**I. Forms and Contents of a Project Document**

**1 Cover Page**

The cover page of a project document contains

* The project holder
* Title of the project
* Area of operation (region, zone, districts) and
* Date

**2. Project Profile (One Page)**

Project Title

General Objective (in one sentence)

Duration of the Project

Time of Commencement (Date of Agreement)

Area of Operation (Region, Zone and District)

Type and number of beneficiaries:

 - Direct (male and female)

 -Indirect (male and female)

* Implementing Agency
* Donor
* Total Budget

 -Direct Project Cost

 -Administration Cost

* Contact Person

 -Name

 -Address (P. O. Box, Telephone, E-mail, Fax, Website)

**3. Executive Summary**

Executive summary is a brief statement of a project document. It should give concise information on the following:

* Location
* Project beneficiaries
* Objectives
* Strategies
* Activities
* Inputs (capital and others)
* Outputs
* Duration of the project
* Organization and management
* Monitoring and evaluation and
* Project phasing out strategy

Executive summary should not be a replication of the main body of the project document.

1. **Background and Justification**
	1. **Background**

This section of the project document describes

- The policy context

- The overall condition of the project area including relevant physical, social cultural and economic contexts;

 -Procedure and methodology used in need/project identification and the involvement of community and other stake holders in the identification and planning of the project.

 -Track-records of the organization

The background should present information in logical sequences. Information to be presented should be exhaustive and relevant to the objectives of the project. The background should also provide the profile of the target population. It should also discuss the main issues related to the sector/s, which the project is concerned with. In the final analysis, the background should lead to clear identification of the need/problem being addressed by the project. Here the problem that need to be alleviated or the need to be met should be expressed in clear and specific terms.

* 1. **Justification**

Justification can be presented together with the background or separately. It details out the origin of the project and the reasons why it is proposed. It should indicate why the project is needed, and how the project is expected to solve successfully the development problem that has been identified.

Project justification should be based on a diagnosis and tires to answer the “why” of the project. Problems and their underlying causes are presented and discussed. Trends are looked for and forecasts made of the future situation if the problems are not solved. Different alternatives to solve the problem are also presented and discussed. The extent of efforts already made by other development actors to solve the problems will also be documented. It would also be helpful to justify the project by using date, and provide some indicators for measuring achievement of project objectives.

1. **Project Goals/Objectives**

Goal is a higher objective to which project objective contributes towards its attainment. It can be sectoral or multi- sectoral. Project objective is a statement of the measurable outputs the project is expected to achieve through project activities and the expenditure of project resources. Goal and objective of a project should be clearly stated in the project document. Qualitative and quantitative indicators should be stated along with a time framework for the realization of the objective.

There are different tools for refining and clarifying toe objective statement. Use of SMART Analysis and Log Frame Matrix are among such tools for clarifying the objective statement.

1. **Project Strategy**

Choosing appropriate strategy is half way through towards implementation of a development project. There could be many possible strategies to solve a Problem or meet a felt need. It is, however, advisable to employ a strategy, which is cost effective, less time consuming, efficient and relevant. Project strategy should always be relevant to the objectives and activities and activities of the project.

In some project documents such general catch phrases as “Participatory approach”, “holistic development”, “capacity building” “decentralized approach” “appropriate technology”; “enabling strategy”, “women or child focused development”, etc. are just stated as strategies. In case when a project strategy is stated in such general forms, further elaboration on how to realize the strategy need to be presented in the project document.

Above all, participatory approach is becoming a popular strategy in undertaking many of rural development projects. In this case the ways and mechanisms of participation, roles and responsibilities of all the take holders and the size and forms of supports to be rendered by the community need to be clearly indicated in the project document.

1. **Expected Outputs/Results**

Some project document use “outcome” and “output” interchangeably for denoting the same meaning. The two phrases are, however, different in that output is mostly “quantitative” expressions; while outcome emphasizes “qualitative” expressions of outputs.

A project document should therefore show:

* The expected project outputs (by using pertinent numerical (and/or proxy indicators); and
* Clear indicators to measure project success or failure both quantitatively and qualitatively.
1. **Project Activities**

Project activities are sequentially performed actions for the realization of project output or results. It is only when appropriate strategies and activities are carefully set that project results are achieved. Objectives are nothing in themselves without activities, which would ensure their realization. Hence, a detailed description of the activities to be undertaken needs to be presented in the project document.

Activities should be planned in relation to their implementation schedule for different components or sectors in the case of integrated development projects and presented in tabular form.

1. **Risks and Assumptions**

Development activities are not always smooth in that problems and constraints may arise which will adversely affect implementation of a project. The project document thus has to list possible constraints (i.e. risks) and their causes that might affect the progress or the final output or outcome of the planned activities. It should also assess circumstances under which the project is to be implemented (i.e. assumptions) even in the presence of the constraints or problems.

1. **Organization and Management**

This is the section that should give clear information as who executes the project and how efficiently and effectively it would be managed.

The project document should contain:

* Organizational set up of the project management unit;
* The total manpower required for running the unit;
* Duties and responsibilities of the project management unit;
* Roles and responsibilities of project stakeholders;
1. **Project Cost/Inputs**

Detailed description of project inputs and cost breakdown in terms of human, material and financial resources has to be stated in a project document in relation to each activity.

Experience has shown that project documents often lack precise information on human, material and financial inputs. Others present necessary costs in a lump- sum form. Still others go beyond the cost estimation given by the government for a given establishment (e.g. school, clinic, etc.). The fact that the large proportion of a project fund goes to cover over-head cost is a serious concern. All these and other irregularities in project costing create problems during project implementation, monitoring and evaluation. Hence, project costing need to be carefully planned such that all forms of resource inputs are detailed and specified in relation with each activity of the proposed project.

**11.1. Human Resource**

Proper implementation of a project depends on assignment of personnel with requisite profession and work experience. Selection criteria of project personnel should give consideration to the managerial and communication skill. The project document should provide information on number of project personnel, their qualification, experience and salary. The document should also indicate whether the required personnel are expatriate or local.

**11.2. Material Resource**

The material resource input should be relevant to the activities being planned. The cost breakdown for individual items should be rationally estimated and presented in the project document. The materials and equipment to be imported free of taxes need also be listed and annexed.

**11.3. Financial Resource**

The project document should specify

* Total cost of the project;
* Source of funding and its flow;
* Rational allotment of fund to different project activities; and
* Separate administrative and capital budget expenses

N.B. NGOs are expected to use the following formats in presenting the required information

1. Action plan format
2. Project cost break down format
3. Manpower
4. Material input format
5. **Monitoring and Evaluation**

**Monitoring** is a management tool used for the follow up of project achievements during implementation process while evaluation is more concerned with assessment of progress towards attainment of project objectives. A project document should clearly indicate;

* Time of monitoring;
* Partners who take part in monitoring (community, LDs, NGOs etc,);
* Roles and responsibilities of partners in monitoring;
* Subject of monitoring including indicators to be employed;
* Methods and techniques to be employed during monitoring;
* Reporting of monitoring results etc.

**Evaluation:** is a systematic and objective assessment of the relevance, efficiency, effectiveness, and impact of project activities. It is a process to judge the merit, value and worth of a project. Evaluation is different from monitoring in its objectives, uses and its time framework.

It is more concerned with measuring progress made towards meeting project objectives and goals, and will usually involve people external to the direct management at the end of project (terminal evaluation); or some times after project completion (ex-post evaluation). In relation to evaluation, a project document should clearly indicate:

* What to evaluate: areas of emphasis (e.g. achievement of objectives).
* When to evaluate timing
* How to evaluate: methods, techniques, and procedures to be employed
* Who will evaluate: partners to be members of evaluation team
* Type of evaluation: mid-term, terminal. Ex-posts etc.
1. **Reporting**

Reports are an account on the status of the project. The purpose of report is to provide accurate and timely information on issues and problems encountered during implementation. They will also give specific recommendations to ensure the achievement of project objectives.

Failure to report timely may cause delay in project Implementation as originally designed. The delay again affects the overall work schedule. Reporting thus should be considered as an essential task of all concern.

Hence, project-implementing agencies are required to submit quarterly and yearly implementation reports (both physical and financial) to the concerned bureaus including BoFED. The report should include comparisons of actual financial and physical achievements with targets indicated in annual work plan as per project document agreed upon.

Deviations, problems and issues that should be brought to attention need to be addressed to the concerned bodies clearly and comprehensibly. A project document should have a section on reporting that specifies addressee and the type of reports to be made.

1. **Project Sustainability and Phasing-out Strategy**

An important component of a project document, which is often overlooked, is a phase-out strategy. The purpose of this strategy is to ensure continuity of the impact created beyond and after the termination of the project. The project document should try to indicate built-in mechanisms that would facilitate smooth takeover of the project by the relevant stakeholders. The timing of phase-out and procedures to be followed should also be included. Above all, it should show the ways in which the capacity of the stakeholders is built to handle the project on their own.

1. **Annexes**

The annexes will be based on the formats prepared for this purpose that include the following:

Action Plan (Physical and Financial)

Project Budget (detailed breakdown)

Manpower Plan

Material Input

Other Information (if any)