

FINAL APPROVAL PROJECT DOCUMENT

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PROJECT DOCUMENT COVER PAGE

Partner country (project site): <i>official name of the State in English and name of the city or region if relevant</i>	Project number: <i>allocated by ACU</i>
Project title: <i>the title should correspond to the project purpose level, it should become the trademark of the project (catchy and apposite)</i>	
Sector or sub-sector and type of intervention: <i>according to donor's and partner's priorities</i>	
Estimated start date: <i>month / year</i>	Estimated end date: <i>month / year</i>
Total ODA budget (mil. SK): <i>without cost-sharing from other funds</i>	Total cost-sharing (mil. SK): <i>inputs from implementing institution:</i> <i>inputs from partner institutions:</i>
Implementing institution / project manager (name, address, contacts): <i>name, type, mail and web address of implementing institution, name and position of the project manager, phone, fax, e-mail</i>	
Partner institution in the recipient country (name, address, contacts): <i>name, type, mail and web address of partner institution, name and position of responsible manager, phone, fax, e-mail</i>	
Brief project description: <i>brief description of the national programme or national context and rationale for the project showing its relevance to the context - explanation of the national objectives and of the strategy how the intervention will support the achievements of these objectives</i>	
Place, date, names, signatures: <i>city, day/month/year, names and signatures</i>	
Project elaboration (team leader):	Project submission (ACU):
Project approval (BBF SC):	

PROJECT DOCUMENT CONTENT (with explanations)

The complexity of this document and its appendices should reflect the complexity of the project proposed

1. EXECUTIVE SUMMARY

Synopsis of the project - the summary should be structured according to the project logical framework and it should give a brief overview of the key project elements, such as the goal, outcomes, outputs, activities, means, costs, main indicators and assumptions. The logical framework itself, duly adapted, should always be attached as Annex.

2. BACKGROUND AND CONTEXT

This heading describes the general framework in which the project will be carried out and an analysis of the problems the project is designed to solve as well as the strategies chosen.

2.1 Country and sector policy

A review of the macro-economic situation in the partner country in the context laid down in the development plan or the Government's policy declaration. It should be supplemented by a brief outline of Government policy in the sector in which the project will be carried out, and of activities of other donors. The description should be confined to what is necessary to understand the nature of the problems that the project is attempting to solve (potential and constraints, including demographic and gender issue).

2.2 Identification and analysis of problems

The development problem that is being addressed. Putting problems in hierarchical order makes them easier to identify and structure logically at the various levels - based on the cause - effect analysis. Include gender and environmental aspects of the problem and measurable indicators of the problem that can be used to show progress towards reaching the solution.

2.3 Beneficiaries and counterparts involved / stakeholder analysis

Analysis of the interests and needs of the target groups and ultimate beneficiaries (and other groups affecting or affected by the project implementation or impacts) is a crucial step towards proper understanding of the problems to be tackled, the objectives and the action needed to implement effective and sustainable solution. Where possible, the beneficiaries should participate in this analysis.

2.4 Overall goal / analysis of objectives and strategies

Desired end of project situation - explanation of objectives responding to the priority problems and of the way how the objective will be reached. The most relevant and feasible project strategy is selected on the basis of a number of criteria, for instance: priorities of stakeholders, likelihood of success, budget, relevance of the strategy, time required, contribution to reducing inequalities, etc.

2.5 Institutional and regulatory framework

National human, institutional (and financial) resources committed to the achievement of the project goals and critical insufficiencies as well. The regulatory framework, such as laws and major actors (government departments, civil society) related to the project implementation or desired impact.

2.6 Other interventions - complementarity and lessons learned

Available documentation of the sector, area, past projects and documents from the preparation stage are to be mentioned (in particular pre-feasibility and feasibility studies if carried out or earlier evaluation reports if available). Past, present and future relevant projects of the government or other donors should be reviewed as well, in order to use the lessons learned, to strengthen complementarity and to avoid duplication.

3. INTERVENTION (RATIONALE AND OBJECTIVES)

Once the problems have been analysed, the objectives, results and activities can be established. The structure of this section follows the project internal logic - a simplified logical framework should be introduced in annexes.

3.1 Project goal (development objective) - long term impact

This heading concerns the wider development goal to which the project is meant to contribute. The goal must be consistent with national development programmes and should be derived from the sectoral and sub-sectoral objectives. In this section, consideration should be given to stating what the expected long-term impact for the beneficiaries will be if the goal will be reached.

3.2 Outcomes (project purpose) - immediate and mid term effects

The project purpose is a positive statement about expected solution of the main problems identified. It should contribute to the overall goal and arise from the project outputs / results. It should be possible to quantify, or state in unambiguous terms, objectively verifiable indicators and their means of verification.

3.3 Outputs (results) - products of the project

The main physical and non-physical results of the project activities, leading to the project outcomes. The results have to be clearly recognizable - defined in measurable terms. The logframe should include objectively verifiable indicators (both quantitative and qualitative) and means of verification.

3.4 Activities

This section should identify the types of activities which will need to be carried out by the project to produce the desired results. Each result will call for a number of different activities. It is necessary to state when the activity begins and ends, who is responsible for carrying it out, and which output it helps to produce.

3.5 Inputs

Based on identification of the activities needed, the human capacities, material, equipment, timetable, budget and other necessary resources are specified. It is often useful to affiliate the key inputs directly to the activities in this core chapter, which describes the logical structure of the project.

It is recommended to interlink the chapters 3.2 - 3.5 in the following format:

Outcome 1

Output 1.1

Activity 1.1.1, timetable and relevant inputs

Activity 1.1.2, timetable and relevant inputs ... 1.1.n

Output 1.2

Activity 1.2.1, timetable and relevant inputs

Activity 1.2.2, timetable and relevant inputs ... 1.2.n

Outcome 2

Output 2.1

Activity 2.1.1, timetable and relevant inputs

Activity 2.1.2, timetable and relevant inputs ... 2.1.n

Output 2.2

Activity 2.2.1, timetable and relevant inputs

Activity 2.2.2, timetable and relevant inputs ... 2.2.n

...

4. ASSUMPTIONS, RISK AND FLEXIBILITY

This section deals with external factors outside the immediate control of the project management, but important for the project success.

4.1 Assumptions in the project intervention

Assumptions include both preconditions necessary to start activities and positive external factors, events or conditions affecting implementation or final impacts. Assumptions might exist at the levels of activities, outputs and outcomes. Critical are the assumptions where actions are needed by other organisations, or by Government. These must be explained in detail so they can be monitored during implementation - where possible, indicators should be established to check periodically whether such assumptions are indeed realised.

4.2 Risks and steps to minimize them

Any project entails natural, political, social, financial and economic risks that must be spelled out where possible. Risks are negative external factors which are not very likely to hold true or they are not essential to achieving project purpose, but which could affect the progress or success. Examples include a change of government and the failure to introduce new legislation.

4.3 Flexibility issues (alternatives and steering mechanism)

To deal with unforeseen situations or uncontrollable factors there has to be some degree of flexibility and the mechanism for making any necessary changes (for which there should be provision for financing if need be). Nevertheless, the projects should involve monitoring mechanism of external factors, including appropriate indicators.

5. MAIN IMPLEMENTATION COMPONENTS

This section sets out the details (internal organization) of project implementation.

5.1 Roles and responsibilities of all subjects involved

Composition of the project team, arrangements for preparing and updating work plans, implementation procedures and responsibilities of all the parties concerned should be describe here. Proper planning and regular checks on implementation are essential.

5.2 Work plan and timetable

A realistic and verifiable work plan and timetable should be outlined, taking into account the time necessary for contractors to mobilise and other logistic issues. Reference should be made to relevant national dates and events into which the project has to fit, such as the annual government budget cycle. Natural conditions, e.g. climate limitations must be taken into consideration as well (e.g. frosty period or monsoons).

5.3 Physical and non-physical means, budget lines

Means or inputs, namely investments in the broadest sense, including technical assistance, need to be specified in detail. They can be categorised as infrastructure, equipment and material, operational inputs, personnel, consultancy skills required, services, special funds and contingency funds and time demands as well. Costs should be broken down by project components (activities or outputs) and by type of input. They should be expressed in local currency and foreign exchange, specifying the source of financing and, where applicable, cost-sharing arrangements. Only the main budget lines should be introduced in the narrative text, the detailed itemized budget should be in the Annex.

5.4 Monitoring and reporting (internal and external control)

The schedule when monitoring actions will be carried out and who is responsible, e.g. for preparing reports, convening meetings or carrying out other internal and external control activities as well as mechanism for updating work plan and budget as well as for remedial actions if necessary. Key indicators have to be established to compare actual achievements at various results level towards the objectives and they need to be identified in the project logical framework.

5.5 Special conditions and arrangements

The special conditions can be the initiatives or decisions that have to be taken before the project can start. Accompanying measures can be measures that the Government takes during and after implementation of the project. All these measures should be time-tabled in a verifiable manner. Special arrangements may refer to specific parallel actions of other donors and to coordination or complementarity issues. A description should be given of relevant past projects and a full listing of relevant present or planned projects.

6. FACTORS ENSURING QUALITY AND SUSTAINABILITY

Experience has shown that a failure to take these factors into account is what leads to many projects failing to produce any lasting benefits. The techniques of SWOT analysis (Strengths, Weakness, Opportunities and Threats) can be used here.

6.1 Ownership by beneficiaries

The extent to which target groups and beneficiaries of the project have participated in its design and are involved so that it can have their support and be sustainable after the end of external support.

6.2 Policy support

The quality of the relevant sector policy, and the extent to which the partner and/or partner government has demonstrated support during project implementation as well as for the continuation of project services beyond the period of donor support.

6.3 Appropriate technology

This heading covers the technical/technological ways and means of carrying out project activities and designing the results chain, as a technological change can represent both an opportunity and a threat. Among other things, the local conditions and the different needs should be taken into account (e.g. availability of spare parts, sufficiency of safety regulations, local capabilities of women and men in operation and maintenance).

6.4 Socio-cultural issues

Project should take into account local socio-cultural factors norms and attitudes as they affect motivation and hence active participation, commitment and responsibility of the people concerned. Special measures should be taken to ensure that all beneficiary groups will have appropriate access to project services and benefits during and after implementation.

6.5 Gender equality

Project should take into account the specific needs and interests of women and men and would lead to sustained and equitable access by women and men to the services and infrastructures, as well as contribute to reduced gender inequalities in the longer term.

6.6 Environmental protection

The extent to which the project will preserve or damage the environment and therefore support or undermine achievement of longer term benefits. The issue of environmentally sustainable development should be in the focus.

6.7 Institutional and management capacity

Local institutional and management capacity play a crucial role in the project effectiveness and sustainability. The section should explain the ability and commitment of the implementing agencies to deliver the project, and to continue to provide services beyond the period of donor support.

6.8 Economic and financial viability

It is essential to forecast realistically the economic and financial sustainability of the project after its implementation (operation, maintenance and depreciation costs) and the distribution of the added value among beneficiary groups and institutions. Attention should be given to the opportunity cost to the recipient and the willingness of the partner institution to invest in the project objectives.

APPENDICES

Project logframe (an obligatory enclosure)

One page with the key logical links and “cause - effect” relationships between goals, outcomes, outputs, activities and inputs, identifying indicators and their sources of verification, important risks and assumptions.

Detailed itemized budget (an obligatory enclosure)

There could be different project tables - according to the sources of financing or cost-sharing respectively, according to outputs or activities, according to specific budget lines, in local or foreign currency. The main budget lines are usually the following, depending on the donor agency's rules:

- *project personnel (management, consultants, national and local experts),*
- *travel expenses (airfare, airport taxes, local travel, accommodation, per diem),*
- *contracts and subcontracts (specific services, research studies, rentals of officer or space),*
- *training (fellowships, workshops, conferences, study tours),*
- *equipment (laptops, software, field device, expendable and non-expendable equipment),*
- *micro-capital grants (micro-credits and other grants)*
- *operating and administration expenses (material, supplies, communication, printing, copying),*
- *miscellaneous (reporting costs, sundries, direct costs).*

Confirmation of interest by partner organization (an obligatory enclosure if project is generated by the applicant)

This document should confirm seven essential points:

- *that the partner institution and the designed recipient accepts / endorses the project;*
- *that the partner institution approves the TOR and is prepared to support the assistance;*
- *that where appropriate, equipment purchased for the project will be taken over after implementation;*
- *that the partner institution is prepared to share some expenditures (cost-sharing or in-kind inputs);*
- *that monitors and evaluators will be permitted and given assistance to review the project progress and impacts.*

Detailed information on applicant including list of references (an obligatory enclosure)

Job Descriptions (when appropriate)

TOR for sub-contractors (when appropriate)

Technical specifications (when appropriate)

Program of the training (when appropriate)

Others (please specify): as per table of content