Project Charter

**Established for** <insert project name here>

**In** <insert country/countries here>

**For the period** <insert period of project here>

# I. Purpose

The purpose of this project charter is to formalize the governance structure for the above-mentioned project, which is described in more detail in the Project Summary, Project Budget, and proposal Activities Schedule attached to this Charter as an annex.

# II. Vision and Guiding Principles

The governance structure confirms its commitment to supporting implementation of the project, guided by principles (see annex) established to ensure a common understanding of how to work together.

<Annex project-specific governance guiding principles. Review items from page 5 of the CRS [Leadership Forum for Partners Terms of Reference](http://www.ics.crs.org/node/301-Partnership%20Leadership%20Forum%20Terms%20of%20Reference.pdf) as well as the full set of CRS partnership principles and suggestions from members of the governance structure.>

III. Project Governance Structure

The project governance structure consists of:

<Insert a brief description of the governance structure, e.g.:

* A project sponsor, plus the project manager (PM) and partner director
* A project governing board consisting of CRS as the prime recipient; plus a representative of each sub-recipient organizations; and a representative of X and Y (e.g., a government stakeholder organization, and a community representative)
* Other structures appropriate to the project scope and partnering arrangements>

IV. Governance Structure Roles and Responsibilities

Governance structure members have the following roles and responsibilities:

<Insert the appropriate roles and responsibilities for the specific governance structure, e.g.,:

* Chair, or Project Sponsor if the governance structure is small (insert name, title, organization): Responsible for approving the agenda and running meetings.
* Secretary (insert name, title, organization --this is typically the project manager): Responsible for scheduling meetings, drafting agendas, recording meeting proceedings and action items, preparing and distributing reports, and filing documents.
* <insert any other positions and their responsibilities>
* Member(s) [insert name(s), title(s), organization(s)]: Responsible for participating in meetings, providing feedback and input, and carrying out tasks as determined by the structure.>

V. Governance Structure Meetings

The governance structure for the project will meet <insert frequency – i.e., weekly, monthly, quarterly, twice annually, annually and/or other regular date or timeframe such as the first Wednesday of every month or within the first 10 calendar days of each quarter> and as required to discuss decisions exceeding the PM’s tolerance that require immediate consideration and action. If meetings are needed outside the above schedule, <insert how these will be convened, depending on the size and composition of the project governance structure – e.g.: “the Chair may convene provided the proposed meeting is confirmed by at least one other member.”>

Communication before and after meetings will be < insert agreed communications mechanisms – i.e., e-mail with all members copied>. The PM will prepare the following documents, which will be circulated at least <insert agreed timeframe> before each meeting:

* Project status report
* Updated risk register
* Updated issues log
* Detailed project plan for next period
* List of decisions to be discussed at meeting, with appropriate background information

The <Secretary, or PM in the case of small governance structures – i.e.., a structure consisting of the PM, CRS project sponsor, and partner director only> will prepare minutes after every meeting highlighting key action items and decisions taken; the <Chair, or CRS project sponsor in the case of a small governance structure> will circulate the minutes to all parties and the PM will maintain these in the project file <insert other mechanisms, as appropriate>.

VI. Tolerances and Decision-Making

### Project Manager

The PM may make direct decisions, including changes related to the project scope, timeline, budget, quality, and risks in line with the Project Summary, Budget, and Schedule (see annex) and within the following tolerances:

* <insert tolerance – e.g., Adjustments to the project budget not exceeding overall project line item flexibility>
* <insert tolerance – e.g., Adjustments to the project implementation schedule within the approved timeframe>
* <insert tolerance – e.g., Changes to personnel with the exception of A or B position>
* <insert tolerance>

Note that the PM is the primary budget manager for the project and has authority to approve expenses in accordance with CRS’ Map of Authority.

For decisions that exceed the PM’s authority <e.g., decision to request a cost or no-cost extension>, the PM must seek approval from the governance structure. All changes must be documented and added to this project charter.

### Other Staff (if applicable)

The following staff also have limited decision-making authority, in addition to the PM:

* <insert information about other budget managers or others with ability to approve items such as timesheets, purchase requisitions, etc.>

### Governance Structure

The governance structure will make decisions by the following method:

* <insert method – i.e., decision by a quorum of the full governance structure membership via simple majority vote; recommendations on decision by the full governance membership via a simple majority vote, but with the final decision made by the Chair or Project Sponsor.>

In the event of a tie during voting, <insert process to be followed – i.e., a second vote will be taken after 5 minutes’ additional discussion; the secretary will note the specific arguments of each side for the Chair’s/Project Sponsor’s consideration in final decision-making.>

Members shall have the right to escalate issues to <insert name of individual to whom escalation is communicated, e.g., the Chair/Project Sponsor and/or an individual outside the governance structure> when <insert cases here>. In the event of a conflict, the governance structure will work to amicably resolve conflict.

VII. Monitoring, Evaluation, Accountability, and Learning

The governance structure will track the following performance indicators, benchmarks, and milestones on a <insert frequency – i.e., quarterly, annual> basis to ensure appropriate management and effectiveness of the structure, and identify any challenges or issues to be resolved:

• Number of regular meetings held

• Number of special meetings held

• Measures of quality, such as speed of the decision-making process on issues exceeding the PM’s tolerance levels (e.g., % of decisions made within one day)

<or insert alternate indicators, benchmarks, or milestones in line with priorities>

VIII. Signatories

By signing below, the members of the governance structure approve the charter per the points outlined above and in the attached documents. <add or delete rows as needed>

|  |  |
| --- | --- |
| Name:  Title:  Organization:  Signature: | Name:  Title:  Organization:  Signature: |
| Name:  Title:  Organization:  Signature: | Name:  Title:  Organization:  Signature: |