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EXECUTIVE COMMITTEE OF
THE MULTILATERAL FUND FOR THE
IMPLEMENTATION OF THE MONTREAL PROTOCOL

Forty-eighth Meeting
Montreal, 3-7 April 2006

**ISSUES RELATED TO PROJECT COMPLETION REPORTS
(FOLLOW-UP TO DECISION 47/6)**

Pre-session documents of the Executive Committee of the Multilateral Fund for the Implementation of the Montreal Protocol are without prejudice to any decision that the Executive Committee might take following issue of the document.

For reasons of economy, this document is printed in a limited number. Delegates are kindly requested to bring their copies to the meeting and not to request additional copies.

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- I Causes of Delayed Submission of PCRs: Responses Received from Agencies
- II Draft Guidelines for the Project Completion Report on Non-Investment Projects

I. Introduction

1. Following a discussion on the 2005 Consolidated Project Completion Report UNEP/OzL.Pro/ExCom/47/8, the Executive Committee decided at its 47th Meeting:

- “(a) To take note of the 2005 consolidated project completion report contained in documents UNEP/OzL.Pro/ExCom/47/8 and Add.1, including the schedule for submission of project completion reports (PCRs) due;
- (b) To request implementing and bilateral agencies concerned:
 - (i) To establish by the end of January 2006, in cooperation with the Multilateral Fund Secretariat, full consistency of data reported in the PCRs, in the Inventory and in the Annual Progress Reports;
 - (ii) To provide, by the end of January 2006, the information still missing in a number of PCRs;
 - (iii) To clear the backlog of PCRs for projects completed before the end of 2002 by the end of January 2006;
 - (iv) To provide information as to why PCRs had not been submitted.
- (c) To urge the World Bank to make all necessary efforts to deliver the PCRs still scheduled to be provided in 2005; and
- (d) To request that the Senior Monitoring and Evaluation Officer, in cooperation with the implementing agencies, develop guidelines for PCR reporting of non-investment projects, with particular attention to improving the “lessons learned” component, and prepare a short report containing concrete recommendations on how to make best use of those lessons, to be reviewed by the Executive Committee at its 48th Meeting.”

2. The present report follows up on this decision and provides information on progress achieved with regard to establishing consistency and full information in PCRs submitted, collecting PCRs for projects completed before the end of 2002 and identifying reasons as to why PCRs had not been submitted (in sections II and III and Annex I). It also presents guidelines for PCR reporting of non-investment projects (see Annex II) and recommendations on how to make best use of the lessons learned reported in PCRs (in section IV).

II. Progress Achieved Regarding Information in and Submission of PCRs

3. Decision 47/6 (b) (i) requested implementing agencies, in cooperation with the Multilateral Fund Secretariat, to establish full consistency of data reported in the PCRs, in the Inventory and in the Annual Progress Reports by the end of January 2006. All cases of data inconsistencies in PCRs received in 2003 have been solved while some issues have still to be resolved with Japan and UNDP for PCRs received in 2004 and Germany, UNDP and the World Bank for PCRs received in 2005.

Table 1: Progress Achieved for PCRs with Data Inconsistencies

Agency	2003	2004	2005
Canada	N/A	100% Solved	100% Solved
Germany	100% Solved	100% Solved	0% Solved
Japan	N/A	0% Solved	100% Solved
UNDP	100% Solved	93% Solved	90% Solved
UNEP	100% Solved	100% Solved	100% Solved
UNIDO	100% Solved	100% Solved	100% Solved
World Bank	100% Solved	100% Solved	90% Solved
Total	100% Solved	97% Solved	82% Solved

4. Decision 47/6 (b) (ii) requested implementing agencies to provide, by the end of January 2006, the information still missing in a number of PCRs. All cases of incomplete information in PCRs received in 2003 and 2004 are solved while some issues still have to be resolved with Germany, UNDP and the World Bank for PCRs received in 2005.

Table 2: Progress Achieved for PCRs with Incomplete Information

Agency	2003	2004	2005
Canada	N/A	N/A	100% Solved
Germany	N/A	100% Solved	0% Solved
Japan	N/A	100% Solved	100% Solved
UNDP	100% Solved	100% Solved	79% Solved
UNIDO	100% Solved	100% Solved	100% Solved
World Bank	N/A	100% Solved	64% Solved
Total	100% Solved	100% Solved	70% Solved

5. Decision 47/6 (b) (iii) requested implementing agencies to clear the backlog of PCRs for projects completed before the end of 2002 by the end of January 2006. As of February 2006, there are still 21 PCRs due for projects completed before the end of 2002 including Australia (6), France (2), Singapore (2), the World Bank (5), UNDP (4) and UNEP (2).

Table 3: PCRs Still Due for Projects Completed before the end of 2002

Agency	Investment	Non-Investment	Total
Australia	0	6	6
France	2	0	2
Singapore	0	2	2
World Bank	4	1	5
UNDP	1	3	4
UNEP	0	2	2
Total	7	14	21

6. In line with decision 47/6 (c), the World Bank submitted all PCRs that had been scheduled for submission in 2005 in December 2005.

III. Reasons for Delayed Submissions of PCRs

III.1. Introduction

7. At the 47th Meeting of the Executive Committee, the Senior Monitoring and Evaluation Officer presented the 2005 consolidated project completion report and noted that, while the total number of project completion reports (PCRs) had substantially increased, a number had yet to be submitted. The Executive Committee requested in Decision 47/6 (b) (iv) that the implementing and bilateral agencies concerned “provide information as to why PCRs had not been submitted”.

8. In order to facilitate the task of compiling the information requested by Decision 47/6 (b) (iv), the Senior Monitoring and Evaluation Officer sent out a preformatted table to implementing and bilateral agencies. Responses were received from Australia, Canada, France, Japan, Germany, UNEP, USA and the World Bank. These are presented in Annex I, and the description of the problems is listed under (a), followed by actions taken under (b).

III.2. Summary of Responses Received

9. Some agencies provided summary explanations for all delayed PCRs, while others commented on problems for individual or groups of PCRs. Only some agencies provided specific examples of actions taken (see details in Annex I).

10. Most obstacles were encountered when attempting to complete PCRs for projects completed before 2002. Obtaining information from enterprises, NOUs and consultants several years after completion of a project is challenging for a variety of reasons (for example staff changes). The loss of institutional memory makes, at best, for delayed PCRs or for very incomplete ones. In addition, as time passes so does the urgency to provide or disclose relevant information and the risk of poor PCR quality increases.

11. Overly complex and demanding report completion and approval processes, although beneficial for the quality of the final PCR can result in delays. The establishment of internal processes by the World Bank (such as a checklist of requirements and of minimal expectations), combined with training sessions for the Financial Intermediaries addressed both the issue of timeliness and quality of PCRs.

III.3. Recommendation on How to Avoid Delays in Submission of PCRs

12. The Executive Committee might wish to consider requesting implementing and bilateral agencies to incorporate PCR data collection and reporting obligations into contracts with their consultants and the beneficiary enterprises or institutions, as appropriate, to ensure that all required PCR data are provided on time and with the information required, to the agency.

IV. Report on How to Make Best Use of Lessons Learned

IV.1. Introduction

13. As a follow up to the information presented to the 47th Executive Committee Meeting, the Senior Monitoring and Evaluation Officer, in cooperation with Implementing Agencies, was requested to develop guidelines for PCR reporting on non-investment projects, with particular attention to improving the “lessons learned” component, and to prepare a short report containing concrete recommendations on how to make best use of the lessons learned for review by the Committee at its 48th Meeting (Decision 47/6(d)).

14. PCRs are prepared for individual, or groups of individual projects approved as stand-alone projects, but not for multi-year sectoral and national plans. Project Completion Reports have been submitted for 1,609 out of a total of the 1,834 investment projects approved to date (i.e. nearly 90%). With regard to the 1,795 non-investment projects approved to date, 659 PCRs have been received. However, it is important to note that most non-investment projects are not subject to preparation of PCRs, as is for example the case for institutional strengthening projects, country programmes, project preparation and the non-investment activities in ongoing projects.

15. While the number of approvals for individual investment projects has decreased considerably since 2001, national multi-year phase-out plans, R&R components of TPMPs and RMPs - grouping individual projects – increased substantially and will continue to be approved and/or implemented. Lessons learned from individual projects will continue to be relevant and useful for preparing and implementing similar activities in the framework of multi-year-agreements.

IV.2. Approach Chosen for Analyzing Lessons Learned in PCRs

16. As indicated above, a large number of lessons learned have been accumulated in investment and non-investment project PCRs. The current report focuses on the review of the 256 PCRs which were submitted between the 44th and the 47th Meeting. The lessons learned presented in these investment and non-investment PCRs were summarized in Annex I of UNEP/PzL.Pro/ExCom/47/8, which presented a representative sample of lessons learned and listed the more significant or prevalent ones found in the PCRs.

17. The first step was to analyze the lessons learned to determine if overarching ones could be identified. For the investment PCRs the lessons learned were reviewed against the background of the respective project documents, as well as comments expressed in the respective PCRs by stakeholders (implementing agencies, financial intermediaries, NOUs and the recipient enterprises). The results of this analysis were compared with existing Executive Committee decisions in order to identify any lessons learned which might not have been previously addressed through earlier decisions both for non-investment and investment projects. The detailed results of this analysis are available upon request.

IV.3. Findings

18. The usefulness of information contained in PCRs depends on the extent to which the Secretariat, implementing agencies and their consultants, financial intermediaries and NOUs apply them through

reviews, appraisals and discussions of ongoing or new projects. The current practise within the Fund Secretariat is to circulate received PCRs to relevant officers to facilitate this learning cycle.

19. The lessons learned fall into two broad categories:
 - (a) Those which once again raise issues that have already been sufficiently addressed by policies, guidelines and decisions of the Executive Committee or which result from discussions on evaluations or other deliberations;
 - (b) Those which raise issues that have not yet been addressed by the Executive Committee.
20. As the majority of lessons learned in recent PCRs repeat issues which have in one way or the other already been addressed by the Committee in previous decisions, these decisions might not always have been applied effectively.
21. Regional network meetings could be a useful forum for addressing recurring lessons learned, and further informing implementation of projects and multi-year programmes in the regions. These meetings would also provide the opportunity for continued exchange of expertise and cooperation among industries which would particularly benefit those enterprises currently undertaking conversions.
22. The following is a summary of the main lessons learned presented in PCRs on non-investment projects in 2005:
 - (a) Lessons learned addressed by earlier Executive Committee Decisions concerning:
 - (i) Institutional strengthening of the NOU and of the relevant government authorities;
 - (ii) Inter institutional cooperation, networking, regional cooperation;
 - (iii) Legislation and effective enforcement;
 - (iv) Customs, customs training and cooperative networks.
 - (b) Lessons learned that have not yet been addressed by specific Executive Committee Decisions:
 - (i) The lesson learned is that a regional approach involving coordinated implementation of projects, such as the recovery and recycling components of RMPs, (for example joint procurement of equipment for several countries) tends to result in delays due to socio-cultural, political and administrative differences.

23. The following provides a summary of the main lessons learned presented in PCRs on investment projects in 2005:

- (a) Lessons learned that are already addressed by Executive Committee decisions concerning:
 - (i) The principle of incremental costs of projects and factors that influence the limits of funding, including requirements for counterpart funding;
 - (ii) The use of flammable substitutes;
 - (iii) Technical issues associated with the use of new and complex manufacturing technologies;
 - (iv) Familiarity or knowledge of project implementation procedures by recipient enterprise (stakeholder), including procurement and bidding procedures.
- (b) Lessons learned that have not been addressed by specific Executive Committee decisions include:
 - (i) In the absence of time specific commitments backed by credible proof of availability of funds, there were significant delays on the part of enterprises in providing the agreed counterpart funds which either delayed the projects or put them at risk of cancellation;
 - (ii) In the absence of specific deadlines or requirements to prove financial and technical capability, a number of enterprises that took advantage of the conversion to carry out industrial expansion or major site relocation projects significantly delayed or compromised the implementation of the approved projects as a result of their inability to finish the complementary projects on time;
 - (iii) In some cases the products obtained with the substitute technology had modified specifications which changed the original business focus. This required promotion and marketing efforts which often had not been considered during project preparation;
 - (iv) The large increase in demand for equipment, especially by SMEs, generated by the Multilateral Fund's projects has provided incentives for some equipment manufacturers in Article 5 countries to produce, at competitive prices, types of equipment for use by SMEs.

IV.4. Recommendations

24. The Executive Committee may wish to consider requesting:

- (a) UNEP to ensure that, whenever appropriate, representatives from industry and other stakeholders are invited to regional network meetings to address relevant lessons learned

- on technology transfer and development of substitute technologies as a means of exchanging information and expertise;
- (b) Implementing Agencies to disseminate information on local/national equipment manufacturers in some Article 5 countries that produce equipment suitable for SMEs at competitive prices;
 - (c) Implementing Agencies preparing regional projects to consider carefully socio-cultural, political and administrative differences between participating countries to avoid delays, encouraging where possible the exchange of ideas and experiences rather than regional projects;
 - (d) Implementing Agencies to ensure that the financial and market implications of conversion projects are appropriately planned for, and to consider mitigating measures where necessary;
 - (e) Implementing Agencies to ensure that beneficiary enterprises fully understand all project implementation procedures and costs, and to agree with them, where appropriate, on specific completion deadlines for complementary activities such as installation of additional new equipment or construction of buildings for site relocation;
 - (f) Implementing Agencies to include lessons learned in the progress reports of annual implementation programmes, given that multi-year projects are currently the main modalities for project implementation; and
 - (g) The Senior Monitoring and Evaluation Officer to include such lessons learned in the Consolidated PCR report in addition to those reported in PCRs.

CAUSES OF DELAYED SUBMISSION OF PCRs

RESPONSES RECEIVED FROM AGENCIES

Describe and categorize any major problems encountered in PCR preparation, causes of delays and actions taken to overcome them:

At the Level of	Problems Encountered	Actions taken to overcome problems/delays
Implementing or Bilateral Agency	<u>Australia</u> Difficulty to prepare PCRs for projects completed prior to the 1997 requirement for PCRs.	<u>Australia</u> PCRs will be completed when resources are available.
	<u>Canada</u> Not enough detailed information available.	<u>Canada</u> Improving the level of detail of progress reports solicited from NOU and consultants.
	<u>France</u> Change of personnel since the time projects were completed and complexities associated with reporting on projects in which newcomer did not take part.	<u>France</u> France will proceed with the backlog of PCRs.
	<u>Germany</u> Delays in drafting reports.	<u>Germany</u> Drafts now ready and submitted for approval.
	<u>Japan</u> Responsibilities for implementation were split to four organizations resulting in financial complexity which took time to verify. Delay due to departure of UNEP's Activity Leader in Paris and reorganization of work between UNEP Paris and Regional offices.	<u>Japan</u> CAP teams were set up and new activity leaders assigned. Responsibility was transferred from UNEP DTIE to UNEP Bangkok simplifying communication and procedure.
	<u>UNDP</u> Difficulties in gathering and collating technical, financial and policy input from executing agencies of UNDP (UNOPS, UNDP-Country Offices).	<u>UNDP</u> Documents archived by UNOPS have been requested to be recalled. UNDP Country Offices that executed projects at national level have been contacted. Finalization of PCRs will be undertaken.
	<u>UNEP</u> Pre-CAP projects for which compilation of all information took time.	<u>UNEP</u> After the formation of the CAP some of the documents were still in Paris. Upon being requested, Paris assisted by providing the documents. Finalization of the PCRs in progress.
	<u>UNIDO</u> Staff relocation and workload distribution during the project implementation.	<u>UNIDO</u> Former Project Managers were requested to assist in the preparation of the PCR.

At the Level of	Problems Encountered	Actions taken to overcome problems/delays
	<p><u>USA</u> The bilateral program was disbanded and dismantled before PCR was completed. Personnel involved never completed the PCR and have moved on to other positions or institutions leaving little historical knowledge of the project.</p>	<p><u>USA</u> Ferret out, chase down and otherwise scrounge for any existing document related to the project and use as best possible to attempt to complete PCR.</p>
	<p><u>World Bank</u> A complex multi step process with demanding information requirements is in place and leads to incomplete PCRs being returned to the starting point of the information chain from the core unit, i.e. to the operational staff in the region, the financial intermediary all the way to the enterprise.</p>	<p><u>World Bank</u> A number of internal tools have been devised to expedite PCR completion including on line access to forms and guidelines, material laying out steps and approaches, project summary downloads etc. This has been further refined to accelerate PCR finalization by means of a “checklist”. This approach allowed the Bank to meet its 2005 PCR submissions target.</p>
Enterprise	<p><u>UNDP</u> After project completion, difficulties in getting parties involved to contribute information required, particularly given the detailed information requested. The older the projects, the more difficult this became.</p>	<p><u>UNDP</u> On the back of other in-country missions by experts, contact was made with enterprises to generate information required for PCR completion.</p>
	<p><u>UNIDO</u> Low level of cooperation among the parties concerned after project completion, as well as delay in receiving of data.</p>	<p><u>UNIDO</u> Assistance was requested from NOU or the information was obtained during the mission.</p>
	<p><u>World Bank</u> PCRs for older projects are the most delayed because they must go through the review cycle several times until minimum reporting requirements are met. Obtaining information for completed projects is challenging and in some cases enterprises did not provide full production figures for taxation reasons.</p>	<p><u>World Bank</u> Enterprises were informed early on that PCRs information was a requirement which in some cases was included in the sub-grant agreement between the enterprise and the financial intermediary (FI). FI to press for full information during project implementation and follow up.</p>
Consultants	<p><u>Canada</u> Low level of detail in some progress reports.</p>	<p><u>Canada</u> NOU sometimes incorporated data monitoring and reporting mechanisms into contracts.</p>
	<p><u>France</u> Very little response in 2005 from the consultants called upon at the time of the project completion.</p>	<p><u>France</u> France will continue to seek required information.</p>
	<p><u>USA</u> It may have been the responsibility of the consultant to complete the PCR but no one remembers.</p>	<p><u>USA</u> Just use whatever existing documents can be found to complete the PCR as best possible.</p>
	<p><u>UNEP</u></p>	<p><u>UNEP</u></p>

DRAFT GUIDELINES FOR THE PROJECT COMPLETION REPORT ON NON-INVESTMENT PROJECTS

(a) Background and Objectives

1. These guidelines have been prepared in accordance to Decision 47/6 of the Executive Committee. The main objective is to improve the quality of information in PCRs on non-investment projects, in particular on lessons learned.

2. The template is available for download at the Multilateral Fund Secretariat's site at www.multilateralfund.org in the section *Monitoring and Evaluation, Project Data*. It will fill the first page of the PCR with the approved and actual data from the Inventory and Progress Reports. If you are using the *intranet*, click on *Information resources* and then on *Access to Project Data* and follow the instructions to locate and download the project specific PCR template.

(b) Content

3. Information provided in Section 2 must include details of the projects activities (2.1) and impacts (2.2) and the assessment of achievements should be followed by comments. In the case of activities or impacts assessed as "*not as planned*" comments must be included.

4. Delays, problems and corrective action (Section 3.2) must provide information on difficulties encountered as well as steps taken to resolve them.

5. Lessons learned, highlights and problems (Section 5) is intended to provide the user with an opportunity to expand on solutions and share knowledge which could be applied in other similar projects.

(c) Using the format

6. The PCR template has been programmed to allow easy tabulation of certain data fields and to make a limited number of calculations. Within the grey fields, the template will only allow you to enter data, either in a numeric form or to be selected from a pull down menu. Please note that after entering data into numeric fields you will need to point your cursor to the top of the screen and click on the "update calculations" icon. All other fields in the template are free text fields. If any figures used for the calculations are changed, the "Update Calculations" button must be pressed to see the correct results. (There is no harm in pressing this button more often than necessary.)

7. Where a date is requested, both month and year must be entered. This can be done in a variety of ways but will be automatically formatted according to the MM/YYYY format. If a date can't be provided, it must be left blank.

8. All questions must be addressed, and if the question is not relevant or applicable to the project, please indicate so by inserting N/A (Not Applicable) wherever appropriate. Please note this is not applicable to number fields.

9. Where a number is requested, only a number can be entered which can be typed with or without commas, but will subsequently be formatted to appear with commas where appropriate. The number of digits after the decimal is limited according to the context, e.g. budget amounts do not display cents. If a number cannot be provided for any reason, it can be specified as zero (if this is logical) or left blank, but it is not possible to enter "N/A" as this would disable the macro.
10. The layout of Section 1 is fixed, so that rows cannot be added or deleted. Other tables can be increased in size using regular Microsoft Word commands to accept any amount of information. Since these tables do not have the same formatting restrictions as the rest of the document, dates and numbers entered in them are not formatted automatically.
11. With the exception of Section 1, the spelling check function is available and can be activated through the Word menus or function key F7.
12. In rare cases, when you open the form you may see a warning message saying: "Word could not fire event". This is evidence of a problem with the "normal template" on your computer, and you will notice that the automatic calculations will not work. It is suggested that you ask your technical support personnel to resolve this problem for you, or you may simply choose to work on a different computer. Further information is available on the Microsoft web site under the code Q162053.
13. The electronic PCR form is not a programme, but merely an enhanced Word document which does not require any special installation procedure and may be copied, moved, and sent by email like any other document.
14. Please save files with the country code, meeting number and the project number, for example, AFR/FUM/34/TRA/28 as AFR-34-28.
15. If you use Word 2000 or later, your computer may disable the automatic calculations to prevent the possibility of virus infections. If this happens, you have to modify the security settings under the menu Tools / Macro / Security.
16. Please write out the complete words at the first point of entry of an acronym.


Project Completion Report (Non-Investment Projects)*

SECTION 1: PROJECT OVERVIEW

All information for Section 1, besides the project inventory number and the exact project title should be available from the National Ozone Unit (NOU) or the Financial Intermediary (FI). If it is not, the Implementing Agency (IA) should also be able to provide all “approved” information. The template is available for download at the Multilateral Fund Secretariat’s site at www.multilateralfund.org. Once you access this site click on intranet and type in your user name and password then click on the Information resources heading and then on Project completion reports – trial, and follow the instructions to locate and download the project specific PCR template.

1.1	COUNTRY/REGION/GLOBAL:	<i>The country or region for which the project is approved.</i>	
1.2	PROJECT NUMBER (AS PER INVENTORY):	PROJECT NUMBER <i>The number which is assigned to the project in the Multilateral Fund (MLF) Secretariat’s Inventory of Approved Projects.</i>	
1.3	PROJECT TITLE:	<i>The title which is assigned to the project.</i>	
1.4	TYPE OF ACTIVITY:	<i>The type of activity for which the project has been approved i.e. technical assistance, training, etc.</i>	
1.5	EXCOM PROVISIONS:	<i>Some projects are approved by the Executive Committee with a condition, for example, no funds to be disbursed pending establishment of legislation, etc. In most cases N/A will apply.</i>	
1.6	DATE OF APPROVAL OF THE PROJECT (AS PER INVENTORY):	<i>The date at which the project has been approved.</i>	
		APPROVED	ACTUAL
1.7	DATE OF COMPLETION	Original: <i>Approved date of completion as per the Secretariat’s Inventory of Approved Projects</i>	<i>The actual date at which the project has been completed</i>
		Latest Revised: <i>For projects that have experienced implementation delays, this should be the revised date as latest progress report.</i>	
1.8	ODP PHASE-OUT(IF APPLICABLE) ¹ :	0.00 <i>Approved ODP to be Phased Out. This amount should be the same as shown in the Secretariat’s Inventory.</i>	0.00 <i>Actual ODP phased out. This should be the same as in the Progress Reports. Differences should be explained in a footnote.</i>

¹ Explanations (optional):

1.9	TOTAL MLF FUNDING:	0 <i>Approved MLF funding only</i>	0 <i>Actual MLF funding disbursed. This can only be the same as or less than the approved amount</i>
	PROJECT ASSESSMENT		
1.10	ACHIEVEMENT OF PROJECT OBJECTIVES:***	(choose from list) <i>Choose from the list of options.</i>	
1.11	PROJECT COMPLETION DELAY (MONTHS):	0 <i>This is an automatic calculation.</i>	
1.12	IMPLEMENTATION COST / APPROVED PROJECT FUNDS (PERCENTAGE):	 <i>This is an automatic calculation.</i>	
1.13	OVERALL ASSESSMENT	<i>Comments here should relate to the strategic goal of the project.</i>	
	REFERENCE DOCUMENTS AND REPORTS		
1.14	WORKSHOP REPORT:	<i>If applicable.</i>	
	COMPLETION REPORT DONE/SEEN BY:	AGENCY <i>Attempts should be made to have all actors involved sign and date on the final PCR version. One cover sheet with all signatures should be submitted. It is suggested to start with the local agency, then the NOU and finally the IA.</i>	NAME, SIGNATURE**, DATE
1.15	IMPLEMENTING AGENCY:		
1.16	NATIONAL COORDINATING AGENCY/NOU:		<i>If the government does not comment after a month's time, the PCR can be submitted with an explanation that the government chose not to comment.</i>
1.17	LOCAL EXECUTING AGENCY:		
<p>** Signing the PCR means confirming to have seen it, not necessarily to agree to all statements. Differences of opinion may be explained in comments at the end of Section 5.</p> <p>*** Use: Highly satisfactory, Satisfactory as planned, Satisfactory though not as planned, Unsatisfactory, Unacceptable</p> <p>*Indicate whether this report is provisional <input type="checkbox"/> or final <input type="checkbox"/>.</p> <p><i>All PCR prepared before financial completion are provisional.</i></p>			

SECTION 2: ACHIEVEMENT OF PROJECT OBJECTIVES

This section is to be used to provide detailed information on activities and their impact and can be expanded to include as much information as desired. The only constraint concerns the Assessment of Achievement which must use the categories listed under the table.

Although it is expected that comments are provided on all activities and their impacts, explanations are particularly important in cases where the assessment is “not as planned”, “unsatisfactory” or “unacceptable” to reach a better understanding of the reasons.

For example if the activity is a series of workshops assessed as “Satisfactory as planned”, the indicator of achievement can be completion of workshops and the comment will include the details, number of trainees etc. If the assessment is “unsatisfactory”, the indicator can be completion of only one workshop, and the comment will briefly explain the reasons. The opportunity to expand on these difficulties and their solution is provided for in Section 5.

Keep in mind that each completed project, be it satisfactorily completed or not should be seen as an opportunity to transfer the experience gained to others in similar situations. By omitting to do so, the lessons learnt and experience transfer are lost.

2.1 Project objectives at activity level

Examples of activities are organizing a workshop, identifying speakers, selecting consultant, etc.

No	Planned and Additional Activities	Indicators of Achievement	Assessment of Achievement*	Comment
1				
2				
3				
4				
5				

* Use: Highly satisfactory, Satisfactory as planned, Satisfactory though not as planned, Unsatisfactory, Unacceptable

2.2 Project objectives at impact level

Examples of impact are increase in number of seizures at entry points, decreased consumption of ODS, creation of an association of technicians, increased amount of recovered/recycled ODS, etc.

No	Planned and Additional Impacts	Indicators of Achievement	Assessment of Achievement*	Comment
6				
7				
8				
9	Sustainability of project achievements			
10	Contribution to country compliance			

* Use: Highly satisfactory, Satisfactory as planned, Satisfactory though not as planned, Unsatisfactory, Unacceptable

SECTION 3: PROJECT SCHEDULE**3.1 Milestones**

These milestones are to be completed as per ExCom Decision 24/8 and should include as many items as applicable to this project.

No.	Milestones as per Project Approval ²	Approved Date ³	Actual Date	Time From Approval in Months
	Project approval	Not applicable	As per inventory	
1				
2				
3				
4				
5				
6				
7				
8				
9	Project completion			
10	Submission of PCR	6 months after project completion		

The goal of this table is to assign duration in months to individual steps in the project cycle to clearly see where delays took place. The “Approved Date and Actual Date” columns contain the final dates of accomplishing the step. The last column will show a number: the difference between the “Approved Date” column and the “Actual Date” columns. The easiest way to fill out the table is to first list both approved and

² Non-investment project milestones as per executive committee decision 24/8:

Legal Arrangements

- Grant agreement submitted to beneficiary
- Grant agreement signature
- Bids requested
- Contracts awarded

Initial stages of project implementation begins

- Preliminary meetings envisaged under the project (excluding meetings where meeting is the principal activity)
- Initial mission to beneficiary country (as applicable)
- Start-up of project activities at country level as stated by Article 5 Party concerned

Intermediate goals achieved

- Data collection completed (as applicable)
- Intermediate outputs completed (printed material, draft regulations or laws, if not the principal activity)
- Equipment delivered (as applicable)

Project completion and follow-up

- Principal activity completed (workshop/training/document if principal activity) by implementing agency
- Government/Executive Committee approval of output (country programmes, strategies, proposed legislation or regulations)
- Submission of completion report

³ Use date of milestone achievement as per proposal or indicate “Not specified”.

actual dates for each step and calculate the months. If there is a range of dates for several steps, such as equipment delivery, please use the last dates in the ranges to calculate the months from one step to another.

3.2 Delays, problems and corrective action taken

Delays and problems should be described in an unambiguous manner and in such a way as to be of potential use to other projects which might encounter similar situations.

Please provide any relevant information as to the specifics which led to the delays or with respect to events or situations which jeopardized the success of the project as it was planned and describe corrective actions taken.

Problem Category	Delays / Problems Encountered	Corrective Action Taken
Agency		
Contractor		
Country		
External		
ExCom provision		
Project design		
Other		

SECTION 4: BUDGET AND EXPENDITURES

4.1 Budget and Expenditures (all non-investment projects)

Item as per Approved Proposal	Budget as per Approved Proposal (US\$)	Disbursements So Far (US\$)	Remaining Obligations (US\$)	Balance (US\$)	Comments
<i>Cost items as approved in the project document.</i>	<i>Budget for this item as per approved project document.</i>	<i>At the time of the preparation of the PCR.</i>	<i>As applicable.</i>	<i>The difference between the approved budget for the item less the remaining obligations and disbursements.</i>	<i>If applicable, explain differences with previous progress report. An example of another comment can be "expenditure report submitted by country, follow up report is pending"</i>
Totals					

4.2 Contingency Cost (if applicable)

Contingency Funds	
Item(s)	Expenditure
Total	
Approved	
Difference	

4.3 Counterpart Contributions

Describe counterpart contributions in cash or in kind, if applicable.

Funds which were required to cover additional expenses for completion of the project and which were either not approved for funding or which were left out of the project document.

SECTION 5: LESSONS LEARNED, HIGHLIGHTS AND PROBLEMS

5.1 Lessons learned

Information presented should reflect the actual experience, obstacles encountered and the solutions which were implemented. Lessons learned should not be confused with achievements or a description of results. Some broad categories for lessons learned include:

a) those relating to local government structure, NOU and agencies (for example: joining the different types of communities was key to the success of this project; networking between NGO's and NOU provided key support in information exchange and awareness raising; direct involvement of the Environment Ministry was required to ensure timely approval of ODS legislation);

b) those relating to the setting up of proper support structures (for example: stakeholder participation increased understanding, awareness and ownership; accurate assessment of the country's needs was of vital importance to ensure correct type of equipment was provided; the advantages of associating professionally and regulating professional practices was an important awareness raising tool);

c) those relating to custom (for example: ozone related issues should be incorporated into on-going customs training; cooperative networks should be set up between customs organizations and neighbouring countries; providing a list of trade names under which ODS are commercialized increases customs ability to identify irregularities);

d) those relating to workshops or meetings (for example: selection of participants with actual experience regarding the issues and good knowledge of the working language greatly enhances the success of training and should be a standard requirement; language related barriers can be reduced by circulating main topics for discussion before the workshops; workshop venues which are centrally located and which have supporting services and easy transportation links are beneficial to the successful outcome of the meeting);

e) those on project formulation and scope (for example: halon bank should be allocated to a company with experience in high pressure systems and firefighting equipment; regional cooperation and sharing of expertise strengthened the results of the training; monitoring of the implementation of a project should always be considered and correctly budgeted either within the R&R project or as RMP monitoring project).

5.2 Highlights

These should include outstanding features and additional information which could be useful for other project. It can refer back to Section 5.1 Lessons Learned to avoid repetitions.

5.3 Government's/NOU's comments:

Attempts should be made to have all actors involved sign and date on the final PCR version and one cover sheet with all signatures should be submitted. It is suggested to start with the local agency, then the NOU and finally the IA. If there are no comments, please indicate that there are none and that the government was given at least one month's time to comment on the PCR (which is the time the government should be given per Executive Committee Decision 29/3(d), para 21.) and was informed that the PCR was being submitted.

5.4 Comments of the local Executing Agency (if applicable):

This space should be the directly addressed by the Executing Agency and contain its comments about any aspect of the project or the actors involved.

5.5 Comments of the Implementing Agency:

This space should be the directly addressed by the Implementing Agency and contain its comments about any aspect of the project or the actors involved.

ANNEX 1: PHOTOGRAPHS

Please insert scanned or digital photographs and other supporting documentation here. However, if the size of this document exceeds one Megabyte, a separate document would be preferred.

Free attachment area for text, tables, or scanned documents, etc.

At the Level of	Problems Encountered	Actions taken to overcome problems/delays
	<p>Delays in submission of Financial Statements affecting final payment and completion of PCR.</p> <p><u>World Bank</u> Quality of information received has always been an issue.</p>	<p>Send requests for Financial Statements to countries, continue reminding them until they are submitted</p> <p><u>World Bank</u> Every annual Financial Agents workshop has a session on PCR and several country teams have hired consultants to assist countries in PCR preparation.</p>
NOU	<p><u>Canada</u> Lack of specific information and data provided, especially on R&R.</p>	<p><u>Canada</u> Insist with NOU to incorporate data monitoring and reporting mechanisms into contracts.</p>
	<p><u>France</u> Very little response given to information requests on old completed projects.</p>	<p><u>France</u> France will continue to seek required information.</p>
	<p><u>Germany</u> Delays in approving drafts.</p>	<p><u>Germany</u> Drafts being discussed with NOU. No reply before deadline.</p>
	<p><u>Japan</u> Changeover of staff delayed provision of financial statement.</p>	<p><u>Japan</u> Follow up action taken and financial statement submitted.</p>
	<p><u>UNEP</u> Delay in submission of the signed copy of the PCR.</p>	<p><u>UNEP</u> Send reminders to the countries until signatures are obtained.</p>
	<p><u>UNIDO</u> Comments and destruction certificates were not provided in time.</p>	<p><u>UNIDO</u> Assistance was requested from UNIDO's regional offices or the information was obtained during the mission.</p>
At the Level of the PCR Format/Guidelines	<p><u>Canada</u> Delays in getting signatures.</p>	<p><u>Canada</u> Submit without signatures and forward signed cover pages at a later date.</p>
	<p><u>UNDP</u> Level of detail required high.</p>	<p><u>UNDP</u> Internal PCR management schedule designed to advise professional officers of PCRs required for submission.</p>
	<p><u>UNIDO</u> The information required by the PCR format is not always available after 6 months of project completion.</p>	<p><u>UNIDO</u> Consumption and production figures were estimated based on the available information or indicated only for the first 6 months of production after conversion.</p>
	<p><u>World Bank</u> High standards of quality make for delays in completion due to the fact that core staff has to send PCRs back or spend time to complete them.</p>	<p><u>World Bank</u> PCR checklist was developed to inform FIs and Bank staff about types of data required and to avoid incomplete PCRs.</p>

At the Level of	Problems Encountered	Actions taken to overcome problems/delays
Other Levels	<p><u>Canada</u> Errors on cover page due to technical difficulties using the MLF Secretariat online PCR format system.</p>	<p><u>Canada</u> Request cover pages manually from MLF Secretariat.</p>
	<p><u>UNDP</u> Sheer volume of projects managed by UNDP resulted in a large amount of PCRs needing to be generated.</p>	<p><u>UNDP</u> Additional consultants hired, using support costs, to improve coordination of internal processing and timely generation of PCRs.</p>
	<p><u>UNEP</u> Internal processing and coordination delays with partners. Some networks chose to combine regional awareness funds from different years to produce regional awareness products resulting in a delay in collecting information for the PCRs. When preparing the OzonAction catalogue in 2004 it was realized that one out of six technical brochures had unintentionally not been updated.</p>	<p><u>UNEP</u> Internal processing and coordination has been improved; PCRs being followed up more closely</p>
	<p><u>World Bank</u> The number of ongoing investment projects drew resources away from PCR preparation and in some countries a large number of PCRs had to be completed at once.</p>	<p><u>World Bank</u> The declining number of investment projects has allowed the Bank to catch up slowly and it is planning on eliminating outstanding PCRs in 2006.</p>