GUIDE FOR THE PREPARATION OF FINAL REPORTS FOR THE 11TH TRANCHE OF THE DEVELOPMENT ACCOUNT

**January 2022**

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| The present guide was prepared to support implementing entities in completing the Development Account’s (DA) reporting requirements for the 11th tranche projects closing by December 2021, or in the first or second quarter of 2022 for projects that received an exceptional extension. This guide should be read in conjunction with the DA Project Evaluation Guidelines and the guidance note on planning and conducting terminal evaluations of 11th tranche projects. |

# Introduction

The present guide was developed to support project managers and Development Account Focal Points in preparing the final report to submit to the Development Account Programme Management Team (DA-PMT) upon closure of each Development Account (DA) project. It outlines key procedures and provides an annexed template to facilitate the drafting of the final report.

The guide is organized as follows: Section I defines the main purpose of a final project report for the Account; and Section II provides an annotated template describing the key items of a final report for the Development Account.

# Drafting a Final Report for the Development Account

The final report represents, together with the evaluation report, a key tool for promoting learning, accountability and transparency. The self-assessment contained in the final report will enable implementing entities to distil lessons learned, internalize them and make adjustments for future projects. It will also help the DA Programme Manager to compile and share lessons learned and good practices and report to the General Assembly on results achieved.

* The final report is a project management tool which reviews the implementation process of the project and presents self-assessments of the project’s outcomes and results. The final report provides an opportunity for the project managers to summarize, upon closure of the project, the project’s achievements, outline the problems encountered, as well as the good practices and lessons learned that can be applied beyond the context of the project. The final report includes a self-assessment of the results achieved, i.e. the extent to which the expected accomplishments[[1]](#footnote-2) were achieved, as illustrated by the indicators of achievement in the results framework. In the final report, implementing entities are also requested to elaborate on the efforts designed to ensure the sustainability of the project’s results, the presence of multiplier effects and supplementary funding.
* The final report provides a stocktaking and self-appraisal of the project, whereas the evaluation is an external assessment of the level of achievement of results. The information on the project and self-assessments presented in the final report will form both background information and a line of evidence for the terminal evaluation of the project.
* Final reports should be prepared by project managers in the implementing entities using the template provided. The evaluation report, on the other hand, is prepared by the external evaluator hired by the implementing entity to conduct the evaluation.
* If the project was selected for evaluation, the final report should ideally be completed and made available to the evaluator during the inception stage of the evaluation. It is also encouraged that a copy of a draft final report be shared with the evaluator as early into the evaluation cycle as possible. **The final report must be submitted to the DA Programme Management Team no later than three months after the closure of the project i.e. 31st March 2022 for projects that closed by the end of 2021.** If a project has been extended, the final report should be submitted three months after the project’s completion. The evaluation report should be submitted six months after the completion of the project.

# Annotated Template for DA Final Reports

This annotated template provides more detailed guidelines on completing each section to ensure consistency in content across all projects. However, please use the separate, unannotated template when preparing the final report.

In Section 1, project managers are asked to recap basic information about the project. Following an overview of the results achieved (Section 2), project managers are then requested to review performance indicators and activities (Section 3); outline the challenges encountered (Section 4); describe good practices, innovative approaches and lessons learned (Section 5); and elaborate on sustainability (Section 6), multiplier effects (Section 7) and supplementary funding (Section 8). Alongside any additional information (Section 9), project managers are also asked to provide financial figures for the project (Section 10).

## KEY PROJECT FEATURES

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **I. Project title** |  | | | |
| **II. Project DA code** |  | | | |
| **III. Lead implementing entity** |  | | | |
| **IV. Start date**  Please specify the month and year in which the budget allocation was received | mm/yy | | | |
| **V. End date**  Please specify the month and year of the project’s operational completion (not including evaluation) | 1. Original: mm/yy as per project document 2. Actual date: mm/yy | | | |
| **VI. Beneficiary countries** | 1. | | | |
| Please provide a |  | | | |
| complete list of the | 2. | | | |
| countries that benefited |  | | | |
| from the project’s | 3. | | | |
| activities |  | | | |
|  | 4. | | | |
|  | 5. | | | |
|  | … | | | |
| **VII. Implementing partners**  Please list UN System and other partners (do not include beneficiary governments) | 1.  2.  … | UN system | 1.  2.  … | Other partners |

## NARRATIVE OF RESULTS

This section has two parts. The first part (2.1) should provide a more thorough overview of the project’s accomplishments and results, while the second part (2.2.) should provide a short, compelling success story focusing on one key result of the project. The information provided in section 2.2 may be used for the DA website and the Report of the Secretary-General on the implementation of projects financed from the Development Account.

* 1. **Overview** (max. 2 pages)

This section should provide a narrative of the basic accomplishments of the project. It should highlight results and achievements related to the project’s implementation (including unexpected results, both positive and negative). It will also be important to highlight how and to what extent the project has contributed to the implementation of SDGs, including the principle of ‘leaving no one behind’.

* 1. **Success story and photos** (max. 300 words)

In this section, please provide a short story of a key capacity development result achieved by the project. It should highlight a positive change in the capacity of project beneficiary countries, which was observed as a result of the project interventions, and present supporting evidence, ideally using the indicator(s) of achievement in the results framework. If available, please also include photos from the project that could be used along with the success story on the DA website.

It is suggested that the following five steps be used in developing the actual capacity development result success story:

|  |  |
| --- | --- |
| **Expose** | Introduce background information |
| **Build up** | Choreograph a build-up of events – describe a series of events that lead to the climax |
| **Climax** | Impact at its most visible point |
| **Validate** | Show the climax’s consequences – present evidence, contextualize and generalize the impact |
| **Resolve** | Ending or conclusion |

Examples of Success Stories can be found on the DA website using the links below:

* <https://www.un.org/development/desa/da/global-initiative-towards-post-covid-19-resurgence-of-the-msme-sector/>
* <https://www.un.org/development/desa/da/transport-and-trade-connectivity-in-the-age-of-pandemics/>
* <https://www.un.org/development/desa/da/strengthening-social-protection-for-pandemic-response/>

## DETAILED REVIEW OF ACHIEVEMENTS AND IMPLEMENTATION

The purpose of this section is to understand how the project performed against what it intended to accomplish. This should be done through the verification of the indicators of achievement that were developed in the project document as well as through an assessment of the implemented activities.

Entities are requested to fill in tables 1, 2 and 3 below.

In Table 1 the review column should be used to elaborate on the project’s contribution towards the achievement of the expected accomplishments using the indicators of achievement.

**Table 1 - Review of Performance Indicators**

|  |  |  |  |
| --- | --- | --- | --- |
| **Expected Accomplishment** | **Indicator of achievement (T0)** | **Indicator of achievement (T1)** | **Review** |
| EA1 | Please specify the baseline, if measured at the start of the project | Please provide an actual measure of the indicator at the end of the project | Please elaborate on the progress made on the EA based on the indicator data or other relevant data and specify the extent to which the targeted value of the indicator was achieved.  If an actual measure is not made available for the indicator, please explain the reason why it is not available. |
| EA2 |  |  |  |
| … |  |  |  |
|  |  |  |  |

Table 2 should list, under each expected accomplishment, the set of activities that were implemented by the project. For each activity listed, the project manager should highlight whether the activity represents a variation from the project’s initial design (project document) and, if so, in what ways (e.g., additional activity/change in activity initially envisioned etc.). If possible, please elaborate on how gender, human rights and the principle of ‘leaving no one behind’ was integrated in the activities.

**Table 2 - Review of Activities**

|  |  |
| --- | --- |
| **Activities implemented**  Please provide the complete list of activities implemented under the results framework of the project | **Comments**  Please specify whether the activity represents a variation of the project’s design. Significant variations that took place should be explained under paragraph 4 (Challenges/problems encountered) |
| EA1 | |
| A.1.1 |  |
| A.1.2 | **…** |
| EA2 |  |
| **…** | **…** |

In Table 3, in order to assist in the compilation of deliverables for all 11th tranche projects to be used in the Report of the Secretary-General on the implementation of projects financed from the Development Account, entities are requested to quantify the total number of actual outputs/deliverables as per the categories provided in the table below at the national, regional and global/interregional levels.

**Table 3 – Deliverables**

|  |  |  |  |
| --- | --- | --- | --- |
| **Categories of deliverables** | **Number at national level** | **Number at regional level** | **Number at global/ Interregional level** |
| **1.** Total number of workshops, seminars and training events / number of participants \* | # / # | # / # | # / # |
| **(i)** In person/ number of participants | # / # | # / # | # / # |
| **(ii)** Virtual / number of participants | # / # | # / # | # / # |
| **(iii)** Hybrid / / number of participants | # / # | # / # | # / # |
| **2.** Training of trainers (ToT) / number of participants | # / # | # / # | # / # |
| **3.** Study tours / number of participants | # / # | # / # | # / # |
| **4.** Policies (incl. draft policies and recommendations) |  |  |  |
| **5.** Policy action plans (including drafts) |  |  |  |
| **6.** Strategies |  |  |  |
| **7.** Studies (incl. case studies, reviews and assessments) |  |  |  |
| **8.** Reports and publications |  |  |  |
| **9.** Toolkits/methodologies/guidelines/training modules |  |  |  |
| **10.** Networks and committees |  |  |  |
| **11.** Online portals/platforms (please provide links below) |  |  |  |
| **12.** Other (if applicable), please provide details below. |  |  |  |

**\* The sum of in person, virtual and hybrid categories should equal this total.**

Should the project have had other significant outputs/deliverables in addition to the ones listed in table 3, please also provide information on the total number of such outputs/deliverables at the national, regional and global/interregional levels. For any online portals/platforms created, please provide links.

## CHALLENGES ENCOUNTERED AND ACTIONS TAKEN

Project managers are asked to elaborate on the challenges faced by the project, both in terms of the project’s design (e.g. type of activities, expected accomplishments, objectives, etc.) and implementation (e.g. change in country situation, administrative processes, collaboration with partners, etc.), as well as actions taken to address them. All challenges faced, as well as any action taken to address them, should be reported in the table below.

**Table 4 - Challenges and Actions**

|  |  |
| --- | --- |
| **Description of challenges** | **Action(s) taken to solve the challenge, if any** |
| Please list all challenges faced | For each challenge, please indicate whether and how it was solved |
|  |  |
|  |  |
|  |  |

## GOOD PRACTICES, INNOVATIVE APPROACHES AND KEY LESSONS LEARNED

In this section, entities are requested to elaborate on practices that were proven to work well through the project, with respect to project design or execution, which could be replicated in future programming.

It will also be important to highlight any innovative approaches that were utilized in the project that proved to be effective and elaborate on their usefulness for achieving results.

This section should also outline any relevant findings that can be considered important lessons for future programming. Possible good practices and/or key lessons learned on partnerships should also be elaborated here.

## SUSTAINABILITY

This section should elaborate on the extent to which the achievements of the project are likely to be sustained beyond its completion, including the measures that were put in place through the project to support their sustainability. It should also include reference to any follow-up activity to the project that has been implemented or planned by the entity or other partners.

## REPLICATION OF PROJECT ACTIVITIES AND MULTIPLIER EFFECTS

This section should elaborate on whether the project triggered replication of its activities in participating countries or non-participating countries, or, alternatively, any plan to do so. This section should also elaborate on any multiplier effects from the project, such as further developments of project material, plans to scale the project, or additional interventions planned for the beneficiary countries. These are normally activities that haven’t been funded by the project.

## SUPPLEMENTARY FUNDING

This section should assess the amount of cumulative additional funds raised by the project for the activities undertaken to date (since the beginning of the project). The purpose is to highlight any form of additional funding (financial or in-kind) that has been leveraged to further the implementation of the project through partnerships and/or donors (e.g. paying for additional participants at workshops, venues, or additional activities etc.). If additional funds were received, outside of the DA, project managers are asked to specify the origin, the purpose and the amount leveraged, as per the table below. This section normally doesn’t include project staff within the entity.

**Table 5 – Financial Leveraging**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Source/Donor** | **Purpose (with OC and OP where applicable)** | **Year** | **Amount raised** | | |
| Cash (USD) | In-kind estimated value (USD) | In-kind description |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
|  |  |  |  |  |  |

## ADDITIONAL INFORMATION

In this section, any additional information on the project’s activities, such as relevant press clippings, media coverage, meeting reports, publications, websites, photos, etc. should be included (if the information is available online, please include the relevant URLs).

## FINANCIAL INFORMATION

Project managers are asked to fill in the table below with accurate figures for each object class.

**Table 6**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Object Class** | **Description** | **A. Budget/Allotment (as per project document) (USD)** | **B. Revisions to allotments (if any) (USD)** | **C. Explanations of revisions to allotments (USD)** | **D. Total Expenditure (USD)** |
| 015 | Other staff costs - General temporary assistance |  |  |  |  |
| 105 | Consultants |  |  |  |  |
| 115 | Travel of staff |  |  |  |  |
| 120 | Contractual services |  |  |  |  |
| 125 | General operating expenses |  |  |  |  |
| 130 | Supplies and materials |  |  |  |  |
| 135 | Furniture and equipment |  |  |  |  |
| 145 | Workshops/Study tours (Grants and contributions) |  |  |  |  |
|  | Total |  |  |  |  |

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1. Please note that in the DA Project Evaluation Guidelines new results framework terminology has been adopted with the expected accomplishments (EAs) now referred to as outcomes (OCs) and main activities referred to as outputs (OPs)s [↑](#footnote-ref-2)