Implementation repeats annually throughout duration of project.
1. FORMULATE

- **Pipeline Concept**
  - Analyse gaps in programme’s theory of change

- **Implementing Partner**
  - Select
  - Prior to developing the project document

- **Initiation Plan**
  - Develop
  - (if applicable)
  - Include:
    a. Standard cover page
    b. Description of the activities/key deliverables and how they will be managed
    c. A standard budget in the form of a work plan

- **Project Document**
  - Create
  - Joint Programme
  - Project Document
  - Use a Joint Programme Project Document for joint programmes with other UN agencies.

- **Stakeholders**
  - Engage

- **Quality Assessment**
  - Conduct in the corporate planning system, project space

- **Risks, Including Conducting SESP**
  - Assess

2. SELECT IMPLEMENTING PARTNER

- Ensure participation of wide range of stakeholders

- Contact MPTF Office if UNDP is an Administrative Agent: executivecoordinator.mptfo@undp.org

- The initial project risk log and SESP are submitted to the Project Appraisal Committee as annexes to the project document and recorded in the Atlas Project Management module.

3. TOOLS

- Pipeline module
- Concept note (optional)

- Initiative Plan template
- GEF PPG

- Project document template
- GEF project document template (for GEF-financed projects only)
- GCF project document template (for GCF-financed projects only)

- Joint programme (project) template
- UNDG Guidance Note on Joint Programmes
- UNDG Guidance Note on designing, managing and closing MDTFs

- Project QA
- Design rating tool

- Project Risk Management Tool
- Social and Environmental Screening procedure
**APPRAISE & APPROVE**

**Appraisal (LPAC)**
Stakeholders meet

- **Final QA report**
  Update and approve the final QA report in the Corporate Planning System, along with uploading the LPAC comments and attendance

**Project Document**
Activate project in Atlas once approved

- **Contribution agreements**
  Sign contribution agreements with donors, as relevant

**TOOLS**

- **LPAC Terms of Reference**
- **Corporate Planning System**

**GUIDANCE**

- May be: approved, approved with qualifications, disapproved
- If rated: ‘Needs improvement / inadequate’ - not advisable to approve unless benefits outweigh risks - then risk mitigation plan required
- If part of a portfolio, link the project to a specific portfolio in Atlas
- The agreement of the government development coordination authority can be acknowledged by any of the acceptable methods as agreed with the government, including an exchange of letters or minutes of the LPAC
- Duties of Project Board

**ANNUAL PLANNING**
In order to start using the platform, the Head of Procurement of your CO must register in the Procurement section of the intranet. Once access has been granted procurement staff profiles and project IDs can be set up.
**Funds available**

**Activities and deliver Outputs**
Mobilize inputs to initiate activities and deliver outputs

**Oversight including HACT and Audit**
Perform field visits, audits and evaluations

**Multi-year Work Plan**
Monitor and update the Work Plan
MONITOR

- Collect Data for Project RRF
- Scan Context for Change
- Collect Stakeholder Feedback
- Identify Factors Related to Progress
- Assess Quality
- Assess Risks
- Monitor Operational Performance
- Verify Output Progress
- Review Sustainability Plan
- Document Lessons Learned

TOOLS

- UNDG Guidance Note on Big Data Security and Ethics
- Quality Assurance Template
- Risk Log
- Social & Environmental Standards
- Output verification template
- Corporate Planning System: Monitoring Features Project Space ROAR

GUIDANCE

- Ensure that critical project information is monitored and updated in corporate systems
- UNDG Guidance Note on Big Data Security and Ethics
- Compare and analyse evidence against defined programming and operational baselines, milestones, targets and the theory of change, and identify factors related to progress
- Conduct field visits to verify output progress jointly with several partners involving a cluster of projects within an outcome.

OVERSIGHT
Hold Project Board Reviews
Hold reviews at least annually

Record Decisions in minutes
Record changes to the project in minutes of Project Board meetings

Project review
Considers: Programme/project reporting, quality assurance data, evaluations, risk assessment, required partnerships and operational bottlenecks and issues

Recording changes
The programme manager must inform project boards of all decisions and actions relevant to the respective projects. Project boards and project managers must operationalize agreed changes made at the programme level through, where necessary, revising corresponding project documents
Guidance on revisions

The agreement of the government development coordination authority can be acknowledged by any of the acceptable methods as agreed with the government, including an exchange of letters or minutes of the Project Board.
submit **Financial Report**
Submit quarterly, or when additional resources are needed

sign **Combined Delivery Reports**
Submit in 2nd, 3rd and 4th quarters

prepare **Project Progress Report**
Prepare with frequency stated in Project Document

communicate **Project Results**
to partners and public

Funding Authorization and Certificate of Expenditures (FACE)

Donor-specific format

Executive Snapshot

UNDP Brand Manual

UNDP Tagline Portal

Communication Toolkit

Success Story Template

Photo Guidelines

See in Atlas:
- Standard CDR report
- On-Demand Atlas Training – Atlas Project Overview and Tools > Generate CDR
- UN Reports > Project Management Reports > Portfolio Analysis > CDR
Final Project Report

Generate report directly from the Corporate Planning System or use other format agreed by partners.

Final Project Evaluation

Prepare management response and share findings and recommendations for learning.

Final Project Review Including
Closure QA and Project Closure Budget

The Project Quality Assurance Assessment is prepared and reviewed; the Project Board endorses the final project review report, including lessons learned.

Files and Assets

Project assets and documents should be transferred to national beneficiaries or national representatives; worthless assets are disposed.

Financial Report

Under the HACT, national institutions and NGOs serving as Implementing Partners prepare the final FACE.

Project Closure Checklist

Prepare management response and share findings and recommendations for learning.

Final Combined Delivery Report

Review and sign CDR.