OFFICE OF INTERNAL OVERSIGHT SERVICES
INTERNAL AUDIT DIVISION - I

Reference: AUD-7-1: /0 (0 15 /03)   10 March 2005

To: Mr. Jose Antonio Ocampo
            Under-Secretary-General
            Department of Economic and Social Affairs (DESA)

From: Ms. Patricia Azarias
            Director IAD-I
            Office of Internal Oversight Services

Subject: **OIOS Draft Audit Report Number: AN/2004/540/01–Knowledge**
            Management on DESA's websites.

1.   I am pleased to present herewith the final report on the subject audit, which was conducted from June through August 2004.

2.   Based on the comments provided by your memo dated 31 December 2004, OIOS has closed Recommendations 3, 7-10, 15-16, 19 and 23-24 taking them as implemented and has modified Recommendation 2 to 2a. All outstanding recommendations will remain open in OIOS' database pending the receipt of documentation showing that implementation action has been taken. We also request that you confirm the planned implementation dates in Annex D of the report for outstanding recommendations by 10 April 2005.

3.   IAD is assessing the overall quality of its audit process and kindly requests that you consult with your managers who dealt directly with the auditors and complete the attached client satisfaction survey.

4.   I would like to take this opportunity to thank you and your staff for the assistance and cooperation extended to the audit team.

Copy to:

Ms. C. Bertini

UN Board of Auditors

United Nations

OFFICE OF INTERNAL OVERSIGHT SERVICES

Internal Audit Division I

AUDIT REPORT

Audit Subject: Knowledge Management on DESA's websites.
Audit No. and Location: AN2004/540/01, New York

Report date: **10 March 2005**

Audit team:
Auditor-in-Charge: Anjana Das
Assisting Auditor: Cristian Lisov

Executive Summary

In June-August 2004, OIOS conducted the audit of Knowledge management on DESA's websites/networks. The Division of Sustainable Development (DSD) and the Division for Public Administration and Development Management's (DPADM) websites/networks were selected for a detailed review. DSD has a website and two databases. DPADM has a network namely the United Nations Public Administration Network (UNPAN) supported by seven databases, in addition to its website.

The methodology used for this review was to a) have the divisions identify their critical knowledge products; b) assess user interest based on the web trends reports and against identified critical knowledge products; c) evaluate technical aspects like content, design, interactivity of the websites/network and d) evaluate the arrangements for management, financing and resources of the websites/network.

Good practices

OIOS identified a number of good practices in DSD which included hosting a number of joint websites with other international agencies; using metalabels/metatags to help connect with internet's search engines; a well organized Partnership database generating some user interest.

Content management on websites

DSD's quality control over content is well laid out and includes archiving procedures. There were some instances of knowledge products not being covered or information not being updated. 99.5% of the users were accessing the site in English.

DPADM's quality control is well laid out in NY but did not include archiving procedures. However control over information uploaded by Partners is inadequate owing to DPADM not having the means to verify the information being uploaded in languages other than English. 46% of the users were accessing the site in languages other than English.

Identification of critical knowledge products

DESA needs to develop a commonly understood definition of a critical knowledge product which is acceptable to all its divisions. Some of DSD's knowledge products could have been identified more sharply. DPADM's Office of the Director, its Socio-economic and Management and Governance and Public Administration branches identified knowledge products at a generic level and in the form of themes rather than concrete end products.

User interest

DSD's top 200 downloads accounted for 55 % of total downloads and first 200 of top pages visited accounted for 39 % of the total pages visited showing a consistency in user interest which is also well aligned with the division's own identification of critical knowledge products.

DPADM's top 200 downloads accounted for 17 % of total downloads and first 200 of top pages visited accounted for 16 % of the total pages visited, indicating generally that the interest in the programme is dispersed and that the programme needs to develop a clear niche with its clients' base.

Design

DSD's website is designed around knowledge products and easier to navigate. UNPAN's content is organized in numerous functional categories rather than by knowledge products. They include analytical reports, case studies, advisory services, country profiles, serials, what's new, DPADM, legislation, major development trends, conferences, databases, sitemap, training, survey, etc. Navigating through the site to access its knowledge products is a complex task.

UNPAN's Network

In OIOS' opinion, the basis for effective networking would include clarity in a) what was required to be exchanged, b) with whom this needed to be exchanged and c) how this arrangement for exchange was to be operationalized. Further, the additional benefits of the UNPAN network as conceived was that it would i) allow for decentralized (regional) uploading of information to its seven databases and ii) would enhance interactivity through electronic exchange of its partners. The UNPAN network did not satisfy the requirements above. Given that developments in technology have allowed most public administration institutes to have their own individual websites, OIOS does not see any demonstrable advantage in UNPAN's supporting a network.

DPADM needs to conduct an assessment to determine the degree of relevancy of its Partners. Much of the information in its databases was in languages other than English and it was not clear how DPADM was exercising any control over this information. Also some of the same information could be found on the Partners' individual websites.

UNPAN's interactive features including online facilities are not designed for extensive networking or knowledge sharing. Currently designed features are not being used and usage data is not being monitored.

Expenditures on UNPAN in 1999-2003 totalled to $2.5 million, including staff costs at NY. UNPAN's expert group composed of 25 members has annual interregional consultative meetings to consult and update its Partners rather than communicating through its own electronic network.

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Definitions

Critical knowledge product (working definition): *a critical knowledge product is knowledge in the form of ideas/policies/subject of research; discussion or documentation/subject or manner of technical assistance; which has influenced or catalysed change in the client's work processes (provided by OIOS as a tentative working definition based on its research on the concept of knowledge management and applied to DESA's business lines).*

Hits: *Each file requested by a visitor registers as a hit. There can be several hits on each page. While the volume of hits reflects the amount of server traffic, it is not an accurate reflection of the number of pages viewed.*

Visits: *A series of actions that begins when a visitor views their first page from the server and ends when the visitor leaves the site or remains idle beyond the idle-time limit.*

Visit duration: *Total number of minutes the website was viewed by a visitor.*

Unique visitor: *Individuals who visited the site during the reporting period. If someone visits more than once, they are counted only the first time they visited.*

Page views: *Number of times this page was viewed by visitors.*

Downloads: *Number of times the specified file was downloaded by a visitor.*

Web trends: *Is a web analysis tool which provides reports on web statistics with the following metrics among others: hot counts, page views, visits.*

Uniform resource locator (URL): *An internet address that describes the location of a specific site or document usually on the world wide web; a complete URL describes both the protocol used by the site (for example HTTP; FTP;) and a domain name (for example economist.com).*

I. INTRODUCTION

1.   In June-August 2004, OIOS conducted an audit of Knowledge Management on DESA's websites/networks. OIOS selected the Division of Sustainable Development (DSD) and the Division for Public Administration and Development Management's (DPADM) websites/networks for a detailed review. The audit was conducted at the request of DESA and in accordance with the standards for the professional practice of internal auditing in United Nations organizations. The draft report was made available to DESA for comments which are included in the present report and shown in italics.

2.   The essential difference between the two sites evaluated is that while DSD's site is only a website supported by two databases managed centrally from New York, UNPAN-DPADM has a website plus a network supported by seven databases in New York as well as locations outside New York.

II.   AUDIT SCOPE AND OBJECTIVES

3.   The overall objective of this audit was to assess the efficiency and effectiveness of Knowledge Management on DESA's websites/networks. The methodology used for this review was to a) have the divisions identify their critical knowledge products; b) assess user interest based on the web trends reports and against identified critical knowledge products; c) evaluate technical aspects like content, design, interactivity of the websites/network and d) evaluate the arrangements for the management, financing and resources of the websites/network. Interviews were conducted with concerned staff members and records were examined. The audit generally covered the period November 2003 to June 2004.

III.   AUDIT FINDINGS AND RECOMMENDATIONS

A. Identification of critical knowledge products

4.   Based on its research on the concept of knowledge management and in the context of DESA's three main business lines (servicing of intergovernmental bodies, research and analysis and technical cooperation), OIOS proposed a working definition of "knowledge product" for DESA as follows: a knowledge product is knowledge in the form of ideas/policies/subject of research; discussion or documentation/subject or manner of technical assistance; which has influenced or catalysed change in the client's work processes. DSD stated that *the OIOS working definition of knowledge product is still unsatisfactory since they cannot always know with certainty whether their work has resulted in a change in their client's work processes. In some cases, they may have simply raised awareness. DPADM did not make any comment on the OIOS working definition.* OIOS requested the divisions to identify about 8-10 critical knowledge products for each of their branches.

5.   DSD has 5 branches and identified 50 critical knowledge products (Annex A). DPADM has 3 branches plus the Office of the Director which is directly handling some

products, and identified 24 critical knowledge products (Annex B). Both divisions included included a variety of categories of critical knowledge products: specific outputs (publications, groups of publications on a specific theme, reports on events), websites, databases, themes and concepts. In OIOS' opinion, some of DSD's knowledge products could have been identified more sharply. In the case of DPADM, OIOS noted that its knowledge products covered a wide range of themes and the end products were not well defined. For example DPADM aimed at covering *inter alia* the following subjects: Reinventing government; Public Sector (Globalization; Egovernment; Unlocking human capital); Institutions and systems relating to management of economic and social development (engaged governance); Pro-poor budgeting (mainstreaming citizens views into budgeting); Results based monitoring and evaluation (social audit); Governance and Public administration to respond to new and emerging challenges (participatory process); Strategic documents for good governance and poverty reduction (participatory); transparency and accountability. In OIOS opinion, the Office of the Director, the Socio-economic Governance and Management and Governance and Public Administration branches within DPADM identified knowledge products at a generic level and in the form of themes rather than concrete end products. Further, the Public Administration Networking Unit's objectives aimed at egovernment, and at the development of ICT tools and knowledge management in national governments, which are somewhat overlapping with the objectives of DPADM's Knowledge Systems and Egovernment Branch. (The Public Administration Networking Unit worked separately under the Office of the Director). OIOS noted that the Knowledge Systems and Egovernment Branch has clearly articulated its knowledge products through phases of strategic planning, practice and dissemination and support for national governments.

6.   In general this exercise had limitations because there is, as yet, no accepted DESA-wide definition of a knowledge product. In OIOS opinion, DESA should adopt a commonly understood definition of a critical knowledge product which is acceptable to all its divisions.

Recommendation 1-2

OIOS recommends that:

(i)   DESA adopt a commonly understood definition of a critical knowledge product which is acceptable to all its divisions (AN2004/540/01/001);

(iii)   DPADM review the wide range of subjects it covers and define its knowledge products as concrete end products (AN2004/540/01/002).

7.   As regards Recommendation 1, DESA stated that *adopting a commonly understood definition of a critical knowledge product acceptable to all divisions is valid and the Department will seek to implement it in 2005.* Recommendation 1 is kept open in

OIOS' database pending intimation of DESA's action in adopting a commonly understood definition of a critical knowledge product.

8.   As regards Recommendation 2, DESA has correctly pointed out that *while all divisional websites will be guided by the common DESA definition, UNPAN serves as a portal for public administration knowledge sharing and therefore the parameters for UNPAN could be different.* OIOS agrees with DESA's statement and is therefore amending its Recommendation 2 to 2a. OIOS feels that in order to be an effective portal for sharing knowledge, UNPAN should define its end products more clearly around the subjects in which it wants to share knowledge. They could be in the areas of policy, academic disciplines or professional practice. DPADM should therefore formulate its guidelines to define better UNPAN's knowledge products to be shared through UNPAN by DPADM and with and between its Partners.

Recommendation 2a

> OIOS recommends that UNPAN should have a product definition around the subjects in which it wants to share knowledge. DPADM should, therefore formulate its guidelines to define better the knowledge products to be shared through UNPAN by DPADM and with and between its Partners (AN2004/540/01/002a).

9.   Recommendation 2a is kept open in OIOS' database pending DPADM's formulation of its guidelines to define better the knowledge products to be shared through UNPAN by DPADM and with and between its Partners.

B. User interest

10.   In the period 1 November 2003 to 15 June 2004, DSD had a total of 14 million hits, 1.2 million visit (8% of hits) and 1.2 million downloads (9% of hits).   In order to obtain a view of user interest, OIOS did an analysis of the top 200 down loads and first 200 of top pages visited. The top 200 downloads accounted for 55 % of total downloads and first 200 of top pages visited accounted for 39 % of the total pages visited. The analysis in Table 1 indicates that there is a consistency in user interest through both the categories of top downloads and first 200 of top pages visited and that this interest is well aligned with the division's identification of critical knowledge products.

DSD:Categorization of Top 200 page visits and Top 200 downloads - Table 1 (January-June 2004)

Category	Top Page Visits	Top downloaded files
High (more than 5% of total downloads or of total top page	Agenda 21, CSD12	National Information- Country profile (28% downloads) CSD12, WSSD

visits)		
Medium (1-5% of total downloads or total top page visits)	SD home page, SD issues, Country profiles (national information and implementation of Agenda 21), WSSD, About US (SD), SD Indicators	Environment, Energy, Partnerships, Water
Low (under 1% of total downloads or total top page visits)	All other	All other

11.   OIOS noted that there is no user interest in technical cooperation projects. DSD explained that *Technical Cooperation would have very specific user interest and they did not expect the number of clients interested in this to be high but of interest only to those accessing this information.* In OIOS opinion, DSD should review the design and information of the technical cooperation data placed on its website to generate wider user interest. DSD should also consider using the achievements in technical cooperation as examples under success stories or case studies.

12.   User interest in DPADM's knowledge products in the period 1 November 2003 to 15 June 2004 showed that DPADM had a total of 31 million hits on its website, 1.4 million page visits (4% of hits) and 5.9 million downloads (19% of hits). In order to obtain a view of user interest, OIOS did an analysis of the top 200 down loads and first 200 of top pages visited. The top 200 downloads accounted for 17 % of total downloads (not including hits resulting in "trimmedentry UT" or errors from incomplete URLs) and first 200 of top pages visited accounted for 16 % of the total pages visited, indicating generally that the interest in the programme is dispersed and shows no clear niche with its clients base. Even within the 17% and 16% respectively, there is no substantial user interest in any particular knowledge products. However OIOS attempted a categorization between High, Medium and Low with very little variation between the different categories (Table 2).

DPADM: Analysis of Top 200 page visits and Top 200 downloads -Table 2 (January-June 2004)

Category	Top Page Visits	Top downloaded files
High (more than 1.5% from total downloads or more than 1.5% from total top pages visits, respectively)	Public service awards (through home page); Homepage.	Governance/good governance (variety of subjects under this)
Medium (0.5 to	Networking for eknowledge	World Public Sector report

1.5%)	management (through DPADM)	(particularly egovernment); Egovernment; Role of Egovernment; Benchmarking for egovernment-A global perspective.
Low (under 1%)	All other	All other

13. OIOS' categorization shows that while user interest in governance is high, this interest is not sharply defined. The most sharply defined knowledge product of DPADM is Egovernment, and in particular the publication "Benchmarking for Egovernment -A Global perspective." In conclusion, OIOS felt that DPADM's critical knowledge products are not sharply defined and the lack of a defined niche for its products is corroborated by the scattered user interest analysis based on web trends data.

Recommendation 3-4

OIOS recommends that:

(i) DSD review the design and information of the technical cooperation data placed on its website to generate wider user interest. DSD should also consider using the achievements in technical cooperation as examples under success stories or case studies (AN2004/540/01/003);

(ii) DPADM's Office of the Director, its Socio-economic and Management and Governance and Public Administration branches clearly delineate their knowledge products in order to generate sustained user interest in them (AN2004/540/01/004).

14. As regards Recommendation 3, DESA stated that *the recommendation on technical cooperation data and success stories in DSD is valid and will be acted upon.* Recommendation 3 is closed in OIOS' database in view of DSD's assurance to redesign its technical cooperation data.

15. As regards Recommendation 4, DESA stated that *DPADM's Office of the Director, its Socio-economic and Management and Governance and Public Administration branches would delineate DESA's knowledge products.* Recommendation 4 is kept open in OIOS' database pending DPADM's action to clearly delineate its knowledge products for the Office of the Director, its Socio-economic and Management and Governance and Public Administration branches.

C. Content management on websites

16.   Quality control over content is generally well laid out in DSD. A focal point is assigned for each substantive issue page and is responsible for ensuring that information is updated on a regular basis. Archiving procedures are also laid out and two individuals are responsible for archiving related functions. However, OIOS found isolated instances of critical knowledge products which were not covered on the website. For example, the web content of National Cleaner Technologies Strategies (NCTS) did not take into account methodologies developed by DSD and applied successfully in Argentina, Nicaragua and Slovak Republic. OIOS also found some instances of data on the website not being updated. For example, the major groups webpage and the earth summit contains sub-pages dedicated to success stories. The success stories are updated upto 2001 despite considerable user interest. Also, some of the links were not functional. For example, the NCTS Development Account Project in Vietnam and Tanzania link was not functional. The auditors noted the steps planed by DSD to rectify these shortcomings.

17.   From a review of user statistics, OIOS noted that the National implementation of Agenda 21-2002 and Country profiles is DSD's most popular knowledge product although it was not reflected separately as a knowledge product under the National Information and Monitoring branch. OIOS felt that in order to leverage this product even further, DSD may consider inserting executive summaries or highlights with a view to providing easy readability to its users.

18.   A language analysis of the top downloads and top pages visited shows that only 0.5% of DSD's downloads and page visits are in Spanish. DSD officials stated that *translation required a high amount of resources and they dealt with it on a piecemeal basis and on individual requests. They also stated that national governments tended to translate important documents or information of relevance as the case may arise in respective countries. (This discussion pertained only to information or documents that needed to reach a wider audience and were not included in UN official documents which were already translated into six languages under UN rules)*. DSD officials also noted that *contributing to the access language issue was the fact that if a client is searching, using a search engine such as Google, in Spanish, they would not come up with many results since they had not set up any web pages with meta labels in Spanish*. In OIOS opinion, DSD should consider translating its homepage only into the six official UN languages in order to interest a bigger multilingual audience in the contents of its website. By this, multilingual clients would have a preview of content availability and could then get the subjects that interested them translated from their own resources. DSD's practice of using a list of English meta labels could also be considered for use in Spanish and other languages depending on client interest.

19.   DPADM's quality control over content is generally well laid out in NY. Branch chiefs are responsible for uploading the information on the website in New York which is subject to final review by the UNPAN manager. However in the case of the arrangements for uploading information by its Partners, UNPAN, NY provided the facility for regional uploading of information on a categorized menu of subjects. The

regional Partner is responsible for the information and knowledge management within the region. It is also to identify and maintain contacts with the relevant public administration institutions in the region. All information uploaded is subject to control and final approval by the UNPAN manager in NY. In OIOS opinion, control over the information being uploaded by UNPAN's Partners is inadequate owing to DPADM not having the means to verify the information being uploaded in languages other than English. This contributed to the reputational risk of the UN. (Almost 46% of the users were accessing the site in languages other than English spread over a variety of subjects. Refer Table 3 below).

Languages in which users are accessing UNPAN-Table 3

Languages	Top page visits	Top downloads
English	53.6%	36.3%
Chinese	32.4%	30%
Spanish	10%	21.3%
French	1.7%	4.1%
Arabic	1.1%	2.6%
Tagalog	0.5%	-

DPADM did not have an archival policy for UNPAN and did not insert executive summaries or highlights for its library of 16, 000 documents with a view to providing easy readability to its users.

Recommendation 5-10

OIOS recommends that:

(i) DESA ensure that it develop a language policy on documents, other than UN official documents, being placed on its divisional websites. DESA may consider converting only the contents of its divisional homepages into the six UN official languages (AN2004/540/01/005);

(ii) DESA ensure that it has an archival policy for all its divisional websites (AN2004/540/01/006);

(iii) DESA ensure that it has a policy requiring summaries for the most important category of documents that its divisions place on their websites (AN2004/540/01/007);

(iv) DESA ensure that it has a policy on the use of metalabels by its divisional websites including the use of metalabels in languages other than English based on client demand (AN2004/540/01/008);

(v) DESA ensure that information related to its divisions' critical knowledge products be fully disclosed and updated on its website. All essential links should be kept functional (AN2004/540/01/009);

(vi) DPADM review its arrangements for uploading

information by its Partners paying special attention to the control over information uploaded by its Partners in languages other than English (AN2004/540/01/010).

20.   As regards Recommendation 5, DESA stated that *the conversion of content into other languages, while feasible, is a function of resources. DESA will indeed seek to develop a policy, keeping in mind the available budget resources as well as the constraints of the translation services of the UN.* Recommendation 5 is kept open in OIOS' database pending DESA's action to develop a language policy on documents, other than UN official documents, being placed on its divisional websites.

21.   As regards Recommendation 6, DESA stated that *it will seek to develop an archival policy for all its divisional websites.* Recommendation 6 is kept open in OIOS' database pending DESA's action to develop an archival policy for all its divisional websites.

22.   As regards Recommendation 7 and 9, DESA stated that *summaries for the most important categories of documents and full disclosure and updating of would obviously be very desirable. However, full implementation of these recommendations would require very substantial staff and other resources going much beyond those available to DESA at this moment.* Recommendation 7 and 9 are closed in OIOS' database as DESA has assured OIOS that it will summarize for the most important categories of documents and update its website within its given staff resources.

23.   As regards Recommendation 8, DESA stated that *on metalables/metatags, DESA will follow the UN policy on the subject as per annex 3 of the technical guidelines of the internet working group of July 2003 for its future sites and pages and will implement it in respect of current pages as they are revised.* Recommendation 8 is closed in OIOS' database as DESA has assured OIOS that they will use metalables/metatags in respect of current pages as they are revised.

24.   As regards Recommendation 10, DESA stated that *DPADM exercising "control" over information uploaded by its partners in other language is problematic as it runs counter to the spirit of UNPAN as a forum for the free exchange of public administration information, not all of which is generated by the UN. A more practical approach might be for DPADM to "monitor" the information uploaded by partners. DPADM will consider adding a disclaimer in UNPAN indicating that the 3rd party content is not the responsibility of the UN.* Recommendation 10 is closed in OIOS' database as DESA has assured OIOS that DPADM will monitor the information uploaded by partners onto UNPAN and will consider adding a disclaimer in UNPAN indicating that the 3rd party content is not the responsibility of the UN.

D. Design

25.   UNPAN's content is organized in numerous functional categories rather than by knowledge products. They include analytical reports, case studies, advisory services,

country profiles, serials, what's new, DPADM, legislation, major development trends, conferences, databases, sitemap, training, survey, etc. Navigating through the UNPAN site to access its knowledge products is a complex task. Although there is a search option, most modern websites display their knowledge products on the home page itself and the site can then be user driven by his/her special interest. (See below example of World Bank Public administration homepage). Adopting a more proactive product oriented approach could make it more user friendly and provide easier access to its knowledge products.
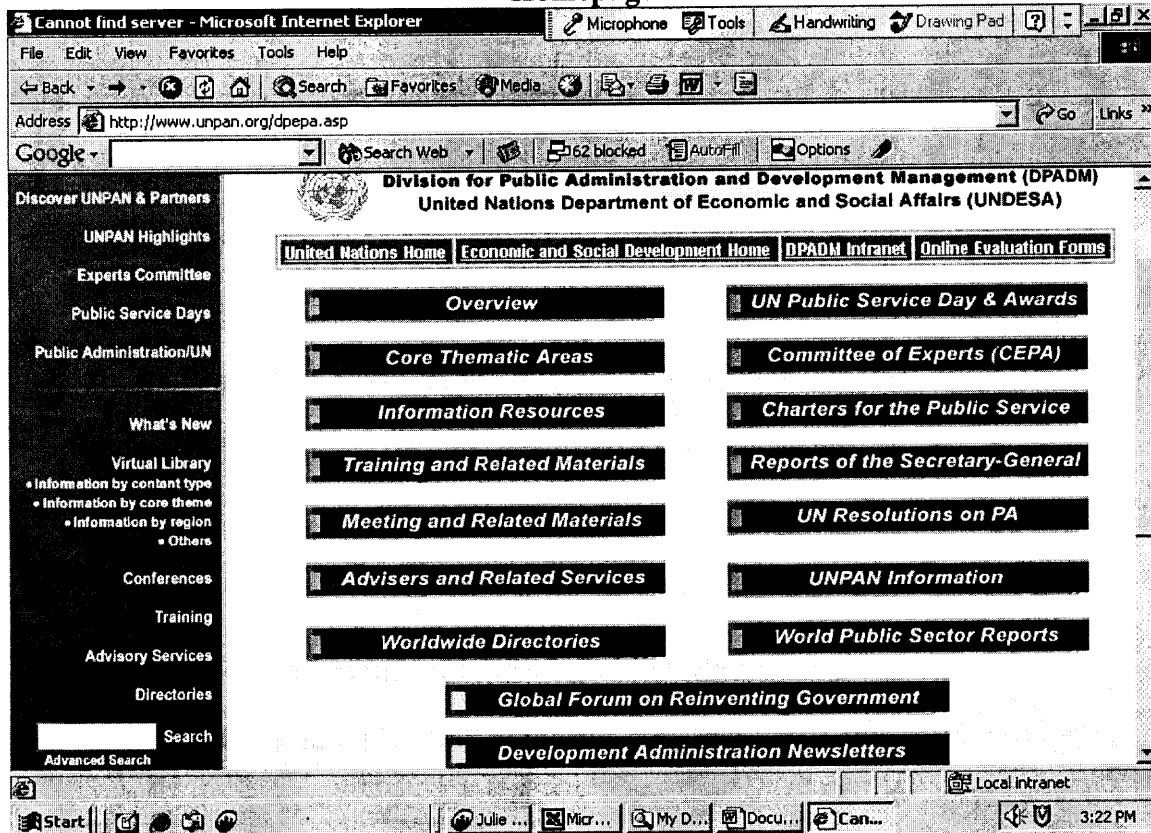
Contents of World Bank – Public Sector Governance Homepage

Contents of UNPAN Public Administration Homepage

26.   In the UNPAN Public Administration homepage, the knowledge products offered are not clear. Hence, the user would have to invest more time and navigate further to find the knowledge products which are embedded in the core thematic areas page. Also OIOS feels that if the user is interested in a particular topic it is difficult to navigate UNPAN and find it. One could use the search mechanism but this would limit the user to what he already knows rather than offering him/her a number of available products or options. There is a similar problem with the drop down menu approach which involves the scrolling through of a number of documents before the user can find what he is looking for. Further, OIOS noted that there is a lot of repetition on UNPAN's home page in its categories. For example, under international and regional, all categories under Information Resources are repeated. DPADM needs to reduce this repetition, particularly on UNPAN's homepage. In comparison, DSD's website is designed around knowledge products and easier to navigate.

Contents of UNPAN Homepage
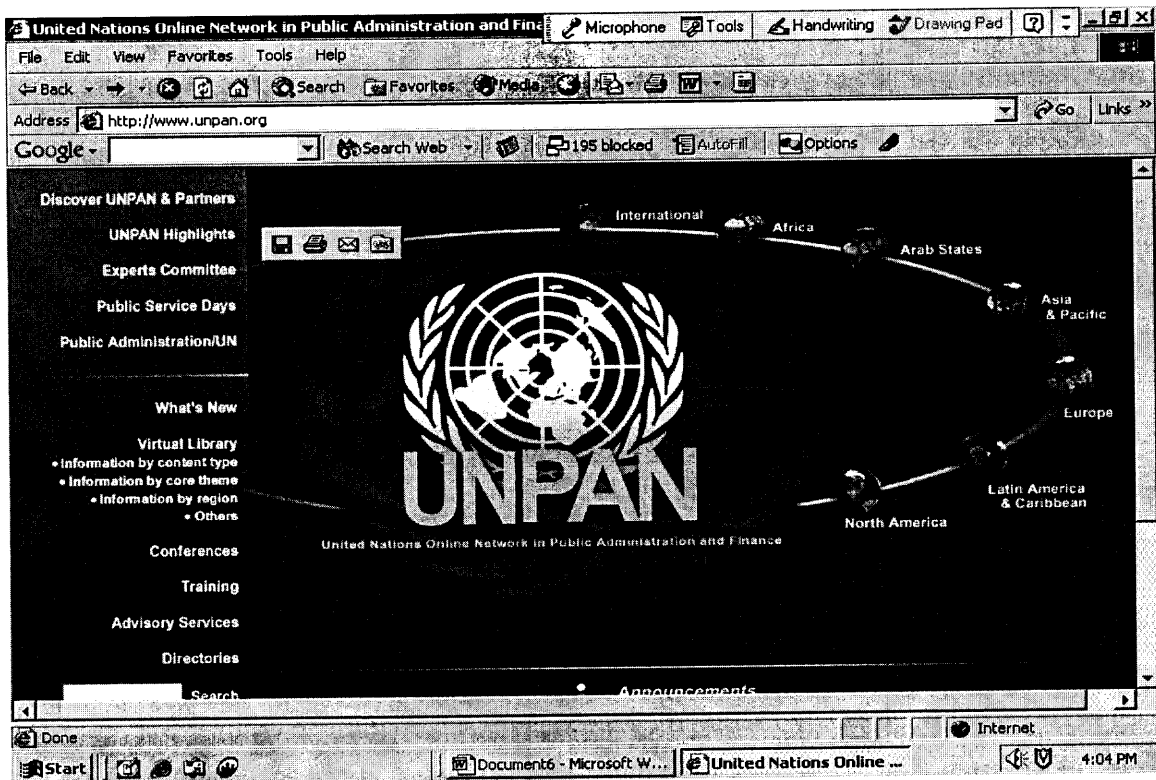
Contents of UNPAN – International Homepage
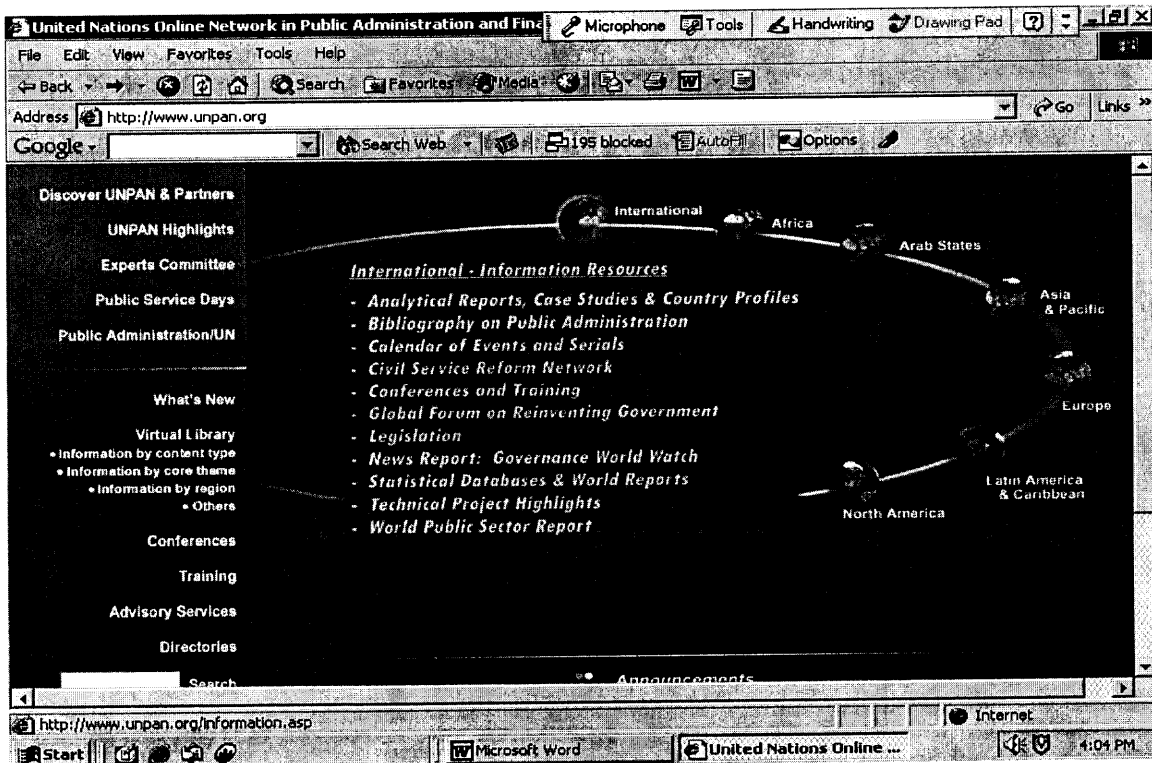
Contents of DESA – Division for Sustainable Development Homepage
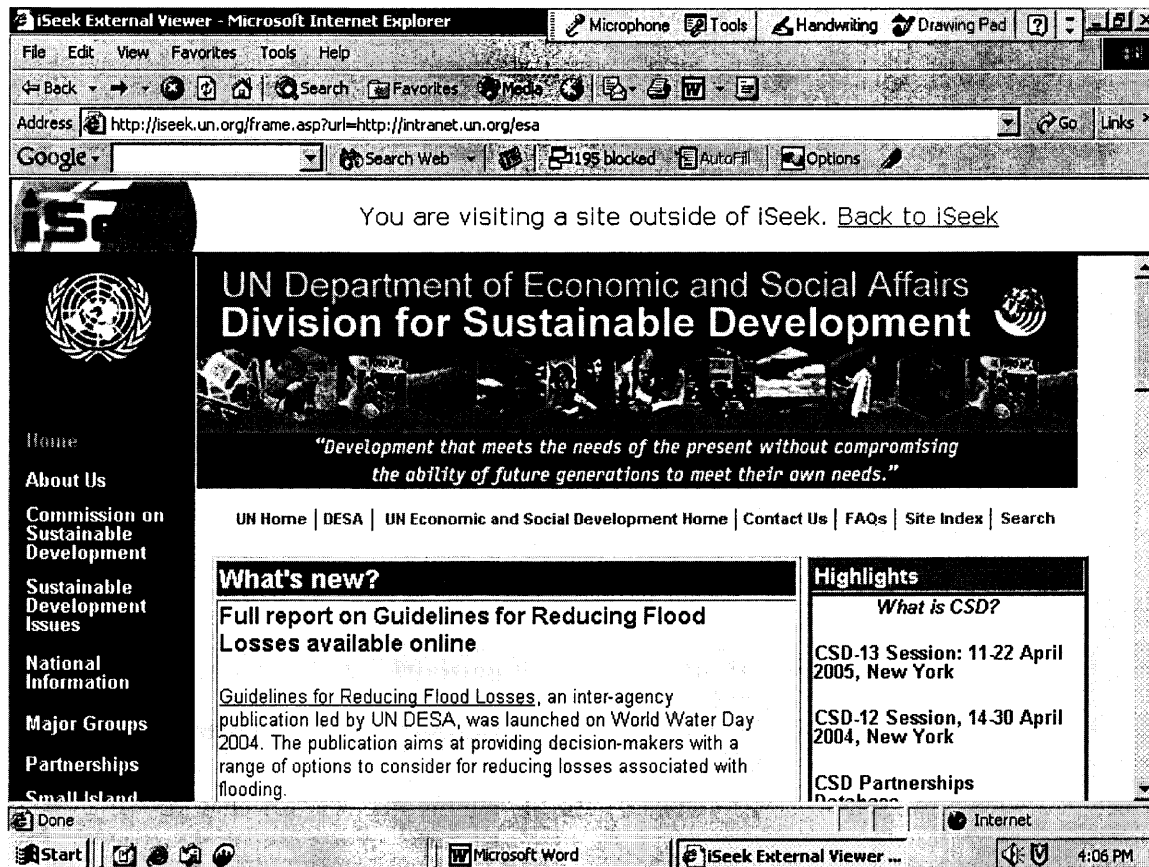
27.   Further, UNPAN's functional categories makes distinctions between case studies and analytical reports. For example case studies include articles and publications which focus on a study of a particular topic based on one or several real practices and experiences in one or several countries. Analytical reports include articles on an issue which are analyzed and usually provides analytical comments and conclusions. However, these marginal distinctions in definition of these functional categories are of no use and instead confuse the user who is looking for a specific product of his interest.

Recommendation 11-13

OIOS recommends that DPADM review UNPAN's design with a view to:

(i)   Adopting a user friendly product oriented approach in order to derive the maximum advantage for the promotion of its knowledge products (AN2004/540/01/011);

(ii)   Overhauling its homepage so that the user may navigate easily to reach specific knowledge products which

interest him/her and avoid repetition of categorization under different clusters (AN2004/540/01/012);

(iii)   Removing marginal distinctions between functional categories like case studies and analytical reports which confuse the user (AN2004/540/01/013).

28.   As regards Recommendations 11-13, DESA stated that *a more user-friendly UNPAN homepage and related issues are valid and will be pursued.* Recommendation 11-13 are kept open in OIOS' database pending DPADM's action to adopt a product oriented approach, redesign a user friendly homepage and simplify the portal's databases.

E. UNPAN's Network

29.   UNPAN is a virtual electronic network that promotes the exchange of expertise and sharing of experiences and lessons learned in public administration and finance at local, national, sub regional, regional and international levels. The ultimate objective of UNPAN is to support via an electronic platform, the development of efficient and effective public administration systems and competent civil services, especially in developing countries with economies in transition. UNPAN is both a website and a network and is managed by the Division for Public Administration and Development Management (DPADM). While the primary purpose of a website is to provide information to all its viewers, that of a network is to provide for exchange and communication of knowledge between its networked partners.

30.   According to its proposals for the utilization of the Development Account dividend (A/53/374/Add.1), UNPAN was to *inter alia* promote linkages and cooperation within regions and between regions by facilitating exchanges among policy makers, practitioners and experts from research institutions. It was also to enhance the capacity of regional and sub regional institutions to serve as catalysts for sharing information and expertise and provide training to enhance developing countries self reliance in the areas of public administration and finance. In OIOS' opinion therefore, the basis for effective networking would include clarity in a) what was required to be exchanged, b) with whom this needed to be exchanged and c) how this arrangement for exchange was to be operationalized. Further, the additional benefits of the UNPAN network as conceived was that it would i) allow for decentralized (regional) uploading of information to its seven databases and ii) would enhance interactivity through electronic exchange of its partners.

31.   Both in terms of identification of critical knowledge products and in assessing user interest (refer paragraphs 5 and 12 of this report), OIOS was not convinced that DPADM had been able to deal with the question of a) what it wanted to exchange with its Partners effectively.

32.   In order to understand b) whom these knowledge products needed to be exchanged with, OIOS needed to understand who DPADM was trying to network with. Therefore OIOS reviewed information relating to UNPAN's Partners. UNPAN currently has 25 Partners who were selected in the years ranging from 2000 to 2004. Of these 5 are

international institutions, 5 from Africa, 2 from Arab States, 3 from Asia and Pacific, 4 from Europe, 3 from Latin America and 3 from North America. These included all 5 Regional Commissions in their respective regions. DPADM stated that Partners were selected based on a needs assessment done by them which determined how well they were established in a particular region. Since the sub-programme was continuously evolving in terms of its knowledge products, OIOS requested individual branches to indicate the current relevancy of its partners. The branches responded as follows: 24 out of 25 partners are relevant to the Governance branch; 16 out of 25 partners are relevant to the Socioeconomic branch and 12 out of 25 partners are relevant to the Knowledge Management branch. However, OIOS noted that DPADM needed to have done an assessment to determine the degree of relevancy of these Partners to the individual branches with reference to their critical knowledge products. Additional lists of relevant Partners were also provided by each branch to OIOS on its request, indicating clearly that the needs of branches are constantly changing or evolving. Further, OIOS noted that DPADM needed to assess the interaction of Partners among themselves within the region, particularly the south-south and south-north traffic that they generated. Considering that the exchange and sharing of knowledge was the primary purpose of the network, OIOS considers that the selection of partners should be aligned to the relevance of DPADM's critical knowledge products. For this, DPADM must first sharpen its identification of critical knowledge products.

33.   OIOS' review of c) how this network was going to be operationalized was based on understanding i) the content management of the information provided in its databases supporting the network and ii) the network's interactivity generated out of the content in its databases or as a result of its Partners' concerns on knowledge products.

(i) Content management of the databases supporting the network

Usage data for databases supporting the network

34.   The usage of databases supporting UNPAN's network is shown in Table 4 below. 98% of UNPAN's database usage is of the Content server indicating that UNPAN may consider changes its data storage structure and by reducing the number of the databases it maintains.

Analysis of visits and hits to UNPAN's databases: Table 4

Group name	Visits	% of visits/total visits	Hits
1. Content server	1,228,995	97.80%	6,733,364
2.Conference/Training Database	19,447	1.55%	98,410
3.Legislation	3, 492	0.28%	7,641
4.Procite Bibliographic databases	1,443	0.11%	2,691
5.Directory of	1,209	0.10%	2,425

Training Institutions in PA database			
6.Directory of contacts database	1,160	0.09%	31,260
7.Directory of websites database	935	0.07%	2,675
Total	1,256,681	100%	6,878,466

Note: These statistics are included in the overall web trends statistics

Arrangements for uploading information on its databases

35.   The arrangements with its Partners for uploading information to its seven databases is discussed in paragraph 19. OIOS did not find the controls over this activity to be adequate owing to DPADM not having the means to verify the information being uploaded in languages other than English. Also, UNPAN's manager was on leave with effect from July 2004 and no replacement had been finalized at the time of the audit. Hence, DPADM is exercising no control over information being uploaded by its Partners. OIOS also noted that all the Partners had their own individual websites and much of the information is available on their website resulting in some duplication of documents being placed on their websites and in the UNPAN network. Overall, given that exchange and interactivity is the primary purpose of UNPAN, uploading information in languages other than English has not enhanced exchange or interactivity between UNPAN and its Partners. In OIOS' opinion, in order to increase interregional interactivity it would be advisable to have information available in English only and focus instead on exchange and discussions on identified critical knowledge products. Moreover, according to the existing UN policy, all official documents are already being translated into six languages.

(ii) Network's interactivity

36.   OIOS noted that since networking is the defining feature of the UNPAN network it would need to test the nature and volume of this exchange through the electronic interactivity it generated. OIOS noted that UNPAN offered the following interactive features for networking: discussion board (no usage data available); bulletin board (25 entries in 2003); email notification (191 registered so far); advisory services (no data available); online survey of UNPAN (1,140 responses in 2003); contact us (2,258 requests in 2003); evaluation forms (no data available). With regard to online services, OIOS found that facilities for on line conferences is not yet in place as equipment is expensive and content for on line training is not yet ready. Two of its Partners, namely Regional Cooperation Office for City Informatization (RCOCI) and American Society for Public Administration (ASPA), are currently working on it. OIOS concluded that the interactive features, including online facilities, are not designed for extensive networking or knowledge sharing. Currently, designed features are not being used and usage data is not being monitored. Given that UNPAN is primarily a network and not just a website, interactive features needed to have been given more attention in the development of its design, usage and analysis.

37.   OIOS' assumption in paragraph 19 was that the basis for effective networking

would include clarity in a) what was required to be exchanged, b) with whom this needed to be exchanged and c) how this arrangement for exchange was to be operationalized. Further, the additional benefits of the UNPAN network as conceived was that it would i) allow for decentralized (regional) uploading of information to its seven databases and ii) would enhance interactivity through electronic exchange of its partners. In OIOS' opinion, the UNPAN network did not satisfy the assumptions at a), b) and c) or depict any additional benefit with regards to i) and ii) above. Overall in OIOS' opinion, UNPAN when conceived, was a forward looking concept and has succeeded in establishing an "electronic consciousness" in the regions. However, UNPAN was meant to have served as a tool for the engagement of the public administration community.

38. Also, given that developments in technology have allowed most public administration institutes to have their own individual websites, OIOS does not see any demonstrable advantage in having a network. Links to relevant websites backed by their own local databases (like in the case of DSD which supports its two databases centrally) could offer a more efficient and economical way to exchange and interact. In OIOS opinion, DESA should review afresh the need for DPADM to host a network.

Recommendation 14

OIOS recommends that DESA review afresh the need for DPADM to host a network, given that advancements in technology have allowed most public administration institutes to have their own individual websites. Links to relevant websites backed by their own local databases could offer a more efficient and economical way to exchange and interact (AN2004/540/01/014).

39. As regards Recommendation 14, DESA stated that *it continues to believe that the portal is an effective and friendly way to provide access to United Nations knowledge and knowledge of many relevant institutions of Member States as well as linking such knowledge. DESA will continue to provide guidance to partner organizations on the ways of improving these links, and facilitating interactivity both between individual institutions and between institutions and the network as a whole.*

40. *Taking into account the OIOS observation on the review of UNPAN prior to implementing the UNPAN fourth tranche project of the Development Account, DESA will reformulate the project document in light of the Auditor's report and an external evaluation of an UNPAN project funded under the first tranche of the Development Account.*

41. In OIOS opinion, DESA's response has not demonstrated clearly the reasons for its conclusion that the portal is an effective and friendly way to provide access to United Nations knowledge and knowledge of many relevant institutions of Member States as well as linking such knowledge. OIOS' concerns are as follows: a) first, the objectives of

the portal need to be brought to a focus in terms of the delineating the knowledge products that need to be exchanged; b) a precise definition of the target audience of this knowledge and the purpose for its dissemination needs to be formulated c) a description of tools offered by the portal to exchange this information and how this adds value to that of providing links to the website needs to be made d) a precise definition of the audience for which information is being provided in multiple languages and how exchange or interactivity works in this context needs to be agreed upon e) considering that DESA/DPADM propose to add a disclaimer to the contents of the portal, a description of the added value of generating all this information needs to be listed f) identification of DESA/DPADM's methodology in evaluating the portal's usefulness and its interactivity. Overall, OIOS feels that DESA/DPADM needs to bring programmatic focus to the information or contents of the portal before it starts adding more features and regions to this project. Recommendation 14 is kept open in OIOS' database pending DESA's review of UNPAN.

42. However, if DESA finds after its review that UNPAN's network needs to be continued, then it should not make further investments for the expansion of UNPAN without first satisfying itself as to the effectiveness of the network. Steps outlined in Recommendations 15-21 would assist DESA in satisfying itself that DPADM is in a position to undertake further expansion and activities in UNPAN.

Recommendation 15-21

OIOS recommends that DESA make no further investment in the expansion of UNPAN until DPADM has taken steps to;

(i) Clearly delineate its critical knowledge products (AN2004/540/01/015);

(ii) Take user interest into account in developing its knowledge products (AN2004/540/01/016).

(iii) Select Partners who are aligned in terms of their relevance to DPADM's critical knowledge products (AN2004/540/01/017);

(iv) Reduce the number of databases and align the data storage structure to match user interest (AN2004/540/01/018);

(v) Review its and the UN's exposure to reputational risk due to having inadequate control over the information uploaded by its Partners in languages other than English (AN2004/540/01/019);

(vi) Pay urgent attention to the development of UNPAN's interactive features-their design, usage and analysis to make the network effective(AN2004/540/01/020);

(vii) Review the volume of interactivity on its databases which reflect user interest in the contents of its databases(AN2004/540/01/021).

43. As regards Recommendation 15, DESA stated that *it reiterates Recommendation 4 and that DPADM's Office of the Director, its Socio-economic and Management and Governance and Public Administration branches would delineate DESA's knowledge products.* Recommendation 15 is closed in OIOS' database in view of the fact that the point is being covered as part of Recommendation 4.

44. As regards Recommendation 16, DESA stated that *user interest will be considered in the further development of UNPAN.* Recommendation 16 is closed in OIOS' database in view of the point being covered in Recommendations 4 and 14.

45. As regards Recommendation 17, DESA stated that *DPADM does not have partners that are not relevant to the work of the Division in public administration and development management. Limiting partnerships only to organizations that can be useful in the development of a selected number of products would most likely turn out to be counterproductive, and – as a policy – unsustainable.* Recommendation 17 is kept open in OIOS' database pending DPADM's action on reviewing its Partners after it has delineated its critical knowledge products targeted for exchange through the portal.

46. As regards Recommendation 18, DESA accepted it and stated that *the review of databases will be part of the overall overhaul of the website.* Recommendation 18 is kept open in OIOS' database pending DPADM's action to review the databases and overhaul the website based on its clarification of content.

47. As regards Recommendation 19, DESA stated that *in warning of the "reputational risk due to having inadequate control over the information uploaded by its partners in languages other than English", overlooks the point, as stated earlier, of UNPAN being a virtual international forum. To draw an analogy from intergovernmental bodies, the UN Secretariat cannot be held responsible for the declarations of all Member States. As noted in relation to recommendation 10, DPADM will consider introducing an appropriate disclaimer.* Recommendation 19 is closed in OIOS' database as DESA has stated that it will add a disclaimer if necessary for the information on the portal.

48. As regards Recommendation 20, DESA stated that *it is valid and DPADM will further develop the interactive features of the site including online training, as an essential part of the networking. This facility is expected to be implemented in the near future. So far, interactive features have been limited only due to technical reasons.* Recommendation 20 is kept open in OIOS' database pending DPADM's action to develop the interactive features of the site including online training, as an essential part of the networking.

49. As regards Recommendation 21, DESA stated that *they would appreciate further explanation what "interactivity" for a database is intended to imply and how it could be measured.* Since the objective of the portal is to share information as a step towards Knowledge Management between DPADM and its Partners and among the Partners

themselves, OIOS is of the opinion that DPADM should be able to assess the user interest in the contents of the portal and assess the volume and nature of interactivity generated by users from the contents of the portal. Interactive features offered on the portal depend on the technology in use and DPADM should use the services of a web master to introduce and measure these. Activity should be measurable in terms of messages posted, search hits, visits indicating the source and nature of this interest. Recommendation 21 is kept open in OIOS' database pending action by DPADM to introduce interactive features and mechanisms to measure them.

F. Financing and Governance of UNPAN

50.   Expenditures on UNPAN in 1999-2003 totalled to $1.5 million. All of this was for development and implementation of its network. Of this 70% of its expenditures relates to equipment, consultants, contractual services and 30 % of its expenditures relates to expert group meeting, travel of staff and training, financed by the Development Account. Staff costs being borne out of regular budget resources but deployed on UNPAN approximated to $ 200,000 per annum (actual figures unavailable as work months not being charged in IMDIS), resulting in an approximate total investment of $2.5 million from 1999 to 2003.

51.   UNPAN is governed by an expert group which is separate from the Committee of experts for Public Administration which governs DPADM's sub programme as a whole. UNPAN's expert group consists of 25 members and meets once a year at a cumulative cost of $141, 742 (1999-2003) with cost in 2003 alone at $ 59,000. It has annual interregional consultative meetings (Greece, Italy, etc.) which establish the guidelines for the management of UNPAN. Its last meeting in May 2004 discussed *inter alia* the OIOS evaluation report's recommendation on UNPAN, a historical and analytical review of UNPAN's content development, introduction of newly upgraded IT features for content management and information search, lauding the important role played by the UNPAN newsletter in improving the quality of information management and the role of UNPAN in promoting the Public Service awards. OIOS felt there was a need to review whether there is a need for a separate expert group to govern UNPAN since consultations can be arranged or information transmitted through its own electronic network.

Recommendation 22

> OIOS recommends that UNPAN need not be separately governed by an expert group but instead be an integral part of the Committee of Public Administration, which oversees the entire sub-programme. Consultations with Partners can be conducted through UNPAN's electronic network (AN2004/540/01/022).

52.   As regards Recommendation 22, DESA stated that *regarding oversight by the Committee of Experts on Public and Administration as well as the question of "virtual" as compared to "physical" meetings, requires some comment. In DESA's view, the*

Committee of Experts on Public Administration should be engaged in providing overall policy guidance on sharing information, including on lessons learnt, in the area of public administration. At the same time, it would not be desirable to exclude other stakeholders from the decision-making process; hence the need for a separate coordination arrangement for UNPAN. The observations regarding virtual versus physical meetings, raises a more general issue. Meetings of the UNPAN partners have been conducted, wherever possible, as side events of various global forums in which those partners would have participated in any case. DPADM considers that these meetings have provided an important consensus-building and knowledge-sharing opportunity at minimal cost to the UN budget. Recommendation 22 is kept open in OIOS' database until DPADM has reviewed the issues raised in paragraph 41 of this report. The governance mechanism of UNPAN should result from a review of UNPAN's programmatic focus and utility to its users.

G. Good practices

53.   In comparison to UNPAN's resources, DSD had made notable achievements with limited in-house resources. The Chief of the National Information, Monitoring and Outreach Branch acts as the overall Coordinator for the DSD website. One professional staff member coordinates, on a part-time basis, the content management of the DSD website, one senior general service member who is fully dedicated to servicing national information data, CSD web-pages and overall DSD website technical needs, and two staff members who work part-time on the technical cooperation and SIDS websites within the DSD website. Selected staff members are designated as technical and substantive focal points for the various programme areas and issues pages on the Division's website. More than 20 staff members were mobilized during the re-designing/re-launching of the Division website in late 2002 –early 2003.

54.   Other good practices in DSD's management of its website included the following:

Joint activities
- DSD was hosting a joint (between DESA and UNEP) website on the 10-year Framework of Programmes on Sustainable Consumption and Production providing user-friendly information on the Marrakech process and associated activities.

- DSD was hosting a joint (between DESA and UNESCO) website on the International Year of Freshwater 2003 which provides a cross link to the "water related databases of the UN system".

- DSD was hosting The Global Initiative on Transport Emissions webpages in a partnership with World Bank.

- The CSD-12 web-casting was done in cooperation with UNDP.

- SIDSnet- a project for Small Island Developing States between UNDP and the Alliance of Small Island States (AOSIS).

Use of metalabels

55.   Meta-labels are keywords that clients use in order to search the web. The DSD webmaster uses a list of meta labels for example "sustainable development," or "national Sustainable Development Strategies," when updating the content of the web to ensure that the division appears as a first site when "sustainable development" is searched.

Databases

56.   DSD has two databases which are managed centrally by NY and support its website. They are a) The Sustainable Consumption and Production database and b) The Partnerships database. The Partnerships database provides a mechanism to both provide information and monitor 300 partnerships on a number of thematic subjects that a group of partners may be working on. It provides the opportunity for interested parties to join existing partnerships or forge new partnerships. The criteria and guidelines for collecting and displaying information on its website provide excellent information and were developed during CSD-11. Search statistics for the period 1 November 2003 to 15 June 2004 indicated that both the databases were active although the Partnerships database was eliciting more interest. (Sustainable Consumption and Production database had 6,384 hits and 1,112 visits while the Partnerships database had 45,483 hits and 9,081 visits).

Interactivity

57.   Interactive features on DSD's website are a) Contact Us which is a common email address cited on all web pages to collect the user feedback and queries with an average number of queries 50-80 on a daily basis (doubling before and during CSD); b) Web conference – for CSD 12 (under Electronic List Server) which could also be utilized as a chat facilities and an email notification system (around 70 messages as on date) relating to the CSD 12. DSD stated that *it had not considered more interactive features because its past experience with national focal points showed that it had resulted in one way traffic from DSD to national focal points rather than a two way exchange. They also stated that they considered the strengthening of their databases to be more useful as a first step before considering an introduction of interactive features. Also they had no resources to manage an interactive process.* OIOS found DSD's approach to interactivity instructive especially in the context of UNPAN's experience of low interactivity.

H. Monitoring websites' effectiveness

58.   Currently DESA's OUSG's office is monitoring the effectiveness of websites by submitting a quarterly report on divisional website user data to the USG, DESA. It should be noted that while the number of hits provides base data indicating general user interest, the number of hits could also be high due to a complex design architecture. This means that navigation through a complex web site could result in more hits while not necessarily resulting in developing a more sustained user interest. In OIOS' opinion, DESA could use more indicative criteria to measure sustained user interest such as percentage of hits

being converted to: downloads; visits; percentage of visitors who visited more than once over total unique visitors; and percentage of visits lasting over 3 minutes over total visits (see Annex C).

Recommendation 23

OIOS recommends that DESA use more indicative criteria to measure sustained user interest such as percentage of hits being converted to: downloads; visits; percentage of visitors who visited more than once over total unique visitors; and percentage of visits lasting over 3 minutes over total visits (AN/2004/540/01/023).

59. As regards Recommendation 23, DESA stated that *the use of the ratio hits over visits and downloads, DESA is of the view that hits are not a representative indicator and do not provide useful management information. DESA will review its reporting arrangements and in the future will use only downloads and visits as a measure of sustained user interest.* Recommendation 23 is closed in OIOS" database as DESA has stated that it will review its reporting arrangements.

60. OIOS noted that the custom mode of the Web Trends summary reports are configured to pull up data for the last six months only. Therefore if DESA requires an analysis of user interest for a period going back beyond 6 months the current configuration in comparative custom mode does not allow for it. In OIOS' opinion, Information Support Unit (ISU) should have the Web trends vendor configure the reports to include historical data going back beyond six months.

Recommendation 24

OIOS recommends that DESA's ISU have the Web trends vendor configure the comparative custom mode reports to include historical data going back beyond six months (AN/2004/540/01/024).

61. As regards Recommendation 24, DESA stated that *the web trend software, which is accessible to all relevant staff in DESA via Intranet allows reporting for any time period from the start of the database which was October 2003.* Recommendation 24 is closed in OIOS' database in view of DESA's response.

IV. ACKNOWLEDGEMENT

62. We would like to express our appreciation for the cooperation and assistance extended to the auditors by the management and staff of in DESA, New York.

Patricia Azarias, Director
Internal Audit Division -I, OIOS

Recommendation Status Sheet

Recommendation Number	Recommendation	Planned Implementation Dates
AN/2004/540/01/001	OIOS recommends that DESA adopt a commonly understood definition of a critical knowledge product which is acceptable to all its divisions.	June 2005
AN/2004/540/01/002	DPADM review the wide range of subjects it covers and define its knowledge products as concrete end products.	Amended to 2a
AN/2004/540/01/002(a)	OIOS recommends that UNPAN should have a product definition around the subjects in which it wants to share knowledge. DPADM should, therefore formulate its guidelines to define better the knowledge products to be shared through UNPAN by DPADM and with and between its Partners	June 2005
AN/2004/540/01/003	OIOS recommends that DSD review the design and information of the technical cooperation data placed on its website to generate wider user interest. DSD should also consider using the achievements in technical cooperation as examples under success stories or case studies.	Closed
AN/2004/540/01/004	OIOS recommends that DPADM's Office of the Director, its Socio-economic and Management and Governance and Public Administration branches clearly delineate their knowledge products in order to generate sustained user interest in them.	June 2005
AN/2004/540/01/005	OIOS recommends that DESA ensure that it develop a language policy on documents, other than UN official documents, being placed on its divisional websites. DESA may consider converting only the contents of its divisional homepages	March 2005

	into the six UN official languages.	
AN/2004/540/01/006	OIOS recommends that DESA ensure that it has an archival policy for all its divisional websites.	March 2005
AN/2004/540/01/007	OIOS recommends that DESA ensure that it has a policy requiring summaries for the most important category of documents that its divisions place on their websites.	Closed
AN/2004/540/01/008	OIOS recommends that DESA ensure that it has a policy on the use of metalabels by its divisional websites including the use of metalabels in languages other than English based on client demand.	Closed
AN/2004/540/01/009	OIOS recommends that DESA ensure that information related to its divisions' critical knowledge products be fully disclosed and updated on its website. All essential links should be kept functional.	Closed
AN/2004/540/01/010	OIOS recommends that DPADM review its arrangements for uploading information by its Partners paying special attention to the control over information uploaded by its Partners in languages other than English.	Closed
AN/2004/540/01/011	OIOS recommends that adopting a user friendly product oriented approach in order to derive the maximum advantage for the promotion of its knowledge products.	June 2005
AN/2004/540/01/012	OIOS recommends that overhauling its homepage so that the user may navigate easily to reach specific knowledge products which interest him/her and avoid repetition of categorization under different clusters.	June 2005
AN/2004/540/01/013	OIOS recommends that removing marginal distinctions between functional categories like case studies and analytical reports which confuse the user.	June 2005

AN/2004/540/01/014	OIOS recommends that DESA review afresh the need for DPADM to host a network, given that advancements in technology have allowed most public administration institutes to have their own individual websites. Links to relevant websites backed by their own local databases could offer a more efficient and economical way to exchange and interact.	June 2005
AN/2004/540/01/015	OIOS recommends that DPADM clearly delineate its critical knowledge products.	Closed
AN/2004/540/01/016	OIOS recommends that DPADM take user interest into account in developing its knowledge products.	Closed
AN/2004/540/01/017	OIOS recommends that DPADM select Partners who are aligned in terms of their relevance to DPADM's critical knowledge products.	June 2005
AN/2004/540/01/018	OIOS recommends that DPADM reduce the number of databases and align the data storage structure to match user interest.	June 2005
AN/2004/540/01/019	OIOS recommends that DPADM review its and the UN's exposure to reputational risk due to having inadequate control over the information uploaded by its Partners in languages other than English.	Closed
AN/2004/540/01/020	OIOS recommends that DPADM pay urgent attention to the development of UNPAN's interactive features-their design, usage and analysis to make the network effective.	June 2005
AN/2004/540/01/021	OIOS recommends that DPADM review the volume of interactivity on its databases which reflect user interest in the contents of its databases.	June 2005

AN/2004/540/01/022	OIOS recommends that UNPAN need not be separately governed by an expert group but instead be an integral part of the Committee of Public Administration, which oversees the entire sub-programme. Consultations with Partners can be conducted through UNPAN's electronic network.	June 2005
AN/2004/540/01/023	OIOS recommends that DESA use more indicative criteria to measure sustained user interest such as percentage of hits being converted to: downloads; visits; percentage of visitors who visited more than once over total unique visitors; and percentage of visits lasting over 3 minutes over total visits.	Closed
AN/2004/540/01/024	OIOS recommends that DESA's ISU have the Web trends vendor configure the comparative custom mode reports to include historical data going back beyond six months.	Closed

Annex A
Division for Sustainable Development
1. Branch : Energy and Transport

[Program Activity]

[Business lines: Support for intergovernmental processes (IG)
Capacity building/technical cooperation (CB/TC)
Research and analysis/methodology development (R&A/MD)
Outreach (O)]

Critical Knowledge Product	Description	Clients/Audience	Partners/Funders	Impact	Business line
The promotion of new and renewable sources of energy including through the World Solar Programme 1996-2005	Secretary-General report for WSSD	Member States	Inputs from UN Agencies	Provided an assessment of the promotion of renewable sources of energy with emphasis on the impetus provided by the WSSD	IG
"A Proposed Framework for Partnerships on Energy for Sustainable Development"	Background paper for the 4th preparatory session of the CSD in preparation of the WSSD	Member States	Inputs from Working Group on Partnerships related to Energy for Sustainable Development	Served as the intellectual and organizational basis on which the WEHAB documents were developed for the WSSD, as well as for intergovernmental discussion on partnerships in preparations for WSSD	IG
Energy for sustainable development: Review of national and international energy policies	Article in international journal	Governments, experts and general public	None	Major intellectual analysis of national and international energy policies in the scholarly literature	R&A/MD
Statement of Collaboration between the United Nations and the e7, and Memorandum of Understanding between the UN Department of Economic and Social Affairs and the e7 Fund for Sustainable Energy Development	Two agreements serving as the basis for energy partnerships between (1) the e7 and the UN system, and (2) the e7 and DESA	Developing nations	e7 and the e7 Fund	Provides a basis for cooperation between the UN and an association of specialized utility corporations in working on joint activities to improve access to electricity in developing countries, and a model for cooperation between the UN and other entities in this field	CB/TC
"Wind Resource Concession Approach in China", "Navigating the Policy Path for Support of Wind Power in China", and "Yet Another Market Transition?: Moving Towards Market-Oriented Governmental Support of Wind	Series of articles in international peer-reviewed journals on the legal and regulatory aspects of establishing wind energy	Governments, experts and general public	Professors at Qinghua University in Beijing and University of Pennsylvania in Philadelphia	Provides a regulatory basis for developing wind resources in China, and a model for such efforts in other large developing nations	R&A/MD

	resource development in China				
"Power in China"					
The Electricity Bill, the Swaziland Electricity Company Bill, and Energy Regulatory Authority Bill	Package of legislation for reforming the electricity sector in Swaziland	Swazi Government	Consultants from Electricité de France and Advanced Engineering Associates International (USA), based on previous inputs from the World Bank	Provides legislation to reform the electric power sector in Swaziland in a manner commensurate with national capacities and resources and in accordance with its foreign policies; the legislation is currently under consideration	CB/TC
"Promoting Renewable Energy in the Context of Sustainable Development", "Sustainable Energy Development", "Price versus Quantity Support for Renewable Energy Systems", "CDM: Prospects for Promoting Renewable Energies", "Accelerating Market Growth for Electricity from Renewables: Legislative Tools and Regulatory Measures", and "Overcoming Barriers through Capacity Building"	Set of articles in "Words into Action", a publication prepared for the International Conference for Renewable Energies in Bonn	Governments and general public	None	Provides an overview of the requirements for an enabling environment for renewable energies, particularly in developing countries	O
China Village Power Project Development Guidebook	Practical step-by-step technical guide to developing decentralized power systems based on renewable energy for village applications	Practitioners and technicians engaged in renewable energy project development and implementation	Centre for Renewable Energy Development, China State Economic and Trade Commission, China State Environmental Protection Administration and UNDP, with funding from UNDP, GEF, AusAid (Australia), and the Royal Netherlands Embassy in Beijing	Used as the basis for the development of decentralized renewable energy power system in China and a model for guides to be developed in other developing countries	CB/TC
Consumer Education Campaign for Energy Efficient Refrigeration (China)	CD-ROM of posters and advertisements for campaign in Chinese	Consumers and civil society	China State Environmental Protection Agency, with funding from the Global Environment Facility and UNDP	Used in a effective campaign to promote the adoption of energy efficient refrigerators in China	O
"Energy Indicators to Assess Sustainable Development"	Article submitted for presentation at meet-	Energy experts	International Atomic Energy Agency	Outlines work undertaken on energy indicators and their usefulness in measur-	R&A/MD

At The National Level: Acting On The Johannesburg Plan Of Implementation	ing of International Association of Energy Economists and publication in its proceedings			ing progress on energy and sustainable development.	
Air Pollution from Ground Transportation	Book reviewing a wide range of policy options for the transport sector	Governments and general public	World Bank	Provides an assessment of causes, strategies and tactics, and proposed actions to mitigate transport emissions to promote sustainable development	R&A/MD
Energy for Sustainable Development	Publication outlining activities undertaken by the Untied Nations in the area of energy	Governments, NGOs and general public	UN entities, agencies and programmes working in the area of energy	Provides an overview of analytical and technical assistance work undertaken throughout the UN on energy	O

Annex A
Division for Sustainable Development
2. Branch : National Information, Monitoring and Outreach Branch

Program Activity

[Business lines: Support for intergovernmental processes   (IG)
Capacity building/technical cooperation   (CB/TC)
Research and analysis/methodology development   (R&A/MD
Outreach (O)]

Critical Knowledge Product	Description	Clients/Audience	Partners	Impact	Business Line
National Implementation of Agenda 21: A Summary (2002)	Report with graphic trend analysis (full length is available on DSD website)	Member States, IGOs, Major Groups, general public	National Governments	Input to WSSD preparatory press	IG, R&A
CD-Rom of Country Profiles (2002)	Collection of 140 country profiles covering all the issues considered by CSD (also available on DSD website)	Member States, IGOs, Major Groups, general public	National Governments	Provided information on progress made in national implementation	IG, O
Guidance in preparing NSDS (2002)	Guiding manual in developing and implementing National Sustainable Development Strategies	Member States	Inputs from selected experts on NSDS	Outline processes in formulating and implementing NSDS	IG, CB
Note by the Secretariat on National Reporting to the commission on Sustainable Development (Background Paper No. 3) (2003)	Progress report on national reporting attaching a matrix showing national reporting requests by various UN agencies	Member States	UN Agencies	Provided information on the status of streamlining national reporting processes	IG
National Focal Point Meeting on improving future reporting to the CSD (2002)	Report on the meeting and publication on country experiences	Member states	National Focal Points and selected Governments	Exchange of national experiences and lessons learned; Identification of ways and means of improving future national reporting to the CSD	CB
Progress in implementing the decisions of the Commission on Sustainable Development related to improvements in national reporting and further work on indicators of sustainable	Progress report on national reporting and analysis on indicators-related activities undertaken	Member States		Provided information on the status of streamlining national reporting processes and indicators	IG, R&A

Critical Knowledge Products	Description	Clients/Audience	Partners	Impact	Business Line
development: Report of the Secretary-General (2004)					
Note by the Secretariat on the regional implementation meetings for the twelfth session of the Commission on Sustainable Development (2004) (a) Regional Implementation Meeting on water, sanitation and human settlements for Asia and the Pacific Summary of discussions by the Chairman	Reporting on the regional assessments on the progress of implementation on water, sanitation and human settlements for CSD-12.	Member States, IGOs, Major Groups, general public	Regional Commissions	Promoted regional preparations for CSD-12	IG
National Sustainable Development Strategies: The Global Picture 2002	Status report on NSDS development/implementation	Member States, IGOs, Major Groups, general public	National Governments	Promotion of NSDS implementation towards 2005 target year	IG, R&A, O
1. National Sustainable Development Strategies: The Global Picture 2003 2. Assessment Report on National Sustainable Development Strategies: The Global Picture 2003	1. Status report on NSDS development/implementation 2. Analysis of regional trends	Member States, IGOs, Major Groups, general public	National Governments	Promotion of NSDS implementation towards 2005 target year	IG
Diagnostic study (Final Draft 2004)	Methodology allowing countries to measure their performance in achieving sustainable development	Member States, IGOs, Major Groups	The UN	Promotion of NSDS implementation towards 2005 target year	IG, CB
Roadmap for Strategic Planning for Sustainable Development: The National Sustainable Development Strategy as a Critical Tool for Development (Final Draft 2004)	Hands-on guidance on how to develop and implement National Sustainable Development Strategies	Member States, IGOs, Major Groups	NGO	Promotion of NSDS implementation towards 2005 target year	IG, CB
Report from Workshop in Turkey on "Governance for WSSD Implementation for Countries in Transition" (2003)	Regional workshop providing status of NSDS development, exchange of experience and networking	Member States, IGOs, Major Groups	National Governments in the region, IGOs, UN organizations	Regional promotion of NSDS implementation towards 2005 target year	IG, CB

Critical Knowledge Profile	Description	Clients/Audience	Partners	Impact	Business Line
Report from Regional Workshop on NSDS for Asia and the Pacific region (2003)	Regional workshop providing status of NSDS development, exchange of experience and networking	Member States, IGOs, Major Groups	National Governments in the region, IGOs, NGOs, UN Organizations	Regional promotion of NSDS implementation towards 2005 target year	IG, CB
Report from Caribbean Regional Workshop on NSDS and Indicators of Sustainable Development for the (2004)	Regional workshop providing status of NSDS development, exchange of experience and networking	Member States, IGOs, Major Groups	National Governments in the region, IGOs, UN Organizations	Regional promotion of NSDS implementation towards 2005 target year	IG, CB
Draft framework NSDS and indicators of sustainable development for St. Lucia (Finalized in 2004)	Technical cooperation project assisting the government during the process of developing draft framework NSDS and national indicator programme	Government of St. Lucia	The St. Lucia government, IGO	National promotion of NSDS implementation towards 2005 target year	CB/TC
Draft framework NSDS for Sudan (Finalized in 2004)	Technical cooperation project assisting the government during the process of developing a draft framework NSDS	Government of Sudan	The Sudanese government, IGO	National promotion of NSDS implementation towards 2005 target year	CB/TC
Report on proposed indicators of sustainable development for Bolivia (2002)	Technical cooperation project assisting the government Bolivia to identify a set of indicators of sustainable development	Government of Bolivia	The Bolivian government	National promotion of the creation of sustainable development indicators	CB /TC
Report on a set and methodological description of Costa Rica's sustainable development indicators (2003)	Technical cooperation project in cooperation with the University of Costa Rica to establish an information system to support decision-making for Costa Rica in the area of sustainable development	Government of Costa Rica	University of Costa Rica	National promotion of the establishment of an information system to support decision-making in sustainable development	CB/TC
Capacity building project on information management systems for Caribbean SIDS: -development of a project web site; -establishment of an e-group on decision-making for sustainable development; - development of training materials on information management systems; -training workshop on methodologies, tools and best	Capacity building project on creating information management systems to improve decision-making for sustainable development in Caribbean SIDS	National governments/ Major groups of Caribbean SIDS	OAS	Development of in-country capacity for reporting to international fora as well as to meet national needs for information in order to make effective and reasonable decisions for achieving sustainable development	CB/TC

Critical Knowledge Product	Description	Clients/Audience	Partners	Impact	Business line
practice for managing information for decision-making on sustainable development in Caribbean SIDS; - final project report (2004)					

Annex A
Division for Sustainable Development
3. Branch: Programme Co-ordination, Major Groups and Partnerships Branch

[Business lines: Support for intergovernmental processes]

(IG); Research & analysis/methodology development(R&A/MD); Outreach (O)]

Critical Knowledge Products	Description	Clients/Audience	Partners	Impact	
Johannesburg Declaration on Sustainable Development and Plan of Implementation of the World Summit on Sustainable Development Booklet	Booklet, produced in English and French, containing the texts of the outcomes of the World Summit on Sustainable Development 2002I	Member States, UN agencies, other international organizations, Major Groups, Media and general public	DPI	Promoted a wider dissemination of the outcomes of WSSD, and is in great demand by delegates to CSD	IG; O
Report of the Commission on Sustainable Development on its 11th session	Report containing the proceedings and decisions of CSD-11	Member States, UN agencies, Major Groups, Media and general public	DGACM	Promoted a wider dissemination of the deliberations and decisions of CSD	IG;O
Commission on Sustainable Development 12th Session: Review of thematic issues Chair's Summary Part 1, and High-level Segment Chair's Summary Part II	Chairman's summary of interactive discussions and statements at CSD-12	Member States, UN agencies, other international organizations, Major Groups, Media and general public	Produced in collaboration with the Chair and Bureau of CSD-12 based on discussions of the session	Highlighted the constraints and obstacles impeding progress in implementation and identified lessons learned as well as the challenges ahead ; Sets up the policy discussion for the Policy year of the two-year implementation cycle.	IG;O
SG report on Human Settlements	Secretary-General report for CSD 12	Member States, UN agencies, other international organizations, Major Groups, national experts and general public	Inputs from UN agencies	-Reviewed the state of implementation in human settlements; analysed constraints and obstacles; and identified continuing challenges -Facilitated CSD-12 thematic review of Human Settlements	IG;R&A/MD;O
SG report on Partnerships	Secretary-General report for CSD 12	Member States, UN agencies, other international organizations, Major Groups, national experts and general public	Information made available by partnerships	-Provided updates on progress in partnerships; - Analysed problems encountered in implementation; - Provided the basis for partnership	IG;R&A/MD;O

				discussions at CSD-12	
SG report on coordinated inter-agency follow-up to WSSD	Secretary-General report for CSD 12 and ECOSOC	Member States and UN agencies	CEB	Provided updates on inter-agency follow-up mechanisms and how UN system entities collaborate in implementation	IG
Communication materials, including The Road from Johannesburg brochure	Brochures	Member States, UN agencies, international organizations, Major Groups, Media and general public	DPI and DGACM	Promoted a wider dissemination of the outcomes of WSSD	O
Partnerships for sustainable development	Pamphlet containing the criteria and guidelines for CSD Partnerships for Sustainable Development	Member States, UN agencies, international organizations, Major Groups, Media and general public	DPI and DGACM	Promoted understanding of partnerships for sustainable development and its role and contributions in implementation	O
SG report on WSSD follow-up – the implementation track	Secretary-General report for CSD 11	Member States, UN agencies, international organizations, Major Groups, Media and general public	Inputs from UN agencies	Facilitated intergovernmental discussions on the future work of CSD and its critical role in promoting implantation	IG;R&A/MD;O

Annex A
Division for Sustainable Development
4. Branch Policy Integration and Analysis

[Business lines: Support for intergovernmental processes (IG); Research & analysis/methodology development(R&A/MD); Outreach (O)]

Critical Knowledge Product	Description	Clients/audience	Partners	Impact	Business Line
Activity: Sustainable Public Procurement					
Website on Public Procurement and Consumption and Production Patterns Information Database	Requested at First International Expert Meeting on Sustainable Public Procurement	Member States, UN agencies, other international organizations, Major Groups, Media and general public		Information Database available with information on local, national and regional policies and activities as well as links to other databases on public procurement; future exchange of information among members of an Expert Group, established at a second meeting, and other interested parties can be facilitated by the information database.	O CB / TC
Activity: Sustainable Consumption and Production / Environmental Management Accounting					
EMA Procedures and Principles report	Guidelines publication produced via a review process through a series of Expert meetings.	Public in general / accountants and financial analysts	Members of the Expert Working Group (EWG). Funding from the Government of Austria	Provided a first ever document on EMA terminology and hot to processes. Terminology was agreed by members of the EWG which is made up from experts from 35 countries as w ell as invited experts from industry and civil society - The publication has been translated by member states into 9 languages. - It is considered as a authoritative reference document for EMA practice internationally	R&A / MD CB / TC
EMA Policies and Linkages workbook	Training Workbook / Publication produced via a review process through a series of Expert meetings	Public in general / Government policy decision makers	Members of the EWG. Funding by the German Government	Provided a policy design tool for Governments to promote the use of EMA in industry as well as a review of current policies in place by Governments to promote use of EMA This workbook has been translated by members states into 3 languages	R&A / MD CB / TC
EMA quick guides (two introductory guides) 1)EMA guide for business 2) EMA guide for governments	Pamphlets to provide a vehicle to present and introduce decision makers to the benefits of EMA, produced via a review process through a series of	Business and Government decision makers	Members of the EWG. Funding by the United States Government	These guides have been translated by governments into 3 languages. A spin-off of these guides by produced by the US Chemical Association	R&A / MD CB / TC

Critical Knowledge Product	Description	Clients/audience	Partners	Impact	Business Line
	Expert meetings				
International guidance document on EMA (draft)	Practice guidelines document to be published by the International Federation of Accountants (IFAC)	Accountants and financial analysts worldwide	IFAC Funding by governments of USA, England and Wales, Japan, Austria and Germany	This document will assist accountants to include EMA in day-to-day practice To be presented by IFAC for public review in July 2004	R&A / MD CB / TC
Activity: Finance for Sustainable Development					
Workbook "Appraisal methodologies for Sustainability in Financial Markets" [draft]	Training Workbook to be published in late 2004; this is a result of a series of training workshops for financial institutions held in Lisbon in November 2001 and Bratislava in 2002 in which 80 representatives of financial institutions from 20 countries participated.	Public in general	IFC and German Federal Ministry of Education and Research	Provided private and public financial institutions with state of the art tools to better evaluate the costs, risks and opportunities of investments from the perspective of sustainability; make the Improved Investment Analysis Tools available to a broader public in order to strengthen in particular in developing countries the capacity for mobilizing private resources for sustainable development	R&A / MD CB / TC
Report on "Finance for Sustainable Development : Testing New Policy Approaches"	Publication of a collection of articles	Public in general / Africa in particular		Present new policy approaches for integrating sustainable development into international finance	R&A / MD CB / TC
Activity: National Cleaner Technology Strategies (NCTS)					
Methodologies for National Cleaner Technology Strategies (draft document)	Methodologies for 1) Capacity/Opportunity Diagnostic 2) Policy reviews 3) Cleaner Technology Substitute Assessments 4) Business plans To provide the project teams in each country with a road map to execute and produce each of the project deliverables	Government policy designers / decision makers in project countries		The methodologies have now been applied successfully in Argentina, Nicaragua and Slovak Republic - 3 countries with very difference political and economic profiles. In Argentina and Nicaragua, the project not only produced useful and tailored tools but also developed what is now a national cleaner production policy and strategy. In Argentina, an office has been created in the Government to ensure implementation of this strategy, while in Nicaragua, the strategy is now being integrated to the 10-year national industrialization plan. The capacity/opportunity diagnostic has been successfully tested in Colombia; and testing is underway in Vietnam and Tanzania on all methodologies.	R&A / MD CB / TC

Critical Knowledge Product	Description	Clients/audience	Partners	Impact	Business line
Activity: Sustainable Consumption and Production / Marrakech Process (10 Year framework of Programmes on SCP)					
Co-Chairs Summary of the International Expert Meeting on sustainable consumption and production (SCP) in Marrakech, Morocco, on 16-19 June 2003	Report of the meeting that launched the 10-year framework as mandated by the JPOI.	Experts from governments, academia, civil society and international organizations.	UNEP/DTIE, Hosted by the Government of Morocco	The meeting launched the International "Marrakech Process" on sustainable consumption and production, which has spawned a series of activities including a series of regional expert meetings in Latin America, Asia-Pacific and Africa.	IG R&A / MD
Joint web site on the 10-year framework of programs for sustainable consumption and production	Website requested by the first international expert meeting on the 10-year framework in Marrakech/Morocco in June 2003	Governments, academia, civil society and international organizations , and general public	UNEP/DTIE	First joint website between two UN offices -Provides, and enhances availability of, information on the Marrakech process and associated activities.	O IG
Joint database with on international co-operation mechanisms on SCP		Experts from governments, academia, civil society and international organizations, and general public.		Provides a source of information to national and regional initiatives on SCP seeking for international cooperation. Enhanced availability of information on international programs in support of SCP Exceeded expectations Database has information on over 80 programmes. Expect to have over 300 by mid-2005	O IG
Activity: Support of CSD intergovernmental process					
Implementing Agenda 21: Report of the Secretary-General (E/CN.17/PC.2/7)	Secretary-General report for WSSD (2002)	Member States, UN agencies, international agencies and organizations, Major Groups, and general public	Inputs from UN agencies	Basis for WSSD negotiations	IG
"Global Challenge, Global Opportunity" booklet	Information booklet to present important trends in sustainable development between 1992 and 2002, as background for WSSD (2002)	General public / media		High level of demand for the brochure.	IG

Critical Knowledge Product	Description	Clients/Audience	Partners	Impact	Delivery Date
Overview of progress towards sustainable development: a review of the implementation of Agenda 21, the Programme for the Further Implementation of Agenda 21 and the Johannesburg Plan of Implementation Report of the Secretary-General (E/CN.17/2004/2)	Secretary-General report for CSD-12 (2004)	Member States, UN agencies, international agencies and organizations, Major Groups, and general public	Inputs from UN agencies	Provided an assessment of implementation progress in sustainable development; served as the basis for review of overall progress at CSD-12	IG
Implementation of the Barbados programme of action - A Review of Progress in the Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States: Report of the Secretary-General (E/CN.17/2004/8)	Secretary-General report for CSD-12 (2004)	Member States, UN agencies, international agencies and organizations, Major Groups and general public	Inputs from regional and inter-regional meetings 2003-04	Provided an assessment of the status of the implementation of the Barbados programme of action. Served as input for the preparatory process of the International Meeting for SIDS (BPoA+10) at CSD-12	IG

Annex A
Division for Sustainable Development
5. Branch : Water, Natural Resources, and Small Island Developing States Branch

Program Activities

[Business lines: Support for intergovernmental processes (IG)
Capacity building/technical cooperation (CB/TC)
Research and analysis/methodology development (R&A/MD)
Outreach (O)]

Product/Knowledge Product	Description	Client/Audience	Partners	Impact	Business Line
Educational materials for International Year of Freshwater, 2003	Videos, exhibition, teachers' guide and press materials, special events; exhibition and special event at Water Dome and subsequent venues.	Member States, NGOs and general public	UNESCO, UNEP and other members of UN Water, DPI, NGOs, private sector, others	The International Year attracted widespread interest and inspired a range of actions around the world on water and sanitation issues. It captured the imagination of international agencies and development banks, National Focal Points, governments, NGOs, the private sector, water managers and experts, entertainers, authors, painters and private citizens from many countries. GA declared water decade at end of 2003, to run from 2005-15.	O, CB/TC, R&A
Guidelines for Reducing Flood Losses	Manual for guiding managers and administrators in how to respond to floods	Mid-level decision makers, mayors and administrators, disaster managers	US National Weather service (NOAA), ISDR Secretariat, ESCAP, WMO	Guidelines well received by disaster managers, particularly in Asia; manual being used in training programmes	CB, R&A/MD, O
FRESHWATER MANAGMENT - Progress in meeting the goals, targets and commitments of Agenda 21, the Programme for the Further Implementation of Agenda 21, and the Johannesburg Plan of Implementation: Report of the Secretary-General (E/CN.17/2004/4)	Secretary-General report for CSD 12	Member States and general public	Inputs from UN Water	Provided an assessment of implementation progress in freshwater management. Well received by member States, major groups and other participants to CSD-12. Was the basis for discussion in the CSD.	IG

SANITATION - Progress in meeting the goals, targets and commitments of Agenda 21, the Programme for the Further Implementation of Agenda 21, and the Johannesburg Plan of Implementation: Report of the Secretary-General (E/CN.17/2004/5)	Secretary-General report for CSD 12	Member States and general public	Inputs from UN Water, especially WHO, UNEP and UNICEF	Provided an assessment of implementation progress in sanitation management. Well received by member States, major groups and other participants to CSD-12. Served as the basis of lively interactive discussion on a topic that had not been debated before as a stand alone topic.	IG
Inputs to the First Edition of the World Water Development Report	Joint report by 23 UN agencies	Member States, general public, researchers, wide dissemination	23 UN agencies as part of World Water Assessment Programme	Considered a definitive work on the subject. The second edition will follow in 2006	R&A/MD, O
A Framework for Action on Water and Sanitation	Background paper for WSSD by the WEHAB Working Group	Member States, general public, participants at WSSD (NGOs, Major groups, civil society)	UN agencies	Well received at World Summit. Basis for declaring water and sanitation top priorities for CSD-12	R&A/MD, O
Special issues of Natural Resources Forum: Critical Aspects of Sustainable Development (2002) and The Freshwater Challenge: Providing for peoples and Ecosystems (2003)	Special issues produced for the WSSD and the International Year of Freshwater	Distribution to normal subscription list plus members of CSD	Authors, experts, universities, civil society.	Excellent response to high quality publication. Many hits on website and emails praising the broad expanse of the topics covered. Particularly positive response on Freshwater issue.	R&A/MD, O
Small Island Developing States Network (SIDSnet) Website	A response to the 1994 Barbados Programme of Action (BPoA)	Members of the Alliance of Small Island States (AOSIS), regional organizations, NGOs, and the general public	UN agencies, regional and national organizations on content development, promotion of information sharing, and the establishment of editorial mechanisms to ensure the quality and reliability of information.	Small Island Developing States to overcome isolation and to link their development efforts. SIDSnet facilitates networking tools for all SIDS stakeholders to build effective partnerships, placing SIDS on the global agenda. SIDSnet has effectively utilized information and communication technologies for collection, organization and dissemination of information on best practices and to foster inter-SIDS sharing of experiences on the use of information technology as a sustainable development tool in the context of BPoA, Millennium Development Goals, and the Johannesburg Plan of Implementation.	CB/TC, O

Annex B
1. Division: Division for Public Administration and Development Management
Office of the Director (InterBranch knowledge products)

Critical Knowledge Product	Description	Clients/ audience	Partners	Impact	Business line	Medium
Approaches, methodologies, best practices and experiences in re-inventing government	There are various approaches, methodologies being employed in various countries to re-invent government and improve the way governments work and deliver services. These need to be collected and shared. The Global Forum on re-inventing government has been used to do this	Govts. CSOs Donor countries	UNDP Agencies Govts of USA, Italy, Morocco, Mexico South Korea and others Breton Wood Institutions	Awareness of the critical role government plays in the development process Awareness of multi-sector partnership in the development process	Advocacy Information sharing and dissemination	Active: Global Forum on re-inventing government and workshops and side events On line and hard copy publications
Selected Critical issues on the status of the Public sector in the world: i:Globalization and the State: ii:E-government iii:Unlocking Human capital	The issues affecting the performance of the public sector in the world do not present themselves uniformly over time. Some are emerging others are receding in importance. This knowledge product selectively alerts the policy makers all over the world on the critical issues that are affecting Public sector performance. The Division first analyzed globalization and the State in its first World Public Sector Report, the e-government in the second one and the third will be on Unlocking the human potential.	Policy makers, Practitioners, Academicians, Public servants,	Universities community Research Institutions	Enhanced knowledge of policy analysts and policy makers on the critical issues that are affecting the performance of the public sector in the world	Analytical research Policy advice	Passive: Publication on line and hard copy of the World Public Sector Report
Elevating the image, values and status of the public service:	Most of this is through the United Nations Public service Awards where experiences in innovations in the Public service are collected	Members States Various organizations in the Public	Govts. Public sector Regional Institutions	Enhanced image of the Public service and public servants Motivation of public servants to engage in	Advocacy	Active: Workshops, Seminars, and live webcasts Passive: Online publication of the awards

				Servicing Inter governmental Bodies	Active: Committee Meetings Passive: Hard Copy and online publication of the reports and papers.
	evaluated, awards given to winners and then disseminated		innovative practices.		
		Sector Missions of Members States at the UN HQs.			
Policy and strategy proposals for revitalizing public administration	These are conceptual and researched materials prepared for the United nations Committee of Experts on Public Administration to facilitate their deliberations and recommendations to ECOSOC, member States, and the UN Secretariat on governance and Public Administration	ECOSOC UN Committee on PA Members States in NY	UNDP Regional Commissions	Informed recommendations to ECOSOC, Member States, and UN Secretariat on how to improve governance and Public administration for the achievement of the MDGs	

2. Branch : Public Administration Networking Unit, DPADM

[Business lines: Support for intergovernmental processes (IG), Capacity building/technical cooperation (CB/TC)

Research and analysis/methodology development (R&A/MD); Outreach (O)

3. Division: Division for Public Administration and Development Management
Branch : Socio-economic Governance and Management Branch

[Business lines: Input to the inter-governmental process; research and analysis; technical cooperation/capacity building]

Critical Knowledge Product	Description	Clients/audience	Partners	Impact	Business line	Medium used
Networking development and management	➢ UNPAN Portal ➢ DPADM Website	Member States General public	Inputs from UNPAN members and partners	Provide easy access and timely information and knowledge in public administration at international, regional and levels to its clients worldwide	IG, CB/TC, O	UNPAN portal (interactive) via Contact US, Online Users' Survey, E-mail notification, and E-mail news alert
Networking for e-knowledge management	➢ Conference Database/Legislation Database ➢ Worldwide Directories for contacts, weblinks and media ➢ Governance World Watch	UNPAN members	Inputs from UNPAN members and partners	Enhancement of the capacity of the UNPAN members on e-knowledge management; promoting partnerships and coordination on e-knowledge management; and	CB/TC, O	Meetings and Training, e-mail and list server
Development of ICT tools for knowledge management	➢ ICT tools and manuals for e-knowledge management ➢ Help-desk service	UNPAN members Member States General public	Some inputs from some UNPAN members	Improvement of easier access of services and products provided to the clients	IG/O	

Critical Knowledge	Description	Clients/audie	Partners	Impact	Business lir	Medium

Product			nce			
Institutions and systems relating to the management of economic and social development	"Engaged Governance" – citizen-government dialoguing for pro-poor policies and programmes, community development etc.	Member States, civil society organizations/ NGOs	Member states, civil society organizations/ NGOs	Participatory planning and budgeting process	IG, CB/TC, O	Workshops/Seminars, technical reports, Advisory services and training
Pro-poor budgeting	Mainstreaming citizen views into the budgeting process	Member states, Civil Society organizations/ NGOs	Member states, academics and practitioners, CSOs/NGOs	Poverty focused budget	CB/TC, IG	Expert Group Meeting, Technical report, Advisory services and training
Results based monitoring and evaluation	Indicator based performance based monitoring for assessment of results, social audit	Member states, CSOs/NGOs	Member states, donor agencies	Positioning of public sector into strategic results framework, performance based planning and budgeting	CB/TC	Advisory services, training, manuals etc.

4. Division: Division for Public Administration and Development Management (DPADM)
Branch: Governance and Public Administration (GPAB)

Critical Knowledge Product	Description	Clients/audience	Partners	Impact	Business line	Medium
New approaches strategies, and methodologies for reconstructing governance and public administration institutions and systems destroyed through violent	This is a demand driven product. Countries need to master appropriate participatory approaches, strategies, and methodologies through which they can rebuild their governance and public administration institutions and	Member States: especially in Africa and other developing countries: (Most recent include: Rwanda, Uganda, Liberia,	UNDP	The immediate impact is the availability of a governance and public administration institutional framework through which governmental work can be executed. But in some countries (e.g. Uganda and Rwanda) the participatory methodology of governance and public administration planning has been institutionalised and become part and parcel of the government's way of planning and policy making work. In some cases where leadership is not committed the impact has been zero (e.g. in	Technical advisory services, Analytical work Methodological tools development Capacity building.	1:Interactive: Facilitated participatory, consultative, national strategic planning meetings and workshops 2: Interactive: Ad hoc Expert

conflict and for redesigning / reforming and reconfiguring governance and public administration to respond to new and emerging challenges.	systems especially after conflict. The best way to pass over this knowledge and skill is to go through the process with them so that they learn through facilitated doing.	Kosovo, Cameroon, Mozambique, Burkina Faso) and UNDP country Offices.	Liberia).			Group Meeting 3: Passive: Online and hard copy Publication.
Strategic programs for strengthening good governance for poverty reduction	These are products designed on demand for countries using participatory consultative methodologies involving a broad spectrum of stakeholders in central and local governments, other public sector agencies, private sector enterprises and civil society organizations. At the end of the process they are adopted as official policy and strategic plan documents	Member States: especially in Africa and other developing countries: (Most recent include: Rwanda, Uganda, Liberia, Kosovo, Cameroon, Mozambique, Burkina Faso) and UNDP country Offices.	Member States UNDP country offices	For many governments struggling with governance reform the need for a coordinated overall point of reference in mobilizing internal as well as external resources and in monitoring and evaluating performance is a big one. These strategic program documents have been very invaluable as tools for coordinating government's efforts, mobilization of resources and promoting multi-stakeholder participation in governance planning.	Technical advisory services	3: Passive: Online and hard copy Publication. The Publication itself is done by the governments because this is the most visible sign that the program documents are owned by them. We put them online with permission from the governments.
Studies, Status, Strategies and Initiatives of Ethics, Transparency and Accountability in the public sector	These are studies which are made in the Public sector of countries (African countries, and some Arab States) which apart from revealing interesting initiatives, inform the formulation of strategies for improving	Some African Governments and Arab States, UNDP	Member States UNDP / RBA and Arab bureau	The most visible impact was in Uganda where, after the study, publication and dissemination of the study results, the government formulated (through a participative consultative process involving a wide spectrum of stake-holders) a national strategy for mainstreaming ethics and integrity in local governments.	Technical advisory services Analytical research	1: Active workshops, consultative meetings, research processes, 2: Passive: Online and publications in hard copy and reports.

transparency and accountability in the Public Sector. A specific strategy was made for Uganda						Passive: Online CD-ROM
Training kit and methodology for ethics and professionalism in the Public service in Africa and other developing countries.	This is a training manual on CD-ROM that is usable for training public servants in ethics and professionalism	African countries	African countries CAFRAD	Enhancement of knowledge and skills in ethics and professionalism in the Public service in African countries	Developing tools for capacity building	
Strategies for reforming and building capacities for institutions in the public service	These are demand driven products where requests come from governments for technical advice on how to reform their public service for performance improvements Most of the strategies and policies are in civil service reform and decentralization.	Member States from Developing countries, UNDP	UNDP Developing countries especially from Africa	For countries the most immediate impact is that the governments have in place strategies and policies to guide their public service reform efforts, which when implemented can lead to improved public service performance and the delivery of services.	Technical advisory services	Active: Workshops, Seminars, consultations Passive: Reports both in hard copy and online
Strategies and programs for strengthening the human resource capacities including in leadership	Some of these are demand driven products where requests come from governments for technical advice on how to strengthen human capacities for performance improvements in the Public service	Member States UNDP	Govts. CAFARD, UNDP, IASIA, NISPAcee,PAN African Conference of Ministers IPMA,	Enhancement of knowledge and skills in human resources in the Public service. Availability of strategies to guide development of human capacities in the public services	Technical advisory services Analytical research Capacity building Information dissemination	Active: Workshops, seminars, and consultations Ad Hoc Expert group meetings Passive: Reports and publications online and hard copy.

Topic	Description	Partners	ASPA	Outcomes	Services	Methods
Innovations in the Public service	Most of this is through the United Nations Public service Awards where experiences in innovations in the Public service are collected evaluated, awards given to winners and then disseminated	Members States Various organizations in the Public Sector Missions of Members States at the UN HQs.	Govts. Public sector Regional Institutions UNPAN centers	Availability of best practices in public service Enhanced image of the Public service and public servants Motivation of public servants to engage in innovative practices.	Advocacy Analytical research Information dissemination	Active: Workshops, Seminars, Ad hoc expert group meetings, Award ceremonies Passive: Online and hard copy publications
Knowledge, skills, attitude and networks in governance and public administration for managing conflict:	Training modules and training courses including training of trainers Portal and website containing inventory and description of civil society organizations working in conflict management especially in Africa	Governments Civil society organizations working in conflict management Africa Union UNDP	Govts, NGOs UNDP Training institutions	Enhanced knowledge and skills in conflict management for trained Public servants Improved networking among conflict management actors	Technical advisory services Capacity building Information dissemination and advocacy	Active: Workshops, seminars, meetings Passive: Online, hard copy reports, portal and website
Governance and public administration inventory in Africa	This is a data and information inventory on the initiative in Africa for strengthening governance and public administration in African countries	Governments UNDP Donor countries	UNDP Govt. of Italy NEPAD AAPAM	Knowledge of what is planned and achieved in governance and public administration in Africa	Technical cooperation Analytical research Information dissemination	Active: Workshops, seminars, consultations. Passive: Portal and website As well as hard copy reports

5. Branch: Knowledge management Branch

Business lines: Support to intergovernmental processes (IG), Capacity building / technical advisory services (CB/TAS), Research and analysis / methodology development (R&AD, Outreach (O)

Strategies and plans of action	Formulation of strategic policy frameworks with common guidelines and plans of action by which to facilitate meaningful and cost-effective e-government development in member countries at the national and regional...	Practitioners (member states),	Member states (practitioners) and academics	Raise awareness, build capacity, build political consensus, improve coordination, promote participation and partnerships, develop modalities for...	CB/TAS	*Interactive:* technical advisory services, Consultative meeting; meetings of experts...
Concepts	Creation and adaptation of terminology, definitions and concepts, and analysis of	Practitioners (Member	Academics	Enhanced knowledge and common understanding of E-	R&A/MD	*Interactive:* ... expert group meetings;
Good Practices	Collection, standardization, classification and dissemination of good practice cases for ... Knowledge Systems for ... e-government applications from around the world ...	Platform (member States) and academics	Member States	Improve the design and ... e-government programmes by promoting learning from practitioners around the world via provision of relevant, high quality material in suitable format.		*Passive:* call publications for projects disseminated in ... electronic and hard copy ... best practices
Global Surveys	Benchmarking E- government and the Knowledge Society for the member states of the UN according to composite indexes: . Global E-Government Survey (yearly publication since 2002); Global Knowledge Society Survey (upcoming in 2004)	Practitioners (Member States) and academics	Academic Institutions	Contribute to development efforts of countries by providing benchmark to gauge the comparative state of readiness for e-government development, and for transition to the knowledge society.	R&A/MD	*Interactive:* website presentations at meetings; *Passive:* publications disseminated in electronic and hard copy form (e-mail, website, snail mail)
Methodologies	Creation of methodological tools for use by member states, for example to assess e-government readiness at the country level. The e-government readiness methodology has been tested in several countries.	Practitioners (member states),	Academics, practitioners	Assessments of e-government readiness are useful to begin with an understanding of existing needs and capacities. Also they can serve as a useful exercise in raising awareness, identifying obstacles and opportunities, and charting a path for future action.	R&A/MD; CB/TAS. Can be used as self assessment tool, or with DESA technical assistance	*Interactive:* technical advisory services, presentations at meetings; feedback and comments from users. *Passive:* publications disseminated in electronic and hard copy form (e-mail, website, snail mail)

Annex C
Some basic indicators for assessing websites (1/11/03 to 15/6/04)

Name of Division	Total number of hits	Total downloads/total hits	Total visits/total hits	Visitors who visited more than once/ total unique visitors	> 3 minutes visits/total visits
Sustainable Development	14,103,928	9%	8%	17%	19%
Public Administration and Development Management	31,395,288	19%	4%	16%	15%