

Scorecard: Output reporting and accessibility

UNDP

2.28 / 4

2.7 / 4 – Output accessibility

- Is project-level data centralized and accessible?

1.5 / 4 – Ease of extraction

- Are project-level reports standardized and available in open formats?

2.7 / 4 – Output reporting clarity

- How frequently and consistently are outputs reported?

0.8 / 4 – Output Dataset Transparency

- Are tabular and/ or spatial datasets gathered and available?

3.7 / 4 – Output Reporting System

- Are there project-level reporting policies in place?

* Scores based on one-country sample (Ghana)

Comparison with other scored organizations

<i>First round of scores complete</i>	
<i>World Bank</i>	<i>3.36</i>
<i>PEPFAR</i>	<i>3.32</i>
<i>DFID</i>	<i>3.26</i>
<i>MCC</i>	<i>2.62</i>
<i>USAID</i>	<i>2.6</i>
<i>DFATD</i>	<i>2.4</i>
<i>Global Fund</i>	<i>2.3</i>
UNDP	2.28
<i>WFP</i>	<i>2.22</i>
<i>IFAD</i>	<i>2.16</i>
<i>JICA</i>	<i>2.14</i>
<i>AfDB</i>	<i>2.04</i>
<i>DANIDA</i>	<i>2.02</i>
<i>UNICEF</i>	<i>1.92</i>
<i>WHO</i>	<i>1.42</i>
<i>FAO</i>	<i>0.94</i>

Next steps/ suggested improvements:

1. Create standardized monitoring templates and encourage all project teams to use these templates in their project reporting to encourage standardization across the organization. A good start to creating this template would be the

- dataset-style dataset-style Annual Work Plan (AWP) and Excel-formatted Budget Implementation sheet, materials used for budgeting and project planning, but not the actual tracking and reporting of monitoring data.
2. Streamline operations information contained in the ["Our Projects" section](#) on the main page and the more user-friendly search and sort portal, also named ["Our Projects"](#)
 - a. Having two separate sections for projects and operations listings makes it difficult for users to quickly access agency-wide information in a quick, comprehensive matter.
 - b. At the current time, the portal is easy to miss, as it is not well advertised on the main site.
 3. Use more precise language to report results
 - a. UNDP sometimes uses vague, unquantified language, such as "Key components of CAPs addressed through providing; (i) Improved Seeds, (ii) Dry Season Gardening Support, (iii) Animal Traction, (iv) Small Ruminants, (v) Food Storage Facilities, as well as (vi) Irrigation, Grinding and Milling Equipment" and "Increase in professionalism and credibility of project." Other results are quantified but not precise, such as: "Acreages are up 25% – 400% for targeted interventions and groups."
 4. Upload legible documentation of for all project materials in open formats (e.g. .txt, .docx, .csv)

Subcomponent breakdown and justifications:

Category	Component	Score	Discussion
Monitoring Data Accessibility	Site Stability	3	At infrequent points through multiple visits to the site over the course of 4 months, the team experienced pages that did not load properly the first time and slow load times.
	Site Navigability	2	UNDP's project lists and documentation systems are somewhat fragmented, making it difficult for users to quickly access agency-wide information in a quick, comprehensive matter. Clicking on the "Our Projects" section on the main UNDP page, for example, brings up a page with only basic search and sort functionality (http://www.undp.org/content/undp/en/home/ourwork/our-projects-and-initiatives.html), whereas a more user-friendly search and sort portal, also named "Our Projects" can be accessed elsewhere on the site (http://open.undp.org/#2015). Linking the Open UNDP portal frequently on the main UNDP site would help users know this important resource exists; at the current time, it is easy to miss.
	Central Portal or Site	4	All projects are listed in the "Our Projects" filterable database (http://open.undp.org/#2016), and all evaluations listed in the ERC filterable database (http://erc.undp.org/)
Ease of Automatic Monitoring Data Extraction	Use of Open Formats	3	While most project documentation is offered in open .docx and .xlsx formats, some documentation is only available in .pdf format.
	Distribution of Monitoring Template to Project Teams	0	We could not locate any templates on the UNDP site. Additionally, none of the projects in our sample make use of a standardized monitoring template. As such, we have no evidence that this template exists.

	Use of Standardized Monitoring Template	0	No projects in our total sample (0%) use a standardized monitoring template in their project documentation.
Monitoring and Reporting Clarity	Legibility of Results Documentation	3	Though most UNDP documents are legible, certain signed documents like Terms of Reference/ Project Descriptions are available only as scanned .pdfs, without unsigned original PDFs available. These documents are somewhat difficult to read.
	Completeness of Monitoring Reporting	2	Monitoring data were available for 14/20 (70%) of the projects in our sample.
	Internal Consistency with Results Terminology	4	UNDP offers intricate explanations of its results terminology through documents including the Results Based Management (RBM) terminology guide (https://undg.org/wp-content/uploads/2014/06/RBM-Action-Plan_Endorsed-UNDG-Jan09.doc), RBM Handbook (https://undg.org/wp-content/uploads/2014/06/UNDG-RBM-Handbook-2012.pdf), and UNDAF RBM guide (https://undg.org/wp-content/uploads/2014/06/Results-Based-Management-in-UNDAFs.pdf). Project documentation follows the terminology norms noted in these documents.
	Precision of Monitoring Reporting	2	Though UNDP often uses precise language to report results, UNDP sometimes uses vague, unquantified language. Examples include, "Key components of CAPs addressed through providing; (i) Improved Seeds, (ii) Dry Season Gardening Support, (iii) Animal Traction, (iv) Small Ruminants, (v) Food Storage Facilities, as well as (vi) Irrigation, Grinding and Milling Equipment" and "Increase in professionalism and credibility of project." Other results reporting is quantified but not precise, such as: "Acreages are up 25% – 400% for targeted interventions and groups."
Monitoring Dataset Transparency	Availability of Monitoring Datasets	0	The only semi-standardized section found throughout project documentation is a dataset-style Annual Work Plan (AWP) and Excel-formatted Budget Implementation sheet, materials used for budgeting and project planning, but not the actual tracking and reporting of monitoring data. Further, the "Template" column in the Monitoring guide (https://info.undp.org/global/popp/ppm/Pages/Monitoring-Policy.aspx) is completely empty, indicating a lack of availability of a standardized monitoring template.
	Accessibility of Monitoring Datasets	0	The only semistandardized section found throughout project documentation is a dataset-style Annual Work Plan (AWP) and Excel-formatted Budget Implementation sheet, materials used for budgeting and project planning, but not the actual tracking and reporting of monitoring data.
	Availability of Monitoring Spatial Data	2	Of the projects in our sample, 3/6 (50%) geographically disaggregate outcomes. This accounts for 3/20 (15%) of total projects in our sample. Of these 3, one (33%, or 5% of total projects) disaggregates outputs at the city level, one at the district level, and one at the region level.
	Accessibility of Monitoring Spatial Data	2	Of the projects in our sample that have monitoring data, 3/6 (50%) geographically disaggregate outcomes. This accounts for 3/20 (15%) of total projects in our sample. Of these 3, one (33%, or 5% of total projects) disaggregates outputs at the city level, one at the district level, and one at the region level. Further, we could not find any GIS/georeferencing policy on the UNDP site, nor any sections in UNDP manuals that discuss the need for project managers to track and report spatial data.
Monitoring and Reporting System	Standardized Terminology	4	UNDP offers a Results Based Management (RBM) terminology guide (https://undg.org/wp-content/uploads/2014/06/RBM-Action-Plan_Endorsed-UNDG-Jan09.doc) and extends on these definitions in depth in its RBM Handbook (https://undg.org/wp-content/uploads/2014/06/UNDG-RBM-Handbook-2012.pdf). Further, the organization offers a thorough output/outcome reference in the form of a UNDAF RBM guide (https://undg.org/wp-content/uploads/2014/06/Results-Based-Management-in-UNDAFs.pdf).

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	Monitoring and Reporting Policy or Framework	3	In addition to the RBM Handbook, UNDP has a dedicated monitoring policy that defines roles and expectations (https://info.undp.org/global/popp/ppm/Pages/Monitoring-Policy.aspx). UNDP also has a dedicated evaluation policy (https://info.undp.org/global/popp/ppm/Pages/Evaluating-a-Programme.aspx). Unfortunately, these documents leave unclear at what points in the project cycle data must be collected and reported.
	Free Public Access to Monitoring Information Policy	4	UNDP has a thorough Information Disclosure Policy (http://www.undp.org/content/undp/en/home/operations/transparency/information_disclosurepolicy.html#Prodoc) that not only lists what information must be made available to the public, but also where that information is housed for public access. The policy also explains what information will not be made publically available, and why.