

PROJECT COMPLETION REPORTS:

**A Review of Findings  
from  
projects Approved  
between 1986 and 1999**

*by*  
Arthur Fagan, Andrew Felton,  
Iain Murray and Dale Poad

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## PREFACE

This review is an analysis of the findings of a collection of 716 Project Completion Reports (PCRs) prepared by project managers and received over the last six years. It is effectively an update of the report issued in August 1999, which covered 617 reports.

The main purpose of a PCR is to provide an assessment of the effectiveness of a project's implementation. It also provides an early estimate of project impact, as well as helping to identify projects that may be suitable for future *ex post* evaluation.

This study was undertaken by the following members of Evaluation Department -

- Arthur Fagan, Programme Manager
- Andrew Felton, Research Officer
- Iain Murray, Deputy Programme Manager
- Dale Poad, Deputy Programme Manager

and involved the following stages:

- analysis of relevant PCRs;
- preparation of a draft report;
- a meeting of DFID Portfolio Review Committee to consider the findings and their possible implications for DFID's current and future programmes;
- agreement on the final report for publication.



**ABBREVIATIONS AND ACRONYMS**

DFID      Department for International Development

EvD      Evaluation Department

ODA      Overseas Development Administration

PCR      Project Completion Report

**IMPORTANT NOTE**

*The former Overseas Development Administration (ODA) became the Department for International Development (DFID) in May 1997. Although for convenience the acronym DFID has been used throughout the review, it should be remembered that a number of the projects covered were operational almost entirely within the period of the ODA's existence.*

**Evaluation Department  
November 2001**



**Summary**

PCRs cannot provide a comprehensive picture of changes in apparent project performance over time, and any analysis of them must be interpreted with caution.

A comparison of the performance ratings awarded in PCRs completed on projects approved during four periods (1986-89, 1990-91, 1992-93 and 1994-1999) suggests, roughly in line with the previous report, that in most respects there has been a steady overall improvement, albeit with some checks and particularly regional variation. Although it is difficult to attribute this improvement to any one factor, especially when the external environment can be so variable, the findings suggest that refinements to project management procedures over the years have had a beneficial effect.

**Introduction**

1. The purpose of this review is to highlight the main trends in performance of DFID's projects over time through an examination of data provided in PCRs. It is the seventh review Evaluation Department has undertaken of DFID PCRs, and effectively updates the sixth, similarly-structured report produced in August 1999. Analysis of PCRs is just one of a number of other systems being developed by DFID to monitor and report on the performance of our portfolio.
2. PCRs are designed to provide both assessments of experience of project implementation and forecasts of expected success in achieving stated project objectives. They also provide one means of identifying projects suitable for subsequent evaluation. A PCR is required for every geographical bilateral project with expenditure of £500,000 or greater; below this level of expenditure and for sectoral projects or multilateral aid, they are optional. PCRs become due once disbursement of allocated funds reaches 95%. In contrast with *ex post* evaluation studies, which are undertaken by independent consultants, preparation of PCRs is a project management function and reports are usually completed by the project manager in the relevant geographical department or overseas office. Thus, PCR authors may be rating projects in which they or, where staff have moved on, their immediate predecessors were directly involved. Completed PCRs are submitted to Evaluation Department which examines them closely for internal consistency and overall quality before accepting them.
3. The format used for all the PCRs covered by this review is shown in Appendix C. However, with effect from 1 July 1999 a revised and simplified PCR form came into use, this is shown in Appendix D.

4. This review follows the new format and approach introduced in the December 1998 report, the main features of which *vis-à-vis* previous practice are as follows:-

- PCRs are analysed by year of project approval rather than year of completion, which enables us better to gauge how far changes in DFID's operating procedures may have brought about corresponding improvements in project management and overall success.
- The analysis covers virtually all PCRs incorporated into DFID's Management Information Systems database since the latter was set up, although in this case projects approved before 1986 are excluded.
- Where prepared, PCR's for projects of less than £500,000 are now included. The analysis excludes one exceptionally large project<sup>1</sup> which would otherwise distort the expenditure data unduly.
- Wherever possible presentation is graphical or diagrammatic rather than tabular, with the minimum of commentary.
- No analysis is made of lessons learned. This partly reflects the size of the task of synthesising entries of very varying length and quality from many hundred PCRs, and partly the proven, more general difficulty of extracting lessons of substance and value even from small numbers. At the same time the potential of the PCR system as a source of useful lessons is considerable and consideration is being given to integrating PCR data with other project monitoring information into DFID's new Performance Reporting Information System for Management (PRISM)<sup>2</sup>.

For now we intend to follow this format in future analyses, adding each year's data to the existing population.

5. **This report is accordingly based on a population of 716 PCRs which together account for some £2.08 billion of expenditure.** The projects covered by the PCRs were approved between 1986 and 1999. But it should be noted that by no means all past projects over the £1/2m threshold are covered by PCRs. This is partly because some categories of expenditure create practical difficulties for completion reporting and partly because compliance with reporting requirements has often been low. It is believed that incorporating report production within PRISM will go a long way towards obviating these problems, with programme personnel assuming direct responsibility for a greatly simplified process while gaining a vastly improved capability to analysis PCRs across all sectors and countries.

6. An appreciable proportion of PCRs (7.4% by number, 25.2% by value) relate to Programme Aid interventions, which are usually of shorter duration and often of higher value than the normal run of projects; where their inclusion in the analysis was found to affect the results appreciably, the material has been disaggregated to make this clear.

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<sup>1</sup> This project is the Hindustan Zinc Mining and Smelting Complex, India (approved 1987). Expenditure on the project amounted to £84m and the PCR shows the project to have been largely unsuccessful in achieving its objectives.

<sup>2</sup> A centralised portfolio database intended, among other things, as a means of facilitating effective dissemination of the lessons of experience throughout the organisation.

7. As in the more recent studies, the analysis has been undertaken mainly on an aggregated basis. Key trends by region have been drawn out. No formal analysis by sector has been included as the sample cell sizes often become too small to provide a reliable guide; but some raw data is provided in the supplementary statistical breakdown presented in Appendix B, Tables 4-15. Judgements of success are made on the basis of a rating scale of five - *highly successful, successful, partially successful, largely unsuccessful and wholly unsuccessful*. A positive performance is assumed if either of the top two ratings is assigned. The middle, *partially successful* rating is considered ambiguous, and has therefore been ignored in successive PCR analyses, including this one. For more details on ratings, see the form at Appendix C.

## Analysis of Results

8. The basic data on the population of PCRs covered by this report are presented in Appendix A. These show, on a year of approval basis and subdivided by sector and region, the distribution of the PCRs on three bases:

- **number;**
- corresponding **total project expenditure;** and
- corresponding **average project expenditure.**

The data are presented in both absolute and percentage terms, and in current prices. For the approval year periods 1986-89 and 1995-99. Data are aggregated partly to avoid inconveniently large tables; but for the period 1986-89 it was also assumed that there is now less management interest in a detailed breakdown, given the extensive procedural changes introduced in the 1990s, while from 1995 onwards an increasing number of projects approved have yet to run their full course and be reported on, with consequently progressively smaller annual samples as well as a bias towards shorter projects.

9. The data are, as previously, further aggregated for the analysis covered by subsequent paragraphs and the associated diagrams. Findings are compared for four approval periods - 1986-1989 (170 PCRs), 1990-1991 (189), 1992-1993 (160), and 1994-99 (197). These groupings avoid excessive disparities between the sizes of the populations compared.

10. Figure 1 and figure 2 (P9 and 10) confirm earlier evidence of appreciable changes in the **sectoral balance**, for example declines in the proportional numbers of Natural Resources, Energy, Education/Training and Water/Sanitation projects, and a predictable increase in Programme Aid.

## Project Size

11. Figure 1 shows the distribution of projects approved in each period by project size, including Programme Aid. The two bands comprising expenditure between £1½m and £2½m, taken together, continue to be dominant, but with a noticeable drop in the period 1994-99. This is confirmed by Tables 2-3 (Appendix A) which show that, when Programme Aid is excluded, the average overall size of projects fell appreciably up to 1994 but then rose sharply in the most recent period, mostly reflecting the advent of one or two large projects in certain sectors, notably health. Projects of less than £1m accounted for 37% of PCRs in the period 1994-99. Figure 2 presents an alternative breakdown of the same information, by main region.

*Figure 1 (in current prices)*

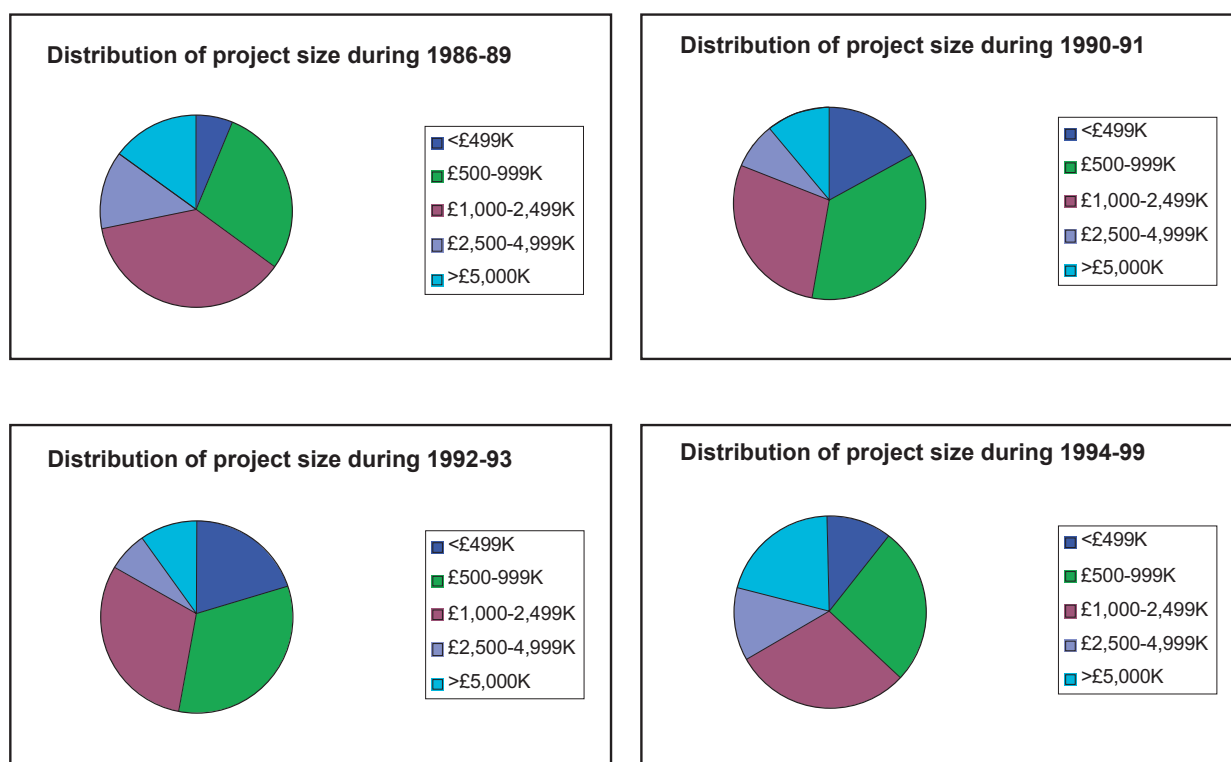
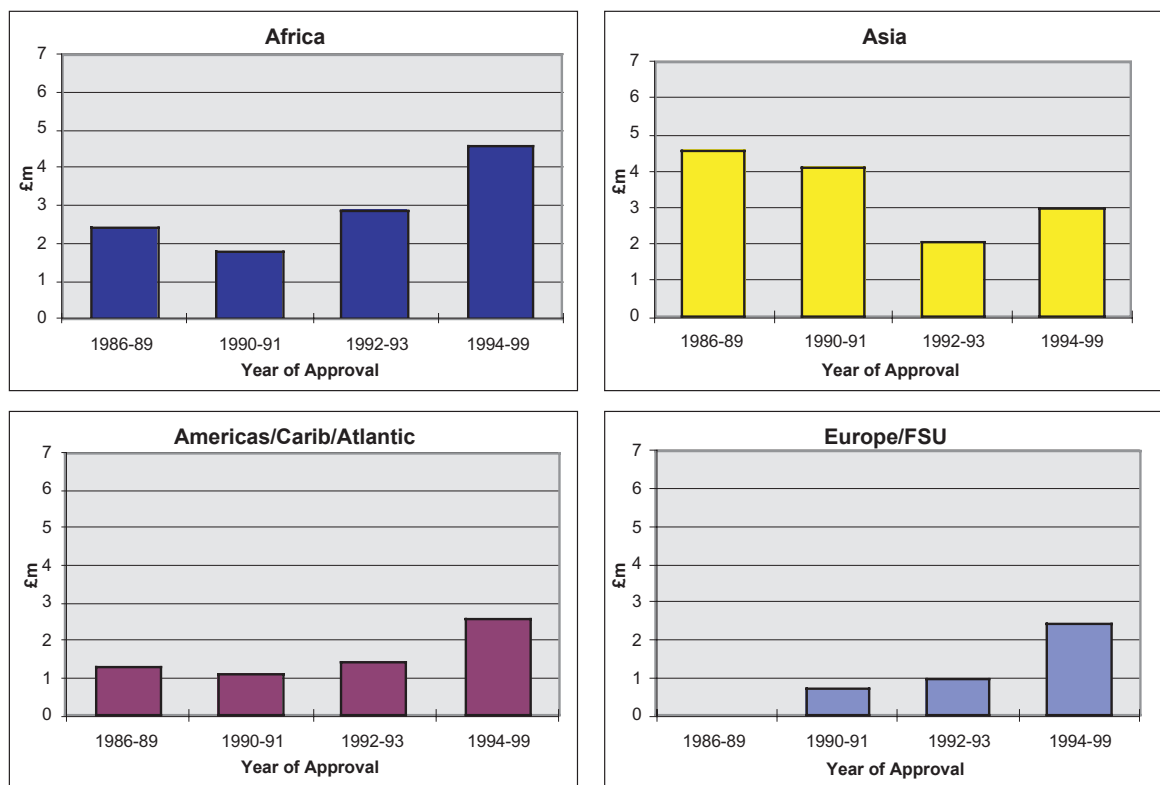


Figure 2 Average Value of Projects for which PCRs were available (current prices)



12. There is virtually no correlation between project performance and project size. This includes projects below the £0.5 million PCR threshold, where completion of the forms is discretionary.

13. Time and Expenditure Management. Figures 3 and 4 show improvement over the period in the standard of project management in terms of keeping to planned project duration. Regional analysis shows Asia generated the most consistent improvement over the period. In terms of expenditure management there was steady growth in the delivery of expenditure within 10% of that planned, with overspends continuing to show marked reductions throughout the time frame.

Figure 3

Time Management: Proportion of projects within each of three categories (see key)

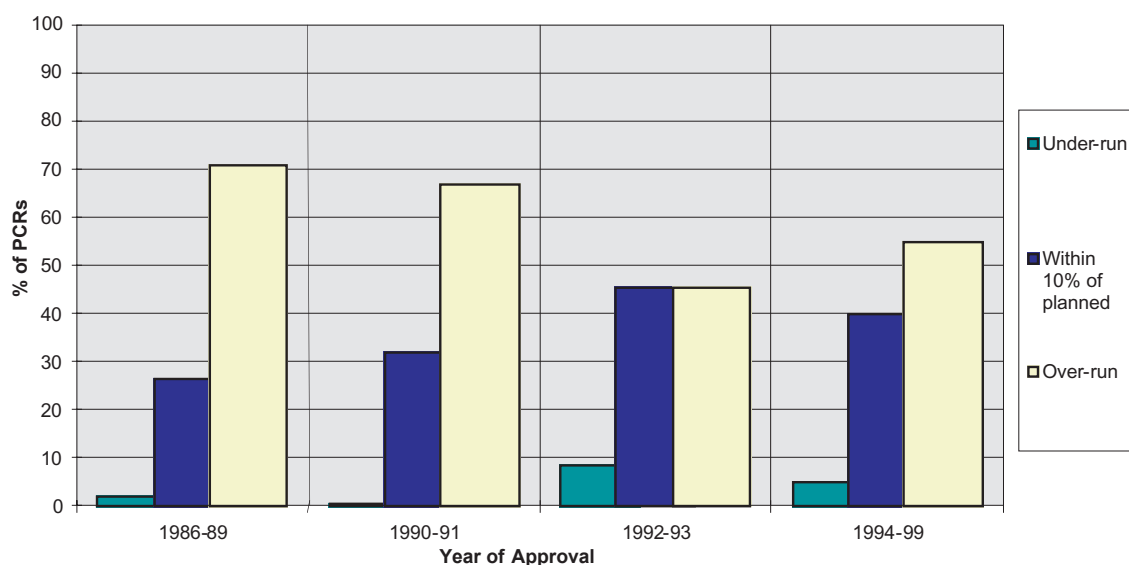
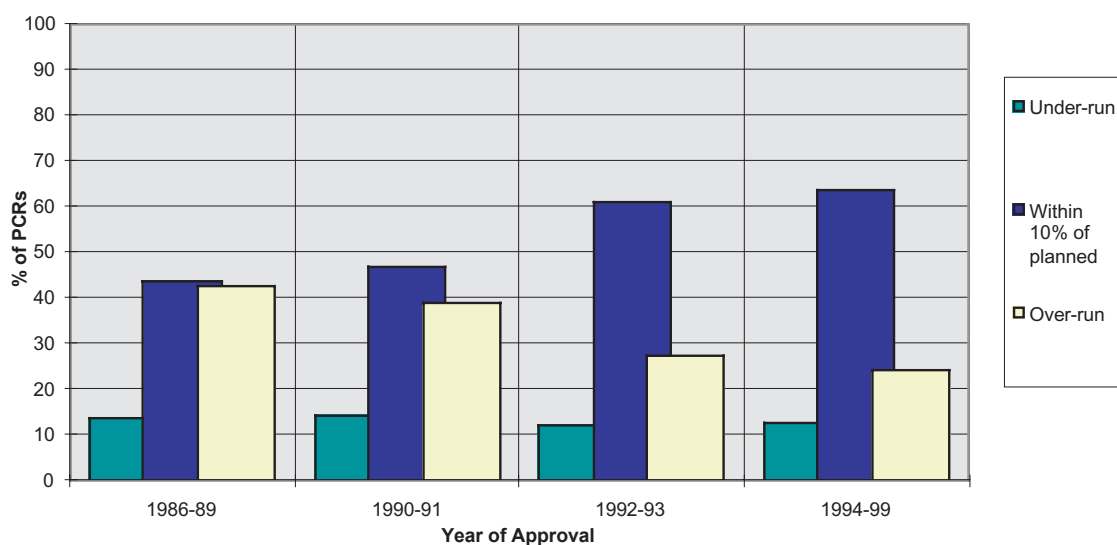


Figure 4

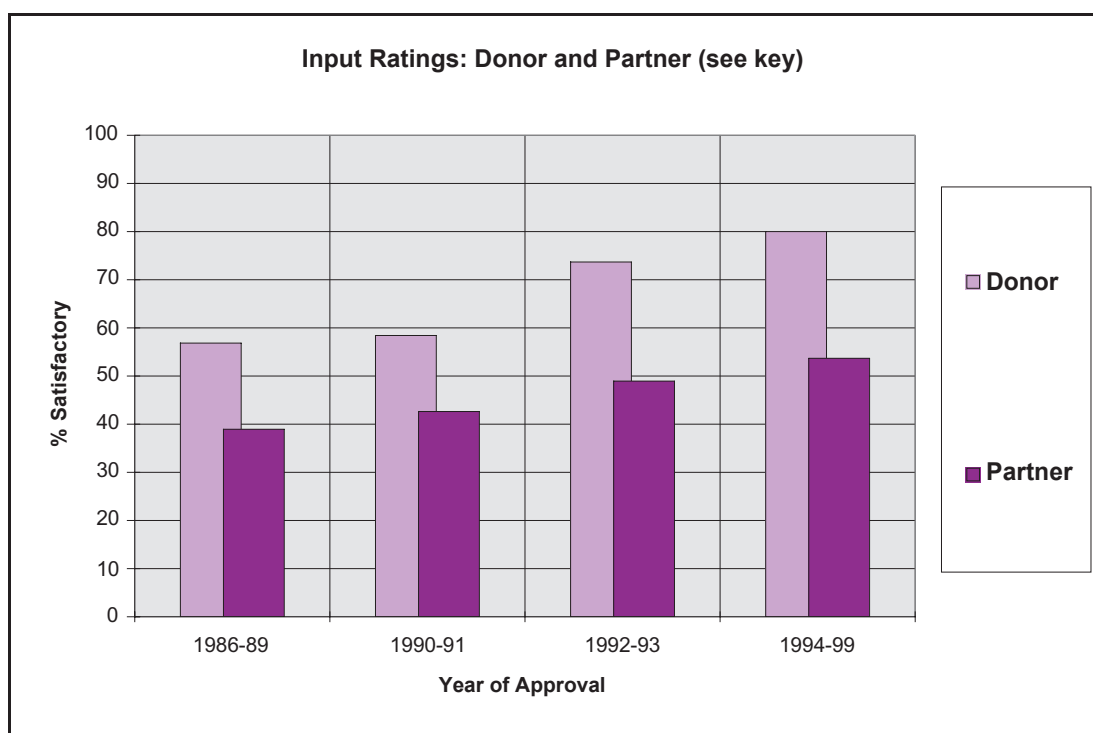
Expenditure Management: Proportion of projects within each of three categories (see key)



14. **Delivery of Project Inputs.** Figure 5 measures both donor and overseas partners performance in respect of project inputs. Donor satisfaction shows significant growth over the period with normal project activity in Africa achieving consistent growth over the period, and the other regions matching the African level of performance in the latter years.

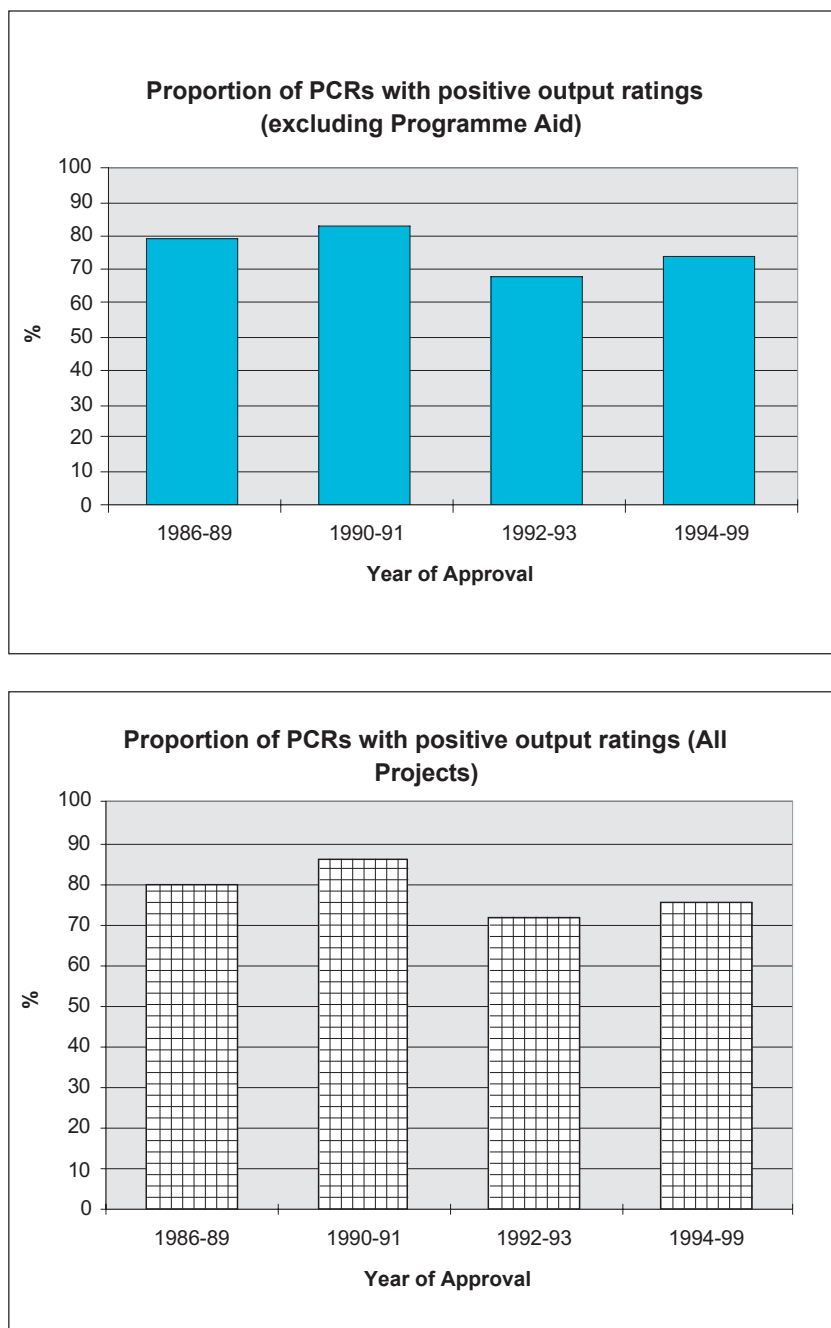
Overseas partner performance shows a steady but more modest improvement, rising from 39% to 54% over the period. Africa delivered the most consistent growth, with the other regions broadly matching Africa's success in the most recent period.

Figure 5



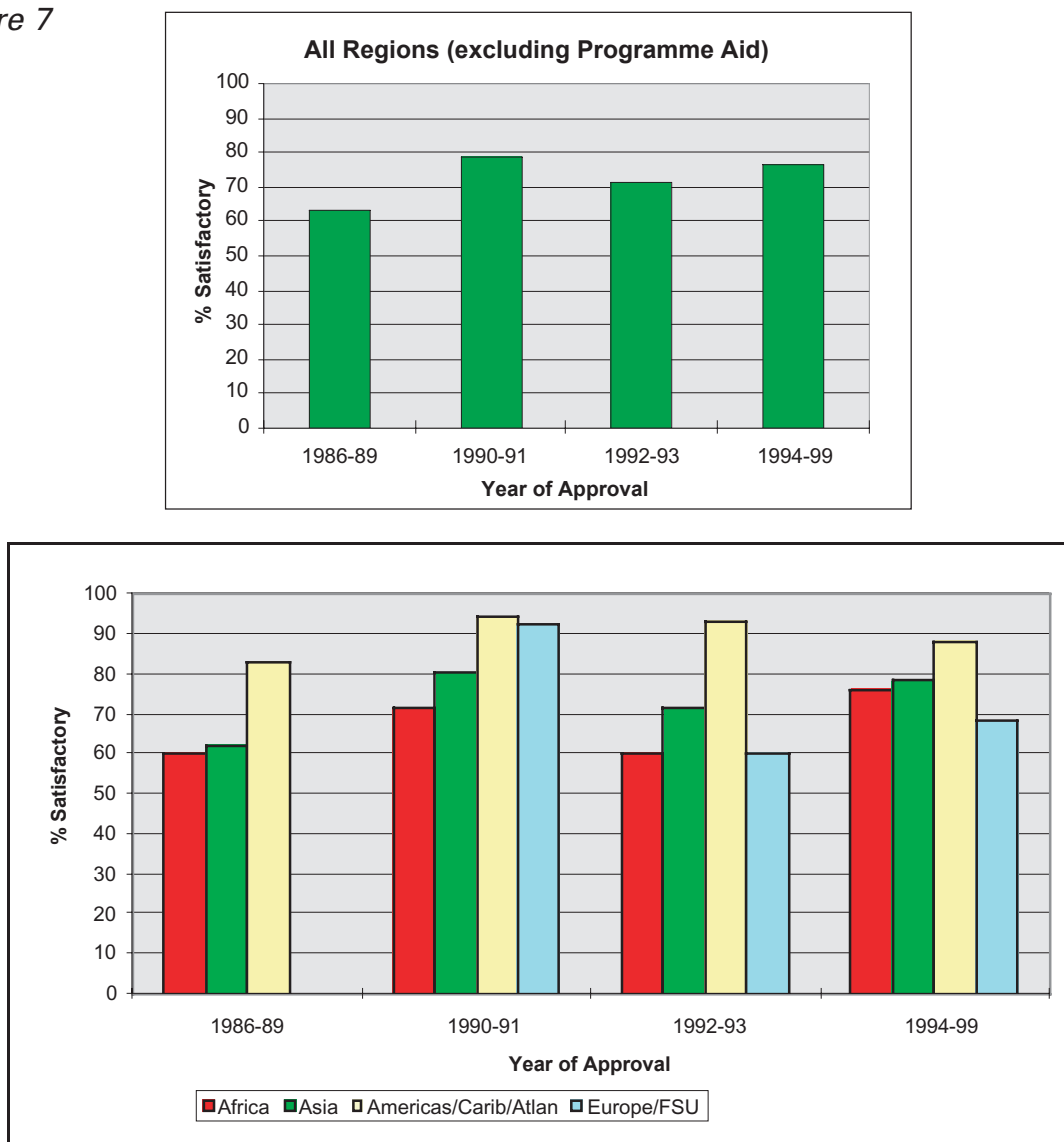
15. **Delivery of Project Outputs.** Figure 6 shows no clear improvement over time although success levels for all activities have been consistently in excess of 70%. There are considerable fluctuations in regional performance, with Asia and Eastern Europe being particularly successful (See Appendix B table 12).

Figure 6



16. **Expected Achievement of Project Purpose.** Figure 7 shows the trend in achievement of project purpose (the “immediate objectives” in the current PCR Form – see Appendix D) over time, including a regional breakdown. During this period there was an overall increase in the level of satisfaction achieved, with a high point of 80% being reached in 1990-91. Although there was a slight drop during 1992-93 the satisfaction level increased in the final period with 77% of projects being judged likely to fulfil their purpose.

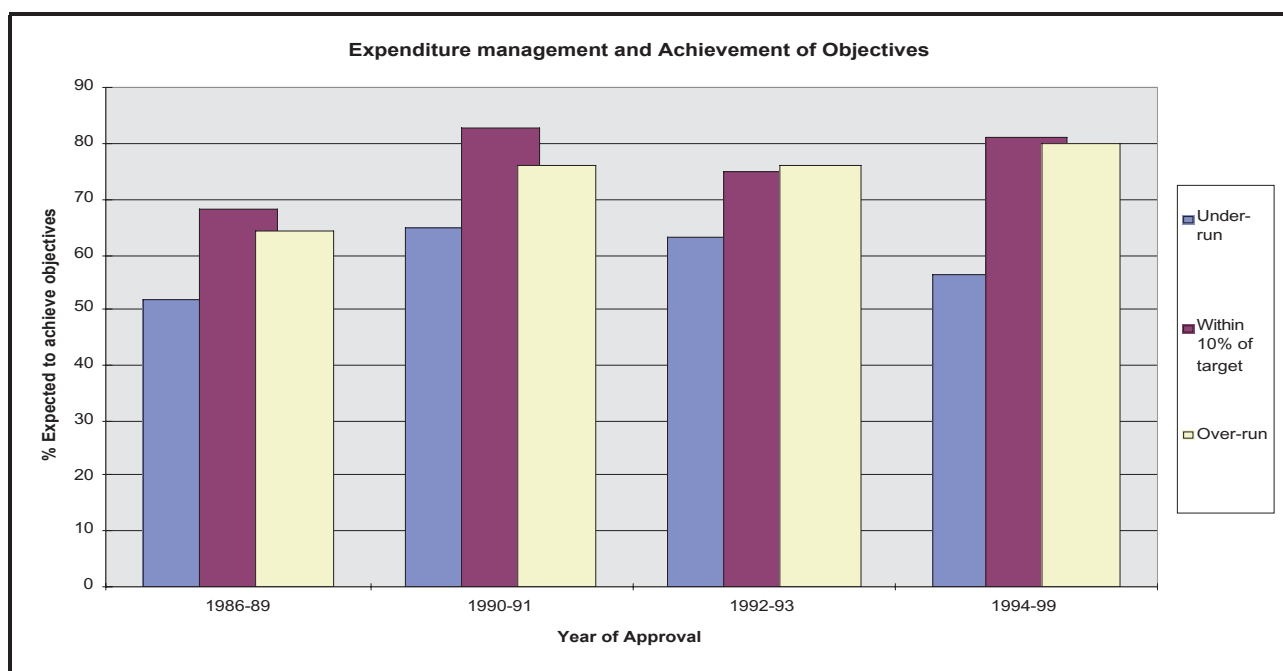
Figure 7



Regional analysis shows Americas/Caribbean/Atlantic to have performed best in expected achievement of purpose, consistently scoring in excess of 80%. Europe/FSU, having dropped sharply between 1990-91 and 1992-93, achieved a modest increase in the later period.

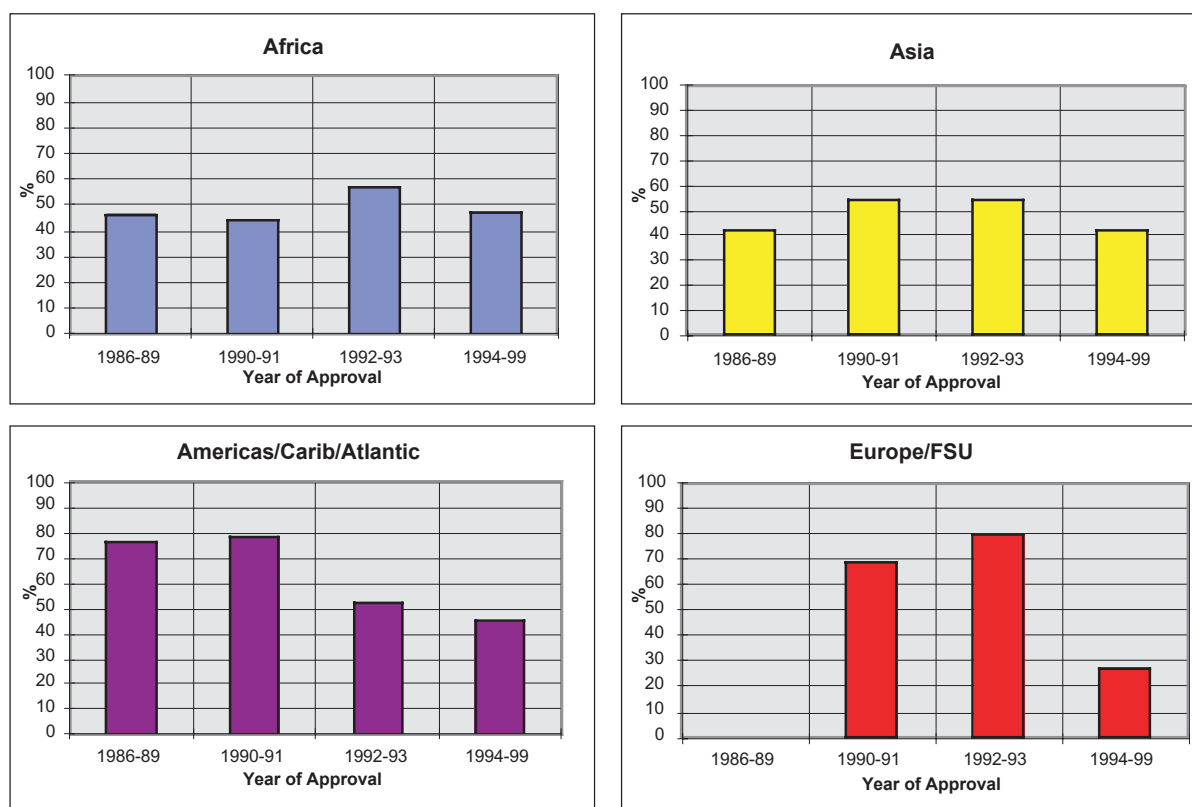
17. There is some positive correlation between achievement of project purpose and some other aspects of performance. For example, projects in which overseas partners broadly complied with agreed conditions were more likely to achieve their objectives. Figure 8 shows that projects who's expenditure stayed within 10% of target were closely matched by those that overspent, but such projects consistently outperformed those that underspent. Corresponding data for time management are much less conclusive.

Figure 8



16. **Expected Achievement of Project Goal.** The trends for forecasted achievement of goal (the wider, longer-term objectives to which the project purpose is directed), are shown in Figure 9 for all projects combined and by region but excluding Programme Aid. There are considerable regional variations, and overall the expected success rate is around 60%. It should however be noted that project managers are not always inclined to make forecasts, with less than three-quarters of PCRs received scoring against this category.

Figure 9



17. **Sustainability.** A substantial proportion of PCRs contain no rating for sustainability, with project managers considering that it was too early to make a judgement. Where a definite rating for sustainability was given and satisfactory ratings had been allocated for expected achievement of purpose or goal a positive sustainability rating was awarded in over 85% of all cases, both overall and in all regions. Even where poorer achievement ratings were given, those objectives that were still expected to be achieved, even if only partially, were generally also expected to be sustainable.

18. **Sectoral Data.** Appendix B provides supplementary statistical data including some disaggregation by sector although the results should be interpreted with care. In a number of cases the breakdown of the data results in small cell sizes yielding results which should be interpreted with special caution. Where the cell size consists of between one and five PCRs, the result is shown in parentheses.

19. The raw data suggest that improvements in overall portfolio performance over time are reflected less evenly by sector than by region. However, the great variation in the size of the individual cells still prevents the possibility of a rigorous sectoral analysis to complement the regional analysis, since the findings may be misleading.

## APPENDIX A: MAIN DATA TABLES 1-3

- 1: Number and Percentage of PCRs in each Sector and Region, by Year of Approval
- 2: Sector and Regional Expenditure, by Year of Approval
- 3: Average Expenditure per Project by Sector and Region, by Year of Approval

TABLE 1: Number and Percentage of PCRs in each Sector and Region, by year of approval

Synthesis Sector	1986-88		1989		1990		1991		1992		1993		1994		1995-99	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Renewable Natural Resources	32	33	27	36	27	28	15	16	16	19	12	16	16	20	12	11
Business/Financial Services	0	0	0	0	4	4	9	10	9	11	8	11	4	5	9	8
Education and Training	18	19	15	20	18	19	27	29	12	14	11	14	11	13	8	7
Energy	6	6	5	7	6	6	5	5	4	5	3	4	2	2	1	1
Government and Administration	5	5	7	9	9	9	10	11	14	17	10	13	17	21	17	15
Health and Population	10	10	3	4	5	5	5	5	11	13	7	9	11	13	25	22
Transport	9	9	7	9	7	7	13	14	4	5	6	8	7	9	4	4
Water and Sanitation	4	4	8	11	9	9	3	3	2	2	4	5	1	1	3	3
Mining and Miscellaneous	11	11	2	3	7	7	4	4	4	5	3	4	4	5	19	17
<b>Sub Totals</b>	<b>95</b>		<b>74</b>		<b>92</b>		<b>91</b>		<b>76</b>		<b>64</b>		<b>73</b>		<b>98</b>	
Programme Aid	2	2	0	0	4	4	2	2	8	10	12	16	9	11	16	14
<b>Grand Totals</b>	<b>97</b>	<b>100</b>	<b>74</b>	<b>100</b>	<b>96</b>	<b>100</b>	<b>93</b>	<b>100</b>	<b>84</b>	<b>100</b>	<b>76</b>	<b>100</b>	<b>82</b>	<b>100</b>	<b>114</b>	<b>100</b>
<b>Region</b>																
Africa	47	48	40	54	48	50	43	46	34	40	35	46	31	38	66	58
Asia and Pacific	39	40	26	35	32	33	19	20	30	36	21	28	33	40	24	21
Americas/Caribbean/Atlantic	11	11	8	11	10	16	13	14	9	11	11	14	8	10	10	9
East Europe and FSU	0	0	0	0	6	6	18	19	11	13	9	12	10	12	14	12
<b>Grand Totals</b>	<b>97</b>	<b>100</b>	<b>74</b>	<b>100</b>	<b>96</b>	<b>100</b>	<b>93</b>	<b>100</b>	<b>84</b>	<b>100</b>	<b>76</b>	<b>100</b>	<b>82</b>	<b>100</b>	<b>114</b>	<b>100</b>

**TABLE 2: Sector and Regional Expenditure, by year of approval**

Synthesis Sector	1986-88		1989		1990		1991		1992		1993		1994		1995-99	
	£K	%	£K	%	£K	%	£K	%	£K	%	£K	%	£K	%	£K	%
Renewable Natural Resources	50,944	13	49,063	29	74,374	31	25,072	14	29,303	17	13,505	7	16,305	7	31,312	6
Business/Financial Services	0	0	0	0	10,139	4	5,931	3	9,875	6	16,235	9	17,330	7	28,627	6
Education and Training	22,865	6	16,619	10	21,939	9	28,697	16	14,726	9	10,394	6	24,986	10	13,052	3
Energy	110,755	29	28,822	17	33,483	14	8,616	5	17,997	10	1,903	1	2,034	1	2,658	1
Government and Administration	7,117	2	7,296	4	7,505	3	12,013	7	8,719	5	26,441	14	33,948	14	61,280	12
Health and Population	14,494	4	4,531	3	8,843	4	6,403	4	13,980	8	7,422	4	18,321	8	131,531	26
Transport	82,599	21	49,859	29	20,631	9	60,182	34	15,169	9	7,142	4	28,876	12	6,137	1
Water and Sanitation	4,400	1	12,420	7	10,570	4	3,532	2	2,970	2	4,565	2	438	0	3,116	1
Mining and Miscellaneous	46,110	12	2,224	1	19,416	8	5,659	3	2,713	2	4,026	2	9,107	4	42,553	8
<b>Sub Totals</b>	<b>339,284</b>		<b>170,834</b>		<b>206,900</b>		<b>156,105</b>		<b>115,452</b>		<b>91,633</b>		<b>151,345</b>		<b>320,266</b>	
Programme Aid	45,960	12	0	0	34,500	14	19,663	11	56,483	33	93,558	51	89,836	37	183,244	36
<b>Grand Totals</b>	<b>385,244</b>	<b>100</b>	<b>170,834</b>	<b>100</b>	<b>241,400</b>	<b>100</b>	<b>175,768</b>	<b>100</b>	<b>171,935</b>	<b>100</b>	<b>185,191</b>	<b>100</b>	<b>241,181</b>	<b>100</b>	<b>503,510</b>	<b>100</b>
<b>Region</b>																
Africa	114,833	30	93,178	55	85,733	36	73,618	42	64,777	38	134,583	73	112,848	47	361,859	72
Asia and Pacific	253,744	66	67,413	39	142,288	59	72,003	41	82,920	48	27,423	15	87,296	36	78,319	16
Americas/Caribbean/Atlantic	16,667	4	10,243	6	8,275	3	18,485	11	14,948	9	13,393	7	16,539	7	30,532	6
East Europe and FSU	0	0	0	0	5,104	2	11,662	7	9,290	5	9,792	5	24,498	10	32,800	7
<b>Grand Totals</b>	<b>385,244</b>	<b>100</b>	<b>170,834</b>	<b>100</b>	<b>241,400</b>	<b>100</b>	<b>175,768</b>	<b>100</b>	<b>171,935</b>	<b>100</b>	<b>185,191</b>	<b>100</b>	<b>241,181</b>	<b>100</b>	<b>503,510</b>	<b>101</b>

**TABLE 3: Average Expenditure per Project by Sector and Region, by year of approval**

<b>Synthesis Sector</b>	<b>1986-88</b>	<b>1989</b>	<b>1990</b>	<b>1991</b>	<b>1992</b>	<b>1993</b>	<b>1994</b>	<b>1995-99</b>
	£K	£K	£K	£K	£K	£K	£K	£K
Renewable Natural Resources	1,592	1,817	2,755	1,671	1,831	1,125	1,019	2,609
Business/Financial Services	0	0	2,535	659	1,097	2,029	4,333	3,181
Education and Training	1,270	1,108	1,219	1,063	1,227	945	2,271	1,632
Energy	18,459	5,764	5,581	1,723	4,499	634	1,017	2,658
Government and Administration	1,423	1,042	834	1,201	623	2,644	1,997	3,605
Health and Population	1,449	1,510	1,769	1,281	1,271	1,060	1,666	5,261
Transport	9,178	7,123	2,947	4,629	3,792	1,190	4,125	1,534
Water and Sanitation	1,100	1,553	1,174	1,177	1,485	1,141	438	1,039
Mining and Miscellaneous	4,192	1,112	2,774	1,415	678	1,342	2,277	2,240
<b>Sub Total Averages</b>	<b>3,571</b>	<b>2,309</b>	<b>2,249</b>	<b>1,715</b>	<b>1,519</b>	<b>1,432</b>	<b>2,073</b>	<b>3,268</b>
Programme Aid	22,980	0	8,625	9,832	7,060	7,797	9,982	11,453
<b>Grand Total Averages</b>	<b>3,972</b>	<b>2,309</b>	<b>2,515</b>	<b>1,890</b>	<b>2,047</b>	<b>2,437</b>	<b>2,941</b>	<b>4,417</b>
<b>Region</b>								
East Africa	2,443	2,329	1,786	1,712	1,905	3,845	3,640	5,483
Asia and Pacific	6,506	2,593	4,447	3,790	2,764	1,306	2,645	3,263
Americas/Caribbean/Atlantic	1,515	1,280	828	1,422	1,661	1,218	2,067	3,053
East Europe and FSU	0	0	851	648	845	1,088	2,450	2,343
<b>Grand Total Averages</b>	<b>3,972</b>	<b>2,309</b>	<b>2,515</b>	<b>1,890</b>	<b>2,047</b>	<b>2,437</b>	<b>2,941</b>	<b>4,417</b>



**APPENDIX B\* OTHER STATISTICAL TABLES (4-15)**

\*In some cases the breakdowns given result in relatively small sub-populations or "cells". In such cases results must be treated with care. Where the data consisted of between one and five PCRs, the result is shown in brackets. Where no PCRs were available, this is indicated by a dash.

Table 4	Time Management Performance: Proportion of Projects completed within 10% of the allocated time, by Main Region
Table 5	Time Management Performance: Proportion of Projects completed within 10% of the allocated time, by Sector
Table 6	Expenditure Management Performance: Proportion of Projects completed within 10% of the Allocated Expenditure, by Main Region
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Table 12	Percentage of Outputs Successfully Delivered, by Main Region
Table 13	Percentage of Outputs Successfully Delivered, by Sector
Table 14	Percentage of Purpose-level Objectives Successfully Achieved, by Sector
Table 15	Percentage of Goal-level Objectives Successfully Achieved, by Sector

**Table 4: Time Management Performance: Proportion of Projects completed within 10% of the Allocated Time, by Main Region (%)**

<i>Year of Approval Period:</i>	<b>1986-89</b>	<b>1990-91</b>	<b>1992-93</b>	<b>1994-99</b>
<i>Region:</i>				
Africa	29	27	46	43
Asia	19	33	34	44
Latin America, Caribbean and Atlantic	41	25	53	41
Eastern Europe	-	54	68	36

**Table 5: Time Management Performance: Proportion of Projects completed within 10% of the allocated time, by Sector**

<i>Year of Approval Period:</i>	<b>1986-89</b>	<b>1990-91</b>	<b>1992-93</b>	<b>1994-99</b>
<i>Sector:</i>				
Renewable Natural Resources	33	25	42	41
Business and Financial Services	-	54	41	36
Education and Training	36	42	65	59
Energy	0	20	0	0
Government and Administration	20	11	54	47
Health and Population	50	20	28	18
Transport	19	39	40	30
Water and Sanitation	9	17	17	67
Mining, Manufacturing and all other	0	60	75	33
Programme Aid	50	40	58	73

**Table 6: Expenditure Management Performance: Proportion of Projects completed within 10% of the Allocated Expenditure, by Main Region**

<i>Year of Approval Period:</i>	<b>1986-89</b>	<b>1990-91</b>	<b>1992-93</b>	<b>1994-99</b>
<i>Region:</i>				
<i>(i) including Programme Aid</i>				
Africa	80	80	78	82
Asia	66	78	82	50
Latin America, Caribbean and Atlantic	92	94	95	100
Eastern Europe	0	67	78	50
<i>(ii) excluding Programme Aid</i>				
Africa	80	79	76	79
Asia	66	78	81	50
Latin America, Caribbean and Atlantic	92	94	95	100
Eastern Europe	-	67	78	50
<i>(iii) Programme aid only</i>				
Africa	-	100	100	100
Asia	-	-	100	0
Latin America, Caribbean and Atlantic	-	-	-	-
Eastern Europe	-	-	-	-

**Table 7: Expenditure Management Performance: Proportion of Projects completed within 10% of the Allocated Expenditure, by Sector**

<i>Year of Approval Period:</i>	<b>1986-89</b>	<b>1990-91</b>	<b>1992-93</b>	<b>1994-99</b>
<i>Sector:</i>				
Renewable Natural Resources	59	86	81	76
Business and Financial Services	-	100	69	78
Education and Training	82	73	57	91
Energy	100	100	100	100
Government and Administration	100	75	73	78
Health and Population	75	67	100	61
Transport	89	90	80	83
Water and Sanitation	86	82	100	100
Mining, Manufacturing and all other	88	75	100	77
Programme Aid	-	100	100	90

**Table 8: Percentage of Donor Inputs Successfully Delivered, by Main Region**

<i>Year of Approval Period:</i>	<b>1986-89</b>	<b>1990-91</b>	<b>1992-93</b>	<b>1994-99</b>
<i>Region:</i>				
(i) including Programme Aid				
Africa	65	70	82	82
Asia	68	84	71	82
Latin America, Caribbean and Atlantic	71	73	88	72
Eastern Europe	-	91	84	67
(ii) excluding Programme Aid				
Africa	65	69	81	81
Asia	67	84	69	81
Latin America, Caribbean and Atlantic	71	72	88	72
Eastern Europe	-	91	84	67
(iii) Programme aid only				
Africa	-	80	84	83
Asia	100	100	100	100
Latin America, Caribbean and Atlantic	-	100	87	-
Eastern Europe	-	-	-	100

**Table 9: Percentage of Donor Inputs Successfully Delivered, by Sector**

<i>Year of Approval Period:</i>	<b>1986-89</b>	<b>1990-91</b>	<b>1992-93</b>	<b>1994-99</b>
<i>Sector:</i>				
Renewable Natural Resources	71	70	79	64
Business and Financial Services	-	88	86	69
Education and Training	67	68	78	83
Energy	80	80	50	67
Government and Administration	67	67	74	83
Health and Population	53	78	74	90
Transport	53	92	86	58
Water and Sanitation	55	82	83	65
Mining, Manufacturing and all other	63	91	76	91
Programme Aid	100	88	87	86

**Table 10: Percentage of Recipient Inputs Successfully Delivered, by Main Region**

<i>Year of Approval Period:</i>	<b>1986-89</b>	<b>1990-91</b>	<b>1992-93</b>	<b>1994-99</b>
<i>Region:</i>				
<i>(i) including Programme Aid</i>				
Africa	29	35	50	54
Asia	37	54	39	53
Latin America, Caribbean and Atlantic	65	43	75	56
Eastern Europe	-	85	20	50
<i>(ii) excluding Programme Aid</i>				
Africa	29	35	47	53
Asia	37	54	40	54
Latin America, Caribbean and Atlantic	65	42	71	56
Eastern Europe	-	85	20	50
<i>(iii) Programme aid only</i>				
Africa	-	0	78	56
Asia	-	-	30	0
Latin America, Caribbean and Atlantic	-	50	100	-
Eastern Europe	-	-	-	-

**Table 11: Percentage of Recipient Inputs Successfully Delivered, by Sector**

<i>Year of Approval Period:</i>	<b>1986-89</b>	<b>1990-91</b>	<b>1992-93</b>	<b>1994-99</b>
<i>Sector:</i>				
Renewable Natural Resources	43	36	42	52
Business and Financial Services	-	67	65	47
Education and Training	32	45	44	60
Energy	24	44	27	53
Government and Administration	25	22	48	47
Health and Population	22	48	33	65
Transport	37	66	60	38
Water and Sanitation	33	48	63	65
Mining, Manufacturing and all other	49	45	75	46
Programme Aid	-	25	74	52

**Table 12: Percentage of Outputs Successfully Delivered, by Main Region**

<i>Year of Approval Period:</i>	<b>1986-89</b>	<b>1990-91</b>	<b>1992-93</b>	<b>1994-99</b>
<i>Region:</i>				
<i>(i) including Programme Aid</i>				
Africa	84	79	73	62
Asia	70	84	81	100
Latin America, Caribbean and Atlantic	95	82	81	75
Eastern Europe	-	100	87	100
<i>(ii) excluding Programme Aid</i>				
Africa	84	80	71	57
Asia	70	83	80	100
Latin America, Caribbean and Atlantic	95	82	79	75
Eastern Europe	-	100	87	100
<i>(iii) Programme aid only</i>				
Africa	100	50	82	86
Asia	100	100	100	100
Latin America, Caribbean and Atlantic	-	100	100	-
Eastern Europe	-	-	-	-

**Table 13: Percentage of Outputs Successfully Delivered, by Sector**

<i>Year of Approval Period:</i>	<b>1986-89</b>	<b>1990-91</b>	<b>1992-93</b>	<b>1994-99</b>
<i>Sector:</i>				
Renewable Natural Resources	86	78	64	65
Business and Financial Services	-	100	88	71
Education and Training	85	80	59	75
Energy	82	82	57	100
Government and Administration	83	58	67	73
Health and Population	75	100	47	78
Transport	63	100	90	73
Water and Sanitation	58	83	100	75
Mining, Manufacturing and all other	73	91	100	72
Programme Aid	100	60	95	88

**Table 14\* : Percentage of Purpose-level Objectives Successfully Achieved, by Sector**

<i>Year of Approval Period:</i>	<b>1986-89</b>	<b>1990-91</b>	<b>1992-93</b>	<b>1994-99</b>
<i>Sector:</i>				
Renewable Natural Resources	71	73	61	64
Business and Financial Services	-	70	75	63
Education and Training	53	70	63	67
Energy	41	63	86	100
Government and Administration	51	46	55	71
Health and Population	69	86	48	82
Transport	63	100	65	86
Water and Sanitation	70	78	73	50
Mining, Manufacturing and all other	80	88	83	67
Programme Aid	100	50	76	62

**Table 15\* : Percentage of Goal-level Objectives (\*\*))Successfully Achieved, by Sector**

<i>Year of Approval Period:</i>	<b>1986-89</b>	<b>1990-91</b>	<b>1992-93</b>	<b>1994-99</b>
<i>Sector:</i>				
Renewable Natural Resources	46	56	41	19
Business and Financial Services	-	83	85	45
Education and Training	55	67	57	74
Energy	69	35	50	100
Government and Administration	47	16	63	66
Health and Population	50	29	69	54
Transport	33	76	78	50
Water and Sanitation	33	75	40	0
Mining, Manufacturing and all other	60	67	100	40
Programme Aid	0	100	53	44

\* See text, paragraphs 17 and 20, for information on regional breakdowns at both purpose and goal levels

\*\* When a rating was given. In many cases those completing the forms considered it too soon to give ratings



## APPENDIX C

## The original PCR Form used for the data covered by this analysis

## PROJECT COMPLETION REPORT

(If Logical Framework is attached to the PCR, questions marked `(\*)' need not be completed)

## A: BASIC DATA

<b>COUNTRY:</b>	<b>SECTOR:</b>	<b>MIS CODE:</b>
<b>PROJECT/PROGRAMME TITLE:</b>		
<b>BRIEF DESCRIPTION:</b>		
<b>LEVEL APPROVED BY:</b>		<b>DATE APPROVED:</b>

MANAGED BY: HQ

## B: OUTPUTS OF IMPLEMENTATION PHASE

- 1: INITIAL(\*): *(if there is a Logical Framework (LF), extract from outputs line; for Programme Aid or ATP, extract from appropriate approval document; for Process Projects, insert whatever outputs existed at start of project - if this is not possible insert earliest available outputs.)*
- 2: AMENDMENTS: *(where outputs have been revised over the lifetime of the project insert the most recently revised set of outputs).*
- 3: IF OUTPUTS HAVE BEEN AMENDED GIVE REASONS WHY:
- 4: ACHIEVEMENT: *(mark with an 'x'. If outputs have been amended give two ratings: one against the initial output (I) and one against the latest revised outputs (R))*

	I	R
Outputs completely realised	<input type="checkbox"/>	<input type="checkbox"/>
Outputs largely realised	<input type="checkbox"/>	<input type="checkbox"/>
Outputs partially realised	<input type="checkbox"/>	<input type="checkbox"/>
Very limited realisation of outputs	<input type="checkbox"/>	<input type="checkbox"/>
Outputs completely unrealised - project abandoned	<input type="checkbox"/>	<input type="checkbox"/>

EXPLAIN AND COMMENT:

1: INITIALLY APPROVED ODA TOTAL COMMITMENT:

2: TOTAL ODA COMMITMENT AFTER ANY SUBSEQUENT AMENDMENTS:

Financial Year	Actual Expenditure (£'000s)	Initial Commitment, Forecast
Total		

Current MIS Project Commitment	
Actual Expenditure as % of current project commitment	

4: WHEN COMMITMENT CHANGES WERE SOUGHT, WERE THEY PROPERLY JUSTIFIED AND EXPLAINED? (select Yes or No): Yes

EXPLAIN AND COMMENT:

5: ACTUAL EXPENDITURE AS % OF INITIALLY APPROVED COMMITMENT:

6. ACTUAL EXPENDITURE AS % OF COMMITMENT AFTER AMENDMENTS:

**D: MONITORING AND PHYSICAL PROGRESS REPORT**

1.

PROPOSED MONITORING	ACTUAL MONITORING
Monitoring Date	Monitoring Date
By Whom	By Whom

WAS MONITORING ADEQUATE? *(select Yes or No):*

EXPLAIN AND COMMENT:

## 2: IN ORDER TO ACHIEVE THE OUTPUTS OF THE IMPLEMENTATION PHASE WERE ACTIVITIES/INPUTS:

*(enter a rating between 1 and 5; 1 = very good, 5 = very poor)*

		To achieve initially intended outputs (up to the time of any change)		To achieve revised outputs (if applicable, subsequent to any change)	
		ODA Activities/Inputs	Recipient Government Activities/Inputs	ODA Activities/Inputs	Recipient Government Activities/Inputs
(a)	Appropriate?				
(b)	Sufficient?				
(c)	Timely?				
(d)	Well-coordinated?				
(e)	Efficiently procured and delivered?				

EXPLAIN AND COMMENT:

Initial Outputs:

Revised Outputs:

3: INITIALLY PLANNED PHYSICAL COMPLETION DATE:

4: ACTUAL PHYSICAL COMPLETION DATE:

5: ACTUAL IMPLEMENTATION TIME AS % OF INITIALLY PLANNED IMPLEMENTATION TIME:  
EXPLAIN AND COMMENT:

#### E: CONDITIONS

(Set out each individual project condition - initial and subsequent amendments - in the table below and for each rate whether the condition was:

1 = Wholly met  
4 = Largely unmet

2 = Largely met  
5 = Not met at all

3 = Partially met

For ratings 1 and 2 only assess to what extent compliance had on the achievement of objectives, and for 3-5 only assess to what extent the lack of compliance had on the achievement of objectives:

A = Major Positive Effect  
D = Significant Negative Effect

B = Significant Positive Effect  
E = Major Negative Effect

C = Minor/Negligible Effect

Conditions can be extracted from intergovernmental agreement, Logical Framework, or approval document.

Additional space will be created within the table if insufficient space exists).

CONDITIONS	COMPLIANCE (1-5)	For Rating:	
		1,2	3,4,5
		Effect (A-E)	Effect (A-E)
Initial:			
(a)			
(b)			
(c)			
Subsequent Amendments:			
(a)			
(b)			
(c)			

EXPLAIN AND COMMENT:

1. **LIKELY ACHIEVEMENT OF OBJECTIVES** (Set out in the table below: each individual objective against purpose and goal, both initial and subsequent amendment; each individual ODA priority objective assigned together with its PIMS marker {1-4}; and for each rate whether it is:

1 = likely to be completely achieved	4 = only likely to be achieved to a very limited extent
2 = likely to be largely achieved	5 = unlikely to be realised
3 = likely to be partially achieved	X = too early to judge the extent of achievement

[illegible]

2. OVERALL ACHIEVEMENT OF IMMEDIATE OBJECTIVES/PURPOSE  
(given the ratings in question 1 give an overall rating of immediate objectives/purpose):

3: LIST THE CONDITIONS NECESSARY FOR SUSTAINABILITY TO BE ACHIEVED:

4: DO YOU EXPECT THAT THE PROJECT WILL BE SUSTAINABLE?  
(select Yes, No or Don't know): Yes

EXPLAIN AND COMMENT: *(for example, is project likely to achieve impact not originally envisaged; should the judgement on sustainability be qualified?)*

**G: PARTICULAR LESSONS FROM IMPLEMENTATION PHASE**

WHAT ARE THE MAIN LESSONS ODA CAN LEARN FROM THE IMPLEMENTATION PHASE OF THIS PROJECT?

- (a) Positive aspects which may be replicable:
- (b) Negative aspects which may be avoided in future:
- (c) Other/General lessons:

**H: EX-POST EVALUATION**

IS THIS PROJECT/ PROGRAMME CONSIDERED PARTICULARLY USEFUL FOR FURTHER EVALUATION? *(select Yes or No)*: Yes

*(If yes, place an "x" in box(es) which apply)*

(a)	Innovative	<input type="checkbox"/>
(b)	Particular relevance to achieving ODA's priority objectives	<input type="checkbox"/>
(c)	Rapidly increasing involvement in sector	<input type="checkbox"/>
(d)	Replicable project	<input type="checkbox"/>
(e)	Continuing project	<input type="checkbox"/>
(f)	Other (please specify):	<input type="checkbox"/>

EXPLAIN AND COMMENT:

PCR FINALISED BY:

PCR APPROVED BY:

## APPENDIX D

### The new PCR Form (*introduced July 1999*)

#### PROJECT COMPLETION REPORT (PCR)

##### **What?**

Project Completion Reports (PCRs) provide a useful record of what has been achieved by your project and of key lessons for future application. They are required for all projects costing £500,000 or more.

##### **Why?**

PCRs, like Output-to-Purpose Reviews (OPRs), are part of the sequence of reports which chart project progress, achievement and impact, and so contribute to good Project Cycle Management; and they contain lessons which may well be valuable when designing projects with similar characteristics.

##### **Who?**

You and your colleagues know more about this project than anyone else in DFID. Share your knowledge! Evaluation Department stores all PCRs received on a central database and submits an annual synthesis report to the Projects and Evaluation Committee (PEC). PCRs are also used in evaluation studies. In due course, access to PCRs will be available through PRISM.

##### **How?**

The form attached provides the basic format for PCRs, recording the minimum information required.

- ✓ Consult your colleagues and project partners
- ✓ Complete the form in full, including the spaces provided for comment
- ✓ Use the scoring system outlined below for rating all aspects of performance
- ✓ If you wish, attach a supplementary report or supporting papers to provide more detail
- ✓ Return the completed form to Evaluation Department

##### **Guide to Performance Ratings:**

**Very Good:** fully achieved, very few or no shortcomings

**Satisfactory:** largely achieved, despite a few shortcomings

**Fair:** only partially achieved, benefits and shortcomings finely balanced

**Poor:** very limited achievement, extensive shortcomings

**Failure:** not achieved

##### **Any questions?**

✓ **Consult Evaluation Department**

**Too Early:** too soon to give an adequately reliable rating forecast (for Goal and Sustainability only, and then only when absolutely necessary) **PCR Form Version 2.1**

**SECTION I: BASIC DATA (to be completed from Project Header Sheet apart from last three rows)**

COUNTRY:	SECTOR (INC. CODE):	MIS CODE(S):
Project/programme title:		
Managed by (DFID dept/overseas office):		
Brief description: I		
Poverty aim markers (pam):		
Poverty objective markers (pom):		
Policy information markers (pims): principal (p) or significant (s)		
Level approved by:		
Date approved:		
Completion date originally envisaged:		
DFID financial commitment finally approved (i.e. after any amendments):		
DFID financial commitment originally approved (if different from above):		
Actual completion date (dd/mm/yyyy) :		
Actual dfid expenditure:		
Actual dfid expenditure as % of finally approved commitment:		

**NOW USE THE SPACE BELOW TO EXPLAIN OR COMMENT BRIEFLY ON ANY NOTEWORTHY ASPECT OF THE DATA GIVEN ABOVE (In particular recording and explaining any formal changes in financial, time or other constraints which were made during the course of the project/programme):**

## SECTION II: PERFORMANCE ASSESSMENT

### Rating Guide

**Very Good:** fully achieved, very few or no shortcomings

**Satisfactory:** largely achieved, despite a few shortcomings

**Fair:** only partially achieved, benefits and shortcomings finely balanced

**Poor:** very limited achievement, extensive shortcomings

**Failure:** not achieved

**Too Early:** too soon to give an adequately reliable rating forecast  
(Goal and Sustainability only)

LogFrame Level	Achievement Rating	Comments
<b>GOAL</b> (state below, then provide a rating forecast with commentary):	(forecast only) <--Please Rate-->	
<b>PURPOSE</b> (state below, then rate & comment):	<--Please Rate-->	
<b>WHETHER SUSTAINABLE</b> (provide forecast & comment):	<--Please Select-->	

LogFrame Level (&c)	Performance Rating	Comments
<b>OUTPUTS</b> (list the <u>main</u> outputs below, rate against <u>each</u> , then give an overall rating):		
1	1<--Please Rate-->	
2	2<--Please Rate-->	
3	3<--Please Rate-->	
4	4<--Please Rate-->	
5	5<--Please Rate-->	
6	6<--Please Rate-->	
7	7<--Please Rate-->	
8	8<--Please Rate-->	
9	9<--Please Rate-->	
10	10<--Please Rate-->	
<b>Overall Assessment of Output Delivery :-</b>	<--Please Rate-->	

LogFrame Level (&c)	Performance Rating	Comments
<b>INPUTS/ACTIVITIES</b> (see footnote*):		
(a) <b>Appropriateness</b> ( <i>quality</i> ):	(a) DFID <--Please Rate--> (b) Partner <--Please Rate-->	
(b) <b>Sufficiency</b> ( <i>quantity</i> ):	(a) DFID <--Please Rate--> (b) Partner <--Please Rate-->	
(c) <b>Efficiency</b> ( <i>timeliness &amp;c</i> ):	(a) DFID <--Please Rate--> (b) Partner <--Please Rate-->	
<b>OVERALL ASSESSMENT*</b> :	(a) DFID <--Please Rate--> (b) Partner <--Please Rate-->	
<b>MONITORING AND REVIEW</b> ( <i>give an overall rating for the standard of monitoring and output-to-purpose reviewing; then, where available, list the project/programme OPR dates (year) along with the corresponding scores at output and purpose levels</i> ) :	Overall Rating <--Please Rate--> Year      Outputs      Purpose Score      Score      Score	

(\*) including conditionality aspects where relevant

### SECTION III: LESSONS LEARNED

*Please summarise below any lessons arising from this project that may help DFID perform better in future (if none please state):*

**i. Project/Programme Level Lessons**

**ii. Sector Level or Thematic Lessons**

**iii. General Developmental Lessons**

**iv. Finally, do you think there are issues arising from this project or programme which would make further research (e.g. an ex-post evaluation) useful? <--Please Select-->**

**If your answer is yes, please give brief reasons below:**

**PCR FINALISED BY:**

**PCR APPROVED BY:**

**DATE (dd/mm/yyyy):**

### **The Department for International Development (DFID)**

The Department for International Development (DFID) is the UK government department responsible for promoting development and the reduction of poverty. The government first elected in 1997 has increased its commitment to development by strengthening the department and increasing its budget.

The central focus of the Government's policy, set out in the 1997 White Paper on International Development, is a commitment to the internationally agreed target to halve the proportion of people living in extreme poverty by 2015, together with the associated targets including basic health care provision and universal access to primary education by the same date. The second White Paper on International Development, published in December 2000, reaffirmed this commitment, while focusing specifically on how to manage the process of globalisation to benefit poor people.

DFID seeks to work in partnership with governments which are committed to the international targets, and seeks to work with business, civil society and the research community to this end. We also work with multilateral institutions including the World Bank, United Nations agencies and the European Community.

The bulk of our assistance is concentrated on the poorest countries in Asia and sub-Saharan Africa. We are also contributing to poverty elimination and sustainable development in middle income countries in Latin America, the Caribbean and elsewhere. DFID is also helping the transition countries in central and eastern Europe to try to ensure that the process of change brings benefits to all people and particularly to the poorest.

As well as its headquarters in London and East Kilbride, DFID has offices in many developing countries. In others, DFID works through staff based in British embassies and high commissions. DFID's headquarters are located at:

#### **DFID**

94 Victoria Street  
London SW1E 5JL  
UK

#### **DFID**

Abercrombie House  
Eaglesham Road  
East Kilbride  
Glasgow G75 8EA  
UK

(from January 2002:  
1 Palace Street, London Street, London SW1E 5HE, UK)

and at:

Switchboard: 020 7917 7000 Fax: 020 7917 0019  
Website: [www.dfid.gov.uk](http://www.dfid.gov.uk)  
email: [enquiry@dfid.gov.uk](mailto:enquiry@dfid.gov.uk)  
Public enquiry point: 0845 3004100  
From overseas: +44 1355 84 3132

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