

Guidelines for United Nations Peace and Development Trust Fund

(Second Edition)

**Executive Office of the Secretary-General
Department of Economic and Social Affairs**

Guidelines for Peace and Security Sub-Fund

I. Introduction

The Peace and Security Sub-Fund was established in May 2016, as part of the United Nations' Peace and Development Trust Fund, following an agreement signed between the United Nations and the Government of the People's Republic of China. The main purpose of the Peace and Security Sub-Fund is to endorse Secretary-General's efforts in peace and security and UN-led peace operations, through supporting innovative, forward-looking and pro-active projects and activities which would foster United Nations' leadership in promoting international cooperation to support peace activities.

II. Guiding Principles

The Peace and Security Sub-Fund promotes initiatives based on the following principles:

- Support the Secretary-General's efforts and UN-led international cooperation in the maintenance of international peace and security.
- Facilitate coordination and partnership-building between the United Nations entities, Member States and other stake-holders, including regional and sub-regional organizations, drawing in the full spectrum of skills and expertise from across the UN system.
- Facilitate the implementation of Security Council and General Assembly resolutions on issues of international peace and security.
- Focus on impact, specific and measurable results which make a concrete difference in the regional and global peace and security situation.
- Adopt holistic, integrated, coordinated and multi-sectorial approach that address inter-related challenges to peace and security.
- Evidence-based programming, building on documented research, lessons learned, and recommended practices, to ensure optimal results and use of resources.
- Durable, self-sustaining initiatives with long-term objectives and visions.
- Demand-driven interventions in the aim of improving national capacity of Member States in the context of existing capacity building efforts and intergovernmental process.
- Concentrating on those areas of peace and security that are currently neglected and avoiding duplication with existing projects and activities, taking into account the special needs of vulnerable groups, including women, children and person with disabilities.

In addition to clearly demonstrating the relevance of the project to the key funding criteria above, applying organizations should receive the consent of the recipient Government, where applicable,

to implement the project and should ensure that main activities are in line with national strategies and priorities so as to ensure national ownership, sustainability and replication.

The Peace and Security Sub-Fund will NOT consider:

- a) Stand-alone event/research/data collection which do not indicate concrete results and do not have a sustainable impact beyond the duration of the project.
- b) Requests for funding to fill a resource gap for existing initiatives which do not fall into the criteria above.
- c) Where the purpose of the proposal is only to fund travel and/or procurement of equipment and/or institutional recurrent costs and/or personnel costs without yielding tangible deliverables.
- d) Project proposals that could be funded by regular budget or through other special account.

III. Priority areas

While the priorities of the Sub-Fund will be updated on an annual basis and endorsed by the Steering Committee of the Trust Fund, the main focus areas of the Peace and Security Sub-Fund, as part of the Administrative Arrangement by and between the United Nations and the Government of the People's Republic of China, includes inter alia:

- 1. Mediation
- 2. Preventive diplomacy
- 3. Peacekeeping
- 4. Reduction of armed conflicts
- 5. Counter-terrorism
- 6. Information and cyber-security

IV. Application Procedure, Program Revision and Reporting

1. Application Procedure

- a) The call for project proposals will be sent out by the Programme Manager on an annual basis. Normally it will take place around the end of the previous year for the next year, or the beginning of the year.
- b) Entities are expected to submit the consolidated concept note proposals together with the priority ranking by email to EOSG's management team of the Sub-Fund for initial review. For preparation of the requisite material, kindly refer to the following:

Annex 1: Concept Note template and instructions

Annex 2: Budget Summary template and instructions

- c) Entities shall submit project proposals within the indicated deadline. Requests for extension of the deadline will be considered by the Management Team on a case by case basis. Requests received two weeks after the deadline, without prior consultation with the management team, will be retained for the next round.
- d) Should there be an emergency, the management team will review off cycle projects and obtain concurrence from the donor. However, as the annual contribution will be mainly reserved for the normal funding cycle, the approval of off-cycle project proposal will be subject to the balance of the Sub-Fund of the previous year.

2. Review and Selection

- a) The management team of the Sub-Fund will conduct the initial review of the project proposals submitted, while internal consultation will be held within the EOSG to have the substantive review on the project proposals.
- b) A shortlist of project proposal along with the respective concept notes and budget summaries will be provided to the donor for consideration at the end of the internal review.
- c) In consultation with the donor, proposals that satisfy the review process will be submitted to the Steering Committee of the Peace and Development Trust Fund, who will provide advice to the Secretary-General to prioritize the projects to be funded by the Fund.
- d) All proposals will be assessed based on overall quality, results-orientation, feasibility, and sustainability of proposed project as well as on their alignment with the guiding principles and priority areas. During the review process, the management team may ask entities to provide additional information or to revise the concept note and budget summary, in order to facilitate the process.
- e) After the endorsement of the Steering Committee, the shortlisted project proposals will be submitted to the Secretary-General for approval.
- f) The management team will inform the applying entities of the outcome of the review and if positive will request the applying entities to provide a full project document as outlined in Annex 3, which should further define the details of the proposed activities and should be in line with the UN Financial Regulations and Rules.

3. Indirect Support Costs and Non-Secretariat Entities

The United Nations Peace and Development Trust Fund provides for 7% of programme support costs.

In accordance with UN financial policies, in the case of projects being implemented by other UN organizations under a “pass through” arrangement, the UN Secretariat can assess a reduced programme support cost of 3% to cover the Secretariat’s administrative responsibilities such as acceptance and disbursement of funds, recording of expenditures, preparation of financial statements and reports and audits. Therefore, non-Secretariat implementing entities will receive programme support costs of 4%.

4. Reporting and Publication

The implementing entity shall submit progress reports annually as well as a final narrative report on the project including a financial statement on the utilization of funds. The reports must be signed by the project manager and certified by the Head of Office/Department.

The implementing entity shall comply with United Nations Financial Regulations and Rules as well as applicable directives and policies. Compliance with internal and external audit procedures as set out in its financial regulations and rules is also required. If an external or internal audit report contains observations specific to the project, the implementing entity shall communicate the recommendations and its response to EOSG. Furthermore, any cases of suspected fraud shall promptly be reported to EOSG.

The implementing entity shall make reasonable efforts to publicize the progress and results of the projects through suitable channels.

5. Adjustment of the Approved Projects

While every effort should be made by Departments and Offices to provide a detailed approach, activities and funding requirements in the concept notes, it is recognized that invariably adjustments are necessary during the project development and implementation phases based on new information that may not have been available at the concept phase.

In cases where substantive changes to the project programme and/or budget of the project are necessary, the implementing entities are required to inform EOSG and request approval. Generally, revisions can be categorized as follows:

- a. A "no cost" extension to extend the duration of a project without any change to the approved project programme and total budget.
- b. A variance equal to or more than 10% of the approved budget across reporting object class, without an increase in the approved total project budget. A budget variance less than 10% from the approved project budget item with no change in the approved total budget does not require approval. However, the implementing entity is expected to promptly inform the management team of the Sub-Fund.
- c. Changes in funding requirements for a project. Additional resources needed to implement a project can be exceptionally approved with proper justification from the implementing entity subject to sufficient programmable funds within the Sub-Fund to cover such increase. Such requests will be reviewed by the management team and will require endorsement by the Chef de Cabinet.
- d. Substantive change to the project details i.e. main activities, methodology, work plan, timeline, outcome and beneficiaries, but does not substantively change the overall objective of the project as endorsed by the Steering Committee and approved by the Secretary-General. The request must be accompanied by a revised project document, which clearly highlights and justifies the proposed changes.

Condition (c) and (d) will require consultation with the donor and approval by EOSG senior management. Implementing entities should allow adequate timing for EOSG's review and approval, so as not to affect the overall implementation.

All the above adjustments or amendments should be documented both in the consolidated progress report(s) covering the period when changes occur and the final narrative and financial reports. The changes will be informed to the donor in due course and reported to the Steering Committee in its next meeting. Financial reallocations and project programme adjustment made without prior approval will not be accepted and funds may have to be reimbursed to the Trust Fund.

6. Monitoring and Evaluation

The implementing entity assumes primary responsibility for the monitoring and evaluation of the project in accordance with United Nations established policies and good practices and the stated objectives, activities, outputs, outcomes and results indicators. The management team of the Sub-Fund reserves the rights to conduct its own evaluation of the project to ensure that expected objectives are met and activities are conducted as set forward in the project document.

Annex 1. Concept Note Template and Instructions

1. **Title**
2. **Implementing Entity and UN Secretariat Partners**
3. **Background** (*Approximately one page*)
4. **Objective** (*Maximum one*)
5. **Expected Accomplishments** (*Suggested two*)
 - EA1
 - EA2
6. **Indicators of Achievement** (*One or two per EA; coding should be clearly linked to EAs*)
 - IA1.1
 - IA1.2
 - IA2.1
7. **Main Activities and Timeline** (*Coding should be clearly linked to the EAs*).

A1.1_____;

A1.2_____;

A1.3_____;

A2.1_____;

A2.2_____;

A2.3_____;

	Year one				Year two			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
A1.1								
A1.2								
A1.3								
A2.1								
A2.2								
A2.3								

Instructions for the Completion of the Concept Notes

Each of the above components is elaborated below:

1. Title

The title should capture the overall programmatic thrust of the project. It should be concise and include an indication of purposes, the capacities which will be strengthened, the main beneficiaries of the project, and the project's geographical scope.

Examples:

- *Strengthening the capacities of AU and its member countries in fostering closer coordination and cooperation in counter-terrorism information sharing;*
- *Enhancing knowledge sharing and capacity for crisis management of terrorist attacks in Central Asia;*
- *Strengthening the capacity of Governments in respond to the needs of refugees by formulating inclusive and sustainable policies;*
- *Strengthening national capacities to design and implement rights-based policies and programmes that address care of dependent populations and women's economic empowerment in urban area;*
- *Enhancing the rule of law in post conflict countries.*

2. Implementing Entity and Partners

All Secretariat entities that will be involved in implementing the project, starting with the lead entity (i.e. the entity submitting the proposal), and should be listed in this section. Concept notes which refer to cooperation with other UN Secretariat partners as active partners in the project's implementation should be shared with those entities for comments and confirmation of their participation.

3. Background

The background section should briefly touch upon each of the following:

- a) The peace and security issue that the project intends to address. How is this issue related to the Secretary General's vision for peace and security? What are the risks if the issue is not addressed? If already known, this section should include the tentative list of potential target countries, defining the capacity gaps and needs which the project intends to address. This section should also emphasize specific demand(s) and requests for support emanating from these countries;
- b) The most recent intergovernmental legislation and entity-specific mandate which calls for action. This section should explain how the project activities will contribute to the UN peace operations and international cooperation on maintaining peace and security;
- c) How the project links to the overall normative and analytical work of the implementing entity and its comparative advantage(s) in this area;
- d) The lessons learned and achievements from past activities in those countries, and/or complementary activities which are currently ongoing; and

- e) The implementation arrangements with other entities of the UN Secretariat and the broader UN System, where appropriate.

4. Objective

The objective states the overall intended goal of the project. Each project should have only one objective which should not be longer than a single sentence. The objective should include reference to the strategic intent, project's beneficiaries, its geographical scope, and its substantive focus. The objective should not attempt to explain the ways in which the implementing entity intends to achieve the objective (i.e., it should not include the word "through"). The project's delivery will contribute to the attainment of the objective, yet the objective may not be achieved in full during the project's implementation period.

Examples:

- *To strengthen capacities of AU to foster closer cooperation and coordination with United Nations, other international and regional organizations in mediation efforts;*
- *To improve the capacity of selected countries to design, adapt, and implement institutional frameworks that effectively address humanitarian crisis;*
- *To strengthen the capacity of selected target countries in post conflict to improve information sharing, joint operation and jurisdiction on cross border crimes;*
- *To enhance the capacity of selected countries in Africa to develop policies and strategies for multi-sectoral counter-terrorism planning for safer communities.*

5. Expected Accomplishments (EAs)

The Expected Accomplishments (EAs) are statements of measurable outcomes that relate to the objective. They describe the changes that are expected to occur as a result of the project's activities. EAs should be achievable within the project's timeframe and budget and should be specific enough to be measured by the associated indicators of achievement. In developing the EAs, it is important to assess whether the activities will concretely achieve what is defined in the EA. Most projects contain two EAs, but projects with complex activities or a large budget may exceptionally have three EAs.

Examples:

- *Enhanced regular consultation and meeting between AU and UN in addressing peace and security issues in Africa;*
- *Improved capacity of policymakers in beneficiary countries to identify regulatory and institutional gaps in addressing humanitarian issues;*
- *Strengthened national capacity of beneficiary countries to develop policies for addressing cross border crimes;*
- *Strengthened capacity of policymakers to formulate cross-sectoral policies that enhance effective participation of women and youth in post conflict peace building activities.*

6. [Indicators of Achievement](#)

Indicators of achievement are the tools to measure extent the stated expected accomplishments have been achieved. Every indicator must provide a baseline, a target and a means of verification.

At least one indicator of achievement should be developed **for each EA**, although two indicators are encouraged (e.g., I.A.1. for EA1, I.A.2 for EA2, etc.). Entities should be careful not to reflect project activities as indicators (e.g., the number of people trained), but rather the level of skills and knowledge gained through the project's activities (e.g., training indicator), or preferably the subsequent actions taken by the beneficiaries based on the project (e.g., action plans created, legislations drafted, or methodologies developed).

Examples:

- *X (number) policy options and instruments designed to fill the regulatory and institutional gaps identified;*
- *National Action Plans for the implementation of certain peace and security measures are developed and adopted in beneficiary countries.*

7. [Main Activities and Timelines](#)

The project activities are the set of actions to be taken to achieve the expected accomplishments. Well formulated activities should answer the question “What are the specific actions that need to be taken by the project team, in cooperation with the beneficiaries, to achieve in full the expected accomplishments?” Examples of main activities include: advisory services, workshops/seminars, toolkits, guidelines, publications, on-line training modules, etc.

Concisely describe what you plan to do, your approach, who benefits, and the potential impacts. Each activity should be **clearly linked** to the expected accomplishment it contributes to (e.g., A.1.1, A.1.2 and A.1.3 contribute to EA1; A.2.1 and A.2.2 contribute to EA2 etc.). In some instances, activities may contribute to multiple EAs. In this event, the dual nature of the activity should be footnoted.

Examples:

- *Organize six national workshops to discuss policy notes and other technical documents with government officials aiming at drawing lessons on how policy recommendations that are derived from modelling-based policy analyses can be transmitted;*
- *Organize a regional advisory mission for three peace operation missions to assess security conditions and policy opportunities;*
- *Organize an Expert Group Meeting to provide input on a methodology for an assessment framework to identify regulatory and institutional gaps;*
- *Develop a policy paper which will contain an analysis of best practices, lessons learned, and guidelines on the preparation and implementation of national action plans based on experiences and lessons learnt from the beneficiary countries;*

- *Developing a tool kit for information sharing.*

Annex 2. Budget Summary Template and Instructions

Project Total Amount: \$_____

1. Staff and Other Personnel Costs: \$ _____ (Total)

An amount of \$_____ for a project position for X work months at the category/level to perform the tasks of_____, in support of activities A#.#.

An amount of \$_____ is required for GTA and other staff costs to perform the tasks of _____, in support of activities A#.#.

An amount of \$_____ is required for international consultants to perform the tasks of _____, in support of activities A#.#.

An amount of \$_____ is required for national consultants to perform the tasks of _____, in support of activities A#.#.

Consultant Travel

An amount of \$_____ is required for the purpose of _____ (if possible, indicate countries), in support of activities A#.# (approximate number of missions).

2. Supplies, Commodities, and Materials: \$ _____ (Total)

An amount of \$_____ is required for supplies, commodities, and materials.

(Provide budget estimates, details on the type of materials, etc.)

3. Equipment, Vehicles, and Furniture: \$ _____ (Total)

An amount of \$_____ is required for equipment.

(Provide budget estimates, details on the type of equipment, and possible recipient countries.)

4. Contractual Services: \$ _____ (Total)

An amount of \$_____ is required for _____ services in support of activities A#.#.

(Provide description of services, duration and cost of each contract, and if possible recipient country.)

5. Travel: \$ _____ (Total)

An amount of \$_____ is required for _____ travel of staff in support of activities A#.#.

An amount of \$_____ is required for _____ travel of experts in support of activities A#.#.

An amount of \$_____ is required for _____ travel of workshop participants in support of activities A#.#.

6. Transfers and Grants to Counterparts: \$ _____ (Total)

(a) Grants to End Beneficiaries

An amount of \$_____ is required for _____ in support of activities A#.#.

(b) Transfers to Implementing Partners

An amount of \$_____ is required for _____ in support of activities A#.#.

(Please include details on the implementing partner.)

7. General Operating and Other Direct Costs: \$ _____ (Total)

(a) Communications

In support of A#.#, A#.#, and A#.#. = \$_____.

(b) Other General Operating Expenses

In support of A#.#, A#.#, and A#.#. = \$_____.

8. Indirect Support Costs: \$ _____ (7% of all above costs)

No narrative necessary.

Instructions for the Completion of the Budget Summary Template

The above eight budget categories that should be used when preparing concept notes are presented below. Proposed expenditures under each budget line should be supported by a brief, easy-to-understand narrative.

1. **Staff and Other Personnel Costs:** Includes all costs related to project personnel, general temporary assistance, overtime, and consultancy costs needed by the implementing entity to carry out the project activities. The narrative under this expenditure category should separate the requirements for (a) project personnel; (b) other staff costs for short-term GTA and overtime; (c) consultants and experts split into two groups: international consultants, and national/regional consultants.
2. **Supplies, Commodities, and Materials:** Includes all direct and indirect costs (e.g., freight, transport, delivery, distribution) associated with the procurement of supplies, commodities, and materials. Office supplies should be reported as "General Operating and Other Direct Costs."

3. Equipment, Vehicles, and Furniture: This includes all costs for office equipment, office automation equipment, and software that are directly required for implementation of the project and relates to all costs to put the asset into service.
4. Contractual Services: Contractual services include institutional contracts with national, regional, or international institutions, companies, IGOs, or NGOs for preparing publications, conducting studies, carrying out technical work, assisting with the organization of workshops, translating, or printing documents, etc. The use of local and regional institutions and/or NGOs in developing countries is encouraged as it helps strengthen national capacities. In IPSAS terminology this would be similar to exchange transactions and could include contracts given to IGOs or NGOs if they are more similar to the procurement of services than a grant transfer.
5. Travel: This includes staff and non-staff travel paid for by the organization directly related to the project. The narrative should separate the requirements for the travel of staff, participants in expert groups, and workshop participants.
6. Transfers and Grants to Counterparts: Includes grants to end beneficiaries such as fellowships and transfers to national counterparts and any other transfers given to an implementing partner (e.g., IGOs or NGOs) which is not similar to a commercial service contract as per above. In IPSAS terms this would be more similar to non-exchange transactions.
7. General Operating and Other Direct Costs: Includes all general operating costs for running an office. Examples include telecommunication, rents, finance charges, and other costs which cannot be mapped to other expense categories.
8. Indirect Support Costs: The trust fund includes a standard seven per cent Programme Support Costs, which covers the programme support services provided by DESA and by such other Secretariat departments and offices as may be required.

Whenever feasible, national and regional consultants should be used to draw on **local knowledge and expertise** and to promote **sustainability** in the country.

The same applies to the use of contractual services with local and regional institutions and/or NGOs to support selected activities of the projects.

Annex 3. Project Document Template and Instructions

United Nations Peace and Development Trust Fund Peace and Security Sub-Fund Project Document

Project Title:	
Duration:	
Start date:	<i>Between Month Year – Month Year</i>
End date:	<i>Latest by Month Year</i>
Budget:	<i>\$ _____ As per the budget fascicle</i>
Target countries/groups:	<i>Please list target countries. Where not applicable, state how many countries will be selected and in which regions.</i>
Executing Entity:	
Co-operating Entities within the UN system:	
Other partners (e.g. Private sector, NGOs, government entities, etc.)	

1. PROJECT BACKGROUND (max 2 pages)

1.1 Background

This section should not exceed more than one page. It should describe the underlying context in which the project was conceived both from the perspective of the target countries/region/sector and the ongoing inter-government process, and the problem that it attempts to address, the key stakeholders and beneficiaries and the set of capacities that will be strengthened through the project.

1.2 Mandates, comparative advantage and link to the Program Budget

In this section please indicate:

- *The implementing entities' mandate in the area of the project;*
- *The implementing entities' comparative advantage in this area.*

1.3 Methodology

This section should describe the rationale of intervention. The rationale should be based on country/regional/sectoral problem's analysis and needs assessment, lessons learned from previous interventions, opportunities to maximize impact at various level of intervention (e.g. at the global, regional, national, and sub-national or a combination of levels) and/or through partnerships.

2. ANALYSIS

2.1 Problem analysis

This section could elaborate on the information provided in the concept note and map out the principle problem and the underlying issues that the project attempts to address.

Please be sure to address the following questions:

- *What is the **main problem** that the project seeks to address? (please specify the problem in the target region/country/sectors)*
- *What are the **underlying issues** contributing to this problem?*
- *What underlying issue/s does the project intend to target?*

The problem identified in this section should not consist of a very broad issue, such as counter-terrorism. In many cases it may not be feasible for one project to address all the underlying issues identified, please be specific about which underlying issues the project is targeting.

2.2 Country/Regional/Sectoral level problem analysis

It is recommended that once the broader issue has been presented in section 2.1, this section should analyze the issue in relation to the level of operational intervention. This section should give a clearer picture of the status of affairs (baseline) of the targeted beneficiaries and the realistic accomplishments that could be achieved by the project.

Table 1 – Country/Regional/Sectoral analysis

Country/Region/Sector	Status of affairs	Realistic outcomes
Country A	<i>How does the problem identified in 2.1 plays out in the selected country/region/sector?</i> <i>What progress has already been made or what steps have been taken to address the issues?</i> <i>What are the principle assets the country has in addressing the issue?</i> <i>What at the principle gaps to be addressed?</i>	<i>What will this project be able to achieve in the country/region/sector within the timeframe available?</i> <i>What tangible outcomes/ outputs are foreseen?</i>
Country Name

2.3 Stakeholder analysis and capacity assessment

This section should identify all non-UN stakeholders of the project, including those who are affected by the problem(s) outlined in the previous sections.

In developing this section, implementing entities should fill in the following table for each relevant stakeholder. Please list each individual stakeholder or group of stakeholders in its own row and fill out the corresponding columns.

Table 2 – Stakeholder Analysis

Non-UN Stakeholders	Type and level of involvement in the project	Capacity assets	Capacity Gaps	Desired future outcomes	Incentives

<i>All direct and indirect non-UN stakeholders should be listed here each on a separate row</i> <i>E.g. policymakers; individual ministries; IGOs, NGOs, private sector, academia etc.</i>	<i>How does each of the stakeholders relate to the project/problem outlined in the previous section?</i>	<i>What are the stakeholder's resources and strengths that can help address the problem that the project strives to solve?</i>	<i>What are the stakeholder's needs and vulnerabilities that the project attempts to bridge?</i>	<i>What are the desired outcomes for the stakeholder as a result of project implementation?</i>	<i>What is the stakeholder's incentive to be involved in the project? How can buy-in be ensured?</i>
<i>Stakeholder 1</i>					
<i>Stakeholder 2</i>					

2.4 Past and current interventions

Explain what has been done in the past to address the challenges in the targeted country/region, provide an assessment of on-going complimentary initiatives and how they relate to the proposed programme, and explain why the proposed programme is necessary.

3. PROJECT STRATEGY: OBJECTIVE, MAIN ACTIVITIES, EXPECTED ACCOMPLISHMENTS, INDICATORS

3.1 Project Objective

*This section should describe the project's **logic frame in narrative format**. It should indicate the strategy that will be adopted to drive the implementation of the project and explain how the project's objective links to the expected accomplishments and the main activities. The chronological sequencing of activities should also be clarified in this section.*

3.2 Logical Framework

*In filling in the table below, please be sure to maintain consistency with the information reported in the rest of the document (e.g. annexes). **Please note that the objective and expected accomplishments should be identical to those presented in the approved concept notes except when otherwise advised.***

Table 3 – Logical Framework

<u>Intervention logic</u>	<u>Indicators</u>	<u>Means of verification</u>
Objective <i>Copy- Paste from the concept note</i>		

Expected accomplishment - EA1 Copy- Paste from the concept note	IA 1.1 While the indicators were defined at concept note stage; they should be reviewed and, where possible, strengthened in the project document. Please ensure all indicators include clear targets (e.g. XX% of participants confirm... OR X out of Y countries...). Please see Figure 1 below for further information regarding indicator strengthening	Please answer the following: <ul style="list-style-type: none"> • What sources of information will be used to inform the indicator? • How will the data be collected?
	IA 1.2
	IA 1.3
Main activity A1.1 Activities, as developed in the concept note, should be reviewed and can be modified based on the analysis in section 2. Please ensure that the activities listed are sufficient to plausibly achieve the Expected Accomplishments proposed. Each activity should be further fleshed out (at least one paragraph per activity) and clearly state what it concretely consists of, who will implement it, what the outcomes will be, and how it connects to previous or subsequent planned activities. See Figure 2 for more details and guidance in developing project activities.		
A1.2 ...		
EA 2 ...	IA 2.1
	IA 2.2
	IA 2.3
A 2.1 ...		
A 2.2 ...		

Figure 1 - Formulating effective indicators

- Indicators should provide a measure of the degree of **attainment of the expected accomplishments** and *not* a measure of the completion of the project's activities. This requires a clear distinction between means and goals. Indicators of achievement assess whether the project is meeting its goal after mobilizing the means (activities).
- A good way to draft indicators might be to define the specific steps that countries will take to achieve the expected accomplishments (i.e. action plans endorsed, roadmaps drafted, draft legislation prepared, project developed tools used by countries for analytical reports/policy change, etc.).
- Indicators utilizing general terms such as "initiatives", "concepts" or "measures" should be avoided. Indicators should instead use **specific** terminology related to what the project seeks to change (e.g. a regional agreement on...; a draft policy on... etc.). Where the use of such terms is unavoidable, it is recommended that a defining foot note be provided.
- Indicators should be **specific, measurable, attainable, relevant and time bound (SMART)**.
- Entities are expected to include **benchmarks** for all indicators and ensure that there is a baseline for measurement or assessment of change quantitatively and/or qualitatively. E.g. "X out of Y countries.....; 85% of the participants...."
- While **qualitative and quantitative** indicators are useful, quantifiable indicators are preferred as they are more objectively verifiable and can be aggregated.
- Implementing entities must be realistic about the **ways in which data will be collected** to inform indicators. Available, feasible and realistic sources of verification must therefore be carefully considered while developing the indicators. There is, for instance, no point in developing sophisticated measures for which the process of data gathering would turn out to be excessively costly.

Figure 2 – Formulating effective activities

The **main activities** are the specific set of actions and means that will be undertaken to achieve the expected accomplishments. These should focus on achieving high value addition and tangible change with a **strong focus on the national level**. Examples of activities across capacity development efforts include: conducting workshops; developing toolkits; establishment of networks and provision of advisory services.

It is important that the logical link between the activities and the expected accomplishments be kept at the forefront during project design. **Successful implementation of the activities should be sufficient to plausibly achieve the expected accomplishment that they support.**

Entities are encouraged to engage in a thorough **review process** that involves linking the activities to the relevant expected accomplishments and also the project objective, as an attempt to ensure soundness and consistency with the overall approach and log frame of the project. In doing so, the following questions should be considered:

- Suggested top-down questions:
 - How can the objective be met?by achieving the EA1 and EA2;
 - How can the EA1 be achieved?by undertaking A1.1, A1.2 and A1.3;
- Suggested bottom-up questions:
 - If the project delivers A1.1, A1.2, and A1.3 successfully, what will be achieved? ... EA 1;
 - If the project achieves EA1and EA2, will this help in meeting the objective?.....Yes

In designing the project activities entities should give strong consideration to means of ensuring national ownership and assign priority to national processes and institutions.

3.3 Risks and mitigation actions

Please provide an analysis of the possible risks that may affect the success of the project and the actions that may be taken to mitigate.

Table 4 – Risks and mitigation actions

Risks <i>What conditions may hinder the achievement of the project objectives and accomplishments?</i> <i>Each risk or set of risks should be listed on a separate row. The list should include factors beyond the control of the project management (e.g. Political instability)</i>	Mitigating Actions <i>What will be done to mitigate these risks?</i>
R1.	M1.
...	...

3.4 Result Framework

Please refer to the table below.

Table 5 – Result Framework

Expected Accomplishment	Activities	Outputs	Est. Resources (US\$)	Timeframe
EA1	A1.1			
	A1.2			
	A1.3			
EA2	A2.1			

3.5 Sustainability

*This section should elaborate on how the project intends to sustain any achievements beyond the completion of the project. Sustainability is closely linked to national ownership which should therefore represent a **driver of the design of the project** rather than an ex-post consideration.*

In developing this section, please ensure the following questions are addressed:

- Has the issue of sustainability been built into the project design?
- What steps will be taken to sustain the project's achievements beyond the completion of the project?
- Has the potential for scaling up after the completion of the project been explored (e.g. leveraging of additional funding and fostering partnerships)?

4. MONITORING AND EVALUATION

Implementing entities are required to provide annual progress report, a final report and evaluation for projects for a duration exceeding 6 months. External evaluation, if necessary, for the project should be in accordance with your entity's policy on evaluation. All evaluation reports must be submitted to the management team and, in case of any incurred cost, this should be reflected in the Budget.

5. MANAGEMENT AND COORDINATION AGREEMENTS

A detailed list of UN partner entities, national and international implementation partners should be provided in this section. Please note that project beneficiaries are not considered implementation

partners and should therefore not be mentioned in this section. This section should also provide a description of **who is responsible for what and how the different actors will work together** to achieve the project's objective and intended impact.

The project document needs to be shared with all implementing entities and partners and agreements reached on the roles and responsibilities of each party involved, prior to submitting the project document to the TFU for review.

6. BUDGET DETAILS (detailed justification by code)

A detailed description of the budgetary requirements by budget class should be developed in this section. For each budget class, details should be provided on the link to the project activities. Where possible, costs and work months should be disaggregated by activity.

The **number of participants** to training events should be spelt out clearly and reflected consistently throughout the project document. When multiple countries are targeted in a training event, the same number of participants per country is expected. Any variance in the number of participants across target countries should be explained and reflected in the project budget.

Project Total Amount: \$ _____

1. Staff and Other Personnel Costs: \$ _____ (Total)

An amount of \$ _____ for a project position for X work months at the category/level to perform the tasks of _____, in support of activities A#.#.

An amount of \$ _____ is required for GTA and other staff costs to perform the tasks of _____, in support of activities A#.#.

An amount of \$ _____ is required for international consultants to perform the tasks of _____, in support of activities A#.#.

An amount of \$ _____ is required for national consultants to perform the tasks of _____, in support of activities A#.#.

Consultant Travel

An amount of \$ _____ is required for the purpose of _____ (if possible, indicate countries), in support of activities A#.# (approximate number of missions).

2. Supplies, Commodities, and Materials: \$ _____ (Total)

An amount of \$ _____ is required for supplies, commodities, and materials.

(Provide budget estimates, details on the type of materials, etc.)

3. Equipment, Vehicles, and Furniture: \$ _____ (Total)

An amount of \$ _____ is required for equipment.

(Provide budget estimates, details on the type of equipment, and possible recipient countries.)

4. Contractual Services: \$ _____ (Total)

An amount of \$ _____ is required for _____ services in support of activities A#.#.

(Provide description of services, duration and cost of each contract, and if possible recipient country.)

5. Travel: \$ _____ (Total)

An amount of \$ _____ is required for _____ travel of staff in support of activities A#.#.

An amount of \$ _____ is required for _____ travel of experts in support of activities A#.#.

An amount of \$ _____ is required for _____ travel of workshop participants in support of activities A#.#.

6. Transfers and Grants to Counterparts: \$ _____ (Total)

(c) *Grants to End Beneficiaries*

An amount of \$ _____ is required for _____ in support of activities A#.#.

(d) *Transfers to Implementing Partners*

An amount of \$ _____ is required for _____ in support of activities A#.#.

(Please include details on the implementing partner.)

7. General Operating and Other Direct Costs: \$ _____ (Total)

(c) *Communications*

In support of A#.#, A#.#, and A#.#. = \$ _____.

(d) *Other General Operating Expenses*

In support of A#.#, A#.#, and A#.#. = \$ _____.

8. Indirect Support Costs: \$ _____ (7% of all above costs)

No narrative necessary.

United Nations Peace and Development Trust Fund Peace and Security Sub-Fund											
Implementing Entity:		(Name of Department/Office/Section/Unit receiving this grant)									
Project Title:		Enter project title									
Start Date:		Enter date									
Completion Date:		Enter date									
Umoja Coding Block		Feed Center / Fractional Area									
EOSG Project No.		(To be entered by EOSG)									
Umoja Sponsored Class	Object of Expenditure	Project Budget									
		I Total		II Year 1		III Year 2		IV Year 3		V Year 4	
		Work-months	USD	Work-months	USD	Work-months	USD	Work-months	USD	Work-months	USD
FT30-CLASS-010	Staff and Other Personnel Costs										
	International Professionals	0	0	-	-						
	Consultants	0	0	-	-						
	General Service	0	0	-	-						
	Total	0	0	0	0	0	0	0	0	0	0
FT30-CLASS-160	Travel										
	Travel of Staff	0									
	Travel of non-Staff	0									
	Total	0		0		0		0		0	
FT30-CLASS-120	Contractual services										
	Individual Contractors	0	0								
	Institutional contractors	0	0								
	Total	0		0		0		0		0	
FT30-CLASS-130	Supplies Commodities and Materials										
	Specify	0									
	Specify	0									
	Total	0		0		0		0		0	
FT30-CLASS-135	Acquisitions										
	IT equipment	0									
	Other acquisitions, specify	0									
	Other acquisitions, specify	0									
	Total	0		0		0		0		0	
FT30-CLASS-145	Grants out										
	Name of entity	0									
	Name of entity	0									
	Total	0		0		0		0		0	
FT30-CLASS-125	Operating Expenses										
	Facilities	0									
	Office Supplies	0									
	Communications	0									
	Seminars, workshops, meetings	0									
	Total	0		0		0		0		0	
	Total Project Cost	0		0		0		0		0	
FT30-CLASS-155	Programme Support Cost @ 7%	0		0		0		0		0	
	Total EOSG contribution	0		0		0		0		0	
	Cost Sharing	0		0		0		0		0	
	Grand Total	0		0		0		0		0	
All line items should be rounded off to the nearest hundred dollar - No decimals											

Annex 4. Progress Report Template and Instructions

1. Executive Summary

- Project title
- Project starting date
- Project completion date
- Key results
- Reporting period
- Total budget and expenditure within the reporting period
- Project manager/s

2. Review of Results

1) Summary of achievements to date.

This section should be no longer than three paragraphs and should provide a concise and effective narrative of the key accomplishments of the project to date. It should not repeat information already provided (for instance, information presented in the project document) but should highlight results including how far have the expected outputs been achieved to date.

2) Review of main activities

The purpose of this section is to list and assess the implemented activities of the project document. There should be at least one paragraph illustrating each main activity, including information like the timing, venue, participating entities and partners, beneficiary and target groups or countries, means and ways to approach the objectives, and all the accomplishments. The deliverable should be concrete and specific, measurable if applicable. If activities are still in process, it should be stated to what extent the activity has been carried out and the anticipated completion date. If certain deliverables outlined in the concept note could not be achieved or if there's any change or alternant, explanations should be given in order to clarify why such a change is necessary. New activities that are not previously anticipated and needed to be executed for next project period, if applicable, should also be included in this section.

In addition to the narrative part, please fill the bellowed table.

Table 1 – Review of Programmed Activities

Activities	Status	Comment
<i>Please list the completed activities as per project document</i>	<i>Please indicate the status of the activity (not started, ongoing, completed)</i>	<i>Please briefly assess the implementation of each activity, i.e. the extent to which the activity has been implemented including the anticipated completion date</i>

3) Major problems or challenges encountered and remedial action to be taken.

Project managers are kindly asked to elaborate on problems faced by the project (e.g. change in country situation, administrative processes, collaboration with partners, internal issues, etc.). For each issue identified, one short paragraph should be provided, as well as any action taken to address the issue. In addition to the narrative part, please fill the bellowed table.

Table 2 – Challenges and actions

Description of challenge	Action(s) taken to solve the issue, if any

4) Major findings or recommendations.

Project managers are suggested to give recommendations at the end of the project implementation, by drawing conclusion on lessons learned and providing suggestions on further steps to be taken. It is also recommended to include in this section sustained ways to carry the impact of the project forward without the funding from the Sub-Fund.

5) Revisions to the agreed/approved project document (if applicable)

Please list any significant revisions that take place during the reporting period to the contribution agreement/ approved project documents.

This information should be listed under section 2 “Review of activities”, but in here managers are requested to summarize them, and briefly explain the need for these revisions in terms of impact to the overall project implementation including completion date, workplan, EAs.

6) Actions taken with regard to evaluation.

3. Financial Information and Revisions

In this section project managers are reporting on the budget utilization per budget categories, reason for deviation (if exceeds 10% across the reporting object) and whether any change to planned activities and/or the budget is required. If changes to the distribution of funds between budget lines have taken place, they must be clearly indicated in the section.

4. Outreach and Advocacy

In this section project managers should:

- describe any effort made in raising the profile of the project and the issues it seeks to address; - indicate whether there is any good story to tell through articles in I-seeK, UNPDF website or any other national/regional/international features;

- list any pictures and/or material produced by the project (itemized list) and send it electronically to EOSG. In doing so, please ensure that material is with high-resolution and non-copyrighted (e.g. photographs).

5. Annexes

It is encouraged to attach electronically any evaluations, publications, major reports etc. related to the project. If so, please list all the attached documents in the report.

Guidelines for the 2030 Agenda for Sustainable Development Sub-Fund

I. Guiding Principles

The 2030 Agenda for Sustainable Development Sub-Fund promotes initiatives based on the following principles:

- Focus on **impact, specific and measurable results** which make a concrete difference in the lives of all people, especially women, children, and people with disabilities.
- **Holistic and multi-sectoral** responses that address inter-related challenges to sustainable development.
- **Evidence-based programming**, building on documented research, lessons learned, and recommended practices, to ensure optimal results and use of resources.
- **Durable, self-sustaining initiatives** to develop national capacities, with measurable impact and ideally with multiplier effects.
- **Coordination and partnership-building** among all relevant development partners, including government entities, civil society organizations, donor organizations, etc.
- Development of **innovative approaches** that take advantage of information and communication technologies, knowledge management, and networking expertise at the sub-regional, regional, and global levels.
- **Demand-driven** interventions on the basis of capacity development needs expressed by Member States in the context of existing capacity development efforts and intergovernmental processes.
- Promotion of **national ownership** and use of national resources and expertise already available in project countries and effectively drawing on the expertise available within the UN Common System.
- Promotion of **South-South and triangular cooperation** in the programmatic priority areas of the Sub-Fund.

II. Priority Areas for 2018 Funding

Proposed projects and activities must contribute to the achievement of the SDGs and the 2030 Agenda in one or more of the following priority areas:

- Support the implementation of related goals and targets of the 2030 Agenda for Sustainable Development in developing countries, especially those in special situations (least developed countries, landlocked developing countries and small island developing states).
- Strengthen national capacity of developing countries along the Belt and Road region on integrated policy formulation, trade promotion, inclusive and sustainable industrialization, financial cooperation, inter-regional and intra-regional connectivity, and integrating the 2030 Agenda for Sustainable Development and the Belt and Road initiative into their national plans and strategies.
- Promote prosperity and poverty eradication through economic growth, decent employment, quality education, health-care service, social protection, social inclusion, industrialization, and infrastructure building.
- Foster environmental protection and combat climate change through the promotion of innovative and innovative technology among developing countries.
- Strengthen domestic systems and mechanisms of developing countries to mobilize resources and means of implementation for sustainable development.
- Support the work of the UN Secretary-General on global development issues, including emerging and frontier issues, enhance the fairness and inclusiveness of the global economic governance.
- Promote the concept of innovative, coordinated, open, green and shared development.

Proposals within the above priority areas should follow the Sub-Fund guiding principles and support developing countries to integrate the 2030 Agenda into national strategies by:

- a) Enhancing their capacity to formulate coherent and integrated policies;
- b) Strengthening policy frameworks and institutions;
- c) Facilitating social inclusion; and
- d) Strengthening data and statistical systems for evidence-based policy formulation.

Proposals could include activities that support the work of the UN Secretary-General on global development issues; consultations at the country level and reviews at the regional and global levels; tripartite cooperation among China, the UN and other parties; the conducting of studies and academic research on development issues, concepts, policies, and experiences, including on South-South cooperation; and support to conferences, meetings, or other functions related to the development agenda taking place in developing countries.

III. Budget and Duration of Projects

The 2030 Agenda Sub-Fund of the UN Peace and Development Trust Fund will not provide more than approximately 1.5M per project.

The duration of the project intervention will depend on the logical framework. In this regard, project goals must be specific, measurable, achievable, realistic and time-bound.

IV. Application procedure

Applying entities are expected to submit the concept note and associated estimated budget proposals by using the CDO templates. Submission deviating from the provided templates and guidance will be returned for revision.

Application package, including Concept Note and Budget, should be submitted electronically with a cover letter signed by the relevant authority of the applying entity indicating the priority ranking of the 3 (max.) proposals to **DESA's Capacity Development Office (CDO)** at **cdo@un.org**

Concept notes received after the deadline will not be considered. CDO will acknowledge receipt through a confirmation e-mail.

V. Appraisal and Selection Process

All proposals will be assessed based on overall quality, results-orientation, feasibility, and sustainability of proposed project as well as on their alignment with the guiding principles and priority areas. The Steering Committee of the Peace and Development Trust Fund will advise the Secretary-General in prioritizing among project proposals.

The application process will consist of two stages: the first one will involve the submission and review of the concept note; the second stage consists in the development of a full-fledged project proposal by those entities who have been notified of the approval for funding.

In 2018, the review process will take place during the period of February– March 2018. Project activities are expected to commence in the second half of 2018 allowing sufficient time to incorporate technical feedback and prepare high-quality project documents.

Concept Note Template and Instructions

1. **Title of Project**
2. **Implementing Entity** *(Please also include the Project Officer/Manager name and contact information)*
3. **UN Secretariat/System Partners, if applicable**
4. **Background** *(Approximately one page)*
5. **Relationship to the Strategic Framework for the Period 2018- 2019 of your Entity and the Sustainable Development Goals**
6. **Objective** *(Maximum one)*
7. **Expected Accomplishments** *(Suggested two)*
 - EA1
 - EA2
8. **Indicators of Achievement** *(One or two per EA; coding should be clearly linked to EAs)*
 - IA1.1
 - IA1.2
 - IA2.1
 - IA2.2
9. **Main Activities and Timeline** *(Coding should be clearly linked to the EAs).*
 - A1.1
 - A1.2
 - A1.3
 - A2.1
 - A2.2
 - A2.3

Activities	Year 1				Year 2			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
A1.1								
A1.2								
A1.3								
A2.1								
A2.2								
A2.3								

10. **Budget Details**

Instructions for the Completion of the Concept Notes

These instructions are issued to assist implementing entities (IEs) in developing concept notes for their project. To ensure standardization of all concept notes, entities should use the above template for formulating individual proposals. The concept notes should be submitted to the Capacity Development Office at the following address: cdo@un.org. Questions regarding completion of the templates can also be addressed to this email.

Each of the above components is elaborated below:

1. Title

The title should capture the overall programmatic thrust of the project. It should be concise and include an indication of the capacities which will be strengthened, the main beneficiaries of the project, and the project's geographical scope.

Examples:

- *Strengthening the statistical capacities of ESCWA Member Countries in producing and disseminating short-term economic indicators for economic growth;*
- *Enhancing knowledge and capacity for the management of disaster risks for a resilient future in Asia and the Pacific;*
- *Strengthening the capacity of Governments in the ESCAP, ECA and ESCWA regions to respond to the needs of youth in formulating inclusive and sustainable development policies;*
- *Strengthening national capacities to design and implement rights-based policies and programmes that address care of dependent populations and women's economic empowerment in urban area; Climate change impacts on coastal transport infrastructure in the Caribbean;*
- *enhancing the adaptive capacity of Small Island Developing States (SIDS).*

2. Implementing Entity

This should correspond to the entity submitting the proposal.

3. UN Secretariat/System Partners

All relevant UN Secretariat or system development entities that will be involved in implementing the project should be listed in this section. Concept notes which refer to cooperation with other UN Secretariat/System partners as active partners in the project's implementation should be shared with those entities for comments and confirmation of their participation.

4. Background

The background section should briefly touch upon each of the following:

- a. The development issue that the project intends to address and its dimension in the country/region/section. If already known, this section should include the tentative list of potential target countries, defining the capacity gaps and needs which the project intends to address. This section should also emphasize specific demand(s) and requests for support emanating from these countries;
- b. The most recent intergovernmental legislation and entity-specific mandate which calls for action. This section should explain how the project activities will contribute to the 2030 Agenda for Sustainable Development;
- c. How the project links to the overall normative and analytical work of the implementing entity and its comparative advantage(s) in this area;
- d. The lessons learned and achievements from past activities in those countries, and/or complementary activities which are currently ongoing; and
- e. The implementation arrangements with other entities of the UN Secretariat and the broader UN System, where appropriate.

5. Relationship to the Strategic Framework for the period 2018-2019 and the Sustainable Development Goals

This section should explain how the project links to the entity's Strategic Framework (or comparable planning document) for the period 2018 - 2019, with specific reference to the Programme, Sub Programme, and the relevant expected accomplishments. Similar information should be included for UN Secretariat implementing partners.

6. Objective

The objective states the overall intended goal of the project. Each project should have only one objective which should not be longer than a single sentence. The objective should include reference to the project's beneficiaries, its geographical scope, and its substantive focus. The objective should not attempt to explain the ways in which the implementing entity intends to achieve the objective (i.e., it should not include the word "through"). The project's delivery will contribute to the attainment of the objective, yet the objective may not be achieved in full during the project's implementation period.

Examples:

- *To strengthen national capacities of selected developing countries for the sustained, regular production of a priority set of environmental statistics;*

- *To improve the capacity of selected countries to design, adapt, and implement institutional and regulatory frameworks that foster sustainable practices in the field of sovereign debt governance;*
- *To strengthen the capacity of selected target countries with economies in transition and developing countries to improve the planning, management, and regulation of cross border agricultural food supply chains in order to support enhanced competitiveness and improved food security;*
- *To enhance the capacity of selected developing countries in Asia and the Pacific to develop policies and strategies for multi-sectoral disaster-resilient development planning for safer communities.*

7. Expected Accomplishments (EAs)

The Expected Accomplishments (EAs) are statements of measurable outcomes that relate to the objective. They describe the changes that are expected to occur as a result of the project's activities. EAs should be achievable within the project's timeframe and budget and should be specific enough to be measured by the associated indicators of achievement. In developing the EAs, it is important to assess whether the activities will concretely achieve what is defined in the EA. Most projects contain two EAs, but projects with complex logical framework of intervention may exceptionally have three EAs.

Examples:

- *Enhanced technical capacities of selected countries to regularly produce a comprehensive set of environment statistics;*
- *Improved capacity of policymakers in beneficiary countries to identify regulatory and institutional gaps in the field of sovereign debt governance;*
- *Improved capacity of public and private stakeholders to identify and select sectors for national production and export of green/sustainable products;*
- *Strengthened national capacity of beneficiary countries to develop policies for sustainable housing;*
- *Strengthened capacity of policymakers to formulate cross-sectoral policies that enhance effective participation of youth in economic, social, and political life;*
- *Enhanced engagement between policymakers and youth groups in jointly designing, amending, and implementing youth-based policies for inclusive and sustainable development.*

8. Indicators of Achievement

Indicators of achievement are the tools that serve different management purposes throughout the project's life cycle, including the need for monitoring the progress of ongoing activities and assessing whether, and to what extent, the stated expected accomplishments have been achieved, once the project is completed. Every indicator must therefore provide clearly defined units of **measurement (baseline or starting point prior the project implementation) and targets**, detailing the quantity, quality, and timing of expected results.

At least one indicator of achievement should be developed **for each EA**, although two indicators are encouraged (e.g., I.A.1. for EA1, I.A.2 for EA2, etc.). Entities should be careful not to reflect project activities as indicators (e.g., the number of people trained), but rather the level of skills and knowledge gained through the project's activities (e.g., training indicator), or preferably the subsequent actions taken by the beneficiaries based on the project (e.g., action plans created, legislations drafted, or methodologies developed).

Examples:

- *X (number) policy options and instruments designed to fill the regulatory and institutional gaps identified in the field of sovereign debt governance;*
- *Sustainable product sectors identified and selected for national production and export by national stakeholders in X out of the Y target countries;*
- *National Action Plans for the implementation of sustainability measures in the residential sector are developed and adopted in beneficiary countries.*

9. Main Activities and Timelines

The project activities are the set of actions to be taken to achieve the expected accomplishments. Well formulated activities should answer the question “What are the specific actions that need to be taken by the project team, in cooperation with the beneficiaries, to achieve in full the expected accomplishments?” Examples of main activities include: advisory services, workshops/seminars, toolkits, guidelines, publications, on-line training modules, etc.

Concisely describe what you plan to do, your approach, who benefits, and the potential impacts. Each activity should be **clearly linked** to the expected accomplishment it contributes to (e.g., A.1.1, A.1.2 and A.1.3 contribute to EA1; A.2.1 and A.2.2 contribute to EA2 etc.). In some instances, activities may contribute to multiple EAs. In this event, the dual nature of the activity should be footnoted.

Examples:

- *Organize six national workshops to discuss policy notes and other technical documents with government officials aiming at drawing lessons on how policy recommendations that are derived from modelling-based policy analyses can be transmitted;*
- *Organize a regional advisory mission for three countries to assess cross-border ecosystem and policy opportunities;*
- *Organize an Expert Group Meeting to provide input on a methodology for an assessment framework to identify regulatory and institutional gaps;*
- *Develop a policy paper which will contain an analysis of best practices, lessons learned, and guidelines on the preparation and implementation of National Action Plans for Sustainable Housing based on experiences and lessons learnt from the beneficiary countries;*
- *Developing a tool kit for compiling and disseminating national data of Short-Term Economic Statistics (STES) that includes application software, a catalogue of metadata, and dissemination tools.*

Strong linkages among the four elements outlined above [i.e., objective (v), expected accomplishments (vi), indicators (vii), and main activities (viii)] are key for the development of a strong **logical framework**.

In order to ascertain the validity and cohesiveness of the logical framework, entities are encouraged to conduct a **top-down and bottom-up review** by raising the following questions, reflecting on the answers, and revising any of the four elements, if required:

Top down questions:

1. How can the objective be met? [...By achieving the expected accomplishments]
2. How can the expected accomplishments be achieved? [...By delivering the main activities]

Bottom up questions:

1. If the project delivers the main activities outlined, will the expected accomplishments be achieved?
2. If the project achieves the expected accomplishments, will this help meeting the objective?

10. Budget Details

All Concept Notes should develop a result-based budget by using the PDF Templates to be attached to the concept note.

The template will facilitate the link between the proposed logframe as described in the concept note and the estimated financial resources requirements associated to it. **Submissions that do not follow this format will be returned for revisions.**

While more detailed guidance is embedded in the template, the following is to remind some general guiding management principles:

- Whenever feasible, national and regional consultants should be used to promote sustainability and local/national capacity development in the country.
- The same applies to the use of contractual services of local and regional institutions and/or NGOs.

Table 1. Detailed Budget by Results funded by PDF 2030 Agenda

ANNEX 1: Table 1 Detailed Budget by Results

Detailed description	Item line budget*				Budgeted Work Plan*				Reporting Object class
	\$	Unit	Quantity	Total*	Year 1	Year 2	Year 3	Total*	
Objective 1: <i>[Guidance: narrative and numbering must be identical to the workplan/logframe]</i>									
Expected Accomplishment (EA) 1.1: <i>[Guidance: narrative and numbering must be identical to the workplan/logframe]</i>									
Activity 1.1.1:									
This is further detailed below as follows:									
Activity 1.1.2:									
This is further detailed below as follows:									
Activity 1.1.3:									
This is further detailed below as follows:									
EA 1.1 Subtotal									
EA 1.2: <i>[Guidance: narrative and numbering must be identical to the workplan/logframe]</i>									
Activity 1.2.1:									
This is further detailed below as follows:									
Activity 1.2.2: ...									
This is further detailed below as follows:									
Activity 1.2.3:									
This is further detailed below as follows:									
EA 1.2 Subtotal									
Objective 1 Sub-Total									
Other Project Inputs (including project management, monitoring and evaluation, and other costs that cannot be directly attributed to an activity)									
Total Project Cost (Requested from PDF) -A									
Programme support costs to Implementing Entity (4% of the total programme cost above) -B1									
Programme support costs for DESA/UN Central Account (3% of the total programme cost above) -B2									
TOTAL Project BUDGET - requested from PDF 2030 Agenda (total programme costs A + indirect support costs B1 and B2)									

Guidance: the split of UN PSC 7% is applicable to implementing partners no-UNS, and implementing partner UNS but in a different financial volume than DESA.

Table 2. Budget Summary by Reporting Object Class funded by PDF 2030 Agenda

Blue, yellow, and grey cells are with formulas and should not be altered. Fill ONLY the white cells.

ANNEX 2: Table 2 Budget Summary by reporting object class (ONLY for Implementing Organization)

Object Class	Approved Budget (US\$)				
	Year 1 Org A	Year 2 Org A	Year 3 Org A	Total	% over Programme Cost
Staff and other personnel Costs	-	-	-	-	Input Needed
Travel on official business	-	-	-	-	Input Needed
Contractual Services	-	-	-	-	Input Needed
General Operating and Other Direct Costs	-	-	-	-	Input Needed
Equipment, Vehicles and Furniture (including depreciation)	-	-	-	-	Input Needed
Supplies, Commodities and Materials	-	-	-	-	Input Needed
Transfers and Grants to Counterparts	-	-	-	-	Input Needed
Total programme cost	-	-	-	-	Input Needed
Indirect Support Costs (4% of the total programme cost)	-	-	-	-	Input Needed
Total project budget	-	-	-	-	Input Needed
Programme Support Costs (3% to DESA/UN Central Account)	-	-	-	-	Input Needed
UN PDF Grand Total Fund Allocation	-	-	-	-	

PROJECT DOCUMENT TEMPLATE AND GUIDANCE

EXECUTIVE SUMMARY

Project Title:	
Start date:	<i>Month/ Year [pls note that starting date will be updated to the validity date of contribution agreement.]</i>
End date:	<i>Month/ Year [pls note that end date will be updated to the validity date of contribution agreement.]</i>
Budget:	\$ _____ Total budget
Target countries/groups:	<i>Please list target countries. Where not available state how many countries will be selected in and which regions.</i>
Executing Entity:	<i>Please include the Project Officer/Manager and Finance Officer names and contacts</i>
Co-operating Entities within the UN system:	
Other partners (e.g. Private sector, NGOs, government entities, etc.)	

Brief description:

This section should not exceed one page and should provide information on the problem that the project attempts to address, the key beneficiaries and the set of capacities that will be strengthened through the project, the main entities involved in project implementation and the expected results that the project intends to achieve.

I. PROJECT BACKGROUND (*max 2 pages*)

1. Background

This section should not exceed more than one page. It should describe the underlying context in which the project was conceived both from the perspective of the target countries/region/sector and the ongoing inter-government process, and the problem that it attempts to address, the key stakeholders and beneficiaries and the set of capacities that will be strengthened through the project.

2. Link to the 2030 Agenda for Sustainable Development

Please elaborate how the project contributes to the achievement of the 2030 Agenda for Sustainable Development and the SDGs.

In doing so, please indicate the interlinkages of the project objectives and underlining activities with wider national/regional framework of interventions (e.g. UNDAF, national development plan for 2030 Agenda implementation and so on).

3. Mandates, comparative advantage

In this section please indicate:

- The implementing entities' mandate in the area of the project including the link with the programme of work as contained in your programme budget document as submitted to the relevant legislative body;
- The implementing entities' comparative advantages in this area vis-à-vis other development partners.

4. Methodology

This section should describe the rationale of intervention. The rationale should be based on country/regional/sectoral problem's analysis and needs assessment, lessons learned from previous interventions, opportunities to maximize impact at various level of intervention (e.g. at the global, regional, national, and sub-national or a combination of levels) and/or through partnerships.

II. ANALYSIS

1. Problem analysis

This section should elaborate on the information provided in the concept note and map out the principal problem and the underlying issues that the project attempts to address.

It is recommended that attention be devoted to gender considerations identifying dimensions of gender inequality and the extent to which women and men may be differently affected by the problem and require differentiated capacity development support. It is therefore important to analyse the gender aspect, and to take it into account in planning the project's objectives, activities and resources allocation.

Please be sure to address the following questions:

- What is the **main problem** that the project seeks to address? (please specify the problem in the target region/country/sectors)
- What are the **underlying issues** contributing to this problem?
- What underlying issue/s does/do the project intend to target?

The problem identified in this section should not consist of a very broad issue, such as poverty. In many cases it may not be feasible for one project to address all the underlying issues identified. As such, please be specific about which underlying issues the project is targeting.

2. Country/Regional/Sectoral level problem analysis

Once the issue/s has/have been presented in para 1.1, this section should give:

- a clearer picture of the current status of affairs (baseline) of the targeted beneficiaries;
- the realistic outcome that could be expected to be achieved by the project (target);
- what has been done in the past to address the situation;
- an assessment/overview of ongoing initiatives dealing with the same matter in the country/region;
- What are the principal assets the country has in addressing the issue?
- What are the principal gaps to be addressed?

Table 1 – Country/Regional/Sectoral analysis

Description of the Issues to be addressed	Status of affairs /Baseline	Realistic Outcomes/Target
1. Country/Region/Sector #1	How does the problem identified in 1.1 and 1.2 play out in the selected country/region/sector?	What will this project be able to achieve in the country/region/sector within the timeframe available? What tangible outcomes/ outputs are foreseen?
2. Country/Region/Sector #2
3. Country/...		

3. Stakeholder analysis and capacity assessment

This section should identify all non-UN stakeholders of the project, including those who are affected by the problem(s) outlined in the previous sections (I. and II.). In developing this section, implementing entities should fill in the following table for each relevant stakeholder. Please list each individual stakeholder or group of stakeholders in its own row and fill out the corresponding columns.

Table 2 – Stakeholder Analysis

Non UN Stakeholders	Type and level of involvement in the project	Capacity assets	Capacity Gaps	Desired future outcomes	Incentives
<i>All direct and indirect non-UN stakeholders should be listed here each on a separate row</i> <i>E.g. policymakers; individual ministries; IGOs, NGOs, private sector, academia etc.</i>	<i>How does each of the stakeholders relate to the project/problem outlined in the previous section?</i>	<i>What are the stakeholder's resources and strengths that can help address the problem that the project strives to solve?</i>	<i>What are the stakeholder's needs and vulnerabilities that the project attempts to bridge?</i>	<i>What are the desired outcomes for the stakeholder as a result of project implementation?</i>	<i>What is the stakeholder's incentive to be involved in the project? How can buy-in be ensured?</i>
Stakeholder 1					
Stakeholder 2					

III. PROJECT STRATEGY: OBJECTIVE, EXPECTED ACCOMPLISHMENTS, INDICATORS, MAIN ACTIVITIES

1. Project Strategy

This section should describe the project's log frame in narrative format. It should indicate the strategy that will be adopted to drive the implementation of the project and explain how the project's objective links to the expected accomplishments and the main activities. The chronological sequencing of activities should also be clarified in this section.

2. Logical Framework

In filling in the table below, please be sure to maintain consistency with the information reported in the rest of the document (e.g. annexes). **Please note that the objective and expected accomplishments should be identical to those presented in the approved concept notes except when otherwise advised.**

Table 3 – Logical Framework

<u>Logic Intervention</u>	<u>Indicators</u>	<u>Means of verification</u>
Objective <i>Copy- Paste from the concept note</i>		
Expected accomplishment - EA1 <i>Copy- Paste from the concept note</i>	IA 1.1 <i>While the indicators were defined at concept note stage; they should be reviewed and, where possible, strengthened in the project document.</i>	<i>Please answer the following:</i> <ul style="list-style-type: none">• <i>What sources of information will be used to inform the indicator?</i>• <i>How will the data be collected?</i>
	<i>Please ensure all indicators include clear targets (e.g. XX% of participants confirm... OR X out of Y countries...). Please see Figure 1 below for further information regarding indicator strengthening</i>	
	IA 1.2
	IA 1.3
<p>Main activity A1.1</p> <p>Activities, as developed in the concept note, should be reviewed and can be modified based on the analysis in section 3. Please ensure that the activities listed are sufficient to plausibly achieve the Expected Accomplishments proposed.</p> <p>Each activity should be further fleshed out (at least one paragraph per activity) and clearly state what it concretely consists of, who will implement it, what the outcomes will be, and how it connects to previous or subsequent planned activities.</p> <p>The number of participants to training events should be spelt out clearly and reflected consistently throughout the project document. When multiple countries are targeted in a training event, the same number of participants per country is expected. Any variance in the number of participants across target countries should be explained and reflected in the project budget.</p> <p>See Figure 2 for more details and guidance in developing project activities.</p>		
A1.2 ...		
EA 2 ...	IA 2.1
	IA 2.2

	IA 2.3
A 2.1 ...			
A 2.2 ...			

Figure 1. Formulating effective indicators

- Indicators should provide a measure of the degree of **attainment of the expected accomplishments** and *not* a measure of the completion of the project's activities. This requires a clear distinction between means and goals. Indicators of achievement assess whether the project is meeting its goal after mobilizing the means (activities).
- A good way to draft indicators might be to define the specific steps that countries will take to achieve the expected accomplishments (i.e. action plans endorsed, roadmaps drafted, draft legislation prepared, project developed tools used by countries for analytical reports/policy change, etc.).
- Indicators utilizing general terms such as "initiatives", "concepts" or "measures" should be avoided. Indicators should instead use **specific** terminology related to what the project seeks to change (e.g. a regional agreement on...; a draft policy on... etc.). Where the use of such terms is unavoidable, it is recommended that a defining foot note be provided.
- Indicators should be **specific, measurable, attainable, relevant and time bound (SMART)**.
- Entities are expected to include **benchmarks** for all indicators and ensure that there is a baseline for measurement or assessment of change quantitatively and/or qualitatively. E.g. "X out of Y countries....."; "85% of the participants....".
- While **qualitative and quantitative** indicators are useful, quantifiable indicators are preferred as they are more objectively verifiable and can be aggregated.
- Implementing entities must be realistic about the **ways in which data will be collected** to inform indicators. Available, feasible and realistic sources of verification must therefore be carefully considered while developing the indicators. There is, for instance, no point in developing sophisticated measures for which the process of data gathering would turn out to be excessively costly.
- Project drafters are strongly encouraged to liaise with their M&E colleagues to define **realistic, strong and measurable project** indicators of achievement and ensure that they will be usable during the external evaluation at the end of the project.

The **main activities** are the specific set of actions and means that will be undertaken to achieve the expected accomplishments. These should focus on achieving high value addition and tangible change with a **strong focus on the national level**. Examples of activities across capacity development efforts include: conducting workshops; developing toolkits; establishment of networks and provision of advisory services.

It is important that the logical link between the activities and the expected accomplishments be kept at the forefront during project design. **Successful implementation of the activities should be sufficient to plausibly achieve the expected accomplishment that they support.**

Entities are encouraged to engage in a thorough **review process** that involves linking the activities to the relevant expected accomplishments and also the project objective, as an attempt to ensure soundness and consistency with the overall approach and log frame of the project. In doing so, the following questions should be considered:

- Suggested top-down questions:
 - How can the objective be met?by achieving the EA1 and EA2;
 - How can the EA1 be achieved?by undertaking A1.1, A1.2 and A1.3;
- Suggested bottom-up questions:
 - If the project delivers A1.1, A1.2, and A1.3 successfully, what will be achieved? ... EA 1;
 - If the project achieves EA1 and EA2, will this help in meeting the objective?.....Yes

In designing the project activities entities should give strong consideration to means of ensuring national ownership and assign priority to national processes and institutions. Where possible, means of south-south cooperation should be explored.

Figure 2. Formulating effective activities

3. Risks and mitigation actions

Please provide an analysis of the possible risks that may affect the success of the project and the actions that may be taken to mitigate.

Table 4 – Risks and mitigation actions

Risks <i>What conditions may hinder the achievement of the project objectives and accomplishments?</i> <i>Each risk or set of risks should be listed on a separate row. The list should include factors beyond the control of the project management (e.g. Political instability)</i>	Mitigating Actions <i>What will be done to mitigate these risks?</i>
R1.	M1.
...	...

4. Sustainability

This section should elaborate on how the project intends to sustain any achievements beyond the completion of the project. Sustainability is closely linked to national ownership which should therefore represent a **driver of the design of the project** rather than an ex-post consideration.

In developing this section, please ensure the following questions are addressed:

- Has the issue of sustainability been built into the project design?
- What steps will be taken to sustain the project's achievements beyond the completion of the project?
- Has the potential for scaling up after the completion of the project been explored (e.g. leveraging of additional funding and fostering partnerships)?

IV. MONITORING AND EVALUATION

Implementing entities are required to provide annual progress report, and a final report. External evaluation for the project should be in accordance with your entity's policy on evaluation. All evaluation reports must be submitted to DESA CDO and, in case of any cost, this should be budgeted in Annex 2 under 'Budget Details'.

V. MANAGEMENT AND COORDINATION AGREEMENTS

A detailed list of UN partner entities, national and international implementation partners should be provided in this section. Please note that project beneficiaries are not considered implementation partners and should therefore not be mentioned in this section. This section should also provide a description of **who is responsible for what**

and **how the different actors will work together** to achieve the project's objective and intended impact.

The project document needs to be shared with all implementing entities and partners and agreements reached on the roles and responsibilities of each party involved, prior to submitting the project document to the CDO for review.

Existing coordination mechanisms in the context of the **Resident Coordinators systems**, if relevant, and the ways in which the project fits in the broader **United Nations Development Assistance Framework (UNDAF)**, should also be specified.

VI. PROJECT ANNEXES

In this section, please list all relevant annex containing useful and relevant project information (e.g. detailed work plans, terms of reference, memoranda of understanding with national authorities, and implementation agreements and so on).

All project proposals should develop a workplan (Annex 1) and result-based budget (Annex 2) by using the PDF Templates.

The templates will facilitate the link between the logframe as described in this prodoc and the financial resources requirements associated to the implementation of the project and for which funding are sought.

While more detailed guidance is embedded in the templates, the following is to remind some general guiding principles:

- Whenever feasible, **national and regional consultants** should be used to promote sustainability and local/national capacity development in the country.
- The same applies to the use of contractual services **of local and regional institutions and/or NGOs**.
- In addition, the **number of participants** to training events should be spelled out clearly and reflected consistently throughout the project document. When multiple countries are targeted in a training event, the same number of participants per country is expected. Any variance in the number of participants across target countries should be explained and reflected in the project budget.

PDF Templates Annex 1 - Project Workplan

Please do not alter or manually enter any information in this Annex 1. If you note any error, please inform CDO for assistance.

Annex 1: Workplan

LOGFRAME	Year 1	Year 2	Year 3
Objective 1: [Guidance: narrative and numbering must be identical to the workplan/logframe]			
Expected Accomplishment (EA) 1.1: [Guidance: narrative and numbering must be identical to the workplan/logframe]			
Activity 1.1.1:	-	-	-
This is further detailed below as follows:	-	-	-
Activity 1.1.2:	-	-	-
This is further detailed below as follows:	-	-	-
Activity 1.1.3:	-	-	-
EA 1.2: [Guidance: narrative and numbering must be identical to the workplan/logframe]			
Activity 1.2.1:	-	-	-
Activity 1.2.2: ...	-	-	-
Activity 1.2.3:	-	-	-
Other Project Inputs (including project management, monitoring and evaluation, and other costs)			
	-	-	-

PDF Templates Annex 2 - Budget of Project Proposal
Table 1. Detailed Budget by Results funded by PDF 2030 Agenda

ANNEX 1: Table 1 Detailed Budget by Results

Detailed description	Item line budget*				Budgeted Work Plan*				Reporting Object class
	\$	Unit	Quantity	Total*	Year 1	Year 2	Year 3	Total*	
Objective 1: <i>[Guidance: narrative and numbering must be identical to the workplan/logframe]</i>									
Expected Accomplishment (EA) 1.1: <i>[Guidance: narrative and numbering must be identical to the workplan/logframe]</i>									
Activity 1.1.1: This is further detailed below as follows:				-	-	-	-	-	
				-				-	
				-				-	
Activity 1.1.2: This is further detailed below as follows:				-	-	-	-	-	
				-				-	
				-				-	
Activity 1.1.3: This is further detailed below as follows:				-	-	-	-	-	
				-				-	
				-				-	
EA 1.1 Subtotal				-	-	-	-	-	
EA 1.2: <i>[Guidance: narrative and numbering must be identical to the workplan/logframe]</i>									
Activity 1.2.1: This is further detailed below as follows:				-	-	-	-	-	
				-				-	
				-				-	
Activity 1.2.2: ... This is further detailed below as follows:				-	-	-	-	-	
				-				-	
				-				-	
Activity 1.2.3: This is further detailed below as follows:				-	-	-	-	-	
				-				-	
				-				-	
EA 1.2 Subtotal				-	-	-	-	-	
Objective 1 Sub-Total				-	-	-	-	-	
Other Project Inputs (including project management, monitoring and evaluation, and other costs that cannot be directly attributed to an activity)				-	-	-	-	-	
				-				-	
				-				-	
Total Project Cost (Requested from PDF) -A				-	-	-	-	-	
Programme support costs to implementing Entity (4% of the total programme cost above) -B1				-	-	-	-	-	
Programme support costs for DESA/UN Central Account (3% of the total programme cost above) -B2				-	-	-	-	-	
TOTAL Project BUDGET - requested from PDF 2030 Agenda (total programme costs A + indirect support costs B1 and B2)				-	-	-	-	-	

Guidance: the split of UN PSC 7% is applicable to implementing partners no-UNS, and implementing partner UNS but in a different financial volume than DESA.

PDF Templates Annex 2 - Budget of Project Proposal
Table 2. Budget Summary by Reporting Object Class funded by PDF 2030 Agenda

Blue, yellow, and grey cells are with formulas and should not be altered. Fill ONLY the while cells.

ANNEX 2: Table 2 Budget Summary by reporting object class (ONLY for Implementing Organization)

Object Class	Approved Budget (US\$)				
	Year 1 Org A	Year 2 Org A	Year 3 Org A	Total	% over Programme Cost
Staff and other personnel Costs	-	-	-	-	Input Needed
Travel on official business	-	-	-	-	Input Needed
Contractual Services	-	-	-	-	Input Needed
General Operating and Other Direct Costs	-	-	-	-	Input Needed
Equipment, Vehicles and Furniture (including depreciation)	-	-	-	-	Input Needed
Supplies, Commodities and Materials	-	-	-	-	Input Needed
Transfers and Grants to Counterparts	-	-	-	-	Input Needed
Total programme cost	-	-	-	-	Input Needed
Indirect Support Costs (4% of the total programme cost)	-	-	-	-	Input Needed
Total project budget	-	-	-	-	Input Needed
Programme Support Costs (3% to DESA/UN Central Account)	-	-	-	-	Input Needed
UN PDF Grand Total Fund Allocation	-	-	-	-	

Progress Reports Template and Guidance

2030 Agenda PDF Sub-Fund

Project managers are strongly encouraged to follow this outline when preparing progress reports.

All implementing entities are required to submit narrative and financial reports in accordance with signed agreement or communication (as applicable). The narrative report should cover all activities implemented in the project.

Main uses of progress reports include the following:

For Implementing Entities

- *Support good management by providing regular, timely and relevant information on the project's achievements;*
- *Provide a tool for Focal Points and the senior management of implementing entities to review and assess progress made in the project's implementation and provide guidance in case of risks and/or challenges encountered;*
- *Report on progress and upcoming activities to the Steering Committee of the Trust Fund through the management team unit in CDO.*

Project title	
Project Reference no.	PDF-SDG-xxxx-xx [ask CDO if you don't have it yet]
Duration of project	From dd/mm/yy to dd/mm/yy (xx months)
Lead UN entity	Give name, title and email address of the focal person in the lead UN entity.
Partner implementing entities	Give name, title and email address of the focal persons in each partner of the UN implementing organization.
Reporting period	dd/mm/yy – dd/mm/yy

1. Summary of achievements to date

This section should be no longer than three paragraphs and should provide a concise and effective narrative of the key accomplishments of the project to date, also include information on impacts to beneficiary countries and achievements linkage to SDGs or progress or the issues being addressed. It should not repeat information already provided (for instance, information presented in the project document) but should highlight results including how far have the expected outputs been achieved to date.

2. Review of activities

The purpose of this section is to list and assess the implemented activities of the project document (see tables below).

Table 1 – Review of Programmed Activities

Activities	Status	Comment
<i>Please list the completed activities that based on approved project workplan fall within the</i>	<i>Please indicate the status of the</i>	<i>Please briefly assess the implementation of each activity, i.e. the extent to which the activity has been implemented including the</i>

<i>covering period of the progress report. Should the activities be part of a broader programme of intervention, please be reminded that in here should be reported only the activities funded by the 2030 Agenda PDF Sub-Fund</i>	<i>activity (not started, ongoing, completed)</i>	<i>anticipated completion date, and any required revisions to budget for this activity. For those activities that based on the approved workplan are delayed, please specify the reason and the new timeline for the specific.</i>

3. CHALLENGES/PROBLEMS ENCOUNTERED SO FAR (IF APPLICABLE)

Project managers are kindly asked to elaborate on possible problems faced by the project (e.g. change in country situation, collaboration with partners, internal issues, etc.). For each issue identified, one short paragraph should be provided, as well as any action taken to address the issue, as per the table below.

Table 2 – Challenges and actions

Description of challenge	Action(s) taken to solve the issue, if any

4. MAIN ACTIVITIES/ACHIEVEMENTS FOR THE NEXT 12-MONTH (OR UP TO THE END OF PROJECT IF LESS THAN 12 MONTHS)

List upcoming activities and estimate timeline or date of completion. If the activity is not reflected in the approved project document, please explain the activity is necessary; indicate the timeline and required budget if any. Also indicate how it will impact timeline for completion of the project.

5. ANY REVISIONS REQUIRED TO THE AGREED/APPROVED PROJECT DOCUMENT (IF APPLICABLE)

Please list any significant revisions that will be required to the contribution agreement/ approved project documents.

This information should be listed under section 2 “Review of activities”, but in here managers are requested to summarize them, and briefly explain the need for these revisions in terms of impact to the overall project implementation including completion date, workplan, EAs.

6. LESSONS LEARNED AND RECOMMENDATIONS (FOR FINAL REPORT ONLY)

The implementing entities are suggested to give recommendations at the end of the project implementation, by drawing conclusion on lessons learned and providing suggestions on further

steps to be taken. It is also recommended to include in this section sustained ways to carry the impact of the project forward without the funding from the Sub-Fund.

7. FINANCIAL INFORMATION AND REVISIONS

In this section project managers are reporting on the budget utilization and whether any change to planned activities and/or the budget is required. Please use the financial reporting template as provided by the Management Unit of the 2030 Agenda PDF Sub-Fund in CDO.

Please be reminded that variance across budget lines equal or greater of 10% should be approved before any expenditures are incurred. The budget revision should not be used to align the budget with the expenditures.

For final report, financial information may be provisional subject to proper closure of any outstanding commitments.

8. OUTREACH AND ADVOCACY

In this section project managers should:

- describe any effort made in raising the profile of the project and the issues it seeks to address; - indicate whether there is any good story to tell through articles in I-see, CDO website or any other national/regional/international features;*
- list any pictures and/or material produced by the project (itemized list) and send it electronically to **cdo@un.org** . In doing so, please ensure that material is with high-resolution and non-copyrighted (e.g. photographs).*