)</p>

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/>

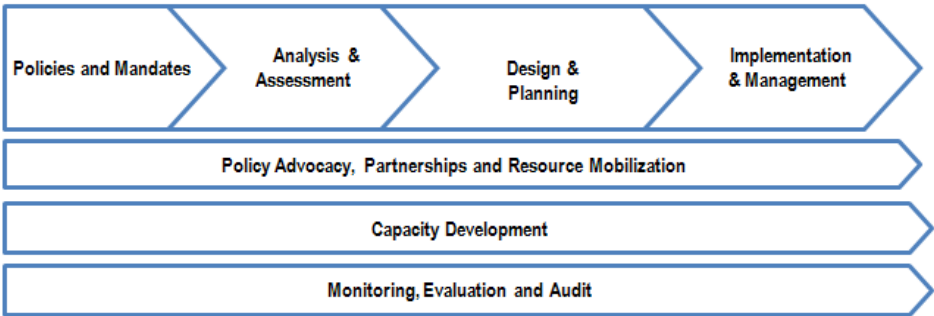
The Electoral Systems Service Area has also developed a How-to-Guide based on their Electoral Systems Toolkit.

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:





Key Considerations: Stakeholders

KEY CONSIDERATIONS

• Stakeholders

- Capacity Assessment
- Risk Assessment
- Risk Management Toolkit:
- Internal UNDP Capacity Assessment

Overview guidance on different stakeholders, how and when to engage them

GUIDANCE

Section links to more detailed guidance and specific tools on stakeholders:
e.g. list of stakeholders

EXAMPLES

Section links to internal and external comparative experiences

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Information Products

COMPARATIVE EXPERIENCE PAPER

Description:

A comparative experience paper 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.](#)

[Empowering Parliaments through the Use of ICTs.](#) UNDP BDP, March 2006

[Mainstreaming AIDS in Development Instruments and Processes at the National Level – A review of Experiences.](#) UNAIDS, UNDP, World Bank. September 2005

[School Reform: A survey of recent international experience.](#) Prime Minister's Strategy Unit, UK Government. June 2006

[Compendium of Good Practices – Responding to HIV/AIDS](#)

<p style="text-align: center;"><i>Information Products</i></p> <p style="text-align: center;">COMPARATIVE EXPERIENCE PAPER</p> <p style="text-align: center;">Maximum: 20 pages</p>	
	Table of contents
1. Introduction	<ul style="list-style-type: none"> ○ 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	<ul style="list-style-type: none"> ○ General trends within the array of projects/ country experiences reviewed in the report, and draws conclusions on: <ul style="list-style-type: none"> ○ 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	<ul style="list-style-type: none"> ○ 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: <ul style="list-style-type: none"> ○ The <i>country context</i> and main issues/ challenges ○ An <i>abstract</i> / very brief summary of the project and its results ○ <i>Challenges</i> and <i>solutions</i> in implementation ○ <i>Lessons learned and supporting evidence</i> ○ Project information (e.g. contact information, links to further information, resources and documents).
4. Resources and Further Reading	<ul style="list-style-type: none"> ○ Link to service space (incl. for most up to date country experiences) ○ Selected list of resources and further reading with hyperlinks to web-based UNDP/UN/other resources.

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 from³. 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 mobilizing 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

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.

Proposed format/ minimum content standards:

<i>Information Products</i> 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 practices⁴	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. <ul style="list-style-type: none"> ○ What were the main challenges/ shortcomings/ unforeseen circumstances of this project? ○ What did you have to change to overcome these challenges?
Lessons learned	<ul style="list-style-type: none"> ○ 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? <p>*Provide any other relevant information</p>

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.

Communications and Advocacy Series

Fast Facts

TEMPLATE ALREADY AVAILABLE

Maximum 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](#) 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

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

Communications and Advocacy Series

Fast Facts

Please see the [template](#) for details in English, French and Spanish

Communications and Advocacy Series

Right Now...

TEMPLATE ALREADY AVAILABLE

Gate-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 characterizes 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...': All UNDP Country 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](#) 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](#) and [Liberia](#).

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

Communications and Advocacy Series

Right Now...

Please see the [template](#) for details in English, French and Spanish

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 that this template should be as flexible as possible to suit the needs in question, no minimum content standards are specified at this time. The on-line template incorporates minimum layout and design elements. More information on how to produce a publication is available in UNDP's Communications Toolkit: <http://comtoolkit.undp.org>

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 an 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

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

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(final%20rpt).pdf)

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

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 that this template should be as flexible as possible to suit the needs in question, no minimum content standards are specified at this time. The on-line template incorporates minimum layout and design elements. More information on how to produce a publication is available in UNDP's Communications Toolkit: <http://comtoolkit.undp.org>

For BDP staff there is a template for the Thematic Trust Fund Annual Reports which include minimum standards and suggested content (see Annex 1).

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 that this template should be as flexible as possible to suit the needs in question, no minimum content standards are specified at this time. The on-line template incorporates minimum layout and design elements. More information on how to produce a publication is available in UNDP's Communications Toolkit: <http://comtoolkit.undp.org>

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 organizing 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 that this template should be as flexible as possible to suit the needs in question, no minimum content standards are specified at this time. The on-line template incorporates minimum layout and design elements. More information on how to produce a publication is available in UNDP's Communications Toolkit: <http://comtoolkit.undp.org>

Annex 1: Content standards for BDP TTF Annual Reports

Within the recently approved UNDP Knowledge Products, the “Communications and Advocacy Series” includes some guiding principles for annual reports. It states that, once developed, the template will incorporate minimum layout and design elements. Moreover, as a UNDP publication which intends to have the UNDP logo and contain development operational and/or policy content, it must follow a quality assurance process. Since this type of reports are made available to donors and, in due course, will also be uploaded to the BDP web site, the document should be of sufficient quality and clarity to be distributed as an independent document.

TTFs have been of key importance on BDPs funding and strategic work. TTFs are trust funds managed by BDP and cater to the thematic areas which are UNDP’s focus. They were launched in 2001 and have since generated nearly \$250 million in funding (2001-2008) for BDP. The key for effective resources mobilization is not only the organization’s ability to obtain co-financing from donors but also its ability to provide timely and accurate reporting and accountability of funds entrusted to UNDP. Reporting is therefore a key for continued support but also a useful tool for communicating project successes and knowledge.

In order to further develop this corporate mandate, this document outlines a suggested structure and minimum content for writing BDP Thematic Trust Fund annual reports. The intended target audience of the report includes donors, development partners and other stakeholders. It encourages the use of photographs and media material and the inclusion of “story telling” or beneficiaries/partners testimonies which make the report easier to read and can give examples of how UNDP is really changing people’s opportunities. It should also provide Practice Directors and BDP Senior Management with strategic information to ensure UNDP is able to respond to an evolving development landscape. It is also a unique opportunity to learn from CO experiences and share with practice colleagues what have worked on the field.

The template has been kept as simple as possible, but it establishes minimum content standards to be addressed in each part of the report. This will allow BDP to present itself as a strong and cohesive Bureau. Moreover, a guide with optional points to be considered in each part of the report has been developed. Not all of them have to be addressed in the report and other issues and themes can be included. It highlights the best points identified on previous TTF reports, so that Trust Fund managers have at their disposal a basic framework for the reports’ structure.

The primary responsibility for ensuring quality and timeliness of TTF reports remains with the person appointed by the BDP Director as a Trust Fund Manager. Annual reports are expected to be finalized before May the 1st of the following year.

Format/ minimum content standards:

<p><i>Communications and Advocacy Series</i></p> <p>Annual BDP TTF Report</p> <p>Maximum 50 pages</p>	
	<p>Table of contents</p> <p>Acronyms and abbreviations</p>
Executive Summary	
1. Introduction	<ul style="list-style-type: none"> • A common text for all TTF reports regarding what's a TTF and with aggregated information on BDP TTFs activities (to be provided by BDP Directorate) • Introduction to the content and rationale of the Group which is managing the TTF and the role of TTF in its plans and activities
2. Previous actions and operations	<ul style="list-style-type: none"> • Information about activities, financial information and results carried out by the TTF on previous years based on information provided by OFA
3. Annual activities: substantive report.	<ul style="list-style-type: none"> • Information about new tranches and initiatives launched, steering committee decisions and initiatives approved during the year • Follow up and progress of ongoing projects and initiatives initiated or approved on previous years • Overview by key result area (including analysis on gender issues and results). <ul style="list-style-type: none"> ○ This section should provide a survey within each key result area, specially looking at what the TTF achieved in terms of outcome indicators (not only outputs) and processes triggered ○ Implementation constraints, lessons learned from addressing these and knowledge gained from evaluations, studies and report on any assessment that have taken place in the course of the year • Other activities carried out by the TTF
4. Annual activities: financial report	<ul style="list-style-type: none"> • All TTF contributions received by the TTF since its creation broken down by donor and year <ul style="list-style-type: none"> ○ Opening balance at the beginning of the year ○ Contributions received ○ Expenditures during the year ○ Expenditure by key result area during the year ○ Expenditure by region during the year ○ Expenditure by project during the year
5. Conclusion and way forward	<ul style="list-style-type: none"> • Main lessons learnt: both substantive and procedural • Priority actions planned for the following reporting period
6. Annexes	<ul style="list-style-type: none"> • An abstract / brief summary of each project/initiative financed

Suggested content

<p><i>Communications and Advocacy Series</i></p> <p>Annual BDP TTF Report</p> <p>Maximum 50 pages</p>	
	<p>Table of contents</p> <p>Acronyms and abbreviations</p> <p>Foreword</p>
Executive Summary	
1. Introduction	<ul style="list-style-type: none"> • <i>A common text for all TTF reports regarding what's a TTF and with aggregated information on BDP TTFs activities (to be provided by BDP Directorate)</i> • <i>Introduction to the content and rationale of each Practice and the role of TTF in its plans and activities</i> <ol style="list-style-type: none"> 1. Links to UNDP corporate documents, such as the Strategic Plan
2. Previous actions and operations	<ul style="list-style-type: none"> • Information about activities, financial information and results carried out by the TTF on previous years based on information provided by OFA <ol style="list-style-type: none"> 1. TTF has provided support to a broad range of activities through more than initiatives, benefiting more than countries and receiving contributions from donors and partners in developing countries. 2. Financial information of the overall contributions to the global TTF window and the resource allocation by region; by country group LDC/non African LDCs/MICs); by key result area... 3. Main partners and donors 4. Previous tranches: allocation criteria used and its evolution and nature of the demand (more common requests from COs, analysis of the key outcome areas where support was requested ...) 5. Reporting annually allow us to show the impact of previous projects which ,given the catalytic nature of TTF financed initiatives, are able to show results and impact even after UNDP financing is finished
3. Annual activities: substantive report.	<ul style="list-style-type: none"> • <i>Information about new tranches launched, steering committee decisions and initiatives approved during the year</i> <ol style="list-style-type: none"> 1. Issues analysed/decided by the Steering Committee: additional allocation criteria... 2. Demand for this type of grants: number of expressions of interest received compared with initiatives finally allocated (financial gap) 3. Analysis of the new trends identified in the proposals

	<ol style="list-style-type: none"> 4. Alignment with UNDP's SP and IV GP: South-South initiatives, gender mainstreaming, capacity development... 5. Cross-practices area activities 6. Number and type of projects funded analyzed by Strategic Plan outcome, region, county... 7. Status of projects implementations (explain delays, influence of global crises...) 8. Use of rapid response support (Rapid disbursement included on the new TTF guidelines) 9. Report on any assessments, evaluations or studies undertaken...(you could include a web link if it is available online) 10. Key partnerships and inter-agency collaboration and synergies with other UNDP programmes, UN activities... 11. new donors/partners engaged during the year <ul style="list-style-type: none"> • <i>Follow up and progress of ongoing projects and initiatives initiated or approved on previous years.</i> <ol style="list-style-type: none"> 1. Analyse if projects and initiatives initiated in previous years/tranches are generally progressing well and the pace of implementation has been satisfactory during the review period... 2. Provide details on the monitoring system(s) that are being used and how you identify and incorporate lessons learned into the ongoing programme • <i>Overview by key result area.</i> <ul style="list-style-type: none"> ○ This section should provide a survey within each key result area, specially looking at what the TTF achieved in terms of outcome indicators (not only outputs) and processes triggered <ol style="list-style-type: none"> 1. Rational and content of the key result area 2. Overview at Global/Region/Country Project Level of activities implemented in the key result area: <ol style="list-style-type: none"> a. Total number and type of initiatives and funds spent thereon b. Earmarking by countries with key result area c. Level of disbursement d. Donors involved (if assignment possible) e. Key partnerships and inter-agency collaboration 3. Indicate how TTF initiatives within the key result area have support to strategic, catalytic and innovative initiatives. Use the indicators and outcomes included on the proposal. Focus on capturing measurable impact. Profile of beneficiaries can be identified to illustrate the impacts of the initiatives on real people. 4. It is essential to identify, describe in detail and clearly state who the joint programme beneficiaries (direct and indirect: policy makers, planers, civil society institutions, unemployed young woman...) are and disaggregate data by sex.
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	<p>How the programme is having an effect in the life of the beneficiaries and how contribute to change and improve the gender relationships. Beneficiaries could be individual, groups of people, institutions, etc and information on them should be as disaggregated as possible.</p> <ol style="list-style-type: none"> 5. It would be very helpful if any life stories/ testimonies of beneficiaries/ statements of people involved in the project... 6. They can be either positive or negative, since the venture capital fund nature of the TTF. It is important to clearly state the causal links and rationale between the initiative and the outcomes and processes. <ul style="list-style-type: none"> ○ Implementation constraints, lessons learned from addressing these and knowledge gained from evaluations, studies and report on any assessment that have taken place in the course of the year <ol style="list-style-type: none"> 1. There are other sources of knowledge besides evaluation and formal studies such as experience, observation, common sense etc. Please, do not hesitate to include them as a source to identify and report good practice and lessons learned. Bear mind that any good practice or lessons learn can be useful in other contexts. It would be advisable to report problems and good experiences with measurement, indicators, baselines, etc. 2. Links to Teamworks activities (when Teamworks is launch e.g. to the TTF user group which can be creted) and other UNDP corporate tolls 3. Highlight communities of practice implemented and used 4. Involvement of Thematic Service and Regional Service Centers, when applicable
4. Annual activities: financial report	<ul style="list-style-type: none"> • All TTF contributions received by the TTF since its creation broken down by donor and year <ol style="list-style-type: none"> 1. Amounts delivered and allocated by the TTF since its creation by region, type of country (LDCs, MICs...) • Opening balance at the beginning of the year • Contributions received • Expenditures during the year • Expenditure by key result area during the year • Expenditure by region during the year • Expenditure by project during the year
5. Conclusion and way forward	<ul style="list-style-type: none"> • Main lessons learnt: both substantive and procedural • Priority actions planned for the following reporting period <ol style="list-style-type: none"> 1. Future Practice's plans and TTF contributions to them 2. Targets or key outcomes and outputs planned in the practice, such as carrying out and independent look at the TTF or priorities to be included in next year tranches. 3. Is TTF business model needed? Is there demand for this type of

	<p>funding? Is there a gap between the amount of funds requested on the received Expression of Interest and the available resources?</p> <ol style="list-style-type: none"> 4. Priority actions planned for the following reporting period; including: 5. Actions to overcome constraints built on achievements and partnerships 6. Use of the lessons learned during the previous reporting period 7. Indication of any major adjustments in the strategies 8. Resource mobilization strategy: new donors... 9. Risk analysis for the TTF instrument, such as competition of Multidonor Trust Funds...
6. Annexes	<ul style="list-style-type: none"> • An abstract / brief summary of each project/initiative financed • Communication materials <ol style="list-style-type: none"> 1. Any communication, media and advocacy plans accompanied by materials that have been produced to support these interventions (news clippings, print materials, sample TV/radio spots, involvement of Goodwill Ambassadors/celebrities, etc.)