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EXECUTIVE COMMITTEE OF  
THE MULTILATERAL FUND FOR THE  
IMPLEMENTATION OF THE MONTREAL PROTOCOL  
Thirtieth Meeting  
Montreal, 29-31 March 2000

**REPORT ON THE OUTCOME OF THE WORKSHOP ON  
PROJECT COMPLETION REPORT FORMATS**

1. This document is submitted in response to Decision 29/5 which, *inter alia*, requested the Senior Monitoring and Evaluation Officer to organize a workshop to discuss a revised format for project completion reports.

### **Agenda of the workshop**

2. The workshop and the Inter-Agency Coordination Meeting were held on 7-10 February 2000, attended by representatives of all the Implementing Agencies, Evaluation Team Leaders and Consultants and staff of the Multilateral Fund Secretariat. The following items were discussed:

- (a) Evaluation reports on refrigeration projects;
- (b) Draft follow-up Action Plan for refrigeration projects;
- (c) Draft revised PCR format for investment projects;
- (d) Evaluation reports on institutional strengthening projects;
- (e) Draft follow-up Action Plan for institutional strengthening projects;
- (f) Draft revised Terminal Report and Action Plan for extensions of institutional strengthening projects;
- (g) Draft revised overall rating scheme for Investment Projects;
- (h) Integration of reporting on project preparation into the revised format of the PCR for investment projects;
- (i) Reporting related to Country Programme; and
- (j) Compliance of Implementing Agencies to the schedule agreed for submission of PCRs.

3. As many of the proposed changes of the PCR formats resulted from the evaluations of Refrigeration and Institutional Strengthening projects, it was meaningful to combine the discussions on both items in one workshop.

### **Final evaluation reports and draft follow-up action plans**

4. The results of the evaluations and the draft follow-up action plans prepared by the Senior Monitoring and Evaluation Officer were presented and discussed. The final evaluation reports and the draft follow-up action plans which reflect the result of the discussions are included in documents UNEP/OzL.Pro/ExCom/30/5 and 30/6.

### **Objectives of PCRs**

5. Quantity and quality of information requested in PCRs need to be defined in relation to the objectives of the evaluation and monitoring system of the Multilateral Fund which were repeatedly discussed by the MEF Sub-committee. The objectives of PCRs have been defined in the Evaluation Guide presented to the 26<sup>th</sup> Meeting of the Executive Committee. They are summarized as follows:

- (a) Establish accountability on the use of funds allocated for projects with regard to the achievement of their objectives, as defined in the project documents, approved by the Executive Committee;
- (b) Provide lessons learnt for future project design, review and implementation;
- (c) Facilitate evaluations by providing an information base for elaborating desk studies, selecting project samples and preparing company visits; and
- (d) Serve as input for the yearly consolidated Project Completion Report to the Executive Committee.

### **Revised PCR Format for Investment Projects**

6. In preparing and discussing the revised PCR format for investment projects, attached in Annex I, the following main considerations were taken into account:

- (a) The new Section 3: *Descriptive Assessment of Project Performance* takes care of the concern that the previous descriptive overall assessment in Section 2 of the current PCR format was not structured enough and caused problems for the Implementing Agencies to provide the information in a comparable and concise manner. The new descriptive assessment section integrates all previous comments and descriptive assessments in various parts of the current PCR format into one section addressing the various issues in a clearly structured way, while a statistical annex contains all the previous tables except section IV: Technology Choice, which has been integrated into Section 1: Project Description and Section 3: Descriptive Assessment.
- (b) Following recommendations by evaluation consultants and implementing agencies, some additional information is requested in the revised format concerning counterpart funding, export to non-Article 5 countries, location of project sites, comments on how conditions specified by the Executive Committee in approving projects were complied with, and comments of the beneficiary enterprise.
- (c) Information on project preparation (budgeted expenditures, problems, delays, role of beneficiary company and the NOU) are included in the revised PCR for investment projects as points 3.3 and 4.4. Information on national and international consultants involved, as well as on the duration of project preparation, will be included in the annual progress reports of the implementing agencies.
- (d) In Section 5: Budget and Expenditures, the table on incremental capital cost items has been refined, while the table on incremental operating costs has largely been maintained, and a third table on counterpart funding based on information from companies/beneficiaries has been added.

- (e) As much as possible, data of the project inventory established by the Secretariat are to be used in order to avoid inconsistencies of figures (e.g. project number, date of approval).
- (f) For projects approved before 1995, according to Decision 29/4, paragraph c, "the project completion report should include only the basic information required, tied to the original project proposal." In practice, this would mean to use the same revised PCR format as for projects approved later but to take into account the limited availability of baseline data in the project document. While the level of detail concerning capital costs varies in the early project documents, equipment to be destroyed is generally not indicated, and the milestones for project implementation follow a different format. Comparisons of approved with actual performance data are therefore possible to a limited extent only for some sections of the PCR.
- (g) Comments from the NOU and the enterprise have been included in Section 3: Descriptive Assessment. The respective officers or managers are expected to sign the PCR on the first page.
- (h) The revised PCR format will be transformed into a database instead of the current Word format. The implementing agencies will be requested to use this database and send their files in electronic format which will help to continuously build the PCR database without re-entering data in the Secretariat.
- (i) Guidelines will be prepared to facilitate the completion of the revised format.
- (j) The revised format will become applicable from the date of its approval by the Executive Committee. However, PCRs under preparation, using the old format will be accepted until the end of June 2000.

#### **Draft revised overall assessment for investment projects**

- (a) It was agreed that a quantitative overall assessment scheme should replace the current one which relies on a subjective assessment made by Implementing Agencies without, however, using quantitative criteria, nor weighting between the indicators. The three indicators used so far, namely ODS phase out (planned versus actual) cost and speed of completion (planned versus actual) were considered as being appropriate and will continue to be used (see Appendix, page 1).
- (b) Several models of quantitative overall rating schemes were discussed, and it was agreed that the Senior Monitoring and Evaluation Officer would run further tests for all investment projects to see what system would be the most appropriate. The main concerns were a) how to deal with projects approved before the end of 1995, which have partly shown lengthy implementation delays (see Appendix, Table 1); b) to establish a meaningful distribution of ratings using all categories from exceptionally successful to unsatisfactory; and c) to avoid anomalies in the ratings of individual projects.

- (c) The results of these test runs and further refinements of the overall rating system are attached to the Draft Revised Format for Completion Reports for Investment Projects. Graphs are included showing the application of the proposed rating scheme for all investment projects, for investment projects approved before the end of 1995 and thereafter, and for major sectors (see Appendix, Table 2).

### **Formats for terminal reports and extension requests for IS projects**

7. In revising the formats for terminal reports and extension requests for IS projects, the following main issues were discussed and agreed upon:

- (a) To avoid duplication by completing a PCR and a terminal report with largely overlapping information, the revised format for terminal reports becomes the PCR format for IS projects, either in case of extension requests or in finally terminating an IS project (see draft revised format for IS projects attached in Annex II). This corresponds to Decision 29/4, paragraph f, stipulating that: "with regard to Institutional Strengthening projects, the workshop would examine the question of merging the PCR and terminal report into a new template to be used for project extension."
- (b) In order to fulfil the function of a completion report, comparative information between objectives, activities, budgets and results approved and achieved, has been included in the terminal report. It also requests information about the main difficulties encountered in project implementation and actions taken to overcome them as well as providing lessons learnt for the next extension period.
- (c) The role of funding or support by the national government is to be clearly spelled out for all budget items, in particular, staff costs.
- (d) The terminal report and the plan of action are to become consistent document referring to the same categories, both in comparing the results achieved with the action plan of the previous phase and drawing lessons for the tasks of the following phase.
- (e) Reference to Country Programme updates and/or RMPs, as well as on-going ratification of Montreal Protocol Amendments, are requested in order to place the activities of the IS project in the country's strategic perspective for ODS phase out.

### **Reporting on country programmes**

8. Reporting on country programmes was also discussed, as stipulated in Decision 29/4, paragraph f, and an agreement was reached that in the future, requests for Country Programme updates should be accompanied by an assessment of the results achieved under the first Country Programme. This assessment should provide:

- (a) A breakdown of MLF funding approved and disbursed, as well as government resources made available for the preparation of the first country programme;
- (b) The latest data on the reduction of consumption and production of ODS achieved since the country programme was approved;
- (c) Lessons learnt in the process of preparing and implementing the country programme, showing how the country programme has assisted with directing and organizing phase out and indicating any problems encountered; and
- (d) Information on any other efforts undertaken by the country concerned to develop a strategic approach to ODS phase out, particularly in the context of RMPs.

### **Compliance of implementing agencies with PCR delivery schedule**

9. With regard to the compliance of implementing agencies with the schedule for delivery of PCRs agreed in the 29<sup>th</sup> Meeting of the Executive Committee. UNIDO promised to deliver the five PCRs due at the end of January 2000 within a short delay, and indeed delivered six PCRs to the Multilateral Fund Secretariat on 28 February 2000. More PCRs than expected were delivered by UNEP and some clarifications have to be discussed regarding the definition of recurrent activities that are only to be reported in the progress reports; PCR deliveries from UNDP and the World Bank were on schedule (see Annex III attached). Quality issues on the content of PCRs delivered will be taken up by the Senior Monitoring and Evaluation Officer with the Implementing Agencies on a bilateral basis.

## Draft Revised Format for Project Completion Report (Investment Projects)

### SECTION 1: PROJECT OVERVIEW

1.1	COUNTRY:		
1.2	PROJECT NUMBER (AS PER INVENTORY):		
1.3	PROJECT TITLE (INCLUDING ADDRESS(ES) OF ENTERPRISE AND PROJECT SITE(S):		
1.4	DATE OF APPROVAL OF THE PROJECT (AS PER INVENTORY):		
		APPROVED	ACTUAL
1.5	CONVERSION/ALTERNATIVE TECHNOLOGY USED:		
1.6	ODP PHASE OUT:		
1.7	TOTAL MLF FUNDING:		
1.8	TOTAL COUNTERPART FUNDING (AS PER PROJECT DOCUMENT):		
1.9	TOTAL PROJECT COST:		
1.10	COST-EFFECTIVENESS:		
1.11	PERCENTAGE OF ART.5 COUNTRY OWNERSHIP:		
1.12	VOLUME OF EXPORTS TO NON-ART. 5 COUNTRIES:		
	COMPLETION REPORT DONE/SEEN BY:	AGENCY	NAME, SIGNATURE DATE
1.13	IMPLEMENTING AGENCY:		
1.14	EXECUTING AGENCY/FINANCIAL INTERMEDIARY:		
1.15	NATIONAL COORDINATING AGENCY/NOU:		
1.16	BENEFICIARY COMPANY		

Provisional version ( ) received by Multilateral Fund Secretariat on: \_\_\_\_\_ (Date)

Final version ( ) received by Multilateral Fund Secretariat on: \_\_\_\_\_ (Date)

**SECTION 2: OVERALL ASSESSMENT**

	<b>ITEM</b>	<b>APPROVED BY ExCom (as per inventory)</b>	<b>ACTUAL</b>	<b>DIFFERENCE</b>	<b>PROJECT RATING (in points)*</b>
2.1	ODS phase-out (in ODP Tonnes)			(%)	
2.2	Cost (in US\$/kg)			(%)	
2.3	Date of Completion			(Months)	
2.4	Overall rating*				

\*See explanations on rating system and examples attached.

2.5 Comments on the rating:



### **SECTION 3: DESCRIPTIVE ASSESSMENT OF PROJECT PERFORMANCE**

The following questions are to measure actual performance as compared to what was approved in the project document.

- 3.1 Comments on ODS phase out approved and achieved (explain differences, report on remaining consumption of ODS and the risk of the beneficiary returning to the use of ODS):
  
- 3.2 Explain reasons if conversion technology was changed after approval (in cases other than approved by the Executive Committee):
  
- 3.3 Describe any major (technical, financial, political or other) problems encountered in project preparation, causes of delays and actions taken to overcome them:
  
- 3.4 Describe main post-conversion safety and environmental risks and measures taken to cope with them; attach copies of appropriate certificates:
  
- 3.5 Report on implementation of Executive Committee approval conditions (in cases of approval with specified conditions):
  
- 3.6 Comments on differences between approved and actual figures for capital, operational and contingency costs and actions taken to cope with cost overruns:
  
- 3.7 Report on reasons for changes in counterpart funding for eligible incremental costs:

3.8 Categorize and describe causes of implementation delays and actions taken to overcome them:

Categories	Causes of Delay	Actions taken to overcome delay(s)
a) due to Implementing Agency delays		
b) due to enterprise delays		
c) due to equipment/chemical supplier delays		
d) due to Governmental delays		
e) due to external (regional/global) factors		
f) due to delays in funding following project approval		

3.9 Provide an overall assessment of the fate of the baseline equipment (refer to Section 7):

3.10 Lessons learned for future action:

3.11 Comments of the beneficiary enterprise:

3.12 Government's / NOU's comments:

**SECTION 4: ODS PHASE-OUT****Pre-conversion (as reported in project document)**

4.1 Products manufactured / services provided:

4.2 Annual level of production / services:

4.3 ODS consumed:

<b>Substance</b>	<b>Amount in Tonnes</b>	<b>ODP of the substance</b>	<b>Total ODP Tonnes</b>
ODS (1):			
ODS (2):			
<b>TOTAL:</b>			

4.4 Project Preparation

Budget Approved:	
Actual Expenditures:	
Describe briefly the role of the enterprise in project preparation:	
In what way was the NOU involved in project preparation:	
Were any changes made as a consequence of the external technical review? If yes, please specify:	
Did the ExCom approve the project in its original version? If not, please specify:	

**Post-conversion**

4.4 Month and year of project hand over as per Decision 28/2(a):

4.5 Month and year of commencement of new production (after successful trials):

## 4.6 The transition from ODS-based to non-ODS-based production/services:

<b>Year</b>	<b>Units produced/serviced with ODS</b>	<b>Type of ODS and amount consumed (ODP Tonnes)</b>	<b>Units produced/serviced without ODS</b>
199X*			
199X**			
199X+1			
199X+2			
199X+3			
199Y***			
199Y+1****			

\*Baseline year (per project document).

\*\*Year of project approval. Please adjust accordingly if baseline year = approval yr.

\*\*\*Year of successful commencement of new production.

\*\*\*\*Most recent year.

## SECTION 5: BUDGET AND EXPENDITURES

This may serve as a status report on project expenditures at the time of preparing the Project Completion Report with the understanding that a full financial completion report will be prepared as a supplement once the accounts of the project are closed.

### 5.1 Budget and expenditure on incremental cost items:

Project Costs and Adjustments	Approved Costs	Total Expenditure to date	Grant Expenditure to date	Difference of approved & actual cost	Counterpart funding	Difference in costs
	a	b = c+d	c	a-c	d	e = b-a
<b>A. Incremental Capital Costs*</b>						
1.						
2.						
3.						
Subtotal (capital cost items)						
<b>B. Contingency</b>						
B1. Contingency Not Utilized						
<b>C. Incremental Operating Costs</b>						
<b>D. IOC funds used for capital costs**</b>						
<b>E. Subtotal Project Costs (A + B + B1+D)</b>						
<b>Adjustments</b>						
F. Non-Article 5 ownership						
G. Export to non-Article 5 countries						
H. Counterpart funding (as foreseen in project document):						
<b>I. Subtotal Adjustments (F + G + H)</b>						
<b>TOTAL</b>						
<b>J. Approved MLF grant funding (E-I)</b>						

\*List of equipment capital cost, including cost for international consultants, by item as approved in the project document (additional equipment should be so indicated). If the company insists on purchasing equipment for more than the limits established through international bidding, please provide detailed explanation in Section 3.6.

\*\*IOC funds used to finance incremental capital costs per ExCom Decision 20/6. If yes, please specify in Point 3.6 above.

### 5.2 Incremental operating cost\*:

ITEM**	APPROVED			ACTUAL		
	Unit Cost***	No. of Units****	Total (US \$)	Unit Cost***	No. of Units****	Total (US \$)
Chemicals						
Components						
Other						
<b>Total</b>						

\* If any IOC was used for capital costs per ExCom Decision 20/6, please indicate in Section 5.1

\*\*Incremental operating cost items listed separately (to the extent possible) as reflected in the project document.

\*\*\*The most recent yearly average purchase price or, if unavailable, the most recent purchase price.

\*\*\*\*As per baseline in the approved project document.

5.3 Counterpart funding of additional items not included in the project document (based on information provided by the company/beneficiary):

	<b>ITEMS</b>	<b>ACTUAL EXPENDITURES</b>
1.		
2.		
3.		
<b>TOTAL</b>		

**SECTION 6: IMPLEMENTATION EFFICIENCY**

Planned project implementation dates from approval to completion\*: \_\_\_\_\_ to \_\_\_\_\_

Actual project implementation dates from approval to completion\*: \_\_\_\_\_ to \_\_\_\_\_

<b>PROJECT MILESTONES</b>	<b>PLANNED DURATION IN MONTHS**</b>	<b>ACTUAL DURATION IN MONTHS**</b>	<b>ACTUAL DATE</b>	<b>DELAY IN MONTHS</b>
Total duration of project implementation				
Start-up of project activities at country level as stated by Article 5 Party concerned				
Grant agreement submitted to beneficiary				
Grant agreement signature				
Bids prepared and requested				
Contracts awarded				
Equipment delivered				
Commissioning and trial runs				
Start of ODS-free production				
Decommissioning and/or destruction of redundant baseline equipment				
Submission of completion report				
<b>Total</b>				

\*Completion of project refers to when ODS-free production starts and equipment has been destroyed per ExCom Decision 28/2(a)

\*\*The number of months taken to complete item by item

**SECTION 7: FATE OF ODS-BASED PRODUCTION EQUIPMENT**

<b>LIST OF EQUIPMENT RENDERED UNUSABLE (the baseline)*</b>		<b>IMPLEMENTED</b>			
<b>Name of equipment</b>	<b>Description**</b>	<b>Disposal Type***</b>	<b>Date of Disposal</b>	<b>Implemented by:</b>	<b>Certified by:</b>

\*List of equipment to be rendered unusable or to be modified according to the project document

\*\*Description should include model and serial numbers

\*\*\*Type of equipment disposal

## **Explanations about the Draft Overall Rating System for Completed Investment Projects**

1. In the workshop held in Montreal during 7-8 February 2000, the Multilateral Fund Secretariat and the Implementing Agencies agreed that a quantified rating system for completed investment projects should replace the existing scheme of subjective overall assessment by the Project Officer of the Implementing Agency.
2. It was also agreed that the three categories of variables as in the current overall assessment should continue to be used in the revised rating system, namely:
  - (i) ODS phase out: (i) as planned in the approved project; (ii) less than planned; (iii) more than planned;
  - (ii) Expenditures: (i) as approved (ii) less than approved. Savings may be realized during project implementation which can be converted into ODS phase out when the funds are used for new project approvals;
  - (iii) Project implementation schedules that can be broken down into three sub-categories: i) implementation as scheduled; ii) implementation with delays; and iii) accelerated implementation.

### Scores:

3. All three variables can be translated into points based on ODP phase out (avoided or added ODP consumption calculated against the annual baseline ODP phase out as approved). Details of the scoring system will be further refined, depending on the results of further test runs and discussions.

### **Category 1: ODS Phase Out**

4. This is the most important objective of the project and at the same time the least variable by definition. As the project is considered to be completed only when the ODS phase out has occurred, completion and ODS phase out almost become synonymous. Only in cases when the ODS phase out in the project document has been incorrectly estimated, the actual figure in the Project Completion Report could vary from the approved target figure. This could happen if for example the production quantity was not correctly estimated or was not calculated for one calendar year, as it was verified for two companies by the recent evaluations. Indirect or unexpected effects, such as parallel conversion of an additional production line unforeseen in the project document and financed by the company concerned, can be counted as an indirect result of the project and should be credited to it in case the evidence is sufficiently documented.

5. Therefore, variation of the actual ODS phase out figure in comparison to the approved target figure depends on the quality of the project document and hence on the project preparation. In cases where the actual phase out is higher or lower than originally approved, the difference will be compared to the monthly ODP consumption of the company concerned and scored accordingly, using 20 points per month of ODP consumption. For example, if a project was to phase out 48 ODP Tonnes, and the actual phase out was determined to be 52 Tonnes, the difference is equivalent to one month ODS consumption equal to 20 points which will be added to the project score.



**Category 2: Expenditures**

6. Savings in project costs will be retransferred to the Multilateral Fund to finance future projects, and will thus facilitate further ODS phase out. The total cost effectiveness of the Multilateral Fund in terms of total funds approved divided by total ODS phase out approved in 1999 was US \$5.84/kg. If for example a project realizes US \$100,000 of savings, it would facilitate the future phase out of 17.12 ODP Tonnes by using the average cost effectiveness of US \$5.84/kg as described above. In order to relate the size of the savings realized to the size of the project, this figure is then compared to the actual consumption of ODS in the project, which in the example above is 52 Tonnes per year or 4.33 ODP Tonnes per month. In order to consume the above-calculated 17.12 ODP Tonnes, the company concerned would require 3.95 months. This would give the project 79 positive points by multiplying 3.95 months with 20 points for each month. As costs are carefully scrutinized in the project review and approval process, there will usually be limited savings, and the budget approved cannot be exceeded anyway without coming back to the Executive Committee for renewed consideration. Therefore, the scores obtained in this category will normally be limited, at least for financially closed projects.

**Category 3: Project Implementation Delays**

7. This category has proven so far to be the most variable and may also be the least carefully planned, particularly for earlier projects when project delays were often underestimated. Therefore, the Executive Committee accepted, in the 22<sup>nd</sup> and again in the 28<sup>th</sup> Meetings, that the Implementing Agencies corrected in their Progress Reports the expected completion dates for a number of projects under implementation. Nevertheless, in many cases, the delays (i.e. the number of months, the actual completion date is beyond the one approved) are quite substantial (see Table 1 attached).

8. As the Executive Committee is to be informed only if project completion delays exceed 12 months, a project that has achieved the phase out as approved, with the budget approved, will be considered as satisfactory even if its completion is delayed up to 12 months. If the delay exceeds 12 months (and up to 18 months), it will be considered as less satisfactory, while with any delay over 18 months, the project will be considered as unsatisfactory if the negative score will not be compensated by saving or additional ODS phase out.

9. The system of points for projects is defined in a way that the total number of points will turn negative if a project is delayed for more than 18 months, although ODS phase out has been achieved as approved with the approved budget.

10. With increased experience of the Implementing Agencies in planning the duration of projects correctly on the one side, and the increased attention paid to project delays by the Multilateral Fund Secretariat and the Executive Committee in conducting project review, approval and monitoring on the other side, the variations of project delays will in the future most likely further decline as can be observed already for projects approved after 1995 (see Table 1 attached), resulting in less weight of this category in the overall rating.

11. In point 3.8 of the revised PCR format, in view of the importance of project delays for the overall rating, explanations are requested with regard to reasons and responsibilities for such delays. The intention is to make it clear that project implementation depends on several stakeholders, and that the overall rating is not made to rate the performance of the Implementing Agencies but rather the completed projects.

Points for Delays: Add 20 points for each month of acceleration and subtract 20 points for each month of delay starting from 360 if completed as approved, for example:

6 months acceleration	480 Points (for each month +20 points)
Completed as approved	360 points
1-12 months delays	340-120 points (for each month of delay -20 points)
18 months delays	0 points
24 months delays	-120 points

Overall Rating:

1. Exceptionally successful (more than 480 points)
2. Highly satisfactory (between 360-480 points)
3. Satisfactory (between 120-360 points)
4. Less satisfactory (between 120-0 points)
5. Unsatisfactory (less than 0 points)

For example:

52 ODP Tonnes phased out instead of 48 Tonnes approved: 20 points

Savings of US \$100,000 = 79 points (see explanation in category 2 above)

Completion delayed by 12 months: 360-240 points = 120 points

Total Score = 222 points = satisfactory

**Table 1: Agency Implementation Delays According to 22<sup>nd</sup> Meeting Proposed Date of Completion for Investment Projects**

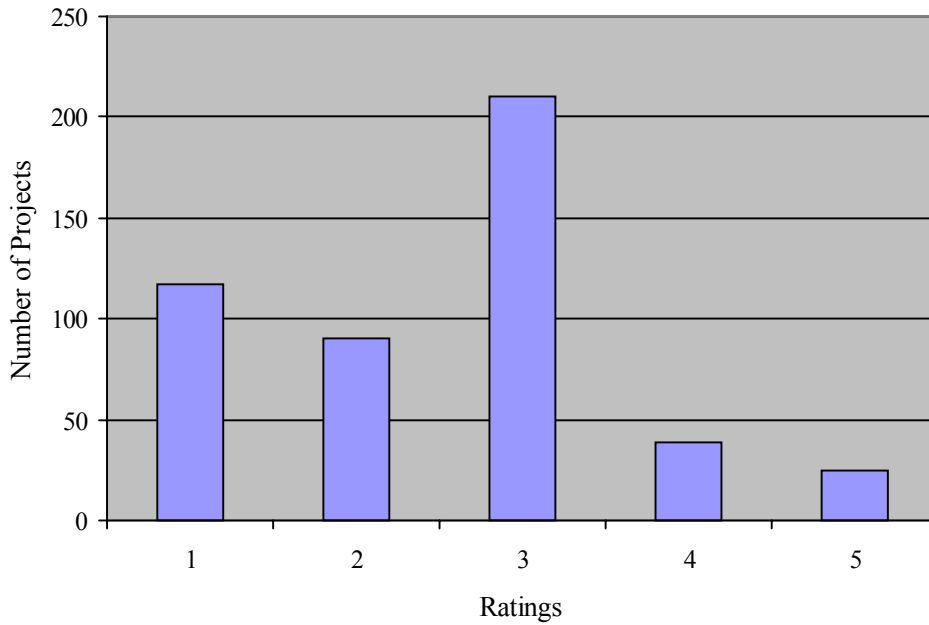
Agency	Implementation Delays (months)							Total	
	Early Completion	0	1-6	7-12	13-18	19-24	25-more	Total for Projects under 12 months Delays	Total for Projects with more than 12 months Delays
Germany		1						-	-
IBRD	33	31	24	21	24	6	2	45	32
UNDP	28	22	34	38	23	3	1	72	27
UNIDO	3	2	7	10	10	7	11	17	28
USA		1						-	-
Total	64	57	65	69	57	16	14	134	87

**For Projects Approved after December 1995**

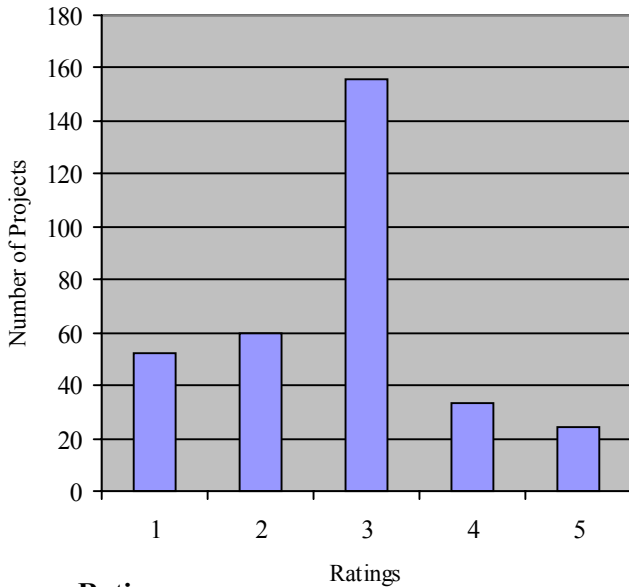
Agency	Implementation Delays (months)						Total	
	Early Completion	0	1-6	7-12	13-18	19-24	Total for Projects under 12 months Delays	Total for Projects with more than 12 months Delays
IBRD	13	4	5	4	2		9	2
UNDP	35	5	8	4	1		12	1
UNIDO	17	7	28	8	16	2	36	18
Total	65	16	41	16	19	2	57	21

**Table 2: Draft revised Overall Rating applied to Investment Projects**

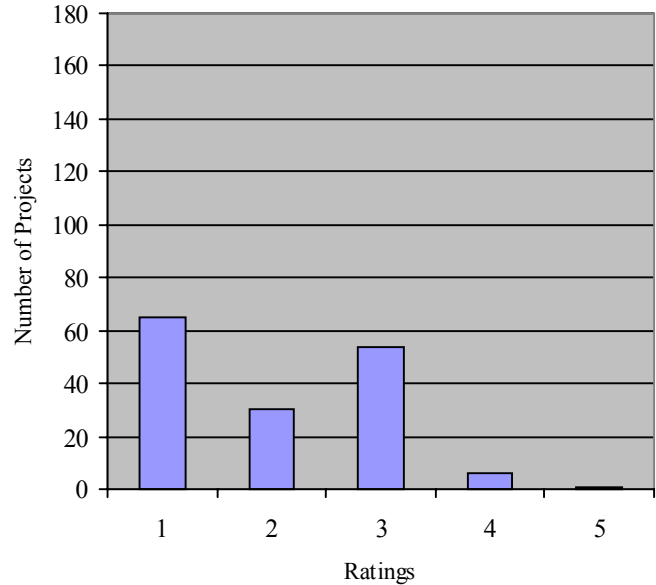
**All Approved Completed Investment Projects**



**Completed Investment Projects  
Approved Up To End 1995**



**Completed Investment Projects  
Approved After 1995**

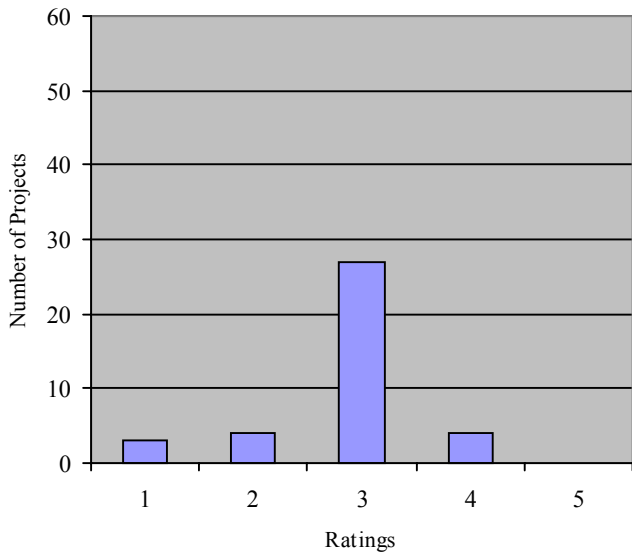


**Ratings:**

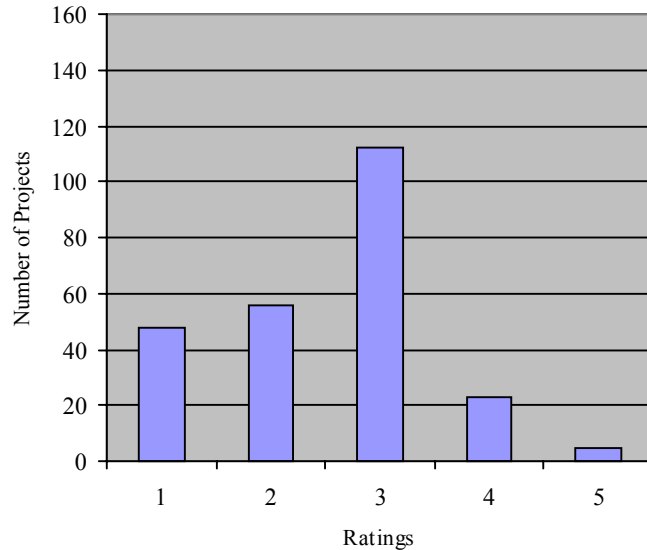
- 1-Exceptionally Successful (more than 480 points)
- 2-Highly Satisfactory (between 360-480 points)
- 3-Satisfactory (between 120-360 points)
- 4-Less Satisfactory (between 120-0 points)
- 5-Unsatisfactory (less than 0 point)

**Table 2: Draft revised Overall Rating applied to Investment Projects**

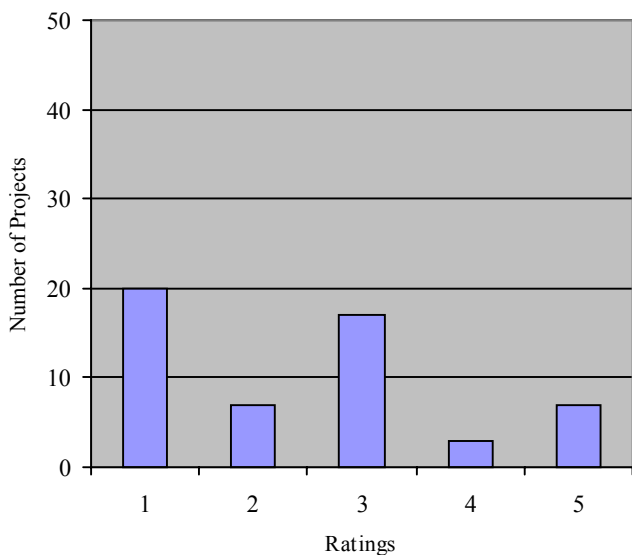
**Completed Aerosol Investment Projects**



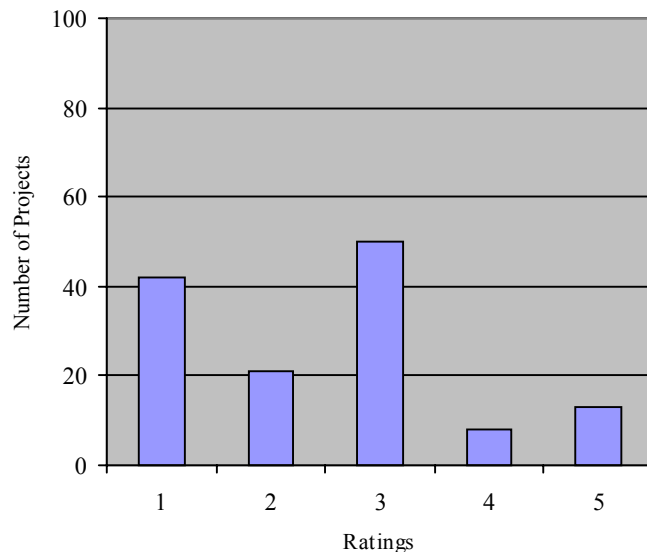
**Completed Foam Investment Projects**



**Completed Solvent Investment Projects**



**Completed Refrigeration Investment Projects**



**Ratings:**

- 1-Exceptionally Successful (more than 480 points)
- 2-Highly Satisfactory (between 360-480 points)
- 3-Satisfactory (between 120-360 points)
- 4-Less Satisfactory (between 120-0 points)
- 5-Unsatisfactory (less than 0 point)

**Draft Revised Terminal Report for Institutional Strengthening Projects**  
(To be completed by the Ozone Office in collaboration with the Implementing Agency)

1. Country:
2. Implementing Agency:
3. Amount Approved for institutional strengthening:
4. Date Approved:
5. Project Duration (Phase I):
6. Project Duration (subsequent phases):
7. Project Objectives approved:
8. Schedule of Disbursements realized:

	1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>	5 <sup>th</sup>	6 <sup>th</sup>
Date						
Amount						
Period Covered						

Project costs

9. Breakdown of approved costs, actual expenditures and counterpart funding as pertinent:

	Approved	Spent	Government Funding
a) Equipment component			
b) Professional staff			
c) Support staff			
d) Operational cost			
e) Funds for public awareness			
f) Contingency			
g) Others including in-kind (specify)			
Total Amount			

10. Indicate the items for which the contingency was expended:



14. Describe the main tasks accomplished by each staff member and consultant indicated above and compare them to the tasks approved in the Action Plan:

Professional Staff	Tasks Approved	Tasks Accomplished
Supporting Staff		
Consultants		
Describe any additional tasks accomplished:		

15. Describe the role and position of the NOU within the national administration and its access to senior decision-makers:

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16. Were resources (staff, budget, equipment) used for activities in addition to the approved action plan? If so, please specify:

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17. Describe the results achieved by category and compare them with the results foreseen in the Action Plan:

Year	Sub-objective	Results Expected	Results Achieved
Describe additional results unforeseen in the Action Plan:			

18. Type and frequency of reports submitted compared to those foreseen in the Action Plan:

To Whom:	Type of Report	Actual Schedule (Year/Quarter)
a) Implementing Agency		
b) Other Implementing Agency(ies)		
c) Bilateral Donor(s)		
d) Government Departments		
e) Others		

19. Describe the main difficulties in IS project implementation and action taken to overcome them:

Main Difficulties	Action(s) Taken

20. Were adequate advice and/or technical support received from:

	Yes	No	If not, please specify
a) Implementing Agency			
b) Other Implementing Agency(ies)			
c) Bilateral Donor(s)			
d) Government Departments			
e) Others (please specify)			

21. Support received from Regional Network (Network Coordinator/Manager and Network members) and input provided to the Network:

Support Received from Regional Network	Input Provided to Network

22. Was the NOU subject to an audit by the beneficiary Government or by the Implementing Agency? If yes, what were the results?

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23. Lessons learnt that could be used for the next extension period (what can be done more effectively, what are the resources required, proposals for new modalities, support expected from MLF, IAs and other partners, integration in national Government structure):

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24. Terminal Report prepared by:

Name of Officer responsible for preparing the Terminal Report:	
Title:	
Organization/Agency/Ministry:	
Date:	

25. Comments by Government Authority with oversight responsibility for the IS Project/NOU:

Name of Officer responsible:	
Title:	
Organization/Agency/Ministry:	
Date:	
Comments:	

26. Comments by Implementing Agency:

Name of Officer responsible:	
Title:	
Organization/Agency/Ministry:	
Date:	
Comments:	

**Extension of Institutional Strengthening Projects  
Draft Revised Plan of Action**

1. Country:
2. Implementing Agency:
3. Period of Extension: From (month/year) to (month/year)  
(Based on the approved guidelines)
4. Status of ratification:

Amendment	Ratification Date	or projected date
London Amendment		
Copenhagen Amendment		
Montreal Amendment		

5. Consumption by groups of substances (in ODP Tonnes)\*:

Consumption of:	Baseline Consumption	Current Consumption (Year)	Consumption Projected at the end of Period of Extension
Annex A Group I substances			
Annex A Group II substances			
Annex B Group I substances			
Annex B Group II substances			
Annex B Group III substances			
Annex C Group I substances			
Annex C Group II substances			
Annex E Group I substances			
Total:			

\*As defined in Article 3 of the Montreal Protocol (Consumption = production + imports - exports)

6. Annual consumption by sector (in ODP Tonnes, most recent year)\*:

Aerosol	
Foam	
Fumigant (Methyl Bromide)	
Halon	
Refrigeration	
Solvent	
Others (specify)	
Total:	

\*Please also provide estimates of unregistered consumption

7. Define project objectives, by making reference to Country Programme update and/or RMP as well as ongoing ratification efforts:
  
8. Summary of immediate objectives, planned activities per year and expected results:

Year	Sub-objectives	Planned Actions	Results expected
Describe any additional results planned to be achieved:			

9. Personnel required:

Category and Numbers	Functional Titles/Expertise	Tasks	Time Period
Professional Staff			
Support Staff			
Consultants			

10. Planned Project Cost:

	Planned Project Cost	MLF Funding	Counterpart Funding
a) Equipment component			
b) Professional Staff			
c) Consultants			
d) Support staff			
e) Operational cost			
f) Funds for public awareness			
g) Contingency			
Total Amount			

## 11. Type and schedule of reports to be submitted:

	Type of Report	Planned Schedule (Year/Quarter)
a) Reports to Government		
b) Reports to IA		
c) Reports to Ozone Secretariat		
d) Reports to MFS		
e) Other		

## 12. Action Plan prepared by:

Name of Officer responsible for preparing the Action Plan:	
Title:	
Organization/Agency/Ministry:	
Date:	

## 13. Government endorsement:

Action Plan authorized by:	
Title:	
Supervising Organization/Agency/Ministry:	
Date:	

## 14. Submission of Action Plan:

Name of Implementing Agency:	
Name of Project Officer:	
Date:	
Comments (if any) of Implementing Agency:	

**PCR Deliveries from the Implementing Agencies****UNDP PCR COMPLETION SCHEDULE**

	<b>Investment</b>		<b>Non-Investment</b>		<b>Total</b>	
	<b>PCR Schedule</b>	<b>PCR Received</b>	<b>PCR Schedule</b>	<b>PCR Received</b>	<b>PCR Schedule</b>	<b>PCR Received</b>
31 December 1999	30 (foam)	33 (foam)	0	0	30	33
15 January 2000	10 (foam)	8 (foam)	6 (training)	6 (training)	16	14
31 March 2000	16 (foam)		14		30	
30 June 2000	30		18		48	
30 September 2000	35		15		50	
31 December 2000	35		15		50	
<b>Total</b>	<b>156</b>	<b>41</b>	<b>68</b>	<b>6</b>	<b>224</b>	<b>47</b>

**UNEP PCR COMPLETION SCHEDULE**

	<b>PCR Schedule</b>	<b>PCR Received</b>
December 1999	2 (training)	3 training (November 1999)
January 2000	25 (technical assistance)	57 (November 1999)

**WORLD BANK PCR COMPLETION SCHEDULE**

	<b>PCR Schedule</b>	<b>PCR Received</b>
January	4 Compressor (incl. MACs)	4 (Comp. MAC), 2 (Refrigeration), 1 (foam)
February	10 foam (before 1999)	
March	7 foam (before 1999)	
June	16 technical assistants, 18 foam (1999)	
July	3 solvents	
August	1 halon	
September	5 aerosols	
<b>Total</b>	<b>64</b>	<b>7</b>

**UNIDO PCR COMPLETION SCHEDULE**

	<b>PCR Schedule</b>	<b>PCR Received</b>
Mid-January 2000	5 (recovery and recycling)	6
February 2000	10 (foam)	
March 2000	10 (foam) and 2 (compressor)	
July 2000	3 (solvent)	
<b>Total</b>	<b>30</b>	<b>6</b>