United Nations   Nations Unies

GUIDELINES
2030 AGENDA FOR SUSTAINABLE DEVELOPMENT SUB-FUND

SUSTAINABLE DEVELOPMENT G☉ALS

UNDESA Capacity Development Programme Management Office

UNITED NATIONS PEACE AND DEVELOPMENT TRUST FUND

2022 UPDATE

I. INTRODUCTION

The 2030 Agenda for Sustainable Development (2030 Agenda) Sub-Fund was established in May 2016, as part of the United Nations Peace and Development Trust Fund (UNPDF), following an agreement signed between the United Nations and the Government of the People's Republic of China. The main purpose of the 2030 Agenda Sub-Fund is to support the work of development entities of the United Nations in implementing the 2030 Agenda for Sustainable Development, including the achievement of the SDGs adopted by Member States in September 2015, through universal, transformative, innovative, and pro-active projects, which would build and strengthen the required capacities to address the enormous challenges faced by all governments and even more for governments in developing countries.

The 2030 Agenda Sub-Fund is managed by a Programme Management Unit (PMU) hosted by the Capacity Development Programme Management Office of the UN-DESA.

II. GUIDING PRINCIPLES

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

A. 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.

B. **Holistic and multi-sectoral** responses that address inter-related challenges to sustainable development.

C. **Evidence-based programming**, building on documented research, lessons learned, and recommended practices, to ensure optimal results and use of resources.

D. **Durable, self-sustaining initiatives** to develop national capacities, with measurable impact and ideally with multiplier effects.

E. **Coordination and partnership-building** among all relevant development partners, including government entities, civil society organizations, donor organizations, etc.

F. 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.

G. **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.

H. 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.

I. Promotion of **South-South and triangular cooperation** in the programmatic priority areas of the Sub-Fund.

In addition to clearly demonstrating the relevance of the project to the guiding principles above, applying entities should support their application with the consent and interest of the recipient Government(s) of beneficiary country(ies) to implement the project and should ensure that project's activities are in line with national strategies and priorities so as to ensure national ownership, sustainability and scale-up of the initiative.

III.   PRIORITY AREAS

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 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 participating in the Belt and Road cooperation 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.

- Eradicate poverty and promote prosperity through economic growth, quality education, health-care service, decent employment, social protection, social inclusion, neo-industrialization, and infrastructure building.

- Foster environmental protection and combat climate change through the promotion of innovative and new technology in developing countries.

- Strengthen domestic systems and mechanisms of developing countries at their request 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 say and representation of developing countries in global economic governance to make it fairer and more inclusive.

- Promote the concept of innovative, coordinated, open, green and shared development.

- Support the implementation of the MOU signed between the Foreign Ministry of PRC and UNDESA on the Belt and Road Initiative.

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 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 between China, the UN and other stakeholders; 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.

IV.   BUDGET, INDIRECT SUPPORT COSTS, AND DURATION OF PROJECTS

While there is **no explicit lower budget limit** for projects funded under the 2030 Agenda Sub-Fund, the total budget should be sufficient to enable the successful completion of the project.

The UNPDF was negotiated with the Government of China with **a 7% indirect cost** (overhead / programme support costs), meaning that funds won't be charged more than 7%. In accordance with UN Secretariat (UNS) policy, the 7% indirect costs will **be split between the Fund (3%) and non-Secretariat implementing entity (4%) as the fund recipient. For non-DESA UN Secretariat Offices/Departments the same split will apply.**

The **duration** of the project intervention will depend on the logical framework. The project logframe should be specific, measurable, achievable, realistic and time bound (S.M.A.R.T.) in all its components, namely objective, outcomes, outputs and indicators of performance.

V.   APPLICATION PROCEDURE, PROJECT REVISION REPORTING, AND FUND DISBURSEMENT

1. APPLICATION PROCEDURE FOR FUNDING

The project development is broken down into two phases: a) the concept note (CN) upon annual Call-for-Proposals for review and advice of the Steering Committee of the UNPDF; and b) the full-fledged project proposal (PP) only for those entities who have been notified of the approval for funding by the Secretary-General upon advice of the Steering Committee.

A) CONCEPT NOTE STAGE

Applying entities are expected to elaborate the proposal in the format of a concept note including workplan and budget by using the 2030 Agenda Sub-Fund templates (see Annexes 1 and 2).

The application package should be submitted to the PMU of the 2030 Agenda Sub-Fund at cdpmo@un.org along with a cover letter signed by the relevant authority of the applying entity indicating the priority ranking of the proposals and confirming clearance by their Headquarters, governing body and stakeholders, including beneficiary countries.

Submission deviating from the provided templates and guidance will be returned for revision. The deadline for submission is announced at the launch of the "Call-for-Proposal", normally around the end or the beginning of the calendar year. Concept notes received after the deadline will not be considered. The PMU will acknowledge receipt of all submission through a confirmation e-mail.

All proposals will be assessed based on overall quality, results-orientation, feasibility, and sustainability as well as on their alignment with the guiding principles and priority areas. It should be expected that one or two rounds of consultations between the applicant entities and the PMU of the 2030 Agenda Sub-Fund will take place prior to submission to the UNPDF Steering Committee. Upon the advice of the Steering Committee, a shortlist of project proposals will be presented to the Secretary-General for approval.

The PMU of the 2030 Agenda Sub-Fund will notify all applicant entities of the outcome of the selection, whether positive or negative, upon completion of the said process.

B) FULL-FLEDGED PROJECT PROPOSAL STAGE

The applying entities, positively notified of the approval of funding from the 2030 Agenda Sub-Fund of one of their CN proposals, will be invited to develop a full-fledged project document using the Sub-Fund templates (see Annex 3). The full-fledged project should further define the details of the intervention in line with the results-based management (RBM) policy as defined in General Assembly resolutions 67/226 and 75/243 on the quadrennial comprehensive policy reviews of operational activities for development of the United Nations system.

It should be expected that one or two rounds of consultations with the PMU of the 2030 Agenda Sub-Fund can take place for quality assurance and finalization of the project documentation prior to the signature of an agreement enabling the disbursement of the first tranche of the approved contribution.

2. PROJECT REVISION

While every effort should be made by the implementing entities to implement the project as per approved strategic framework; when changes to the project logframe, workplan and budget are necessary, the implementing entities should inform the PMU of the 2030 Agenda Sub-Fund and obtain approval.

Generally, revisions can be categorized as follows:

a. A *"no cost" extension to extend the duration of a project without any change to approved framework and budget breakdown.* In such cases, the lead implementing entity is required to submit a request at least three (3) months prior to the project end date and preferably through the last due progress report (see Annex 4). The request must be accompanied by an updated workplan highlighting the activities for which timelines have changed and the planning during the extension period;

b. A *variance equal to or greater than 10% of the appropriation by total budget line,* without an increase in the total approved contribution. Such variance projection should be narrated in the progress report (see Annex 4) prior to the period when the proposed budget revision is expected to occur and supported by a revised budget using the same template used for the budget formulation of the full-fledged project document (Annex 2). The budget revision should highlight the changes in the results budget inducing the variance. A budget variance less than 10% does not require approval but should be reported as per established reporting schedule to ensure monitoring and adjustment of the project to actual requirements;

c. *Changes in total funding requirements for a project.* Additional resources needed to implement a project can be exceptionally approved with sound justification from the implementing entity subject to sufficient programmable funds within the Sub-Fund to cover such increase. The request must be supported by a progress report, and a revised project document (Annex 3), workplan and budget (Annexes 2);

d. *Change in the methodology and operational arrangements of the project details* including activities, 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, workplan and budget, which clearly highlight and justify the proposed changes.

Since revisions c) and d) will require consultation with the donor and approval of the Secretary-General, implementing entities should allow adequate timing for completion of the review and approval process.

All the above-mentioned revisions should be documented both in the progress report(s) covering the period prior to when changes are expected to occur, and in the final narrative report. Financial reallocations made without prior approval will not be accepted and funds may have to be reimbursed to the 2030 Agenda Sub-Fund.

3. MONITORING AND EVALUATION

The RBM approach is mainstreamed throughout the present guidelines and annotated annexes from project formulation, planning and budgeting, to monitoring and review during the established bi-annual reporting cycles, and evaluation at completion. The progress reporting is treated as a monitoring function which culminates in an independent final evaluation.

In the sub-fund, monitoring and evaluation are treated as part of the same management process aiming at providing information that helps inform decisions, improves performance and achieves planned results. In the sub-fund context, this will result in collection of lessons learned and practices for sharing with entities and incorporation in the design of new projects.

Implementing entities will be guided and supported by the PMU in the monitoring conducted during the reporting cycles (see Annex 4). Each **progress reports** should be **supported by financial statements on the utilization of funds**. For joint projects with more than one implementing entity, the lead entity should coordinate with the other implementing organizations and consolidate inputs into one progress report. A reporting schedule will be also included in the signed agreement. All reports must be signed by the project manager and certified by the relevant authority of the entity (Head of Office/Department or Management Service, if the entity is part of the UN Secretariat).

After the project completion, a final report and an independent evaluation should be submitted to the PMU to complete the reporting requirements and the financial closure and to collect evidence-based achievements, lessons learned, and good practices. The following tenets embedded in the annotated templates of these guidelines summarize the current Evaluation Framework of the Sub-Fund:

1. **The manager should make project evaluation plans and budgeting during the project design** (see guidance and templates in Annexes 1, 2, 3, and 5 of these Guidelines).
2. **A solid monitoring mechanism** should be in place before the project's launch in line with the results framework of the project upon which the logframe is built.
3. **The terms of reference of the evaluator should be shared with the Management Unit of the Sub-Fund at the beginning of the last year for multi-year projects, and six month prior to completion for one-year projects.** The recipient entities of the contribution will conduct the project evaluation in compliance with their evaluation policy and the UNEG norms and standards for evaluation. The only requirement from the Sub-Fund is for **the independent Evaluator to rate each of the criteria against a scoring system and a standardized overview of evaluation findings** as provided and advised by the Management Unit of the Sub-Fund (see Annex 6 of these Guidelines).
4. The **Project Evaluation** should be submitted to the Sub-Fund PMU along with the final report of the manager. If this is not possible, the submission should not be later than three months after the project's end date.
5. Evaluators should reach out to the 2030 Agenda Sub-Fund Management Unit during the data collection phase of their assessment.

6. **If an external or internal audit of the concerned implementing entity contains observations on the Sub-Fund funded project,** the Sub-Fund Management Unit will be informed and involved in drafting the management responses. Likewise, for any cases of suspected fraud.

The PMU of the Sub-Fund reserves the rights to conduct evaluation at the sub-fund level on specific geographical, thematic, cluster and post-facto evaluation. The collaboration of Implementing Entities is critical and sought. Evaluation at sub-fund level will inform the strategic decision of the UNPDF Steering Committee.

The objective of the 2030 Agenda Sub-Fund reporting, monitoring and evaluation's guidelines is to facilitate: i) more effective results-based management of future 2030 Agenda Sub-Fund projects; ii) improved institutional learning through the identification of lessons and systematic follow-up; and iii) strengthened accountability towards the project beneficiaries and the donor.

4. FUND DISBURSEMENT OF APPROVED PROJECT CONTRIBUTION

The approved total contribution will be disbursed in instalments according to the approved annual budget as per the generated "Budget Summary by reporting object class" (to which in the full-fledged project template the guidelines refer to as "Annex 2 table 2").

The first instalment will be disbursed as follows:

a) In case of one-year life project, fifty (50) per cent of the total approved contribution will be released within fifteen (15) working days of the signature of either a letter of agreement (LoA) or financial agreement (FA) between UNDESA and the implementing entity of the project;
b) In case of multi-year project life cycle, the first instalment in the amount as per approved annual budget will be released by UNDESA within 15 (fifteen) working days of the signature of either a letter of agreement (LoA) or financial agreement (FA) between UNDESA and the implementing entity of the project.

In both scenarios, the release of the remaining contribution balance or subsequent instalments will be contingent upon the submission by the implementing entity receiving the contribution of:

1. Satisfactory progress reports as per established scheduled in the LoA/FA;
2. Cumulative financial report certified by a responsible official/authority of the implementing entity recipient of fund that indicates at least 70% of the previous instalment(s) has been spent (actual expenses).

VI.   COMMUNICATION AND OUTREACH

The implementing entity shall make reasonable efforts to publicize the progress and results of the projects through local and international media as well as other suitable channels.

Any communication and outreach material will acknowledge funding and support from the 2030 Agenda for Sustainable Development Sub-Fund including when the outputs and outcomes of a project is fruit of co-funding with other sources. For more details and guidance reference should be made to the correspondent section in Annexes 3, 4, 5.

ANNEX 1 – CONCEPT NOTE TEMPLATE WITH GUIDANCE FOR COMPLETION

These instructions are issued to assist implementing entities (IEs) in developing concept notes. The concept notes should be submitted to the Programme Management Unit of the 2030 Agenda for Sustainable Development (2030 Agenda) Sub-Fund hosted in the Capacity Development Office of UNDESA at the following address: cdpmo@un.org. Questions regarding completion of the templates can also be addressed to this email. Please ensure to integrate the UN principles of gender mainstreaming, equality, equity, inclusiveness of any minority group which is culturally, socially, economically discriminated.

Overview

Project Title:	See tips, guidance, and samples below*
Project Duration	*Month/ Year [pls note that starting date will be updated to the validity date of contribution agreement.]*
Budget:	*$ _____ Total budget inclusive of program support*
Co-funding	*If the proposal is supplementing existing programmes/mandates/framework for which contribution is pre-existent and/or co-existent, please specify the source and further elaborate in the background and following sections, as relevant. This is a way to build synergies and building blocks of entity/ies work.*
SDG(s)	*Please include only the SDG directly addressed by the initiative (see section I.2 below).*
Cross-cutting issues (if any):	☐ Gender mainstreaming ☐ Health safety, social and environmental sensitivity ☐ Prevention of violent extremism ☐ Conflict sensitivity ☐ Sustainability ☐ Mainstreaming protection ☐ Gender ☐ Youth ☐ Human rights ☐ Climate change ☐ South-south cooperation ☐ Delivering as one ☐ Inclusion of indigenous people's issues, needs and concern

Geographical Focus	☐ Country focus *(if this is selected, please include pilot/beneficiary countries name/s below)* ☐ Regional focus ☐ Interregional ☐ Global
Target countries and population groups:	*If country focus: Please list country/ies name and category group (LDCs/LLDCs/SIDS). Please also specify the population group (disadvantaged, minority, discriminated population)*
Executing UN Entity (Lead role):	*Please include entity name, Manager name/contacts, Finance Officer name/contacts.*
Other UN Implementing Entities:	*If the project is a joint initiative, please include in here the other entity/ies within the UN who will be involved in the design, formulation and implementation of the project towards the proposed Expected Outcomes. If any entity is co-implementing, the understanding is that a portion of the contribution will be transferred to it. Please ensure consistency with the budget.*
Co-operating Entities within the UN system:	*Include here entities collaborating but not involved in the design, formulation of this proposal or in receipt of any portion of the requested contribution.*
Other partners (e.g., Private sector, NGOs, government entities, etc.)	
Project description in a nutshell Describe and summarize the project in two/three sentences. Please ensure the quality of the narrative is clear, engaging and with a good level of delivery. Consider it like a 30-second elevator pitch to powerfully represent what is the project about. Please ensure that what is said in the description is properly and coherently elaborated in the body of this Concept Note.	

* Title

The following is to provide guidance for the elaboration of project titles, and it **is not meant to become a section of the concept note** to be submitted in response to the annual call for proposals. The title should be provided only in the prior cover page.

In light of the above, the title of a proposal should capture the overall programmatic thrust of the proposed intervention/project. It should be concise and include an indication of the capacities which will be strengthened, the main beneficiaries of the project (institutional and/or population group), 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 of [name of the institutional/national authority or population group's beneficiary] 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 on [subject matter].*
- *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) [name of the institutional/national authority] on [subject matter].*

1. UN Secretariat/System Partners

Briefly clarify the nature of the partnership with other UN entities, e.g. Is there any agreement or collaboration arrangement, or term of reference for any working group, inter-agency technical advisory/expert group, and so on. In doing so, please clarify if the proposal has been discussed and presented and/or generated from such working/collaboration mechanism and will benefit from any support even just consultative one. Please do not go into details. Details of the partnership arrangements will be elaborated in the next section (3 e).

2. Background (approximately one page)

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

a) The development issue that the project intends to address and its dimension in the country/region/section. If the project is multi-country or country-specific, please include the list of potential target countries or the name of the country, the selection criteria (if "upon demand" is the criteria, please include in this section the specific demand(s) and requests for support from the/ose country/ies) and attach the relevant country demand document, definition of the capacity gaps, needs and challenges which the project intends to address. If the project has a regional focus, please define the capacity gaps, needs and challenges of the concerned region compared to the world. Projects must be based on disaggregated data information rather than general national statistics and to the extent possible providing a gender and inclusive analytical lens of how the described issue/problem differently impacts various population groups including children, youth, elder, minorities or any culturally/socially/economically discriminated group.

b) Refer to the relevant priorities of national and/or regional authorities and entities how it fits the focus of the proposal and clarify how the project integrates and fits into the UNDAF/United Nations Sustainable Development Cooperation Framework (CP) at country level, and/or the Regional Collaborative Platforms (RCP) at the regional level, particularly if the project has been discussed with relevant UN entities at country and regional level.

c) Document the lessons learned and achievements from past activities to address the challenges in the subject matter/region/country focus of the intervention (for ex. UNS have access to DA and if the project is a continuation or scaling up or replicating the approach elsewhere, this should be elaborated), and/or complementary initiative, which are currently ongoing, and how they relate to the proposal.

d) Further to the above, particularly (a) and (c), explain how the proposal can add value to and/or build on ongoing and past initiatives; and

e) Elaborate about the implementation arrangements with other entities of the UN Secretariat (is the initiative under the umbrella of inter-agency task forces, working groups, inter-departmental capacities) and the broader UN System, where appropriate. If the partnership is to be created as a by-product of the project, this should be clearly stated and input in the planning of the project.

All the above points should be computed when elaborating the planning and budgeting to ensure the proposal is manageable, achievable, realistic and time bound.

3. Relationship to the Strategic Framework, the Sustainable Development Goals, the existing operational framework

This section should explain how the project links to the entity's Strategic Framework (or comparable planning document) with specific reference to the Programme, Sub Programme, and the relevant expected accomplishments, as appropriate. Similar information should be included for no-UN Secretariat implementing partners as well. Here is where the manager should also clarify if a proposal is piloting a new initiative/programme/manage or is contributing to existing ones.

Please specify the SDGs the project will contribute to direct, leaving all other potential interlinked SDGs as indirect.

This section should include also:

a) The most recent intergovernmental legislation and entity-specific mandate, which calls for action as such creating a momentum for the proposal to build on, as well as how the project activities will contribute to the 2030 Agenda for Sustainable Development and "Our Common Agenda" of the Secretary-General.

b) How the project links and/or contributes to the delivery of the mandate and strategic framework overall of the implementing entity/ies.

c) The added value and comparative advantage of the project to past or ongoing interventions in the same subject matter area and country/region.

4. Sustainability

This section should elaborate on how the proposal intends to build sustainability of any achievements beyond its completion. Sustainability is closely linked to national and/or regional 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? How?
- What steps will be taken during the implementation to ensure the project's achievements will be sustained and built upon after the project's completion?
- Has the potential for scaling up after the completion of the project been explored (e.g. leveraging of additional funding and fostering partnerships)?

However, it is not limited to relevance and national ownership but how to empower beneficiaries to build on the project achievements and continue the efforts. Proposals must be developed based on

direct consultations with the concerned/targeted populations, local/national Governments and other relevant stakeholders. For this reason, their early engagement at the time of the proposal design is highly recommended.

The proposal should have an exit strategy outlining how the proposal will phase-out its interventions while ensuring that its achievements are retained and disseminated, while also ensuring work towards the proposal goals continues beyond its completion. Managers should outline a plan of how the proposal will gradually put in place social, institutional, financial and political elements to promote sustainability. Sustainability is multidimensional and the following is only exemplificatory:

• Programmatic phase out - managers should identify key 'results/outputs' the proposal expects to transfer to key stakeholders, and the processes by which it will be accomplished.

• Administrative and financial phase-out - managers should outline the financial and administrative processes the proposal will establish to enable key stakeholders to persevere.

• Significant communication products that document key results, lessons and tools, and will continue to be made available to stakeholders for several years.

5. Proposed Theory of Change

Briefly describe the theory of change (ToC) the proposal adopts for the delivery of its results. This will become the skeleton under which and to which the project logical framework will be linked.

6. Objective

The objective states the overall intended goal of the project. 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" which is not an objective but more how you will attempt to achieve the stated goal). **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**.

Considering goal/objective has a strategic relevance, each project should have only one objective. Objective should not be longer than a single concise sentence.

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;*
- *To enhance the capacity of selected developing countries in wxz region to develop policies and strategies for multi-sectoral disaster-resilient development planning for safer communities.*

7. Expected Outcomes (EOs)

The Expected Outcomes (EOs) are statements of measurable results that will enable the achievement or contribution to the delivery of the objective. Outcomes relate to changes in institutional performance, among individuals or groups, as viewed through a human rights-based

approach and with consideration given to the Sustainable Development Goals. EOs should be achievable within the project's timeframe, budget, and should be specific enough to be measured by the associated indicators of achievement as specified further down. In developing the EOs, it is important to assess whether the activities will concretely achieve what is defined in the EO. Most projects contain two EOs, but projects with complex logical framework of intervention may exceptionally have three EOs.

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 Performance

Indicators of achievement measure whether, and to what extent, the expected outcomes have been achieved, once the project is completed.

Since indicators of performance can be elaborated for any component of the logframe, we recommend formulating them at the result/goal or outcome level but not at the lower level (outputs/activities).

Every indicator must provide defined units of **measurement (baseline or starting point prior the project implementation) and targets at project completion**, detailing the quantity, quality, and timing of expected results.

At least one indicator of achievement should be developed **for each EO**, although two indicators are encouraged (e.g., I.A.1. for EO1, I.A.2 for EO2, etc.). Entities should not 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), and preferably the subsequent actions taken by the beneficiaries based on the project (e.g., action plans created, legislations drafted, or methodologies developed). Indicators should be part of a set monitoring plan through which disaggregated data will be collected using the gender and inclusive analytical lens (data by population group: children, youth, elder population, any minority/discriminated group), gender (men, women, girls, boys), and so on.

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 all beneficiary countries.*

9. Main Outputs and Timelines

The project outputs are the set of actions to be taken to achieve the expected outcomes. Well formulated outputs 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 outputs: change in skills or abilities, advisory services, workshops/seminars, toolkits, guidelines, publications, on-line training modules, etc.

Please ensure that the narrative in this part of the proposal is identical to the one provided in the detailed budget by results (column "Description") where the itemization of each activity for the delivery of outputs will help understanding the planning and budgeting. Ex. workshops/seminars: how many per year? Duration (1 or 2 …days)? How many participants? Nature of participants: decision-makers, legislators, working level capacity, ..? and so on.

Concisely describe what you plan to do, your approach, who benefits, and the potential impacts. Each activity should **be clearly linked** to the expected outcomes it contributes to (e.g., O.1.1, O.1.2 and O.1.3 contribute to EO1; O.2.1 and O.2.2 contribute to EO2 etc.). In some instances, activities may contribute to multiple EOs. In this event, the dual nature of the activity should be footnoted.

Examples:

- Organize six national workshops of 2-day to discuss policy notes and other technical documents with 10 senior (decision-maker) officials aiming at drawing lessons on how policy recommendations that are derived from modelling-based policy analyses can be executed;
- Organize a regional advisory mission for three countries to assess cross-border ecosystem and policy opportunities;
- Organize an Expert Group Meeting including xx national experts for 1 day 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.

TOOL BOX:

Strong linkages among the four elements outlined above [i.e., Objective, Expected Outcomes, Indicators, and main Outputs] 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 t**op-down and bottom-up review** by reading the objective hierarchy in terms of:

Bottom up:

IF adequate **inputs/resources** are provided, **THEN activities** can be undertaken;

IF the **activities** are undertaken, **THEN outputs** can be produced;

IF outputs are produced, **THEN** the **expected outcomes** will be achieved; and

IF the **expected outcomes** is achieved, **THEN** this should contribute towards the overall **objective**.

Top down:

IF we wish to contribute to the overall **objective**, **THEN** we must achieve the **expected outcomes**.

IF we wish to achieve the **expected accomplishments**, **THEN** we must deliver the specified **outputs**.

IF we wish to deliver the **outputs**, **THEN** the specified **activities** must be implemented; and

IF we wish to implement the specified **activities**, **THEN** we must apply identified **inputs/resources**.

Managers should take into consideration some elements/conditions pre-existing the project and as such under their responsibility, namely: budget constraints/ceiling and UN rules and regulations. As such, these conditions should be considered when defining what can be efficiently and (to some extent) effectively achieved. The timeframe or workplan is another element under direct control of managers as it is part of the manager judgment call to determine how long it takes to deliver the EAs in light of the problem/context assessment and the regulatory and legislative framework to which UN staff is abide.

10. Annexes: Workplan and Budget

All Concept Notes should develop a result-based budget by using the PDF Templates (excel) to be attached to the concept note as an Annex.

The template will facilitate understanding how realistic and feasible in term of resources is the proposed logframe as described in the concept note. If a snapshot of the workplan is included in the narrative proposal, the following table should be used, particularly if the project's duration is less than 2 years (24 months).

Outputs	Year 1				Year 2			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
O1.1								
O1.2								
O1.3								
O2.1								
O2.2								
O2.3								

Submissions that do not use the excel template will be returned for revisions. While more detailed guidance is embedded in the template per se, the following is to remind some general guiding management principles for planning and budgeting purpose:

- The UN Peace and Development Trust Fund (UNPDF) was negotiated with the Government of China with a 7% indirect cost (overhead / programme support costs), meaning that funds won't be charged more than 7%. In accordance with UN Secretariat (UNS) policy, a reduced 3% will be assessed to projects being implemented by other UN entities. Consequently, the 7% indirect costs will be split between UNS (3%) and non-Secretariat implementing entity (4%). For UN Secretariat offices/department within the same or different financial volumes, the same split will apply.

- 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.**

- General operating costs for running an office (e.g. telecommunication, rents, finance charges and other costs) should be a very modest component of the total project costs without the indirect support cost (e.g. 5-7%).

- As much as possible itemize the required inputs for the delivery of your activities: the description at the activity level as well as at its specific components will assist understanding of how you arrive to the estimated costs and will minimize back and forward as well as rounds of review.

- In line with the RBM approach of the Sub-Fund and its evaluation framework, implementing entities should make appropriate **Evaluation plans and budgeting (3% of the project costs)**.

ANNEX 2.1 – GUIDANCE FOR PREPARATION OF WORKPLAN & RESULTS BUDGET OF CONCEPT NOTE & PROJECT PROPOSAL

General Guidance:

1. Please do no merge cells;

2. Please do not delete any column;

3. Please do not change column and row headers and colors;

4. Blue and yellow cells are formulas and should not be altered. Information should be entered ONLY in white cells.

5. All budget lines must indicate the exact amount with Two Decimal Digits

6. The only Tab to be completed is tab named "Annex 2 -Tab 1. Detailed Budget"; while the other two tabs named "Annex 2 -Tab2 by reporting class" and "Annex 1 Workplan" will be automatically generated based on the information entered in "Annex 2 -Tab 1. Detailed Budget".

Guidance for Completing "Annex 2 – Tab 1. Detailed Budget" (RBB):

1. This table aims translating the logical framework of the project into budget/financial resource requirements by (a) budgeting the inputs needed for the delivery of each activity (see columns C-F "item budget line", $/Unit/Quantity); and by (b) describing the annual costs of those activity as per proposed "workplan" (columns G-J "budgeted workplan"). Of course, the total columns (F and J) should be identical in any rows -if no, look for typos in your entry. Please see the examples in this file "SAMPLE Annex 1".

2. Add as many rows as required to properly reflect the proposed logical framework: number of objectives, outputs, activities but in doing so, ensure to maintain the template formatting, and for the colored cells copy/paste formulas. Please ensure to clearly summarize the activities: ex. how many workshops? If multi-year project, how many per year? how many participants per workshop? duration of the workshop? / If a toolkit: how many subject matter experts? level of expertise? is travel to the region/country needed? / and so on.

3. Please enter one value type per cell from column B onward as per provided example.

4. Units and quantities have to be clearly specified for each budget line of the activities. Please refer to the example (blue font). The lead entity should ensure consistency in the use of unit and figures for similar activities by other implementing entities (IE). No matter how many IEs, the project is one and as such consistency and cohesiveness is expected.

5. Each budget item line must indicate the object class under which the cost will be financially reported. **The information provided in the column "K" - Reporting Object Class- is essential** to have "Annex 2 -Tab2 by reporting class" **automatically generated**. Misspelling of the reporting class or leaving a blank cell in this column will result in error/miscalculation of "Annex 2 -Tab2 by reporting class". Please see further below for definition of the eight budget reporting classes. Please have the **reporting object class cleared by your finance team** for appropriateness.

6. For activities where **Staff and Other Personnel Costs** are foreseen, in the description, please ensure to clearly specify whether it is for (a) project personnel; (b) other staff costs for short-term GTA; (c) consultants and experts. With regard to consultants and experts, ensure to specify if it is international consultants, or national/regional consultants. If travel is required, please ensure to budget it as travel cost of consultants or staff in the specific activity. Please be reminded that as general guiding principle: **whenever feasible, national and regional consultants instead of international should be preferred in order to promote sustainability and local/national capacity development in the country**. **Moreover, all staff for the management/coordination of the project activities should be listed under "Other Project Costs" (at the end of the table); while contractors/consultants/experts should be budgeted under the relevant activities for which their service/specialized expertise is required**.

7. For activities where **Contractual Services** are foreseen, provide in the description the type of national, regional, or international institutions, companies, IGOs, or NGOs. Whenever feasible, **national and regional institutions instead of international should be preferred in order to promote sustainability and local/national capacity development in the country**.

8. Under **Other Project Requirements** please specify not only the staffing requirements, but also project's associated costs to run the office responsible for the implementation of the project, e.g., rental (include % of the overall cost), communication (include % of the overall cost), supplies monitoring evaluation cost (2-3% of the operational project cost, see tables).

9. Please remove the red font tips throughout the table when the consolidate budget document is ready for submission.

>> For applying Non-UN Secretariat Entities, budget requirements should be formulated in close consultations with their own financial teams/experts at HQ level to ensure that budgeting is according to their own organization financial accounting mapping. In doing so, at submission, programme teams of Non-UN Secretariat Entities should clearly state that they consulted with their HQs.

>> For UN Secretariat Entities, the applying offices/divisions should consult with their finance team for appropriate budget appropriation. To assist, please see the below general budgeting guidance.

Table 1 Reporting Object Class definition for UN Secretariat entities

1. Staff and Other Personnel Costs: For UNS entities, this object class 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 mandate of project staff shall only serve the purpose of project management and such staffing requests including numbers and level and length be kept at a minimum that is necessary to effective, timely and accountable implementation of the project. 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. Provide those details under "description" of Table 1.
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.". Provide details on the type of materials under "description" of Table 1.
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. Provide details on the type of equipment, and possible recipient countries under "description" of Table 1.
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. Provide the type of institutions, description of services, duration and cost of each contract, and if possible recipient country under "description" of Table 1.
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: covers the programme support services provided by UN Central Administration. The Trust Fund for Peace and Development has a programme support cost of 7% to be splitted between CDPMO/DESA and the receiving implementing organization. Accordingly, 4% of the project cost will be transferred to the implementing entity, and 3% will be retained by DESA-CDPMO for UN Central Account.

Guidance for Annex 2 Table 2. Budget by reporting class (next page):

This table will generate automatically by completing Table 1. It should be noted once the project document and associated budget are approved, this table will be used for the review of the financial reporting submitted during the lifecycle of the project.

ANNEX 2.2 – OVERVIEW OF WORKPLAN AND BUDGET TEMPLATES

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.

Project Title:	
Project ref. #:	
Implementing Organization:	
Country/Region/Sector:	
Date submission:	

Annex 1: Workplan

LOGFRAME	Year 1	Year 2	Year 3
Objective 1: [Guidance: narrative and numbering must be identical to the workplan/logframe]			
Expected Outcome (EO) 1.1: [Guidance: narrative and numbering must be identical to the workplan/logframe]			
Output 1.1	-	-	-
Output 1.2	-	-	-
Output 1.3	-	-	-
Output 1.4			
Output 1.5	-	-	-
EO 1.2: [Guidance: narrative and numbering must be identical to the workplan/logframe]			
Output 2.1	-	-	-
Output 2.2	-	-	-
Output 2.3	-	-	-
Output 2.4	-	-	-
Output 2.5			
EO 1.3: [Guidance: narrative and numbering must be identical to the workplan/logframe]			
Output 3.1	-	-	-
Output 3.2	-	-	-
Output 3.3	-	-	-
Output 3.4	-	-	-
Output 3.5	-	-	-
Other Project Inputs (including project management, monitoring and evaluation, and other costs that cannot be directly attributed to an Output)	-	-	-

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

Project Title:
Project ref. #:
Implementing Organization:
Country/Region/Sector:
Date submission:

ANNEX 2: 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: [Guidance: narrative and numbering must be identical to the workplan/logframe]									
Expected Outcome (EO) 1.1: [Guidance: narrative and numbering must be identical to the workplan/logframe]									
Output 1.1: This is further detailed below as follows:									Guidance: 1. Please leave blank the cell in correspondence to the total by Output, and instead specify the object class in each of the breakdown lines. 2. Even if the whole Output fall into one object class, please repeat it in each row. 3. Pls use only and solely the provided list in "budget summary by obj class". Do not add any word or description. See example.
Output 1.2: This is further detailed below as follows:				-	-	-	-	-	-
Output 1.3: This is further detailed below as follows:				-	-	-	-	-	-
Output 1.4: This is further detailed below as follows:				-	-	-	-	-	-
Output 1.5: This is further detailed below as follows:				-	-	-	-	-	-
EO 1.1 Subtotal									

EO 1.2: [Guidance: narrative and numbering must be identical to the workplan/logframe]									
Output 2.1: This is further detailed below as follows:				-	-	-	-	-	
				-				-	
				-				-	
				-				-	
				-				-	
Output 2.2: ... This is further detailed below as follows:				-	-	-	-	-	
				-				-	
				-				-	
				-				-	
				-				-	
Output 2.3: This is further detailed below as follows:				-	-	-	-	-	
				-				-	
				-				-	
				-				-	
				-				-	
Output 2.4: This is further detailed below as follows:				-	-	-	-	-	
				-				-	
				-				-	
				-				-	
				-				-	
Output 2.5: This is further detailed below as follows:				-	-	-	-	-	
				-				-	
				-				-	
				-				-	
EO 1.2 Subtotal									

EO 1.3: [Guidance: narrative and numbering must be identical to the workplan/logframe]									
Output 3.1: This is further detailed below as follows:				-	-	-	-	-	
				-				-	
				-				-	
				-				-	
Output 3.2: This is further detailed below as follows:				-	-	-	-	-	
				-				-	
				-				-	
				-				-	

Output 3.3: **This is further detailed below as follows:**			-		-	-	-	-		
Output 3.4: **This is further detailed below as follows:**										
Output 3.5: **This is further detailed below as follows:**										
EO 1.3 Subtotal										
Objective 1 Sub-Total										
Other Project Outputs (including project management, monitoring and evaluation, and other costs that cannot be directly attributed to an Output)										
			-				-			
			-				-			
			-				-			
			-				-			
			-				-			
			-				-			
			-				-			
			-				-			
			-				-			
			-				-			
			-				-			

Total Project Cost (Requested from PDF) -A			-	-	-	-
Programme support costs for non-DESA IP (4% of the total project cost above) -B			-	-	-	-
Programme support costs for DESA/UN Central Account (3% of the ~~Total Project cost above) - B1~~			-	-	-	-
TOTAL Project BUDGET - requested from PDF 2030 Agenda (total programme costs A + Programme Support Cost B)			-	-	-	-

Guidance: Please ensure the Total Project Cost values result as the sum of the Objectives Sub-totals. In this regard, particular attention should be given when adding rows for (1) additional activities and/or (2) for additional item lines under each activities: in inserting new row, please copy formatting and formulas from the existing section of the template.

Templates Annex 2 – Budget of 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.

Project Title:	
Project ref. #:	
Implementing Organization:	
Country/Region/Sector:	
Date submission:	

ANNEX 2: Table 2 Budget Summary by reporting object class

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	-	-	-	-	No budgeted
Travel on official business	-	-	-	-	No budgeted
Contractual Services	-	-	-	-	No budgeted
General Operating and Other Direct Costs	-	-	-	-	No budgeted
Equipment, Vehicles and Furniture (including depreciation)	-	-	-	-	No budgeted
Supplies, Commodities and Materials	-	-	-	-	No budgeted
Transfers and Grants to Counterparts	-	-	-	-	No budgeted
Total project cost	-	-	-	-	No budgeted
Programme Support Costs (4% for no-DESA IP)	-	-	-	-	No budgeted
Total project budget	-	-	-	-	No budgeted

ANNEX 3 – PROJECT PROPOSAL TEMPLATE WITH GUIDANCE FOR COMPLETION

EXECUTIVE SUMMARY

The executive summary provides a brief overview of the project, following the suggested template below.

Project Title:	
Start date:	*Month/ Year [pls note that starting date will be updated to the validity date of contribution agreement.]*
End date:	*Month/ Year [pls note that end date will be updated to the validity date of contribution agreement.]*
Budget:	*$ _____ Total budget*
Co-funding	*If the proposal is supplementing existing programmes/mandates/framework for which contribution is pre-existent and/or co-existent, please concisely say so and further elaborate in the body of the prodoc document under sections Proposed Solution Path and Response and Logical Framework, as relevant.*
SDG(s)	*Please include only the SDG directly addressed by the initiative (see section I.2 below).*
Cross-cutting issues:	☐ Gender mainstreaming ☐ Health safety, social and environmental sensitivity ☐ Prevention of violent extremism ☐ Conflict sensitivity ☐ Sustainability ☐ Mainstreaming protection ☐ Gender ☐ Youth ☐ Human rights ☐ Climate change ☐ South-south cooperation ☐ Delivering as one ☐ Inclusion of indigenous people's issues, needs and concern

Geographical Focus	☐ Country focus *(if this is selected, please include pilot/beneficiary countries below)* ☐ Regional focus ☐ Interregional ☐ Global
Target countries and population groups:	*If country focus: Please list country/ies name and economic category (LDCs/LLDCs/SIDS). Please also specify the population group (disadvantaged, minority, discriminated population)*
UN Executing Entity (Lead role):	*Please include the Project Officer/Manager and Finance Officer names and contacts*
Other UN Implementing Entities:	*If the project is a joint initiative, please include in here the other entity/ies within the UN who will be involved in the design, formulation and implementation of the project towards the proposed Expected Outcomes. If any entity is co-implementing, the understanding is that a portion of the contribution will be transferred to it. Please ensure consistency with the budget and consultation with your Finance Experts.*
Business Partner (BP) #:	*This row is only for UN Secretariat Entities using UMOJA. Each implementing entity receiving funding should provide its BP number*
Co-operating Entities within the UN system:	*Include here those entities contributing but not involved in the design, formulation, budgeting of the project.*
Other partners (e.g., Private sector, NGOs, government entities, etc.)	

Brief description:
This section should not exceed half a page and concisely should provide information on main elements of the project's strategy, the underlying context, and the problem that the project attempts to address, the key stakeholders and beneficiaries, 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.   Context

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 ongoing inter-government process and the target countries/region/sector. Please review the template's outline and ensure to do not include in here what is expected to be treated in other

parts/sections of the document. Cross-reference is encouraged rather than repetition/rephrasing of the same set of information.

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. While the interlinkage among all SDGs is relevant, it may not be feasible for one project to address all, as such in here the focus should be on the direct SDGs the project deals with; leaving all other interlinked SDGs as indirect effects at some point of time in the path of sustainable development. This section will be useful to evaluate how the 2030 Agenda UNPDF Sub-Fund has contributed to the different SDG goals, targets, and indicators.

If the project is the implementation of previous completed or ongoing intergovernmental/national/regional and global initiatives under the SDGs framework, then please ensure to describe it and clarify how the project relates and contribute to it (i.e., AU Agenda 2063, SIDS, ASEAN, EU…).

3. Mandates, comparative advantage

In this section please indicate:
- The implementing entities' (IP) mandate strictly relevant to the project and its link with the programme of work as contained in the programme budget document submitted to the relevant legislative body of the IP;
- The implementing entities' comparative advantage vis-à-vis other development partners in the specific subject matter / geographical focus of the project.

II. ANALYSIS

1. Problem Analysis

This section should expand on the information provided in the background and map out the anatomy of cause and effect around the issues that the project attempts to address. Focus should be on the problem rather than how the project will tackle it. It is recommended the use of problem tree to break down the problem into manageable and definable "chunks". This will enable a clearer prioritization of factors and helps focus objectives. 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.

Please be sure to address the following questions:
- What is the **main problem**? (Please specify the problem in the target region/country/sectors)
- What are the **cause-and-effect relationship** of this problem?
- What underlying issue/s does/do the project intend to target? There is a fundamental difference between the main problem and what the project will target. Often the presented problems are not solvable by an individual intervention, as such it is critical at this stage of design and formulation, that the manager identifies the specific issue of the problem that is achievable by the project itself. This is where the manager starts creating and establishing attribution of project results against the problem.
- Are there groups of people who might be more vulnerable, disproportionately affected, or considered "left behind" in terms of the issue? Please briefly elaborate on how and why these groups (such as women, girls, youth, persons with disabilities, older people, refugees, migrants, the poor, etc.) are differently affected. However, please keep here the analytical evidence-based lens (quantitative data to the extent possible) and leave for **the "Proposed response/solution" and "Logical Framework" the elaboration on how the concerns of the specific target vulnerable population will be addressed.**

2. Country/Regional/Sectoral level problem analysis

Once the keys issue/s has/ve been presented in the "Problem Analysis" section (II.1), this section should analyze the issues country by country/regional/regional perspective (depending on the type of project) and to do so please give:
- The potential for country level impact. If the project plans to work in multiple countries, please provide an explanation of the benefits of regional/ inter-regional approach vs. country-specific;
- A clearer picture of the current status of affairs (baseline) in the targeted country/region/sector – this should be consistent with what will be provided as baseline of indicators in the logframe matrix and including disaggregated data by gender and vulnerable population groups;
- The realistic outcome (target) that could be expected to be achieved by the project (this should be aligned with the EOs and associated IAs in the project logframe matrix);
- What are the principal assets the country has in addressing the issue?
- What are the principal gaps to be addressed?

The below summary table should be preceded by a narrative umbrella introduction especially when the intervention is a combination of different approaches, e.g., regional and country specific, or with multiple countries in different stage of their development paths.

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 2.1 play out in the selected country/region/sector? This is where the baseline of your performance indicators should be clearly provided (quantitative or qualitative). If the group of "pilot countries" have different challenges and/or capacity, this is where the difference should be made since in the logframe you will provide the overall project approach, methodology and the specificity of each country will be lost. So, please be specific in here.	… What will this project be able to achieve in the country/region/sector within the timeframe available? What tangible outcomes/ outputs are foreseen? Outcomes should be specific enough to be measured by the associated indicators of achievement.
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 "Problem Analysis" section in part II of this prodoc. To do so, please list each individual stakeholder or group of stakeholders in its own row and fill out the corresponding columns. If appropriate, some foreword highlighting difference among the "pilot" countries, if relevant, can precede the table.

Table 2 – Stakeholder Analysis

| Non-UN Stakeholders	Type and level of involvement in the project	Capacity assets	Capacity Gaps	Desired future outcomes	Incentives
All direct and indirect non-UN stakeholders should be listed here each on a separate row E.g., policymakers; individual ministries; IGOs, NGOs, private sector, academia etc.	How does each of the stakeholders relate to the project/problem outlined in the previous section?	What are the stakeholder's resources and strengths that can help address the problem that the project strives to solve?	What are the stakeholder's needs and vulnerabilities that the project attempts to bridge?	What are the desired outcomes for the stakeholder as a result of project implementation? This is not what the project will produce but what the project should enable in the country following the achievement of the project expected outcomes.	What is the stakeholder's incentive to be involved in the project? How can buy in be ensured?
Stakeholder 1					
Stakeholder 2					

4. Proposed Solution Path and Response

This section should describe the rationale of intervention or theory of change (ToC)[1]. A theory of change helps to identify solutions to effectively address the causes of problems that hinder progress and guide decisions on which approach should be taken, considering UN comparative advantages, effectiveness, feasibility and uncertainties that are part of any change process. A theory of change also helps to identify the underlying assumptions and risks that will be vital to understand and revisit throughout the process to ensure the approach will contribute to the desired change. Ideally, a ToC should be graphically represented in a diagram. Key principles for developing a theory of change:
a) It should be developed consultatively to reflect the understanding of all relevant stakeholders
b) It should be grounded in, tested with, and revised based on robust evidence at all stages

Managers should ensure to define the ToC at short/medium/long-terms and clarify how the project logframe, which will be elaborated in the following dedicated session, relates to the ToC. As such, it is important that the manager clarifies at which level the project will operate (short, or medium or longterm?) and for which outcomes (change) of the ToC the project will work/contribute to. Please do not go into the logframe details: only the relationship between the proposed ToC and the project logframe. The latter should be elaborated in the subsequent session below.

Example of the above two-step exercise:
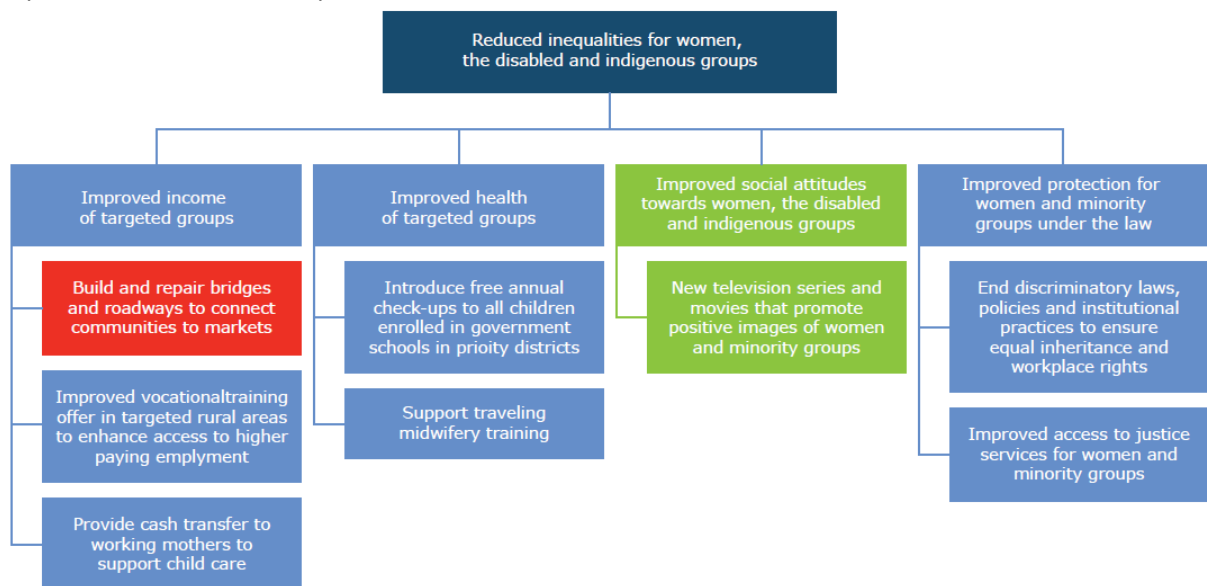
The tree shows the high-level outcomes that are necessary to achieve the ultimate objective of reduced inequalities for women, the disabled and indigenous groups. The evidence shows us that these high-level outcomes are best achieved by a set of output level results working together. While this entire diagram (theory of change/tree problem) may represent all of the changes that need to take place in order for the objective to be achieved, a project may only prioritize certain areas (outcomes) on the understanding that other elements will be addressed by other partners and/or are not feasible for the project to address during its life cycle (duration). For exemplification purpose, in the example with a five-year duration, the focus is on areas in light blue, as the areas in orange and green will be adequately addressed by the international financial institutions and private sector. However, the project manager will still monitor progress of the entire solution tree because failure to

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[1] This section has been updated to explicitly make use of the term "theory of change" which was the implicit intent of this section of the template, but purposely avoiding terminology but giving the guidance to. The post-facto evaluation of some completed projects, which the Sub-Fund conducted in 2021, demonstrated that the lack of a theory of change impacts in the monitoring and the evaluation of achievements and attribution of those achievements to the concerned project.

achieve results in an area where other partners work will most likely hinder the achievement of the ultimate objective

After the elaboration of the two above-mentioned aspects, the manager should highlight:

- How the above process (ToC) and action (logframe) are different from or building on past and ongoing global/regional/country's initiatives/programmes.
- How lessons learned of past interventions are integrated and fed into this project design and formulation.
- How innovative is the project in accordance to the 2030 Agenda Sub-Fund guiding principles of "Coordination and partnership-building" (E) and "Innovative Approaches" (F) - Please refrain from general statements and be specific to the project.
- How the project relates to the Sub-Fund's principle (A to I).
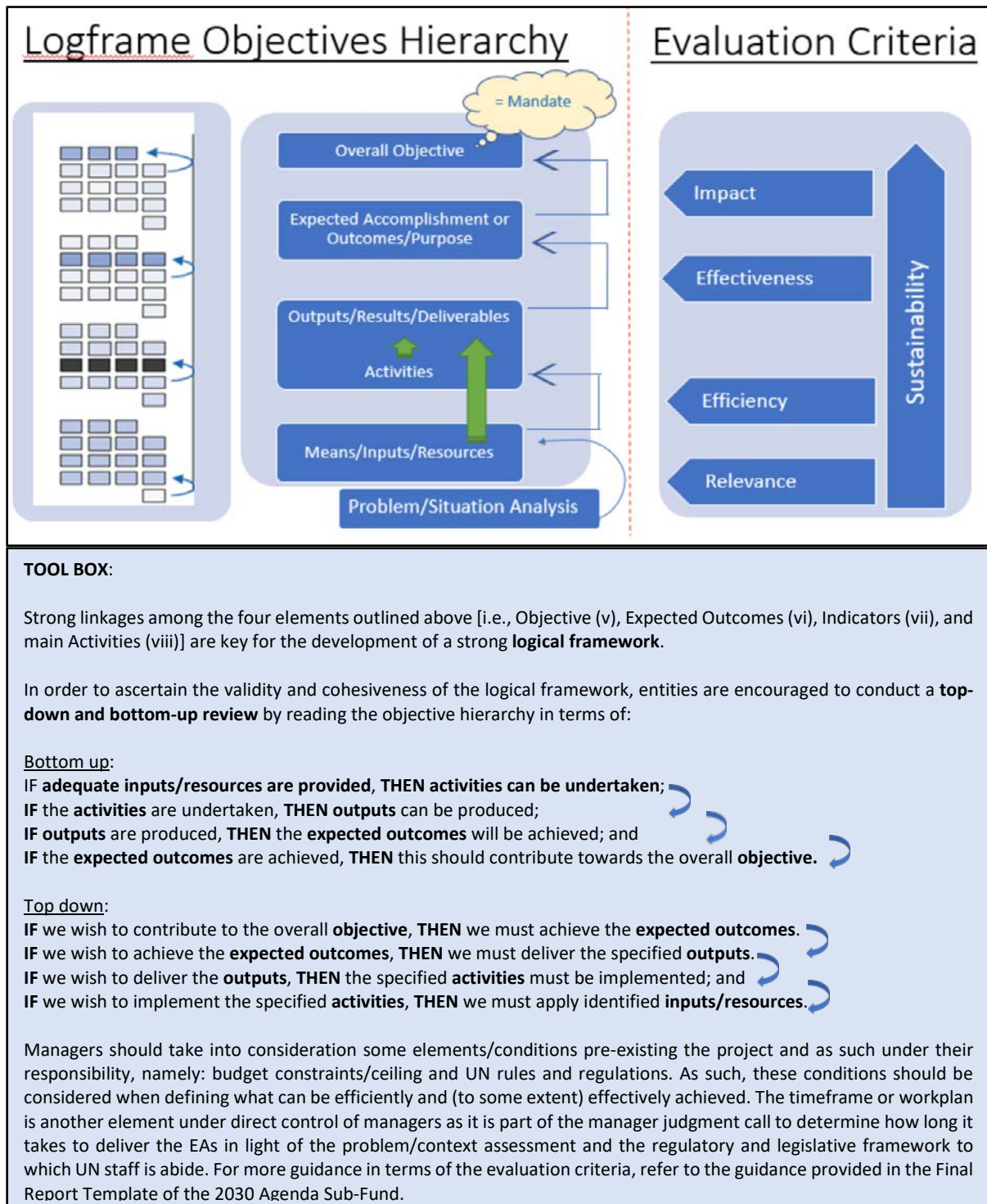
III.   PROJECT STRUCTURE

1. Logical Framework

This section should describe the project's **log frame in narrative format.** A log frame is a management tool aimed at improving the planning, implementation, management, monitoring and evaluation of projects. The log frame is a way of structuring the main project focus at objective, expected outcomes, and outputs levels and highlighting their causal and chronological relationships. The manager should show a plausible, clear, logical flow to describe how the planned intervention intends to contribute to the desired development change (ToC), without any leaps of faith or gaps in logic.

In the design of the project logframe, managers should:

- Mainstream gender equality: The 2030 Agenda reaffirmed that gender equality is a condition *sine qua non* for sustainable development and, at the same time, an indispensable outcome of it. The UN system has a critical role to play in ensuring that a gender perspective is properly reflected in national development processes, and a responsibility to address gender equality through operational activities for development. The 2030 Agenda, along with its 17 SDGs, prioritizes the realization of gender equality and women's rights in a cross-cutting manner across its economic, social and environmental dimensions, along with the stand-alone goal on gender equality and the empowerment of women and girls (SDG 5). With the 2030 Agenda's shift to a multi-dimensional and integrated approach to development issues, there are opportunities to mainstream gender in a more holistic and systematic way.
- Identify the monitoring mechanisms for collection of data and analysis of progress in the achievement of the proposed outcomes. This is the time for managers to verify first what kind of data is needed, what are the most reliable sources of data, and how data will be collected. If the entity does not have an established and robust data collection mechanism, managers should develop, budget and plan accordingly for it.

Figure 1

Logframe Objectives Hierarchy / Evaluation Criteria

> **TOOL BOX**:
>
> Strong linkages among the four elements outlined above [i.e., Objective (v), Expected Outcomes (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 reading the objective hierarchy in terms of:
>
> Bottom up:
> IF **adequate inputs/resources are provided**, **THEN activities can be undertaken**;
> IF the **activities** are undertaken, **THEN outputs** can be produced;
> IF **outputs** are produced, **THEN** the **expected outcomes** will be achieved; and
> IF the **expected outcomes** are achieved, **THEN** this should contribute towards the overall **objective.**
>
> Top down:
> IF we wish to contribute to the overall **objective**, **THEN** we must achieve the **expected outcomes**.
> IF we wish to achieve the **expected outcomes**, **THEN** we must deliver the specified **outputs**.
> IF we wish to deliver the **outputs**, **THEN** the specified **activities** must be implemented; and
> IF we wish to implement the specified **activities**, **THEN** we must apply identified **inputs/resources**.
>
> Managers should take into consideration some elements/conditions pre-existing the project and as such under their responsibility, namely: budget constraints/ceiling and UN rules and regulations. As such, these conditions should be considered when defining what can be efficiently and (to some extent) effectively achieved. The timeframe or workplan is another element under direct control of managers as it is part of the manager judgment call to determine how long it takes to deliver the EAs in light of the problem/context assessment and the regulatory and legislative framework to which UN staff is abide. For more guidance in terms of the evaluation criteria, refer to the guidance provided in the Final Report Template of the 2030 Agenda Sub-Fund.

2. Logical Framework Matrix

In filling in the table below, please be sure to maintain consistency with the information reported in other parts of the document (ex. baselines/targets and so on) and its workplan and result-budget. **Please note that the objective and expected outcomes should be identical to those presented in the approved concept note. Any change may delay the launch of the project due to the need to inform the relevant stakeholders of the UNPDF Steering Committee. If changes need to be made in the activities and indicators, please consult with the Management Unit of the Sub-Fund.**

Table 3 – Logical Framework

Logic Intervention	Indicators	Means of Verification
Objective *Copy- Paste from the concept note*		
Outcome 1 *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. Please ensure all indicators include clear baseline and targets (e.g., XX% of participants confirm… OR X out of Y countries…). Please see Figure 1 and 2 for further guidance*	*Please answer the following:* • *What sources of information will be used to inform the indicator?* • *How will the data be collected? Please confirm that a systemic monitoring system is in place. If the entity lacks such mechanism, the manager should inform how it will be addressed - budgeting and planning may be required.* *Please see Figures 1 ‑ 2 for further guidance.*
	IA 1.2 …	*…*
	IA 1.3 …	*…*
Output 1.1 *(See Figure 3 for more details and guidance) Activities, as developed in the concept note, should be reviewed **and** adjusted as needed based on the analysis in section II. Please ensure that the activities listed are sufficient to plausibly achieve the relevant Expected Outcome. The numbering should follow the sequence (time) of intervention, if possible. If the sequence is not chronological, ensure to have some narrative of the rationale in the logical framework section preceding the matrix section. 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 output will be, and how it connects to previous or subsequent planned activities. Consistency between this activity's narrative and the correspondent in the detailed budget should be ensured. Activities-outputs does not always have a 1:1 ratio. The number of participants to training events should be spelt out clearly and reflected consistently in this matrix and the budget. When multiple countries are targeted in a training event, the same number of participants per country is recommended. Any variance in the number of participants across target countries should be explained and reflected in the project budget.* *Timeline: per each activity indicate when the activity is planned to be carried out. Ensure the narrative in here is consistent with the annex 1 Workplan and vice versa.*		
O. 1.2 …		
Outcome 2 …	**IA 2.1** …	*…*
	IA 2.2 …	*…*
2.1 …		
2.2 …		

Figure 2 Tips for Formulation of Effective Indicators

- Indicators should provide a measure of the degree of **attainment of the expected outcomes** 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).

- Indicators should be **specific, measurable, attainable, relevant and time bound (SMART)**. 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.

  Indicators should be **gender-sensitive** so that they track gender related changes over time; this includes across all outcome areas, not just those focused on gender equality issues.

- 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...."

- Both **qualitative and quantitative** data collection methods should be used to contribute to triangulation of results and to capture change that is difficult to measure.

- 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.

- A good way to draft indicators might be to define the specific steps that countries will take to achieve the expected outcomes (i.e., action plans endorsed, roadmaps drafted, draft legislation prepared, project developed tools used by countries for analytical reports/policy change, etc.).

Figure 3 Tips for Formulation of Efficient and Effective Activities

The **main activities** are the specific set of actions (=inputs: personnel, travel, consultancy, equipment, services, etc.) producing an output through which the expected outcomes will be achieved. These should focus on achieving high value addition and tangible change with **a strong focus on the beneficiary target/groups**. Examples of activities across capacity development efforts include: conducting workshops on x topics for y audience; developing toolkits for ...; establishment of networks and provision of advisory services.

Entities are encouraged to engage in a thorough **review process** that involves linking the activities to the relevant expected outcomes and the project objective, as an attempt to ensure soundness and consistency with the overall approach and log frame of the project. This causal relationship should be kept at the forefront of the project design.

3. Risks Assessment and Mitigation Actions

Please provide an analysis of the possible risks, key factors outside the direct control of project managers, that may affect the success of the project and the actions/corrective measures that may be taken to mitigate their impact in the implementation.

Table 4 – Risks and mitigation actions

Risks *What conditions/factors outside the direct control of project manager may hinder the achievement of the project objectives and outcomes?* *Each risk including economic/financial, environmental, technical, and social or set of risks should be listed on a separate row.*	Potential Adverse Impact	Likelihood (Low/Medium/High) Severity (Acceptable / Tolerable / Undesirable / Intolerable)	Mitigating Actions *What will be done to mitigate these risks?*
R1.			M1.
…			…

4. Monitoring and Evaluation

In this section, the manager should narrate the monitoring mechanism (how and what data to collect for logframe indicators, who will be responsible for maintenance and monitoring throughout the project duration), the evaluation plans and budgeting to be supported by Annex 2 "Budget Details" (3% of operational project cost). In addition, the implementing entity should ensure that said monitoring mechanism and proper project file management are in place prior to the project's launch. While the Management Unit has developed monitoring tools to help funded entities in their management responsibilities, they do not replace but integrate the monitoring mechanism established by the implementing entities, the solely responsible for the project implementation [2] . Please see some of the Sub-Fund monitoring/data collection tool as listed in section 7 of the Annex 4 "Progress Report template".

M&E Certification		
I confirm my entity has set a monitoring mechanism for the collection, review and analysis of data as stated in each indicator of the approved project's logframe	☐	
I inform my entity has not set a monitoring mechanism for the collection, review and analysis of data as stated in each indicator of the approved project's logframe	☐	

In line with RBM approach, implementing entities are required to provide **a progress report every six months**[3] (by 30 April and 30 October of each calendar year, template in Annex 4) supported by financial status of received portion (instalment/tranche) of the contribution, and **a final report at project completion** (please see template in Annex 5). For joint projects with more than one implementing entity, the lead entity should coordinate with all implementing organizations and consolidate one narrative progress report for submission to the Management Unit (MU) of the 2030 Agenda Sub-Fund in the DESA CDPMO. A **reporting schedule** will be included in the financial or letter of agreement (FA or LoA). **All reports must be signed by the project lead manager and certified by the relevant authority of the entity** (Head of Office/Department or Management Service, if the entity is part of the UN Secretariat).

While the PMU of the 2030 Agenda Sub-Fund reserves the rights to conduct its own evaluations; **the implementing entity(ies) remains responsible for an independent evaluation (M&E) of the project** in accordance with the stated objective, expected outcome/s and performance indicators in the project logframe, the United Nations Financial Regulations and Rules, the concerned UN implementing entity(ies)'s evaluation policy, including the UNEG

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[2] This is another finding of the post-facto evaluation the Sub-Fund Management conducted on some completed projects: lack of robust management filing and evidence-based reporting of achievements.

[3] The first progress report may be shorter than six months depending on the start date of the concerned project.

norms and standards for evaluation. The Sub-Fund requests the inclusion of a rating system. For more details, please see Annex 6 of the Sub-Fund's Guidelines.

All final evaluation reports must be submitted to the Sub-Fund PMU along with the final report, but no later than three months after the project's end date. In case of multi-year projects with a lifespan of 3-4 years, an interim evaluation is highly recommended.
Please include the following summary table:

Evaluation Title	Type	Timeframe	Budget in USD$ (as per detailed budget)
Mid-term evaluation	Internal or External		
End-of-project evaluation	External		

5. Management and Coordination

A detailed list of UN entities, national and international implementing partners (IPs) 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 IPs will work together (coordination mechanism and project decision-making workflow)** to achieve the project's objective and intended impact.

If the project is a joint initiative, it is expected that the project documentation is the consolidation of all relevant partners' contributions and that all implementing entities and partners have reached an agreement on their respective roles, responsibilities and funding sources prior to submission to the Sub-Fund MU for review. Since establishing partnership and/or collaboration could be a cause of delays in the implementation, this is a management dimension that should be already solid at this point of time.

Existing coordination mechanisms in the context of the **Resident Coordinators systems** and the ways in which the project fits in the broader **United Nations Sustainable Development Cooperation Framework (UNSDCF)**, should also be specified in this section.

IV. Sustainability

This section should elaborate on how the proposal intends to build sustainability of any achievements beyond its completion. Sustainability is closely linked to national and/or regional ownership, which should therefore represent a driver of the design of the project rather than an ex-post consideration. However, it is not limited to relevance and national ownership but how to empower beneficiaries to build on the project achievements and continue the efforts.

Proposals must be developed based on direct consultations with the concerned/targeted population groups, local/national Governments, and other relevant stakeholders during the implementation phase. For this reason, their early engagement at the time of the project's design is highly recommended (see previous section).

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

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

In addition, the proposal should have an exit strategy outlining how the proposal will phase-out its interventions while ensuring that its achievements are retained and disseminated, while also ensuring work towards the proposal goals continues beyond its completion. Managers should outline a plan of how the proposal will gradually put in place social, institutional, financial and political elements to promote sustainability. Sustainability is multidimensional and the following is only for exemplification purpose:

• Programmatic phase out - managers should identify key 'results/outputs' the proposal expects to transfer to key stakeholders, and the processes by which it will be accomplished.

• Administrative and financial phase-out - managers should outline the financial and administrative processes the proposal will establish to enable key stakeholders to persevere.

• Significant communication products that document key results, lessons and tools, and will continue to be made available to stakeholders for several years.

V.   Public Information and Communications

This section should describe any communication and outreach efforts to be undertaken by your entity/ies at appropriate times during the life cycle of the project to publicize the project and its important activities/events and achievements or outcomes.

Any communication and outreach material should acknowledge the project and the 2030 Agenda for Sustainable Development Sub-Fund under the UN Peace and Development Fund.

VI.   Project Annexes

All Project Proposals should develop a workplan (Annex 1) and result-based budget (Annex 2 table 1 and table 2) by using the Sub-Fund Templates. **These two annexes should be listed** in here along with confirmation that the annexes have been internally cleared and consulted with the finance team of your entity. While more detailed guidance is embedded in the templates per se, the following is to remind some general guiding management principles for planning and budgeting purpose:

- The UN Peace and Development Trust Fund (UNPDF) was negotiated with the Government of China with a 7% indirect cost (overhead / programme support costs), meaning that funds won't be charged more than 7%. In accordance with UN Secretariat (UNS) policy, a reduced 3% will be assessed to projects being implemented by other UN entities. Consequently, the 7% indirect costs will be split between UNS (3%) and non-Secretariat implementing entity (4%). For UN Secretariat offices/department within the same or different financial volumes, the same split will apply;
- 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;

- 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;
- General operating costs for running an office (e.g., telecommunication, rents, finance charges and other costs) should be a very modest component of the total project costs without the indirect support cost;
- As much as possible itemize the required inputs for the delivery of your activities: the description at the activity level as well as at its specific components will assist understanding of how you arrive to the estimated costs and will minimize back and forward as well as rounds of review.

Project title	
Project Reference no.	PDF-SDG-xxxx-xx [ask Management Unit of 2030 Sub-Fund if needed]
Duration of project	From dd/mm/yy to dd/mm/yy (xx months)
Lead UN entity	Name, Title, and contacts of the Manager of the leading entity.
Partner implementing entities	If the project is a joint initiative, please include in here the other entities, Name, Title and contacts of the Manager(s)
Reporting period	dd/mm/yy – dd/mm/yy
Project Total budget:	USD$
Contribution Received (a):	USD$
Expenditures to date (b):	USD$
Utilization rate (b/a):	%
Mobilized Resources	Amount and nature of additional funding this contribution helped to mobilize (see section 3 of this annex).
Important issues (ONLY bullets -narrative in the relevant sections below)	Please highlight/list important issues requiring the attention of the 2030 Agenda PDF Sub-Fund Management Team

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 and its synergies with existing global, regional, or national initiatives and processes. It should not repeat information already provided in the approved project document but should clearly indicate how the project implementation has produced specific results.

2. Review of progress

The purpose of this section is to understand how the project is performing against its intended accomplishments and timelines. This should be done through the verification of the indicators of achievement that were developed in the project document, both quantitative and qualitative (Table 1), as well as through an assessment of the implemented activities against the approved workplan (Table 2). Add as many rows as needed to properly reflect the EAs and IAs of your project.

The Manager should not include activities that are not part of the project approved logframe. If the project's output contributed to the delivery of another process/programme/initiative due to synergies and operational inter-dependency, please have this highlighted in the summary section above. In here and following below section, the reporting is just for the activities funded and budgeted in this approved project.

Table 1 – Review of Performance Indicators

INDICATOR as approved	BASELINE at the start of the project	INDICATOR OF ACHIEVEMENT at time period of reporting (DO NOT REPEAT ACTIVITY DESCRIPTION)	Comments
EA1			
IA1.1	*Please provide the baseline, or value of the indicator at the start of the project, if available*	*Please provide an estimate or actual value of the indicator at the time of reporting*	*In here pls include any narrative to clarify low or exceeding progress, or simply refer to the section where this information will be extensively provided. Thanks.*
IA1.2			
….			
EA2			
IA2.1			
IA2.2			
….			

Table 2 – Review of Activities

Outputs/Activities	Status (ongoing/complete/delayed	Comment
Please list the activities as per approved logframe in the prodoc and budget using (ex. A1.1, A1.2…)	*Please indicate the status of the activity against the approved project workplan* ☐ Not yet started ☐ In progress ☐ Completed (indicate month & year) ☐ Cancelled ☐ Delayed	*Please briefly assess the implementation of each activity and how relevant is its delivery for the implementation of the correspondent EAs.* *If any change in the arrangements made for the implementation occurred, please explain concisely the change (from … to…) and leave the rest to the appropriate section 4 if those change results in a request for revision.* *For those activities that based on the approved workplan are delayed or even cancelled, please specify the reasons and the new expected timeline for the specific. The reporting time is an opportunity for the Project Manager to assess and ponder whether any delay in the delivery of the workplan requires a full review of the prodoc for update and alignment to updated context analysis, operational assumptions, and timelines.*

3. RESOURCE MOBILIZATION

Based on a comparative review of the projects' evaluations, this section aims to remind entities of the importance of financial sustainability. Indeed, many entities have reported financial constraints as one of the development sustainability. Consequently, if the manager designed the project to seed money, the manager should assess the amount of cumulative additional funds raised by the Sub-Fund funded project for the activities undertaken to date (since the beginning of the project).

The purpose is to highlight any form of additional funding (financial or in-kind) leveraged to further the implementation of the project through partnerships and/or donors (e.g., paying for an increased number of participants at workshops, venues, or other activities, etc.) or to scale up and support the development trajectory, initiated by the project, to continue after its completion.

If the project received supplementary funding, the manager should establish a link with a component of the approved logframe or the timeframe for the replication and scale-up after completion. If so, the manager should complete the table below and ensure consistency with the total mobilized resources reported in the cover of this progress report. The supplementary funding should not include funds for other projects implemented by the implementing entity(ies) or partners.

If no supplementary resources, please indicate: Nothing Relevant to Report.

Table 3 – Financial mobilization

Source/Donor	Purpose (Link to project logframe and ToC)	Year	Amount raised		
			Cash (USD)	In-kind estimated value	In-kind description

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

Project managers should report and elaborate on foreseeable problems/risks faced by/facing the project (e.g., change in country situation, collaboration with partners, management 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. Project Manager should review the Risks Assessment and mitigation actions provided in the approved project proposal and if needed update it accordingly.

Table 4 – Challenges and Corrective actions

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

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

Please list any significant revisions that will be required to the financial/letter of agreement and/or approved project documents (prodoc, budget, workplan), and thoroughly elaborate on each of them.

Potential changes might have been already flagged in tables 2 when reporting the status of activities (Cancelled, Delayed, not yet started, ongoing, completed) and 3 when reporting on challenges impacting the implementation. However, in this section the project manager should further explain on what consisted the corrective actions and whether they were timely taken.

Irrespective of the nature of the revisions, answers to the following basic questions should be provided extensively:

- Why activities/funds could not be implemented/spent as originally intended?

- How reprogramming/budget revision will affect the overall approved project expected achievements and strategy?

- How the proposed revisions will affect the project sustainability?

- Are the resources efficiently and effectively used?

Type of revisions:

A) No-cost extension NCE – A request for no-cost extension must be submitted through one of the progress report and **at least three months prior to the project end date**. The progress report with this section completed in all its part including clear statement of extension (total months no, and end date) should be supported by (1) a revised workplan highlighting the changes including the status of all project activities, and what specifically will be done during the proposed extended period. In this type of revision, project managers should clearly state if the NCE requires a budget revision as well. If yes, (2) a revised budget highlighting the changes in comparison to the original budget in narrative (here) and excel format (as per Annexes 2.1 and 2.2) should be submitted as well. If no, a statement indicating that budget requirements remain unchanged should be provided in this section and, if a memo/letter is issued by the entity, in the mentioned letter signed by the highest management authority of the concerned implementing entity.

B) Variance equal/greater than 10% - If the proposed revision is limited to projected variance equal or greater of 10% by reporting class (no NCE), managers should include a revised project budget. Please refer to the guidance provided in this regard under revision type A item (2) above. Please be reminded that budget line variance equal or greater of 10% should be approved before any expenditures are incurred. The budget revision should not be used to align the project budget with the expenditures.

C) Major changes – such as Increasing the overall project budget without changing the project details i.e., change of the EAs, IAs, Activities, beneficiary countries, or Increasing the overall project budget and substantively changing the project details. In both cases (corresponding to c. and d. of the core sub-fund guidelines, page 5) the request through the progress report and a letter from the higher competent authority of the implementing entity should be

accompanied by a revised project document and associated workplan and budget which clearly highlight the proposed changes and elaborate in much details on all the questions listed in page 3 above for each proposed change. Project Manager should refrain making general statements. The request will go through the formal review including the Steering Committee and the SG.

6. FINANCIAL INFORMATION

In this section the manager should share its review and consideration on the level of the fund utilization as per reported expenses in the cumulative financial report (from starting date of the project as per letter of agreement to progress reporting due date) while the financial report should be submitted as an annex. Narrative in here is required particularly if there is a significant discrepancy between the progress reported in the delivery of activities and the fund utilization for the delivery of the same.

7. OUTREACH AND ADVOCACY

In this section project managers should:
- Describe any effort made in raising the profile of the project and the problem(s) it seeks to address (the project and the sub-fund should be named in any outreach material, publication, social media);
- List official document(s) as the direct output(s) of the project;
- Itemized List of good stories from beneficiaries and stakeholders, features, pictures and any other material produced by the project. In doing so, please ensure that material and video and photos, in particular, are with a minimum of 720x1080 pixels at 180-300 pixels per inch (ppi), JPEG or PNG format, accompanied with the photographer/entity credit, and a caption.

The Management Unit will reserve the use of the material for the 2030 Agenda Sub-Fund website and sharing with the donor.

Please be reminded of the importance to acknowledge the project and the 2030 Agenda for Sustainable Development Sub-Fund under the UN Peace and Development Fund in any material and output of the project.

8. ANNEXES[4]

(a) *Cumulative Financial Report*
(b) *Any outreach/advocacy material (see guidance in section 6 above)*

(c) Outputs Disaggregated Data (use the template as provided by the Management Unit)

(d) Contacts List of stakeholders and beneficiaries (use template as provided by the Management Unit)

(e) *Updated list of relevant documentation produced/funded by th*e project.

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[4] To help implementing entities address the recommendations of the 2021 post-facto evaluation the Sub-Fund conducted on some completed projects, the management unit has developed Annexes (c) and (d) templates through which managers are reminded of some critical management work to meet the minimum evaluability criteria: data collection for verification of attributions and sustainability.

Below is a snapshot of annex (c)

Category of outputs	Breakdown	Cumulative Number (count)	Number during current reporting cycle (count)	Autoverification	List of outputs	Comment (if necessary, but required if a new category is added in any of the preset items)
Events	Workshop: knowledge sharing				*Please provide a list in chronological order of all events being tallied in the left columns, following the example provided below:*	
	Training				1. *Workshop xxxx (date and place)*	
	Study tours: Capacity Development				2.	
	Regional Conference - Sector Focused				3.	
	Global Conference - Sector Focused				4.	
	If none of the above, pls add a category with concise description in here and why none of the above do not fit in column N (right end).				5. 6. 7. 8. 9. 10. ...	
Participants/Beneficiaries	Central government			Correct	*Please list below the names of any high-level officials (President, Prime Minister, Head of International Organization, etc.) or any other prominent figures along with the event to which he/she participated:*	
	Local government				1.	
	CSO / NGO (in E, if no national, indicate: regional or global)				2.	
	Academia				3.	
	Private business/stakeholders				4.	
	Observers: International (no UN)				5.	
	Others (specify in the column N)				6.	
	Total participants	0	0		7.	
	Woman				8.	
	Man				9.	
	Prefer no to answer				10.	
	Total by gender	0	0		...	
Development of Reference Material (produced as part of the project)	Reports				*Please provide a list in chronological order of all products being tallied in the left columns, following the example provided below:*	
	Online Training Materials				1. *Report xxxx (release date)*	
	Guidance materials				2.	
	Website/Platform				3.	
	National Review				4.	
	If none of the above fit the project's output, please add a category with short description in here and specifcy what is it different from the rest in colum N (right end)				5. 6. 7. 8. 9. 10. ...	
Advisory Service	Establishment of national process/mechanism				*Please provide a list in chronological order of all advisory services being tallied in the left columns, following the example provided below:*	
	Drafting of National Policy				1. *Establishment of xxxx (launch date)*	
	If none of the above fit the project's output, please add a category with short description in here and specifcy what is it different from the rest in colum N (right end)				2. 3. 4. 5. 6. 7. 8. 9. 10. ...	

Below is a snapshot of annex (d)

Output#	Activity Name	Activity Category	Activity Date	Full Name of Participant/Stakeholder	Gender	Nationality	Organization	Functional Title	Organization Category	Email (Office)	Email (Personal)	Country Code	Telephone
Enter Project Title and Project Number (PDF-SDG-20XX-XXX)													
Enter Implementing Entity													

ANNEX 5 – FINAL REPORT TEMPLATE WITH GUIDANCE FOR COMPLETION

- *The Final report **is not a recounting of the activities or a summary of the evaluation,** but rather a much more grounded and operational assessment of the project from the manager. It is equivalent to a handover to peers either for the concerned entities and stakeholders to continue the momentum or build on the established outcomes (blocks) of the project.*
- *The manager should share what works well, and not so well, in what contexts and the causes with the purpose of enhancing the future performance of the entity. The objective is to **serve as an operational management tool for learning and institutional memory,** and to support other programme managers building on the achievements of past projects or designing of new projects.*
- *While the manager could prepare this self-assessment prior to the independent and external evaluation to provide input and a source of information to the evaluator, once the evaluation is submitted to the project manager and evaluation office, the final report should **incorporate the management response and action plan to the evaluation recommendations**.*
- *The below template provides a path with questions that could assist in this exercise. The generated learning can be the catalyst for innovation and continuous*

Project Title:	
Project Duration	*As per signed agreement and any amendment.*
Budget:	*$ _____ Total budget inclusive of program support*
Co-funding	*If the proposal was supplementing existing programmes/mandates/framework for which contribution was pre-existent and/or co-existent, please specify the source and further elaborate in the relevant sections of this report.*
Mobilized Resources:	*Report here if the project seeded money for its logframe activities or to ensure continuation of the development trajectory after completion.*
SDG(s)	*Please include only the SDG directly addressed by this project. If there is a need to add any interlinkage with other SDGs in the medium/long-term, please make the distinction between direct and indirect/secondary SDGs.*

Cross-cutting issues (if any):	☐ Gender mainstreaming ☐ Health safety, social and environmental sensitivity ☐ Prevention of violent extremism ☐ Conflict sensitivity ☐ Sustainability ☐ Mainstreaming protection ☐ Gender ☐ Youth ☐ Human rights ☐ Climate change ☐ South-south cooperation ☐ Delivering as one ☐Inclusion of indigenous people's issues, needs and concern
Geographical Focus	☐ Country focus *(if this is selected, please include pilot/beneficiary countries name/s below)* ☐ Regional focus ☐ Interregional ☐ Global
Target countries and population groups:	*If country focus: Please list country/ies name and economic category (LDCs/LLDCs/SIDS). Please also specify the population group (disadvantaged, minority, discriminated population, policy makers, technical official experts, ect.)*
Executing UN Entity (Lead role):	*Please include entity name, Manager name/contacts, Finance Officer name/contacts. If any change occurred during project implementation, please include those with decision making roles and dates of their tenure with the project.*
Other UN Implementing Entities:	*If the project was a joint initiative, please include in here the other entity/ies within the UN who was involved in the design, formulation, and implementation of the project towards the proposed Expected Outcomes. Please note that an entity is co-implementing if a portion of the approved contribution was transferred to it as per approved budget.*

Co-operating Entities within the UN system:	*Include here entities collaborating but not involved in the design, formulation of this proposal or in receipt of any portion of the requested contribution.*
Other partners (e.g., Private sector, NGOs, government entities, etc.)	

1. SUMMARY OF ACCOMPLISHED ACHIEVEMENTS

This section should be no longer than two (2) pages and should provide a concise and effective narrative of the key accomplishments of the project including impacts on beneficiary/pilot countries and contribution to the achievements of SDGs and other national/regional broader frameworks as defined and spelt out in the approved prodoc. Please substantiate any statement with data showing a trend or at least support by the IA target as reported in the below summary table. Beside the data related to the "indicator of Achievements" (IAs), additional data could be the type of beneficiaries either as audience or participants to training and workshop or conference or any inclusive stakeholders' engagement, for ex.: working vs. senior officials' level, central or local government, national vs. regional or intergovernmental, female vs. male, government vs. civil or no-profit or internal or private organizations, and so on and so forth.

Please do not repeat information already provided in the project document except the baseline of indicator of achievements. In here, the project manager should highlight concrete achievements including unexpected results, both positive and negative.

This summary may be used by the Management Unit of the 2030 Agenda Sub-Fund for further editing and publishing in its website.

Objective: [as elaborated in the approved prodoc]		
Expected Outcomes(s) – EOs / Indicator of Achievement(s) - IAs	**IAs BASELINE at the start of the project**	**IAs Target at project completion**
EO.1 [as elaborated in the approved prodoc or subsequent approved amendment, if applicable]		
IA1.1		
IA1.2		
EO.2 [as elaborated in the approved prodoc or subsequent approved amendment, if applicable]		
IA 2.1		
IA 2.2		

2. REVIEW OF PROJECT: RELEVANCE, EFFICIENCY, EFFECTIVENESS, IMPACT, SUSTAINABILITY

As reinforced by the Secretary-General in his report: "[..], the Organization must become more transparent, able to much more visibly and meaningfully demonstrate a clearer link between resources and results [..]". [5] This principle is embedded in the 2030 Agenda Sub-Fund Guidelines (Section V.3) and its management tools to strengthen the accountability of its projects to the beneficiaries and to the donor.

The aim in here is to determine the relevance and fulfillment of objectives, developmental efficiency, effectiveness, impact and sustainability. It is crucial that the assessment under each criterion has its starting point from the EAs/IAs reported in chapter 1.
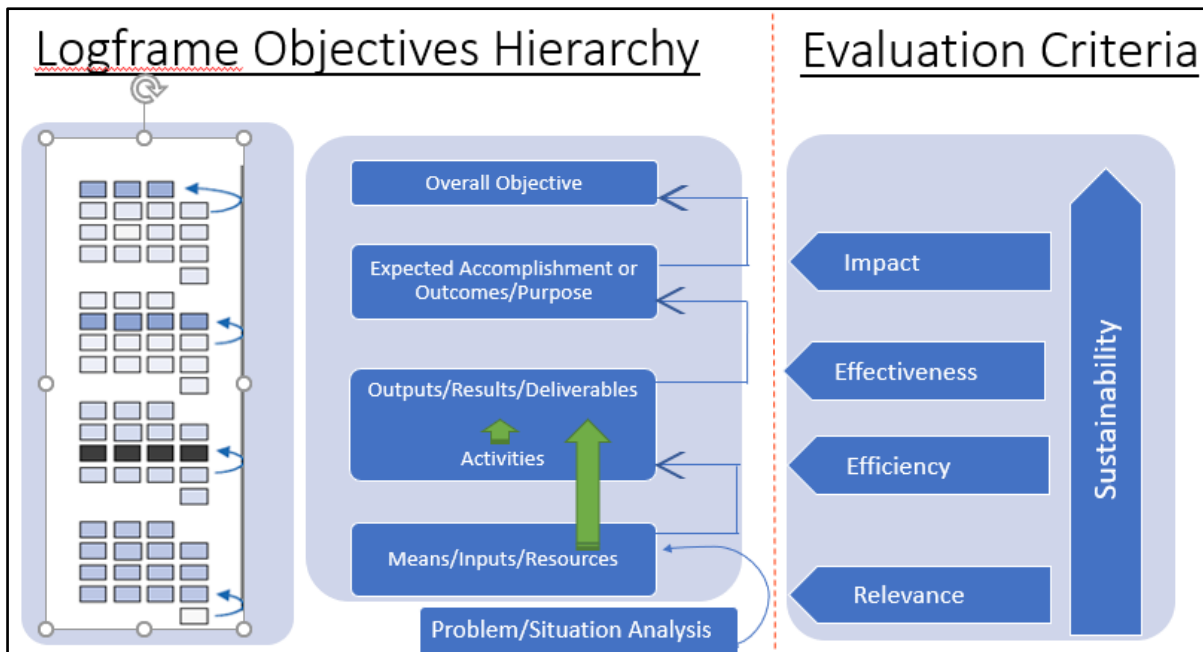
In the following sub-chapters, each criterion is broadly defined. To further support your management team exercise and ensure standard collection of information across the broad spectrum of project's types supported by the 2030 Agenda Sub-Fund, Figure 1 and a list of questions[6] under each criterion is provided for additional guidance. The list is not exhaustive but just exemplificatory. If any doubt, please consult with the Management Unit of the 2030 Agenda Sub-Fund.

RELEVANCE

The analysis of relevance would focus on the extent to which the design effectively/appropriately:
✓ Analyzed the project's coherence with existing UN strategy frameworks including but not limited to the SDGs; and with the Partner Government's development policy and sector policies and demand for assistance (if demand-driven);

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[5] A/72/492.

[6] The list of questions does not have any pretention of exhaustiveness or exclusiveness.

✓ Identified key stakeholders and target groups (including gender analysis and analysis of vulnerable groups such as the disabled), assessed institutional capacity issues and effectively promoted local ownership;

✓ Clearly and accurately identified real problems;

✓ Analyzed lessons learned and ensured coherence with current/ongoing initiatives;

✓ Provided a clear analysis of strategy options and justified the recommended implementation strategy;

✓ Established a clear and logically coherent set of project objectives (objective, EAs, results) and a set of indicative activities for delivering each project output/results;

✓ Developed a clear and useful Logframe matrix with supporting activity and resource/cost schedules;

✓ Analyzed assumptions/risks;

✓ Established appropriate management and coordination arrangements;

✓ Established appropriate and effective monitoring and evaluation systems;

✓ Provided an analysis of sustainability issues – including the financial and economic sustainability of the proposed measure, environmental impact, benefits to both women and men and the use of appropriate technology.

EFFICIENCY

The efficiency criterion concerns <u>how well the various activities transformed the available resources into the intended outputs</u> (sometimes referred to as results), in terms of quantity, quality and timeliness.

The assessment of Efficiency would therefore focus on such issues as:

✓ **Quality of day-to-day management**, for example in (i) management of the budget (including whether an inadequate budget was a factor);

(ii) **Management of personnel, information, property, etc.**, (iii) **whether management of risk was adequate**, i.e., whether flexibility **was demonstrated in response to changes in circumstances**; (iv) relations/coordination with local authorities, institutions, beneficiaries, other donors; (v) respect for deadlines;

✓ **Costs and value-for-money**: how far the costs of the project were justified by the benefits - whether or not expressed in monetary terms - in comparison with similar projects or known alternative approaches taking account of contextual differences;

✓ Partner country contributions from local institutions and government (e.g., offices, experts, reports, tax exemption, as set out in the LogFrame resource schedule), target beneficiaries and other local parties: were they provided as planned, could re-allocation of responsibilities have improved performance, were communications good?

✓ **Technical assistance**: how well did it help to provide appropriate solutions and develop local capacities to define and produce results?

✓ **Quality of monitoring**: its existence (or not), accuracy and flexibility, and the use made of it; adequacy of baseline information;

✓ **Unplanned outputs** arise from the activities?

EFFECTIVENESS

The effectiveness criterion, in LogFrame terminology, <u>concerns how far the project's outputs were used, and the project EAs (=outcomes or purpose) realized.</u>

The analysis of Effectiveness would therefore focus on such issues as:

✓ Whether the planned benefits have been delivered and received, as perceived by all key stakeholders (including women and men and specific vulnerable groups such as the disabled);

✓ [in institutional reform projects] Whether behavioral patterns have changed in the beneficiary organizations or groups at various levels; and how far the changed institutional arrangements and characteristics have produced the planned improvements (e.g., in communications, productivity, ability to generate actions which lead to economic and social development);

✓ Whether the **assumptions and risk assessments** at outputs (=results, deliverables) level turned out to be inadequate or invalid, or unforeseen external factors intervened, how flexibly management adapted to ensure that the outputs would still achieve the EAs; and how well it was supported in this by key stakeholders including Government, and other UN entities locally, etc. If needed please provide a comparison of the changes in the original risk assessment of the project would have benefited the achievement of its EAs;[7]

✓ Whether the **balance of responsibilities between the various stakeholders was appropriate**, which accompanying measures were or should have been taken by the partner authorities, and with what consequences;

✓ How **unplanned outputs** may have affected the benefits received;

✓ Whether any **shortcomings at this level** (outputs of activities/results) were due to a failure to take account of cross-cutting or over-arching issues such as gender, environment, and poverty during implementation.

IMPACT

The term impact, sometimes referred to as outcome, denotes the relationship between the project's EAs and Objective, that is the extent to which the <u>benefits</u> received by the target beneficiaries <u>had a wider overall effect on larger numbers of people in the sector or region or in the country as a whole.</u>

In this case, the analysis generally examines such aspects as:

✓ To what extent the planned EAs have been achieved, and how far that was directly due to the project?

✓ How far enhanced economic and social development resulted from improved institutional capabilities and communications? If yes, what is the basis? (refrain from general statement; data and analysis are highly recommended);

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[7] Risk assessment looks at key factors outside the direct control of project managers. Definition provided in the project proposal template of the 2030 Agenda Sub-Fund.

✓ How far did they also enhance economic and social development beyond the level of their immediate users? If yes, what is the basis? (refrain from general statement; data and analysis are highly recommended);

✓ If there were unplanned impacts, how they affected the overall expected impact of the project?

✓ Where appropriate, were the social, economic and environmental related impacts achieved? If yes, what is the basis? (refrain from general statement; data and analysis are highly recommended).

SUSTAINABILITY

The fifth criterion, sustainability, relates to whether the positive outcomes of the project at EAs level are likely to continue after external funding ends.

An analysis of sustainability would therefore focus on such issues as:

✓ **Adequacy of the project budget** for its purpose;

✓ **Ownership of objectives and achievements**, e.g., how far all stakeholders were consulted on the objectives from the outset, and whether they agreed with them and remained in agreement throughout the duration of the project;

✓ **Policy support and the responsibility of the beneficiary institutions**, e.g., how far donor policy and national policy corresponded, and the effects of any policy changes; how far the relevant national, sectoral and budgetary policies and priorities affected the project positively or adversely; and the level of support from governmental, public, business and civil society organizations;

✓ **Institutional capacity**, e.g. the degree of commitment of all parties involved, such as Government (e.g. through policy and budgetary support) and counterpart institutions; the extent to which the project is embedded in local institutional structures; if it involved creating a new institution, how far good relations with existing institutions were established; whether the institution appears likely to be capable of continuing the flow of benefits after the project ends (is it well-led, with adequate and trained staff, sufficient budget and equipment?); whether counterparts were properly prepared for taking over, technically, financially and managerially;

✓ **Socio-cultural factors**, e.g. whether the project is in tune with local perceptions of needs and of ways of producing and sharing benefits; whether it respects local power-structures, status systems and beliefs, and if it seeks to change any of those, how well-accepted are the changes both by the target group and by others; how well it was based on an analysis of such factors, including target group/ beneficiary participation in design and implementation; and the quality of relations between the external project staff and local communities;

✓ **Financial sustainability**, e.g., whether the products or services provided were affordable for the intended beneficiaries and remained so after funding ended; whether enough funds were available to cover all costs (including recurrent costs) and continued to do so after funding ended; and economic sustainability, i.e., how well the benefits (returns) compared to those on similar undertakings once market distortions are eliminated;

✓ **Technical (technology) issues**, e.g., whether (i) the technology, knowledge, process or service provided fits in with existing needs, culture, traditions, skills or knowledge; (ii) alternative technologies were considered, where there was a choice; and (iii) the intended beneficiaries were able to adapt to and maintain the technology acquired without further assistance;

✓ Wherever relevant, **cross-cutting issues** such as gender equity, environmental impact and good governance were appropriately accounted for and managed from the outset of the project.

3. RESOURCE MOBILIZATION

Based on a comparative review of the projects' evaluations, this section aims to remind entities of the importance of financial sustainability. Indeed, many entities have reported financial constraints as one of the development sustainability. Consequently, if the manager designed the project to seed money, the manager should assess the amount of cumulative additional funds raised by the Sub-Fund funded project for the activities undertaken to date (since the beginning of the project).

The purpose is to highlight any form of additional funding (financial or in-kind) leveraged to further the implementation of the project through partnerships and/or donors (e.g., paying for an increased number of participants at workshops, venues, or other activities, etc.) or to scale up and support the development trajectory, initiated by the project, to continue after its completion.

If the project received supplementary funding, the manager should establish a link with a component of the approved logframe or the timeframe for the replication and scale-up after completion. If so, the manager should complete the table below and ensure consistency with the total mobilized resources reported in the cover of this progress report. The supplementary funding should not include funds for other projects implemented by the implementing entity(ies) or partners.

If no supplementary resources, please indicate: Nothing Relevant to Report.

Table 3 – Financial mobilization

Source/Donor	Purpose (link with project logframe and ToC)	Year	Amount raised		
			Cash (USD)	In-kind estimated value	In-kind description

4. LESSONS LEARNED OF THE PROJECT MANAGER

In this third section of the final report, the manager should elaborate on the (a) lessons learned (LL) and provide quality and credible (b) recommendations to improve institutional learning. Recommendations should therefore be as realistic, operational, and pragmatic as possible. Recommendations should be elaborated for the different audience and levels of a project management: other managers, beneficiary(ies) or target groups, stakeholders, operational partners, and so on. Please refrain from importing them from the evaluation reports. If the manager has not its own lessons learned but the evaluation report, then this should be stated and disclosed.

The key points of the conclusions from which recommendations are generated will vary in nature depending on the type of intervention used in the concerned project. Still, the 5 above-mentioned criteria can be applied also for this section.

The following questions are not exhaustive but exemplificatory:

- What is/are the lessons learned and recommendation(s) on the adequacy of the project as response to the situation/problem analysis?[8] (you may want to refer to the guidance under "Relevance", above);

- What is/are the lessons learned and recommendation(s) for managers when elaborating/designing similar Projects taking into consideration limited resources and established timeframe?[9] (you may want to refer to the guidance under "Efficiency", above);

- What are the lessons learned for sharing with and recommendation(s) to other managers on maximizing the delivery of the project EOs including management/coordination arrangements, stakeholder participation and so on? (you may want to refer to the guidance under "Effectiveness", above);

- What are the lessons learned for sharing with and recommendation(s) to other managers on similar project's impact? What are the lessons learned for sharing with and recommendation to other stakeholders who had a role in generating the project impact? (you may want to refer to the guidance under "Impact", above);

- What are the lessons learned for sharing with and recommendation(s) to other managers on the sustainability of similar project type? What are the lessons learned for sharing with and recommendation(s) to other stakeholders who had/have a role in the sustainability of the project? (you may want to refer to the guidance under "Sustainability", above).

5. MANAGEMENT RESPONSE PLAN TO THE EVALUATION RECOMMENDATIONS

In this section include or refer to any annex to the management responses and action plan the entity will undertake to address the recommendations of the project evaluator. The Management Unit will assist with a general template if needed.

6. FINANCIAL INFORMATION

In this section, project managers will summarize any approved revision to the originally approved project: at this stage of final report and financial closure, those revisions/budget line variance equal or greater than 10% should have been approved during the project life by the management unit of the 2030 Agenda

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[8] It is first-hand lessons learned considering the project was a managerial decision on which approach to undertake to address and/or contribute to the solution of the specific issue as defined in the analysis situation of the project proposal.

[9] Manager has a set of resources (under its direct control) and risks assumptions (outside its direct control) based upon which the project was built or should have. Depending on your case, please make your conclusion.

Sub-Fund. As mentioned in various guidance material and templates of the Sub-Fund, budget revision should not be used to align the budget with the expenditures.

Regarding the related annex a. Final Financial Statement (see below section 6), managers are expected to request the issuance to their finance team keeping in mind the following:

- Expenses should be reported using the approved project budget classes (see Annex 2, Tab.2 of the approved project documentation); if your entity reporting have a different format, please use the UNS template or inquiry with the Management Unit for guidance;

- If the final report due date for submission (see reporting schedule of the project in the financial or letter of agreement) is prior to the annual final financial statement issuance of your entity, please provide a provisional/draft final financial statement; however, in this case, a split between outstanding obligations (if not already all closed) and expenses should be maintained. Indeed, the difference between the provisional and the final shall be limited to the outstanding/obligation amount per reporting line reported in the provisional: this is what usually is needed for deferred settlements/payments of received service during the project life;

- The project manager is responsible to ensure and/or follow up in the timely closure of outstanding obligations of funds, issuance of required statement, and refund of any balance to the 2030 Agenda Sub-Fund as per signed agreement.

7. OUTREACH AND ADVOCACY

In this section project managers should:
- Summarize efforts/strategy/approaches made over the implementation period in raising the profile of the project including LL and acknowledging the 2030 Agenda Sub-Fund of the UNPDF in DESA;
- Select the best good stories that the manager deems to better illustrate the project results – copy of it should be included;
- Provide a consolidated list of pictures and/or material produced by the project (itemized list) and send it electronically to cdpmo@un.org. In doing so, please ensure that material video, and photos, in particular, are with a minimum of 720x1080 pixels at 180-300 pixels per inch (ppi), JPEG or PNG format, accompanied with the photographer/entity accreditation, and a caption per each of them.

8. ANNEXES

a) Final Financial Statement
b) Outputs Disaggregated Data
c) Consolidated Itemized List of relevant outputs produced/funded by the project
d) Consolidated Itemized List of outreach/advocacy material produced by the project
e) Complete Contacts List of Stakeholders and Beneficiaries
f) Independent Evaluation.

ANNEX 6 – RATING SYSTEM AND SUMMARY OF EVALUATION FINDINGS

It is recommended that the independent evaluator score each evaluation criterion using the below rating system.

Rating	Description
Highly Satisfactory (HS)	*The project performed well overall against a particular evaluation criterion with no short comings.*
Satisfactory (S)	*The project performed well overall against a particular evaluation criterion with but had minor short comings.*
Moderately Satisfactory (MS)	*The project performed moderately well against the particular criterion (performing satisfactorily against almost half of the evaluation questions) and has short comings and room for improvement.*
Somehow Satisfactory (SS)	*The project performed poorly overall against majority of the evaluation questions and there is need to take steps to improve the project aspect being evaluated.*
Not Satisfactory (NS)	*The project performed poorly in almost all the evaluation questions and there is need for immediate and significant changes to be made to improve project outcomes.*
Unable to Assess (UA)	*The available information does not allow an assessment of the level of outcome achievements.*

To the extent possible, evaluators should summarize the findings in logical fashion using the enclosed template as reference (next page).

Findings	Conclusions	Lessons	Recommendations
Project generation and design			
Project implementation			
Relevance (overall score at project level: _____)			
Effectiveness (overall score at project level: _____)			
Efficiency (overall score at project level: _____)			
Impact (overall score at project level: _____)			

Findings	Conclusions	Lessons	Recommendations
Sustainability (overall score at project level: _____)			
Cross-cutting issues -if any -(overall score at project level: _____)			