### **Standard Project/Programme Document**

### **(for programmes and projects above DKK 10 million)**

*[Note: This template can be used for all projects above DKK 10 million, including projects under a Country Strategic Framework, and for all programmes, including regional and thematic programmes. The length of the text should be commensurable to the size and complexity of the project/programme. For programmes, a separate section is included for summarising the projects constituting the programme. For each constituent project, a separate project document is to be prepared and attached to the legal agreement with the implementing partner.*

*Denmark does not require that a specific format be used and can thus accept formats of other organisations, provided relevant and salient points are included*. *In the following, an asterisk (\*) indicates such points, which must be included in the project/programme document, irrespective of the concrete format.]*

**Cover page (\*)**

See Appropriation Cover Note format.

1. **Introduction**

The present [project/programme] document outlines the background, rationale and justification, objectives and management arrangements for development cooperation concerning [name of project/programme and timeframe] as agreed between the parties: The [name of the implementing partner] and [relevant MFA unit such as embassy of Denmark in [capital] or HQ unit in the Ministry of Foreign Affairs of Denmark]. The project/programme document is an annex to the legal bilateral agreement with the implementing partner and constitutes an integral part hereof together with the documentation specified below.

“The Documentation” refers to the partner documentation for the supported intervention, which is [title of partner’s action plan, programme document, joint programme document, etc.]. [In certain cases documentation can be produced by others than the implementing partner].

1. **Context, strategic considerations, rationale and justification**

Relevant strategic, institutional and operational context in relation to the project/programme, and in case of projects under a Country Strategic Framework, the strategic objectives at country level. [The following points constitute a long list to be adapted to the specific cases.]

* Brief summary of the main issues at national/regional/global level, as relevant, pertaining to political, societal, economic, environmental, humanitarian, security and human rights aspects that are relevant for the project/programme highlighting the specific opportunities, challenges and risks these will imply for the project/programme to achieve long-term sustainable results and make lasting impact.
* The development problem to be addressed by the project/programme, including considerations about possible scenarios and mitigating measures resulting in various options for support.
* Brief description of the main actors and key stakeholders.
* Summary of the strategic framework, be it at national, regional or global level, including overall strategic objectives for Danish support aligned with the overall purpose of Danish development cooperation as defined in the Act on International Development Cooperation, which is fully aligned to the DAC criterion for qualifying as official development assistance (ODA).
* Brief presentation of past results and lessons learned, both positive and negative, and explanation of how they have influenced the design of the project/programme.
* Holistic approach for strengthening links and synergies between various Danish supported aid instruments and modalities for maximum development impact; including considerations about Danish strengths, interest and opportunities for engaging Danish public, private and civil society actors as a means to achieving the overall development purpose.
* Adherence to the aid effectiveness agenda, including alignment to national/regional/global objectives and partner strategies, and opportunities for working with or through other development partners and multilaterals.
* Relevance and alignment in relation to one or more strategic objectives as stated in a Country Strategic Framework, where applicable.
* Justification of the programme design based on the six DAC criteria; relevance, impact, effectiveness, efficiency, coherence and sustainability in terms of choice of partner, aid modalities, capacity building and technical assistance.
* Alignment with Danish cross-cutting priorities, incl. human rights based approach (HRBA), Leaving No-one Behind (LNOB), gender and youth, climate change and environmental considerations.
1. **Programme or Project Objective (\*)**

The development objective of the development cooperation among the parties is [objective from project/programme documentation]. The objective should be concise and measurable, but be sufficiently broad to provide room for possible adaptations. In case of a Country Strategic Framework in a priority country, it should be specified which strategic objective(s) in the Country Strategic Framework the project supports.

1. **Theory of change and key assumptions (\*)**

Presentation of the intervention logic; i.e. how the identified development problem is expected to be solved through mechanisms and pathways through which the intended changes will take place. Highlight key assumptions made for such changes to take place and the associated risks.

1. **Summary of the results framework (\*)**

For results based management, learning and reporting purposes Denmark will base the actual support on progress attained in the implementation of the project/programme as described in the documentation. Progress will be measured through the [Name of implementing partner]’s monitoring framework focusing on a limited number of key outcome(s) and corresponding outputs and their associated indicators. [For larger results framework, it is recommended to include only the objective and outcome levels here and present the entire results framework in an annex.]

Result framework for [Title of project/programme]

|  |  |
| --- | --- |
| Project/Programme | [Title of Programme] |
| Project/Programme Objective | [The intended impact contributing to benefit to a society or community] |

|  |  |
| --- | --- |
| Impact Indicator | [It may be related to an SDG] |
| Baseline | [Situation prior to commencement of activities] |

|  |  |
| --- | --- |
| Project Title  | [Title of the project] – only if part of a programme, otherwise it can be deleated |
| Outcome | [The short-term and medium term effects of project/programme outputs on the target group] |
| Outcome indicator | [Quantitative or qualitative factor or variable that provides a simple and reliable means to measure achievement or to reflect the changes connected to an intervention. It should also indicate the means of verification ]  |
| Baseline | Year |  | [Situation prior to commencement of activities] |
| Target | Year |  | [intended situation by the end of project (phase)] |

In case of a programme, add more boxes for the outcome part to show Project 1, Project 2, etc.

1. **Inputs/budget (\*)**

The budget should be prepared in DKK to ensure compliance with the Finance Act, and, if relevant, in the currency used for implementation. The budget should be prepared at outcome level by year and in total. It should include un-allocated funds, as relevant, and a budget margin. The budget and the supporting text must also reflect inputs from the partner(s) and other donors as well as specific administrative clauses pertaining to re-allocations, etc. In the annex, a budget at output level should be presented, if possible at the preparatory stage. Alternatively, it must be prepared and finalised during the start-up phase. The Danish grant must be spent solely on activities leading to the expected outputs and outcomes as agreed between the parties. The implementing partner is responsible for ensuring that the funds are spent in compliance with the agreement and with due consideration to economy, efficiency and effectiveness in achieving the results intended.

1. **Institutional and Management arrangement (\*)**

The management arrangement must aim to ensure adequate reporting, dialogue, learning and timely decisions about the project/programme, including possible adaptations to ensure achievement of agreed outcomes. In case of Joint Financial Agreement (JFA), reference is to be made to the JFA agreement.

* Presentation of the organizational set-up, including description of mechanisms and agreed procedures for monitoring of progress, project/programme level dialogue and learning, ongoing QA, anti-corruption measures, and risk management.

[The set-up could be in the form of a project/programme steering committee that meet at regular intervals to monitor progress to ensure delivery of outputs; address issues related to implementation, including developments of risks; draw lessons and ensure dissemination of learning; provide advice on potential changes and/or adaptations to the project/programme for the achievement of outcomes.]

* Outline of a calendar for submitting reports indicating (i) type of report (inception report, progress narrative reports, biannual/annual financial reports, final narrative report and final audited financial report); (ii) cadence (annual/semi-annual/quarterly); (iii) the specific periods covered and (iv) deadlines.
* Outline of a calendar for stock-taking exercises, reviews and evaluation, as relevant.
* Presentation of a deliberate strategy for learning and adaptation during implementation.
* Summarising anti-corruption measures and other measures for respecting Danish red lines (child labour, SEAH, anti-terrorism), as relevant.
* Outline of a plan for communicating results.

[*Enter as standard text*] The [relevant MFA unit such as embassy of Denmark in [capital] or HQ unit in the Ministry of Foreign Affairs of Denmark] shall have the right to carry out any technical or financial supervision mission that is considered necessary to monitor the implementation of the project/programme.

[*Enter as standard text*] After the termination of the project/programme support, the [relevant MFA unit such as embassy of Denmark in [capital] or HQ unit in the Ministry of Foreign Affairs of Denmark] reserves the right to carry out evaluations in accordance with this article.

1. **Financial Management, planning and reporting (\*)**

Procedures and minimum requirements pertaining to:

1. Disbursements
2. Partner procedures pertaining to financial management
3. Procurement
4. Work planning
5. Narrative progress reports and financial reports
6. Accounting and auditing

Both parties will strive for full alignment of the Danish support to the implementing partner rules and procedures, while respecting sound international principles for financial management and reporting.

1. **Risk Management (\*)**

Summary of risk analysis and risk response for contextual, programmatic and institutional risk factors. Reference should be made to assumptions made in relation to the ToC. If relevant, describe joint risk management arrangements; e.g. discussions as part of the annual reporting. A detailed risk matrix should be in an annex.

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Risk Factor** | **Likelihood** | **Impact** | **Risk response** | **Residual risk** | **Background to assessment** |
| The risk is formulated as a headline or in one or two sentences | * Very unlikely
* Unlikely
* Likely
* Almost certain
 | * Insignificant
* Minor
* Major
* Significant
 | The risk response is formulated as a headline or in one or two sentences | The risk that remains after the identified risk response. | Brief explanation which can emphasize the risk factor itself or any of the other elements in terms of rating and responding to the risk |

1. **Closure**

Preparation of an exit strategy commensurate with the scope and volume of support taking into consideration how structures, policies and partner activities will be able to continue without external assistance. Indicate the tentative timeframe of the formal closure consisting of three steps:

1. Implementing partner’s final report
2. Responsible unit’s final results report (FRR)
3. Closure of accounts: final audit, return of unspent funds and accrued interest and administrative closure by reversing remaining provision.
4. **Short summary of projects**

In case of a programme, provide a short summary of all projects in the thematic or regional programme. For each project, it should contain the following elements:

* Project objective
* Theory of change and key assumptions
* Short summary of project content
* Results framework, including outcome indicators, but not output indicators
* Choice of implementing partner, aid modalities, capacity building and TA
* Management arrangements, including monitoring framework
* Financial modalities, financial management, planning and reporting
* Budget at outcome level
* Summary of risk analysis and risk response for programmatic and institutional risk factors
* Closure

**Annexes:**

**Annex 1: Context Analysis**

**Annex 2: Partner Assessment**

**Annex 3: Theory of Change, Scenario and Result Framework**

**Annex 4: Risk Management**

**Annex 5: Budget Details**

**Annex 6: List of Supplementary Materials**

**Annex 7: Plan for Communication of Results**

**Annex 8: Process Action Plan for Implementation**

**Annex 9: Quality Assurance Checklist or signed table of appraisal recommendations and follow-up actions taken, depending on whether the appraisal has been conducted by a development specialist**