



Title	Project Document Template
Document Language	English (original), French - Spanish
Responsible Unit	Bureau for Development Policy/Capacity Development Group
Approver	Terence D. Jones (BDP/CDG)
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Contributors	BDP/CDG, BOM/CBS, OLPS, BRSP
Subject (Taxonomy)	Programming for Results, Project Management
Date approved	January 2008
Audience	All country offices. Primarily intended for staff involved in programming/project formulation.
Applicability	This project document format is applicable to all UNDP-funded projects.
Replaces	Project Document: Required Format and Contents (8 Dec. 2006 version). The purpose of this update is to simplify the previous template and clarify specific requirements related to monitoring, risks management and management arrangements.
Is part of	UNDP User Guide - Project Management section
Conforms to	Harmonized programming procedures and ATLAS
Related documents	UNDG AWP guidelines Project Document - Deliverable Description UNDP User Guide - Defining a Project
Document Location	Management Practice Document Repository - Project Management - Defining - Deliverables

Please download the Deliverable Description mentioned above for additional instructions and guidance on how to use this template.

This template includes two separate formats:

- [Project Document Format for projects within a CPAP](#)
- [Project Document Format for non-CPAP Countries or Projects outside a CPAP](#) (also applicable to Global and Regional Projects)

Project Document Format for projects within a CPAP

Sample Cover Page (as per UNDG requirements)

United Nations Development Programme

Country: _____

Project Document

Project Title

UNDAF Outcome(s):

Expected CP Outcome(s):

(Those linked to the project and extracted from the CPAP)

Expected Output(s):

(Those that will result from the project and extracted from the CPAP)

Implementing Partner:

Responsible Parties:

Brief Description

For projects within a CPAP, the narrative section is limited to this box as it is assumed that more detailed information shall be found in the approved CPAP. However, additional sections can be inserted as required within the template.

Programme Period:	_____
Key Result Area (Strategic Plan):	_____
Atlas Award ID:	_____
Start date:	_____
End Date	_____
PAC Meeting Date	_____
Management Arrangements	_____

YYYY AWP budget:	_____
Total resources required	_____
Total allocated resources:	_____
• Regular	_____
• Other:	_____
○ Donor	_____
○ Donor	_____
○ Donor	_____
○ Government	_____
Unfunded budget:	_____
In-kind Contributions	_____

Agreed by (Implementing Partner): _____

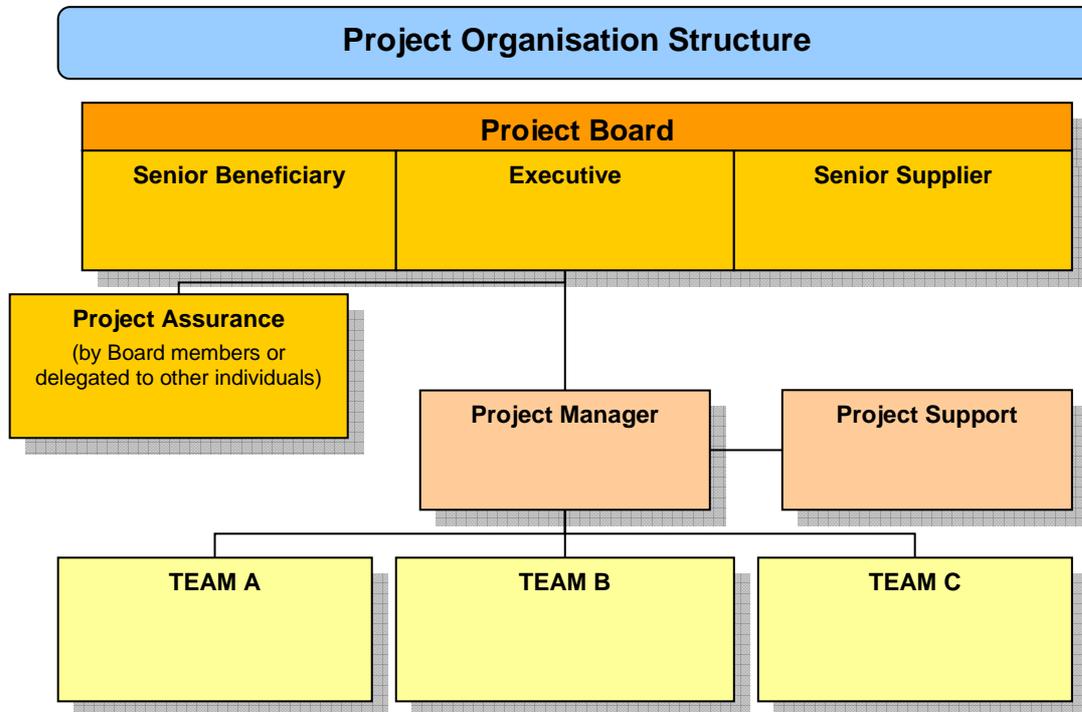
Agreed by UNDP: _____

II. MANAGEMENT ARRANGEMENTS

Explain the roles and responsibilities of the parties involved in managing the project.

Please refer to the [Project Document - Deliverable Description](#) to complete this component of the template.

Use the diagram below for the composition of the Project Board.



Suggested sub-headings in this component may include:

- results of capacity assessment of implementing partner
- UNDP Support Services (if any)
- collaborative arrangements with related projects (if any)
- prior obligations and prerequisites
- a brief description/summary of the inputs to be provided by all partners
- audit arrangements
- agreement on intellectual property rights and use of logo on the project's deliverables

III. MONITORING FRAMEWORK AND EVALUATION

Please refer to the [Project Document - Deliverable Description](#) to complete this component of the template.

Suggested text to be adapted to project context

In accordance with the programming policies and procedures outlined in the UNDP User Guide, the project will be monitored through the following:

Within the annual cycle

- On a quarterly basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management table below.
- An Issue Log shall be activated in Atlas and updated by the Project Manager to facilitate tracking and resolution of potential problems or requests for change.
- Based on the initial risk analysis submitted (see annex 1), a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.
- Based on the above information recorded in Atlas, a Project Progress Reports (PPR) shall be submitted by the Project Manager to the Project Board through Project Assurance, using the standard report format available in the Executive Snapshot.
- a project Lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project
- a Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events

Annually

- **Annual Review Report.** An Annual Review Report shall be prepared by the Project Manager and shared with the Project Board and the Outcome Board. As minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the QPR covering the whole year with updated information for each above element of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level.
- **Annual Project Review.** Based on the above report, an annual project review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will be a final assessment. This review is driven by the Project Board and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.

In case a project evaluation is required, please indicate the justification and proposed timing for the evaluation. A project evaluation is required only when mandated by partnership protocols such as GEF. However, a project evaluation may be required due to the complexity or innovative aspects of the project.

Quality Management for Project Activity Results

Replicate the table for each activity result of the AWP to provide information on monitoring actions based on quality criteria. To be completed during the process “Defining a Project” if the information is available. This table shall be further refined during the process “Initiating a Project”.

OUTPUT 1:		
Activity Result 1 (Atlas Activity ID)	<i>Short title to be used for Atlas Activity ID</i>	Start Date: End Date:
Purpose	<i>What is the purpose of the activity?</i>	
Description	<i>Planned actions to produce the activity result.</i>	
Quality Criteria <i>how/with what indicators the quality of the activity result will be measured?</i>	Quality Method <i>Means of verification. What method will be used to determine if quality criteria has been met?</i>	Date of Assessment <i>When will the assessment of quality be performed?</i>

IV. LEGAL CONTEXT

If the country has signed the [Standard Basic Assistance Agreement \(SBAA\)](#), the following standard text must be quoted:

This document together with the CPAP signed by the Government and UNDP which is incorporated by reference constitute together a Project Document as referred to in the SBAA [or other appropriate governing agreement] and all CPAP provisions apply to this document.

Consistent with the Article III of the Standard Basic Assistance Agreement, the responsibility for the safety and security of the implementing partner and its personnel and property, and of UNDP’s property in the implementing partner’s custody, rests with the implementing partner.

The implementing partner shall:

- a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
- b) assume all risks and liabilities related to the implementing partner’s security, and the full implementation of the security plan.

UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement.

The implementing partner agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document”.

If the country has not signed the SBAA, the following standard text must be quoted:

This document together with the CPAP signed by the Government and UNDP which is incorporated by reference constitute together the instrument envisaged in the [Supplemental Provisions](#) to the Project Document, attached hereto.

Consistent with the above Supplemental Provisions, the responsibility for the safety and security of the implementing partner and its personnel and property, and of UNDP's property in the implementing partner's custody, rests with the implementing partner.

The implementing partner shall:

- a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
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UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement.

The implementing partner agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

ANNEXES

Risk Analysis: An assessment of risks that may affect the project should be conducted during the formulation. Please refer to the section "[Defining a Project](#)".

Use the standard [Risk Log template](#)

Please refer to the [Deliverable Description of the Risk Log](#) for instructions

Agreements: Any additional agreements, such as cost sharing agreements, project cooperation agreements signed with NGOs¹ (where the NGO is designated as the "executing entity") should be attached.

Terms of Reference: TOR for key project personnel should be developed and attached

Capacity Assessment: Results of capacity assessments of Implementing Partner (including HACT Micro Assessment)

¹ For GEF projects, the agreement with any NGO pre-selected to be the main contractor should include the rationale for having pre-selected that NGO.

Project Document Format for non-CPAP Countries or Projects outside a CPAP

United Nations Development Programme

Country: _____

Project Document

Project Title

UNDAF Outcome(s):

Expected CP Outcome(s):

(Those linked to the project and extracted from the CP)

Expected Output(s):

(Those that will result from the project)

Executing Entity:

Implementing Agencies:

Brief Description

Programme Period: _____
Key Result Area (Strategic Plan) _____
Atlas Award ID: _____
Start date: _____
End Date _____
PAC Meeting Date _____
Management Arrangements _____

Total resources required _____
Total allocated resources: _____
• Regular _____
• Other: _____
 ○ Donor _____
 ○ Donor _____
 ○ Donor _____
 ○ Government _____
Unfunded budget: _____
In-kind Contributions _____

Agreed by (Government) _____

Agreed by (Executing Entity): _____

Agreed by (UNDP): _____

I. SITUATION ANALYSIS

(minimum one paragraph, suggested maximum one page)

To the greatest extent possible, link to the Country Programme Document (CPD), CCA and UNDAF situation analysis. State the problem to be addressed usually in terms of needs for capacity development, and provide a reference to the relevant outcome in the country programme. References to the HDR and MDGs may also be included. Explain the institutional and legal framework. and the intended beneficiaries. Provide a reference (and hypertext links) to the findings of relevant reviews or evaluations.

II. STRATEGY

(minimum one paragraph, suggested maximum one page)

Link to the CP and UNDAF to the greatest extent possible, which should outline the national strategy, including the national commitment to achieving the outcome and the UN comparative advantage in supporting the strategy. This section should detail how the project outputs will contribute to the achievement of the outcome. Explain in particular how UNDP will support policy development and strengthen national capacities and partnerships to ensure lasting results. In addition, for projects co-financed with other partners, the rationale for donor assistance and how they support the outcome should be described.

III. RESULTS AND RESOURCES FRAMEWORK

Intended Outcome as stated in the Country Programme Results and Resource Framework:

Assign a number to each outcome in the country programme (1, 2,...).

Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:

Applicable Key Result Area (from 2008-11 Strategic Plan):

Partnership Strategy

Project title and ID (ATLAS Award ID):

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
<p><i>Specify each output that is planned to help achieve the outcome. For each output, include a baseline with associated indicators and targets to facilitate monitoring of change over time. Each output shall ultimately become a Project ID in Atlas.</i></p> <p>Output 1 Baseline: Indicators:</p>	<p><i>Use this column for more complex projects where an output takes more than one year to produce.</i></p> <p>Targets (year 1) - - Targets (year 2) - -</p>	<p><i>List activity results and associated actions needed to produce each output or annual output targets. Each activity result shall ultimately become an Activity ID in Atlas.</i></p> <p>1 Activity Result ▪ Action ▪ Action</p> <p>2 Activity Result ▪ Action ▪ Action</p>	<p><i>Specify parties that have been engaged by the executing entity to carry out these activities</i></p>	<p><i>Specify the nature and total costs of the UNDP inputs needed to produce each output.</i></p>
<p>Output 2 Baseline: Indicators:</p>	<p>Targets (year 1) - - Targets (year 2) - -</p>	<p>1 Activity Result ▪ Action ▪ Action</p> <p>2 Activity Result ▪ Action ▪ Action</p>		

IV. ANNUAL WORK PLAN

Year:

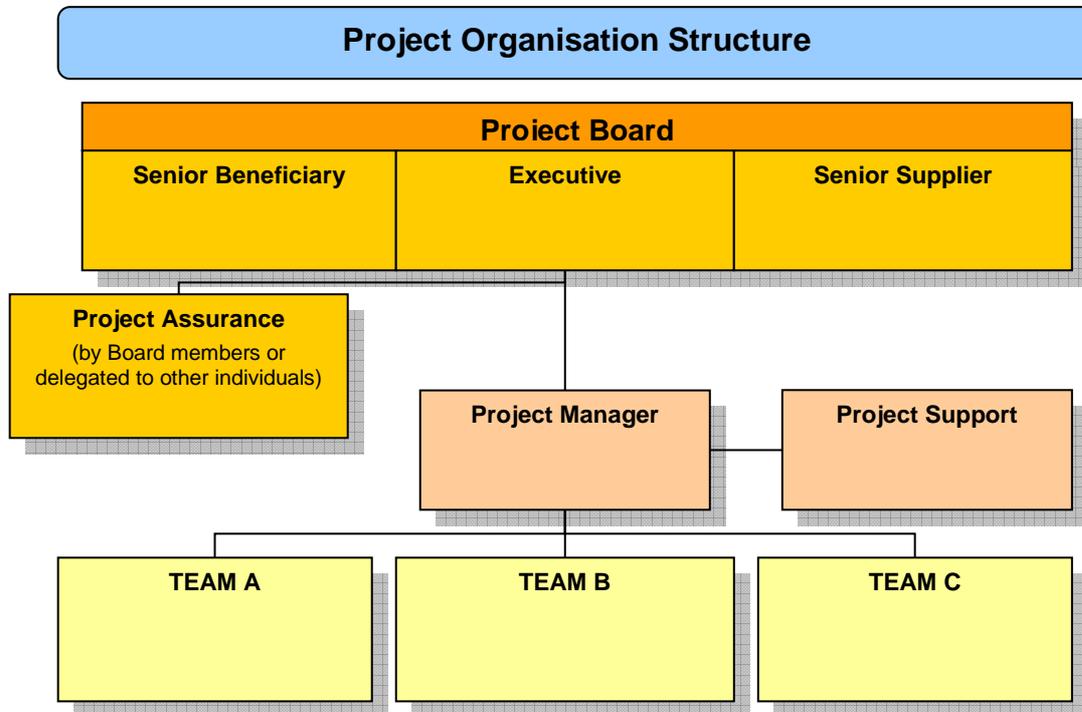
EXPECTED OUTPUTS <i>And baseline, indicators including annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount
Output 1 <i>Baseline:</i> <i>Indicators:</i> <i>Targets:</i> <i>Related CP outcome:</i>	1. Activity Result -Activity action -Activity action								
	2. Activity Result -Activity action -Activity action								
	3. Activity Result - Activity action - Activity action								
	4. Activity Result -Activity action -Activity action								
Output 2 <i>Baseline:</i> <i>Indicators:</i> <i>Targets:</i> <i>Related CP outcome:</i>	1. Activity Result -Activity action -Activity action								
	2. Activity Result -Activity action -Activity action								
Output 3 <i>Baseline:</i> <i>Indicators:</i> <i>Targets:</i> <i>Related CP outcome:</i>									
TOTAL									

V. MANAGEMENT ARRANGEMENTS

Explain the roles and responsibilities of the parties involved in managing the project.

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Use the diagram below for the composition of the Board.



Suggested sub-headings in this component may include:

- results of capacity assessment of implementing partner
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VI. MONITORING FRAMEWORK AND EVALUATION

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Quality Management for Project Activity Results

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VII. LEGAL CONTEXT

If the country has signed the [Standard Basic Assistance Agreement \(SBAA\)](#), the following standard text must be quoted:

This project document shall be the instrument referred to as such in Article 1 of the SBAA between the Government of (country) and UNDP, signed on (date).

Consistent with the Article III of the Standard Basic Assistance Agreement, the responsibility for the safety and security of the executing agency and its personnel and property, and of UNDP's property in the executing agency's custody, rests with the executing agency.

The executing agency shall:

- a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
- b) assume all risks and liabilities related to the executing agency's security, and the full implementation of the security plan.

UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement.

The executing agency agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

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The project document shall be the instrument envisaged in the [Supplemental Provisions](#) to the Project Document, attached hereto.

Consistent with the above Supplemental Provisions, the responsibility for the safety and security of the executing agency and its personnel and property, and of UNDP's property in the executing agency's custody, rests with the executing agency.

The executing agency shall:

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VIII. ANNEXES

Risk Analysis. Use the standard [Risk Log template](#). Please refer to the [Deliverable Description of the Risk Log](#) for instructions

Agreements. Any additional agreements, such as cost sharing agreements, project cooperation agreements signed with NGOs² (where the NGO is designated as the “executing entity”) should be attached.

Terms of Reference: TOR for key project personnel should be developed and attached

Capacity Assessment: Results of capacity assessments of Implementing Partner (including HACT Micro Assessment)

Special Clauses. In case of government cost-sharing through the project which is not within the CPAP, the following clauses should be included:

1. The schedule of payments and UNDP bank account details.
2. The value of the payment, if made in a currency other than United States dollars, shall be determined by applying the United Nations operational rate of exchange in effect on the date of payment. Should there be a change in the United Nations operational rate of exchange prior to the full utilization by the UNDP of the payment, the value of the balance of funds still held at that time will be adjusted accordingly. If, in such a case, a loss in the value of the balance of funds is recorded, UNDP shall inform the Government with a view to determining whether any further financing could be provided by the Government. Should such further financing not be available, the assistance to be provided to the project may be reduced, suspended or terminated by UNDP.
3. The above schedule of payments takes into account the requirement that the payments shall be made in advance of the implementation of planned activities. It may be amended to be consistent with the progress of project delivery.
4. UNDP shall receive and administer the payment in accordance with the regulations, rules and directives of UNDP.
5. All financial accounts and statements shall be expressed in United States dollars.
6. If unforeseen increases in expenditures or commitments are expected or realized (whether owing to inflationary factors, fluctuation in exchange rates or unforeseen contingencies), UNDP shall submit to the government on a timely basis a supplementary estimate showing the further financing that will be necessary. The Government shall use its best endeavors to obtain the additional funds required.
7. If the payments referred above are not received in accordance with the payment schedule, or if the additional financing required in accordance with paragraph []above is not forthcoming from the Government or other sources, the assistance to be provided to the project under this Agreement may be reduced, suspended or terminated by UNDP.
8. Any interest income attributable to the contribution shall be credited to UNDP Account and shall be utilized in accordance with established UNDP procedures.

In accordance with the decisions and directives of UNDP's Executive Board:

The contribution shall be charged:

- (a) [...%]cost recovery for the provision of general management support (GMS) by UNDP headquarters and country offices

² For GEF projects, the agreement with any NGO pre-selected to be the main contractor should include the rationale for having pre-selected that NGO.

(b) Direct cost for implementation support services (ISS) provided by UNDP and/or an executing entity/implementing partner.

9. Ownership of equipment, supplies and other properties financed from the contribution shall vest in UNDP. Matters relating to the transfer of ownership by UNDP shall be determined in accordance with the relevant policies and procedures of UNDP.

10. The contribution shall be subject exclusively to the internal and external auditing procedures provided for in the financial regulations, rules and directives of UNDP.”