Document No.:

Receiving Date:

*(For APFNet Secretariat)*

**

*Asia-Pacific Network for Sustainable Forest Management*

*and Rehabilitation*

COMPLETION REPORT

[Project Title (ID)]

[Project Duration]

[Supervisory Agency]

[Executing Agency]

[Date of submission]

**BASIC INFORMATION**

|  |  |
| --- | --- |
| Project title (ID) |  |
| Supervisory Agency |  |
| Executing Agency |  |
| Implementing Agency |  |
| Date of Project Agreement: [dd/mm/yy] |
| Duration of implementation: [mm/yy-mm/yy], months( extended by months, if any) |
| **Budget** | **Grant assured** | **Grant received** | **Grant spent**  |
| APFNet Grant (USD) |  |  |  |
| Counterpart (USD)  |  |  |  |
| Total  |  |  |  |
| **Disbursement status of APFNet grant** | **Date of disbursement**  | **Amount (USD)** |
| Initial disbursement  | [mm/yy] |  |
| … |  |  |
| Balance to be disbursed |  |  |
| **Reporting status**  | **Schedule implementation[[1]](#footnote-1)** | **Project progress status[[2]](#footnote-2)** |
| First reporting (period covered: mm/yy-mm/yy) |  |   |
| … |  |  |
|  |  |  |
|  |  |  |
| **Executive Summary** Briefly summarize the key points covered in the project completion report, including the background, initiation and implementation of the project, highlighting the project achievements and impacts, e.g. the restoration models demonstrated, improvements of policy regulations, changes of local livelihoods. Project sustainability, duplicability and ideas for follow-up activities after the project completion may be included. |
| **Prepared and submitted by** Project Director signature Date | **Reviewed and endorsed by**Project Steering Committee Chair signature Date |

**Project Completion Report Instruction:**

1. The Project Completion Report is intended to comprehensively summarize and present an APFNet-funded project from the beginning of project design to the end of implementation, covering main technical, administrative and financial aspects of the project. At the same time, the report serves as a self-assessment tool for the project’s Executing Agency to present how well the project has been implemented and has benefited target groups (in terms of achievements and impacts).
2. The Project Completion Report is prepared by the Project Director (and Project Coordinator, if applicable) on behalf of the Executing Agency (EA), and is submitted within 45 days after project completion date to APFNet with signatures of both the Project Director and the Project Steering Committee (PSC) chair. For projects without establishing a PSC, only signatures of the Project Director and the Supervisory Agency are needed.
3. Along with the Project Completion Report, all additional project materials, such as videos/photos from the project site and project activities, project case studies, publications based on the project content, as well as raw data should be submitted to APFNet.
4. Please delete all the instructions or change the instructions into subtitles so as to make the report more readable.

List of Project Steering Committee (or Technical Advisory Group) members and Project Management Office members (name/title/expertise/responsibility/contact information)

CONTENTS

[1. BACKGROUND AND INTRODUCTION 1](#_Toc123094985)

[1.1 Project context 1](#_Toc123094986)

[1.2 Project objectives and sub-objectives (as stated in the PD) 1](#_Toc123094987)

[1.3 Project expected outputs and outcomes 1](#_Toc123094988)

[2. PROJECT IMPLEMENTATION 1](#_Toc123094989)

[2.1 Project progress, schedule and implementation 1](#_Toc123094990)

[2.2 Project finance 1](#_Toc123094991)

[2.3 Procurement and consultant recruitment 1](#_Toc123094992)

[2.4 Monitoring & evaluation and reporting 2](#_Toc123094993)

[2.5 Communication, dissemination and documentation 2](#_Toc123094994)

[3. PROJECT PARTNERES’ PERFORMANCE 2](#_Toc123094995)

[3.1 Performance of Supervisory Agency (if any) 2](#_Toc123094996)

[3.2 Performance of Executing Agency 2](#_Toc123094997)

[3.3 Performance of the Implementing Agency (if any) 3](#_Toc123094998)

[3.4 Performance of APFNet 3](#_Toc123094999)

[4. PROJECT PERFORMANCE 3](#_Toc123095000)

[4.1 Project achievements 3](#_Toc123095001)

[4.2 Project Impacts 3](#_Toc123095002)

[4.3 Sustainability, scalability and duplicability 3](#_Toc123095003)

[5. CONCLUSION, LESSONS LEARNED AND RECOMMENDATIONS 4](#_Toc123095004)

[5.1 Conclusion 4](#_Toc123095005)

[5.2 Lessons learned and recommendations 4](#_Toc123095006)

[References 4](#_Toc123095007)

[Annexes 5](#_Toc123095008)

PLEASE ADD

* List of Figures and Tables
* Abbreviations and acronyms

## **1. BACKGROUND AND INTRODUCTION**

This section looks at the original design of the project, including the context in which the project was proposed, issues and problems faced, alignment with APFNet and regional priorities, and what has been intended to be achieved by the end of the project, and the strategy of the project design. Usually, the following 3 aspects are required. Please insert a project map here, if any.

1.1 Project context (include issues and problems faced and alignment with APFNet and regional priorities)

1.2 Project objectives and sub-objectives (as stated in the PD)

1.3 Project expected outputs and outcomes

## **2. PROJECT IMPLEMENTATION**

2.1 Project progress, schedule and implementation

* This part requires a presentation of the implementation for each project output and activity. Highlight what has been achieved toward meeting project objectives and expected outputs.
* How were project activities scheduled and how well was the schedule implemented (if there were implementation delays, even if the activity overall was completed, clearly say so).
* Describe major changes, particularly formally approved project changes (that change or affect the project scope) against the approved work schedule(s), and the results accordingly. If entire activities or parts of activities were not completed or they were expanded upon/parts were changed, clearly describe this, including whether the change was initiated through a PCR or otherwise.
* Any risks and assumptions that occurred during project implementation and responding actions should be named. If new risks or issues occurred during project implementation, they should be clearly described, including PMO’s response.
* Details need to be filled out in Annex A.

2.2 Project finance

* How financial and in-kind resources (funding sources) have been used, planned budgets have been managed (this requires a strict execution of the transparency policy and procedures for procurement, employment, lease and other expenses assuring audit over the project), and budget actually used in the project.
* Approved budget and actual expenditures during the project implementation, clarifying any activity with an expenditure variance exceeding 10%.
* The EA is required to present project financial details as listed in Annex A and Annex B.

2.3 Procurement and consultant recruitment

* Describe goods purchased and services contracted under the approved work plans, presenting if they were directly and only used by the project and how they contributed to the achievement of project objectives and sub-objectives. A detailed list of purchased assets and contracting information as an annex is required. Costs should always be stated in USD.
* Present local and international consultant(s) hired to fulfill specific tasks and functions for the project, especially in terms of project design, monitoring and evaluation and output editing, auditing, legal consultation. Attach a list of work done by consultants and actual outputs, including a brief assessment on whether the work was done of sufficient quality and in a timely manner.

2.4 Monitoring & evaluation and reporting

* Follow the M&E framework set up in the Project Document, and describe if regular monitoring and evaluation (internal as well as externally led by APFNet) was conducted to ensure that project implementation was on track and project objectives were achieved. Present M&E findings, recommendations and suggestions, and what actions were taken in response;
* Describe at what intervals project progress and arising issues have been updated and shared among project team and stakeholders, including APFNet with high-quality reports and materials. This includes how many PSC meetings were held and if there were any special meetings to respond to upcoming situations.

2.5 Communication, dissemination and documentation

* Describe to what extent the project achieved the communication and dissemination (C&D) objectives set up in the Project Document and the Project Communications Strategy.
* What C&D activities have been implemented to share the project results and achievements among project partners and to a broader audience.
* Describe activities/events the project staff organized or participated in – on a local or international scale – to share project contents. Also state the type of audience (general public, researchers, experts, politicians, project stakeholders) and their response, the topic of the event and the contents that were shared.
* Provide a list all C&D products, e.g. photos/videos, project websites, documentary films, publications, scientific papers, and brochures that are based on the contents of this project, and also submit the documents as digital files (in full size) to APFNet. If they are published online, please provide the link. Whenever possible, these materials should be submitted in English or with a simple English translation.
* Other important project files, such as GIS data or raw monitoring data, should be provided as well.

## **3. PROJECT PARTNERES’ PERFORMANCE**

## **3.1 Performance of Supervisory Agency (if any)**

* Describe how and to which degree the SA has fulfilled its responsibilities of supervising and supporting the project in terms of policy and administration backup.

## **3.2 Performance of Executing Agency**

* Describe the main responsibilities and tasks of the Executing Agency (EA), and how and to which degree the EA has fulfilled its responsibilities and tasks to implement, manage and disseminate the project.

## **3.3 Performance of the Implementing Agency (if any), consultants (technical assistants), contractors, and suppliers**

* Describe the main responsibilities and tasks of these project partners, how and to which degree they have fulfilled the responsibilities and tasks.

## **3.4 Performance of APFNet**

* Assess if APFNet has provided: 1) timely support and clear guidance for project planning, implementation and management, 2) timely disbursement of project grants, 3) effective communication with the project EA and partners in guiding and undertaking project activities and project dissemination, 4) external M&E during or at the end of project implementation and shared feedbacks accordingly and in a timely manner.

# **4. PROJECT PERFORMANCE**

## **4.1 Project achievements**

* Present results, outputs and outcomes achieved by the project, and describe to what degree or how well the project objectives were met.

# **4.2 Project Impacts**

* Describe the social, economic and environmental impacts of the project, especially in regards to forestry sector policies, strategies, and planning in the economy(ies) the project was implemented in and the change of public behavior/practices in forest management on local and regional scales.
* The impacts should be measurable: All indicators defined in the PD and AWP should be named and their values at project start and end should be presented. If there is more comprehensive data available, provide a short analysis here and state how the raw data can be accessed.
* Name the stakeholders and beneficiaries that benefited from the project implementation. Also state the current, as well as potential and expected future impacts beyond the (geographical) scope of the project site(s). If the project was part of formal regional or national goals (e.g. Bonn Challenge, Initiative 20x20), state this and its contribution as well.

# **4.3 Sustainability, scalability and duplicability**

* “Sustainability” refers to the long-term impacts of the project activities. Provide a description of the aspects of the project that can be expected to persist after the end of the project. State what measures the project team has taken to ensure a lasting impact of the project activities during project implementation and whether any follow-up activities are planned after project completion.
* Describe the possibility of duplicating or scaling up the models demonstrated or experiences gained from the project, including what factors and resources would be necessary for a successful upscaling of the project

# **5. CONCLUSION, LESSONS LEARNED AND RECOMMENDATIONS**

# **5.1 Conclusion**

* Draw a conclusion on whether the project activities have been fully completed, output/objectives have been achieved as expected and planned.
* Give an objective self-assessment on the success of project implementation within the set timeframe and project scope.

# **5.2 Lessons learned and recommendations**

* Summarize lessons learned and issues that arose during project design, planning, implementation and management. Provide specific recommendations to enhance project development and implementation effectiveness in terms of technical, financial, administrative and information dissemination aspects, and how the experience and lessons learned from this project can be applied to similar ones.

References

* In case any external literature or additional sources were used, please provide a reference list here.

# **Annexes**

1. Project progress and expenditure status
2. Financial statement
3. Project audit report
4. Project outputs, such as technical reports, key project documents (workshops, field visits, technical visits, trainings etc.), publications, brochures, webpages, etc.
5. 2-3 Feature stories annually produced from the project for promotion
6. Photos, media cliffs and other materials used/available for project outreach

##

* Refer to Excel. Use the *APFNet Project Budgeting Tool* to develop the project progress and expenditure status table.

****

* Refer to Excel. Use the *APFNet Project Budgeting Tool* to develop the Financial Statement.
1. Schedule implementation status could be on track/behind/ahead of schedule. At least 80% of all activities scheduled to be done in that reporting period were finished can be considered as 'on track'. [↑](#footnote-ref-1)
2. Project progress status could be ranked as satisfactory, unsatisfactory, moderately satisfactory, moderately unsatisfactory [↑](#footnote-ref-2)