

“UN Women Project Document (ProDoc) Template”

1: Project Summary Data for Online Data Entry

Enter your answers in both columns on the left and right of the Table.

<p>Type of Project: <i>* Select only one option from the menu below:</i></p> <p><input type="checkbox"/> Single Country – Development/DRF Project</p> <p><input type="checkbox"/> Multi-Country Project</p> <p><input type="checkbox"/> Regional Project</p> <p><input type="checkbox"/> Global Project</p>	
<p>Alignment to the respective Strategic Note (SN): <i>* Select all relevant SN(s) and/or Work Plan (WP) from the menu below and indicate in the right column the reference numbers of the appropriate outcome(s) and output(s) of the respective SN/WP, and relevant SP IRRF indicators:</i></p> <p><input type="checkbox"/> Country SN</p> <p><input type="checkbox"/> Regional SN</p> <p><input type="checkbox"/> HQ Division SN/WP</p>	
<p>SDG Targets: <i>* List the most relevant SDG Targets. Please type them in the standard X.X format (e.g.: “1.5” or “6.3”) provided in Global Target and Indicator Framework for SDG.</i></p>	<p>a)</p> <p>b)</p> <p>c)</p>
<p>Distribution of budget per SDG target selected – specify what % of total project budget will be allocated to each of the selected SDG Targets. <i>* Total must add to 100%</i></p>	<p>a) %</p> <p>b) %</p> <p>c) %</p>
<p>UN System Function: <i>* Select all relevant options from the menu below:</i></p> <p><input type="checkbox"/> Development assistance</p> <p><input type="checkbox"/> Humanitarian assistance</p> <p><input type="checkbox"/> Peace Operations</p> <p><input type="checkbox"/> Global Agenda & Specialized assistance</p> <p><input type="checkbox"/> Operating costs for HQ component only</p>	
<p>Social and Environmental (SE) Eligibility: <i>* Please confirm if the Project does not fall under one of the exclusionary criteria referred to in paragraph 5.7.3 of the Social and Environmental Sustainability Policy.</i></p>	<p><input type="checkbox"/> Yes <input type="checkbox"/> No</p>
<p>Markers of focus at the ProDoc level: Is this a “Humanitarian Action and DRR” Project? <i>If the answer is “yes”, please ensure indicating the humanitarian marker at each of the identified outputs in the project results and resources framework (section 4.1 below).</i></p>	<p><input type="checkbox"/> Yes <input type="checkbox"/> No</p>
<p>Does the output have a Small Grants component?</p>	<p><input type="checkbox"/> Yes <input type="checkbox"/> No</p>

2: Executive Summary (1-3 pages recommended)

[Remove this guidance box upon completion of the section.]

This section is to provide an overview of project design particularly on why UN Women should undertake the project (business case), relevant results and targeted beneficiaries. Use the below checklist to guide you.

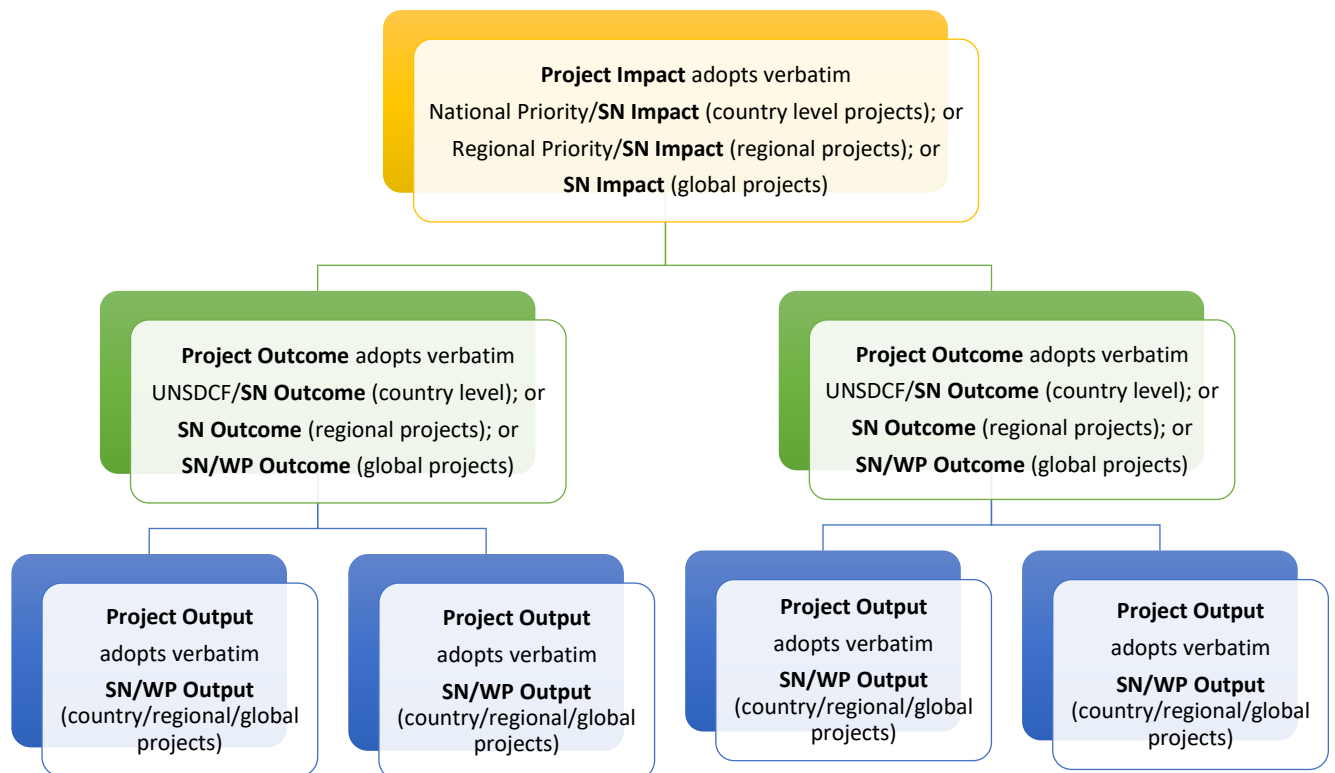
- Justification** – why/how this project is important and relevant to e.g.: national priorities or local challenges.
- Issues and causes** – what key development issues and causes will be addressed.
- Beneficiaries** – who the targeted direct and indirect beneficiaries are.
- Results** – briefly discuss how the intended results of the project will contribute to achieving the respective SN and provide a visual representation of results as per results diagram below (note that the number of outcomes and outputs varies depending on each project).
- Strategy** – how this project will achieve results with key partners.
- Comparative advantage** UN Women has in delivering this particular project.

Start your text here for section #2

Results diagram

[Remove this guidance box upon completion of the section.]

Right-click on each box to add more boxes and double click to add text in each box. Place the diagram on a separate page from the narrative for the Executive Summary.



3: Situation Analysis and Key Challenges (2-5 pages recommended)

[Remove this guidance box upon completion of the section.]

This section needs to be based on the broader context and problem analysis, including relevant information from recent analysis and assessment work done as well as that from recent evaluations conducted. The information could be **drawn from SN**, with updating the contextual analysis and **including specific details related to the proposed project**. Use the below checklist to guide you in transferring the relevant information from the approved Project Concept Note and/or providing additional information (particularly the details **highlighted in blue**).

- ❑ Provide a brief **overview of the region/country context analysis** including political and socioeconomic context with emphasis on situation of women and girls, referring to international **normative frameworks** on GEWE including CEDAW concluding observations, CSW Agreed Conclusions, High-Level Political Forum (HLPF) reviews, country specific normative standards, institutions, Country Gender Equality Profile (CGEP), as well as Humanitarian Needs Overview and Humanitarian Response Plan for humanitarian setting and LEAP related programming etc.
- ❑ Describe the **key challenges and problems** that the project aims to address, with the application of gender analysis and Human Rights-Based Approach (HRBA) and, where relevant, taking into consideration the comprehensive analysis of challenges indicated in [UN Women's GE Accelerators](#). Also include the previous and ongoing work done by key actors and partners (e.g.: UN agencies, international partners, civil society organizations, government, the private sector, etc.) in relevant thematic areas in the country/region and identify key opportunities and gaps.
 - Include **evidence to support the analysis**, such as data, including disaggregated data, reflecting the [Leaving No One Behind \(LNOB\) principle](#), demonstrating the magnitude of the problem (in percentage of the population, absolute numbers, and qualitatively); how it affects different population groups and why it is important for promoting women's empowerment and gender equality.
 - Identify the immediate and underlying **root causes of the challenge/issues** specific to the proposed project, which have been indicated in the causal analysis feeding into the Theory of Change of the respective SN.
- ❑ Describe good/promising practices and lessons learned from relevant evaluations, reviews and/or audits that may have helped structure the project design.

Start your text here for section #3.

4: Results and Resource Framework, Strategy and Partnership (3-5 pages recommended)

[Remove this guidance box upon completion of the section.]

This section is to present the project's Results and Resources Framework (RRF) that are **inherited from the result structure and follow verbatim the relevant outcomes, outputs and indicators in SN/WP**, with indicating overall strategy of the project including the role of partners. Use the below checklist to guide you in transferring the relevant information from the approved Project Concept Note and/or providing additional information (particularly on the details **highlighted in blue**).

- ❑ Provide **an overview** of this section by discussing the relationship of the project's intended results to the respective SN Theory of Change (TOC) and their contributions to each of the respective SN Outcome(s) through articulating the project outputs (which will be discussed in the section 4.1). Where relevant, include the value added from the project to the relevant national priorities and/or the cooperation framework. **A separate TOC should NOT be elaborated for a project, given the project's intended results must be inherited from the respective SN.**
- ❑ Indicate how the project will **contribute to the relevant SP Impact and Outcome areas**.

4.1 Results and Resources Framework (RRF) and Leaving No-One Behind

Each project must have RRF which is inherited from those identified in SN/WP. If milestones and/or data for baselines and targets are not available at the time ProDoc is being developed, RRF must be then populated during the inception phase and a specific date for completion should be indicated in the inception phase plan. **'Leaving No One Behind' (LNOB) principles'** should be reflected into all aspects of RRF e.g.: inclusion of people with disability and minority/indigenous women and girls, with indicating relevant LNOB marker at the output level. The design of the project should include the marginalized/ excluded population in a substantive manner, with a strategy for progressive reduction of inequality. Use the below checklist to guide you in transferring the relevant information from the approved Project Concept Note and/or providing additional information.

- ❑ Complete **Annex-section 4.1: Results and Resources Framework** and attach it to ProDoc. The project results must be elaborated in RRF following verbatim SN/WP outcomes/outcome Indicators and SN/WP outputs/output Indicators.

- ❑ From the design of project results that are aligned to the respective SN TOC, SN/WP Outcome(s), and SN/WP Output(s), ask and respond to the following questions: “**who is missing from this result statement taking LNOB principles into consideration/what would inclusive change look like?**”. Discuss any evidence to support the analysis.
- ❑ Detail the **criteria to be used for the selection of beneficiaries**. Detail the mechanisms which will be put in place to ensure that the needs and priorities of the project’s beneficiaries are correctly addressed at all stages of the project’s life cycle, with a specific focus on mechanisms to capture feedback and adjust planned interventions along its implementation. Describe how target groups of beneficiaries will be engaged in decision-making for the project, to ensure their voice and participation. Accountability to beneficiaries can be ensured through community meetings, or regular communications with relevant stakeholders, or other participatory processes. Detail the **mechanisms that will be put in place for beneficiaries to raise grievances and for those grievances to be addressed** – refer to the [Explanatory Note on Project Grievance Redress Mechanism \(Resource A\)](#) for further guidance and samples.

4.2 Strategy and Partnership

This section is to present the plan of action of the project to achieve the results highlighted in the Results Framework, including that of partnership collaboration. **The relevant strategy and partnerships outlined in the respective SN should be considered and integrated into this section of ProDoc, with more specific details at the implementation level.** Use the below checklist to guide you in transferring the relevant information from the approved Project Concept Note and/or providing additional information.

- ❑ Describes **comparative advantage and added values** of UN Women and key partners, including government, civil society organizations, the private sector, other UN agencies etc. Comparative advantage includes but not limited to 1) has mandate; 2) is better positioned than others; 3) has both technical and operational capacity; and 4) has knowledge/ experience in the specific targeted geographical area.
- ❑ Describe **key opportunities and gaps that will be addressed by the project** through strengthening capacity building, increased production of data, and coordination and partnership with key partners, including government, civil society organizations, the private sector, other UN agencies etc.
- ❑ Describe **project strategy and approach** (e.g.: how the project will achieve the intended results) and **how the project will work with partners and other stakeholders** present in the field to jointly achieve results, where possible taking into consideration the programmatic framework and key solutions in the [UN Women’s GE Accelerators](#). This should not be simply a list of partners. It should be linked to the respective theory of change and the identified result framework. For example, what are the assumptions and expected results achieved by partners that are critical for the achievement of results of this project? Use [Stakeholders Mapping and Checklist \(see Resource B\)](#) and describe in this section of ProDoc how key findings from stakeholder analysis has informed the partnership strategy of the project to jointly deliver the result.
- ❑ If relevant, describe how the project will use **South-South and/or Triangular Cooperation** to achieve and sustain results.
- ❑ If partner selection is proceeded as part of the project design in the project planning stage, identify the **Implementing Partner (IP)** or **Responsible Parties (RPs)** in the case that UN Women is directly implementing the project, with providing full risk-based capacity assessments of selected partners having been undertaken. See the [Programme Partner Management Policy](#) for the definition of IP and RPs and the [Selection of Programme Partners Procedure](#) for more details on selecting project partners. If the partner selection is to be undertaken during the project implementation stage, ensure to develop a plan for selecting IP and RPs during the inception phase as guided in section 5.
- ❑ If the project includes an **infrastructure/construction work component** which is planned to be implemented through a programmatic action, indicate the proposed partnership modality with justification and analysis of needed capacities to ensure the implementation and achievement of the expected result(s). If it is intended to be a procurement action, discuss the proposed modality in section 13 below.

Start your text here for section #4.

5: Inception Phase (1 page recommended)

[Remove this guidance box upon completion of the section.]

Each project is required to have an **inception phase covering a period of three (3) to six (6) months depending on the size and duration of the project**. If a longer period is required, this will need to be fully justified. In exceptional circumstances where an inception phase is not feasible, particularly due to short duration of the project, for example, the Japan supplementary funded projects which are intended to have an implementation period of 1 year or less, the preparation for implementation and monitoring arrangements should also be documented. Use the below checklist to guide you.

- ❑ Provide in this section of ProDoc an **outline of high-level activities** to be undertaken during the inception phase with details on e.g.: how and when to implement the identified inception phase activities which should be included in the first-year implementation plan.

- Prepare detailed [First-Year Implementation Plan \(see Resource C\)](#) for the project, including the identified **inception phase activities**.

The inception phase should be used for the following key activities among others. At the completion of the inception phase, an inception phase report should be prepared and submitted.

- Finalize and validate all missing Results and Resources Framework elements, namely baselines, targets and milestones and data collection methodologies, as well as prepare for indicator monitoring arrangements.
- Select key human resource capacities that are required for the implementation of the project.
- Finalize and validate the detailed plans for Risk, Procurement, Human Resources, Resource Mobilization action plans, Security and Safety plan, Communications and Visibility plans.
- If budget was output-based, develop detailed cost activities.
- Validate and/or update stakeholder mapping and develop [Partner Selection Plan and Implementation Tracking \(see Resource D\)](#).
- Complete the total reach count documentation of the project using [Beneficiary Count Tool \(see Resource E\)](#).
- If the Project is assessed as 'High Risk' on social and environmental sustainability, prepare a [Social and Environmental Risk Management Plan \(see Resource F\)](#) and a Stakeholder Management Plan, following the [Social and Environmental Sustainability Procedure](#).
- Develop a detailed knowledge product plan as part of the Community and Visibility Plan. (see [Guidance Note on Developing Knowledge Products](#) and [KP Plan Template](#)).

Start your text here for section #5.

6: Monitoring, Reporting and Evaluation Plan (1-2 pages recommended)

[Remove this guidance box upon completion of the section.]

This section requires an outline of the intended **monitoring, reporting and evaluation activities for the project in relation to the Results and Resources Framework**, including the respective objectives of each activity, to provide a detailed breakdown of how these activities will be budgeted, managed, and implemented. The expected results (outcomes, outputs and indicators which are inherited from the respective SN), and planned activities of the project will be monitored and reported **regardless** of budget and direction, whereas planning for an evaluation and associated budget should consider the below guidance and consult with the Regional Evaluation Specialist. Use the below checklist and information to prepare a narrative description for the ProDoc, including objectives and activities of monitoring and reporting, as well as evaluation if applicable.

6.1 Monitoring and Reporting: Monitoring and reporting activities can be determined by taking into account key factors, such as the availability of baseline and endline data, engagement of project partners in delivering the expected results, project timeframe (short-, medium-, or long-term), and reporting requirements from donors. Consider the following activities and the samples with additional guidance that are provided in [Annex-section 6.1: Project Monitoring and Reporting Plan](#).

- **Baseline and endline data collection and analysis:** As part of monitoring activities, this is required to be included in the monitoring plan. It should be indicated in the project inception plan when the data is not yet available for identifying baselines, milestones, and endlines/targets at the time the project is being designed.
 - **Monitoring of implementation and results delivered by IP/RPs:** This is recommended when the project plans to engage partners in delivering results to ensure work progress and its alignment with the overall project implementation, as well as to identify risks where needed.
 - **Monitoring and reporting on risks:** Projects are recommended to regularly monitor, analyse and report on the identified and emerging risks to ensure the smooth achievement of the intended results while maintaining accountability to their beneficiaries.
 - **Mid-term review:** The review process is conducted for an ongoing project and takes place at the implementation mid-point of the intervention. It is recommended to conduct a mid-term review if the project is less than 3 years, in lieu of a mid-term evaluation that would be a higher cost and more resource intensive.
 - **Annual review:** The review should be planned and undertaken with the project stakeholders to review progress against planned activities and expected results identified in ProDoc.
 - **Project reporting:** The project may consider including progress reports from IP/RPs and project reports to be prepared in compliance with proposed contribution agreements.
- Complete [Annex-section 6.1: Project Monitoring and Reporting Plan](#) with the required information as per the guidance in the template and attach it to the ProDoc.
 - Discuss in this section how the project has planned for adaptation or course correction in certain circumstances.
 - Allocate 3-10% of the project budget for monitoring and reporting activities according to the scale/complexity of the project.

6.2 Evaluation: For identifying whether a project evaluation should be included in the ProDoc, consider the following:

- The [IEAS Evaluation Coverage Norms \(2021\)](#) emphasize the importance of a “strategic selection of evaluations at the decentralized level” for UN Women offices/units rather than a donor-driven and project-based approach.
- Accordingly, the office/unit may consider alternatives to a project evaluation to support strategic selection, such as: (a) combining multiple projects into a larger thematic evaluation exercise, (b) nesting a project’s evaluation into an office’s planned Country Portfolio Evaluation; and/or (c) opting for a review or monitoring exercise in lieu of a formal evaluation.

If a project evaluation will be included, consider the following in consultation with the Regional Evaluation Specialist:

- ❑ **Reference materials:** In the ProDoc, refer to [UN Women’s Evaluation Policy \(2020\)](#), [United Nations Evaluation Group Norms and Standards for Evaluation \(2016\)](#), [UN Women Evaluation Handbook: How to Manage Gender-Responsive Evaluations \(2022\)](#), and [UN Women Guidance Note Evaluating Impact in Gender Equality and Women’s Empowerment \(2020\)](#).
- ❑ **Evaluation type:** Explain the rationale for selection of the evaluation type, including to justify why a process, outcome, joint, and/or impact evaluation has been selected. Impact evaluations require a baseline study and should be linked to the monitoring strategy.
- ❑ **Budget:** Allocate a minimum 2-3% of the total project budget for evaluation which is separate from the monitoring and reporting budget. The precise figure will depend on project scale, complexity and evaluation type. For example, larger budgeted projects may not require the full 3%, while impact evaluations require significantly higher costs.
- ❑ **Objective and use:** In addition to articulating how the evaluation will contribute to learning, accountability, and/or decision-making (see Evaluation Policy), explain its value-added for key stakeholder groups.
- ❑ **Timelines:** Factor in an adequate lead-time of at least 9 months to complete the full evaluation cycle. A short project timeline may also mean that no evaluation is possible, and the project may therefore consider a project review in the above monitoring strategy.
- ❑ Complete [Annex-section 6.2: Project Evaluation Plan](#) which shall be aligned with or updated from the evaluation(s) indicated in SN and attach it to the ProDoc.

Start your text here for section #6.

7: Knowledge Management and Learning¹ (1-2 pages recommended)

[Remove this guidance box upon completion of the section.]

UN Women is committed to strengthening its role in providing key stakeholders with knowledge on progress toward and the ‘how to’ of achieving gender equality in countries worldwide. **In alignment with the Knowledge Management Plan for SN**, this section of the ProDoc indicates the anticipated knowledge that the project will generate, how that knowledge will be documented and shared among stakeholders and their constituencies and how this knowledge will enhance the effectiveness of results. The ProDoc also briefly outlines elements for knowledge product development and state that **more detailed planning for development and communication of the knowledge products will be carried out during project implementation, as part of the Communications and Visibility Plan** (see section -12.2). Knowledge production and sharing is guided by the Data, Evidence and Knowledge Strategy in the framework of the UN Women Strategic Plan. Specific resources should be allocated to Knowledge Management. This includes specific activities that are part of the project, such as research and knowledge product development, communities of practices, as well as contributing to corporate wide initiatives that will support such activities. Use the below checklist to guide you.

- ❑ What **knowledge products** will be developed as part of this project? Will any specific **research** work be done? Outline the most important ones and include development of a more detailed Knowledge Product Plan as part of the inception phase activities towards the finalization of a detailed implementation plan for the project. This will support understanding of needs and considerations for the Communications and Visibility Plan. Check the [Guidance Note for Developing Knowledge Products](#).
- ❑ How is **learning and knowledge sharing** envisaged in this project? What **Communities of Practice** will be leveraged?
- ❑ How will **promising/good practices and lessons learnt be identified, documented, and shared**? And how will they contribute to enhance the effectiveness and efficiency of the project? Check guidance on documenting and sharing promising practices and innovative ways of working. Check the [KM intranet site](#) for more information and resources including [KM glossary](#).
- ❑ How the project intends to capture use of **South-South and/or Triangular Cooperation** to achieve and sustain results?
- ❑ If relevant, how the project intends to sustain and scale up results from **engaging the private sector in addressing their internal gender issues** (e.g.: implementation of the Women’s Empowerment Principles) throughout the workplace, marketplace and communities?

¹ Visit the KM intranet site (<https://unwomen.sharepoint.com/KM/SitePages/Main1.aspx>) for more resources including a [KM glossary](#).

- How the project contributes to UN Women’s cross-cutting objectives with regards to positive social norms, including through **addressing stereotypes, masculinities, engaging male allyship**?
- How the project will **integrate and use the data and evidence on LNOB as part of the project learning and knowledge management**, taking into consideration the project planning to capture LNOB in section 4.1 and the monitoring of total reach count in section 6.1?
- Describe how the project will **capture lessons learnt throughout the project’s life cycle**, including continuous use and update of a [Project Lessons Learnt Register \(Resource G\)](#) for documentation during the implementation and/or at the project end.

Start your text here for section #7.

8: Sustainability of Project Results and Exit Strategy (1-2 pages recommended)

[Remove this guidance box upon completion of the section.]

The goal of an Exit Strategy is to ensure the sustainability of impacts after a project ends. **Taking into account the sustainability planned for the higher level of results in the approved SN, it could also be defined in a broader sense as a project’s ‘sustainability strategy’,** which could be accomplished through staggered graduation from specific project areas, simultaneous withdrawal from the entire project area, or transitioning to associated programming in selected areas. Refer to [Explanatory Note on Project Exit Strategies \(Resource H\)](#) for further guidance on the types of exit strategies that can be employed by the project. Use the below checklist to guide you.

- Describe how the project will use **relevant national/local systems and/or mechanisms/structures** and how the project **plans to set the transition arrangement/phase out plan** developed with key stakeholders before the end of the project, as relevant, in order to sustain and/or scale-up results beyond the project duration with stronger national/local ownership.
- Describe the **mechanisms for reviewing and updating the phase out plan and scale up plan** during the implementation of the project.
- Describe how **national/local capacities or key partners** will be strengthened and monitored as relevant, and how national/local ownership will be ensured e.g.: set up of financial mechanism or allocation of budgets (where needed) to maintain the project results/impacts.

Start your text here for section #8.

9: Social and Environmental Risk Screening (1-2 pages recommended)

[Remove this guidance box upon completion of the section.]

UN Women’s Social and Environmental (SE) Sustainability Policy and Procedure has been put in place to ensure the project will **avoid and prevent inadvertent harm to people and the environment**, which is aligned with UN system and donors’ requirements. As a result, this section needs to be included in ProDoc as per the required SE risk assessment of a specific project during the design (and implementation) stage. Use the below checklist to guide you.

- Assess and indicate **whether the Project is classified under one of the exemptions** set out in paragraph 5.3.2 of the [Social and Environmental Sustainability Procedure](#). If the Project is not exempted from the SE screening, continue with this section following the below guidance.
- Complete [Annex-section 9: Social and Environmental Risk Screening for Projects](#). Refer to the [Social and Environmental Sustainability Procedure](#).
- As a result of the SE Risk Screening, identify and briefly discuss in this section of ProDoc **potential SE risks and their levels of significance** on the proposed project. Discuss the evidence to support assessment of the identified SE risks and how the project take them into account in designing the interventions.
- Identify key actions to **prevent and/or mitigate the potential SE risks** and also include the following in the inception phase plan (see section #5) as necessary.
 - o If the Project is assessed as ‘High Risk’, 1- complete during the inception phase [Social and Environmental Risk Management Plan](#) (see Resource F), and 2- develop during the implementation phase a Stakeholder Management Plan following the guidance in the [Social and Environmental Sustainability Procedure](#).
 - o If the Project is assessed as ‘Moderate Risk’, include in the implementation plan revision/ update of the [Social and Environmental Risk Screening for Projects](#).

Start your text here for section #9.

10: Project Governance, Management Arrangements and Human Resources Management (2-3 pages recommended)

[Remove this guidance box upon completion of the section.]

This section describes the **arrangements for project governance, implementation and management to ensure accountability to beneficiaries**. Main positions of the project management team and the available funding should also be planned out, and if needed the resource mobilization strategies should be considered to ensure closing any funding gaps for these positions. Use the below checklist to guide you.

10.1 Project Governance and Oversight: Project's management arrangements must include a project manager and project assurance that advises the project governance mechanism. Project's governance arrangements should include stakeholder representation (i.e.: UN Women, national partners, beneficiary representatives, donors, etc.) with authority to make decisions regarding the project. Refer to the [Explanatory Note on Project Governance and Management Arrangements \(Resource I\)](#).

- Explain an **approach to establishing a project board or steering committee and overall governance structure**.
- Describe **roles and responsibilities** of the parties involved in governing and managing the project.
- Include **diagram to show project management structure and key compositions of the project board or steering committee** (see an example in [Resource I](#)). A project can be jointly governed with other projects, for example, through a national steering sub-committee linked to Results Groups under the UNDG Standard Operating Procedures for countries adopting the Delivering as One approach.
- Describe **how the various representatives in the project management/governance will interact with each other**, using [RACI \(Responsible Accountable Consulted and Informed\) Matrix Tool² \(Resource J\)](#) which is a project management tool that is used to guide the analysis of project roles and responsibilities against major tasks within a project and also an outline of the planned project governance structure in this section.
- Develop a **term of reference (TOR) for the project board or steering committee**. If this is not possible due to inadequate input from an initial engagement with the identified stakeholders during the project planning, indicate in the inception phase plan when it will be completed. In the TOR, specify the minimum frequency the governance mechanism will convene (i.e.: at least annually).

10.2 Project Human Resources Management: This team is responsible for implementing and executing the project.

***Note:** Offices are encouraged to reference the [HR Job Dictionary](#) to further guide input into this section.

- Provide an **overview of the key positions** that would be essential for the implementation of the project for the achievement of the project results and related project organogram. Specify their role, functions, tasks and direct responsibilities in the project implementation.
- Specify whether the **funding for the required positions is available**, and if not, which positions are key and priority.
- Describe whether **appropriate direct costing of the positions** required for the achievement of project results has been undertaken and how.
 - For key positions that have no immediate funding, **outline the proposed actions to fill in the key positions and the planned resource mobilization** for ensuring full human resources capacities for the project.
- Ensure to include recruitment of new project personnel in the inception phase plan (see section 5).
- Complete the Human Resources Management Plan following the guidance provided in [Annex-section 10.2: Project Human Resource Management Plan](#) and attach it to the ProDoc. **For new positions to be recruited, terms of reference (TOR) must be developed** and included as part of the Human Resources Management Plan for approval of ProDoc.

Start your text here for section #10.

11: Project Risk, Security and Safety Management (1-2 pages recommended)

[Remove this guidance box upon completion of the section.]

Risk is a major factor to be considered in designing and managing any project throughout its lifecycle. Risk can be defined as the possibility that an event will occur and affect the achievement of the project results either negatively or positively. As such, it can

² A project management tool used to define and clarify project roles and responsibilities against major tasks within a project.

represent a threat or an opportunity. **The relevant risk and information could be drawn from SN with including specific details related to the proposed project.** This section also describes how security and safety will be mainstreamed through the identification and inclusion of security and safety considerations at all levels of UN Women activities. Use the below checklist to guide you in transferring the relevant information from the approved Project Concept Note and/or providing additional information (particularly on the details [highlighted in blue](#)).

- ❑ Specify the **key risks that can threaten the achievement of results and safety of personnel** through the chosen strategy and the assumptions on which the project results depend. These will have been identified during the design phase, and output level risks must be described in the Results and Resources Framework (Section 4.1 of the ProDoc) which must be in line with strategic risks at impact and outcome level described in TOC of the respective SN.
- ❑ Describe the **response strategy to the risks identified** (i.e.: mitigation actions), especially how potential adverse impacts will be avoided where possible and otherwise managed and if **actions taken or to be taken to mainstream security and safety** throughout the project cycle.
- ❑ Ensure all elements are completed as required in [Annex-section 11: Project Risk Register](#) and attach it to the ProDoc. The template includes details of the risk, roles and responsibilities of identification and mitigation of risks. The Risk Register must be reviewed and updated regularly, preferably every six months.
 - Before compiling a risk matrix, the lessons from other projects should be reviewed, the project context/environment should be understood, and ideally stakeholders (including beneficiaries) should brainstorm to identify risks.
 - In order to contribute to a project's success, risks must be identified, assessed/measured, prioritized, and linked to a response strategy. Offices/units should be able to determine whether the threats or opportunities identified can be avoided/exploited (if an opportunity), accepted, reduced/enhanced (if an opportunity), transferred, or shared before drafting a response strategy, as this decision will determine which approach to choose.
 - This includes security and safety risks actions as described in the [Explanatory Note on Project Security and Safety Mainstreaming \(Resource K\)](#). Then the possible actions to deal with these risks need to be considered and an appropriate action plan needs to be developed. This involves planning for and implementing resources to carry out selected actions to address the risks. These actions must be incorporated in the project work-plan and require periodic monitoring and reporting to ensure that all risk management activities are having the desired effect.
 - It is important that risk responses balance the cost of implementing the response against the probability and impact of allowing the risk to occur.

***Note:** Risks indicated in the narrative should correspond to those risks indicated in the Project Risk Register

Start your text here for section #11.

12: Resource Mobilization Strategy, Communication and Visibility (1-2 page recommended)

[Remove this guidance box upon completion of the section.]

This section describes how essential resources for the development, implementation and continuation of works for achieving the organization's mission are being or will be mobilized (refer to the [Resource Mobilization Partnerships Policy](#)) and also outlines planned communication and partner recognition activities according to targeted audiences. **The plan should be in line with the SN Annex: Partnership, Communications and Visibility Plan.** Use the below information and checklist to guide you.

12.1 Resource Mobilization: If the needed resources and/or resource mobilization strategy to close the funding gaps for the project are not yet considered as part of the respective SN, the action plan to mobilize the resources should be described here.

- ❑ Outline the **status of pipeline resources** towards the required funds.
- ❑ If the available resources do not cover the entire estimated fund requirement (particularly for projects with **≥40% of funding gap**), develop **a detailed resource mobilization plan for the remainder of the required funds** in consultation with the respective resource mobilization focal point in UN Women (Strategic Partners Division). (refer to the resource mobilization toolkit and guidance on these links: [Public Partnerships](#) and [Private Sector Engagement](#)).
 - The plan should discuss how the required resources for the project will be mobilized, including listing specific resource mobilization activities to be undertaken in this endeavour, e.g.: donor roundtables, basic info package for Resource Mobilization, outreach to embassies/High Commissions, appeals to private sector funding including activating employee/individual giving and cause-related marketing, revenue management, field visits, fulfilling reporting and other contractual obligations, managing partnerships, communicating results.
 - The action plan should also describe who is doing what, when, where and with whom for resource mobilization activities.

***Note:** In the case that there has not been significant progress in covering the financing gap during the first year of project implementation, the project should be revised and resubmitted for the relevant quality assurance review process by the beginning of 2nd year of project implementation.

12.2 Communication and Visibility: The Communication and Visibility Plan is a mandatory document that outlines the communications approach and goals in order to ensure effective communication and visibility about the results and objectives of the project implemented by UN Women to all target groups. The plan is to also incorporate and ensure visibility of donors (if required) and UN Women Management.

- ❑ Complete the communication and visibility plan for the project using [Annex-section 12.2: Communication and Visibility Plan](#) and attach it to the ProDoc.
 - Project Communications and Visibility Plan should be **in line with the respective office's SN Annex: Partnerships, Communications and Visibility**, from which the relevant information can be extracted and used at the project level.
 - Communications and visibility objectives, opportunities and activities should be **appropriately resourced at the recommended minimum of 5% of total project budget** and geared towards identified key and strategic audiences and impactful activities.
 - The Communications and Visibility Plan should be **in line with UN Women's risk tolerance boundaries and risk management plans**, particularly with regards to engagements with the private sector (including businesses, foundations and individuals).
 - Consider **recognition requirements of potential partner(s)** and outline tailored partner recognition and visibility activities that will be undertaken during the project period. The activities may also include creating opportunities for partner recognition as a tool to leverage national resource mobilization (e.g.: Partner Recognition Week Campaign, field visits, executive board meetings, key thematic dates like 16 Days, IWD. For resources and guidance in identifying activities:
 - For public partnerships, check [Partner Recognition and Visibility](#) or contact piva.team_rm@unwomen.org
 - For private sector partnerships, check [Private Sector Intelligence Hub](#) or contact mpas.support@unwomen.org
 - Check the list of UN Women's top core funding partners (UN Women's Transparency Portal) and make sure that you recognize their contribution in your engagement with embassies, consulates and other diplomatic offices that are established in your territory.

Start your text here for section #12.

13: Project Procurement and Travel Planning and Management Capacity (1/2-1 page recommended)

[Remove this guidance box upon completion of the section.]

All projects must prepare a high-level procurement and travel plan following the [Procurement Plan Guidance](#) and the [Duty Travel Policy](#), prior to submission of ProDoc for appraisal. The high-level procurement and travel plan should outline the major categories and total travels – as per indicative budgets allocation from the overall project budget. Use the below checklist to guide you.

- ❑ Complete [Annex-section 13: Procurement and Travel Management Plan](#) and attach it to the ProDoc.
- ❑ Provide an estimation of **anticipated procurement volume** - outline the principal procurement activities, including a list of key commodities for which project funds are requested or allocated.
- ❑ Provide an estimation of **anticipated travel volume (or budget)**.
- ❑ Based on the procurement and overall travel needs and activities (including events that involve travel) as expressed in the procurement and travel plans, offices must:
 - assess and expressly **indicate the existing capacities** for the implementation of procurement and travel activities locally, or
 - when applicable, **state the future need for additional resources/capacity** and/or for direct support from the Regional Office, Country Office, HQ, or the Virtual Procurement/Travel Hubs.

When developing project budgets, **cost recovery mechanisms** must be carefully considered in relation to the personnel time and use of tools and services of the Procurement and Travel Services (PTS) Network. The project budget template must explicitly include **a separate budget line/s** detailing the allocated budget for procurement and/or travel activities, including events that involve travel. Consequently, the budget must include the appropriate percentage of procurement and travel activities' related **Direct Project Cost (DPC) and Indirect Project Cost (InDPC)** in alignment with the applicable guidelines developed by PTS. This is

to avoid offsetting work generated from non-core funded projects by personnel funded from other funds, which would effectively cross-subsidize resources across different funds.

- **Direct Project Costing (DPC) for Procurement and Travel Services (PTS):** - DPC Inclusion: It covers the corresponding cost of time of the PTS' Virtual Procurement/Travel Hubs, Headquarters, Regional or Country Offices personnel, where procurement and travel activities will be directly executed by the afore-mentioned PTS personnel.
- **Indirect Project Costing (InDPC) for Procurement and Travel Services (PTS):** - InDPC Inclusion: When the project hires procurement expert(s) using project funds, who will execute procurement and travel activities, the InDPC will cover the costs associated with corporate PTS advisory services and cost of tools not covered by other corporate resources, or such services or tools costs will be capped at a lower level or smaller capacity (e.g., PTS advisory services related to support with the project formulation, review, and clearance, and costs associated with other corporate PTS services and tools such as HQ-PRC, UNGM, HLCM-PN, and other system licenses).

Infrastructure/Construction Works:

- ❑ For projects that involve **infrastructure/construction works** the ProDoc must detail not only the planned capacity -such as the involvement of civil engineers- for project design and oversight, but also the current/future procurement capacity requirements. This includes in-house -within UN Women- resources and any additional resources/capacity that will be hired or outsourced to partners.
 - It is important to note that the standard Direct Project Cost (DPC) and Indirect Project Cost (InDPC) requirements will remain in effect for infrastructure/construction works, provided that they are implemented using the procurement modality and meet the criteria as described above.
 - If the plan is to outsource such activities to another UN Organization/Agency - the same information should be included under the relevant section of the ProDoc. However, if a decision is made to outsource the activity to another UN Organization/Agency, the DPC (not the InDPC) might not be applicable as the requirement for in-house support could diminish.
 - If infrastructure/construction activities form part of the programmatic activities, -e.g. will be given to a programme partner, if such an arrangement is authorized by relevant project authority - comparable information on capacity should be provided under the relevant program section of the ProDoc.³ Accordingly, if a programmatic action is planned for infrastructure/construction works elaborate on the proposed modality per the guidance in section 4.2 and the information provided herein.
- ❑ Offices must set aside USD 500.00 (five hundred) as Direct Project Cost (DPC) that would cover the cost relative to the review and pre-clearance of the project that includes infrastructure/construction work, when it is submitted for pre-clearance to the Infrastructure Committee before submission for project quality assurance. This amount does not cover any solicitation and procurement support processes, which will be determined according to the applicable guidelines developed by PTS, including DPC and InDPC, when applicable; rather it is used to cover the cost of external experts hired by PTS to review such submissions prior to project quality assurance.

In summary, transparent tracking of service costs offered to the project prevents unintended resource offsetting and promotes effective project management.

Start your text here for section #13.

14: Project Budget (a half page i.e.: 250 words maximum)

[Remove this guidance box upon completion of the section.]

Project budgeting should be prepared for the entire project timeframe and in alignment with the [Cost Recovery Policy](#) and associated procedures and guidelines, particularly the [Planning and Budgeting of Direct Project Costing Guidance](#). The [Standard Project Budget template](#) is available and reflective of the results hierarchy, so the budget planning is at the Project Outcome and Output level. The template includes a tool to facilitate the project budget planning, formulation, and costing processes. The detailed guidance, as well as the [Direct Project Cost \(DPC\) Checklist](#) and the levy calculator, are also available for budget preparation. The template also facilitates the data entry in Quantum after it is approved as the template follows the same Quantum format. Use the below checklist to guide you in transferring the relevant information from the approved Project Concept Note and/or providing additional information (particularly the details [highlighted in blue](#)).

- ❑ Complete [Annex-section 14: Standard Project Budget](#) in collaboration with HR, Procurement and Operations Manager, and attach it to the ProDoc. **All sections in the budget template need to be completed as per the [Standard Project Budget](#)**

³ For instance, the relevant section should detail whether the programme partner will hire, or has available, as part of its team, civil engineers and experts, including required procurement capacity, to implement the infrastructure/construction work.

Template Instructions and submitted for quality assurance assessment. Budget preparation should consider, and factor in, the following costs:

- Calculate personnel costs in line with the latest proforma and ensure the planned budget accounted for all personnel required for implementation.
 - Ensure operational costs (e.g.: communication, office supplies, equipment etc.) are reasonably and adequately included.
 - Reflect adequate budget for monitoring, reporting and evaluation activities, and/or audit.
 - When needed, include budget for the planned risk mitigation actions.
 - If necessary, include budget for capacity building particularly to capacitate responsible government entities or CSOs/NGOs to sustain the Project results after the implementation ends.
 - Consider budgeting contingencies for unexpected expenses.
- Attach to ProDoc the [Standard Project Budget](#)
 - Describe in ProDoc an **overview and key elements of project budgeting**
 - Discuss any specific measures to ensure cost-efficient use of resources** (e.g.: joint monitoring with other projects, sharing of operational costs etc.)

All anticipated programmatic and operational costs required for the delivery of the development project, including development effectiveness and implementation support arrangements, need to be identified, estimated and fully costed in the project budget under the relevant output(s). This includes activities that directly support the project implementation and management, such as communication, human resources, procurement, finance, audit, policy advisory, quality assurance, reporting, management, etc.

Start your text here for section #14.

List of Available Templates, Tools and Resources to Support Project Formulation, Implementation and Management

ProDoc Section	Required ProDoc Annex	Tool and Resource
1: Cover Page and Project Summary Data		
2: Executive Summary		
3: Situation Analysis and Development Challenges		
4: Results and Resources Framework, Strategy and Partnership	Annex-section 4.1: Results and Resource Framework	Resource A: Project Accountability to Beneficiaries (Project-Level Grievance Redress Mechanism) Resource B: Stakeholders Mapping and Checklist
5: Inception Phase		Resource C: (First Year) Implementation Plan Template Resource D: Template for Partner Selection Plan and Implementation Tracking Resource E: Beneficiaries Count Tool Resource F: Social and Environmental Risk Management Plan
6: Monitoring, Reporting and Evaluation Plan	Annex-section 6.1: Project Monitoring and Reporting Plan Annex-section 6.2: Project Evaluation Plan	
7: Knowledge Management and Learning		Resource G: Explanatory Note and Template for Lessons Learnt Register
8: Sustainability of Project Results and Exit Strategy		Resource H: Explanatory Note on Exit Strategies
9: Environmental and Social (SE) Assessment and Sustainability	Annex-section 9: SE Risk Screening for Projects	Resource F: Social and Environmental Risk Management Plan
10: Project Governance, Management Arrangements, Human Resource Management and Accountability to Beneficiaries	Annex-section 10.2: Project Human Resources Management Plan	Resource I: Explanatory Note on Project Governance and Management Arrangements Resource J: RACI Matrix
11: Project Risk, Security and Safety Management	Annex-section 11: Project Risk Register	Resource K: Explanatory Note on Project Security and Safety Mainstreaming
12: Resource Mobilization, Communication and Visibility of Project	Annex-section 12.2: Project Communications and Visibility Plan (table format)	
13: Project Procurement and Travel Planning and Management Capacity	Annex-section 13: Project Procurement and Travel Management Plan	
14: Project Budget	Annex-section 14: Standard Project Budget	