

GUIDELINES FOR THE PREPARATION OF PROJECT DOCUMENTS FOR THE 17TH TRANCHE OF THE DEVELOPMENT ACCOUNT

Summary of Updates:

- **Further integrating a Theory of Change throughout the guidelines.** The steps of ensuring a theory of change underpins the project design have been more clearly shown throughout the guidelines. These have been added in green to ensure that all essential elements of the theory of change can be quickly identified in the drafting of the project documents.
- **The results framework has been updated to provide more room to describe the outputs.** The outputs should be described in detail in at least one paragraph each in the results framework with enough details for someone not involved in the project to thoroughly understand the work involved in each OP. Additional guidance has also been provided on outputs and outcomes for joint projects.
- **What was previously called the “Project Strategy” has been renamed “Theory of Change Narrative and Main Assumptions,” and updated guidance has been provided.** The previous “Project Strategy” section was often misunderstood to be a description of the outputs. It has been renamed and the guidance has been updated to show that instead of output descriptions, it should be a narrative description of the theory of change (outputs should be described in the results framework).
- **New section on engagement with Resident Coordinator Offices (RCOs).** There is now a section to provide details on concrete plans for engagement with RCOs in section 6.2, and it has been clarified that all projects are required to engage the RCOs of all target countries.
- **The Country-Level Situation Analysis now includes a section on country-specific demand.** Experience has shown that securing demand at the project document stage can significantly benefit a project to be able to avoid delays in implementation, so it is encouraged to include the specific demand from each target country that has been selected, to the extent possible.
- **Updated guidance on gender equality and disability inclusion.** The previous section on gender has been mainstreamed throughout the project document guidelines, and a new section for markers on gender equality and disability inclusion have been added, in line with the latest guidance from the Department of Management Strategy, Policy and Compliance for projects in Umoja/IPMR.
- **Expanded Executive Summary.** The executive summary has been expanded to simplify finding the data needed for the DA’s project database and to show whether projects will use IPMR.

Table of Contents

INTRODUCTION	2
TIMELINE FOR T17 ACTIVITIES	3
OUTLINE OF A PROJECT DOCUMENT AND GUIDANCE ON HOW TO PREPARE IT	3
1. EXECUTIVE SUMMARY	4
2. DEMAND, CONTEXT AND ANALYSIS.....	5
3. PROJECT STRATEGY: OBJECTIVE, OUTCOMES, INDICATORS, OUTPUTS, AND THEORY OF CHANGE	7
4. KEY ASPECTS.....	13
5. MONITORING, REPORTING AND EVALUATION	14
6. MANAGEMENT, PARTNERSHIP AND COORDINATION AGREEMENTS.....	16
7. BUDGET ANNEXES	17
ANNEX 1: BUDGET DETAILS AND EXPENDITURE PLAN	19
ANNEX 2: BREAKDOWN OF EXPENSES BY ENTITY AND COST CENTERS.....	20
ANNEX 3: DETAILED JUSTIFICATION BY CODE.....	20

INTRODUCTION

These guidelines support expanding 17th tranche (T17) concept notes into project documents. Comments and suggestions provided on the concept notes should be considered during the drafting of the project document. Please note that after the T17 concept notes were drafted, the project budgets were increased by approximately 5%; drafters should refer to the [2024 DA Budget Fascicle](#) (A/79/6 (Sect. 35)) for the correct total budgets for the projects. Below is a general description of the process from drafting project documents to evaluations, along with the DA's definition of joint projects, followed by a timeline with key dates.

GENERAL PROCESS FROM DRAFTING TO ALLOCATION OF FUNDS

- **June to September 2024:** Project teams draft project documents. The project document needs to be shared with all DA implementing entities involved in the project and other collaborating UN system entities, and agreement should be reached on the project strategy and the roles and responsibilities of each party involved prior to submitting the project document. During the design phase of the project (i.e. between when the concept note is shortlisted and when the project document is submitted), it is recommended that the Resident Coordinator Office of each target country be consulted. In addition, for joint projects the distribution of the budget needs to be agreed upon by all jointly implementing DA entities. Before project documents are submitted, DA Focal Points (of all jointly implementing entities, in case of a joint project) are required to thoroughly review their quality, and the DA Focal Point that will submit the project document should complete the review checklist.
- **September 3rd, 2024:** The deadline for DA Focal Points to submit the draft project documents to the DA Programme Management Team (DA-PMT). If desired, DA Focal Points can also opt to submit project documents in a staggered approach, submitting at least one of their project documents by September 3rd, and submitting the remaining project documents by October 1st.
- **September to December 2024:** The DA-PMT will review the project documents and will typically send one to two rounds of comments to ensure projects are in line with these guidelines. It is planned to have all 17th tranche projects reviewed and cleared by the end of December 2024. For any projects that will use IPMR, once the project document has been cleared, the project data should be entered into IPMR and the MasterView file should be sent to the DA-PMT for review. Allocations will only be possible for projects in IPMR after the MasterView file has been cleared. Updated guidance on IPMR will be provided in Q4 2024.
- **End December 2024:** the General Assembly approves the budget fascicle.
- **Q1 2025:** Allocation of funds. Please note that the final project budget will likely be slightly increased to reflect re-costing; project teams will be asked to revise the financial table in annex 2 based on the confirmed budget in January 2025, prior to the allocation and allotment of funds.

IMPLEMENTATION, CLOSURE OF PROJECTS, AND EVALUATIONS

It is recommended that projects be **planned with an operational implementation period of Q1 2025 - Q2 2028**, as this creates a cushion in case of delays and allows 6 months to financially close the projects. However, projects can continue implementation until Dec. 2028, at which time they must close operationally and financially. **No extensions will be provided.** The selection of projects for evaluation will take place in Q1 2027. Projects with a budget of USD 1 million or more are automatically selected for evaluation, while approximately half of the other projects are to be selected based on other criteria, including their strategic relevance to the entities' mandates. All projects to be evaluated will be allocated an evaluation budget on top of the project budget in March 2028. All project evaluations should be finalized within six months after the project's closure (by end of June 2029), except for joint projects with a budget of USD 1 million or more, for which the deadline is nine months after the project's closure (by the end of Sept. 2029).

JOINT PROJECTS

Joint Project Definition: A joint project is a project that is designed, implemented, and monitored by two or more DA implementing entities. One or two entities take the overall lead, and *fun*ds are allocated by the DA directly to each of the jointly implementing entities.

Joint projects should build on natural areas of synergy between DA implementing entities where cooperation will increase potential results for target countries. For joint projects with a budget of USD 1 million or more, the team drafting the project document should include an evaluation officer, programme management officer, and/or other staff responsible for results-based management and monitoring from the lead entity to advise on the project’s theory of change and monitoring and evaluation plans.

TIMELINE FOR T17 ACTIVITIES

ACTIVITIES	TIMELINE
DA implementing entities draft project documents	June – 3 September 2024
DA Focal Points submit project documents to the DA-PMT	By 3 September 2024
DA-PMT reviews/clearance of project documents	September – December 2024
General Assembly approves the 17 th tranche budget fascicle	Late December 2024
DA-PMT initiates funding allocations (for cleared projects)	Q1 2025
DA Focal Points submit 1 st progress reports to the DA-PMT	31 March 2026
Selection of projects to be evaluated	Q1 2027
DA Focal Points submit 2 nd progress reports to the DA-PMT	31 March 2027
DA-PMT initiates allocation of evaluation funds (for selected projects)	March 2028
DA Focal Points submit 3 rd progress reports to the DA-PMT	31 March 2028
Suggested operational closure of projects	By June 2028
Required operational and financial closure of projects	By December 2028
DA Focal Points submit final reports to the DA-PMT	31 March 2029
DA Focal Points submit evaluation reports to the DA-PMT <i>(for projects selected for evaluation that are under \$1 million)</i>	30 June 2029
DA Focal Points submit evaluation reports to the DA Team <i>(for joint projects with budgets of \$1 million or more)</i>	30 September 2029

OUTLINE OF A PROJECT DOCUMENT AND GUIDANCE ON HOW TO PREPARE IT

The sections below provide instructions on how to complete each section of a project document. This should be used along with the project document template provided separately for drafting purposes. Please be as concise as possible, with a maximum length of 25 pages. **For joint projects:** The maximum length is 35 pages.

1. EXECUTIVE SUMMARY

Please complete the table below.

Project Code and Title:	2528 _____ (e.g. 2528G, as per the budget fascicle)
Implementing Entity (Lead):	Add the lead entity here.
Jointly Implementing DA Entities	List any <u>UN DA entities</u> ¹ , that are <u>jointly implementing</u> ² the project (see footnotes for definitions). If the project will not be jointly implemented, this should be left blank.
Collaborating DA Entities	List the <u>UN DA entities</u> ² that will be <u>collaborating</u> ³ on the project (see footnotes for definitions). How each of these entities will collaborate on the project should be elaborated on in Section 6.1.
Other Collaborating Entities:	List all other entities that will be collaborating on the project, excluding UN DA entities. This could include entities in the UN system, international financial institutions, regional organizations, NGOs, and other organizations. How each of these collaborating entities will be involved in the project should be elaborated on in Section 6.1.
Budget:	\$ _____ (as per the budget fascicle) ³
Will this project use IPMR?	(Please indicate yes or no. DA-specific IPMR guidelines can be found here .)
Target countries:	Please list the target countries (see box below for definition). This should be the finalized list of 3-6 <u>confirmed</u> target countries.
Most relevant SDG	Please specify <u>one</u> , most relevant SDG that the project contributes to.
SDG Targets	As in the concept note, please specify up to 10 SDG targets that the project will contribute to (targets can be related to any SDG, not just the “most relevant SDG” listed above). Please only include numbers (e.g., 17.9), not descriptions.

Brief description
Please briefly describe the project, including the underlying context and problem it attempts to address, the main elements of the project strategy, the main entities involved in its implementation, and the planned results. Please note that this text will be used for the DA’s public website, and it should thus be concise and proofread accordingly. The DA-PMT may edit it further before posting it online. (maximum length — 300 words).

¹ The 10 UN DA entities are: DESA, ECA, ECE, ECLAC, ESCAP, ESCWA, UNCTAD, UNEP, UN-Habitat, and UNODC.

² For the purposes of the DA, partnerships are defined at two levels: jointly implementing or collaborating. Jointly implementing DA entities work jointly with the lead entity/entities on the design, implementation, and monitoring of the project, and funds are directly allocated to them by the DA. If a partner does not meet the criteria for jointly implementing the project but are still involved in the project, then they are considered to be “collaborating.”

³ Please note that the total budget will be slightly increased in January due to recosting.

2. DEMAND, CONTEXT AND ANALYSIS

2.1 SELECTION OF TARGET COUNTRIES

This section should list the target countries and explain the rationale for their selection, including clearly expressed demand from each target country.

Target Countries Definition: Target countries are those that receive targeted, national-level capacity development support through the project. This does not include countries that only benefit in a broader sense, such as through regional knowledge dissemination.

Please address the following two points in this section:

1. List the target countries.

Based on lessons learned, it is recommended that **each project target between 3-6 countries** (if there are more than six, please explain the reason). Please only include the countries that will receive targeted, national-level capacity development support through the project. Countries that will only benefit in a broader sense can be mentioned in the final report.

For joint projects: It is recommended that all implementing entities focus on the same target countries rather than working in separate clusters of countries. For joint projects with a budget of USD 1 million or more, the number of target countries could potentially be higher than six (i.e., seven or eight max.).

2. Explain the selection criteria and the methodology that were used to select the target countries.

Countries with special needs (LDCs, LLDCs, and SIDS) should be prioritized when appropriate, and the selection criteria should include the potential for country-level impact and country demand (more information on country demand should be included in section 2.3). If an inter-regional approach is being used, please explain the reason and benefits. It is suggested to undertake an assessment to determine the degree to which Member States would benefit; countries that would benefit the most should be encouraged to request services from the project.

Typically, the target countries should be confirmed between the stage when the concept note has been shortlisted and when the project document is developed and submitted, and the project document should therefore include the finalized list of target countries to allow ample time for implementation. However, if the in-country situation later requires changes to the target countries or if the target countries have not yet been finalized, the first progress report should have the final list. In addition, if the project aims to develop a new methodology/approach/framework and pilot it in selected countries, the tentative list of pilot countries should be listed as the target countries, and the selection criteria that will be used to finalize the list should be explained. Pilot countries for such projects should be finalized by the end of the first year ideally, and by the end of the second year at the very latest and should be listed in the first or second progress report.

2.2 CONTEXT AND SITUATION ANALYSIS

This section should:

- a. Define the main problem that the project attempts to address, including the root causes. ***This is the first, essential step of ensuring the project document is underpinned by a theory of change.***
- b. Explain how the issues the project focuses on affect women and girls differently than it does men and boys. Address how any particularly vulnerable populations based on each country's context are impacted by the issue. Other vulnerable populations, could include youth, older people, refugees, migrants, people with disabilities, etc.,
- c. Provide a brief background on the topic that is the focus of the project.
- d. Include the resolutions or outcomes of any recent intergovernmental processes calling for capacity

development action in relation to the topic.

This section should not present a broad underlying issue, such as poverty, which cannot reasonably be addressed by the project, or describe a mandate or inter-governmental process. Please describe specific underlying issues that the project is targeting and aims to address. While the next section includes deeper analysis at the country level, it may also be helpful to include country-level or regional-level details or examples in this section to explain the current situation more concretely.

2.3 COUNTRY-LEVEL SITUATION ANALYSIS

Once the key issues have been presented in section 2.2, this section should explain the status of affairs in each target country and the demand for the project from each target country. If, exceptionally, there are *more than six* target countries, this section can be completed for the six target countries that are most representative.

Country 1 (replace text with name of target country)
Please answer the questions below. If available, please include analyses and information from the country's Voluntary National Review (VNR), the Common Country Analysis (CCA) and/or the UN Sustainable Development Cooperation Framework (VNRs are available at: https://sustainabledevelopment.un.org/vnrs/ and CCAs and Cooperation Frameworks are available at: https://unsdg.un.org/resources/unct-key-documents). If the project is piloting a new methodology/approach/framework, it is recognized that pilot countries are sometimes selected because they are more advanced in a particular area, and the questions below may not be relevant. In such cases, please provide a general overview of the status of affairs in the pilot countries as it relates to the problem that the project aims to address and the selection criteria identified.
Status of Affairs (300 words max per country)
Answer the following questions:
1. How does the problem identified in section 2.2 play out in the target country?
2. Within the country, how does the problem affect vulnerable groups differently? Include a short but thorough analysis of gender in each country and examine any disparities in outcomes for men/boys and women/girls. In order to meet with the UN's leave no one behind mandate, a project should include a thorough analysis of intersectional and overlapping deprivations that go beyond gender. While gender can be considered a good starting point, projects would do well to consider how various types of marginalization interact with and exacerbate one another (how gender inequality interacts with other factors like age, class, tribe, ethnicity, refugee status, disability, etc).
3. What support are other UN agencies/development partners providing to address the problem? This can also include any progress that has been made or steps already taken to address it.
Country-Specific Demand
Please describe the specific request for assistance that has been received from the target country. To show the project's link to the broader country-level development plans, reference should also be made to the relevant outcomes in the country's Cooperation Framework, if the implementing entity is a signatory to the Cooperation Framework and participates in the relevant Results Group.
Country 2 (replace text with name of target country)
Status of Affairs (add text)
Country-Specific Demand (add text)

Country 3 (replace text with name of target country)
Status of Affairs (add text)
Country-Specific Demand (add text)

2.4 STAKEHOLDER ANALYSIS AND CAPACITY ASSESSMENT (OPTIONAL)

The table below should include all non-UN stakeholders of the project, including those who are affected by the problem outlined in the previous sections. For example, this could include policymakers, individual ministries, IGOs, NGOs, the private sector, academia, etc. It could also include UN stakeholders present in the target countries that are not listed as jointly implementing entities or collaborating entities for the project, if useful. However, please note that it is not necessary or preferred to include all of these; rather, only include stakeholders most relevant to the project. It is suggested that information be provided in generic terms to cover all target countries.

Non-UN Stakeholder	Involvement	Capacity Assets	Capacity Gaps and Desired Outcomes	Incentives
Stakeholder 1	How will the stakeholder be involved in the project?	What are the stakeholder's resources/strengths that can help address the problem?	If applicable, what are the stakeholder's gaps in capacity that the project attempts to address, and/or what are the desired outcomes for the stakeholder as a result of the project's implementation?	What is the stakeholder's incentive to be involved in the project? How can buy-in be ensured?
Stakeholder 2				

3. PROJECT STRATEGY: OBJECTIVE, OUTCOMES, INDICATORS, OUTPUTS, AND THEORY OF CHANGE

While Section 2, Context and Situation Analysis, defined the problem, root causes, and stakeholders involved, *the results framework (section 3.1) below includes the next steps of developing a theory of change: defining the desired end goal (the objective) and outlining the activities to achieve it (i.e., develop the results framework).* Starting with the objective (the larger goal that the project will contribute to), work backwards to define the outcomes, i.e. the goals that are achievable within the project's timeframe and that contribute to the objective, and then the specific work required to achieve these outcomes (the outputs). Attention should be paid to the root causes defined in the previous section to ensure that the project is designed to address these root causes to the extent possible to lead to the desired change. Attention should also be given to what the concrete change will be in the target countries after the project; what is different in the target countries before and after the project has been implemented? Please see the boxes following the results framework for more detailed instructions on formulating the outcomes, outputs, indicators and means of verification.

3.1 RESULTS FRAMEWORK

Objective
 This is the desired end goal that the project contributes to. Please use the latest version, as included in the finalized fascicle note.



Outcomes – These should be achievable by the end of the project and should contribute to achieving the objective.

Outcome 1 (OC1): Add text here.
 Please see box 1 following the results framework for detailed guidance on formulating outcomes.

Indicators of Achievement for OC1	Means of verification
IA1.1: Add text here. Please see box 2 following the results framework for detailed guidance on formulating indicators. Baseline: Add text here (% or # at start of the project)	Add text here. Please see box 3 following the results framework for detailed guidance on formulating means of verification.
IA1.2: Add text here. Baseline: Add text here	Add text here.

OC2: Add text here.

Indicators of Achievement for OC2	Means of verification
IA2.1: Add text here. Baseline: Add text here	Add text here.
IA2.2: Add text here. Baseline: Add text here	Add text here.

OC3: Add text here. If there is no OC3, put “n/a”.

Indicators of Achievement for OC3	Means of verification
IA3.1: Add text here. Baseline: Add text here	Add text here.
IA3.2: Add text here. Baseline: Add text here	Add text here.



Outputs that will collectively achieve Outcome 1

Output 1.1 (OP1.1): Each output description should be a detailed paragraph (i.e. several sentences) explaining the concrete details of the work that will be undertaken. It should provide enough specific details for someone not involved in the project to understand what is going to happen. For example, it is not enough to say “National workshops”, as this does not show what topics will be covered by the workshop, its purpose, who the participants will be, if it is for all target countries, etc. If the project is jointly implemented, please also indicate which entity/entities will be responsible for each output. All joint projects should include at least one joint output, which is jointly delivered by the jointly implementing entities. It is not recommended for each jointly implementing entity to have its own outcome and related outputs, as this can create separate mini projects under one objective rather than truly joint work.
 Please see box 4 following the results framework for additional detailed guidance on formulating outputs.

OP1.2: Add text here.

OP1.3: Add text here.

Outputs that will collectively achieve Outcome 2

OP2.1: Add text here.

OP2.2: Add text here.

OP2.3: Add text here.

Outputs that will collectively achieve Outcome 3

OP3.1: Add text here.

OP3.2: Add text here.

OP3.3: Add text here.

Box 1: Formulating Outcomes

The outcomes (OCs) that were included in the concept note should be reviewed and strengthened. Outcomes describe the changes that are expected to be achieved by completing the outputs. Generally, they should focus on the enhanced capacity of the target countries in a given thematic area, as shown in the examples below. They should be achievable within the project's timeframe (4 years) and budget and should be specific enough to be measured by the associated indicators of achievement. The final report and, if selected for evaluation, the terminal evaluation of the project will provide a self-assessment, and external assessment, respectively, of the extent to which each of these outcomes have been achieved at project completion. Given the size of the budget, projects are typically expected to contain two outcomes, but projects with a larger budget may have three. All joint projects should include at least one OC that will be jointly achieved by all jointly implementing entities and supported by indicators that are used to measure the progress of joint efforts toward the OC.

Examples:

- Enhanced capacity of the target countries to produce a comprehensive set of environment statistics.
- Improved capacity of policymakers in the target countries to identify regulatory and institutional gaps in sovereign debt governance.
- Strengthened capacity of the target countries to develop policies for sustainable housing.

Box 2: Formulating Indicators of Achievement

Indicators of achievement should measure progress made in achieving the project's outcomes and *not* the implementation of its outputs. For example, an indicator measuring attendance at a workshop would only measure the implementation of an output. Instead, an indicator that would measure the achievement of an outcome would be the development of a national strategy, programme or initiative that happened as a result of participation in workshops.

Indicators should be SMART—Specific, Measurable, Achievable, Relevant and Time bound:

- **Specific:** Avoid using general terms such as “initiatives,” “concepts,” or “measures” and instead use specific terminology related to what the project seeks to change (e.g. a regional agreement on x, a draft policy on y, etc.)
- **Measurable:** Indicators should include a **quantifiable target** (the figure to be reached by the end of the project) and be accompanied by a baseline (the measure of the same figure at the start of the project). For example, a target could be 5 out of 6 target countries or 75% of policymakers, with a baseline of 0 out of 6 target countries or 0% of policymakers. It is also important to consider the availability of data sources and feasibility of data collection to measure the indicators.
- **Achievable:** Indicators should be realistic given the project's timeframe and budget.

- **Relevant:** Indicators should align with the outcomes of the project.
- **Time-bound:** Indicators should be achievable within the four-year timeframe of the project.

Project document drafters are strongly encouraged to liaise with monitoring and/or evaluation colleagues in their entities to develop indicators that allow for the ongoing monitoring of the project's progress and support the self-assessment of the project's achievements for the final report, as well as the external evaluation, if selected. For joint projects with a budget of USD 1 million or more, the team developing the project document should include an evaluation officer, programme management officer, and/or other staff responsible for results-based management and monitoring from the lead entity, as stated earlier.

Examples:

- 3 out of 4 target countries have established national data collection systems on sustainable energy in compliance with the United Nations Fundamental Principles of Official Statistics
- Each of the target cities has endorsed a new participatory urban crime prevention and safety policy
- At least 3 out of 4 target cities have adopted the City Prosperity Initiative as the local monitoring framework for SDGs urban indicators

Box 3: Formulating Means of Verification

Means of verification are the methods or tools to collect the data necessary to assess the indicators of achievement. The source(s) of information should also be specified. Use of multiple data sources is encouraged. Means of verification for indicators should include the data collection methods/tools that will be used by the project manager/team periodically (e.g., annually, at midpoint, at project completion) for ongoing monitoring to ensure that the project is on track to achieve its outcomes on time, to inform any necessary corrections, and to support reporting on progress made in achieving the outcomes.

Examples: National plans and/or policies, surveys of participants in training workshops, meeting minutes, reports from national workshops, recorded feedback received from beneficiaries

Box 4: Formulating Outputs

The project's outputs are the set of actions that will be undertaken to achieve the project's intended outcomes. Each output should be long enough to provide a thorough description and state: (a) what concrete work it will entail (b) who is responsible for it and which partners are involved/their roles; and (c) who the participants/beneficiaries will be (and how many), if applicable. The outputs should show the concrete work of the project from start to finish, with enough details for someone not working on the project to understand it. They should include verbs to show what the entities are doing (i.e., developing training materials, delivering an e-learning course, etc.), and if training materials, e-learning courses, etc. are developed, it is important to also show when and how they will be used during the project.

Example:

OP1.3 – E-learning course on integration of the care economy in national social protection policies is developed, including a module specific to the context in Pacific SIDS, and is delivered virtually to approximately 20 policymakers in each target country. The course will be housed on ESCAP's online training repository, publicly available at <http://www.example.un.org/>, which will continue to be maintained by ESCAP staff funded through the regular budget after the project's completion, ensuring that it can be used in the future. The course will be developed and delivered by ESCAP, with inputs from ECLAC to incorporate lessons learned from similar work in Caribbean SIDS under the DA project 2730Y.

3.2 THEORY OF CHANGE NARRATIVE AND ASSUMPTIONS

Now that the problem has been defined in the context and situation analysis (section 2.2), and the desired end goal and necessary actions to get there have been outlined in the results framework (section 3.1), *this section should include the next steps of a theory of change: write a narrative describing how your outputs and outcomes will lead to the desired change and identify the main assumptions.*

Theory of Change Narrative

Please explain the key causal factors contributing to the problem and root causes identified in section 2.2, focusing on the parts that will be addressed in the project, and explain how this causal analysis translates into the outcomes and objective. This narrative should also specify any causes that are unique to how women and marginalized groups are affected differently by the problem that require specific solutions; Briefly elaborate on the approaches/mechanisms the project will employ to promote and advance social inclusion and equality (how does the project include gender and/or inclusivity considerations concretely in the results framework?). If available, the narrative should be supported with references to evidence and sources, including from evaluations. Please note, this section should NOT be a description of the outputs (outputs should instead be described in detail in the results framework in section 3.1). Instead, it should explain the logic behind why these outputs were chosen. How and why will these outputs achieve the outcomes? How will the outcomes contribute to the objective? How does the results framework above help to address the root causes and the problem that were defined in section 2.2? Why were these outputs selected as the best way to address the problem and root causes?

“If, then” and “because” statements can be helpful to illustrate the causal logic in the theory of change. An example of such a statement is as follows: “**IF** the capacity of national anti-corruption authorities’ (ACA) personnel in the three target countries to effectively identify, analyze, evaluate and manage corruption risks, including through a conflict-sensitive and gendered lens, is strengthened; **THEN** ACA personnel in the target countries will be better able to prevent, detect and counter corruption; **BECAUSE** ACA personnel in the target countries will have the skills, practical experience and confidence to identify areas within public sector organizations’ operations that may be vulnerable to corruption and devise and implement efficient, cost-effective strategies to mitigate corruption risks.”

Main Assumptions

Assumptions are things taken for granted as certain to happen, and it is important to identify the assumptions behind the causal relationship described above. For example, assumptions could be about causality (that x leads to y and how it does so), about implementation (how interventions should be designed to deliver the expected results for the target countries), or about external factors (the influence of issues outside of the project that can either help or hinder the expected results).

Review Process

When developing the theory of change narrative and results framework, entities should engage in a **thorough review process** to analyze whether the outputs will lead to the outcomes, and whether the outcomes will contribute to the objective, identifying any underlying assumptions and adjusting the outputs and outcomes if any faulty assumptions are identified. Suggested questions for this review include:

- What outcomes would contribute to achieving the objective?
- What outputs would be sufficient to collectively achieve each outcome?
- If the outputs are successfully implemented, will they be sufficient to achieve each outcome?
- If the project successfully achieves the outcomes, will this contribute to the objective?

3.3 RESULTS-BASED WORKPLAN

Please complete the table below by using shading in the relevant cells for each output to show in which year(s) and quarter(s) they will be implemented (see OP1.1 and OP1.2 below as an example). For outputs that occur intermittently throughout the project (such as annual workshops), please only indicate the specific quarters in which they will take place rather than indicating the entire time span of the project. It is suggested that projects aim to complete their activities by the end of Q2 of Year 4, to allow a cushion in case of delays (as projects will not be extended). However, both the operational implementation and financial transactions can continue up to the end of Q4 of Year 4.

Outcome	Output #	Expected time to complete outputs															
		Year 1				Year 2				Year 3				Year 4			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
OC1	OP1.1																
	OP1.2																
	OP1.3																
	OP1.4																
	OP1.5																
OC 2	OP2.1																
	OP2.2																
	OP2.3																
	OP2.4																

3.4 RISKS AND MITIGATING ACTIONS

Another key element of a theory of change is the identification of risks. Risks should be **factors beyond the control** of the implementing entities, such as political instability, change of government, restricted movement due to increased insecurity, etc. Conversely, risks such as “lack of buy-in from partners or target countries,” “lack of internal coordination” or “delays with hiring consultants” should not be included. Such issues are the responsibility of the implementing entity/ies, for example, through demand-based country selection and timely hiring. Given the recent liquidity situation within the UN, you may also wish to include related risks and to consider what mitigating actions could be taken if the liquidity situation persists or worsens. Please use the table below to define the risks that may affect the implementation of the project and achievement of its expected outcomes, as well as the actions that will be taken to mitigate these risks. Each risk should be listed in a separate row.

Risks <i>What conditions may hinder the achievement of the project objective and outcomes?</i>	Likelihood <i>The likelihood of the risks to occur</i>	Impact <i>The impact on the project if the risks occur</i>	Mitigating Actions <i>What will be done to mitigate these risks?</i>
R1.	<i>(low, medium or high)</i>	<i>(low, medium or high)</i>	M1.
R2.			M2.
...			...

3.5 SUSTAINABILITY AND SCALING-UP

This section should describe how the project's achievements will be sustained beyond its completion. Sustainability is closely linked to national ownership and should therefore **be built into the design of the project**. This section should also address how the capacity development provided will be institutionalized, e.g., address potential issues such as high turnover of staff in institutions and the challenges associated with training only a select number of individuals. Furthermore, this section should address the potential for the project to be scaled-up or replicated, as well as the potential for leveraging additional financial or in-kind resources to further the project's implementation.

4. KEY ASPECTS

4.1 MANDATES, COMPARATIVE ADVANTAGES AND LINK TO THE PROGRAMME BUDGET

Briefly state the implementing entity's mandates in relation to the project and **list the names and numbers of the relevant sub-programmes**. For a joint project, include the mandates and relevant sub-programmes of the lead entity/entities and each jointly implementing DA entity. This does not need to be longer than one concise paragraph per entity.

4.4 E-LEARNING

E-learning, virtual and hybrid modalities should be fully considered throughout the project's design and leveraged when appropriate. It is advised to include at least one e-learning component in each project. In the context of the DA, e-learning is defined as the dissemination of knowledge and engagement with target audiences through digital modalities, such as, virtual or hybrid workshops, communities of practice and digital self-paced courses. For additional guidance from the DA on e-learning, please see <http://www.un.org/development/desa/da/wp-content/uploads/sites/52/2022/06/E-learning-guidelines-Final.docx>.

4.5 GENDER EQUALITY AND DISABILITY INCLUSION MARKERS

Gender Equality Marker

Please indicate the gender equality marker for the project (GEM 0, GEM 1, GEM 2a, or GEM 2b). A summary of these markers is provided below, but for the full criteria and additional guidance please see section 8.4 of DMSPC's guidance on IPMR, "A Guide to PPM and use of Umoja IPMR", available [here](#).

- **GEM 0** – Gender equality is not considered at all, and none of the results relate to gender equality and the empowerment of women (GEEW).
- **GEM 1** – Gender sensitive. There is limited consideration of gender, such as a gender analysis, but GEEW is minor to the overall objectives of the project.
- **GEM 2a** – Gender responsive. GEEW has been "mainstreamed," and the project contributes significantly to GEEW. At least one outcome is related to GEEW.
- **GEM 2b** – Gender transformative. The main purpose of the project is GEEW.

Disability Inclusion Marker

Please indicate the disability inclusion marker score for this project (0, 1 or 2). A brief summary of the criteria for each score is below, but for full details, please see the IPMR guidance on the disability marker [here](#).

- **Score 0:** The project does not substantially contribute to the rights of persons with disabilities and disability inclusion, but persons with disabilities may benefit from the outputs of the project. A score of 0 cannot be used as a default value. Projects that have not been screened against the marker should get no score.
- **Score 1:** The project contributes to the rights of persons with disabilities and disability inclusion in a significant

way. A project should be given a score of 1 if promoting the rights of persons with disabilities and disability inclusion is not the principal objective, but the outcome(s) will contribute to reduced inequalities between persons with disabilities and the general population.

- **Score 2:** The rights of persons with disabilities and disability inclusion is the primary objective of the project.

5. MONITORING, REPORTING AND EVALUATION

5.1 PROACTIVE MONITORING

Entities are required to submit reports to the DA-PMT by the following dates:

- **31 March 2026:** 1st Annual Progress Report
- **31 March 2027:** 2nd Annual Progress Report
- **31 March 2028:** 3rd Annual Progress Report
- **31 March 2029:** Final Report
- **30 June 2029:** Evaluation Report (for projects selected for evaluation with budgets below USD 1 million)
- **30 September 2029:** Evaluation Report (for projects with a budget of USD 1 million or more)

This section should explain how (i.e., process, mechanisms, tools) and when (at what intervals) data will be gathered against the indicators of achievement that were included in the results framework to assess how the project is performing with regards to its expected outcomes in each target country.

Kindly list the documents and information that will be developed and retained throughout the project implementation to inform the preparation of annual progress reports and the final report, including but not limited to:

- List of workshop participants, including names, gender, email addresses
- Workshop survey results
- Workshop agendas
- Activity reports
- Guidelines, methodologies, tools developed by the project
- Publications, research, studies developed by the projects
- Policies created
- Project websites
- List of project focal point and counterparts in target countries, partner organizations and donors.
- Steering committee minutes where relevant
- Information on any supplementary funding (both funding and in-kind)
- Estimates of staff time on the project
- User feedback, including but not limited to, feedback on guidelines, advisory services, etc.
- User interactions, including number of downloads, number of website visits, demographics of visitors

If the project is selected for evaluation, these documentations information should be made available for the evaluator, as well.

For Joint Projects: This section should also describe the roles and responsibilities, and process/mechanism for collecting, consolidating and maintaining the monitoring data at the project level, as developed in consultation with the lead entity's/entities' evaluation unit(s) and agreed upon by the lead and all jointly implementing entities. At the start of the project, the lead implementer(s) of the project should remind other implementers of the project's agreed-upon monitoring and evaluation plans and ensure that there is cooperation from them in producing and collecting monitoring and evaluation-relevant data. Implementing entities should ensure that the monitoring arrangements and criteria allow for high quality data to be collected and shared on a timely and

ongoing basis. The lead entity/entities must have the role and authority to ensure that high-quality data is produced by and collected from all participating entities. **If the joint project has a budget of USD 1 million or more**, the monitoring plan should support the data and documentation requirements related to the tentative evaluation plan in section 5.2.

Monitoring and Reporting Expectations throughout the Project Cycle

Monitoring

The implementing entity or jointly implementing entities will be responsible for monitoring the indicators of achievement over the course of the project's implementation. Monitoring data for the indicators of achievement, and any adjustments made based on such monitoring, will be included in the Annual Progress Reports (APRs). While in the first APR, it would be acceptable to include estimated measures for any of the indicators of achievement, as needed, the 2nd and 3rd APRs and final report should include an actual measure (not an estimated measure), regardless of whether the project was selected for evaluation. Such monitoring data will also inform the self-assessment of the results achieved to be presented in the final report, and the external evaluation for projects selected for evaluation.

For joint projects with a budget of USD 1 million or more, there will also be an annual monitoring call. This should be attended by the Project Steering Committee, the DA-PMT, and the DA Focal Points and Evaluation Focal Points of all jointly implementing entities. The Project Steering Committee should brief attendees on implementation progress, any significant changes, and existing and expected challenges so that issues can be identified and resolved.

Reporting

The APRs are to be submitted to the DA-PMT by 31 March every year from 2026 until 2028 and include sections for both narrative and financial reporting. Guidelines on drafting APRs will be provided in November each year. The first APR, due on 31 March 2026, should present country-specific action plans, which provide details on the work that will be done in each country. It also provides an opportunity to revise certain elements of the project document, if needed.

The final report, due three months after the project is completed, provides an overview of the project's implementation and a self-assessment of its achievements and should include monitoring data against the indicators of achievement. It forms an important input to the evaluation, for projects selected for evaluation. If the project will be evaluated, a draft of the final report should be shared with the external evaluators as soon as possible and at the beginning of the evaluation process. Guidelines on the preparation of final reports will be provided in the third quarter of the final year of implementation (2028).

For joint projects, project managers from all implementing entities should contribute and provide inputs to the APRs and final report. The project manager from the lead entity/entities will be responsible for coordinating these inputs and completing the reports.

5.2 EVALUATION

For joint projects with a budget of USD 1 million or more, this section should include a detailed tentative evaluation plan developed or finalized by the lead entity's/entities' evaluation unit(s), in consultation with the evaluation units of all the other jointly implementing entities. The plan should specify timelines, target users and intended use, arrangements for the management of and support to the evaluation (i.e., who is responsible for managing the evaluation, and the roles and responsibilities of other entities in supporting the evaluation and its follow-up), preliminary methodology, a tentative budget (up to 4% of the final project budget), and a follow-up plan, including how the implementation of recommendations will be tracked.

Evaluation units of all jointly implementing entities must commit to the tentative evaluation plan included in this section **prior to the finalization of the project document**. For all joint projects with a budget of USD 1 million or more, a DA-PMT review and approval of the updated detailed evaluation plan or evaluation TOR, including a detailed tentative methodology and evaluation budget, is required as part of the request for allocation of the evaluation budget in the final year of project implementation. For further guidance on the development of a detailed tentative evaluation plan, please refer to Section 2.2 of the [DA guidance note on terminal evaluation of joint projects](#).

For projects with a budget of less than USD 1 million, a detailed evaluation plan should be developed only if and after the projects are selected for evaluation. All projects, however, should collect data against the indicators of achievement using the means of verification identified in the results framework, throughout project implementation, in accordance with the monitoring plan presented in Section 5.1.

All projects selected for evaluation will be allocated an evaluation budget on top of the project budget (up to 4% of the final project budget) from the central DA funds in March of 2028, or later, when the required budget is confirmed by the implementing entity. Further guidance will be provided in the guidance note on the planning and conduct of terminal evaluation for the 17th tranche, which will be issued in Q1 of 2028.

Additional Details on Selection of Projects for Evaluation

In accordance with the DA evaluation framework and project evaluation guidelines, a terminal evaluation to be conducted by an external evaluator will be required for approximately half of the 17th tranche projects. Projects with a budget of USD 1 million or more will automatically be selected for evaluation, along with a selection of other 17th tranche projects, for a total of at least half of the number of projects in each lead entity. Other projects to be evaluated will be selected at midpoint (i.e., at the beginning of 2027) with a view to maximizing the utility of the evaluations in informing future work. Guidance on the selection of 17th tranche projects for evaluation, including criteria to be applied, will be provided in Q4 2026.

6. MANAGEMENT, PARTNERSHIP AND COORDINATION AGREEMENTS

The sub-sections below describe the concrete partnerships planned for the project. All projects are required to engage the Resident Coordinator Office (RCO) in each of their target countries, at a minimum informing them of the project/activities. Where relevant, projects targeting LDCs, LLDCs, SIDS and/or other African countries should consult OHRLLS and/or OSAA.

6.1 IMPLEMENTING ENTITY (LEAD), JOINTLY IMPLEMENTING ENTITIES, AND COLLABORATING ENTITIES

Please describe the roles and responsibilities of the lead implementing entity, any jointly implementing entities (for joint projects) and the collaborating entities in the project's implementation. All partners included in the Executive Summary (section 1) should also be included in this section. Please describe how the different actors will work together to achieve the project's outcomes described in the results framework in section 3.2, should there be different divisions within an implementing entity that will implement the project, then their respective roles and responsibilities should also be specified. Please note that the roles and responsibilities of the project's beneficiaries should not be included.

Governance Mechanisms Required for Joint Projects

All joint projects are required to include both the lead entity/entities as well as all jointly implementing entities in all stages of the project, i.e., in the design, implementation, monitoring and, if applicable, evaluation. There should be a clear distribution of duties between them. The specific roles of the lead

entity/entities as well as of the jointly implementing entities in each stage should be specified.

It is also mandatory for all joint projects to have a Project Steering Committee comprised of representatives from all jointly implementing entities, which should meet at regular intervals throughout the project’s lifecycle, at least once every 12 months. The Steering Committee should ideally also include the DA Focal Point(s) from the lead entity/entities. The role of the Project Steering Committee is to coordinate and ensure that the project efficiently and effectively achieves results by guiding the project and possibly reallocating funds. The Committee should be responsible for monitoring project-level performance to ensure that the implementation of outputs and the financial implementation are on track. The Committee should also serve to guide the project, facilitating resolution of any problems encountered by the project and initiating corrective actions or changes as necessary. This section should provide information on the membership and functioning of the Committee, as well as information on the frequency of its meetings.

6.2 ENGAGEMENT WITH RESIDENT COORDINATOR OFFICES AND UN COUNTRY TEAMS

Please use the table below to show what level(s) of collaboration have taken place or are planned to take place with the RCO in each target country. It is recommended that projects consult with RCO of each target country during the design phase (i.e., after the concept note has been shortlisted and before the project document has been submitted). RCO engagement in each target country will be required to be reported on in subsequent annual progress reports, so these should represent concrete plans. It should be based on interaction that has occurred or will occur in the context of this specific project, rather than outlining general organizational policies or practices. There are two main types of involvement that could be included below:

- **Informing** – Informing RCOs (and UN Country Teams (UNCTs) through them) of the DA project and national activities to be undertaken in their countries. This is the minimum requirement for all DA projects.
- **Support to the project** – examples of this could include RCO support to identifying and/or inviting meeting/workshop participants, identifying resource persons (including those within the UNCT) or national consultants, and disseminating project outputs. It could also include fine-tuning project modalities/activities to national contexts, identification of government counterparts, focal points and partners, identification of synergies with other projects/initiatives in the focus area, stakeholder engagement strategy, mobilization of supplementary resources, and sustainability measures.

In addition, other involvement may include the implementing entity’s membership in the UNCT and participation in the Common Country Analysis (CCA) and the UN Sustainable Development Cooperation Framework, and the project activities being part of the entity’s contribution to outputs and strategic priorities within the Cooperation Framework. Such involvement should also be briefly described under “brief description of RCO involvement”.

Target country	Brief description of planned RCO involvement
(add more rows as needed)	

7. BUDGET ANNEXES

The budget annexes contain additional budget details. Please attach other relevant information (e.g., detailed work plans, terms of reference, memoranda of understanding, and implementation agreements), as appropriate. Below is some general guidance on the main budget classes. **Joint projects should consult with finance colleagues when completing the budget annexes, and for all other projects, entities are encouraged to consult with their finance section to ensure budgets are developed in line with the latest guidance. For joint projects,** table 1.1 in annex 1 may be completed using either the regular template

provided in Word or in the separate Excel file which allows additional details broken down by entity.

1. **Other Staff costs – GTA (015):** *Other Staff costs – GTA (015): This budget class is for General Temporary Assistance used to respond to short- term, interim needs of the implementing entity in carrying out the project’s activities, through the use of temporary staff resources. GTA should not be used for the recruitment of consultants. The reasonable maximum for GTA has been increased from 5% to 10% for T17. This change largely reflects additional efforts required for implementing entities to engage with RCOs in all target countries throughout project planning and implementation; enhanced monitoring of progress in achieving the projects’ expected outcomes; and greater information sharing, coordination and collaboration with other DA and non-DA entities, as well as, in the case of joint projects, among the jointly implementing DA entities. It is also recognized that the use of GTA may be necessary to support the implementation and management of the project when the implementing entities’ in-house expertise is not funded under RB, or in the case of joint projects, involving a large number of implementing entities. GTA increase is aimed to enhance effectiveness and coherence of support delivered by the DA entities to the Member States.*
2. **Consultants (105):** *Consultants should be split into three groups: International consultants, regional consultants and national consultants. Use of national and possibly regional consultants is encouraged.*

International consultants are consultants which are nationals of countries outside of the region of the target country/ies where they will be working. For example, a Spanish national hired as a consultant to support target countries in the ECLAC region would be considered international. In addition, if a consultant will be working in multiple regions during the project, they are considered international, regardless of their nationality.

Regional consultants are consultants which are nationals of a country within the same region as the target country/ies in which they will be working. For example, a Peruvian national hired as a consultant to support target countries in the ECLAC region would be considered regional.

National consultants are consultants which are nationals of a target country and which will be working solely in that same country. For example, a Guatemalan national hired as a consultant to work solely in Guatemala would be considered national. If, however, the same consultant was instead supporting both Guatemala and another country in the same region, then they would then be considered regional.

For the purposes of this analysis, regions are defined according to the regions supported by the Regional Economic Commissions.

3. **Travel of Staff (115):** *This budget class is used exclusively for travel of UN system-wide staff, for all types of travel (participation in expert groups, workshops, providing advisory services). Staff travel costs should not be included under Grants and Contributions – Workshops/Study Tours (145). The number of staff travelling per activity should be limited especially if there are consultants travelling for the same activity.*
4. **Contractual Services (120):** *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, interpretation costs for Expert Group Meetings, translating or printing documents, etc. The use of local and regional institutions and/or NGOs is encouraged as it contributes to the strengthening of national capacities. This budget class should also be used for procurement contracts, and grants and subcontracts issued to implementing partners to carry out training activities.*
5. **General Operating Expenses (125):** *This budget class should be used for communications and postage costs which can be directly attributed to the project, as well as in-house or low-value printing of reports. For major undertakings related to printing services, use the contractual services budget class.*

Conference-related expenditures including venue rentals, conference service costs and communication costs associated with workshops/seminars/expert group meetings should also be included in this budget class.

6. Grants and Contributions – Workshops/ Study Tours (145): This budget class is for costs related to the travel/DSA of participants attending seminars, workshops and study tours as well as travel of experts and/or participants attending Expert Group Meetings. These also include resource persons not contracted, i.e., meeting participants in advisory roles, such as panelists at meetings/workshops/seminars.

ANNEX 1: BUDGET DETAILS AND EXPENDITURE PLAN

Please fill out the table below to provide an implementation work plan and a breakdown of costs, by budget class for each output. The breakdown reflected in Annex 1 should be consistent with the budget requirements reflected in the detailed justification by object code presented in Annex 2. **For joint projects**, table 1.1 may be completed using either the regular template provided below or in the separate Excel file which allows additional details broken down by entity. All other tables/annexes should be completed in Word in the sections below.

Table 1.1 – Breakdown of budget by output and outcome

Outcome	Output #	Budget class and Code <i>(Please use the budget classes as listed above in section 7.)</i>	Amount (USD)	
OC1	OP1.1	Other Staff Costs (GTA)	015 \$ X,XXX	
		Consultants	105 \$ X,XXX	
		Travel of Staff	115 \$ X,XXX	
		Contractual Services	120 \$ X,XXX	
		General Operating Expenses	125 \$ X,XXX	
		Grants and Contributions (Workshops/ Study Tours/EGMs)	145 \$ X,XXX	
	TOTAL (OP1.1)			\$ X,XXX
	OP1.2	Travel of Staff	115 \$ X,XXX	
		Contractual services	120 \$ X,XXX	
	TOTAL (OP1.2)			\$ X,XXX
TOTAL (OC1)			\$X,XXX	
OC 2	OP2.1	...	\$ X,XXX ...	

Table 1.2 – Planned annual budget expenditure and cumulative financial implementation rate

In order to be able to better track the project’s progress, estimates of expenditures to be committed per year should be provided. Please fill out the table below with the annual estimated budget figures by object class, which should derive from table 1.1 above. **For joint projects, please use the Excel version of this table.**

Budget Class	Y1	Y2	Y3	Y4	Total	%
Planned expenditures	\$ X,XXX	\$ X,XXX	\$ X,XXX	\$ X,XXX	\$ X,XXX	X,XX %
Percentage of the total budget (cumulative)						

ANNEX 2: BREAKDOWN OF EXPENSES BY ENTITY AND COST CENTERS

All projects must provide a breakdown of the project expenses in the table below, indicating the cost center and functional area. Once the project is approved and created in IPMR, please share the WBS with the DA Team to allow project allocations. Up to two cost centers can be used per entity. **If the project is joint**, then up to two cost centers and functional areas should be provided for **each** jointly implementing entity, with a budget breakdown for each entity to allow the allocations to be made to them. If the project will be using IPMR, please note that adding multiple rows in this table will result in a more complex IPMR structure. To avoid delays with allocations, please use updated guidance from the DA on how to structure the project in IPMR once it becomes available in Q4 2024. *Please note that the DA cannot allocate funds to non-UN Secretariat entities. Other means need to be found to give them funds.*

PROPOSED BUDGET									
Entity	Cost center	Functional area	Other Staff costs (15)	Consultants (105)	Travel of staff (115)	Contractual services (120)	General Operating Expenses (125)	Grants (145)	Total Budget
TOTAL									

ANNEX 3: DETAILED JUSTIFICATION BY CODE

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

1. Other staff costs - GTA (015) \$____(Total)

Temporary assistance to perform the tasks of _____, in support of outputs:
 OP#.# (no. of work months) x (\$ _____per work month) = \$ _____.

2. Consultants (105): \$____(Total)

(A separate breakdown by national/regional consultants and international consultants should be provided)

(a) International consultants

Total cost of international consultants: \$____

Total number of work months for international consultants: _____

[Total # of] International consultants for the task(s) of _____, in support of outputs: OP#.# (no. of work-months), OP#.#(no. of work-months) and OP#.#. (no. of work months) x (\$ _____per month) = \$ _____.

(b) Regional consultants

Total cost of regional consultants: \$____

Total number of work months for regional consultants: _____

[Total # of] regional consultants for the task(s) of _____, in support of outputs: OP#.# (no. of work months), OP#.# (no. of work months), and OP#.# (no. of work months) x (\$ _____ per month) = \$ _____.

(c) National consultants

Total cost of national consultants: \$____

Total number of work months for national consultants: _____

_[Total # of]__ National consultants for task(s) of____, in support of outputs OP#.# (no. of work-months), OP#.# (no. of work-months) and OP#.#. (no. of work months) x (\$per month) = \$_____.

(d) Consultant travel

(Total # of missions) by consultants for the purpose of_____ (if possible indicate countries), in support of outputs OP#.# (# of missions), OP#.# (# of missions), OP#.# (#. of missions), and OP#.# (# of missions). (\$ _____ average mission cost) x (total no. of missions) = \$_____.

3. Travel of Staff (115): \$_____ (Total)

(a) UN Staff from the lead entity/entities

(No. of missions) by UN staff for the purpose of (_____) (if possible indicate countries), in support of outputs OP#.# (no. of missions), OP#.# (no. of missions), OP#.# (no. of missions), and OP#.# (no. of missions).

(\$_____ average mission cost) x (total no. of missions) = \$_____.

(b) Staff from other UN DA implementing entities and collaborating entities within the UN Secretariat and System partnering on the project

(No. of missions) by other UN staff for the purpose of (_____) (if possible indicate countries), in support of outputs OP#.# (no. of missions), OP#.# (no. of missions), OP#.# (no. of missions) and OP#.# (no. of missions).

(\$_____ average mission cost) x (total no. of missions) = \$_____.

4. Contractual services (120): \$_____ (Total)

A provision of \$_____ is required for_____ services in support of outputs OP#.# : description of services, duration and cost of each contract and if possible recipient country.

5. General operating expenses (125): \$_____ (Total)

(a) Communications

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

(b) Other general operating expenses

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

(Conference related costs, including venue rental for trainings/workshops/EGMs should be in this budget class)

6. Grants and Contributions (145): \$_____ (Total)

(a) Workshops, seminars & Expert Group Meetings*

Seminar / Workshop on (title of seminar) in country_____, in support of OP#.#. Duration of workshop: _____ days; (\$_____ per participant) x (no. of participants) x (no. of workshops) (ideally the number of participants should be a multiple of the number of target countries)

Please include information regarding the length of each workshop/seminars/Expert Group Meetings in number of days.

(b) Study Tours*

Study tours for the purpose of (_____) in country_____, in support of OP#.#. Study tour duration: _____ days; (\$_____ per study tour) x (no. of participants) x (no of study tours) = \$_____. (Ideally the number of participants should be a multiple of the number of target countries)

***Please note that this budget class can NOT cover costs associated with conference services (interpretation, venue rental etc.). It is only for participant travel cost.**