

GUIDELINES FOR THE PREPARATION OF PROJECT DOCUMENTS FOR THE 11TH TRANCHE OF THE DEVELOPMENT ACCOUNT

These guidelines have been updated for the residual balance omitting some references to the regular tranche and budget process/time lines.
It also includes a table on annual implementation rates that will be essential for reporting the progress of the projects (see annex 1 for details).

Updated in June 2018

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INTRODUCTION

These guidelines are not intended to provide comprehensive instructions for developing a project, but rather aim at supporting the expansion of the concept notes submitted to the General Assembly into full-fledged project documents, drawing on lessons learned from past Development Account (DA) programming experiences (the concept notes as submitted to the GA are available on the [DA website](#)).

The theme for the 11th tranche projects is: “Supporting Member States in strengthening evidence-based policy coherence, integration and participatory implementation of the 2030 Agenda at all levels”. Given that the funds will be made available for a period of 2 biennia only (January 2018 - December 2021), project managers are encouraged to begin developing the draft project documents as soon as possible. It is recommended that projects be planned with an implementation period of Q3/2018 – Q2/2021 for residual balance projects. 6 months should be foreseen to properly close the projects and prepare the external evaluation and final report (July 2021 - December 2021). Given the constraints with UMOJA, the final evaluations should be concluded latest by end of 2021.

In order to expedite the review process and allotment of funds, entities are required to have project documents undergo a thorough internal quality assurance process prior the submission to the DA team. Following submission to the DA Team by the DA Focal Point, the project document will be reviewed to ensure adherence with these guidelines. It is expected that the DA Team will send one to two rounds of comments to DA Focal Points for each project document, prior to presenting it to the DA Quality Assurance Group (DA QAG). Following clearance of the project documents by the DA QAG, DESA Capacity Development Office (CDO) will issue the allotment.

Once implementation has begun, annual progress reports are to be submitted to the DA team by 31st January of every year, starting in 2019. All activities must be concluded and external evaluation completed by December 2021. So as to allow implementing entities time to review the external evaluations and complete the final reports after the termination of the project, these final documents will be due latest by end of February 2022.

TIMELINE FOR 11th TRANCHE ACTIVITIES

ACTIVITIES	TIMELINE
Submission of annual progress reports (PR)	PR1: 31 January 2019 PR2: 31 January 2020 PR3: 31 January 2021
Operational and financial closing of project	Projects should complete their activities by June 2021 and have all financial transactions completed by December 2021
External evaluation	July – December 2021 Please note that evaluators should be contracted before the end of the Q3 2021, and evaluations must be concluded by the end of December 2021.
Final report and external evaluation report submission	End of February 2022 Final reports and external evaluations can be submitted to the DA Team until end of February 2022 to ensure quality control and inclusion of final financial figures.

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

The following section provides an annotated template for the project document including guidance on how to complete each section (a template is available on the [DA website](#)). While ensuring that the document captures all the requested information, please be as concise as possible, aiming at a **maximum document length of 25 pages**.

1 EXECUTIVE SUMMARY

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

Project Code and Title :	1819 __ <i>Copy-Paste title from the concept note</i>
Start date:	
End date:	<i>Latest by June 2021</i>
Budget:	\$ _____
UMOJA cost centre(s):	
UMOJA functional area(s):	
Target countries:	<i>Please list target countries. Where not available state how many countries will be selected in and which regions.</i>
Executing Entity/Entities:	<i>For joint projects, please list all executing entities in this box.</i>
Co-operating Entities within the UN Secretariat and System:	

<p>Brief description:</p> <p><i>This section should not exceed half a page and is expected to cover key project information, including: main elements of the project’s strategy, the underlying context and the problem that it attempts to address, the key stakeholders and the set of capacities that will be strengthened through the project, the main entities involved in project implementation and the expected outcomes/ results of the project.</i></p>

2 BACKGROUND

2.1 Context

This section should establish the context of the project and provide a brief background. If issues are raised in other parts of the document, they don't need to be included here.

2.2 Mandates, comparative advantage and link to the Programme Budget

Please:

- **List** the relevant expected accomplishment(s) and subprograms of the log frame of your entity and UN Secretariat partners as per 2018-2019 proposed programme budget (*there is **no need to provide an explanation**, use the information provided in the concept note and simply state the expected accomplishment*).
- **State** the implementing entities' mandates in the area of the project.
- **Elaborate on** the implementing entities' comparative advantage in this area vis-à-vis other development partners.

2.3 Country demand and target countries

This section should highlight the rationale for country selection based on a demand-driven approach. A valid rationale must clearly spell out both the state of affairs and the country's interest to address an issue rather than point out the intergovernmental mandate for the UN to do work in a specific area.

Please address the following questions:

- **List the focus countries.** Lessons learned from past evaluations suggest focusing on fewer countries to allow for more focused support and deeper impact. It is thus recommended that this number be kept between 4-6 countries.
- What **criteria and methodology** has been and/or will be used to select the target countries? (Potential for country level impact should be a key criterion. Where projects plan to work in multiple regions please provide an explanation of the benefits of the inter-regional approach.)
- Have the target countries clearly stated interest in and/or a **demand** for the project? *Please elaborate on explicit request for assistance received from countries.*

2.4 Link to the SDGs

Please copy and paste from the concept note the list of **key** SDGs (both goals and targets) that the

project supports, or review the list if necessary. *(There is no need to provide an explanation)*

This section will be useful to evaluate how the DA has contributed to the different SDG goals, targets and indicators.

3 ANALYSIS

3.1 Situation analysis

The section should elaborate on the information provided in the concept note and map out the principle problem and the underlying issues that the project attempts to address. This section should not be described from the UN's perspective (e.g. mandates dictated by intergovernmental processes), but should analyze the problems from a target country perspective.

Please address the following questions:

- What is the **main problem** in the target countries that the project seeks to address?
- What are the **underlying issues** contributing to this problem? What are the hierarchical relationships and inter-dependencies between them?
- Are there groups of people such as women, youth, persons with disabilities, older people, refugees, migrants, the poor, etc 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 are differently affected. **Use the strategy section to elaborate on how their concerns can and will be addressed.**

While the implementation of the project may be based on a country, sub-regional, regional, inter-regional or global approach, the problem analysis should refer to the challenges faced at **country level**. The problem identified in this section should not consist of a very broad issue, such as poverty, nor should it consist of a description of a mandate or a given inter-governmental process. In many cases it may not be feasible for one project to address all the underlying issues identified, please be specific about which underlying issues the project is targeting. In this connection, please also keep the duration and resources available to the project in mind.

3.2 Country level situation analysis

Once the key issues have been presented in section 3.1, this section should analyze the issues country by country. This section should give a clearer picture of the status of affairs in each target country and

the realistic outcome sought. If more than 6 target countries are identified, select 1-2 sample countries to illustrate the current status of affairs and expected country level outcomes. If target countries have yet to be selected, please provide a generic description.

Table 1 – Country analysis

Country	Status of affairs	Realistic outcomes
Country Name	<p>How does the problem identified in 3.1 play out in the selected country?</p> <p>What progress has already been made or what steps have been taken to address the issues?</p> <p>What are the principle assets the country has in addressing the issue?</p> <p>What are the principle gaps to be addressed?</p>	<p>What will this project be able to achieve in country within the timeframe available?</p> <p>What tangible outcomes are foreseen?</p> <p>What is the real expected change for the better between the status of affairs before the project and after?</p>
Country Name

3.3 Stakeholder analysis and capacity assessment

This section should identify all non-UN stakeholders¹ of the project, including those who are affected by the problem(s) outlined in the previous sections (3.1 and 3.2). In developing this section, implementing entities should fill in the following table for each relevant stakeholder. Please list each individual stakeholder or group of stakeholders in a separate row and fill out the corresponding columns.

¹ The role of UN implementing partners will be addressed in section 6.

Table 2 – Stakeholder Analysis

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

4 PROJECT STRATEGY: OBJECTIVE, EXPECTED ACCOMPLISHMENTS, INDICATORS, MAIN ACTIVITIES

4.1 Project Strategy

This section should be conceived as the project’s **logical framework in narrative form**. It should provide a description of the strategy that will be adopted to drive the implementation of the project and explain how the project’s objective links to the expected accomplishments and the main activities. The chronological sequencing of activities should also be clarified in this section.

In this section, please also consider how the project will contribute to **“leaving no one behind”**. Briefly elaborate on the approaches and mechanisms that the project will employ to promote social inclusion and equality, including between genders. Depending on the project, these may include policy aspects, data and monitoring mechanisms, supportive institutional arrangements, financing, etc.

4.2 Logical Framework

In filling in the table below, please be sure to maintain consistency with the information reported in the rest of the document (e.g. annexes).

Table 3 – Logical Framework

<u>Intervention logic</u>	<u>Indicators</u>	<u>Means of verification</u>
Objective <i>Copy-Paste from the concept note</i>		
Expected accomplishment - EA1 <i>Copy-Paste from the concept note</i>	IA 1.1 <i>While the indicators were defined at concept note stage; they should be reviewed and, where possible, strengthened in the project document.</i> <i>Please ensure all indicators include clear targets (e.g. X out of Y countries... OR XX% of participants confirm...). See Figure 1 for further information regarding indicators.</i>	<i>Please answer the following:</i> <ul style="list-style-type: none"> • <i>What sources of information will be used to inform the indicator?</i> • <i>How will the data be collected?</i>
	IA 1.2
	IA 1.3
Main activity A1.1 Activities, as developed in the concept note, should be reviewed and can be modified based on the analysis in section 3. Please ensure that the activities listed are sufficient to plausibly achieve the Expected Accomplishments proposed. It is not sufficient to cut and paste the same activity descriptions from the concept note. Each activity should be further elaborated upon and provide additional details and information (at least one paragraph per activity) and clearly state what it concretely will entail, who will implement it, what the outcomes will be, and how it connects to other planned activities. See Figure 2 for more details and guidance in developing project activities.		
A1.2 ...		
EA 2 ...	IA 2.1
	IA 2.2
	IA 2.3
A 2.1 ...		
A 2.2 ...		

Figure 1. Formulating effective indicators

- In the context of DA projects, indicators should provide a measure of the degree of **attainment of the expected accomplishments** and *not* a measure of the completion of the project's activities. This requires a clear distinction between means and goals. Indicators of achievement assess whether the project is meeting its goal after mobilizing the means (activities).
- As many DA projects are about policy change, indicators that clearly illustrate a move in that direction are recommended. A good way to draft indicators might be to define the specific steps that countries will take to achieve the expected policy change (i.e. action plans endorsed, roadmaps drafted, draft legislation prepared, project developed tools used by countries for analytical reports/policy change, etc.).
- Indicators utilizing general terms such as "initiatives", "concepts" or "measures" should be avoided. Indicators should instead use **specific** terminology related to what the project seeks to change (e.g. a regional agreement on...; a draft policy on... etc.). Where the use of such terms is unavoidable, it is recommended that a defining foot note be provided.
- Indicators should be **specific, measurable, attainable, relevant and time bound (SMART)**.
- Entities are expected to include **benchmarks** for all indicators and ensure that there is a baseline for measurement or assessment of change quantitatively and/or qualitatively, e.g. "X out of Y countries...."
- While **qualitative indicators** are useful, **quantifiable indicators** are preferred as they are more objectively verifiable and can be aggregated.
- It is important to be realistic about the **ways in which data will be collected** to inform indicators. Available, feasible and realistic sources of verification should, therefore, be carefully considered while developing the indicators. There is, for instance, no point in developing sophisticated measures for which the process of data gathering would turn out to be excessively costly.
- Project drafters are strongly encouraged to liaise with their M&E colleagues to define **realistic, strong and measurable project** indicators of achievement these are usable during the external evaluation at the end of the project.
- Some examples of strong indicators include:
 - *Five National Action Plans (one per target country) for sustainable energy developed and submitted to the respective Governments*
 - *A multi-stakeholder platform for guiding implementation of the national sustainable development strategy has been established in four out of five project target countries*
 - *Five out of six target countries established national data collection systems on sustainable energy in compliance with the United Nations Fundamental Principles of Official Statistics*
 - *3 out of 4 project countries develop a measurement instrument to monitoring and follow up their digital economy policies*
 - *Each of the selected target cities has endorsed a new participatory urban crime prevention and safety policy*
 - *At least 6 out of the 8 target cities adopt and implement the City Prosperity Initiative as the local monitoring framework for SDGs urban indicators by 2019*

Figure 2. Formulating effective activities

The **main activities** are the specific set of actions and means that will be undertaken to achieve the expected accomplishments. These should focus on achieving high value addition and tangible change with a **strong focus on the national level**. It will be useful to consider interventions at different levels (skills, institutions, enabling environment) for increased and sustainable impact. Examples of activities across capacity development efforts include: conducting workshops; developing toolkits; establishment of networks and provision of advisory services.

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

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

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

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

4.3 Risks and mitigation actions

Please provide an analysis of the possible risks that may affect the success of the project and the actions that may be taken to mitigate these risks. The list should focus on **factors beyond the control** of the project management.

Table 4 – Risks and mitigation actions

<p>Risks <i>What conditions may hinder the achievement of the project objectives and expected accomplishments?</i></p> <p><i>Each risk or set of risks should be listed on a separate row. The list should include factors beyond the control of the project management (e.g. Political instability)</i></p>	<p>Mitigating Actions <i>What will be done to mitigate these risks?</i></p>
<p>R1.</p>	<p>M1.</p>
<p>R2.</p>	<p>M2.</p>
<p>...</p>	<p>...</p>

4.4 Sustainability

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

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

- Has the issue of sustainability been built into the project design?
- What steps will be taken to sustain the project's achievements beyond the completion of the project?
- How does the project design promote national ownership?
- Has the potential for scaling up after the completion of the project been explored (eg. leveraging of additional funding)?

5 MONITORING AND EVALUATION

In this section please outline the project's monitoring and evaluation plans, including a description of the role of the central evaluation function within the project executing entity (should there be one). This section should not repeat the indicators listed in earlier sections of the project document. If possible please provide information regarding when monitoring will occur and make sure to take note of the deadlines for the submission of progress reports, final reports and external evaluations to the DA team (See timeline for 11th tranche activities on [page 2](#)).

Please note that at least 2% of the project's budget should be allocated to conducting an external evaluation of the project. It is also recommended that the external evaluator be invited to attend a final workshop (or similar) so as to observe activity implementation and to maximize the number of stakeholders he/she is able to meet.

- Entities are required to submit reports to the DA as follows:
 - By **31 January 2019**: 1st Annual Progress Report
 - By **31 January 2020**: 2nd Annual Progress Report
 - By **31 January 2021**: 3rd Annual Progress Report
 - By **end of February 2022**: Final Report and External Evaluation Report
- Please note that (final) evaluators should be contracted before the end of the Q3 2021, and evaluations must be concluded by the end of December 2021.

6 MANAGEMENT, PARTNERSHIP AND COORDINATION AGREEMENTS

A detailed list of UN partner entities and international implementation partners should be provided in this section. Please note that project beneficiaries are not considered implementation partners and should therefore not be mentioned in this section. This section should also provide a description of **who is responsible for what** and **how the different actors will work together** to achieve the project's objective and intended impact.

The project document needs to be shared with the other UN Secretariat implementing partners and agreements reached on the roles and responsibilities of each party involved, prior to submitting the project document to the DA Team for review. Please also include budget provisions for UN partner organizations in Annex 2: Detailed justification by code as relevant.

Should there be different divisions within an entity that will execute the project, then this section should also elaborate on their respective roles.

Existing coordination mechanisms in the context of the Resident Coordinator system and the UN Country Teams should be specified as well as the projects possible fit with the United Nations Development Assistance Frameworks (UNDAF).

7 ANNEXES

The annexes should contain additional information regarding the work plan and budget. Please attach other useful and relevant information (e.g. detailed work plans, terms of reference, memoranda of understanding, and implementation agreements) as appropriate.

Below are some general comments on the main budget classes. Entities are encouraged to consult with their finance section to ensure budgets correspond to the latest UMOJA guidance.

1. **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 staff resources. Staff charged to GTA are usually located with the implementing entity’s HQ office, but may occasionally be assigned to a regional center of the entity. GTA should not be used for the recruitment of consultants, national project staff or UNVs. As the Development Account does not fund posts, the GTA share of the project budget should be reasonable i.e. max 5%.
2. **Consultants and Experts (105):** Consultants should be split into two groups: International consultants, and national/regional consultants. The share of the project budget allocated to international consultancies should be limited. Resource persons in advisory roles, such as panelists at meetings, workshops, seminars, should not be budgeted here but under ‘Grants and Contributions’.
Expert group meeting participants must be listed in this budget class.
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 workshops.
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, 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.
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.
UPDATE: Venue rentals associated with workshops/trainings/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 **only**.
 - **UPDATE: Resource persons not contracted, i.e. meeting participants in advisory roles, such as panelists at meetings/workshops/seminars should also be charged from this budget class.**
 - **Grants and subcontracts issued to implementing partners to carry out training activities should NOT be charged here but to contractual services.**
 - **Any conference related expenditures including venue rental should generally be charged to general operating expenses.**

ANNEX 1: RESULT-BASED WORK PLAN AND BUDGET DETAILS

Please fill out the table below to provide an activity implementation work plan and a breakdown of costs, by budget class for each activity. 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. Please include the external evaluation costs in the table below.

Table 1.1 – Results based work plan and budget

EA	Activity #	Timeframe by activity		Budget class and Code		Amount (USD)
		Year (Y1, Y2, Y3, Y4)	Quarter (Q1, Q2, Q3, Q4)	<i>(Please use the budget classes listed in the table above.)</i>		
EA1	A1.1	<i>(Please list all years and respective quarters in which the activity will take place)</i>	Q1, Q4	Other Staff Costs (GTA)	015	\$ X,XXX
				Consultants and Experts	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)	145	\$X,XXX
	A1.2	Travel of Staff	115	\$ X,XXX
				Contractual services	120	\$ X,XXX
EA 2	A2.1		\$ X,XXX ...
External Evaluation				Consultants	105	\$ X,XXX

Table 1.2 – Annual budget and implementation rate

Given the criticism that Member States have on implementation rates, one way to address it is to report on annual progress. Therefore, please fill the table below with estimated annual budget figures, which should derive from table 1.1 above.

Year	Budget	Cumulative financial implementation rate
2018	85,000	14%
2019	135,000	37%
2020	195,000	69%
2021	185,000	100%
Total	600,000	

ANNEX 2: DETAILED JUSTIFICATION BY CODE

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

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

Temporary assistance to perform the tasks of _____, in support of activities:

A#.#(no. of work months) x (\$_____per work month) = \$_____.

A#.#. (no. of work months) x (\$_____per work month) = \$_____.

A#.#. etc...

2. **Consultants and Experts (105): \$ _____ (Total)**

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

(a) *International consultants*

International consultants for the task(s) of _____, in support of activities: A#.# (no. of work-months), A#.#(no. of work-months) and A#.#. (no. of work months) x (\$_____per month) = \$_____.

In support of the evaluation of the project: (no. of work months) x (\$_____per work month) = \$_____.

(b) *National / Regional consultants*

National consultants for task(s) of _____, in support of activities A#.# (no. of work-months), A#.# (no. of work-months) and A#.#. (no. of work months) x (\$_____ per month) = \$_____.

(c) *Consultant travel*

(No. of missions) by consultants for the purpose of _____ (if possible indicate countries), in support of activities A#.# (no. of missions), A#.# (no. of missions), A#.# (no. of missions), and A#.# (no. of missions). (\$_____average mission cost) x (total no. of missions) = \$_____.

(d) *Expert Group Meetings*

A provision of \$_____ is required for _____ (no. of meetings) expert group meetings:

In support of activity A#.#: _____ (title of meeting), _____ (possible country of venue), _____ (duration), _____ (number of participants-if applicable), _____number of experts= \$_____ (EGM budget).

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

(a) *UN Staff from the implementing entity*

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

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

(b) *Staff from other UN entities collaborating in project*

(No. of missions) by other UN staff for the purpose of(_____) (if possible indicate countries), in

support of activities A#.# (no. of missions), A#.# (no. of missions), A#.# (no. of missions) and A#.# (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 activities A#.# : 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 A#.#, A#.#, and A#.#. = \$_____.

(b) *Other general operating expenses*

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

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

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

(a) *Workshops & seminars**

Seminar / Workshop on (title of seminar) in country _____, in support of A#.#. 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 in number of days.

(b) *Study Tours**

Study tours for the purpose of (_____) in country _____, in support of A#.#. 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.**